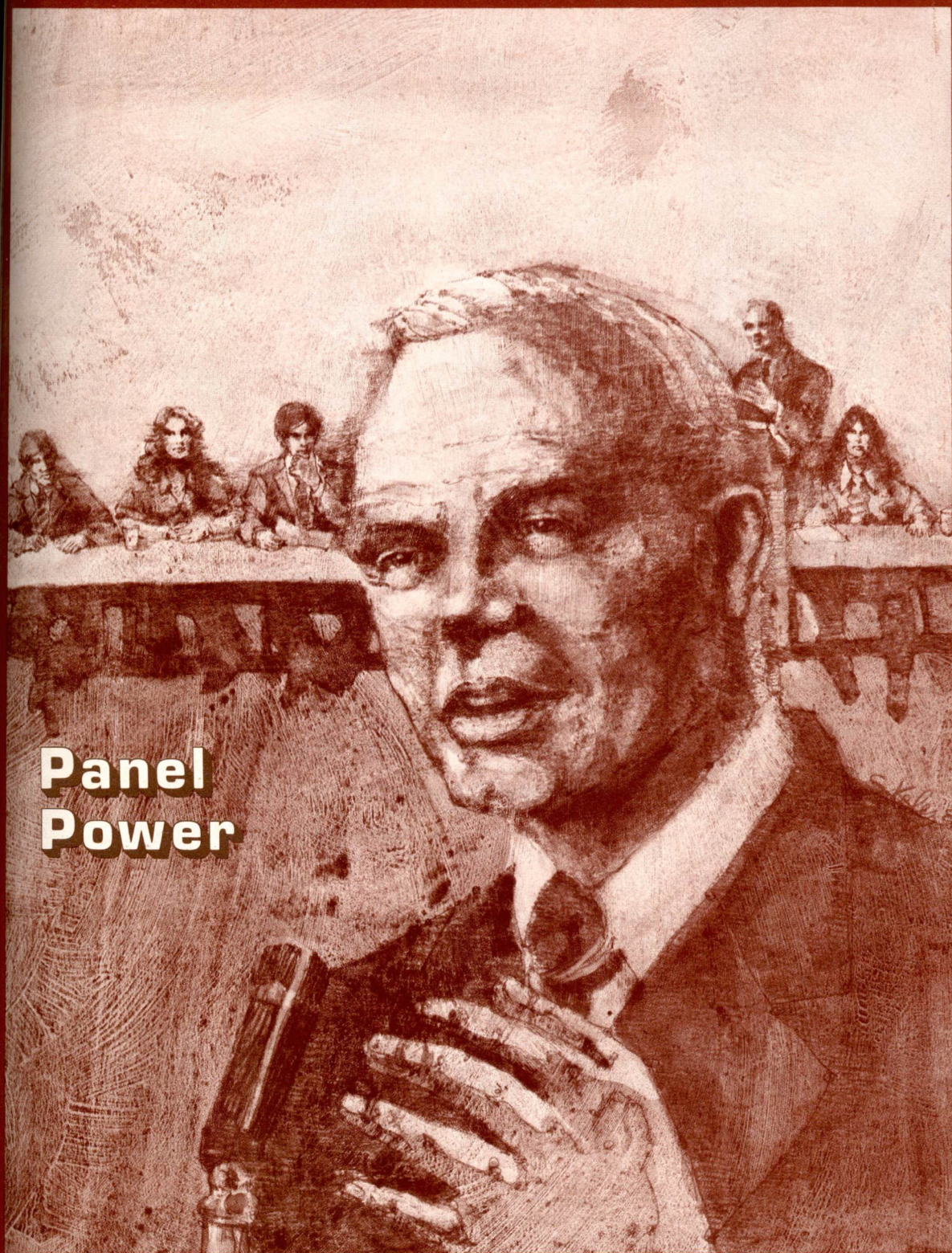


The Toastmaster

MAY 1981



Panel Power

1981 CONVENTION PREVIEW, *see page 15*



Let's Invest in Our Future

At the Board of Director's meeting in February several decisions were made that will enhance the future growth and viability of our clubs, districts and Toastmasters International on a worldwide basis. One of those decisions was to recommend an amendment to the by-laws of Toastmasters International to increase the semi-annual per capita payment from \$9 to \$12 per member. This amendment will be voted on by the delegates at the International Convention in August 1981. In addition, the Board recommended that we increase the new member fee to \$12 and the new club charter fee to \$75.

Our last increase in dues and fees was in 1974. At that time we projected that we would not require another increase for five years, and that forecast was based on a minimal growth rate. We have been able to extend that period to seven years as a result of the fine efforts of our members and club and district

leaders who have contributed greatly to our membership growth.

Had it not been for the extreme inflation we have encountered in the past several years, that period would have been even longer. Over the last four years we have had a 48 per cent increase in revenue, while our expenses have increased by 63 per cent. During those years, we have increased the number of educational programs and services to our members while implementing several cost reduction programs in an attempt to offset inflation.

If the dues increase is adopted, your district will receive an increased annual allotment of \$6 per member to provide services and participation opportunities. Educational programs and direct services will be improved wherever possible. Also, we again project a stabilized dues and fee structure for at least five years, given a reasonable growth rate.

Your Board of Directors spent considerable time analyzing our organization's financial needs before making this recommendation. We have continually monitored the revenue and expense growth each year, and we've constantly explored ways to maximize service to you without increasing your costs. Unfortunately, we can no longer do this without a dues increase.

I hope you will agree that even with this increase, which brings our membership cost to \$2 per month, we are still getting a bargain when you consider all that we receive. In order to insure the continued success of our organization with all its benefits, I urge each of you to support this proposed amendment. Let's invest in our future. And, in the true Spirit of Toastmasters, let's do it together.

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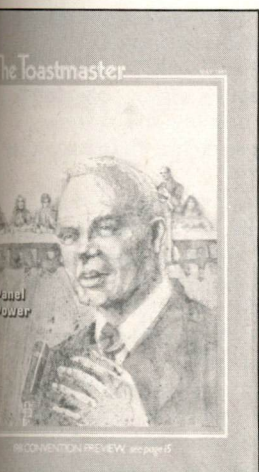
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COVER

Have you ever planned months ahead for a panel discussion, only to have your speaking time cut in half at the last minute? In this month's cover story, Bill Hennefrund tells you how to avoid such pitfalls and what to do when unexpected problems threaten the success of your panel presentations. As panels are used more and more in business, education and community organizations, it's becoming increasingly important to develop your skills as a panel speaker. Staking out your area of expertise, knowing your audience — and your fellow panelists, too — and making the most of question-and-answer sessions are just a few of the challenges facing today's panelists. You'll know how to do all that and more after reading Hennefrund's perspective on "Panel Power."



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Retired Members Find Special Satisfaction

As I typed away at my last Toastmasters speech, I thought how unique my club must be — hanging off the south border of the USA, below Tucson, in a delightful “retirement” community called Green Valley. As a member of Toastmasters for several years, I realize it is mainly a service organization to help people in their business relationships — but ours is probably the most unemployed group in the world!

We have no jobs and don't care to impress anyone — and we're happy this way! Why do these unemployed, retired people get up at dawn and rush to a meeting before eight, only to be criticized? Toastmasters is still helping them — not to run a business but to deliver the many speeches they are called upon to give for Rotary and Kiwanis clubs, churches and other community groups.

Our members could inspire younger Toastmasters to look forward to belonging to such a group — still active, still worthwhile.

*Edith W. Maddy
Green Valley, Arizona*

I've been a charter member of Senior Citizen Club 3350-11 in Fort Wayne, Indiana for more than two years. It is the first senior citizens club chartered in Indiana.

By the end of the club's first year, we had 40 members. But soon after that, membership plummeted. We now have 24 members, with only about 16 who are really active.

Curiosity and the friendly atmosphere that emanates from a Toastmasters club motivated most of our original members to join. But after the fascination wore off, some said: “Becoming a Competent, Able or Distinguished Toastmaster isn't for me!” A steady exodus began.

Most senior citizens have their careers behind them. They seek activity that is relaxing, refreshing and fun. This can be found in senior Toastmasters clubs very easily if we plan for them a little differently. Procedures designed for members who have their careers ahead of them are stressful for the elderly. If club

involvement is too demanding, it becomes hard work and the elderly are quick to lose interest.

There are those who feel there should be a division. Clubs designed just for the elderly should be run differently than clubs for those still seeking careers. I will soon be 75, and I'm inclined to agree. Forming clubs for the elderly is good if they offer enjoyable activity without creating stress.

*Henry D. Grepke
Fort Wayne, Indiana*

Judging Contests With an Open Mind

As clubs, areas, divisions and districts prepare for the annual International Speech Contest, I am painfully aware of some unanswered questions that surface in my mind during every speech contest.

My prime concern is this: Can contest judges remain objective when evaluating a speech that conflicts with their own beliefs?

Some sincere doubts have arisen in mind over the past few years, and they grow stronger as I review the elements of a winning international contest speech. What it seems to take to win is good delivery, strong voice, effective organization — and a bland subject, calculated to avoid anything even approaching the controversial. Last year, at the area level, I listened to what I considered a well-organized, well-executed speech against government-supported abortion. This speech, it seemed to me, had winning qualities. I can't help but wonder if the judges were alienated by the sensitivity of the material.

At the 1979 International Speech Contest in Minneapolis, I listened to nine marvelous speeches. All were well-delivered; all were excellent examples of Toastmasters training. But only one dared to tackle a controversial subject, in this case the treatment of Viet Nam war veterans. His organization and logic were impeccable, his delivery on par with any contestant at this level. But when the winners were announced, his name was conspicuously absent. Are contest judges at this level swayed by subject matter? Was the subject the only factor that prevented this

speaker from winning? We do not know, nor can we question the integrity of the judges to whom we entrust this great responsibility. But we can ask contest judges to question their own objectivity in selecting the winners of these important events.

Toastmasters should help members develop the confidence to speak on any subject. It should offer members a laboratory for testing their ability to make people listen to controversial and unpopular ideas.

So I urge speech contestants to use their own ideas or ideals, whatever they may be, to develop contest material. Ideas sterilized to eliminate controversy rarely leave the drawing board in the real world. The people who succeed are those with strong ideas — and the courage to express them.

Let us make our speech contests vehicles for true self-expression. I urge the judges to question themselves severely before passing judgment on any speech contestant. It is only with this kind of self-discipline that we can make our speech contests worth the effort expended.

*Paris L. Lanham, DTM
Tehachapi, California*

Reviving Old Jokes

What is your reaction when you listen to a joke you have already heard one or more times?

According to Mark Twain, there is no such thing as a new joke. Intelligent people of past ages were just as smart, if not smarter, than we are, he asserted.

Twain recalled that he had “invented” a joke, used it successfully in his lectures and congratulated himself on his originality — only to discover that the same joke was engraved on an Egyptian tablet 3000 or more years old.

One has to admire the French jokesters. It makes no difference to them how many times a joke has been told. What matters is how it is told — how imaginatively the jokester has adapted it to a new situation. They invariably register delight even though they have heard it a hundred times.

*Paul K. Gardner
Carson City, Nevada*

FEEDBACK:

Your Personal Performance Barometer

Seek constructive criticism from others, and you'll learn how to be more effective at home and at work.

by Dorrine Anderson Turecamo

"**W**e're shorthanded for the size of the project we've attempted, but Jeff doesn't seem to care. He goofs off while the rest of us are working our tails off, makes jokes constantly and is no help at all. He's supposed to be our chairman and he'll get all the credit, but we're doing the work. If he wasn't such a nice guy, I'd vote him out. I really like him, but he just doesn't do his part."

Bill repeated this complaint to a couple of co-workers. Within a couple of days, the original message had become twisted in the grapevine. Jeff confronted Bill, and the argument that followed left little chance of reconciliation. But the problem could have been avoided if Bill and Jeff had known how to get — and use — feedback. It's the best way to measure effectiveness in your business and personal life.

Feedback provides a real, honest appraisal of your work performance. The days of hedging the issue or attempting to overhear a conversation during lunch are disappearing. Today's business person asks for feedback from

peers, supervisors and even subordinates and wants a tactful but direct answer. However, if the concept is not understood and used correctly by both parties, feedback can hurt rather than help. The counseling professions are based on the feedback principle. Now business has become aware of its potential and is training executives to use it.

Feedback is simply asking for an opinion of some facet of your perfor-

A friendly attitude makes people more receptive to feedback.

mance, then evaluating it in your own mind. Whether it's friendly or hostile, superficial or genuine depends on how you ask for it. But it must be given in private and while the subject is fresh.

Be Tactful and Specific

Feedback should always be clearly stated as opinion, not fact. A patronizing attitude creates certain hostility. Bill should have spoken directly to the

chairman and said: "It's my opinion, Jeff, that you aren't enthused about this project. I can understand how that could be, when you voted against going ahead with it. But you should realize, too, that the rest of us are sacrificing a lot of time and work to make it go. We're bound to feel resentment when our chairman doesn't seem to care about its success."

Advice like this, shared between friends, can be helpful to the receiver. It's important to state specifics so he or she understands exactly what you're saying. Get to the point. Overly careful phrasing may only compound the problem. However, a friendly attitude will

make the feedback you offer more palatable.

In a feedback exchange, a helpful suggestion should always be added: "Bob Davis has a personal stake in this and, as your assistant chairman, he's been putting in unusual efforts. If you aren't keen on the subject, why not let the group know that you had planned to take your family to Disneyland that week and let Bob take over?" You've proven that you sincerely care and you've given Jeff an easy out while keeping your friendship intact.

Because it sounds so simple, the concept of feedback can be deceiving. It's a reflection of ourselves through

the eyes of others and, where feelings and opinions are involved, nothing is ever simple. We don't see ourselves as others do, so we need the observations of others whose opinions we respect.

Feedback should be reserved to critique *performance* only. It should never be used for a total personal evaluation. Before you ask for advice, though, be sure you're capable of accepting it without feeling defensive. Others can sense by your attitude and the way you phrase the question, whether you mean it. If they're worried that you'll be belligerent, blow-up or suddenly revert to an authority role, they'll give you only the flattering words they think you want to hear. And chances are good they'll mistrust any future requests for feedback. Approach the subject thoughtfully.

There may be a time when, however carefully you have phrased it, feedback does become emotional: "You're new to our club, Sandra, and there are a few things I think you should understand. I know you work hard and do more than your part, but this is Boston, not Indianapolis. What you're proposing may have worked very well down there but I think you're going to have to try to adjust to our ways a little more and take our word for it when we tell you those things just don't work here."

Sandra responded as though she had been given a major putdown and pent-up grievances burst from both sides. It was more than a year before the wounds began to heal.

If your feedback meets with hostility, try not to let your defenses build. Listen carefully, with an open attitude. After she has cooled down a little, ask your co-worker to explain exactly what she means. Paraphrase her main points to make sure you're receiving them clearly. The longer she talks without interruption, the more relaxed she will become. Her thoughts will become more clear. No one can make war alone, so let her use up all of her ammunition and then thank her for her opinions. It's vital that she senses your full acceptance of her individuality.

Consider Personalities

Because feedback is based on personal opinion, any request for it should be made one-to-one, and you should ask at least two or three persons for their opinions. (As any judge in a traffic court knows, three observers often report such different stories that it sounds as though there were three different accidents.) No matter how objective we try to be, each of us receives messages according to our own frame of reference. Take into account the personality of the person giving the feedback and your relationship with that individual as you evaluate each answer.

When we give feedback, we should attempt to match the style of praise



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- Earned an Able Toastmaster (ATM) award.
- Maintained current membership in a Toastmasters club.


Applicants will be required to make two 45-minute presentations, which will be judged by a Toastmasters International Review Board. To learn more about how you can benefit from this unique program, write to:

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Accredited Speaker Program
 Education Department
 2200 N. Grand Ave.
 P.O. Box 10400
 Santa Ana, California 92711

determine what to do about it.

The basic principle of feedback can be tested by trying to pick up a pen without cues from your eyes or your muscle receptors. It's impossible. Visual and muscular cues are the helpers that correct your hand and arm motion so you can pick up the pen. People who give you feedback are helpers with cues for correcting your mistakes and improving your performance.

Because we rarely take the time to compliment each other for little things, asking for feedback has become necessary. And since most of us are too critical of ourselves, feedback can give

us some very pleasant surprises. We need praise, but we need correction, too. It's honest, critical feedback that helps us *grow*. Learn to use this guide. It can be your most valuable tool on the job and at home. It's your best personal performance barometer. 



Dorrine Anderson
Turecamo is a New York
management consultant,
speaker and talk show
hostess.

Listen to Your Audience

by Vince DaCosta, DTM

He looked good behind the lectern but something was wrong. His gestures didn't seem to relate to his words, and he was staring through me instead of establishing direct eye contact. The speech itself was well-written, but he was reciting it without feeling or conviction.

Communication means relating, and the only way we can relate to our listeners is by being aware of their reactions. Many Toastmasters speak for years without ever really seeing their audience. Consequently, they often fail to communicate.

Eye contact allows you to see facial expressions and acknowledge smiles. You know when someone nods in agreement or wrinkles his brow in confusion. As you sense appreciation from the audience through eye contact, you become encouraged, and the flow of words and emotion increases. Empathy with the audience is enhanced, rewarding listener and speaker alike.

Once we've learned to maintain positive eye contact, we can develop our sensitivity to the changing mood of the audience. We hear a lot these days about body language. A simple nod or smile tells us the message is reaching home, while a quizzical expression or sideways glance lets us know the listener has lost the trend of thought. A sensitive speaker can adjust to this by repeating the idea with more detail or returning to the previous point to clarify the transition.

Positive eye contact and sensitivity come more easily to a speaker who has learned to relax. You can still be a dynamic communicator, but you need to be comfortable enough to face the audience with confidence. You must be able to concentrate on the challenge of the speech, unhindered by fears or nervous ten-

sion, so you can be aware of the individuals in your audience and communicate directly with them.

Relaxed speakers know their subject well. They often speak from personal experience, and perhaps this is one reason most ice-breakers are good speeches. When you talk about personal experiences, the words flow easily and naturally.

How can we inject this quality into all our speeches and develop the confidence and sensitivity that produce empathy? Try discussing your speech with others. Introduce the subject over lunch and ask for responses from your fellow workers. Talk about it at home or with a friend. These discussions will help crystallize your thinking, and you'll find that you're much more comfortable with your subject.

The trend toward group discussions and workshops is part of group dynamics theory. Use it to develop a well-rounded, mature perspective toward your subject. Then approach the lectern relaxed in the knowledge that you are ready. Talk personally to the toastmaster, telling him or her how much you appreciated your introduction, then turn to the audience and talk directly to one person as you make your opening statement. With time and practice, you will develop a comfortable and relaxed stance, which will allow you to monitor moods and subtle messages from your audience and respond to them. When you use audience feedback, you won't be reciting *to* your audience, you'll be communicating *with* them.

Vince DaCosta, DTM, is District 60
Educational Lieutenant Governor and a
member of Toronto Downtown Club
1744-60 in Toronto, Canada.

destructive criticism to the type of personality. Extravagant praise or criticism worded a shade too harshly could unsettle or confuse a shy person. On the other hand, if you aren't absolutely sure that the other person is trying to say, ask him or her to spell it out for you. When you say, "If I understand correctly, what you mean is . . ." and repeat it in your own words. Even married couples and people who work together every day use different connotations into words. For example "dignified" might be interpreted as "pompous," "flexible" as "wishy washy."

Once we have the necessary information feedback gives us about the consequences of our behavior, we can adjust and improve our performance. Without it, it's difficult to recognize the need for improvement or make construction changes. We all want to be competent, but unless we know where we miss the mark, we never will. If no comment is made on our work, we become frustrated and anxious. To paraphrase an eminent psychiatrist, "Praise me or damn me, but just don't ignore me!"

Without the priceless barometer of feedback, we attempt to reduce the frustration of not being noticed by

People who project too much authority get only flattery.

Doing things that give us immediate feedback, but accomplish little. This could be volunteering to do a simple, but time-consuming community project that nobody else wants to do (and probably isn't worth the time involved even if you had it to spare). You'll receive a pat on the back, but you know you should have put that time to better use.

Request Evaluations

The best way to get feedback is to ask for it — and ask often. Frank Robinson, a consultant to business on leadership, says, "I seek evaluation of everything. And I give it. If someone isn't present at a meeting, I report to him later." He claims this also helps him pay closer attention to his own words and how he uses them.

But if you're coming across with a strong boss image at work or at home, you'll never receive honest feedback, only flattery. A secret worry we all share is that others will finally find out how dumb we really are. The higher we move up the ladder, the more this worry grows. But with feedback, we can learn to evaluate opinions and separate the real problems from the superficial. Then when you've decided what the main problem is, you can

Plan ahead — and be prepared for anything — and you're sure to be a successful panel speaker.

Panel Power

by Bill Hennefrund

There's a version of Murphy's Law that applies to a panel discussion," says Dr. Paul Kerschner, a veteran public speaker and associate director of the American Association of Retired Persons. "It goes like this: 'If something *can* go wrong in public, it *will* go wrong in a panel discussion.'"

It's a simple truth that speakers are discovering as the panel discussion format becomes more popular. Lulled into

Size up your audience and build your talk around a single point.

thinking that an appearance on a panel requires little or no preparation, they find to their dismay that any and all of the following things can happen:

— The panel organizer has planned the event for months. But while you're waiting for your turn to speak, another panelist covers essentially the same points you planned to cover.

— Without notifying the other panelists, the organizer has added a new person to the panel. That individual delivers a 20-minute speech — twice as much time as anyone else has been given. When it's your turn, the modera-

tor asks you to please pare your comments to five minutes.

— At the last minute, a new panel moderator has been named. This person is well acquainted with the other three panelists and directs all questions to them. You are simply ignored.

Advanced planning can help a speaker avoid most mishaps. But the speaker who really wants to put on a winning performance aspires to do much more than simply stay out of trouble. Such a speaker should reach for two goals: to give an effective presentation and contribute to the success of the panel. Here are some steps to help you achieve "Panel Power":

- **Nail down your subject.**

The panel organizer — if he or she does the job right — will assign an aspect of the main topic to each panel member. But all too often, the assignment is left to the last minute and several speakers end up covering the same material.

At an energy conference in Washington, D.C. last winter, for example, each panelist represented a different energy industry. All were asked to discuss "the energy outlook." With such a vague assignment, the panelists ended up delivering essentially similar remarks.

So a good first step when you receive an invitation to be a panelist is: Get in touch with the other panelists as far in advance as possible, and stake out the





area of your subject. Don't wait for the panel organizer to contact you — that day may never come.

- **Reduce your message to one sentence.**

Theories abound as to the best way to organize a formal speech, but when it comes to a panel discussion it's best to settle for a single point. (I'm assuming that each panelist has been asked to speak for 10 minutes, then answer questions after the others have made their presentations.)

Novice panelists often make the mistake of trying to reduce a 20 or 30-minute speech to the allotted 10 or 12 minutes. The result is a breathless presentation that covers four or five points without any elaboration, and that spells confusion.

It's far better to build your talk around a single point. Remember the story about Norman Vincent Peale as a beginning preacher? His father required him to send a 10-word telegram every Saturday night summarizing his sermon for the next day.

Try reducing your 10-minute presentation to a single sentence: "Health costs are higher than you think," "Consumers need more information," "Mass transit is in peril."

Anything that isn't directly related to the single point, of course, doesn't belong in your opening remarks.

At some point, be sure to ask the

panel organizer if questions will simply be asked from the floor or if the audience will be instructed to write them down on cards that will be collected by the moderator. (That possibility might not have occurred to the organizer.) If the questions are written, that will give you extra time to prepare your answer.

- **Consider "showing" as well as "telling."**

For some strange reason, many speakers overlook the possibility of dramatizing a short presentation. The device needn't be anything elaborate — just a simple attention-getter will do.

Audiences really perk up when a panelist introduces a prop to make a point, perhaps because they're accustomed to a series of "straight" presentations.

What kind of visual aids? A newspaper with a large headline. One simple graph or chart. A blowup of a photograph. You could hold up a few coins in one hand and a dollar bill in the other to illustrate the ravages of inflation. Almost anything you do to dramatize the single point of your presentation will make it more effective.

- **Scout the audience.**

Experienced speakers often acquire the uncanny knack of sizing up an audience very rapidly. They can dispense with elaborate investigation. But

if you don't belong in that class, you'll find it helpful to ask some questions about the audience in advance.

For example: What speakers have appeared before the group lately? What did they talk about? Is it an "organized" group? Have the members passed any resolutions or taken stands you should know about?

Even veteran speakers find that it pays to ask questions about the audience. In Virginia a few months ago, an

When questions are slow to come, jump in with one of your own.

executive who had volunteered for his company's speakers bureau was asked to participate in a panel discussion on health care. He delivered his remarks to a largely unresponsive audience. When the second speaker began to speak in a very loud voice, he realized — for the first time — that many people in the audience were elderly and hard of hearing.

- **Learn how to be a good "fielder" of questions.**

Many program organizers see that the question period following a presentation as the "heart" of the panel

format. It therefore makes sense to put as much homework into the question period as you do in preparing your formal remarks.

From your own knowledge of your topic, you can anticipate the kinds of questions the audience may ask. Compile a list of such questions, and work out the answers. Here again, don't try to cover too much ground; make it simple.

- **Know your fellow panelists.**

There's something awkward about a panel composed of people who have obviously never met each other before. The tone of such a panel is all wrong and the audience senses it. Awkwardness can be avoided if the panelists meet and relax with each other for a while before the discussion starts.

Tom Lombardi of Executive Enterprises, Inc., who organizes 30 to 40 panels a year, says: "If a panel moderator hasn't arranged a meeting, a panelist ought to propose a meeting himself. At that time, aside from getting to know each other, they can arrange the order of speakers and cover any last-minute business."

These six points cover advance preparations. But there's more you can do during the actual presentation to give a winning performance:

- **Stay strictly within your allotted time.**

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Toastmasters' 1981 Membership Campaign

Bring new members into your Toastmasters club this year!

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they tuck that information back in their heads to make sure it doesn't happen again.


Coleman Finkel, the supervisor of a New Jersey firm that specializes in real estate, is an experienced panelist who has never been hit with the same problem twice. Several years ago, just as it was his turn to address an audience of 500 at a Miami convention, the lights suddenly went out. The panel was rescheduled for the next day.

But the next afternoon, history chose to repeat itself. Again, at the critical moment, there was a power failure. Finkel, however, was not flustered; he simply had the room attendants distribute the hundred or so throwaway flashlights he had furnished the night before just in case another blackout should occur. The show went on.

For Toastmasters who would like to hone their speaking skills, nothing could be easier than proposing a panel discussion — and nominating yourself to be on the panel. In many clubs, the Toastmaster of the evening (or morning, or afternoon) will organize an impromptu panel discussion. The educational vice-president may also welcome a suggestion to schedule panel

discussion training.

Community groups, clubs and other organizations also offer opportunities to build up experience. The program chairman of almost any organization will be eager to set up a panel discussion because the format is an interesting change of pace. Pick a subject for the discussion that's in line with your own interest — and volunteer your services as one of the participants. It's as easy as that.

It may be true that if things can go wrong in public, they will go wrong in a panel discussion. But even Murphy's Law can be overcome with "Panel Power." 



Bill Hennefrund has counseled executives of such top organizations as Uni-Royal, AT & T and the American Stock Exchange on their speech presentations. He has contributed articles on public speaking and business subjects to Nation's Business, Dun's Review and Institutional Investor as well as many other publications. He is currently writing a book on "Polishing Your Own Public Image."

There's the story of the panelist who asked how his short speech had been received. He replied with disgust: "Which speech? The one I planned to give, the one I gave or the one I delivered to myself so brilliantly coming out of my mouth in the car?"

Many a panelist, accustomed to giving longer speeches, is tempted to stray from the main point of his talk. That takes more time on to the presentation. And if every speaker on the panel exceeds his time limit, the whole program will be out of kilter.

That happened at a meeting of professional writers in Washington, D.C. recently. The subject was "the business of writing," and the panel consisted of an accountant, a free-lance writer, an author's agent and a publisher. Each speaker was supposed to talk for 15 minutes — but each added five to ten minutes to his or her remarks. The result: The presentations ran 35 minutes longer than planned; people in the audience began to leave, and there wasn't any time for questions.

Get your share of questions. The question period is no time to turn shy. If you aren't getting your share of questions, don't hesitate to jump in at the end of another panelist's answer. Pick it up quickly and smoothly: "I'll just add a thought to what Jane just said, and it's simply this..." Or: "What Jim just said fits exactly with my experience, but I would like to add one other thought..."

On the other hand, if you seem to be getting more than your share of questions, refer some of them to other panel members. Say something like: "Well, that question gets into an area where Jane is really more knowledgeable than I am, Jane, would you like to take over that one?"

In any question period — whether as part of a panel or a single speech presentation — there's a temptation for participants to relax, drink a glass of water, rearrange notes and perform other bits of distracting personal business. An atmosphere of informality is often desirable, but the panelists should give the business at hand their full attention.

What if there are no questions? That's unlikely. But if the question period is slow in starting, and the moderator can't seem to get things rolling, jump in with a question of your own: "I'm sure a lot of people in our audience are wondering about the statement Jane made about the rate of inflation. I know I was, so I'll just ask it myself..."

Learn from every panel experience. Speakers learn something every time they participate in a panel discussion. And every time something goes wrong,

“Believe In What You Say”



“Two things motivate us. One is fear. The other is love. Thinking negatively will kill you. You have to get rid of the fear and express love if you want to survive in this world. So stand up everybody, hug your neighbor and say, ‘I love you . . .’”

Many people in the audience looked around with uncertainty, but those who had heard Dr. James (“Johnny”) Johnson speak before responded immediately, and soon they were all hugging and laughing and saying Johnny Johnson’s magic words.

Johnson — a tall, wiry man with a dramatic voice — had warmed up his audience. They would listen intently now. And when his speech was over, they would be lined up at the stage to shake his hand, hug him and tell him, “I love you, Johnny.”

Johnson — a Washington, D.C. financial management consultant who has served in special appointments under Presidents Nixon, Ford and Carter — was addressing local dignitaries at a mayor’s prayer breakfast in Anaheim, California, just a few miles away from Toastmasters’ World Headquarters.

In an interview after he delivered the speech he titled “Love Unconditionally,” he talked about what he has learned from Toastmasters, which gave him his start in public speaking.

“A good speaker must first be able to sell himself the way he really is,” Johnson said. “The most important thing is to be sincere. Believe in what you say. If you don’t, people know.”

He said he joined Toastmasters when he was in the Marine Corps at Camp LeJeune in North Carolina because he wanted to be an officer but was afraid to speak before a group.

“When I first got up to speak for my club, I was bad. The kindest thing they could say about me was that I had a nice smile,” he recalled.

Once he got over that fear, the author of *Beyond Defeat* began to win speech contests and advance in his career. He served 21 years in the U.S. Marine Corps and retired in 1965 as a Commissioned Warrant Officer. He then entered the business world with a major life insurance company and sold more than \$1 million of life insurance in his first two and a half months on the job. In 1969, President Nixon appointed him vice chairman of the U.S. Civil Service Commission. Four years later, he became assistant secretary of the Navy, and he later served as the President’s advisor on air quality control. Today, in his role as a financial consultant, he helps agencies and individuals overcome communication barriers in the government bureaucracy.

“I wouldn’t have done any of that if it wasn’t for Toastmasters,” Johnson said. “You can literally talk your way to the top if you can express yourself. Toastmasters gives you the ability to say things well. This organization doesn’t just teach you to speak, it teaches you how to communicate.”

Johnson, who has received more than 1000 distinguished service awards and the Navy’s highest medal of commendation, was sent by Presidents to 41 countries as a U.S. representative because “I was one of the few who could make a good impression as a speaker.” In the United States, he has worked hard to break down racial segregation in the military.

The speech he remembers as his

greatest challenge was delivered attempt to stop a race riot on the Kitty Hawk, a ship then stationed Pacific. It was 1972, and Johnson assistant secretary of the Navy a.m., he was summoned by President Nixon, who suggested that he lead a group of Marines onto the ship to stop the rioting by force, if necessary.

Johnson insisted on going alone. There were 5000 men on the ship. He addressed them on closed circuit. He started, “Men, I don’t know what I’m going to say to you, but there’s a message I want to share and it will be up to you to decide whether or not it’s true. I don’t want to be hot-tempered like you . . .”

He then told them a story from his Marine Corps days, when he was in his office one morning and found that the pile of work he had left behind before had been removed from his desk. Furious, he marched to the office, took charge and accused him of racial discrimination — only to discover that the work had been dispersed among the other men because Johnson’s superior felt he was receiving an unfair share of the work load.

Johnson told the men on the Kitty Hawk they were probably jumping to conclusions just as he had. And he asked them to turn to each other and say, “I love you. I love you.”

The next day, he led a spiritual service on the ship, but only a few men showed up. However, waiting outside when the service was over were 1500 men who stood and said, “We love you, too.”

Johnson gets tears in his eyes when he tells that story. “Words are the most powerful thing in the universe,” he says. “If used effectively, they can change the world.”

Don't bore your audiences
with trite subjects —
use your imagination!

Tired Speech Topics

by Paul Cathey, ATM

"It seems to me I've heard that song before." That opening line from an old swing tune might apply to many Toastmasters club speaking programs. Do these speech topics sound familiar?

Toastmaster: "Tonight we have a really varied program. Our first speaker is Fred Fiscal whose topic is 'Inflation — Our Greatest Enemy.' Next is Jerry Juvenile with 'What's Wrong With Today's Youth.' Then there's a real change of pace. Dennis Diplomat will discuss 'Our Foreign Policy.' And finally, Marie Medicinal will speak about 'The Menace of Drugs.'"

You've probably heard plenty of speeches like these. At the club level most speakers do little more than parrot the ideas they've picked up from newspaper, magazines or TV and radio commentators. It's a mistake to try to solve the world's problems in one short talk. Why, then, do so many speakers fall back on trite topics? Simply because they lack imagination in searching out fresher subjects.

My 20 years experience in Toastmasters have led me to these suggestions for widening your speech horizons:

Broaden Your Exposure

First, look beyond page one of the newspaper or the 30-minute nightly TV news. For example, you might see a story in the Sunday feature section of your paper on a local chimney sweep — a fascinating profession that's making a comeback these days. What does that suggest to you? Perhaps a talk, after a little research at the library, on the history of sweeps or fireplaces. Perhaps memories of Dick Van Dyke's performance as a sweep in "Mary Poppins." Maybe even a discussion of children's books and how they've changed over the years.

I still remember the Toastmaster who gave a talk at our club's Christmas party — an evening dedicated to humorous speeches only. He claimed he

hadn't had time to prepare and brought along a bunch of children's stories he read his youngsters at bedtime.

He then proceeded to give a delightful tongue-in-cheek talk on how those Mother Goose characters would fare today. How could the practical pig in the "Three Little Pigs" afford to build and meet mortgage payments on his brick house? How would the "Old Woman Who Lived in a Shoe" manage to fit all her dependents on the three lines provided on her income tax form?

There are speech subjects everywhere. I was inspired by a one-page article I read in *Smithsonian* magazine. It was a middle-aged man's account of how, as a youngster, his job had been to take care of the family's coal burning furnace. Armed with a miniature shovel, broom and poker from our fireplace set and poster board drawings of a big, ugly furnace, I gave a talk titled, "Kid Versus Furnace — A Grating Winter's Experience." Older Toastmasters, recalling similar experiences, were pleased with this journey down memory lane. Younger ones, whose only problem now is paying sky-high oil or gas bills, learned a lot about the "good old days."

There are many resources in the newspaper besides news stories. What about the comics? Libraries have excellent books on the history of comics, dating back to "The Yellow Kid" who started it all in the 19th Century.

The "Dear Abby" types of columns should provide plenty of material for a talk on today's family issues — dual careers, the single parent and so on.

Explore Your Interests

After you've thoroughly studied the newspaper, look to other sources for ideas. What about your hobbies, for instance? A devotee of the Broadway musical show, I refreshed my knowledge (and learned a lot) by reading histories on the subject. Then I prepared another poster showing how

Publicity and Personal Invitations Draw Guests and New Members to Club

A special club promotion last fall by members of Hastings Club 3473-72 in Hastings, New Zealand attracted 30 guests to a demonstration meeting and resulted in four new memberships. How did they do it? With very effective use of local media and a new approach to inviting prospective members.

J.M. von Dadelszen, the club's community relations officer, reports that local radio and newspapers were the key to the campaign's success. In addition to "spots" on the radio station's community service program and ads in the newspaper, the club used a radio interview with its president and a newspaper article featuring the district governor in its promotion.

But personal invitations were also an important part of the plan. Von Dadelszen made a list of 30 people who might be interested in learning about Toastmasters and contacted each one. He sent agendas to those who seemed most likely to come to a demonstration meeting and about half of them attended.

Hastings Club's resourcefulness paid off in the best possible way — with an increase in membership. Why not make a special effort to invite guests to your club? If you give them a warm welcome and present an impressive club program, chances are they'll be eager to come back — not only to listen, but also to participate as members.

Carrying on a Tradition of Pride

The speeches and evaluations are over, and the club has voted on the best speaker. At this point, some clubs award a ribbon, a small trophy or a large return-next-meeting speaker's cup. But where is the history of the winners recorded?

Thirty years ago, Andrew Jackson Club 704-29 was chartered in Pensacola, Florida. One of the members who was handy with a soldering iron made a speaker's award for the club — a simple tin cup with a small funnel and a nameplate.

Shipping tags with the name of each winner and the meeting date were tied to the handle, and those tags dating back to 1952 contain an impressive list of community leaders and armed forces personnel.

The trophy now resides with the granddaughter club, newly chartered Five Flags 3229-29 of Pensacola, Florida. **Harry D. Hall**, a member of that club, says members feel a strong sense of pride and accomplishment when they earn a chance to sign their name on a tag. Hall joined the Andrew Jackson club in 1953, so he brings a unique historical perspective to the Five Flags group, and his sense of tradition seems to be catching on as new members discover the satisfaction of making history.

operettas, vaudeville, revues and other entertainment generated the musical using examples from my own record collection.

One Toastmaster in my club gave a speech on wine-making. Another talked about building model ships. The possibilities are endless.

When searching for ideas, be sure to look for the cause of events. Whatever happens has a reason. Search for it. Someone has said, "Small minds discuss people, average minds discuss events, great minds discuss ideas." Perhaps America's rising expectations and new lifestyles have more to do with the present economic mess than is apparent. The broad trends in our society are not difficult to discern. There are scores of provocative, exciting speech ideas in Alvin Toffler's books, *Future Shock* and *The Third Wave*. Or try Carl Sagan's *Broca's Brain*, *Cosmos* and *The Dragons of Eden*.

Look for combinations and groupings. Nothing stands alone. A speaking group to which I belong, in addition to my own club, considers things in series. Each program has a central theme, within which several speeches are given. A recent program was entitled *The Dissenters*. Speeches were given

Your own hobbies may be your best speech subjects.

on Socrates, Savonarola, Susan B. Anthony and Abbie Hoffman. At another session, the theme was The Separatists. Speeches dealt with all separatist movements around the world — The Basques in Spain, the Palestinians, the French Canadians, Kurds in Iran and others. A third program was Crime and Punishment. Included in the individual speeches were "The Death Penalty — Yes or No," "Police Brutality" and "White Collar and Computer Crime."

Admittedly some of these suggestions are complex. But what is Toastmasters for, if not to stretch our minds? There is little value in polished delivery if the words are trite and the message dull.

So use your mind. Use your imagination. And give speeches they'll remember. 🗣️



Paul Cathey, ATM past District 38 governor and a member of Jenkintown 2684-38 in Jenkintown, Pennsylvania. He has written several articles for **TOASTMASTER**

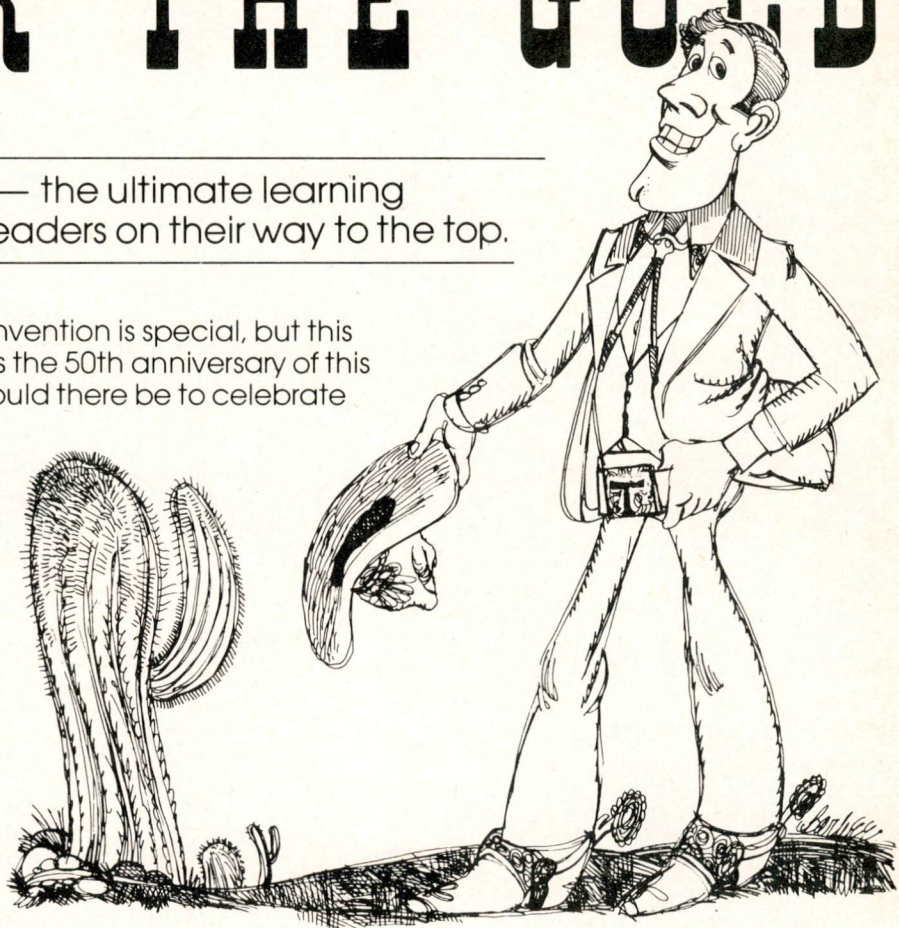
is a senior editor of a business magazine.

GO FOR THE GOLD

Find it all in Phoenix in August — the ultimate learning experience for speakers and leaders on their way to the top.

Every Toastmasters International Convention is special, but this year's will be more festive than ever. It's the 50th anniversary of this great event, and what better place could there be to celebrate than beautiful Phoenix, Arizona and the luxurious Hyatt Regency Hotel! From August 18 to 22, you'll find the education, motivation, fellowship and enthusiasm that only a Toastmasters convention can offer — all for low, off-season hotel rates.

So come to Phoenix — these are golden opportunities you won't want to miss.



TUESDAY AUGUST 18

6:30 to 4 p.m. and 7:30 to 9 p.m. — **Registration.** Advance registrants may pick up their ticket and information packets. Convention registrations and meal event tickets may also be purchased (subject to availability), and the table reservation booth will be open during registration hours. The District 3 Hospitality/Information Center, the Education Center-bookstore, Candidates Corner and Credentials Desk will also be open Tuesday afternoon.

6:30 to 8 p.m. — **Film Festival.** Three outstanding films on communication will be shown for early arrivals. See an encore presentation of "Speaking Effectively . . . to One or One Thousand" produced by Sunset Films in cooperation with Toastmasters plus "Communication: The Nonverbal Agenda" and "The Power of Listening" courtesy of CRM-McGraw Hill films.

8 p.m. — **Proxy Prowl.** An informal no-host bar/reception for early arrivals. Your chance to meet this year's international director and officer candidates.

WEDNESDAY AUGUST 19

9 a.m. — **Convention Opening Ceremonies.** The "Go for the Gold" Convention opens with a spectacular pageant featuring marching band music and the traditional Toastmasters Parade of Flags, greetings from District 3 and the host city of Phoenix, the keynote address and annual reports from President Patrick A. Panfile, DTM, and Executive Director Terrence J. McCann.

• **Keynote Address — Dr. Millard Bennett: "The Supreme Art."** A Toastmaster and fixture on the American platform for more than 50 years, Dr. Bennett will get our convention off to a rousing start by awakening the best skills in each of us. Following his keynote speech, Dr. Bennett will be presented with a special award as "The Orator of the Half Century."

• **11:30 a.m. — Special Luncheon Program for Spouses.** The International President's wife, Mrs. Julie Panfile, will be hostess for the afternoon's program, featuring Dr. Nina Harris, DTM, who will speak on success and motivation.

1 p.m. — **General Education Session.**
• **Joel Weldon: "Elephants Don't Bite — Doing the Little Things That Will Get You Huge Results."** One of the busiest speakers in the country, Joel attributes his success and vitality in speaking to his involvement in Toastmasters. His presentation is sure to be one of lasting impact.
• **Dr. Charlie Jarvis: "Humor Workshop."** Dr. Jarvis returns to the convention platform with a workshop prepared especially for Toastmasters. He will make you laugh and tell you why you did!

4 p.m. — **Caucuses.** Officer and director candidates will have the opportunity to formally present themselves before the delegates.

Wednesday Evening. This is the only free night for dining and sightseeing in Phoenix. Arrangements can be made at the Host District 3 Hospitality/Information Center for a trip to nearby Rawhide for a "cowboy" steak dinner, or you can try one of the many other nearby restaurants and attractions. (See next month's "The Toastmaster" for more information about Rawhide and other sightseeing trips for delegates.)



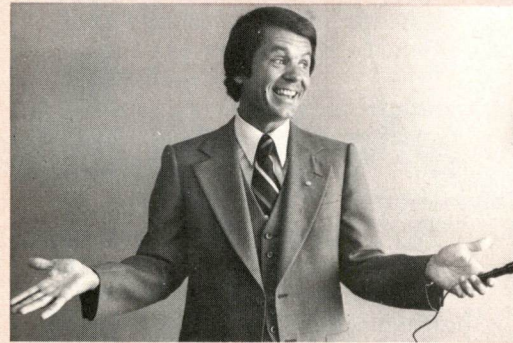
Millard Bennett



Eric K. Stuhlmuehler, DTM



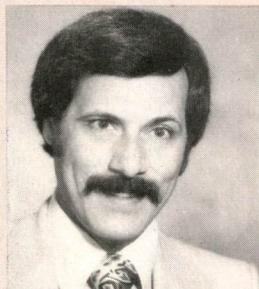
Nina Harris, DTM



Len Baker



Hubert E. Dobson, DTM



Christos Gratsinopoulos, DTM



Jeff Young



Charles Jarvis



"The Strummin' Amigos"



Terrence McCann

Go for the Gold!

THURSDAY AUGUST 20

8 a.m. — Annual Business Meeting.

Take part in the election of your 1981-82 international officers and directors. Important measures including a dues increase proposal will also be voted on.

11 a.m.-12:30 p.m. — Film Festival. Your last chance to view our outstanding collection of communication-oriented films.

12:30 p.m. — Golden Gavel Luncheon.

James Hayes, president of the American Management Associations, will be honored for his contributions in communications and leadership and for expanding the awareness of the need for better communications within modern corporations. Another highlight of the luncheon will be the honoring of governors of President's Distinguished Districts, Select Distinguished Districts and Distinguished Districts for 1980-81.

2:30 p.m. — Hall of Fame Pageant.

An impressive ceremony often called the "Academy Awards of Toastmasters International." Outstanding individual, club and district achievements during the past year will be honored.

6:30 p.m. — Reception. An no-host reception where you meet your friends, compare outfits and get ready for the big show.

7:15 p.m. — "Wild Wild West"

Come in your western duds for a fun evening beginning with dinner and all the trimming by a stage show featuring J. O'Brien and "The Strummin' Amigos." Stay after the show for dancing until midnight with the "Arizona."

FRIDAY AUGUST 21

All Day — General Education

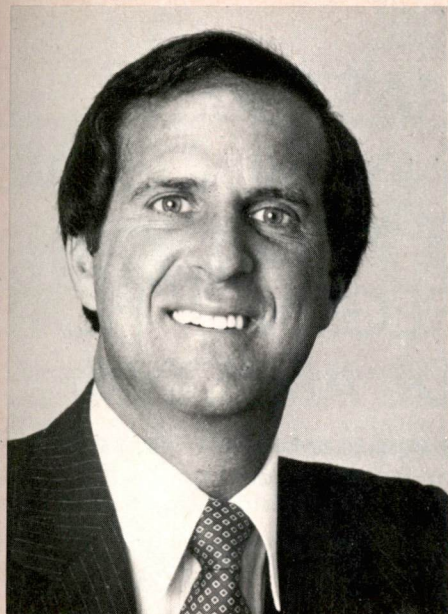
A packed program of speakers and leadership experts will give delegates a wealth of information to take home. Concurrent sessions will be held throughout most of the day to offer you special presentations.

8:30 a.m. — Len Baker: "A Happy Approach to a Happier Life"

Len Baker, the year's runner-up in the "World Championship of Public Speaking," will provide some fresh food for thought with laughter.

8:30 a.m. — Dean Herrington: "Message"

A Toastmaster and professional consultant will show you how to maximize your impact on your audience and get better results more often.



Joel Weldon



Helen M. Blanchard, DTM



Johnny O'Brien



Patrick A. Panfile, DTM



Tom Deniston



David P. Lewis



James L. Hayes



Brian Dameier



Ferdinand Chen

3:30 p.m. — Michael Aun II: "Preach What You Practice." Closing our all-star day of outstanding speakers, Aun, our 1978 International Speech Contest Winner, will both motivate and educate in a talk that will help you give better speeches.

6:30 p.m. — Royal Reception. All attendees are invited to this no-host reception preceding the convention's Grand Finale evening.

7:30 p.m. — President's Dinner Dance. Past International President Eric Stuhlmüller, DTM, will preside as Toastmaster of the Evening as the newly elected officers and directors are installed. Dancing to the music of Frank Pratt and his orchestra will follow the installation ceremonies.

SATURDAY AUGUST 22

8:15 a.m. — "The World Championship of Public Speaking" and International Speech Contest Breakfast. Nine of the best speakers in the world will give their all in pursuit of the championship title. This event will be larger than ever this year. We've made arrangements to use the Phoenix Convention Center (across the street from the Hyatt), but this exciting contest will still be a sell-out, so send in your convention registration today!

Communication Show — An outstanding opportunity to enjoy the exciting Toastmasters Convention.

Panel: "The Pride and Programming of a Top Ten Club." Park Toastmasters Club 3527-3 of Phoenix will share some of the secrets to make this club consistently outstanding.

Panel: "How to Build a Dynamic Speech." The 1980 "World Championship of Public Speaking" will, in a fast-paced seminar, show you how to organize better speeches.

Accredited Speaker Program — The first finalists in the Accredited Speaker Program will appear before a selected panel to present their qualifying presentations: Robert E. Dobson, DTM; Ferdinand Chen; David P. Lewis

Panel: "Professionally Speaking" — Past International Director Helen M. Blanchard, DTM, will moderate this look into the world of the professional speaker. You'll learn what it's like on the circuit from professional speakers Joel Weldon and Nina Harris as well as Bill Johnson, executive director of the National Speakers Association.



Go for the Gold!

TOASTMASTERS'

50TH ANNUAL CONVENTION

AUGUST 19-22, 1981

HYATT REGENCY HOTEL

PHOENIX, ARIZONA

Mail to: Toastmasters International, 2200 N. Grand Avenue, P.O. Box 10400, Santa Ana, CA 92711. (This form is not to be used by International Officers, Directors, Past International Presidents or District Governors elected for 1981-82.)

Registration will be required at all general sessions on Wednesday, Thursday and Friday. Pre-register and order meal event tickets now! ATTENDANCE AT ALL MEAL EVENTS WILL BE BY TICKET ONLY. Advance registrants will receive a claim ticket for a packet of Toastmasters materials.

Please have my advance convention registration and tickets to the following meal events waiting for me at the Convention Registration Desk. **All advance registrations must reach World Headquarters by July 10.**

- _____ Member Registrations @ \$15 \$ _____
 - _____ Joint Registration: Husband/Wife (both Toastmasters) @ \$20 \$ _____
 - _____ Spouse/Guest Registrations @ \$5 \$ _____
 - _____ Tickets: Golden Gavel Luncheon (Thursday, August 20) @ \$10.50 \$ _____
 - _____ Tickets: "Ladies Luncheon" (Wednesday, noon, August 19) @ \$9.00 \$ _____
 - _____ Tickets: "The Wild, Wild West" (Thursday, August 20, Dinner, Show & Dancing) @ \$20.00 \$ _____
 - _____ Tickets: President's Dinner Dance (Friday, August 21, Dinner, Dancing & Program) @ \$21.00 \$ _____
 - _____ Tickets: International Speech Contest Breakfast (Saturday, August 22) @ \$7.50 \$ _____
(Speech Contest will be held at Phoenix Convention Center, across street from hotel.)
- Total \$ _____

TO WHQ

Check enclosed for \$ _____ (U.S.) payable to Toastmasters International. **Cancellations reimbursement request accepted after July 31.**

(PLEASE PRINT) Club No. _____ District No. _____

NAME _____

SPOUSE/GUEST NAME _____

ADDRESS _____

CITY _____ STATE/PROVINCE _____

COUNTRY _____ ZIP CODE _____

NO. CHILDREN ATTENDING _____ AGES _____

If you are an incoming officer (other than district governor), please indicate office: _____

Mail to: Hyatt Regency Hotel, 122 N. Second St., Phoenix, Arizona 85004, (602) 257-1110. Reservation requests must be made to the hotel on or prior to July 28, 1981.

Please circle room and approximate price desired. (If rate requested not available, next highest price will prevail. State/local sales tax will be added to all rates. All rates European Plan (no meal included).)

Single	\$30.00	Double/King	\$38.00
Double/Twin	\$38.00	1 Bedroom Suites	\$100.00, \$125.00, \$175.00

TO HOTEL

NAME _____

ADDRESS _____

CITY _____ STATE/PROVINCE _____

COUNTRY _____ ZIP CODE _____

I will arrive approximately _____ a.m. _____ p.m. on August _____, 1981.

Check enclosed to cover first night for arrival after 6 p.m.

I will depart on August _____, 1981. Arrival by car other

I am sharing room with _____

Room will be held only until 6 p.m. unless first night is paid in advance.

TOASTMASTERS INTERNATIONAL CONVENTION, August 19-22, Phoenix, Arizona.

Toastmasters: Ceiling "Unlimited"

Toastmasters' International officers and directors brought good news from throughout the world to their mid-year meeting in February.

"There's a great spirit in our organization, and our energy is getting stronger," President Patrick Panfile, DTM, concluded as the three-day session came to an end at World Headquarters. "Our growth is already exceeding last year's level, which was tremendous. There is no ceiling for this organization. Our potential is unlimited."

In a special report to the Board, Executive Director Terrence McCann explained why Toastmasters continues to thrive in a period of economic uncertainty: "There is a grave concern over the quality of life in our society. People want more satisfaction from life. They are no longer content with traditional remedies such as more pay or benefits. They want deeper satisfaction from their work.

"This is a shining light for Toast-

masters because our chief concern is helping people grow, achieve, aspire. We are in the business of improving the quality of life by helping people improve their human potential."

The minutes of the Board meeting reveal the specific accomplishments and trends that led Toastmasters' Inter-

Leaders at all levels are highly motivated and goal-oriented. . .

national leaders to such positive conclusions. A summary follows.

Presidential Travel

President Panfile reported that he has visited nine districts since August. His travels gave him an opportunity to talk with Toastmasters and nonmembers throughout the country — from Boston, Massachusetts to San Diego, California.

President Panfile said the club and

district officers with whom he met were highly motivated and goal-oriented. All spoke highly of Toastmasters' educational programs, which the president promoted in interviews with radio, television and newspaper reporters and visits with corporate, civic and government groups.

President Panfile also noted that he has set challenging goals for organizational growth — 4300 active clubs and 87,000 members by June 30. He told the board a concerted effort within every district will be needed to attain those goals.

Executive Director's Report

Although most of Toastmasters' annual growth normally occurs in the second half of the administrative year, Terrence McCann's semi-annual report — covering the period between July 1, 1980 and December 31, 1980 — included the following indicators of success:

- Membership grew from 66,435 in December 1979 to 74,753 in December 1980, a 12.5 per cent increase over the



10-YEAR DELIBERATIONS — Toastmasters' International Board of Directors meets at World Headquarters to develop new strategies for promoting membership growth and educational development.



NEW DIRECTOR-AT-LARGE WEL-COMED — International Director John A. Fauvel, DTM, of Auckland, New Zealand, expresses gratitude to Toastmasters International for his election to the Board of Directors. He is the first director outside the United States and Canada to become a member of the board.

previous year. There was also a gain of 105 clubs for a December 1980 total of 4031, many of which were chartered by corporations. Toastmasters also celebrated the chartering of its 4000th club this year. The Delta Toastmasters of Delta, British Columbia, Canada (District 21) were assigned number 1924, which represents the year Toastmasters International was founded.

- CTM completions jumped from 1607 in December 1979 to 1947 in December 1980, a 21.2 per cent increase. AC & L completions are expected to increase substantially next year as a direct result of the high number of CTMs continuing in the advanced program.

- Speechcraft participation climbed from 318 in December 1979 to 429 in December 1980, an increase of 34.9 per cent.

- For the first time, our annual membership program was fully computerized, thus eliminating the need for special applications. And thanks to this "automatic" recognition program, participation in the 1980 campaign more than tripled this year.

- On a nationwide level, Toastmasters received excellent spot news coverage from the media. During the international convention in Milwaukee last August, then-President Eric Stuhlmueller, DTM, was interviewed on Channel 22's "Tempo" program as well as on WTMJ radio's "Newsmakers," Milwaukee's highest-rated radio interview program. Another station broadcast a series of pre-recorded announcements.

The best publicity Toastmasters received in the first half of the year was the notice in *Training* magazine's fea-

tures on management development which resulted in several new club inquiries. We also received publicity in the Vancouver media when we announced the chartering of the 4000th club and in the Minneapolis-St. Paul media when we recognized Irv For our 1000th Distinguished Toastmaster.

Board Action

The Board's most significant development was its recommendation of a dues increase to be voted on during the August Business Meeting at the Phoenix Convention in August (see story this month for details). The Board also:

- Received status reports on new materials and programs being developed at World Headquarters. Among them are the seventh manual in the Advanced Communication and Leadership Program — *The Professional Speaker* and a cassette album on humorous speaking.

- Adopted policy statements to strengthen the protection of copyrights held by Toastmasters International in order to prevent unauthorized use of the organization's name, emblem and printed materials.

- Reviewed present awards and recognition for members who contribute to membership growth, retention and club extension. Decided to extend recognition to: 1) Clubs that sponsor new club; 2) Single-digit clubs that increase their membership to 20 or more within a year; 3) Club special members selected to assist low-member clubs; and 4) Members responsible for forming new clubs. The Board also discussed the new club chartering procedure and suggested minimizing processing time and producing a booklet providing detailed information on new club development.

- Approved proposals for developing the new member orientation kit. Materials in this kit will help clubs present an effective induction ceremony for new members and, at the same time, improve them in the educational program.

- Recognized the importance of membership retention and noted that member interest relates directly to involvement at the club level. Recommended that clubs be urged to maximize this involvement through awareness and implementation of the critical success factors outlined in the Club Management Plan.

- Discussed the 1981 regional conference and convention programs, and district meetings not included in the standard schedule, the growing need for the advanced/professional of Toastmasters club and long-range objectives of the organization.

The next meeting of the Board of Directors will be held August 17-18 at the Hyatt Regency Hotel in Phoenix, Arizona.

Dues Increase Proposed to Expand Services

A proposed membership dues increase will be considered at Toastmasters' International Convention in August.

The delegates will vote on a recommendation from the International Board of Directors to increase per capita annual dues from \$18 to \$24, effective October 1, 1981. If this increase is adopted, the new member fee will be raised to \$12, the new club charter fee to \$75 and dues for undistricted clubs to \$18 a year for each member. The district's allocation of per capita payments will go up to \$6 a year for each member.

The dues increase will be a change from which members are sure to gain in many ways. For instance, with the increase, our organization will be able to provide more and better services and educational programs, which our members continually request and find necessary for personal as well as club growth.

Additional funds to districts will help them maintain services to clubs as costs increase, making it possible for them to continue providing the vital communications link that gives our organization continuity.

The increase will enable World Headquarters to improve turnaround time for shipments of club equipment, educational materials and supplies and to continue developing innovative training programs,

such as the Success/Leadership series.

Over the past few years, Toastmasters International's expenses have jumped 63 per cent, while income has increased by 48 per cent. Many measures have been taken to offset the steadily rising costs of paper and supplies, published material, labor, travel and — our greatest expense — postage. These cost-cutting steps include redesigning the New Member kit, which is now lighter in weight and thus generates a savings of \$20,000 per year. We've also consolidated mailings (postage has increased by 81 per cent in the last five years), hired part-time help at World Headquarters to keep labor costs under control, and we've gone to two work shifts in some departments to reduce overtime expenditures.

If we were to make further cutbacks in those areas, we would soon lose vital programs. With growth and more funds has come improvement. Indeed, today we research, write, produce and develop our educational materials; five years ago we relied on outside consultants to produce those programs.

There has not been a dues increase since 1974. At the February board meeting, the international officers and directors decided that a change is needed now. The result will be a stronger organization to serve your self-development needs.



What a speaker who went speechless learned from failure.

"I'm Finished – You Go On Without Me"

by Larry Oxenham

The service club to which I belong selected me to act as master of ceremonies at our most recent anniversary dinner-dance. There were at least two reasons for choosing me: First, these dinners are often intolerably dull and my pattern of disruption during regular meetings led most members to believe I might add some fun to the main course. Second, almost everything else had been tried. Nevertheless, I was honored by my

selection and determined to be well prepared. I relied on my year of fellowship with the club members to guide me in writing my speech. Regular club meetings are boisterous enough that a visitor often finds the boy in the members and, sometimes, in himself. I expected the country club to provide nothing more than a new locale for the same raucous program. I soon learned, however, that a lady attached to the arm of a club member immediately transforms him into the sober, sophisti-

cated businessman one might find at a meeting of the board of directors of Standard Oil. These men, unlike those with whom I have lunch, do not have a sense of humor. They do not kid each other, nor do they respond to being kidded. They place their napkins in their laps, chew with their mouths closed and otherwise conduct themselves with great propriety. Perfect strangers, one and all.

At 8 p.m. the moderator called me to

the podium. The stage was to be mine for one hour, and I had — I thought — enough material to fill the time.

But to my surprise, I finished at 8:35 — with 25 minutes to go before the singing group was scheduled to appear. I had sailed smoothly through introductions, announcements and my “history” of the club in record time. And it might have worked — if only the audience had laughed. I tried to think of a way to stretch my talk with impromptu material but my mind went blank. Finally, I looked into the audience’s collective eye and said, “I’m finished. I really am. You go on without me.” Then I sat down, humiliated.

My hour of glory had come to nothing. I took a hard look at my performance and analyzed every agonizing moment. What I learned has made every speaking engagement since a pleasant success.

Finding the Right Pace

The first, and most obvious, area needing major surgery was my timing. I couldn’t believe I actually lost 25 minutes in one hour. I truly thought when I was called to the podium that the highlight of the evening was at hand. I had prepared so well that I’d even rehearsed the pauses for laughter. In fact, the word “laughs” was inserted in my script at several strategic locations. Unfortunately, although the pauses went well,

the laughter did not.

As my speech wore on and my confidence wore out I turned to the script for a security blanket. Subconsciously, I suppose, I developed a desire to finish posthaste. And I did. With my final words, about 200 people went silent. This might have been the first time anything like this had ever happened to them, too. Fortunately, the club president, an extremely funny impromptu

“I had misjudged my audience, so no one understood my jokes.”

speaker, took over and rescued the evening.

The script in which I had so much confidence was my downfall. I wasn’t prepared to say anything off-the-cuff, nor am I adept at spontaneous speaking, so I was a slave to the material in front of me. I tend to read very quickly, and what I rehearse invariably ends up much shorter when presented to an audience.

I didn’t record my magic moments, so I was unable to hear myself from a third-person vantage point. Now, however, I follow a guideline to make sure my thoughts won’t be outpaced by my

mouth. First, I write my script and through it several times to make it flow. Next, I corner my wife (or whoever is handy) and read it to her. At this time, all I ask her to tell me is what I have written makes sense. I return to step one.

If it sounds good I dig out my portable tape recorder and talk to it. Once satisfied, I play the tape to a neutral observer. This time we listen for obvious errors and proper voice inflection. Inevitably, corrections are needed almost every sentence. They are noted on the working copy of the script and tried out on another recording. Usually only one or two more recordings are made before I’m satisfied. The final recording is then put away until shortly before the speech is to be given.

To prevent a recurrence of speed reading, I have religiously noted time on my scripts. I write them in red margins at intervals of three minutes less. This way I can sneak glances, watch and slow down or speed up without noticeable changes in momentum.

Understanding the Audience

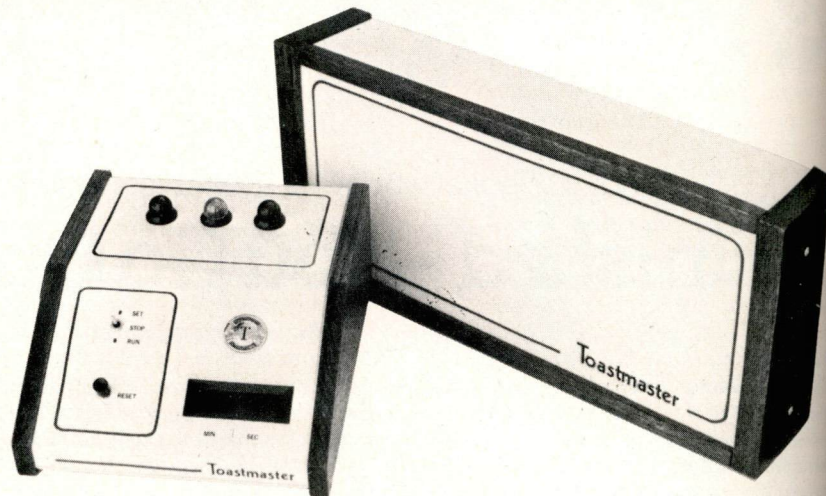
With confidence in my choice of words, I needed only to make certain the words were pertinent to the audience. I had made one basic error when I planned for the dinner. I assumed I knew what the audience wanted to

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the group, my hands never left my speech. Since much of my humor is delivered deadpan, you can imagine the reaction a flat-faced speaker delivering an inappropriate message got from that group.

Even though I am aware of the importance of eye contact, I have a tendency to look over, beyond or through people. Because my speeches are written, it takes a special effort to overcome this habit. So with no concern for grammar, I have shortened, italicized and capitalized certain phrases, questions or answers. As a result, I have separation in words that allow me to leave my crutch for a moment and still return to my proper position. I use special notations to remind myself to project my voice as well as establish eye contact. My voice tends to tail near the end of sentences; by capitalizing words in those places, I give myself a constant reminder to speak up.

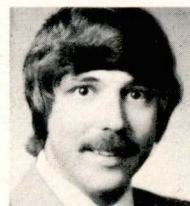
My survival of a disastrous speaking engagement has paid off handsomely. It's difficult to cover all the pitfalls of public speaking but I think the following lessons will help:

- *Pace yourself.* I'm sure I'm not the only one in the world unable to speak off-the-cuff (a genetic defect, I think) or read well, and I know my ability to tell time has redeemed me more than once. Work on your script until you can unconsciously pace yourself, then note the time in the margins. Finally, practice with your timed script until it becomes second nature.

- *Know your audience.* If possible, before working up your script, find out what the audience is most likely to respond to. Maybe humor is good, maybe not. Find out what the theme of the evening is — there always is one even if it's subtle. Don't automatically assume that what you like best is what the audience will like best.

- *Act like you are enjoying yourself.* No audience can feel at ease with an uptight speaker. Proper planning is essential, but all the planning in the world won't help a somber speaker get a laugh. Always greet your audience with a smile.

These guidelines have worked for me. And if I can survive an audience, anyone can. Of all the lessons I've learned from my mistakes, one stands out: It's impossible for a speaker to fail his audience if he *doesn't* fail himself. 🗣️



Larry Oxenham's articles have appeared in Positive Living and Kiwanis magazines and in various newspapers. He also does advertising and publicity writing in the real estate industry and just finished

a time management book and seminar guide for use in real estate and related industries.

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prepared what I wanted to tell. My assumption was reinforced when I went to the club president and asked him what he thought I should do. Humorous. That's all, be humorous. Naturally, with humor my forte, I carried the job would be easy. Since our club was approaching its 25th anniversary, I thought it would be a good idea to present a satirical history of the organization. Two of our members belonged to the original club, so I wanted to relate the "facts" as told by them. I also planned a comment about dignitary present and general remarks about individual members from observations made at luncheons. I had the idea that members never tell their wives how they act each week — or that they don't want their wives to know. Have you ever seen 200 people watch one person with a look that asks: "Who are you and what is he doing here?" That was the response I got from everyone at my wife.

I had prepared for myself, not my audience. Many of those present didn't know each other and, therefore, didn't understand my jokes. Perhaps the best illustration of my bad planning came when I introduced the vice-president of our club. One of the most enthusiastic

Rehearse your script until you can pace yourself unconsciously.

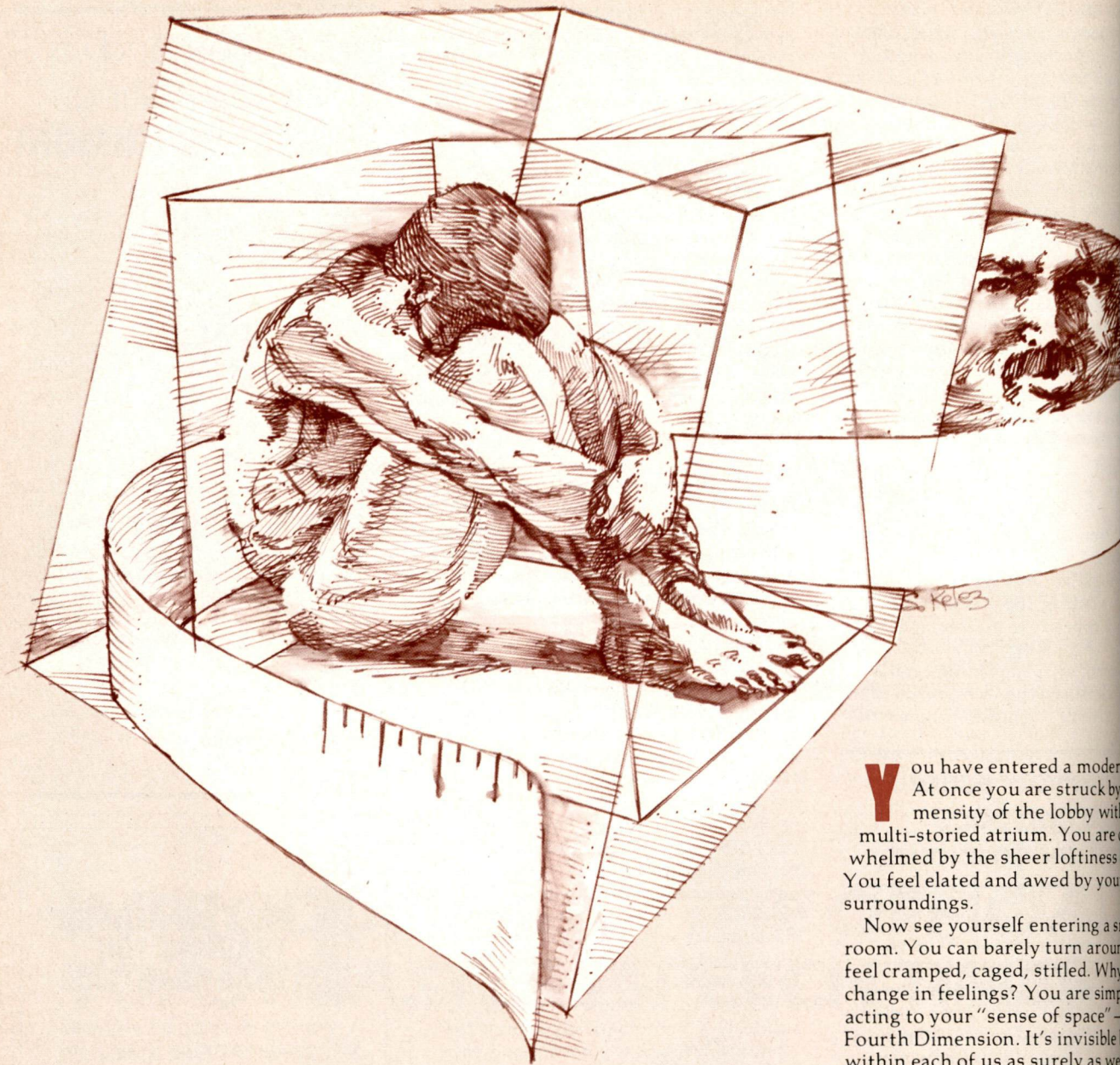
members of the lunchtime brigade, he was also the most sarcastic. When I introduced him, I said his parents would have been happy to have either a boy or a girl — anything human. Even he didn't laugh. Later I learned at least 50 percent of my audience didn't know him. Another glaring error: Humor, especially sarcastic humor, can't be used unless the audience knows it isn't intended to harm anyone.

Now I stick to comments about people, places or things with universal appeal (inflation, car troubles, politicians, etc.). I don't think I will ever again assume that a group familiar to me in one element will be predictable in a different setting.

At the dinner dance, I had the luxury of knowing the general makeup of the group I was to address. And yet, I didn't take advantage. Now I learn as much as I can before I open my mouth. Is the audience young? Old? All men? All women? Doctors or truck drivers? These questions are not just helpful — they're vital.

Putting Actions with Words

Delivery, of course, is extremely important. In everyday speech, I constantly use my hands for graphic support. Yet when I stood in front of



What We Say With Space

by Joseph L. Eden, DTM

You have entered a modern lobby. At once you are struck by the immensity of the lobby with its multi-storied atrium. You are overwhelmed by the sheer loftiness of the surroundings. You feel elated and awed by your surroundings.

Now see yourself entering a small room. You can barely turn around; you feel cramped, caged, stifled. Why the change in feelings? You are simply reacting to your "sense of space" — the Fourth Dimension. It's invisible, yet it exists within each of us as surely as we breathe. We are all surrounded by a space bubble that — for the sake of comprehension — extends as far as ten feet from our bodies. This space is intangible. We become subconsciously aware of it by changes in our feelings and attitudes. It varies continuously, its dimensions depending on what is happening to us at any given moment.

As speakers, we have been told frequently to be aware of our non-verbal communication. Generally, that means to control our gestures and facial expressions. But space is as important a non-verbal communication tool as any of the other signals. In fact, it may be more important because the use of space often determines the use of other forms of non-verbal expression.

Anthropologists have isolated several basic distances that we employ in our daily contact with people:

- **Intimate Distance (0 - 2')**: This space is reserved for people who

The distance you establish when speaking to others may communicate more than your words.

know well. When lovers are together, this distance is frequently reduced to inches. The first sign either person has that the other is feeling amorous is that one moves closer to the other. That has the desired effect, and no words are needed.

On the other hand, we are asked to increase this intimate distance with strangers, we begin to feel uncomfortable and anxious and try to make the association as short as possible. The classic example is repeated thousands of times daily in elevators. If there is one other person on the elevator when we board, we move to the farthest corner.

As it becomes more crowded, we begin to feel uneasy. There is no escape, so we stand like penguins with our hands by our sides or protectively folded across our bodies, staring vacantly at the little numbers dancing in front of our eyes. As soon as we reach our floor, we escape with an inward sigh of relief.

Some years ago at a Region VII Conference in York, Pennsylvania, another Toastmaster and I tried an experiment that worked — much to our subsequent chagrin. We boarded an elevator in the basement and faced the rear. As it stopped at the lobby level and crowds of people got on after having left a seminar, they all followed our example and also faced the rear! The machine became unbalanced and stuck between floors, and we all had to be removed by the engineers.

• **Personal Distance (2 - 4')**: This space is automatically adopted when we have a choice. We use this distance in bus lines, at the post office, when sitting on benches. Just like birds on a telegraph wire.

This is the bubble that any non-contact species maintains between members of the same species. (Man, ducks, swans, cats, grazing animals,

etc.) It is the distance we employ when we want to keep someone at arms' length.

• **Social Distance (4 - 12')**: This is the distance most commonly used in our daily contact with other people; it is the social and business use of space, when we seem to say, "Stand back so that I may look you over."

It is the distance of office furniture — the chair in front of the desk and the one behind. This allows for impersonal conversations and keeps meetings on a semi-formal level. Many large executive offices now have a "conversation corner," where important clients can be made to feel wanted by being placed as if they were guests rather than visitors. Bank managers also have decided to make things more cozy by moving the chair that would normally be in front of

The way we position furniture can stimulate or stifle conversation.

the desk to the side. This brings clients into personal distance and makes them feel more at ease. They still may not get the loan, but they'll feel better about having been refused.

Receptionists use the same ploy instinctively. If they have other tasks to do such as typing or filing, they feel quite comfortable about speaking with you at the same time. But if you break the 10-foot barrier, they *must* stop and give you their full attention. Try it the next time you are in the reception area of an office; it always works. Just don't establish intimate distance unless you are well-known to the receptionist, or you may end up with a cancelled appointment.

• **Public Distance (12 - 25')**: Reserved for strangers when we have no intention of becoming involved.

You are walking along a dark street; at a distance of about 25 feet you see someone approaching from the opposite direction. You feel apprehensive and your body becomes alert, preparing for impending danger. This uneasiness doesn't pass and your heartbeat doesn't subside until you've had the chance to make furtive eye contact with the other person and he is gone in the other direction.

If you've watched people on a crowded sidewalk you will have noticed the dance they perform in order to avoid contact with strangers. They are brought close together without choice, and it is neither desirable nor socially acceptable to make contact. Should you accidentally touch someone, an immediate "excuse me" springs from the lips.

Public figures automatically allow themselves about 30 feet of space to protect them from the entourage that frequently surrounds them. Watch any politician give a press conference; when he mounts the platform to speak, he becomes even more removed from his audience. He is at a higher physical level when that position is coupled with the electronic amplification of his voice, the distance between the speaker and his audience becomes a vast gulch. That's one reason politicians frequently make statements and afterwards deny them with impunity. There is a total lack of reality about statements made under those circumstances.

We may therefore conclude that the more space we have, the greater our "importance" is within the framework of our society. We all know that status within our working environment is denoted by the size of our space; who has ever seen a secretary's office larger than the

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boss's? And the boss frequently advertises his or her importance by closing the office door to shut out any intrusion into private space.

When we punish people we take away their normal space. Putting someone in jail is a deprivation of personal space. Placing a child in the corner of a room is punishment because his play space has been reduced to practically nothing. Deliberate space allotments are used to maintain discipline and suppress individuality. In the armed services, each recruit is given 312 cubic feet of space. How could we stand living in an area 6' x 6½' x 8' when the average living room contains 1400 cubic feet? We can stand it, but such constrictions can turn us into unimaginative robots.

Institutions and government offices use space to suppress our individuality. Waiting rooms in these establishments are cold and sterile. Chairs are placed in arrangements that discourage conversation, and the authorities demonstrate no desire to establish a social atmosphere.

Under these circumstances, an environment of silent hostility, resentment and stifled anger is created and we frequently — and justifiably — direct this ire toward the person behind the counter, which is an additional space barrier. When our space is taken from us, we are under stress and frequently react violently. Look at our urban ghettos, where people are stacked in super filing cabinets, one on top of the other. The disastrous results of such forced closeness fill the news each night.

At home our environment is conducive to a warm social atmosphere; we place our furniture in a manner that allows us to face each other and communicate. After all, the American Dream is to have a house with our own private space into which we allow those people to whom we feel close. The more important we feel, the bigger the area we select as our private bubble.

Take a look at our prosperous suburbs. Look at the size of the cars driven by the achievers or those who wish to appear as achievers — the more important the individual the bigger the car. Many of today's entertainers have their own busses. Didn't the moguls of yesterday have their private trains? And what about corporate and private jets?

Animals are instinctively aware of communication by territory. They establish invisible boundaries, and any creature that crosses those lines risks great danger.

Wild animal trainers have an acute and highly developed sense of their charges' space requirements. By moving adroitly in and out of the animals' space, they cause them to react in a prescribed manner. A large cat, for example, will flee from the trainer and

retreat backwards until it can go no farther. If the trainer continues to advance, the cat will reverse direction and stalk toward him. To make the animal stop, the trainer must simply step out of its critical distance. If the animal happens to be on a stool at the precise moment, then that is where it will stay. The whip and gun and chair are merely window dressing.

Professional speakers can also use their sense of space to make their presentations more effective. We've seen the entertainer who comes down from the stage to mingle with the audience and thereby creates an entirely different atmosphere. He changes the distance between him and his listeners from public to social or even to personal. If you've ever tried this while speaking from a platform, you will have found that the effect can be electrifying; the warmth created between you and the audience is almost tangible. That requires practice, skill, an appropriate message and subject and great self-confidence.

You may remember some years ago the fuss and delays brought about by discussions of the shape of the Korea Peace Talks conference table. This was on for a whole year before a decision

To capture attention, leave the stage and get close to your audience

was made that was acceptable to all parties. Neither side wanted the other to gain a strategic position by loading the tables in their favor. The distance between the individuals seated at the table and the position of each person can affect the outcome of discussion. Social scientists call this "table ecology" and it's based on an understanding of human space.

In *The Hidden Dimension*, Dr. Edward Hall coined the word "proxemics" for this subject. He has done extensive studies of human space needs and reactions and is the leading authority in his field. I find the whole matter completely fascinating as a person who deals with people each day and as a speaker who must use every available tool to make sure my presentations are valid, meaningful and memorable. I have found that knowledge of this subject contributes much to my understanding of verbal and non-verbal communication. And so will you, when you realize that there is more to communication than merely speaking. ■

Joseph L. Eden, DTM, has been a Toastmaster for 16 years. He is past governor of District 1 and presently a member of KC 638-1 in San Monica, California.

A Five-Step Success Plan guaranteed to provide anyone a direct path from poverty to the executive suite.

The paperback section of almost any drug store holds the secrets of love, popularity and just about everything else. But after a search through the available literature, I'm convinced the junior executive on his or her way up has been woefully neglected. So as a service to ambitious leaders of the future, I've decided to share my own sure-fire secrets of success:

1. *Take your briefcase home* — If you aspire to be a big wheel in the company, it's imperative that you (a) pack a briefcase and (b) take it home each night. There's only one more essential step — make sure the boss sees you taking the briefcase home. But be sure you keep your briefcase locked. I used to work with a fast-rising junior executive who once asked me to get a

How to Impress Your Boss

by Barney Kingston

book from his desk. When I couldn't find it, I checked the briefcase lying on the desk. As nearly as I can recall, it contained a towel, razor, shaving cream, after shave lotion, an old copy of *Playboy* and a book titled, "*How to Live a Sane Sex Life*." If I had been the boss, a promising career might have been nipped in the bud.

2. *Keep your desk cluttered* — Bosses, generally speaking, are impressed by evidence that their employees keep busy. So load the top of your desk with reports, pictures of company products,

"Why take chances? Avoid decisions and you can't go wrong."

charts and so on. But whatever you do, don't arrange the stuff neatly or in orderly piles; this may encourage a casual visitor — like the boss — to sit down and take a look. And he or she just might find the drug store paperback you stashed under one of those piles.

3. *Place the boss in a good light* — This is not to be confused with becoming a "Yes-man." When you attend meetings with the boss, it's well to wait until the chief has definitely indicated which side of an issue he's on before you speak up. You can usually tell this by the way his face lights up when somebody makes a suggestion he likes. But if

you're not sure which way the boss leans, you can always try this: "Chief, would you give us your ideas. It seems to me we just don't have the total picture clearly in focus. I remember the terrific solution we came up with for the Banner problem, when you showed us the way." (After that line, you can almost *feel* the key to the executive washroom!)

4. *Hang the boss's picture on your office wall* — You can always spot junior executives on their way up by observing the pictures they display in their office. Those who adorn their office walls with family and vacation pictures aren't apt to get far on the company ladder. The future leader has a picture of the boss accepting some sort of testimonial on the east wall, photo of the chief at bat during a company picnic on the west wall, shot of the boss shaking hands with the mayor on the north wall and a portrait of the chief (done by his wife) on the south wall. You might even hang one on your dining room wall, if you're thinking of inviting the boss to dinner.

5. *Avoid making decisions*. This one will prove the most difficult to carry out. You remember your early training days when company officials emphasized, "We want decision-makers in this company. The person who can't make a decision has no future here." Then you remember Joe Barth, a guy with much less ability than you had. He went to the boss with an idea that saved the company \$78,000. Now it's J. Barth, Vice-President, Product Engineering. But let's look at the facts squarely.

For every Joe Barth who makes the grade with the right decision, there are many more who never get past the third rung on the ladder because they made the *wrong* decision. You've heard the standard definition of a good executive: someone who's right 51 per cent of the time. So look at the odds. You're wrong 49 per cent of the time, and how many bosses remember the right decisions you made? Very few. Most can only recall the last wrong move you made. So why take chances? Avoid making decisions, and you can't go wrong. Sooner or later the decision-makers will dig their own grave.

Cynics will carp, "What proof do you have that your system works?" — and then go on to a lifetime of failure. What any thinking man or woman wants from any system is *results*. Take a look at me: I started life as a poor boy, but I worked like a dog for 40 years and by following the Kingston Five-Step Success Plan, I've managed to rise to a state of extreme poverty. I *guarantee* that anyone who follows my plan is bound to do better. ♣

Barney Kingston is a member of Speakers Forum Club 371-30 in Chicago, Illinois.

Hall of Fame

DTMs

Congratulations to these Toastmasters who have received the Distinguished Toastmaster certificate, Toastmasters International's highest recognition.

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Richard Johnson
Anoka 2748-6, Anoka, MN

Bill Rehfield
Chinook 40-9, Yakima, WA

Hollis C. Hurst
Executive 266-14, Marietta, GA

Alfred O. Whittaker
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Tehachapi 448-33, Tehachapi, CA

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Oak Harbor 514-2, Oak Harbor, WA

Charles A. Steele
Burien Breakfast 2543-2, Burien, WA

James W. Cummings
Downtowners 2713-2, Seattle, WA

Dan A. Winterburn
Patio 2914-4, Sunnyvale, CA

Verne R. Hubka
Action 1885-5, San Diego, CA

Jan M. Hoegfeldt
Daybreakers 814-6, Edina, MN

Gale Long
Early Worlds 3657-7, Longview, WA

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Aerospace Center 3268-8, Saint Louis Air Force Station, MO

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Moses Lake 1349-9, Moses Lake, WA

Fr. Theodore X. Bradley
Ritzville 3555-9, Ritzville, WA

Thomas A. Kissack
Suburban 3613-10, Chagrin Falls, OH

Dorothy J. Conrad
Northwest 30-11, Indianapolis, IN

John Vawrinek
New Castle 1035-11, Newcastle, IN

Fred L. Hunt
Checker Flag 2007-11, Indianapolis, IN

Rosetta L. Davis
Stone City 3654-11, Bedford, IN

Carolyn G. Clark
Aliquippa 902-13, Aliquippa, PA

Donald R. Floyd
Macon 824-14, Macon, GA

Catherine C. Fike
Dogwood 1901-14, Atlanta, GA

Donald M. Brown
Valdosta 2906-14, Valdosta, GA

Lucy S. O'Farrell
Sandy Springs 3133-14, Sandy Springs, GA

Barbara A. Anderson
Artesian 3379-14, Albany, GA

Clyde R. Kaffenberger
Boise 61-15, Boise, ID

Colleen Y. Davenport
Speak E-Z 1130-16, Tulsa, OK

Don Ryan
Osage 1585-16, Bartlesville, OK

Joel L. Stafford
Satanta 2761-16, Fort Sill, OK

Roy D. Waugh
Butte 378-17, Butte, MT

Robert E. Brant
Frederick 1082-18, Frederick, MD

Philip E. Ebert
Du Pont 1664-18, Wilmington, DE

Irving R. Deihl
Opportunity 451-19, Des Moines, IA

H.W. Welton
Burlington 1340-19, Burlington, IA

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NADL Early Risers 3595-19, Ames, IA

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Lucky 3231-36, Arlington, VA

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NIH 3421-36, Bethesda, MD

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Revenooers 3653-36, Washington, D.C.

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Revenooers 3653-36, Washington, D.C.

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Revenooers 3653-36, Washington, D.C.

A. Daniel Knapp
Cherry Point 296-37, Cherry Point, NC

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Penn-Harris 2128-38, Harrisburg, PA

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OPSC 3403-38, Philadelphia, PA

Paul S. Jubb
Camellia 1787-39, Sacramento, CA

New Clubs

Daniel, Jr.
 2073-39, Sacramento, CA
 Wells
 2073-39, Sacramento, CA
 Fisher
 372-39, Stockton, CA
 Mende
 1108-40, Wright Patterson Air
 Base, OH
 Kaduk
 1418-40, Van Wert, OH
 Blutt
 2656-41, Watertown, SD
 Fancey
 1368-45, Truro, N.S., Can
 Hedding
 952-47, Fort Lauderdale, FL
 Frye
 1135-47, Tallahassee, FL
 Goldberg
 Charlotte County 1463-47, Port Charlotte, FL
 Howell, Sr.
 Winter Park 3674-47, Winter Park, FL
 Cohen
 Nuys 172-52, Van Nuys, CA
 Usery
 Santa Rosa 182-57, Santa Rosa, CA
 Hancock
 Kingston City 3045-61, Kingston, Ont., Can
 Porter
 Brighton Talkers 3979-62, Brighton, MI
 Cain
 Knoxville City 1266-63, Knoxville, TN
 Lentz
 Richmond End 2661-66, Richmond, VA
 Fariss, Sr.
 Portsmouth 3125-66, Portsmouth, VA
 Wiggins
 Portsmouth 3125-66, Portsmouth, VA
 Newman
 Baton Rouge 2455-68, Baton Rouge, LA
 Dalgleish
 Brisbane Central 3433-69, Brisbane, Qld.,
 Aust.
 Julian
 Wellington 409-72, Wellington, NZ
 Fraser
 Mount Maunganui 2517-72, Mount Maunganui, NZ
 Dutton
 Essendon 1568-73, Essendon, Vic., Aust

797-F Saturday Morning
 Riverside, CA — Sat., 9 a.m., Ramada Inn,
 1150 University Ave. (682-6867). Sponsored
 by New Horizons 1601-F, San Bernardino.

306-2 Big Foot
 Seattle, WA — Mon., noon, Financial
 Center, 1215 4th Ave. (292-3767).

1197-2 Blue Cross
 Seattle, WA — Thurs., 7:30 a.m., Blue Cross,
 15700 Dayton Ave.

1751-3 Casa Grande
 Casa Grande, AZ — Wed., 6:30 a.m., The
 Arches Restaurant, 502 E. Cottonwood
 Lane (836-2125).

1874-3 Foothills
 Tucson, AZ — Wed., 7 p.m., Sambo's, Oracle
 & Orange Grove.

1428-6 Pacemasters
 Minneapolis, MN — Thurs., 4 p.m.,
 Medtronic, Inc., 6970 Old Central
 (574-4000).

2919-6 Woodwinds
 Woodbury, MN — Thurs., 11:30 a.m.,
 Western Life Home Office Building, 500
 Bielenberg Drive.

3825-7 Springfield
 Springfield, OR — Carrows Restaurant, 1807
 Olympic (747-3774).

3640-9 Lunch Bunch
 Spokane, WA — Thurs., noon, Trio Restau-
 rant, N. 111 Post.

1202-11 Early Words
 South Bend, IN — Mon., 7 a.m., Howard
 Johnson's Restaurant, 52875 US 31 N
 (234-3428).

3135-19 Early Risers
 W. Des Moines, IA — Mon., 7 a.m., Walnut
 Creek Inn, 1258 8th St. (225-5020).

3141-19 Midday Mentors
 Council Bluffs, IA — Thurs., noon, Jennie
 Edmundson Memorial Hospital, 933 E.
 Pearce St.

3154-19 CTPD
 Cedar Rapids, IA — Tues., noon, CTPD
 Mezzanine Conference Room-137 Bldg.
 (395-4551).

2460-21 Discovery
 Vancouver, B.C., Can — Tues., 7:30 p.m.,
 Unitarian Church of Vancouver, 949 West
 49th Ave.

2231-25 International Linguistics Center
 Dallas, TX — Tues., noon, International
 Linguistics Center, 7500 W. Camp Wisdom
 Road.

2985-26 Wordslingers
 Durango, CO — Wed., noon, Strater Hotel,
 699 Main Ave. (247-5951).

2921-31 Avco
 Wilmington, MA — 2nd & 4th Wed., noon,
 Avco Systems Division, 201 Lowell St.

2603-31 Advanced Speakers
 Framingham, MA — Various bi-weekly
 meeting days and places.

1369-33 Pink Panther Chapter
 Fresno, CA — Thurs., 7 a.m., Safeco Title Ins.
 Co., 1301 "M" St. (442-4500).

2060-39 Old Town
 Auburn, CA — Thurs., noon, Mary Bell's
 Restaurant, 1590 Lincoln Way (823-9111).

2695-39 River City
 Mather AFB, CA — Tues., noon, Wing
 Conference Room.

2849-42 Wild Oats
 Regina, Sask., Can — Tues., 12:05 p.m.,
 Saskatchewan Wheat Pool, 2625 Victoria
 Ave.

2002-47 Harris Semicons
 Palm Bay, FL — Tues., 5 p.m., Harris
 Semiconductor Personnel Conference
 Room, Palm Bay Road and Lipscomb Ave.
 (724-7308).

674-49 Winners' Circle
 Honolulu, HI — Wed., 7:30 a.m., Unity
 Church, 3608 Diamond Head Circle.
 (941-4496).

3518-56 PWP
 Houston, TX — Mon., 6:30 p.m., Piccadilly
 Cafeteria, Northline Mall, Crosstimbers at
 I-45 (353-9850).

2329-64 Red River
 Morris, Man., Can — Tues., 6:30 p.m.,
 Morris Collegiate (746-2391).

3138-69 Gateway
 Sarina, Qld., Aust — Tues., 7:30 p.m., Sarina
 Shire Council Chambers, Broad St.

1616-71 Premier
 London, England — Thurs., every 2 weeks,
 12:15 p.m., Phillips Petroleum, Portland
 House, Stag Place.

2360-71 Malahide
 Dublin, Ireland — 4th Wed., 8 p.m.,
 Grand Hotel. Sponsored by Dublin 2601-71.

379-U Abqaiq
 Abqaiq, Saudi Arabia — Mon., 7:30 p.m.,
 Management Training Centre, c/o Aramco.

2806-U Port Moresby
 Port Moresby, Papua, New Guinea — 1st &
 3rd Wed., 5:30 p.m., Conference Room 5,
 Central Government Offices, Waigani,
 National Capital District (PNG 257589).

1980-81 District Governors

- F. Kermit Ekegren, DTM, 2127 S. Ross. Santa Ana, CA 92707
1. Kenneth W. McCatty, DTM, 16629½ Downey Ave., Paramount, CA 90723
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35. Edmund J. Schrang, DTM, RFD #4, Box 87, Baraboo, WI 53913
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47. Virginia E. Hedding, DTM, 2124 N.E. 60th St., Ft. Lauderdale, FL 33308
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57. Max Coats, ATM, 134 Los Altos, Vallejo, CA 94590
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60. Peter Crabtree, DTM, 1305 Cambridge Drive, Oakville, Ont., Can L6J 1S2
61. Denis Baker, 103 Ashmore, Chateauguay, Quebec, Can T6J 4B7
62. Raymond F. Trappen, ATM, 233 Academy, Portland, MI 48875
63. John W. Harris, ATM, 1035 Melrose Drive, Cookeville, TN 38501
64. Allan W. Shaw, ATM, 903 Sinclair St., Winnipeg, Man., Can R2V 2X8
65. Frederick J. Ludwick Jr., ATM, 17 Hurd St., Cazenovia, NY 13035
66. Paul A. Jacobi, ATM, 6318 Ludwig Road, Richmond, VA 23225
68. James D. Garber, DTM, 107 N. Gov. Miro St., Lafayette, LA 70506
69. Dianne Stoodley, ATM, 5/40 Sylvan Road, Toowong, Qld. 4066, Australia
70. Geoff Henson, 41 Keswick Ave., Castle Hill, NSW 2154 Australia
71. Michael H. Murdoch, ATM, Twintrees, Water Lane, Ardley, Nr. Bicester, Oxon, England
72. Alf J. Baker, DTM, 13 Gardiner Place, Havelock North, New Zealand
73P. Tony Wright, ATM, 32 Churinga Ave., Mitcham, Victoria 3132, Australia
74P. John R. Hely-Hutchinson, ATM, 295 Hay St., 0181 Brooklyn, Republic of South Africa

3541-U Al-Hariri

Jeddah, Saudi Arabia — Mon., Hochtief Party House, King Abdulaziz International Airport.

Anniversaries

45 Years

Bellingham 60-2, Bellingham, WA
Boise 61-15, Boise, ID
Vancouver 59-21, Vancouver, B.C., Can

40 Years

Irvington 199-11, Indianapolis, IN
Redding 197-39, Redding, CA
Champaign-Urbana 195-54, Urbana, IL

35 Years

Midway 383-6, St. Paul, MN
Lakers 388-6, Minneapolis, MN
Oregon City 390-7, Oregon City, OR
Shibboleth 386-19, Mason City, IA
Lincoln 403-24, Lincoln, NE

30 Years

West Valley Orators 107-4, San Jose, CA
Aliquippa 902-13, Aliquippa, PA
Early Risers 784-26, Greeley, CO
Scottsbluff 944-26, Scottsbluff, NE
Downtown 297-47, Jacksonville, FL
Maui 910-49, Wailuku, HI
Encino 303-52, Encino, CA

25 Years

High Desert 1043-F, Apple Valley, CA
SM Chanticleers 622-7, Portland, OR
Lake 2093-10, Mentor, OH
Minot 636-20, Minot, ND
Black Canyon 2062-26, Montrose, CO
Naperville 2051-30, Naperville, IL
Santa Maria 89-33, Santa Maria, CA
Suburban Maryland 2082-36, Silver Spring, MD
Sterling-Rock Falls 2125-54, Sterling, IL
Palmetto 2070-58, Greenville, SC

20 Years

Sundial 2586-7, Portland, OR
Richland 406-9, Richland, WA
Early Bird 3293-11, Ft. Wayne, IN
Calumet 3313-11, Highland, IN
South Shore 3281-35, Milwaukee, WI
Columbian 3263-36, College Park, MD
USDA 3294-36, Washington, D.C.
Timberlane 2496-39, Grass Valley, CA
Ishi 3316-39, Chico, CA
Seven Seas 3296-42, Saskatoon, Sask., Can
Midland Park 3041-46, Midland Park, N.J.
Murray Hill 3260-46, Murray Hill, N.J.
Carlingwood 3319-61, Ottawa, Ont., Can
Bellwood 3282-66, Richmond, VA

15 Years

Irving 3365-25, Irving, TX
Los Medios Dias 2112-33, Bakersfield, CA
Past Twelve 131-35, Oshkosh, WI
Sunrise 3035-43, Memphis, TN
CPA 2756-47, Jacksonville, FL
Colchester 792-71, Colchester Essex, Eng
Cebu 35-U, Cebu City, Philippines

10 Years

Centre City 643-5, San Diego, CA
Diamond 1963-13, Monroeville, PA
Tomah 976-35, Tomah, WI

Going with Gratitude...

I opened a job interview recently by telling the man who would decide whether or not to hire me that I would be happy to work for him, but only if I would be given the freedom to set my own policies.

The next day, he offered me the job, saying: "You make the decisions. I won't interfere unless you do something stupid. I want you to show me you're as good as you think you are."

There was a time — not very long ago — when I wouldn't have even considered making such a demand and would have been afraid to accept so much responsibility. Now, however — with the confidence I've developed through Toastmasters — I find it impossible to resist the challenge. So I will be leaving my job at World Headquarters this month to start a new magazine — not because I'm unhappy here, but because I have grown so much in my two years with this organization that I'm ready to stretch my limits in unfamiliar territory.

A job change — even under the best of circumstances — is a time for reflection, nostalgia and even a little sadness. As I clean out my desk and organize the files I will leave behind, I think of what I will take with me:

- *Self-assurance* — I projected confidence when I first came to Toastmasters, but I was scared inside. Even though I haven't had to give many speeches as editor of *THE TOASTMASTER*, I have learned to speak up without fear. At World Headquarters, Executive Director Terrence McCann promotes that kind of growth by giving the managers who report to him the freedom and responsibility to make their own decisions. He gets involved at the appropriate time, but he lets his managers take the lead, and that opportunity has given me a chance to find out that I am a leader. Once I learned that about myself, I started wanting to be my own boss and began searching for a job in which I would have even more independence and authority. With the confidence I gained in Toastmasters, I was able to project self-

assurance from the inside out in my recent job interviews, and I ended up with several good options from which to choose.

- *Friends* — I have made many new friendships through Toastmasters — that's easy to do in an organization that develops good communicators. One conversation in particular stands out when I think of the special qualities that bring people together in Toastmasters. I was working in the Education Center at last year's international convention in Milwaukee when I first met Robby Roberts, a former international director who is now president of a club in New York. His warm smile prompted me to introduce myself, and we were soon talking as though we were old friends catching up after a long separation. What impressed me most about Robby was the way he listened. He gave me undivided attention, and those few moments of intense talk left a deep impression. Years from now, when I've been away from Toastmasters long enough to forget details, I'm sure I'll remember Robby and the many other Toastmasters with whom I have communicated in special ways.

- *Enemies* — For every friend I've made in Toastmasters there are probably 10 unhappy members to whom I sent rejection letters. That's tough to do when you want to be liked, but there's no way to avoid it in this kind of job. My apologies to anyone who's still mad at me. I meant well.

- *High standards* — When you work for an Olympic gold medalist, you learn very quickly that it's not enough to put in a lot of hours on the job. You have to *achieve*, and that means producing quality work — or learning to cope with rejection. Terry McCann's high standards are reflected in many of Toastmasters' best programs. He sets a good example — one well worth remembering in my next job, where it will be up to me to set the standards.

- *Lists* — I learned the art of list-making at Toastmasters. With a

steady progression of deadlines to meet, I found it impossible to function without constantly writing down "things to do." But the act of making the list seemed to be enough to keep me on schedule, because I usually forgot to look at what I'd written down once I had tucked those reminders into a file for safekeeping. Now I'm afraid I'm stuck with the lists — and the compulsion to examine them for things I *didn't* do.

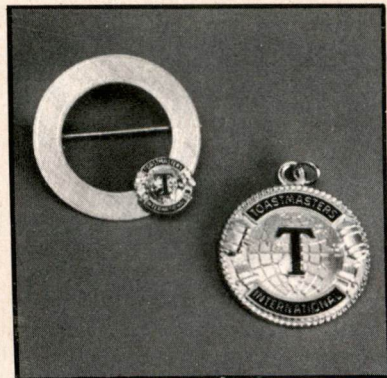
- *Motivation* — I've listened to many inspirational speeches while working for Toastmasters, and I'm sure they've had a profound impact on my psyche because I've started to believe I can do *anything*. I've become one of those iconoclasts who ask "Why not?" instead of "Why?" So I take more risks now than ever before — and enjoy more successes.

- *New insights* — I learned how to spell "lectern" during my first week at Toastmasters, but — I'm embarrassed to admit — I only last week discovered the difference between a lectern and a podium. That may be trivia where I'm going now, but there may come a time when I need that information, and I'm grateful that I won't be leaving Toastmasters without it.

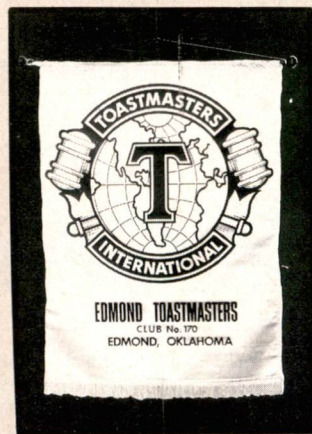
With all this — and much more — to take with me, I leave Toastmasters with a heart full of gratitude. I am, most of all, indebted to Terry McCann for not requiring me to give more than two speeches. Even after reading hundreds of how-to articles on public speaking, I can't do that without being scared inside. So I still have a lot to learn from Toastmasters, and I'm convinced there's no end to what this organization can teach those who are willing to face the challenges of growth.

Sherry Angel

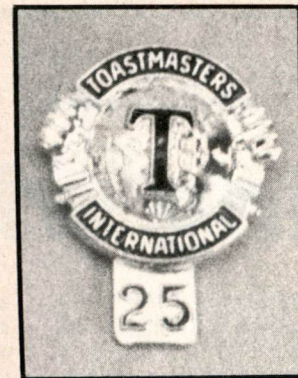
Sherry Angel, Editor



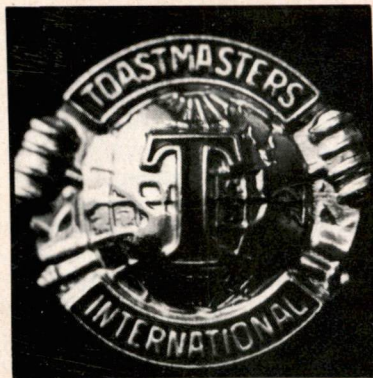
5701, 5703



234



5923-5938



5753, 5754



5800, 5939



5801, 5802

Let Everyone Know You're Proud to be a Toastmaster

Involvement in Toastmasters is such a rewarding experience that most of us can't help but talk about it. But words don't tell the whole story. You can also show your pride by wearing a symbol of the organization's greatness. Your special Toastmasters memento can be ordered by catalog from World Headquarters.

A Proud Banner

Every club needs a banner to be easily identified at club meetings and at area, district, regional — and even International — conferences. This sleek club symbol comes in gold satin with a blue Toastmasters emblem and matching club identification lettering.

234 3' x 4' \$35

For Women Only

Women today are making great strides in Toastmasters — they deserve to wear these attractive membership brooches (5701) and pendants (5703). The ladies membership brooch is gold-plated with a beautiful florentine finish.

The pendant is finished in gold antique with a polished back for engraving.

5701 \$8
5703 \$10

Membership Emblems

These handsome, gold-plated pins are a must for those Toastmasters who want others to know they are proud of their membership. Comes in two sizes: miniature (5751) and large (5753). Discounts offered for orders of 12 or more.

5751 \$2 or \$1.80 with discount
5753 \$2.25 or \$2 with discount

Pins for High Achievers

These beautiful Balclad gold pins provide added recognition for those who have distinguished themselves by earning their DTM (5800) or ATM (5939).

5800 \$6
5939 \$6

Officer's Pin

The club president's pin is a must for every Toastmaster elected to this coveted office. The perfect gift to present to an incoming president, it is available in Balclad gold (5801) and in 1/10

10K gold with two zircons (5802).

5801 \$6
5802 \$12.75

Rewards for Longevity

Every Toastmaster with three or more years of service to the organization should receive special recognition for his or her contribution. These anniversary tags are perfect for honoring long-standing membership. They can be attached to most lapels and they come with certificates that provide additional recognition. They are available for 3, 5, 10, 15, 20, 25 year anniversaries.

5923-5938 \$3 for each tag and certificate

See the 1980-81 Supply Catalog for samples of official pins and items of jewelry. When ordering, add postage and handling charges as follows: Pins: 1-12, 30 cents; 13-24, 60 cents; more than 24, 80 cents. Brooches and other jewelry: Add 30 cents each. Club banners: Add 20%. California residents add 6% sales tax. All prices are subject to change without notice. Send your order with your club and district number to: Toastmasters International, 1000 Grand Ave., P.O. Box 10400, Santa Ana, CA 92711.