

JANUARY, 1958

# *The* TOASTMASTER

FOR BETTER LISTENING, THINKING, SPEAKING



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**Do You Know How to Listen?**



**Toastmasters Choice:  
Toastmaster Articles of 1957**



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**A N N U A L   R E V I E W   I S S U E**



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A Toastmasters club is an organized group providing its members with opportunities to improve their abilities to speak in public, conduct meetings and develop their executive abilities. In congenial fellowship, ambitious men help each other through actual practice, mutual constructive criticism and the assumption of responsibilities within the organization.

Each club is a member of Toastmasters International. The club and its members receive services, supplies and continuing counsel from the Home Office.

“As a man speaks, so is he.”—Publius Syrus, 43 B.C.

# For Better Thinking—Speaking—Listening

# The TOASTMASTER

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JANUARY, 1958



# Do You Know HOW TO LISTEN?

By LYDIA STRONG

**The problem is not one of getting men to talk. The problem is one of getting leaders to listen.**

—Carl F. Braun

**"SO YOU'RE** doing a study on how to listen?" said an executive we interviewed. "That's a great project, really interesting and worth while. I've done a lot of thinking about listening. Let me give you some of my ideas."

And he proceeded in rapid-fire fashion to describe how he gets *other people* to listen to him!

Our friend mistook the topic because his mind shied away from the very thought of listening. His feelings were extreme, but not really unusual. Most of us do tend to fidget while the other fellow has the floor. If the subject is boring we drift away to our own affairs. If it interests us, we concentrate on what we're going to say as soon as we can get a word in edgewise.

All these competing ideas block understanding. Repeated tests by university researchers have shown that the average person, even while

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trying to listen, takes in only half of what he hears.

Most managers and supervisors spend the major part of each workday trying to communicate with others. About half that time is spent listening. Therefore this failure in understanding causes tremendous loss of time and opportunity. Half listening is like racing your engine with the gears in neutral. You use gasoline but you get nowhere.

Fortunately, listening can be learned. Few accomplishments pay higher dividends in efficiency, productivity, and personal satisfaction.

Success in management hinges on ability at problem solving. Most problems must be solved with people—quite often, people who have highly individual points of view. And, in working with people, no tool rivals skilled and sympathetic listening.

Suppose you're to interview a subordinate on a proposed change in procedure which would require his full cooperation. You're for it; in fact it's your idea, and you already know that he's opposed. If you have learned how to listen, you admit to yourself from the start that Pete may—just may—have good reasons for his opposition. Also that you can't know these reasons fully, no matter what you've heard on the grapevine, until he has explained them to you.

After stating the proposed change, you ask Pete to comment. As he speaks, you listen closely and sympathetically. The first result you may notice is that your attention warms Pete, puts him at ease, lessens his (and your) aggressiveness. Because we all perform better when

we feel at ease, he'll open up, explain himself more ably than he could to a hostile listener. Instead of concentrating on your rebuttal, you take in his objections and try to judge their relevance. You try also to sense from his tones, from what he says and leaves unsaid, how he feels about the change. You may find, of course, that he's been suffering from some misconception.

After speaking his mind, Pete feels more free to listen to your point of view—which in turn may have been modified by his statement. Sooner than you expected, you and Pete may find yourselves reaching a cordial consensus instead of a hard-fought compromise.

Will this happen every time? No, but it happens often enough to make listening worth while.

## Leadership and listening skill

Theodore V. Purcell, S.J., of Loyola University, who conducted an 18-month study of employee attitudes at Swift and Company, reported recently in the *Harvard Business Review*:

"Of all the sources of information a foreman has by which he can come to know and accurately 'size up' the personalities of the people in his department, listening to the individual employee is the most important."

Swift Company workers said of successful foremen, in interview after interview: "He listens," or "I can talk to him." A disgusted worker said of another foreman: "He knows it all. And he don't know nothing! 'Why don't you tell me?' says he. But if I try to, he won't let me tell him."



The exhortation to listen is, of course, not new. Right down the centuries, from the Old Testament's "They have ears but hear not" through Dale Carnegie's promises of fame and fortune to the willing listener, we've been urged, cajoled, and coerced to unplug our ears. We've remained poor listeners.

What is new is the growing realization that listening is not just an inborn virtue, but a definite skill that can be learned. Controlled experiments have shown that discussion and practice can produce dramatic results. In St. Paul, Minn., one group of business and professional people, guided by Dr. Ralph G. Nichols of the University of Minnesota, more than doubled their comprehension of the spoken word.

### Principles of successful listening

A few basic principles have been discovered. Of these, perhaps the most essential is that listening is an active process. Figuratively or literally, too many of us "sit back and listen." This attitude may work well for music, but we need to "sit up and listen" when we're trying to

.....  
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*Supervisory Management, a publication specifically designed for all who supervise others, includes articles on human relations, individual development and management principles and practice.*

take part in communication. A good listener's mind is alert; his face and posture usually reflect this fact. He may further show his interest by questions and comments that encourage the speaker to express his ideas fully. If you've ever tried to talk with a poker-faced, bored, silent listener, you can readily appreciate the difference.

Another essential is to develop ability at four different levels of listening skill. The first level is to make sense out of sound; that is, to distinguish the speaker's words. The second is to understand what he is saying.

Neither of these skills is quite as simple as it sounds. Spoken words can be mumbled—and jumbled. And the same word may have quite different meanings to different hearers. This is not surprising when you realize that the 500 most commonly used words in English have 14,070 dictionary meanings!

In *The Second World War*, Winston Churchill tells of a long argument that developed in a meeting of the British and American Chiefs of Staff Committee. The British brought in a memo on an important point and proposed to "table" it—which to them meant to discuss it right away. The Americans protested that the matter must not be tabled, and the debate grew quite hot before the participants realized they all wanted the same thing.

Or connotations can shade a word's original meaning. To a manager, the word *efficiency* probably connotes increased results from the same expenditure of energy. To a worker it may mean pay raise or pay cut, layoff or promotion, de-

pending on his own, his family's, and his friends' experiences.

The third level of listening is to tell fact from fancy—in other words, to evaluate a statement. The fourth, and highest, is to listen with imaginative understanding of the other person's point of view. Psychologists call this listening with empathy. It's an essential skill in supervision. But it takes courage to listen with empathy. As psychologist Carl R. Rogers has explained: "If you really understand another person . . . enter his private world and see the way life appears to him . . . you run the risk of being changed yourself. You might see it his way; you might find yourself influenced in your attitudes or your personality."

### Listening without hearing

To stave off this frightening prospect we erect barriers to understanding.

One such barrier is listening intellectually, for the verbal statement alone. We all know better; for if only words mattered, why bother to hold interviews or conferences? Why not do all the work with memos? The answer, of course, is that industry continues to use time-consuming face-to-face communication because nothing else will take its place. The speaker's tone, gesture, posture, and facial expression may reinforce, amplify, or even contradict his verbal statement. Listening without observing is like getting the words of a song without the music.

### The second barrier

Bias is a second barrier to communication. It takes many forms.

We may decide just from looking at a speaker or listening to his voice that he has nothing to contribute. This could be true, of course, but it is exceedingly unlikely. External factors, like the shape of a person's nose, the curl of his lip, the cut of his clothes, or the pitch of his voice, may be quite beyond his control. At all events they're not likely to tell us much about the worth of what he has to say.

Or some word, phrase, or idea may so cut across our prejudices that we just stop listening. The speaker says: "We've got to stop making widgets . . ." This is a sore point with you, this widget fight. So you call him an enemy, and you either interrupt or stop listening. Anyway, you don't hear the end of his sentence, which is ". . . until Tuesday, because the shipment of raw materials was delayed."

### Other pitfalls

A more subtle, harder-to-spot form of prejudice is to distort the speaker's presentation, hear only those parts of it that seem to support our point of view. A movie reviewer writes: "What a stupendous waste of the fine actors and great story, which could have made this one of the year's outstanding films!" The ad quotes him as saying: "Stupendous . . . fine actors . . . great story . . . one of the year's outstanding films!" Cutting out just a few crucial words turned the criticism into praise. We're all adept at this kind of cutting.

Nobody can free himself completely from all forms of prejudice. The best we can do is to expose ourselves to facts as often as pos-



sible, and to try to allow in advance for subjective kinks in our point of view.

A frequent block to good listening is boredom. Your thought speed, it has been calculated, is four or five times the usual speed of speech. If you're not deeply interested, if the subject matter seems too simple, or if the speaker is on the dull side, you tend to go off on your own private mental tangents. There are times, of course, when inattention constitutes the best possible form of self-defense. But if you do have a purpose in listening, you can stay on the same track as the speaker without slowing down to his pace. Use your spare time to get clear in your mind what you hope to learn, and listen specially for this. Try to anticipate the speaker's next point; review the points he has made already; weigh his evidence. Watch his expression and movements to get the fullest possible understanding of his point of view.

Apathy sets in also when the subject matter is too difficult, or when the speaker fails to make himself comprehensible. If circumstances permit, you can help yourself and any other participants by asking the speaker to be more clear.

Among the more damaging forms of non-listening is pretended listening. You may fool the speaker by nodding and grunting from time to time, but you can never fool yourself. Face the facts squarely. You either have or have not a reason for listening. If yes, and even if the reason is only an inescapable social pressure, listen; you'll get into difficulties if you don't. If no, make an excuse and go away.

Experts have suggested certain procedures that will help you improve your listening. The first is to do some preliminary practicing—for instance, when you are listening to speakers on television and radio. Try to sort out the speaker's main theme from his digressions, irrelevancies, and supporting subject matter. Try to evaluate his argument. Notice any words or statements that touch off your antagonism or sympathy. Note also any propaganda techniques: appeals to prejudice, use of stereotyped symbols, statements that are cleverly worded to sound logical even though they're not.

When the speaker has finished, write a single paragraph giving his main idea and supporting evidence, and stating why he has—or has not—made out a convincing case. If you do this with a group of friends, the group members can compare reactions. This practice, incidentally, will make you a more skillful speaker as well as a better listener.

### Some practical helps

If the arrangements for a meeting are up to you, provide the best possible physical conditions. Seats should be close enough to hear without straining: face to face for an interview, arranged in a circle or square for a conference. Try to exclude distracting noises and interruptions. If notes must be taken, have pencil and paper ready. It pays to prepare yourself mentally and emotionally for listening. Give some thought to the subject of the meeting. If it's controversial, try to recognize your own prejudices and your possible private goals.

Once the meeting starts, your newly acquired listening skills come into play. Again, you listen for the main points and supporting evidence; identify bias and propaganda appeals. But use this material with, not against, the other person. Chances are you'll be working with him for a long, long time.

Let's say that a person whose point of view is opposed to yours makes a ridiculous, indefensible statement. On a debating team you'd pounce on the statement, make the man look foolish. But the purpose of this meeting is cooperation, not competition. A brief pause will give the speaker a chance to correct himself without feeling humiliated.

Interruption and contradiction should be used only sparingly. But in a small meeting or interview a timely question may help the speaker make himself clear, or may bring him back to the point if he has strayed.

Taking notes may be unavoidable. But you'll do well to keep them as brief as possible. Your time is better spent in concentrating on the speaker.

### An exercise in empathy

Now, would you like to engage in a final test of the quality of your listening? Carl R. Rogers has made this suggestion: Next time you get into an argument, just stop the discussion and institute this rule: Each person may speak up for himself only after he has first stated the ideas and feelings of the previous speaker. Any distortion may be corrected immediately by the original speaker.

This means, of course, that before presenting your own arguments you must place yourself in the other person's frame of reference; must understand his ideas well enough to summarize them. You'll find this tough but rewarding. First of all, you must really open your ears as never before. Then you must consider the other speaker's arguments carefully. That may mean some change in your own point of view.

Also, the other person hears how his statement sounds to you. He may have not meant it just that way. He too makes changes. Quite suddenly, the heat goes out of the argument. Differences are reduced.

### The larger rewards

Unquestionably, listening oils the wheels of industry. But it enriches personal life as well. The skilled listener develops a sensitivity which enables him to break out of the shell of individual isolation, to share the experiences and emotions of others.

Wendell Johnson, a leading authority on communications, has said:

"Our lives would be longer and richer if we were to spend a greater share of them in the tranquil hush of thoughtful listening. We are a noisy lot; and of what gets said among us, far more goes unheard and unheeded than seems possible. We have yet to learn on a grand scale how to use the wonders of speaking and listening in our own best interests and for the good of all our fellows. It is the finest art still to be mastered by men." ❖



# Speechcraft . . .

## What it is and what it will do for you

(Reprinted from October, 1956)

By PAUL GNADT

**I** MAKE this proposition to every Toastmaster whose club has not yet tried Speechcraft: *Your club is cheating its members until it establishes a practice of conducting an effective Speechcraft course annually.*

As I write, two questions no doubt occur to you: First, "What is Speechcraft?" and second, "What are the benefits and advantages of Speechcraft?"

The first question is answered by Dr. Ralph Smedley, who suggested recently that a good definition might be as follows: "*Speechcraft is a refresher course of eight weekly sessions in the fundamentals of public speaking, and as such it furnishes information to members which they might otherwise forget or neglect; and for the club which is not at full strength it serves the additional purpose of attracting new members.*"

This course of instruction in the fundamentals of public speaking is presented by the members of the club who follow an outline furnished by the Home Office of Toastmasters International as their source material.

Each week for eight weeks, three or four members of the club serve

as instructors, giving prepared lectures of from five to ten minutes each, which they do in lieu of their usual speaking assignments. The course is conducted as part of the regular program on the regular meeting night of the club, and the course is made available to men who are not members. They are required to pay a tuition fee (determined by the club) for the privilege of attending the meetings for the eight-week session.

### "What are the advantages of Speechcraft?"

Speechcraft speeds up the Toastmasters' educational process. The fact that this is a special eight-week project means that members of the club vie with each other to produce outstanding performances. This extra effort incites an amazing speed-up of the learning process. And since the members of the club assume the role of instructor, they are subject to the law that *the teacher learns the most.*

All of this might be summarized by a typical statement made by a Toastmaster after a Speechcraft course was completed: "I learned more during the past eight weeks than I learned during the entire year of the regular program."

### The second advantage of Speechcraft is the *esprit de corps* which it creates.

Speechcraft is a project which requires teamwork. It inspires the entire membership to work together to make the course successful. If a club has been neglecting any phase of basic Toastmasters training, such shortcomings will be revealed, and the club is then forced to get busy and function as it should.

This spirit of teamwork, this enthusiasm for the good of the club, this jealous desire to uphold the honor and prestige of the group, grow automatically as the members of the club realize that the only way to make the project succeed is to work together as a team. Having tasted of the rewards of teamwork, the club members will no longer be satisfied with a routine, average or under-average club. They will want to extend this new *esprit de corps* into other recommended projects. Therefore the club will grow better and better, bringing more and more benefits to each individual in every phase of Toastmasters training.

**The third advantage of Speechcraft is that many new members are attracted to the Toastmasters movement by this project.** Adding new members until a club is operating at full strength is important—not so much from the standpoint of numerical strength, but from the additional abilities, talents, skills, and ideas added to the club.

If a club is below the standard complement of thirty active members, Speechcraft is the answer to the problem. If a club does not need new members, the men at-

tracted by Speechcraft can be used as the nucleus of a new club.

Toastmasters International is the world's greatest human relations laboratory. But can a club claim to be a bonafide unit of this organization if it is failing to fulfill every function recommended by the International? If you go to a store and pay for a dozen eggs, you object if you receive only eight or ten. Inasmuch as you are paying your dues in Toastmasters and giving it your time and attention, you should insist that your club give you all the advantages and benefits to which you are entitled. If every member of every club would insist upon getting full value for his time and money, this would mean that every club would conduct an effective Speechcraft course annually.

How about you and your club?

At your next meeting, why don't you ask how long the club is going to neglect its obligations? Why don't you point out these three advantages of Speechcraft:

1. It speeds up the educational process.
2. It creates an *esprit de corps*.
3. It attracts new members.

If you do this, you will quite probably be appointed a committee of one to handle the question. If this happens, here is what you do: Order a supply of Speechcraft Manuals from the Home Office. When they arrive, call a meeting of key men of the club, pass the manuals around, and you are on your way!

When it is all over, you too will say: "Speechcraft is the finest project available in Toastmasters." ❖





## what of the **FARMER?**

(Reprinted from January, 1957)

By FLOYD C. WANGRUD

**W**HEN we think of a Toastmaster, our immediate mental picture is of a man in a group, a man well versed in public speaking, able to arrange his thoughts and express them in effective words.

The pioneers in Toastmasters were men from urban communities, men who recognized that their survival and their progress in their own economic fields depended upon learning how to communicate. The pressures of living, the interdependence of man upon man which forms the basic fabric of urban economy, the necessity of learning the art of leadership—all combined to prove the value of Toastmasters training. Men who were immediately attracted to the program were men to whom communication was bread and butter. Better communication meant more butter on the

bread to the salesman, the professional man, the executive. As he advanced, he became aware of the social and personal benefits which were beginning to accrue—benefits most obvious when an individual was also a member of a group.

How about the farmer?

Have we perhaps been overlooking a large section of people who may also find great help in Toastmasters?

What can Toastmasters offer to the farmer?

The farmer is traditionally inarticulate. This is not because of lack of education, or of scarcity of opportunity or desire for social contacts. It is rather because his primary economic concerns are with elemental forces of nature. Rain, sun, snow, sleet and drought

can make him or break him, according to the proportion in which he encounters them. Over them he has no control and there is no need to communicate.

The farmer today is far removed from his grandfather who tilled his acres with the help of his sons, who from those acres could be virtually self-contained and self-supporting. The time has come when the farmer must take his place as a member of a production group of prime importance to society. Upon him depends the structure of that society. As he succeeds, so does our economic structure flourish; as he fails, so is it proportionately weakened.

The farmers of today need leaders in their fight to be recognized as members of a vital industrial structure. The very fact that their problems are not always immediately recognizable to the man who is several generations removed from the farm means that they must be even more able to communicate their needs and aims effectively. Toastmasters training can help to supply that ability to communicate.

The man who continuously works within a group is daily and hourly testing his ability to communicate—with one, two or many listeners. The man who works alone lacks this daily proving ground, and as a result, despite his innate ability to express himself, may develop feelings of hesitancy and diffidence. Toastmasters training can overcome this.

The farmer of today can stand alone no longer as lord of his farm and field, depending upon no one

but himself. He is engaged in the highly competitive business of buying and selling. He must keep abreast of new techniques, must learn new methods of soil enrichment, must subscribe to various practices and plans which will benefit his whole group. To do this he must become gregarious, must take his rightful place not only among his fellow farmers, but among all men. He must become able to state his own case and appraise his own capacities. He must learn to evaluate, plan, elucidate. What training fills this need better than Toastmasters?

The modern farmer, no longer a self-contained unit, must take his place in his community and participate in community activities. This is not always an easy matter, for the hours of a farmer's toil are set by forces greater than a state legislature or union wage-hour agreement. But it is a matter necessary for successful survival.

What has the farmer to offer Toastmasters?

This is an easy question to answer. He offers his own sturdy independent thinking, his own inner knowledge of problems that are vital to all. He offers a chance for extension of mental horizons, a chance at better understanding.

Toastmasters, have we been overlooking the farmer in our search for good members whom we need and who need us? Have we tacitly closed a door to a group which has much to offer and much to gain from our program?

In my own district we have many clubs which have recognized the value of Toastmasters training



to the farmer and the value of the farmer to a Toastmasters club. There are many others, however, which have more or less closed their doors to those who are not in their own fields of activity. Sometimes even the name of a club suggests a closed corporation, a concentration on the city professions or on strictly urban aspects of living.

It's time to make a special effort to include the farmers in our

groups, and by so doing, to satisfy a mutual need. Let's get more farmers into our clubs. Invite some farmer friend to your next meeting, or arrange to hold a meeting at some gathering of farmers in your neighborhood. Don't wait until they invite you—be progressive and invite yourselves, for time never stands still.

You have the greatest asset in the world to sell—Toastmasters. You have a great deal to gain. ❖

### CONTRIBUTORS TO THIS ISSUE

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# PROFILE: TOMORROW'S EXECUTIVE

By WALLACE JAMIE

(Reprinted from March, 1957)

**I**N THE next ten years, the economy of our country will have undergone a metamorphosis. The population will have expanded substantially, living standards will be higher, new sources of energy will have been developed and harnessed, countless new products will have appeared. The world will be significantly smaller as a result of improved transportation and communication. The problems of living together will be more complex.

More than ever before in history, industry will need leaders. Where will they come from? How can they be developed? Will improvement of training techniques keep pace with the accelerated need? Can a program of leadership development be stepped up enough to meet the requirements of the changing world?

In my former assignment as General Personnel Director for Carnation Company, part of my job was to help select men, particularly chaps just out of college, for a series of training programs in our organization. These programs cost our company hundreds of thousands of dollars to operate, and a wrong commitment could be very costly. Like all personnel specialists, I have been anxious to isolate the ingredients of success in order to avoid making substantial investments in people who will not develop adequately.

The other day the personnel director of one of the large national insurance companies made a comment to a group who were talking about executive development. What he said made us all sit up and take notice.



My friend's statement was that some years ago, the president of his company asked him to identify for him all of the Toastmasters in his organization—a concern, incidentally, which sponsors in-company Toastmasters Clubs across the country. The President wanted to be aware of Toastmasters affiliations in connection with the Company's management development program. The personnel director commented that in his organization there *has* been a correlation between Toastmasters participation and growth in company responsibility.

What is there about a man who is active in Toastmasters which makes him a better bet to succeed? Is this participation a valid criterion in selection for upgrading?

After much thoughtful analysis, I have concluded that the answer to the latter query is definitely *yes*. There are elements in Toastmasters activity which tie in with leadership in every activity.

What do we know about men who become active in Toastmasters? Well, for one thing, the very fact of their participation indicates that they have a strong motivation to succeed. There is an element of self-screening, a built-in selection factor here. Most Toastmasters have accepted the idea that they need to develop.

One who has not been active in the personnel field may erroneously assume that everyone has this trait, that is, the determination to improve his status. Those of us whose business has been "people" know better. Surprisingly, many people prefer to drift along, hoping that somehow they'll find them-

selves in the right place at the right time—that success will seek them out. There are even people who do not wish to grow because of the responsibility which progress imposes. The Toastmaster is making a contribution of his time and money toward his own development. Thus, a company has reason to believe it is building on a solid base in such a man when it makes an additional investment.

Toastmasters experience is not competitive with what the employer offers in the way of training, but supplements it ideally. Moreover, there is another feature of Toastmasters training which squares with industry's concept of the most practical approach to developing people.

Most of the training programs offered by the thousands of firms who visit college placement offices hoping to hire future executives are of the on-the-job, learning-by-doing variety. Put the man on the firing line and let him, if he must, get his fingers burned, is the determination of most employers. An army man in training crawls through barbed wire and across fields under fire. Such training techniques save lives in the military. Only that kind of training can produce for industry the kind of leaders it requires—men who, when away from supervision, can make decisions and handle problems.

The Toastmasters approach is likewise the firing line approach to training. The speaker's abilities are challenged: he discovers his weaknesses and his strengths; he is pushed toward better perform-

ance; he has tested himself under pressure and has developed assurance, ability to think logically and to extemporize with confidence. In short, he has gained poise.

In further assessing the validity of the insurance company president's acceptance of Toastmasters activity as an indicator of potential, I remembered a national magazine article of a few years ago, titled, "Why Didn't You Get That Raise?"\* The author had developed two lists of characteristics which were featured in box tabulations titled "These Traits Hurt" and "These Traits Help."

Among the factors listed as hurtful were personality features which Toastmasters are less likely than others to exhibit. These include, *Inability to Take Criticism, Inability to Follow Through, Lack of Sympathy, Lack of Originality, Dissipation of Effort, Dread of Effort, Dread of Responsibility and Gloominess and Pessimism.*

Among the plus factors were some characteristics frequently associated with those active in Toastmasters. Among them were: *Ability to Think Analytically, Ability to Inspire Confidence, Willingness to Work Hard, Toleration of Hostile Action, Ability to Think Critically, Tact and Finesse, Courage of Convictions, and Resistance to Fear.*

Toastmasters may find it interesting to measure themselves against the profile of tomorrow's successful executive. Just what he'll look like may be a matter for speculation. I had a challenging invitation recently to present my own

\* Collier's, Feb. 14, 1953, page 13. Article by Howard Whitman.

"Criteria for Executive Success" for tomorrow's leaders. Nine factors seemed to take shape and to provide shadowy features for the profile. As you consider each element in the list below, ask yourself if Toastmasters experience does not contribute toward your achievement of these most needed traits.

Here, then, is what I think the business leader of ten years hence may look like psychologically, academically and emotionally.

**1. He will be mature.** He will be reflective and, when necessary, deliberate. He will objectively evaluate every angle before making a decision. His responses will be controlled and expressed in a way which is socially acceptable. Only rarely will he "blow his top." He will accept victory with controlled emotions. Defeat will not shatter him. His psyche will not scar easily. He will be tactful in his defense of what he considers right.

**2. He will have force, direction and decisiveness.** He will have the capacity to identify goals and direct his team toward their achievement. He will have the energy needed for his assignment. He will work with consistency toward clear, realistic objectives. His strength and nervous energy will be budgeted to afford their best utilization in the striving for goals which are set neither too high nor too low. There will be no costly indecisiveness. He will not get bogged down in detail. The forest as well as the trees will be ever before him. His goals will be in focus.

**3. He will have enthusiasm.** Without enthusiasm he could not



inspire his people. His feeling for his company will transcend loyalty. Its success and future will be part of his very being. He will find gratification in his opportunity to build men and open doors for others.

**4. He will be a model of humility and graciousness.** He will be mindful of Lowell's definition of democracy: "Not, 'I am as good as you are,' but 'You're as good as I am'." He will be trusted by his people to make decisions on the basis of what is best for the organization. No one will charge him with seeking personal aggrandizement.

The prestige of his position makes his smallest act critically important. Sincere interest in the personal problems of his people will be instinctive. He will not be patronizing. His gracious greetings and thoughtful acknowledgments and observances, and his social poise, will become a model for the management team. He will be emphatic. He will feel for his colleagues and subordinates. His operating precept will be: *Motivate, don't drive.*

**5. He will be adjusted in his environment.** He will be relaxed and natural. He will need humor. He will have a high "frustration tolerance," and if tensions arise he will release them intelligently. When he talks to people he will impart a sense of ease. Tenseness will dissolve. He will be able to "punch with the roll and roll with the punch." He will remain resilient under pressures and stresses. If sometimes his experience leads him to feel that the "gracious generation" is history and that he lives

in a "hit and run" world, it won't make him brittle.

**6. He will be adaptable.** There appears to be a tendency for men to reach responsible stature early. Youth is more a state of mind than a chronological age. Tomorrow's leaders may be young in years, or they may not, but they will have a flexibility of mind, an adaptability to new situations which will guarantee that their decisions in a new business atmosphere will not be based on outdated precepts. A characteristic of our changing industrial scene is that it continues to change at an even giddier pace. Complacency and preconceptions are deadly.

**7. He will have more formal education than his predecessor.** As a matter of fact, industry is wasting millions if he isn't an alumnus of one of the company's training programs for college graduates. Industry and education are talking languages increasingly comprehensible to one another. Management is assuming professional stature.

Moreover, he will have the broad base of an ample general education. Pervasive technical knowledge may be more rare in our general officers of tomorrow. Specialists tend to become preoccupied with secondary issues of methods and techniques.

There is one critical caution in connection with this matter of the value of extended formal education which I have not heard anyone express. It has its essence, I believe, in the important difference between intelligence and what might be termed intellectuality. Intellectu-

ality can be a deadly defection in one who aspires to business success. Intelligence is a necessary commodity for him. Abundant education may produce intellectuality but fail to develop intelligence. Intelligence may be abundantly present in one with limited schooling.

**8. Tomorrow's leader will have imagination and vision.** Someone once remarked that a practical man is one who follows the prejudices of his predecessors. There's no room for that kind of practicality in tomorrow's scheme. The expanse of the view of tomorrow is breath-taking. Many of tomorrow's leaders will need to have youth in their pockets and adventure in their hearts. Their basic challenge will be the challenge of *change*. The executive with "fixed" ideas will be obsolete.

**9. He will be a man with**

**certain special spiritual qualities.** Tomorrow's leader is not likely to be the one who regards personal profit as the sole objective. It is more probable that he will be a person of broad moral, ethical and religious perceptions and convictions.

He probably has given some thought to the contribution he can make, directly or indirectly, to the general welfare. So far as his own people are concerned, his program will be slanted not only to help them make a living, but, in the broader sense, a life.

It is my conviction that Toastmasters experience does develop tangibly many of the features of leadership identified above. Toastmasters International is making a significant contribution in helping to build the kind of men we will need in tomorrow's exciting new world.

*"Only through conscious strong communications can a leader extend the force of his character and his ideas. Only through consistent, constant communications can he build understanding or acceptance with those he would like to lead."*

—Tom Wolff, Communications Consultant

*"When you as a manager, talk to your own people, bear in mind that their fears and aspirations involve them intimately in what you are saying; that they will slant, distort or accept what you say on the basis of their opinion of you. The secret of acceptance as a leader lies in having established a reputation for sincere interest and friendliness, honest dealing, humility and responsibility. Achieve this acceptance. Then look to your communications. You will find a rich reward."*

—Wallace Jamie



## Club Publicity?

# MAKE THEM READ IT!

By H. R. NOVROS

(Reprinted from March, 1957)

**T**HE third morning after the meeting of the local Toastmasters club, the following item appeared in the newspaper:

### TOASTMASTERS HOLD MEETING

The Lip and Larynx Toastmasters Club met at the Y.M.C.A. Tuesday evening. President Harry A. Long presided. After the reading of the minutes of the previous meeting by Secretary John Scrapper, the members engaged in table topics.

Toastmaster for the evening was Bill Melater who introduced the following speakers: Tom Foolery, Jack Spratt, Dan Fine and Turner Round. Evaluators were Lou Off. Samuel Hungerstrike, Michael Am-

ity and Ben Edict. Table Topic-master was Herbert Kennedy.

The next meeting will be held Tuesday evening, January 15.

*This is typical of the publicity relayed to newspapers by thousands of organizations. The papers accept such stories for good reasons. Nearly everybody likes to see his name in the "news" and these items make good cheap fillers and create a little good will.*

*If these fulfill the purpose of the group and the paper, there would be no further comment. But such news items cannot interest any but the readers whose names appear and a few friends. A stranger, not acquainted with Toastmasters, would not bother reading it at all.*

*What really did happen at that meeting that might have made interesting reading to some total outsider? In the first place, during the meeting Mr. John Peterson succeeded in getting his club to back him in seeking the convention of Toastmasters International for their community in 1959. Here we have the meat of publicity that should interest everybody:*

### TOASTMASTERS SEEK INTERNATIONAL CONCLAVE

The Lip and Larynx Toastmasters Club passed a resolution to go after the annual convention of Toastmasters International, which now numbers some 70,000 members . . . etc.

*Let's say that the theme of the table topics centered around some hot civic problem, such as "Speeding Motor Vehicles in School Zones." This might have attracted readers with a headline:*

### LIVES OF CHILDREN ENDANGERED SAY TOASTMASTERS

*followed by an account in logical sequence of some of the statements and recommendation of the table topics participants.*

*The most common source for material that produces general reader interest should be taken from the subject matter of one of the speeches of the evening. It need not necessarily be the speech that won the prize for the evening. It is better to choose the one that is most likely to decoy the reader into learning something about Toastmasters. Here is an example:*

### 10,000 BLIND MEN AWAIT NEW EYES

Speaking before the Lip and Larynx Toastmasters Club, which met last night at the Y.M.C.A., Jack Spratt, one of its members, outlined the function of the Eye Bank for Sight Restoration.

"Some 10,000 industrially blind wait, in anxiety, for that phone call or telegram advising them that, at long last, their turn to see again has come . . . to have somebody hurry them over to the hospital where new eyes are awaiting them," he told the group.

The Eye Bank receives the eyes of generous people as a legacy for cases of blindness due to corneal scarring. Since such eyes must be used within 72 hours after death, speed in removal and dispatching of them is essential.

Toastmaster of the evening was Bill Melater who introduced Mr. Spratt. Thomas Foolery spoke on "The Impact of TV Advertising," Dan Fine on "The Four-Day Week—Fact or Fiction," and Turner D. Round on "Night Photography." Mr. Fine won the award for the best speech of the evening.

90-second comments on the table topic, "Speeding Vehicles in School Zones," were made by John Freeman, Harold Paul, Robert Emery and Harry A. Long. General Evaluator for the meeting was Howard Ritchie.

The Lip and Larynx Toastmasters Club meets the first and third Tuesdays of each month at the Y.M.C.A. The public is invited to Dutch treat dinner at 6:15 and the program which starts at 7:15. ❖



# CLUB TO CLUB

It's easy to identify the newly-installed officers of the Cathedral Rock Toastmasters 2511 of the U.S. Air Force Academy in Colorado. Left to right: Mr. R. C. Lakin, Ed. V-P.; Capt. Robert M. Lowry, Adm. V-P.; Capt. William H. Copp, Pres.; Capt. Robert E. Renz, Sec.; 1st Lt. William H. Rutledge, Treas.; 1st Lt. Harold J. Shea, Sgt.-at-Arms.

Col. Sam Smith, Base Commander at Nouasseur Air Depot, Morocco, is affected by costume (and model) for his table topic the night of the first anniversary of Nouasseur Club 1904, when 200 Toastmasters and wives enjoyed a preview of latest Paris fashions.



"Don't miss the bus!" say Madison Toastmasters to latecomers, as club sets out for "table topics on wheels." (Story on page 23)

American Consul Oray Taft addresses Wollongong Toastmasters prior to presenting charter. (Story on page 22)





**Newton Toastmasters Club 833  
Newton, Mass:**

Perhaps other clubs might be interested in an award form which our club has been using for the past few years with much success.

The embossed certificate is known as the "Man-of-the-Evening" award, and is given to a two-minute impromptu speaker each meeting. At the start of the topic session a "point of the evening" is announced by the Topicmaster. It may be speech modulation, organization, gestures, etc. At the end of the topic session, each member votes on the one who, in his opinion, excelled in the particular "point of the evening" and the winner is thus selected. The winner's name and the signatures of three evaluators are inscribed.

The award arouses much interest and the winner is proud to take the certificate home.

\* \* \*

**Sparks Toastmasters Club 1449  
Reno, Nevada:**

By leave of the U. S. Immigration-Naturalization Service and on the invitation of the Second Judicial District Court of Nevada in Reno, Sparks Toastmasters arranged the courtroom program for the Naturalization Hearing at a recent quarterly session of the Court. Twelve aliens became new American citizens, and a capacity courtroom audience attended.

Toastmaster J. Sloan Olin was the principal speaker with his address on "Americanization." Toastmaster Alexander Coon, himself a Deputy Court Clerk, acted as Court Clerk on behalf of the club.

This was an innovation for our club, and the same opportunity exists for the asking in most state courts authorized to naturalize aliens.

**Park Forest Toastmasters Club 1717  
Park Forest, Ill.:**

In an effort to draw new members as a part of our present membership drive, Park Forest Toastmasters have sent subscriptions to THE TOASTMASTER to four barber shops in Park Forest. The subscriptions were sent with the "compliments of the Park Forest Toastmasters," and a special card bearing this announcement was sent to each recipient.

Can anyone think of any better way to publicize Toastmasters?

\* \* \*

**Wollongong Toastmasters Club 2456  
Wollongong, N.S.W., Australia:**

The first Toastmasters club to be established in New South Wales and the second on the continent of Australia, Wollongong Toastmasters recently received charter No. 2456 at a highly successful charter party and dinner meeting. The charter was presented by Mr. Orray Taft, U. S. Consul at Sydney. After his presentation speech, Mr. Taft accepted honorary membership in the club and was presented with a Toastmasters pin.

Honored guests included Norman Dobbie and John Lang, President and Secretary of the Melbourne Toastmasters, who made a 600-mile trip to be with the group for the evening.

Wollongong Toastmasters are starting out on a high note. A few days prior to the dinner, four members competed in the local Eisteddfod (singing contest to all non-Cymric readers), one of the largest held in New South Wales. Toastmasters David Daters, Bob Wright, Ken Todd and Graham Morton placed first, second, third and fourth in the contest. Since none of them had appeared in public before, they credit much of their success to their Toastmasters training.

**Madison Toastmasters Club 173  
Madison, Wisconsin:**

A newly inducted member of the Madison Toastmasters, manager of a plush eating spot on the outskirts of the city, invited the club to hold a meeting at his dining spot as a change of pace. The invitation accepted, the club then turned to a member working for the Greyhound Co., and chartered a bus to move all members from the usual meeting place to the restaurant.

The Topicmaster charted the course of the bus, taking the club on a tour of various city developments including a newly-voted parking ramp, a new state office building, the site for a controversial auditorium, the widening of an important street and several others, stopping five minutes at each place. Pointing out the facility, the Topicmaster asked pertinent and leading questions of a Toastmaster concerning it, and received two-minute talks in answer.

The club called it "Table Topics on Wheels." It was an interesting experience filled with fun and information.

\* \* \*

**Uptown Toastmasters Club 830  
Chicago, Illinois:**

Uptowner Ed Dorfman demonstrates a new rug cleaner while (left to right) Art Kimberly, Phil Arst, Dave Allen and Herb Schultz watch. Uptown Toastmasters club had assigned all speakers "Hands Up" talks, using visual aids. Golf clubs, shotguns and other unusual aids were used in an evening of sparkling topics.

**Angel City Toastmasters Club 36  
Los Angeles, Calif.:**

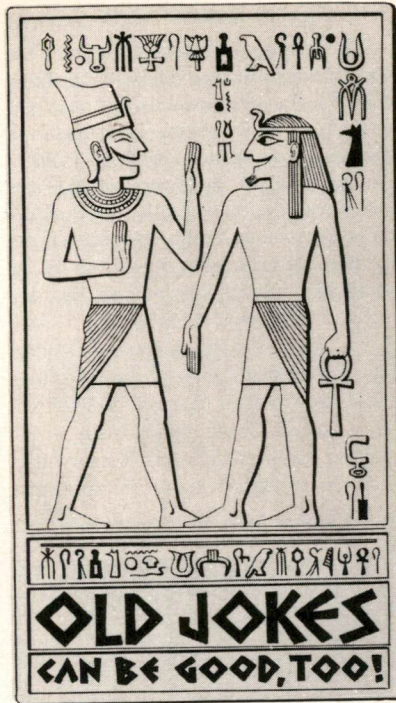
Through special arrangements made by President Eugene Turner, the Angel City Toastmasters recently had as guests Mr. Walter Bennett, Instructor in Graphic Arts at the Pasadena (Calif.) Junior College, and several of his class members. The theme of the meeting was "Communication," with emphasis on the graphic arts. Speeches were given on the subjects "Communications of the Ancients," by Edward Adams; "Words That Live," Benjamin Shapiro, and "Applying Toastmasters' Speech Evaluation to the Graphic Arts," Vernon Simpson.

\* \* \*

*Hands up and knees down for Uptown TM's*







By RALPH C. SMEDLEY

(Reprinted from December, 1956)

**"T**HERE are no new jokes." That is a favorite saying with those wise ones who write about jokes and anecdotes and humorists. They point out that there are only a few really humorous situations, and that these basic situations have been endlessly worked over by successive generations of more or less funny folks, until there literally is nothing

new under the sun in the way of humor.

These pessimists lose sight of the fact that while the jokes may not be new, there are multitudes of new listeners, to whom the old jokes are just as funny as they were on the day when they were first given voice.

Shakespeare had a phrase for it, as usual, when he wrote:

"A jest's prosperity lies in the ear of him that hears it, never in the tongue of him that makes it."

When you speak to an audience, and have occasion to use humor in your speech, you may depend upon it that some of those present have heard the story before, but that there are others to whom it is altogether new, and who will find it amusing.

Age is not the test for a joke or an anecdote. The fact that a joke is old does not discredit it, nor does novelty alone make it a sure fire hit. There are other, much more vital tests to be applied. Here is a list of the criteria by which you can judge:

*First:* is it appropriate?

Does it fit the occasion, the audience, and the subject under discussion?

*Second:* does it really illuminate the speech? Does it dramatize or shed light on the point you are trying to make?

*Third:* is it inoffensive?

That means more than mere decency. Of course, we understand that a gentleman does not dabble in dirt for the sake of getting a laugh. But beyond that, he considers whether his story may be interpreted by some of his hearers

as a slap at their race, religion, political opinions or other personal interests.

No matter how pointed, appropriate or amusing the joke may be, if it gives offense to any listener, it is better omitted.

*Fourth:* can you tell the story well?

Many a good story is spoiled by bungling in the telling. You need to rehearse the tale in advance until you know it thoroughly, and are satisfied that your use of it is effective in every detail. Don't tell the story unless you know how it goes, and how it ends, and how to crack the whip when you come to the climax.

Apply these four tests to your jokes and anecdotes and humorous quips, and when you can meet the conditions, go ahead and tell the tale, whether it is new or old.

Another test, a very personal one, may well be applied. Does the joke still seem funny to you, even though you have heard it a score of times? Does it make you feel like laughing, or even smiling, when you remind yourself of it? If it seems funny to you, in spite of its age, then you can tell it with enjoyment, and your audience will enjoy it, too.

But really, are there no new jokes?

There must be some, to fit our atomic age, for new situations have arisen, with automobiles, airplanes, atoms, automation and all the rest of the new gadgets which mark our path of progress.

The same old formulas of surprise, pleasurable disappointment, absent-minded professors, mothers-

in-law and the rest of them apply to the new conditions. While the pattern is familiar, the stories are different.

Joe Miller had his jokes about stupidity and misunderstanding, but he could never have invented the story about the business man who, remembering that it was his wife's birthday, hastily purchased a magnificent Cadillac and proudly drove it home. He called his wife to the front door to see the new chariot. Instead of going into ecstasies, she asked him: "Well, what question did you miss, stupid?" That could not have happened, even in a joke, before the day of the \$64,000 question.

Then there was the other old one, which came into vogue long ago when the railroads introduced their speedy "lightning-express" trains. It was a favorite diversion to tell how the yokels came down to the station to see the train sweep through at a mile a minute. They said that it took two men to see it. One looked up the track and yelled: "There she comes!" The other looked down the track and yelled: "There she goes!"

Compare that one with the modern quip about jet planes: "If you can see it, it's obsolete!"

Let us not worry about the age of our stories. They are certain to be new to some people, and even those to whom they are old can get enjoyment out of an old favorite.

1. Is it appropriate?
2. Does it illuminate the point?
3. Is it inoffensive?
4. Is it well told?





# Editorially

## THIS ANNUAL REVIEW ISSUE

Our readers have been the editors of this issue of THE TOASTMASTER in that they have determined its contents. We have departed from precedent in another respect: all of the articles, excepting our lead article, have already appeared in this magazine in the course of the last twelve months.

Many of the articles will be new to many members who have become Toastmasters during the past year. All of the reprinted articles have been requested by members who have asked that these selections from the last twelve issues be reprinted in one handy reference form.

Our index this month is not an honor roll or the record of a popularity poll. It represents a fair balance of member interest in self-improvement, club activities and the application of the benefits of Toastmasters training to activity in the world around us.

Therefore, in effect, with this issue we offer a self-portrait of our organization and our magazine—a survey of the scope and range of our interests, a record of what has been accomplished by some and what can be accomplished by others.

Although this issue is not a "show piece," it will be sent to thousands of prospective members who write us for information during the year. It would be misleading and deceptive to publish only

our best and represent it as typical. Our magazine, like our organization, does not promise what it cannot deliver; we do not lure readers or members. We hold that a man can succeed in developing his abilities through Toastmasters only if he wants to do so. He will not make the sustained effort necessary for success if he has been bribed to join by bright promises of quick or easy fulfillment of his desires. We could have a larger membership were we to advertise our wares and exploit the success of our methods. But we are interested in service, not size.

Reviewing the contents of this issue, we note articles by law-enforcement officers, entertainers, statesmen, businessmen and members of many professions. We find in this, evidence that Toastmasters has something of value for all men, because all men are communicators.

Our future and the need for Toastmasters services will never become outmoded so long as men are willing to try and we are willing to help.

All the articles in this issue, like all the material in our educational program, reflect a common theme of realistic optimism. They reflect a conviction of man's ability to realize to the fullest his potential capacity, his constructive traits and his skill in living congenially among his fellows as a thinking, useful individual—if he tries.

# Speaking . . .

## NEW POLICY NEEDED

By EARL KLEIN, Editor, Metropolitan News, Los Angeles

A suggestion of Judge Victor Hansen's may open a new specialty in the insurance business. Heaven knows it's needed, and the public may jump at the opportunity.

Speaking at a meeting of the National Association of Independent Insurers in Chicago last week, Judge Hansen, assistant U. S. Attorney General in charge of the anti-trust division, suggested insurance against distressing after-dinner speeches.

Hansen said he had heard of insurance coverage on a pianist's fingers and on the legs of a famous dancer. Even a pickpocket reportedly obtained insurance against loss of his fingers. Policies have been written to cover the possibility of hogs being hit by low-flying aircraft.

"Truly the insurance business has done much to ward off the impact of many of the hazards of this world," said Hansen. "But there is one type of risk that is still not insurable. There is no insurance against the distress and discomfort caused by the after-dinner speech—that heavy and dull instrument so frequently wielded with devastating effect upon the nerves and digestion. The most diligent research has failed to uncover a single policy issued against this awful hazard."

Conceivably if insurance companies insure against such a hazard, they would then purchase full-page ads in magazines to warn speakers that if they are dull and long-winded and the company has to pay off, their own premiums will be increased. This in turn may force speakers to make their half-hour speeches in thirty minutes and even make them interesting. Out of Judge Hansen's suggestion a new era may dawn.

Reprinted from *The Metropolitan News*

Editor's Note: This is a truly constructive idea and presents a great opportunity for Toastmasters International.

Since our principles for better speaking are also designed to lessen the devastation cited by Judge Hansen, Toastmasters International might offer to insure those who rely on members of Toastmasters for after-dinner speeches.

We have one real reservation. If Toastmasters International sponsors such a laudable contribution to society, then, as indicated by the good Judge himself, we will be alone in the field and without competition. Incontrovertibly, ours would be a monopoly. It might then become Judge Hansen's duty, as assistant Attorney General in charge of the Anti-Trust Division, to prosecute Toastmasters International for carrying out his own idea.—M.F.



it is, too,

# WHAT YOU SAY

(Reprinted from January, 1957)

**H**OW many times we hear the casual, careless statement, "It isn't what you say, it's how you say it."

Let's examine that for a moment. Toastmasters all know that the best idea, thought or plan can wither on the vine if not brought into full fruition by careful expression. Its presentation must be arresting, logical, convincing, sound. In this respect, it is very true that a lot lies in "how you say it."

But what about a bad idea, a dangerous notion, a weak plan? Does "how you say it," or the effectiveness of your plea, then make it acceptable? Does a skillful speech justify an undesirable premise?

If we are to assume our place as contributing members to the welfare of society, then along with improvement in communication we must develop intellectual integrity. We must give the same amount of time, thought and study to the subject we endorse through our talk that we give to the mechanical aspects of delivery—to voice, gesture, eye contact, etc. We must watch the content as carefully as we plan the structure.

Is the beginning of your speech attention-arresting, the body logically arranged; is the conclusion a call to action, a "making the sale"? Fine! *But is it a sale that should be made?* Is it one in which you sin-

cerely believe, and which you believe will help others in their own thinking? Is it an idea which you have thought through?

Or did you merely read a magazine article somewhere, and pass it on without serious thought or conviction, simply because "I had to make a speech"?

This does not necessarily mean that you are restricted to subjects to which you have given a lifetime of thought. It does mean that honest thought is essential.

Every speech we make is a bid for attention. Attention must be deserved; if it is given to us, the gift must be repaid by something worthy of attention. Only in this way can we be sure we are using our clubs for self-improvement and not merely making use of a captive audience.

Evaluation helps us in selecting ideas and themes for speeches. As evaluators, too, we should learn to spot a weak idea, a faulty premise and an illogical or unsound conclusion as quickly as we spot a superfluous "ah."

The world is full of ideas, good, bad or indifferent, and each individual is faced with a choice of which to embrace, which to reject.

"How you say it," is the result of study, training, practice. "What you say" is what you are. ❖



the  
policeman's  
job . . .

## EFFECTIVE COMMUNICATION

By MAURICE E. CALFEE

(Reprinted from January, 1957)

**I'M A policeman.**

I was appointed to the Police Department of Los Angeles in 1938 and came up through the ranks to my present position of Captain of Police.

My command is in charge of the largest police division in Los Angeles, an area comprising 212 miles and having a population of 512,000 people. This area is larger than the city of Chicago and its population numbers more than the entire city of Columbus, Ohio. I have direct command of 347 personnel.

I have found Toastmasters training invaluable because I, like other peace officers, can be an effective man of action only if I have community support. I can obtain that support only if the public understands why I must act. If I want public support based on understanding, it is essential for me to tell my story effectively.

The Police Department of a city represents one of the vital governmental services in the community. These are the men to whom citizens have delegated responsibility and entrusted authority to maintain an orderly community, one in which the unruly element seeking self-advantage to the detriment of a group's welfare is restrained. These are the men to whom authority has been given to deprive an individual (under certain conditions) of his liberty. It becomes apparent that a person to whom such grave responsibility has been given must be conditioned by an understanding of the "why" of his responsibility so that he does not exercise his authority in an arbitrary manner.

It is of equal importance that the peace officer should be able to communicate effectively to the public, *why* his actions in their interest are the proper exercise of



his responsibilities. Too often the public condemns an officer performing his duty, because the public fails to understand what he was doing, and, more important, that he was doing a necessary job for them.

This problem of communicating and selling to the police their joint responsibility is not a new one, despite its frequent oversight. In 1829 Sir Robert Peel laid down some of the basic concepts of law enforcement shortly after the founding of the London Metropolitan Police. Neither the passing of time nor their English heritage diminish the appropriateness of these principles as they are applied to American law enforcement.

The first of these principles is that ". . . the police are the public and the public are the police, the police being only members of the public who are paid to give full-time attention to duties which are incumbent upon every citizen in the interests of community welfare and existence."

Altogether too frequently the police and the public view themselves as entities rather than as segments of the public itself. Some police officers tend to view the power they exercise in regulating the conduct of the public in personal terms rather than in terms of their position as a public servant. They fail to recognize that this power has as its source the very persons whom they are serving.

Such a misconception leads to abuse in the exercise of authority which further alienates the citizen from the police. On the other hand, perhaps just as frequently, the av-

erage citizen is willing to endorse law enforcement only so long as it restricts the activity of the other fellow. When it restricts *him*, he tends to overlook the fact that a well-ordered community must begin with a well-ordered individual. He overlooks the fact that a relatively small group such as the police cannot by itself provide a healthy community.

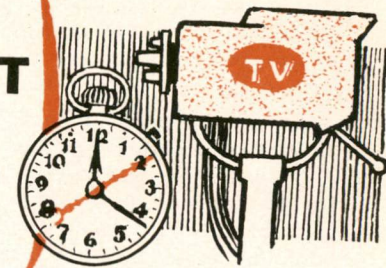
Not only must the law enforcement officers themselves have a proper perspective—the public too must be aware of its share in the maintenance of a law-abiding community. Closely related to the first principle stated by Sir Robert Peel is another: "*The power of the police to fulfill their functions and duties is dependent upon public approval of their existence, actions and behavior, and on their ability to secure and maintain public respect.*"

Once this premise has been accepted by the police administrator and communicated to the police officer, it becomes the duty of the police to indicate the existence of such an attitude to the community. To provide this link, police officers themselves are joining Toastmasters groups in their own neighborhoods. Thus it will become increasingly evident that the public and the police have a mutual responsibility to prevent crime and provide an orderly community.

Toastmasters is thus making its contribution to a law-abiding community by training police administrators to be articulate and effective in communicating and selling to police officers and to the public their joint responsibility in the area of law enforcement. ♦

## YOU'VE GOT JUST 20 SECONDS . . .

(Reprinted from January, 1957)



By ART BAKER

YOU'VE won or lost your audience in the time it takes a clock to tick off twenty seconds. Believe me, that's no exaggerated statement. In a lifetime spent before audiences, on platform, stage, screen, radio and TV, I have found twenty seconds to be the absolute maximum of time allowable for making the initial impression.

I figure that I speak about a hundred and fifty words a minute. That gives me fifty words for that all-important opening. Fifty words—and every one of them must hit the mark. I can't afford to waste a single one.

Maybe your rate for this interval is a little less than fifty words, maybe a little more. It doesn't matter exactly how many words there are. For, of course, you've got to bring along something more than just words. Enthusiasm—that's the ticket! You must say to your audience (and I don't mean audibly) "Hello, audience! I would rather be right here with this group of intelligent people than any place in the country. I have looked forward to this mo-

ment ever since I was invited to speak. There isn't an audience in the world I'd rather be with at this particular moment than you!" You must make them feel that this is the minute you have been living for, and with that feeling you will carry the confidence that says, "I will do well before you."

Warning: You can't fake this attitude. You can't pull it over yourself as you step up to the lectern. It's got to be real; it must come from the inside. Don't be afraid to express it. Show it in your eyes, your smile, the whole movement of your body. Give your audience the priceless gift of yourself; give it wholly and ungrudgingly. If you do this, you'll find they will take you to their hearts.

Toastmasters, you're testing yourselves in your clubs weekly, but do you want to test yourselves against the toughest audience in the world? Then try a high school assembly. If you can get the kids, you can get anybody.

I started my career as a performer by being an Evangelist's helper. I opened meetings, led the



singing, took up the collection—did everything except the actual preaching. At every town where we stopped, we made an appearance at the local high school.

The principal's introduction usually went something like this: "Look, kids, I don't expect to enjoy this any more than you do. But these two jerks have come here and we have to have them on the program this morning. Try to bear up if you can." Of course, those weren't the actual words. But you can always trust a high school student to get the real meaning behind a polite remark.

So I would go to the front of the stage, look anxiously over the crowd and demand, "Where's your cheerleader? I need him up here. Oh, there you are! Come on up here—here on the stage. I want you to help me. I think XYZ is a wonderful school, and I've written a song about it. It goes like this . . ." The tune was catchy and the words could be twisted to include the name of any high school in the country. Before the twenty seconds were up, I had one arm around the cheerleader's shoulders and was beating time with the other, the whole assembly was singing lustily, and we were in!

In case you are saying to yourself at this point, "But you're a professional; I can't do that, I get stage fright!" then let me tell you the salutary lesson I once received on that subject. I used to have stage fright, badly. One day a friend told me bluntly, "Look, Art, this stage fright of yours is

nothing but the worst case of egotism I've ever seen. You're just vain, that's all!"

My feelings were hurt. "I'm not vain," I protested. "I'm modest! I'm timid! I'm scared of them!"

"Then why," he demanded, "are you conceited enough to care about what they think about you? Just who are you anyway? They don't care how you look or whether your hair is parted on the left or the right. All they care about is what you're going to tell them. Thinking too much about yourself is conceit. Look it up in the dictionary." I've never had stage fright since.

In television more than in almost any other medium, the rule of the twenty seconds holds. Take one of my shows, "Beat Mr. Genius," as an example. It's a quiz show, and one of the best if I do say it myself. It is paced fast. It opens without elaborate fanfare and pans in to a shot of me at the desk, questions in hand. Twenty seconds, I figure, is just about the length of time it takes to cross a room and twist a dial. If I can keep a viewer interested for that length of time, he's going to stay put and watch the show. Once he watches it, the chances are ten to one that he will return the following week.

That twenty seconds is a pretty important time to me, and it is important to you too. Face it with enthusiasm, with a real love for people and an expression that says "I'm glad I'm here," and you won't have to get off—you've got 'em! ♦

## WHY CAN'T WE REMEMBER NAMES?

(Reprinted from June, 1957)

Gentlemen:

On the 1st of May I requested a copy of your booklet, "How to Remember Names and Faces," and enclosed a check for same.

I have not received the booklet as yet.

Since I have now forgotten everyone's name, it is very important that I get this book before I forget my own.

Sincerely,

**T**HIS letter haunts us. We picture the poor writer wandering in a maze of blank, featureless faces which arouse in him no spark of recognition, which afford him no handle of remembrance. In this phantasmagoria he moves disconsolate, muttering to himself, "Hill? Jones? Smith? No, it was something longer. Gardner? Garnsey? I'm sure it begins with a G!"

It is no consolation that he is not alone. The other wanderers in this tortuous labyrinth give him no help. They are all too involved in their own mutterings. In the stress of attempted recall, a man's best friend is his mutter.

Why can't we remember names? Is there an answer? Yes, but it is

not an easy one to accept. *We don't remember because we are not interested.*

Juliet on her balcony once asked, "What's in a name?" This remark has been quoted by forgetful people for several hundred years. But let us point out that in the events that followed her moonlight musings, Juliet jolly well found out what was in a name. You don't notice her repeating the question in the death scene, do you?

Let's admit that there is something in a name. It may be the beginning of a beautiful friendship. It may be a fruitful contact. Remembering it may save a great deal of time, trouble and anguish.

People like to have their names remembered. We won't go into the psychological reasons for this, because everybody knows them. That doesn't mean that they aren't valid.

Do you want to remember the names of the people you meet? Then get interested in two things—the person, and his name. If you find him interesting, and if you find his name interesting, don't worry—you'll remember it.

A true interest, however, cannot be assumed. Your memory can-



not be fooled. If you are only assuming an interest, or trying to force one that is not real, it won't work. If you are more interested in the effect you are making on a new acquaintance than you are in *him*, the name will slip away from you. If you forget yourself and concentrate on him, if you sincerely find him likable and feel that you would enjoy seeing him again, you'll remember his name, no matter how difficult it seems to be.

It helps to get interested in names themselves. Once you start the study of names as such, you will find it fascinating. How did surnames originate? In the long view of history, surnames are comparatively newcomers. One given name was all that was necessary to the ancients. Only when duplication of given names made identification difficult was a nickname added, and it took many generations before that nickname clung to the family even though its descriptive purpose had become obliterated. Thus John of the glen evolved into John Glenn, and remained so even after he had removed his home to the hill, where, of course, John Hill was already living. John the black persisted as John Black and his sons were named Black even though their coloring was fair. Mr. Wheeler made wheels, of course, but did you know that Mr. Fletcher made arrows? The dictionary can help a lot.

Once started on this project, you'll find it difficult to stop. It's easy on simple names, but how about ones which have a deriva-

tion from foreign languages, including the old Anglo-Saxon? What do you do then?

The obvious solution, which has the merit of being at one time the easiest and the most flattering thing to do, is to ask. People are proud of their family names. They would rather explain the derivation to you than agree that the weather will be nice if it doesn't rain. You have to say something, so why not say something worthwhile? If you tell your new acquaintance that you find his name interesting, chances are he will launch into a dissertation on how his great-grandfather came over from Bavaria and settled in Illinois. You'll remember him, and the story and the name—*if you are interested.*

If you belong to the great majority of people who find difficulty in remembering names and tagging them on to the correct faces, we seriously recommend two things. Get a copy of David M. Roth's booklet, "How to Remember Names and Faces," and then become interested in people, names and faces.

To the Toastmaster whose letter triggered this article, we would like to say that we were very happy to trace the strayed material and to learn that he had received it. We would add that his note was so interesting that we are not likely to forget *his* name in a hurry. If he has any further trouble in remembering it, himself, he has only to write to us, enclosing a stamped, self-addressed envelope, and we will gladly mail it to him.

## PERSONALLY SPEAKING

By RALPH C. SMEDLEY

FOR eleven years it has been my privilege each month to prepare a communication headed "Personal Interview" which was sent with the monthly mailing to officers of clubs, Districts and of the general organization. This gave me a much appreciated opportunity to present ideas in a personal manner, which I hoped might be helpful.

A change in the method of mailing, which substitutes a "quarterly mailing" for the "monthly mailing," leads to discontinuance of the Personal Interview. To take its place, I have been granted the privilege of using a page in THE TOASTMASTER, through which I may address the entire membership rather than the comparatively small number previously reached.

This, then, is the first of what I hope may be a series of suggestions which I shall offer to members. While it cannot be individualized, I hope that it still may be counted as personal, in that I shall try to say on this page some of the things which I would like to speak to the individual member or club, if possible.

As we begin this new year, I share with you my opinion that this year, 1958, may be one of the most significant, most dangerous years in all human history. Tensions in world affairs could lead us into the most disastrous war that has ever been known. Internal conditions in almost every nation are such that a war might be set off by some event which would involve all countries.

Why are conditions thus? What must be done to avert the disaster that might so easily plunge us into destruction?

There is no better place than a Toastmasters Club for discussion of such questions. We have in every club men of intelligence and knowledge, whose ideas are worthy of being heard. The more we know about the dangers, the better we shall be prepared to deal with them.

My recommendation to you is that the study of affairs both national and international be made an important part of your club's programs.

Appoint speakers who will study, and bring information and suggestions before the club for discussion.

This is a time for serious, constructive thinking and talking. Do not waste the opportunity.

Let your club become an open forum. Let each member become better informed—a better citizen of his own nation and of the world. Plan programs of vital worth to all, programs which will offer much more than good practice in making speeches.

Thus you can make 1958 a profitable year, even though it may not be in all respects a very happy one.

Make the best of it in your club and in your life, by studying problems with an honest mind, listening to the thinking of others, and reaching conclusions which will lead to right actions. Let your club worthily serve this most worthy purpose.





# Letters to the Editor

(Because of obvious space limitations we often print only pertinent portions of letters received. While only signed letters will be considered for publication, names of writers will be withheld on request.—Editor)

The enclosed letter from the Attorney General of Hawaii is an excellent testimonial for Toastmasters, and as such, Aloha Toastmasters No. 601 unanimously agreed that we would forward it to you.

Tom Beveridge, Sec'y  
Aloha Toastmasters No. 601  
Honolulu, Hawaii

Gentlemen:

I greatly appreciate your congratulatory letter of June 26, 1957, upon my appointment to this public office.

I would like to reiterate what I have told many persons in the past, that the lessons learned while a Toastmaster have certainly assisted me in my activities since that time and will continue to be of great help in the future, especially since I am discovering that I have more occasions to be called upon by various organizations for talks.

Please accept my best wishes and aloha for your continued good work in the interest of good speech.

Cordially yours,  
Herbert Y. C. Choy  
The Attorney General  
Territory of Hawaii

So much that we read about speech-making unfortunately seems to be either trite or trivial. That is why I'm impelled to compliment The Toastmaster on its wise, interesting and beautifully written article, "In Defense of Edward Everett."

Here is one place where the high quality of this article certainly merits a byline—too bad it didn't carry one.

Clement B. Haines, Vice President  
Lamport, Fox, Prell & Dolk, Inc.  
South Bend, Indiana

Early in the year I sent you an article in which I suggested a plan for the selection of participants in a Toastmasters Club program. As a reminder, it contained a set of rules which permitted only such members who qualify to assume roles of Evaluator, Topicmaster, Toastmaster and General Evaluator. You returned the article and asked me to try the plan for a year and let you know the results.

I was convinced at the time that you were wrong. Forgive me if I express the same sentiments again. It did work. No one resented having to wait until he had three speeches under his belt before he was assigned the role of Evaluator, or five speeches before he would get the opportunity to serve as Toastmaster, etc. When the plan was read before the group it was accepted without comment. When I brought it before the Area, it was met with unanimous approval.

We had the best attendance and participation record in the history of our club.

H. R. Novros  
Atlantic City Toastmasters 1033

For a long time I've been curious as to how a professional educator from the Halls of Ivy would evaluate the methods used and the results obtained in Toastmasters. Dr. Seth A. Fessenden's article in the September issue of The Toastmaster was therefore most interesting.

Perhaps some of us will start paying more attention to the thinking and the logic and the ethics of the speeches we hear, as suggested in the article. I'm sure we all have much to gain by doing so.

Kenneth W. Donelson  
Sacramento, Calif.

Hey! Who is he?

I picked up the November issue of The Toastmaster and read "In Defense of Edward Everett" first thing and ran for a sheet of paper to send off a fan letter to the author.

But no by-line.

Fine thing! I looked at the Index, read the "On the Cover" note, looked again at the cover.

But no clues.

I thumbed the book through frontwards and backwards and read things I hadn't meant to read until later.

But still had no idea whodunit.

I read the piece over two or three more times, thinking surely I goofed the first time and got knocked out by the thundering words, the pace, the timing, the emotional tug of the subject. Then I read it again. And again.

But I gave up.

From best I could make out, Mr. Anonymous had just up and done himself a writing chore that put him smack at the head of the class. Wish you'd tell him I said that.

But why is he so modest?

And p-l-e-a-s-e, Mr. Editor, don't let him get away!

Homer Neisz  
Lafayette Toastmasters 1127  
Lafayette, Indiana

ED. NOTE: He is a she: Ass't Ed. Dorothy Garstang.

After ten years active membership (including the presidency) in the Minneapolis Toastmasters Club, I took a combined vacation and business trip to New Orleans and the Deep South. In Missouri, I had a little trouble communicating with the natives, and all through Arkansas and Mississippi I had to resort to pointing to the gas tank in order to get a refill of gasoline.

After souvenir shopping in New Orleans, I had the assistance of a Southern lad in carrying the loot to my Minnesota-licensed car. The southern package-carrier took one look at the many cars in the parking lot, pointed to the Minnesota Chevrolet, and said "That black one?" I nodded yes, then asked how he knew. The young man said: "Oh, I heard you talk in the storuh, and knowed right away you was from the Nawth. You sure talks funny."

Don Gardner  
St. Paul, Minn.

ED. NOTE: When a member applies for a "Certificate of Merit" upon the completion of his Basic Training, it is the custom of the Home Office to send (if authorized to do so by the member) a letter to his employer advising him of the achievement. From time to time this department will publish some of the many interesting replies received:

Dear Mr. Blanding:

Thank you very much for your letter of October 2nd advising me that our Mr. Dan Turrentine has completed his Basic Training in Toastmasters International.

I have been quite cognizant of Mr. Turrentine's participation in Toastmasters. In the three years that I have been President of Wine Institute there has been a noticeable improvement in his ability to speak before an audience. Also, it has been obvious that Mr. Turrentine has enjoyed his association with his fellow Toastmasters.

I, too, was a member of Toastmasters some 20 years ago, but I am sure the effect on Mr. Turrentine is much better than the effect has been on me.

Cordially yours,  
Wine Institute  
Don W. McColly, Pres.



## PROGRAM SUGGESTIONS FOR JANUARY

### Planning

The point of emphasis for January is *Speech Engineering*.

If your Educational Veep and his committee have been doing their duty, programs for the month are set up, and the members are at work designing and building their speeches. Meetings have been planned with a purpose, and we are ready to get the speeches delivered according to plans and specifications.

Evaluators will work with this in mind: every speech this month should be criticized as to its engineering.

With this first month of 1958 spent in construction, your club will be on the way for a great year. Just remember that every month's work in the club requires planning and construction, and that January is merely the starter for the year.

### Next Month

It is during January that plans will be made for excellent meetings and programs to be enjoyed in February. The Educational Committee will study ways to make the most effective use of the February emphasis on "Delivering the Speech."

They will wisely plan for at least two "educational" talks, one of which will deal with gestures, and the other with use of the voice.

These two equipments of the speaker are vital in speech delivery. It is the voice which helps or hinders, by the tone, the quality, the modulations, the rate of speed—by all the "voice gestures." Here is the theme for a most helpful lecture of

30 minutes, to be boiled down to six or seven minutes for delivery. Feature this educational talk.

Under the theme of "gestures" we should include not only movements of the hands, but all the visible elements which enter into delivery. The facial expression, the stance as the speaker faces his audience, the bodily movements all have their effect, in addition to the action of the hands.

Evaluators will follow the "as I saw you" and "as I heard you" points of emphasis in their evaluations of the speakers.

### Special Programs

February is a month filled with historic anniversaries. Perhaps you will wish to skip the most familiar birthdays, such as Lincoln and Washington, but you can build some wonderfully interesting programs around other birthday themes.

The birthday of the Boy Scouts comes on February 8. Organized in 1910, this great movement provides inspiration for a profitable program. And this year, 1958, brings the 101st anniversary of the birth of Sir Robert Baden-Powell.

The United States Weather Service was established February 9, 1870. There is a challenging theme for a program.

Thomas A. Edison was born February 11, 1847. Put on a program built around electrical developments in the past century.

Use imagination and originality in program planning.

—R.C.S.



Two first-graders were standing outside school one morning. "Do you think," asked one, "that thermonuclear projectiles will pierce the heat barrier?"

"No," said the second. "Once a force enters the stratosphere . . ."

Then the bell rang. Said the first: "There goes the bell. Darn it. Now we gotta go in and string beads."

*If money did grow on trees, it would be just another surplus commodity problem for the government to worry about.*

*A good way to widen out the straight and narrow path would be for more people to walk on it.*

A violinist stopped in a London music shop and asked for an E-string. Placing a large bunch of strings before the customer, the storekeeper remarked: "Ere they are, sir. Select what you want—I can't tell the 'e's from the she's."

Lady: "I see by the paper that a woman in Omaha just cremated her fourth husband."

Old Maid: "Isn't that always the way! Some of us can't get a man while others have husbands to burn."

After struggling laboriously over his homework, the little boy turned to his father. "Gee, Dad," he said wearily, "what's the use of all this education stuff, anyway?"

"Why son," said his father, "there's nothing like it! A good education enables you to worry about conditions everywhere in the world."

*Then there was the agricultural student who was voted by his class as "The kid most likely to sack seed."*

*Today, the only way some people can face bills is with pills.*

A farm boy said to his brother, "Reuben, how would you get a girl to marry you?"

Reuben replied, "Well, if she don't want to, you can't; but if she does, there ain't hardly no way to prevent it."

A man bought a cigar and started to light it. "Didn't you notice the sign?" asked the salesgirl.

"What?" exploded the customer. "You sell cigars in here but you prohibit smoking?"

The salesgirl smiled sweetly. "We also sell bath towels."

*Anybody who's not neurotic these days is probably under-privileged.*

*The good old days are becoming more difficult to remember. That's what makes 'em good.*

*The trouble is that so many of us are saying, "The trouble is . . ."*



# New Clubs

(As of November 15, 1957)

- 2438 CANBY, Minnesota (D-6), *Canby*, Wed., 6:00, Doc Cafe, Canby, Minn.
- 2559 VALENTINE, Nebraska, (D-26) *Valentine*, Fri., 6:15 p.m., Jordan Hotel, Nebraska.
- 2594 MATHEWS, Maxwell AFB, Alabama, (D-48), *Air University*, Tues., 11:45, Sky Room, Officers' Club, Maxwell AFB, Alabama.
- 2602 SOUTH MILWAUKEE, Wisconsin, (D-35), *Spectacle*, 2nd & 4th Wed., 5:30 p.m., South Milwaukee YMCA, Milwaukee Ave., South Milwaukee.
- 2607 TUCSON, Arizona, (D-3), *Eye-Opener*, Wed., 6:30 a.m. Westerner Hotel, 63 South Stone Avenue, Tucson, Arizona.
- 2609 HAYS, Kansas, (D-22), *Hays*, Mon., 6:30 p.m., Brunswick Hotel, 701 Main.
- 2610 CHICAGO, Illinois, (D-30), *Mainline*, every other Wed., 5:15 p.m., United Air Lines Auditorium.
- 2611 SHERMAN, Perrin AFB, Texas, (D-25), *SHER-DEN*, Mon., 6:30 p.m., Silver Wings Service Club, Perrin AFB, Texas.
- 2612 SAN FERNANDO, California, (D-52), *Farmers L A R O*, 2nd & 4th Wed., Golden Bull, 21603 Devonshire, Chatsworth.
- 2613 BLUEFIELD, West Virginia, (D-36), *Mountaineer*, 2nd & 4th Tues., 6:30 p.m., Fremont County Justice Chambers.
- 2616 PORTLAND, Oregon, (D-7), *Alpha Medic*, Tues., 5:30 p.m., University Hospital Cafeteria.
- 2617 FRANKFURT, Germany, (D-U), *Rhein Main*, Wed., 6:30 p.m., Rhein Main Officers' Club, Rhein Main AB, Germany.
- 2618 HOUSTON, Texas, (D-56), *Golden Crescent*, Tues., 6:30 p.m., Rice Bowl Restaurant, 4401 Fannin St., Houston, Texas.
- 2619 FAIRFAX, Virginia, (D-36), *Virginia*, 2nd & 4th Thurs., 6:45 p.m., Streamliner Restaurant, Fairfax, Virginia.
- 2620 CLEVELAND, Mississippi, (D-43), *Cleveland*, 2nd & 4th Thurs., 7:00 p.m., Cleveland Tea Room.
- 2621 CHICAGO, Illinois, (D-30), *Technology Center*, every other Wed., 5:15 p.m., Illinois Institute of Technology Student Union.
- 2623 ITHACA, New York, (D-34) *Ithaca*, Mon., 6:00 p.m., Clinton House, Ithaca, New York.
- 2624 MOUNTAIN VIEW, NAS, Moffett Field, California, (D-4), *Jet Stream*, Thurs., 11:45, Officers' Club, NAS, Moffett Field.
- 2625 BIRMINGHAM, Alabama, (D-48), *Transportation*, 1st & 3rd Mon., 6:00 p.m., Birmingham.
- 2629 RAMEY AIR FORCE BASE, Puerto Rico, (D-U), *Ramey Officers*, every other Fri., 6:30 p.m., Ramey Air Force Base Officers' Club.
- 2633 DAYTON, Ohio, (D-40), *NCR*, Wed., 7:30 p.m., Basement Dining Room, Bldg. No. 10, NCR Co., Dayton, Ohio.

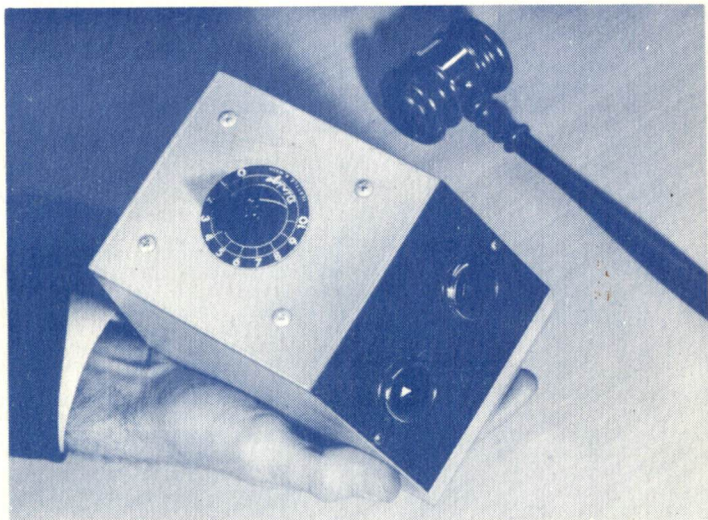
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41. G. R. Allen  
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60P Frank W. Benum  
61P J. Farrell Vocelle
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41863 North 22nd Street West, Lancaster, California  
538 Pearl Street, Butler, Pennsylvania  
1816 Greenvale Road, Albany, Georgia  
600 Addison Avenue West, Twin Falls, Idaho  
4716 Brookline Drive, Bartlesville, Oklahoma  
1310 Lesle Avenue, Helena, Montana  
10 Overlee Road, Clarkston, Glasgow, Scotland  
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1115 Broadway, Alexandria, Minnesota
- 3161 Milgrove Street, Victoria, B. C.  
Box 586, Augusta, Kansas  
806 Bassett Tower, El Paso, Texas  
239 West 6th Street, Fremont, Nebraska  
11149 Lanewood Circle, Dallas 18, Texas  
490 Newland St., Denver 15, Colorado  
P. O. Box 1464, Fresno, California  
21525 Tanglewood, St. Clair Shores, Michigan  
P. O. Box 332, Shalimar, Florida  
3654 North Hermitage, Chicago 13, Illinois
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12016 S. Alaska St., Tacoma 44, Washington  
Rt. 1, Box 253, Milton-Freewater, Oregon  
209 Stafford Avenue, Syracuse 6, New York  
107 West College Avenue, Appleton, Wisconsin  
3020 Porter Street, N.W., Washington 8, D. C.  
P. O. Box 822, High Point, North Carolina  
Box 54A, RFD 1, Olyphant, Pennsylvania  
2510 Fair Oaks Boulevard, Carmichael, California  
2316 Salem Avenue, Dayton 6, Ohio
- Box 500, Pierre, South Dakota  
10956—129 St., Edmonton, Alberta  
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