

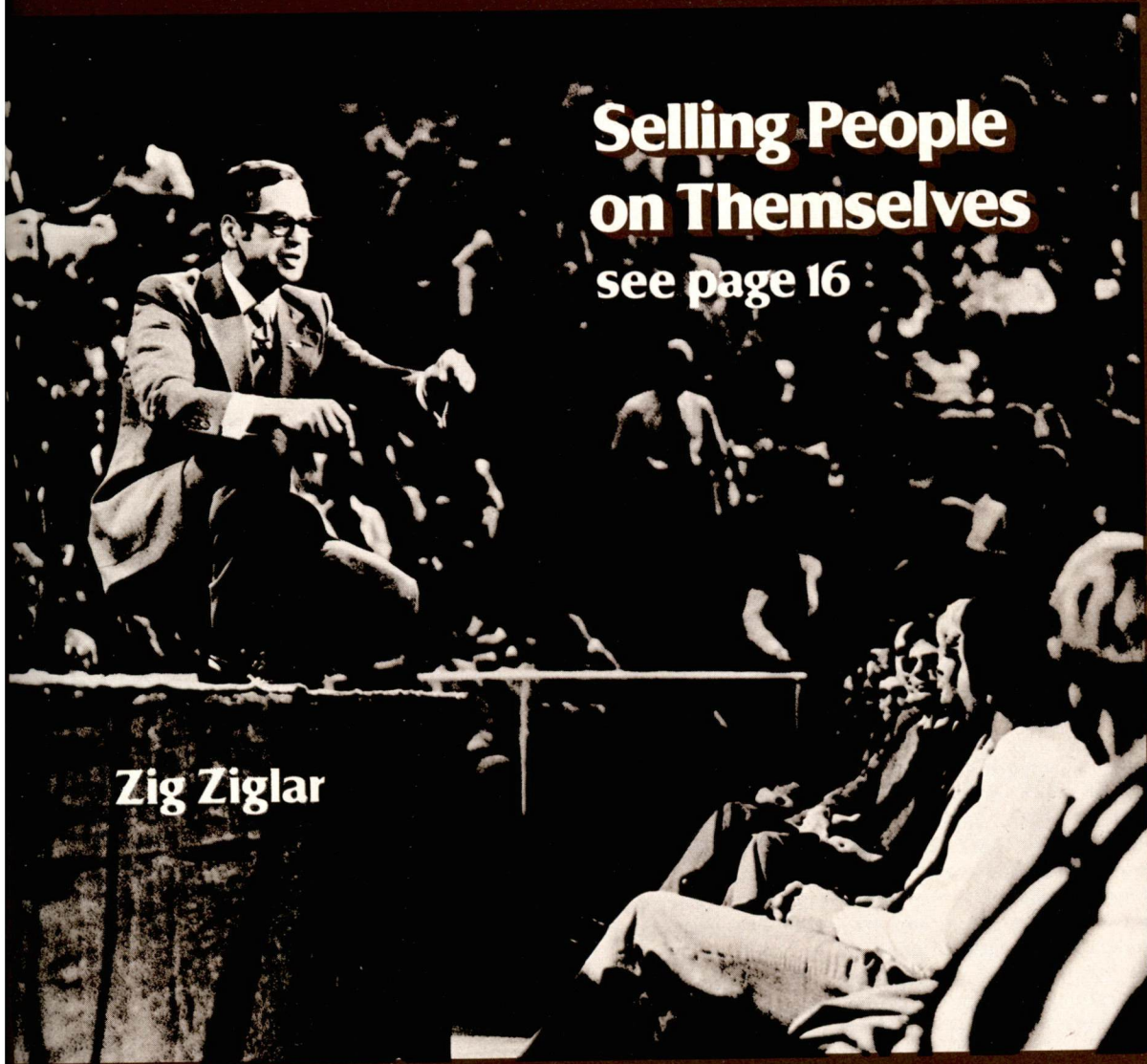
The Toastmaster

APRIL 1981



**Selling People
on Themselves**
see page 16

Zig Ziglar





Let's Learn from Each Other

I like to attend district conferences because, in addition to enjoying the speech contest, I learn a great deal from other Toastmasters, especially at the educational sessions. One memorable occasion featured a talk by a Toastmaster, who was also a psychologist, on the subject of "maturity." To her, the fully mature person is one who retains some positive characteristics of the child: enthusiasm for people, spontaneity, imagination, an unlimited capacity to learn new behavior. She said she has seen these characteristics in many of the people she has met in Toastmasters.

She used the term "emotional wisdom" to describe adults who relate to others effectively. To develop that quality, you must communicate with others in their areas of perception and understanding. The psychologist identified five skills that the emotionally wise person uses in relationships and explained how Toastmasters helps us acquire those skills. They are:

- *The ability to accept people as they are, not as you would like them to be.* In a way, this can be considered the height of wisdom — to "walk in the shoes" of someone else, to understand what other people are like on their terms rather than judging them. This is the relationship we strive to achieve between speaker and audience at our club meetings.

- *The capacity to approach relationships in terms of the present rather than the past.*

Certainly it is true that we learn from past mistakes. But using the present as a take-off point is more productive — and more psychologically sound — than rehashing things that are over. Our evaluation process is based on that premise. Our evaluators use our latest speech as the take-off point for helping us improve our future efforts.

- *The ability to treat those who are close to you with the same courteous attention you extend to strangers.* The need for this skill is often most obvious — and sometimes lacking — in our relationships with our families. Often we get so accustomed to seeing and hearing them that we lose our ability to listen to what they are really saying. However, at our club meetings we learn to listen critically, and our constant interaction with other members shows us the positive benefits to be gained from a courteous attitude.

- *The ability to trust others, even if the risk seems great.* A withholding of trust is often necessary for self-protection. But the price is too high if it means always being on guard, constantly suspicious of others. As soon as we receive our first evaluation for our icebreaker, we become acutely aware of the supportive attitude in our club and learn we can trust others, even when the risk is great.

- *The ability not to seek recognition solely for itself.* The need for constant approval can be harmful and counterproductive. Emotionally wise people recognize the importance of quality work, which results from personal preparation and collaboration with others. They learn very quickly that we don't have to seek recognition in Toastmasters — through our efforts, it will seek us.

I was impressed with this speaker's thoughts on maturity and her understanding of our program. Her talk alone would have been worth the time investment I made in attending this educational session.

All of our districts are now preparing their spring conferences. District officers are working diligently to bring you an educational experience that will help you become a better communicator and leader. I urge each of you to take advantage of this opportunity. Attend your district conference and, in the true spirit of Toastmasters, learn from each other.

Patrick A. Panfile, DTM
International President

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For
Dr. Ralph C. Smedley (1878-)

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2812 Marmon Drive, Midland, TX

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Theodore C. W
908 Cox Avenue, Hyattsville, MD

Magazine Staff

Sherry

Editorial Assistant
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Art Director
Publishers

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cover

"I believe you can choose from life everything that you want," Zig Ziglar tells his audiences. That's the kind of talk that has made this successful Texas businessman one of the nation's leading motivational speakers. He and a growing number of other motivators are spreading the word that there's no limit to what you can do as long as you believe in yourself. Never before has the speaker with a motivational message been in such demand, Toastmaster Robert B. Tucker writes in this month's cover story. After talking with Ziglar and other top motivational speakers, Tucker illuminates the reasons for their recent surge in popularity and tells how Toastmasters can learn from their success.

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A Chance to Learn and Enjoy in Johannesburg

When my September issue arrived, the first thing that caught my attention was Toastmaster Carl McDaniel's letter on the Down Under Convention and especially the final paragraph: "We also hope to see many more Americans there."

Indeed, why aren't more Toastmasters from other districts and "U" clubs attending conventions?

District 74 is still young. We only lost the "Provisional" status during 1980, and we would welcome Toastmasters from anywhere in the world to our 1981 conference May 14-16 in Johannesburg.

Arrangements have been made for International President Patrick Panfile and Mrs. Panfile to attend, so why not join them for the occasion?

For more information, write to: Conference 81, Johannesburg Toastmasters Club, P.O. Box 62071, Marshalltown, 2107, South Africa.

Daniel Zaayman
Chairman, Organizing Committee

Steering Speakers Away from Blue Material

I enjoyed Robert Tucker's article on humorous contest judging in the November issue of *The Toastmaster*. He made several excellent points on how to approach the responsible task of judging any contest.

Unfortunately, he did considerable damage to his credibility in the next to last paragraph, when he stated, "To determine when off-color jokes would not be appropriate, the speaker. . ." By his choice of words, he suggests that off-color material is appropriate for our use. In my brief tenure in the Toastmasters program I have always been told that off-color material was not to be used UNDER ANY CIRCUMSTANCES and that the speaker would be scored zero in the language appropriateness section of the judge's score sheet. This was backed by several references to Dr. Smedley's comments on language.

Have we changed our position on the use of off-color material in our program? If so, it would be appropriate to add a manual topic on the development of the bawdy ditty, or

perhaps even an advanced manual entitled, "Off Color Topic Development."

For a representative of World Headquarters, I believe Mr. Tucker has done the program a disservice with his choice of words!

Ray Floyd, DTM
Boca Raton, Florida

From the author:

The second to the last paragraph you referred to is preceded by the following paragraph:

"The speaker should avoid using language or references that might be objectionable to a particular audience. Traditionally, Toastmasters have been extremely cautious about using 'blue' material. Our members have long been taught that if a speaker feels even one person in the audience might be offended by a joke, it should not be used. Speech contest participants should be graded down for exercising poor judgment in this area."

In the next paragraph, in no way do I state or imply that Toastmasters International advocates the use of off-color material. What is considered off-color material is a factor of the relationship between speaker and audience. Obviously, what is considered off-color by some is not so considered by others. That is why we place the responsibility for determining that element squarely on the shoulders of the speaker.

The concept of off-color material is a matter of degree and interpretation according to the individual and collective value systems at work in any given audience. Being a Toastmaster, you know that no two audiences are alike in what they consider acceptable. It is not the position of Toastmasters International to be an organizational censor or to attempt the impossible task of describing or defining a norm of what is off-color and what is not. This position in no way violates the Toastmasters credo against the use of off-color material.

Robert Tucker
Manager of Education

The Rich Resources of the English Language

I was elated to hear William Buckley's comments on the television program "60 Minutes" on January 18. When confronted with the suggestion that he was snobbish in his use of words, he said, "There is no excuse not to use the richness of the English language."

For that I believe Mr. Buckley deserves a letter of plaudit from Toastmasters. Not only that, but we would do well to adopt his reply as a motto in our programs because, as historian Allen Walker Read said, "We face a continuing challenge to enrich our lives by availing ourselves of the incomparable resources of English."

Robert H. Cox
Eugene, Oregon

Readers Respond to Psychology and Humor

The February article "Breaking Out of the Verbal Defense Trap" is one of the best I have read in a long time. Along this line, I would appreciate more articles that deal with the psychology of speech and speech delivery.

Keep up your good work in presenting interesting articles.

Fred Bluestone
Fort Lauderdale, Florida

Your February "Footnotes" column — "Finding Our Sense of Humor" — was extremely enjoyable as well as educational. It confirmed an opinion I personally have had for many years: one must be able to laugh at one's self occasionally for the very reason you mentioned — to help keep things in perspective.

I was very impressed by your opening sentence — it revealed a little bit of your "personality," giving me a chance to get to know our editor just a little better. It was a very good article and I personally am looking forward to reading more from you.

The addition of "Laugh Lines" is something I'm sure many Toastmasters will be looking forward to reading now. These last jokes were very cute and must have touched several Toastmasters one way or another. You involved business people, children, husbands and wives, animals and even had humor involving "unfortunate" situations such as being in prison. That took quite a bit of "ingenuity" on your part. Thank you for "Laugh Lines" and for a tremendous column.

Sheldon and Lorraine Rikie
Indianapolis, Indiana

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HOW TO DEVELOP AND USE AN AGENDA

by Elliot M. Fox

An essential element in the exercise of leadership in any operation involving committees, councils, boards or similar groups is an effective agenda. The agenda is a road map, timetable, overview, advertisement and goal-setter to cue the presiding officer, enlist the attention of the members and keep everyone moving in the same direction.

An agenda is almost always necessary, even if it is only in the mind of the chairman. A small, informal meeting may do without a written agenda, but even here it is usually helpful if points to be raised are mentioned at the outset so that members understand the task before them.

The most common practice is to have a prepared agenda available prior to the meeting. It's a good idea, especially if

Agendas are road maps to keep everyone moving in the same direction.

members must travel some distance, to have an agenda, along with the background information required for intelligent discussion, in the hands of members two weeks prior to the meeting. To prepare members for the meeting, the advance agenda should be detailed enough so that everyone will recognize at least the general import of each item, and it should be presented in as interesting a fashion as possible.

Members often use the agenda to help decide whether to attend the meeting. They want to know, frankly, whether it will be worth the trip. Those who must get travel time and expenses from their employers may need an agenda to justify their participation. An informative agenda also leaves members who decide not to come with no grounds for complaint if matters of

importance are decided without them.

The agenda thus functions as a guide during the meeting, a preparation beforehand and an inducement to attend. From the leader's point of view, however, the agenda ought to be a principal focal point of the entire group process. Ideally, it represents the best thinking of the leadership about what the organization ought to be doing. All the conversations and informal discussions and all the formal planning sessions converge in this one gathering place — the preparation of the agenda for the next meeting. It is a strategic point that ties thought to action. It is the point where the items calculated to get the best mileage out of the group are selected for consideration.

In writing an effective agenda, there are three major considerations: content, sequence and style.

Content

A common problem is that agenda content so often seems to choose itself. It is governed by decisions made at previous meetings, issues that in the nature of things must be considered by this group at this time, matters that everyone knows will be of concern to the membership, assignments from supervisory bodies or agencies and the like.

Rather than simply capitulating to the tyranny of compulsory agenda items, an alert leadership will examine and evaluate carefully each item and make judgments on its relative merit. See if there are some actions that can be taken on the authority of the chairman or the staff without using valuable meeting time. Keep the group's blessing by simply announcing that a certain action will be taken if there is no objection. If the leadership understands members' views well enough, chances are there will be no objection, and time will be saved. Care must be taken, of course, to avoid slipping something by for which objections do exist — a ploy

that tends to reduce the credibility of the leadership.

Some items can be set aside and revived at a later meeting. Consult with members known to have an interest in those subjects and get agreement to postpone or perhaps trim them down.

The basic idea, of course, is to have enough time to discuss each issue adequately, without beating it to death, and to complete everything within the time available.

One strategy is to place at the end of the agenda those items that would suffer least from being postponed in case there isn't enough time for them. However, there is always something a little demoralizing about a meeting that is adjourned before completing the agenda. It leaves an impression of poor organization and lukewarm commitment.

By the same token, there is something satisfying about setting out to do a job and then doing it. This factor works in favor of what is probably the best method of handling a tight agenda. Send it out with adequate background material, and include a note saying the effect: "There is a lot to do, but we can do it. Inform yourselves and come prepared."

Groups with uncontrolled agendas are like people who are always so busy putting out fires that they have no time to plan ahead. It is worthwhile to work at minimizing time spent on less important issues and making discussions more efficient. In this way, time can be made available for discussion of innovative approaches and matters important for long-term effectiveness.

An active leadership looks ahead and manages the agenda with those changes in mind. For a long-term program, agenda items may be sketched out for several meetings in advance.

Sequence

While agenda content is obviously important, it is easy to overlook the fact that the sequence in which matters are presented for decisions can also affect the success of the meeting. The most easily matters seem to flow from one subject to the next, the more manageable the meeting will be.

Put first the things that are most accessible to the mind, either because of high interest or ease of handling. It takes a while for the group to get its mind in gear. A few easy jobs to start with will get the participants in shape to tackle a more substantive problem.

On the other hand, a complex issue on top of everyone's mind may well be put first if everyone is preoccupied with it and unwilling to pay much attention to anything else. However, in that case some skill on the part of the presiding officer may be required to close the discussion in time to deal with the balance of the agenda.

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**Successful meetings
allow flexibility,
but stay on schedule.**

competence and significant accomplish-

Style

The style or format of an agenda has two aspects: heading and main body. The heading may seem relatively unimportant, and certainly the name of the group and the date will suffice for a heading in many cases.

However, where the agenda becomes part of an official record, or where it is used to announce meeting details, more complete information is desirable. This information may already be in an announcement letter, but papers get misplaced, and it's good insurance to have details in as many places as possible.

Break the information into logical groups laid out in an interesting fashion; vary upper- and lower-case usage, spacing and so on.

Once you have a heading that does the job, keep that format. Members will get used to it, will easily recognize which committee they are hearing from and will know where to look for details.

In the main body of the agenda, each item should be written in a way that leaves no doubt as to what the issue is. Subjects that are already well known may require only the briefest mention. On the other hand, if it is proposed that

the number of meetings be increased, an item that says, "Approval of meeting schedule," is not as helpful as one that says, "Proposal to increase number of meetings from two to four each year." The basic rule here is that items should be brief and understandable.

Related items may be put in outline form, showing subtopics that need to be considered in support of the main decision. In special cases, consider an "annotated agenda," something like an annotated bibliography — a title followed by a three- or four-line description of the question to be decided. Whatever helps members to organize their thoughts in a meaningful way will eventually pay dividends in more efficient operation.

Another thing the agenda should convey is a sense of timing. One method is to put a time designation on each item in the program:

- 9:00 Introductory remarks.
- 9:10 Report of Program Subcommittee on guest speakers for the balance of the year; review and approve proposed program.
- 9:30 Proposal to study subject X; discussion and decision.
- 10:00 Break.

This format serves notice that time is important and that the leadership intends to meet all the objectives of the meeting. It works quite well where you have a series of set speeches or reports.

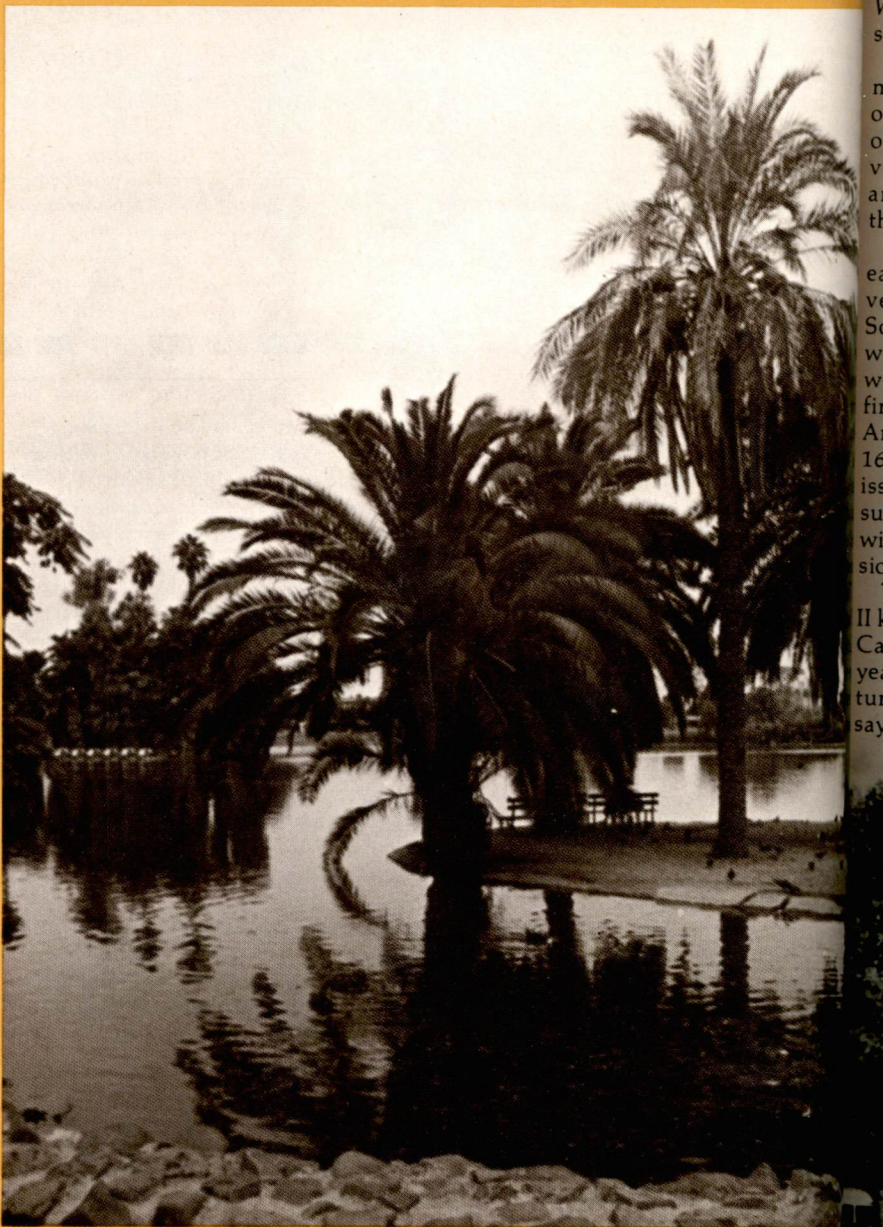
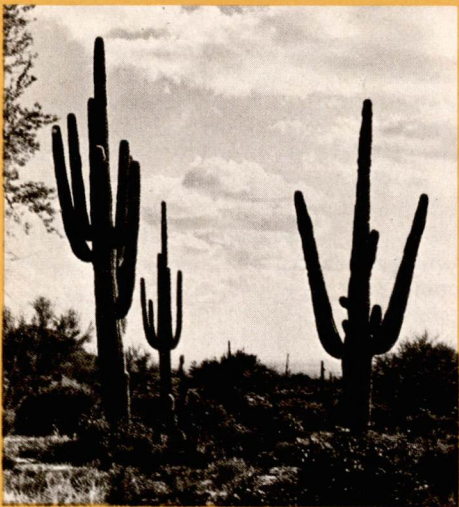
Where discussions leading to decisions are the order of the day, however, estimating times with precision is quite impossible, and setting down times that are not adhered to makes a slipshod impression. For this reason some people prefer to group several items in the morning and others in the afternoon.

Such a format conveys the message that work will be done on schedule but allows for some internal flexibility. It is still a very good idea, however, for the presiding officer to keep in mind a tentative target time for each item and to move things along as the target time is approached or passed.

The committee or club meeting is a central fact of association life, and the agenda is the central device for planning and managing a good meeting. An effective agenda is an instrument of effective leadership. 📌

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Discover the beauty and charm of the West in Phoenix — the site of Toastmasters' 50th Annual International Convention.



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GO FOR THE GOLD

by Alan L. LaGreen

Under cloudless skies that turn a brilliant red at sunset, at the foot of Camelback Mountain in the Valley of the Sun, lies Phoenix, Arizona, where the history of the Old West blends proudly with the contemporary sophistication of a modern desert city.

The pistol-packing cowboys, saloons, watering troughs and warpath Indians may be gone from this frontier land, but the flavor and romance of the Old West remains — preserved in museums, nature and heart.

In this metropolis of the sun belt, more than 1000 Toastmasters from all over the world will "go for the gold" at the 50th Annual International Convention. Many conventions have come and gone, but 1981 will undoubtedly be the best ever.

It's a homecoming of sorts — in the early days of Toastmasters the conventions were largely local affairs in Southern California since that was where the bulk of clubs and members were. In 1938, the organization held its first convention outside California — in Arizona (Tucson, to be exact) — with 167 delegates. The November 1938 issue of *The Toastmaster* reported, "So successful was the experiment that it will undoubtedly lead to other excursions to distant points."

The travel restrictions of World War II kept the convention back in Southern California until 1946, and in all the years since, Toastmasters hasn't returned to Arizona. So, it goes without saying that the Toastmasters of District

3 are looking forward to showing off Phoenix and Arizona.

Early History

Visitors to our 50th convention will experience the heritage of the Old West, delight in the expanse of the New West and marvel at the beauty of both. There's much to see in Phoenix and a lot of history to experience.

The first settlers in the Valley of the Sun (the Phoenix/Scottsdale area) were

You'll experience the rich heritage of the Old West.

the Hohokam Indians, farmers who cultivated the desert by diverting the Salt River into a system of irrigation canals. The Hohokams vanished more than 600 years ago, but in 1867 when the modern city's founders raised their crops (for the U.S. Calvary), they got their water from the very same canals — through repairs and enlargements.

This was the renaissance from which Phoenix got its name, but it is doubtful that even the natives imagined their city would grow as fast as it did. The Salt River, which accounts for the city's birth, doesn't look very impressive as you cross its wide, sandy bed. There's no water much of the year; it's all stored in dams up in the canyons or sliding down the irrigation canals that fan out across the valley.

Places to Go

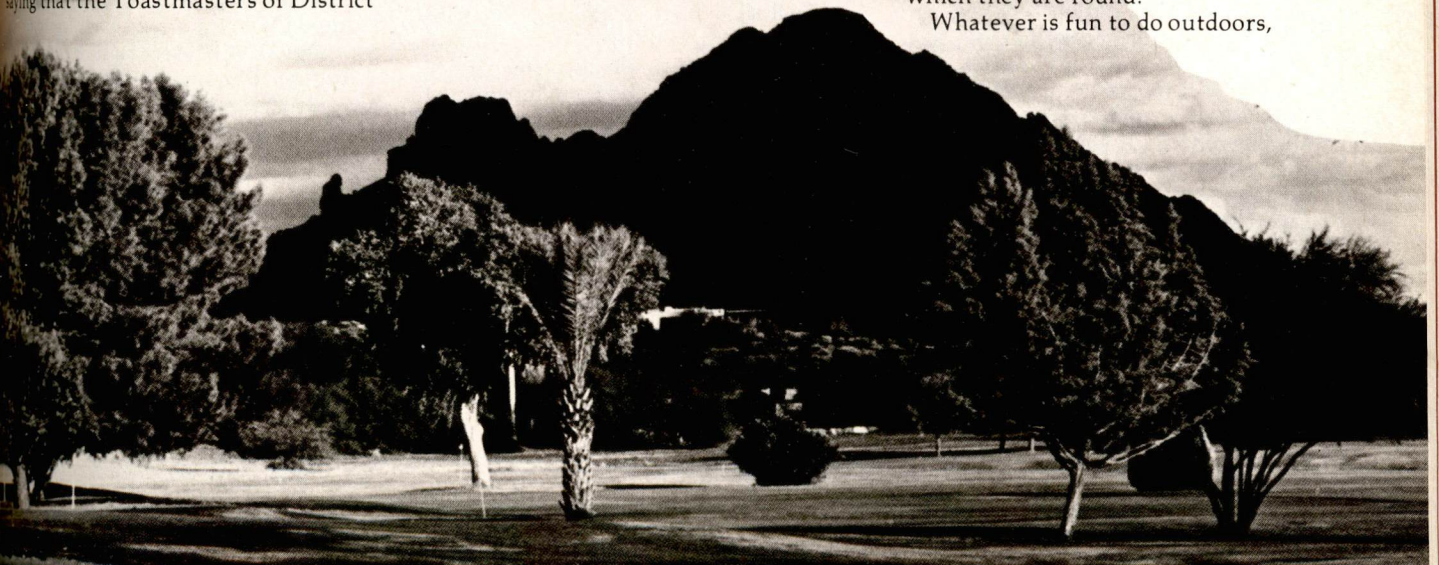
While the convention keeps everyone busy, you'll have time to explore and enjoy this city during the warm days and cool nights. (Don't hold us to this forecast, but the National Weather Service's average daytime temperature for Phoenix in August is 102°; the nighttime average is only 76°.)

For your first taste of the wonders to be found in the Valley of the Sun, visit the South Mountain Park in Phoenix. Truly representative of Arizona desert beauty, the park offers 40 miles of hiking and saddle trails for a close look at native plants and animals. Picnickers are welcome and horses can be rented from the numerous stables at the park's entrance.

If you're not quick enough to see the jackrabbits as they dart about the desert foliage, you'll surely catch a glimpse when you visit the Phoenix Zoo, located in the colorful Papago Park. More than 1200 animals roam in native habitat displays in what is the most extensive privately funded zoo in the U.S.

As long as you're at the Zoo, why not stop by the Desert Botanical Gardens, also in Papago Park. Here, you can wander amid the beauty of the desert and see more than a thousand different cacti and other unusual plants from the world's arid lands in a natural desert setting. Plant life from our desert Southwest, Mexico, Central and South America display the amazingly different ways in which these plants have adapted to the hot, waterless climates in which they are found.

Whatever is fun to do outdoors,



there's plenty of opportunity to do it in the Valley of the Sun — horseback riding, back-packing, water sports, golf, skeet shooting, tennis, ballooning, sail-planing, skating and even surfing. (At Big Surf in nearby Tempe, you will find the world's only landlocked surfing facility.)

Cultural Attractions

There was a time when culture and entertainment in the desert meant tapping your foot to the tune of a player piano and a chorus of dance hall girls. But the growth of Phoenix in recent years has brought with it a new sophistication that even the most urban of cowboys will enjoy. Step inside the museums, theaters, galleries and playhouses and you'll be treated to some of the finest collections of art — and artifacts — in the country.

The Heard Museum is the pride of Phoenix. Built in 1929, it displays one of America's most priceless permanent exhibits of primitive art. As you enter the hacienda, arched white walkways transform the city environment into the hushed past and culture of the Southwest. Inside, three levels of galleries surround a brick courtyard filled with orange trees.

Within the museum you will see works from 45 different countries and six continents. Delight in the Barry Goldwater Kachina Collection, the largest display of Kachina dolls in the world; the Read Mullan Navajo Textile Collection, a magnificent and colorful selection of rugs and blankets; the Fred Harvey Fine Arts Collection, the finest

assemblage of Spanish Colonial materials.

If the Heard Museum leaves the art lover hungry for more, a visit to the Phoenix Art Museum should satisfy the craving. There you will find permanent collections including paintings, sculpture and decorative arts from the 15th through 20th Centuries.

Eighteenth Century French painting and Contemporary and Oriental arts are emphasized. West American art reflecting the awesome beauty of the desert Southwest is, of course, a specialty.

On the north side of Phoenix stands the old Ellis-Shackleford home, an

Growth has brought a new sophistication to this desert mecca.

example of an early 20th Century Phoenix mansion. Today it serves as the headquarters for the Arizona Historical Society. The museum features a look at the city's history, a costume gallery, a mine tunnel and a "touch museum" for children of all ages.

Of interest to many are a pair of attractions somewhat off the beaten path, but well worth seeing if you're interested in architecture. Near Scottsdale, in the Valley, is Taliesin West, Frank Lloyd Wright's monument to himself. It operates today as the home of the Frank Lloyd Wright School of Architecture. The Cosanti Foundation,

also in Scottsdale, is a non-profit institution founded by Paoli Soleri and dedicated to the study of arcology — the marriage of architecture and ecology. At Cosanti, you will see a model of Soleri's city of the future (Arcosanti), which is designed to encompass living and working facilities for 5000 people within a single structure. The full-scale model is located the north in Cordes Junction.

Western Atmosphere

The living is always easy in this desert mecca, and that applies to the dress code, too. Casual clothes are always "in," and sports clothes are acceptable almost anywhere during the day. Male visitors to the Valley of the Sun will be delighted to learn that they are almost never worn. Startled diners in some western restaurants have even had their ties clipped by good-natured waiters. Evening wear can be casual or a little dressier, depending on the occasion. Nights are sometimes chilly, so it's advisable to bring along a light wrap or sweater.

Wherever you go in the Phoenix-Scottsdale area, you're never far from a good meal. There are restaurants, cafés, salad bars a half a block long and still the size of platters.

An added attraction is the unique decor featured in so many of the local dining establishments. Many restaurants, of course, sport a western motif. But you can also spend an evening in a "coal mine," a "railroad station" or a French "chalet." The choices are varied as the cuisine, ranging from gourmet entrees to western cooking. You'll find — at reasonable prices — Oriental, French, German, Italian, Mexican and American all-time favorites. One thing never varies, however — the excellence of the food.

Stay Awhile

Toastmasters planning to attend this year's convention will want to arrive early or stay late to explore the rest of Arizona. You won't want to miss the bold, rugged beauty of the desert — the Grand Canyon, Petrified Forest, Painted Desert, Canyon DeChelly, Monument Valley. Just a half day's drive from Phoenix, you'll find the beautiful red rocks of Oak Creek Canyon. There's Tucson, Flagstaff, Tombstone, the mining town of Jerome, the Navajo and Hopi reservations and much more.

Start planning your trip to Arizona and the 50th Annual Toastmasters International Convention now. It's days of fellowship, fun and Southern hospitality. Take advantage of our saver air fares. Make your reservation today and . . . go for the gold!

Alan LaGreen is manager of the District Administration and Programming Department at World Headquarters.

CONVENIENT CONNECTIONS TO PHOENIX

Phoenix is a short plane trip from most parts of the nation with convenient non-stop service to most major cities. If you want to get a close look at the desert scenery of Arizona, drive or take the train to the convention. If you make your travel plans now, you can take advantage of excursion and group-fare discounts.

- **By Air** — Most of the nation's major carriers serve Phoenix — including American, Braniff, Continental, Delta, Eastern, Frontier, Northwest Orient, PSA, Republic, TWA, U.S. Air and Western Airlines. Members outside the U.S. will find convenient connections available through Los Angeles, San Francisco,

Chicago and New York.

- **By Rail** — Amtrak's *Sunset Limited* offers service from Los Angeles, Houston and New Orleans, with connections to and from most parts of the nation.

- **By Bus** — Motor coach service to Phoenix is provided by Greyhound, Trailways and the Las Vegas-Tonopah-Reno Stage Line.

- **By Highway** — Phoenix is connected to the nation by several major highways including Interstate 10 (east-west) and 17 (north to Flagstaff).

No matter how you plan to travel, by the time you get to Phoenix, you'll be ready for a great convention!

Go for the Gold!

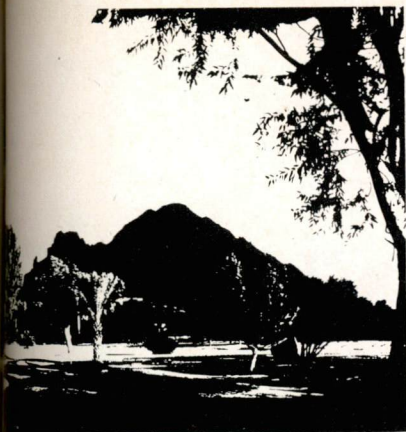
TOASTMASTERS'

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 \$ _____

Check enclosed for \$ _____ (U.S.) payable to Toastmasters International. **Cancellations reimbursement requests not 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 reach 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.) 5% 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

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.

This is the fifth in a series of articles examining the speechmaking techniques of historic figures.

John F. Kennedy's inaugural address embodied youthful eloquence and vitality. It has stood the test of time, for after two decades, the thoughts and hopes it expressed are still remembered and quoted.

The speech is logically structured with a strong opening, body and conclusion. In his opening, Kennedy said:

We observe today not a victory of party, but a celebration of freedom — symbolizing an end as well as a beginning — signifying renewal as well as change. For I have sworn before you and Almighty God the solemn oath our forebears prescribed nearly a century and three-quarters ago.

Then he reflected on the divine source of human rights with these lines:

The world is very different now. For man holds in his mortal hands the power to abolish all forms of human poverty and all forms of human life. And yet these same revolutionary beliefs for which our forebears fought are still at issue around the globe — the belief that the rights of man come not from the generosity of the state, but from the hand of God.

Next, he reaffirmed our commitment to those rights:

We dare not forget today that we are the heirs of that first revolution. Let the word go forth from this time and place, to friend and foe alike, that the torch has been passed to a new generation of Americans — born in this century, tempered by war, disciplined by a hard and bitter peace, proud of our ancient heritage — and unwilling to witness or permit the slow undoing of those human rights to which this nation has always been committed, and to which we are committed today at home and around the world.

This speech is fundamentally a declaration on foreign affairs born of a practical philosophy. The phrase "at home" in the preceding passage is the only reference to domestic concerns in the entire presentation.

In a ringing, almost strident tone, Kennedy continued:

Let every nation know, whether it wishes us well or ill, that we shall pay any price, bear any burden, meet any hardship, support any friend, oppose any foe to assure the survival and the success of liberty.

The body of the address focuses on the sacrifices required to fulfill the



Richard Allen Stull has taught philosophy at several universities and is president of Speakers Bureau International in Las Vegas, Nevada.

This beautifully crafted speech became one of John F. Kennedy's richest legacies.

JFK's Electrifying Platform Power

by Richard Allen Stull

mission proclaimed in the opening and restates that mission.

Kennedy said the United States would "oppose aggression or subversion anywhere in America." And as testimony to their loyalty, "the graves of young Americans who answered the call to service surround the globe." His objective was to forge a "grand and global alliance North and South, East and West." The responsibility was great, for "only a few generations have been granted the role of defending freedom in its hour of maximum danger. . ."

His words revealed a man capable of daring rhetoric and action.

Kennedy set the tone for a "New Frontier" with a militance which climaxed in his best-remembered words:

And so, my fellow Americans, ask not what your country can do for you. Ask what you can do for your country.

The close is a kind of reverent invocation, assuring his audience that "a good conscience (is) our only sure reward" and "history the final judge of our deeds."

"Let us go forth," he says, "to lead the land we love . . . knowing that here on earth God's work must truly be our own."

Audience Response

I recall vividly the television documentation of this historic speech and have listened to a tape recording of the presentation numerous times. The audience responded with sober attention; there were no emotional outbursts. The only interrupting applause occurs after the "what you can do for your country" line.

Kennedy's purpose comes through clearly: It was a foreign policy declaration summoning us to a global mission, preparing the public for possible foreign adventure and committing the nation to the Cold War.

One sensed in his voice and words a personal leader who believed in the collective intelligence of mankind and was dedicated to a vigorous democracy. The new President displayed a sense of history and destiny. In the spirit of the inauguration, Kennedy committed himself to great responsibilities. Even his critics seemed caught up in the moment and responded enthusiastically to his youth, resolution and grand designs.

We heard a man of reason, probably the best-read President since Woodrow Wilson, and one capable of such daring rhetoric and action.

Speech Value

The speech's greatest value lies in its content and originality. Kennedy made his audience think, and his ideas were important. He clearly set the stage for a new administration.

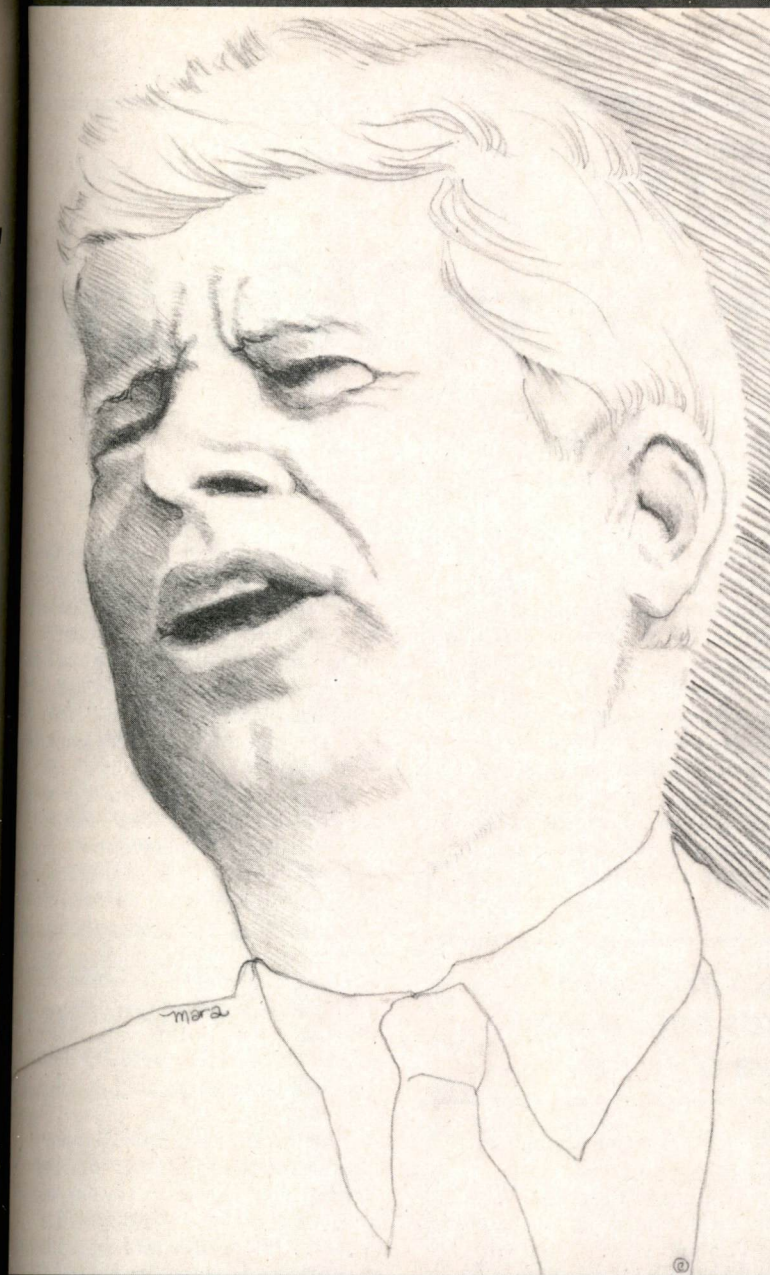
In resounding political prose, he set forth for the American people, and the world, the following:

- a compact summary of his hopes for the "New Frontier";
- his pledges to friends and allies old and new;
- an invitation to Communists to join in a new quest for peace;
- a summons to his fellow citizens to bear with him the burden of freedom.

Each call to action was stated in concise phrases and sentences that, as a whole, produced John F. Kennedy's richest legacies.

Delivery

Kennedy's appearance reinforced his words. At 43, he was the youngest President in history. Behind him stood the platform was the oldest Pres-



70-year-old Dwight David Eisenhower.

January 20, 1961 was a cold, clear day. When the 35th President of the United States went to the speaking platform, he removed his hat and overcoat. His breath came in white puffs as he spoke.

His delivery was choppy, his voice rather high pitched and staccato — but it worked. He projected confidence, and his rapid-fire delivery was appropriate to his message.

Emphasis came from voice inflection and head and trunk movements, but not from the hands. He had not yet developed the intermittent jab typical of his later speeches. He exuded erudition, but not arrogance, and this was no place for his Irish wit. He was serious, in keeping with the occasion and his message. Yet he was

electric because of his intensity and cadence. Kennedy understood the sound of good English, and he was clearly understood by his audience that memorable January day.

Language

As the quotations demonstrate, President Kennedy's inaugural speech was constructed with short words, short clauses and short sentences. Points and propositions follow in logical sequence. The text of the speech is an English teacher's delight. It outlines itself, and diagramming its grammar and structure is an easy task. Kennedy reached for clarity and simplicity of expression — and found it.

There is no affectation of style. The construction is lean and crisp. Words are not wasted. The speech has fewer than 1900 words, the shortest

inaugural address since Teddy Roosevelt's in 1905.

Of special interest to me is the religious tone of the speech. The language is often scriptural and exhortative. For example, note these transition phrases:

- "Let the word go forth. . ."
- "Let every nation know. . ."
- "Let us begin anew. . ."
- "Let both sides join. . ."
- "Let us begin. . ."

I believe this liturgical power of repetition and invocation is the secret of this speech's enduring strength.

This beautifully crafted speech — written in simple English and delivered with youthful, electric eloquence — endures, finally, because of its symbolism. The speech, like John F. Kennedy's life, holds the promise of unfulfilled greatness. 🎤

The search for the right word
can lead you to more effective speaking.

Using Words with Wisdom

by Stephen Turner

Remember," wrote William Zinsser in *On Writing Well*, "that words are the only tools that you will be given. Learn to use them with originality and care. Value them for their strength and their infinite diversity. And also remember: somebody out there is listening."

Zinsser was addressing writers, but his advice applies equally to speakers. Both writers and speakers must know words well, must use them with care and originality and must understand their infinite diversity.

But how does one get to know words well? One of the most efficient and interesting ways is by studying their origins.

It is estimated that there are about one million words in the English language. None of us will ever know all of them, of course, nor should we try to. However, since many of them are made of word parts taken from Latin and Greek, we can help ourselves remember many meanings — and reason out meanings of many unfamiliar words — by developing a basic Latin and Greek vocabulary.

So, when you look up a word in your dictionary, note its etymology (usually given in square brackets at the beginning or ending of the entry). If it came into English from Latin or Greek, take the time to learn the parts from which the word was made. Doing so will make the word less abstract to you and thereby make it easier to remember and use.

For example, according to the *American Heritage Dictionary*, the word *transpire* comes from the Latin *trans*, meaning out, plus *spirare*, to breathe. Literally, then, it is a breathing out, an exhalation. (Incidentally, 62% of the experts polled by AHD objected to using *transpire* in the sense of *happen*.)

Knowing that *spire* means to breathe, you will immediately have a clue to the

meaning of unfamiliar words like *aspirate* and *suspire* when you encounter them. Furthermore, if you also know that the prefix *con-* means together, the word *conspire* will take on a much more concrete and vivid meaning for you. When you use or hear the word *conspire*, you will imagine a group of plotters huddled so closely together that they are inhaling one another's breath.

Keep studying word origins and soon a word like *egregious* will convey as vivid a meaning to you as its English cousin, *herd*. More than that, you will use words

Wisdom in the use of words begins with the love of words.

like *egregious* with as much aplomb as you use a common word like *cow*.

Nuts and Bolts

But don't study the origins of foreign borrowings only. If you do, you will miss much of the fun of our native English (Anglo-Saxon) words. Of the 20,000 most commonly used words in the language, only about 4000 are native stock. But, of course, these are the most commonly used. According to Willard Espy (whose *Say It My Way* every speaker should read), "ninety-four percent of the words in the Bible, 90 percent in Shakespeare, 88 percent in Tennyson and 81 percent in Milton are of Anglo-Saxon origin. In speech I suspect the figure would be nearer 95 percent." So, we must not take our Anglo-Saxonisms lightly, for they bear a heavy burden.

Many of these Anglo-Saxon words are the nuts and bolts of the language — *and*, *be*, *have*, *it*, *of*, *the*, *to*, *will*, *you*, *I* and *a* are all Anglo-Saxon in origin. But many others have fascinating stories behind them. *Daisy*, for example, comes from the Anglo-Saxon for day's eye. The word is, in fact, a tiny piece of poetry. And *lady* was once, literally, the

loaf-kneader, while *lord* meant loaf-protector. Knowing these origins may never do you any material good (or perhaps bread on the table), but as a senior editor at *Reader's Digest* once said, "The beginning of wisdom in the use of words is the love of words." And if you love them you will want to know them — and know them well.

But there's another, more important reason for studying Anglo-Saxon words as carefully as we study foreign borrowings. In *The Elements of Style*, E.B. White wrote: "Do not be tempted by a twenty-dollar word when there is a center handy, ready and able. Anglo-Saxon is a livelier tongue than Latin; use Anglo-Saxon words." Where possible, to put it another way, prefer the to *cognitate*, *freedom* to *liberty*, *book* to *tom*. Anglo-Saxon words are not only livelier, as White said, but, usually, shorter. And according to Jacques Barzun: "Communication is most complete when it proceeds from the smallest number of words — and indeed of syllables. The criterion here is similar to that governing a machine — efficiency."

Subtle Differences

But opting for one word or another is not always a matter of length. Sometimes we prefer *intestine* to *gut* for reasons having to do with the formality of the occasion or the expectations of the audience. At other times, we may prefer one word over another because it fits our meaning more exactly. *Intell* and *bright* do not mean exactly the same thing, nor do *interfere* and *meddle*, *abolish* and *obliterate*, *head* and *pate* or *voyage* and *journey*. In fact, there are few exact synonyms in the language. Just words that mean *about* the same thing as other words.

If you look up the word *learning* in your *Thesaurus*, for example, you will find *acquirement*, *attainment*, *edification*, *scholarship*, *erudition*, *lore*, *information*, *instruction*, *study*, *reading*, *perusal*, *inquiry* and so forth. Do these have the same

Say What You Mean

by Dan Besaw

When we become more engrossed in our thoughts than on how we explain them, we risk not getting our precise meaning across. We fail to communicate when we use ambiguous, vague expressions or jargon that obscures our specific meaning.

It's a rare person who always uses the right word at the right time, but it's a goal worth striving for. People judge us by the words we use and how we use them. As Mark Twain put it, "The difference between the almost right word and the right word is really a large matter — 'tis the difference between the lightning bug and the lightning." And since others may tune us out when our thoughts are not expressed in language they can follow, we have to make our meaning clear immediately.

After my Toastmasters speech, my evaluator advised me to avoid saying "too much or too little." Several speeches later, I began to appreciate that insight, but at the time his meaning was unclear. Did he mean that we can say a lot with a few words or that speeches should have time limits? From his point of view, nothing more needed to be said, but he hadn't said enough to make his meaning clear to me.

Just as saying too little can obscure meaning, so can using common words or phrases in uncommon ways. Sometimes our words seem ambiguous or even have an entirely different meaning for others. We inadvertently build barriers to understanding in our legislative and bureaucratic language, our conversation, writing and speeches. Do you have any idea how often our various state and federal departments have questioned legislative intent or how many different conclusions are drawn from a single policy or regulation? Say what you intend to say, and eliminate words that don't express your real meaning.

Jargon is a communication barrier that concerns even politicians. A 1979 Oregon legislative committee concluded that "many words and phrases are used so frequently they have ceased to convey meaning of

any kind." Some of the examples suggested for banning were: *input, syndrome, bottom line, prioritize and viable*. The report emphasizes that jargon has impact, or real meaning, mostly in the mind of the user and may well be meaningless to the receiver.

Still another potential danger lies in misplaced humor. At a Speechcraft demonstration I attended, a Toastmaster said, "When Toastmastering ceases to be fun, I will get out of Toastmasters." His evaluator responded, "I think this is another example of an amonicated justification for having your arbicular muscles in a state of contraction without saying much." The evaluation, which was intended to be humorous, backfired. It wasn't funny, and it didn't help the speaker. If humor doesn't help make a positive point, stay away from it; don't derail your meaning.

Use examples to make your meaning clear. At a Toastmasters meeting in Milwaukee a few years ago, a member was speaking about differences in viewpoints. To illustrate his point, he held up a card and asked us to name the color, which was black. Then he said we could never agree with him on the color — unless we looked at it from his point of view. He was looking at the card from the opposite side, which was white. Good example? You bet! Get the other person's viewpoint. Say what you intend to say with words and examples that explain, emphasize and clarify your meaning. As public speakers, the most valuable gift we can give is a good example of what we mean.

Taking care to use the right word at the right time helps us say what we mean in a way that others will understand. And that's what communication is all about!

Dan Besaw is a member of Victory Club 221-6 in St. Paul, Minnesota. He won his club's "Toastmaster of the Year" award in 1976 and 1977 and the area "Toastmaster of the Year" award in 1977. He is a past area governor and served as a co-chairman for the District 6 Committee on Achievement Through Motivation.

meanings? Of course not. A *Thesaurus* is intended only to jog your memory. To decide which of these words fits your meaning, you'll have to return to your dictionary (or a work like *Webster's Dictionary of Synonyms*) to discover the subtle shades of difference between them.

Avoid Cliches

It's also important to remember that words get tired, and you sometimes have to send in a substitute. There is a tendency among many speakers and writers to use "trendy" words. But remember that by the time a word

Words become tools when we understand shades of meaning.

becomes trendy it has usually been used in so many different situations that it has lost much of its distinctive meaning. So avoid cliches, and stay away from all those trendy words that so annoy Edwin Newman — words like *viable* and *parameter*, *hopefully* and *incumbent* (as in "I find it incumbent upon me to . . ."), *dialogue* and *impact* (as a verb), *thrust* (as in "What is the main thrust of your report?"), *subsequent to* and *prior to*.

All of this may be summed up by the following, taken from *Empty Pages* by Clifton Fadiman and James Howard: "We must have at our disposal an adequate, suitable vocabulary. But to know words, whether few or many, is not quite enough. We must be able to choose among them, to feel that one is better than another."

We develop that "feel" for words, that ability to choose among them, by studying their origins, their shades of meaning and their ability to surprise and delight. ♣

Stephen Turner, an English instructor who lives in Greendale, Wisconsin, teaches communication skills, journalism and creative writing at Milwaukee Area Technical College.



Selling People

How the superstars of today's burgeoning motivational speaking circuit made it to the top.

Zig Ziglar lets loose a torrent of words that rumbles across the audience, then reverberates from the far shadows of the giant convention center. He slows down, waiting for the words to sink in, then drops to his haunches and almost whispers:

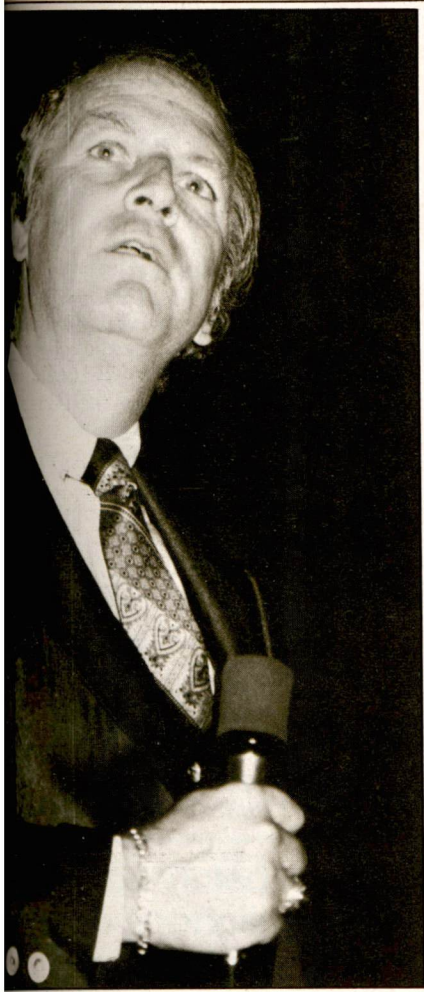
"I believe you can choose from life everything that you want. But I believe — I know — you gotta make the deposits before you enjoy the rewards. You gotta study the lessons before you get the grades. You gotta make the call before you get the sale. You gotta learn the technique before you perfect the skill. You gotta sweat on the practice field before you perform on the playing field."

As he talks in a deep Southern accent, his voice picks up speed. He springs to his feet, gesturing emphatically as he

strides across the platform. He goes from rapid-fire 45 rpm to a slow, deliberate 33-1/3: "I believe that health, wealth, and happiness are the natural results of building on a solid foundation. As you take specific steps. Yes, I am an optimist."

Then suddenly, as if the story occurred to him, he quips, "I believe I'm the kind of guy who'd go out in a rowboat and take a chance with me. That's my motto."

This last line brings down the house. Many of the several thousand people attending this "Positive Psychology" seminar in Anaheim, California, have never used this line before. They are people who sell anything from real estate to Tupperware — housewives, super-neurosurgeons, executives, and retirees. They have come to watch him not because he's likely to say anything motivational.



...n Themselves

by Robert B. Tucker

he is, in their eyes, a hero. Ziglar, 53, currently of Dallas, is a "down-on-his-luck" pots and pans salesman from Yazoo City, Mississippi. A way of getting this point across to the hundreds of audiences he reaches each year, Ziglar often tells them how he was once so broke that he literally had to go out and sell stainless steel cookware in order to get my wife and newborn baby to the hospital."

Today Ziglar is no longer a failure. He is able to turn door-to-door door-to-door Horatio Alger success, and his success at selling pots and pans is selling people on themselves. Ziglar is America's most sought-after superstar on the motivational speaking circuit. Like politicians on an ever-ending campaign trail, motivational speakers are a new breed

of professional orators, writers and seminar leaders. They travel the nation, and increasingly the free world, helping people realize their full potential for greatness.

Never before has the speaker with a motivational message been in such demand. And never before have speakers willing, as Ziglar says, to "sweat on the practice field" faced such great opportunities for becoming professional speakers. Today motivational speakers are in demand as keynote speakers at national conventions and sales meetings as well as at programs sponsored by local service clubs and organizations. Not surprisingly, more than a few top motivational speakers have been Toastmasters at some point during their careers. As a Toastmaster yourself, even if you're not quite ready to hit the motivational speaking circuit,

these always lively speakers might be able to give you some pointers on how to improve the speaking you wish to do.

Perhaps the most intriguing question about why motivational speakers have become so highly sought-after in recent years lies in what they say to audiences that people are willing to pay so handsomely to hear.

Positive Thinking

The basic belief most top motivational speakers have adopted as a theme is that our attitudes in life determine how successful we will become. In short, it's the positive thinking or "positive mental attitude" philosophy first coined by Dr. Norman Vincent Peale. Back in the 1950s, Peale's book, *The Power of Positive Thinking* outsold everything but the Bible. It has maintained a steady following since. Peale's book has had a major influence on motivational



Build Your Platform Power!

Are you prepared to meet the challenges of leadership? The first —

and most important — step toward becoming an effective leader is developing your speaking skills. That's why you can't afford to miss Toastmasters' new Advanced Communication and Leadership Manual — **Speeches By Management**. It's a practical — and motivational — guide to success in any leadership role.

But don't stop there. This is just the latest in a series of six educational manuals designed to help you handle any speaking situation. You'll also find a variety of techniques for effective speaking in **The Conference Speaker** (The Discussion Leader), **Specialty Speeches**, **The Entertaining Speaker**, **Speaking to Inform** and **Public Relations**.

Any three of these manuals will be sent to you upon request when you have submitted your CTM application to World Headquarters. You will not be charged for the first three manuals. Additional manuals are available for \$1.25 each plus 20% for postage and handling. California residents add 6% sales tax.

Order Today!

BRING A FRIEND TO TOASTMASTERS!



Just think — if every member of your club were to sponsor one new member this year, your club would double in size!

And there's no better time for your club to grow than during Toastmasters' April-May membership campaign, Get Into Action. By adding new members during these months, your club will not only grow bigger, stronger and better — it can also earn special recognition.

Every club that adds five or more new members during April and May will receive a "Get Into Action" banner ribbon. Those adding 10 or more new members will be mailed a "Best Speaker" trophy. In addition, the top club in each district will be presented with a "top club" ribbon.

So don't hesitate . . . Get Into Action! Tell a friend about the benefits of Toastmasters, then invite him or her to your club's next meeting.

speakers and is about as close to an established doctrine as there is in a movement that embraces a wide range of contrasting deliveries.

If the collective message of the top speakers was extracted from the plentiful one-liners and stories (the story to the motivational speaker is what the question was to Socrates), it might all be boiled down to a few simple dictums: Believe in yourself, your company and your country. Set high standards and goals for yourself. Manage your mental environment. Avoid negative, petty thoughts (what Ziglar calls "stinkin thinkin"). Work hard from sunup to sundown, and be good to your spouse and family.

At a time when many Americans are seeking to reestablish their faith in such virtues as self-reliance, hard work and persistence, the motivational speaker goads them on by saying, "Look at me, I've realized the American Dream and you can, too."

Equally important, most motivational speakers wade into the subject of manners, morals and ethics. For the salesperson especially, the motivational speaker zeros in on the daily need to gather up enough self-encouragement to sustain the pace upon which consumptive lifestyles depend, how to conquer feelings of self-doubt and negativism and how to overcome the nagging fear of rejection.

Not everyone, however, views the motivational speaker as the greatest thing to happen to public address. Some critics have written that motivational speakers are about as superficial on the subject of motivation as cheerleaders at a high school pep rally. "Thin on content, heavy on performance," one college speech instructor concluded.

The fact that some speakers can make as much as \$25,000 for one appearance (when sales of their books and cassette tape programs and speaking fees are added up) has led some critics to lament the increasingly commercial aspects of the field. The speakers themselves, while acknowledging that the mass rallies and recent media attention have created a bonanza atmosphere, seek to downplay such criticisms because of the good they feel they are doing for people. And in response to claims that their speeches are shallow, they say audiences demand lots of stories and jokes to keep their attention.

Many of today's top motivational speakers started as salesmen and then advanced to become sales trainers or corporate speakers. For example, Ohio-based Ira Hayes, who bills himself as "America's Ambassador of Enthusiasm," for many years spoke as a representative of the National Cash Register Company. Skip Ross, an Amway Corporation motivational speaker, travels around the country to

keep the troops motivated and to help train new distributors.

Tough Field for Women

The messages of these speakers reflect not only their backgrounds but also their regional origin, most often the Southern and Midwestern states. The field has traditionally been tough for women to break into, despite the fact that audiences are often predominantly women.

One exception is California-based motivational minister Terry Cole-Whittaker, who mixes her ministerial message with a new-age philosophy of "seeing how much life I can live in one lifetime." Whittaker has received few invitations to speak at the showcase "Positive Thinking" rallies that have become the super-circuit of speakers in recent years. The reason, she feels, is that the rallies have so far reflected traditional roles for women, and town that line is not for her. So instead, Whittaker has organized her own rallies, and her television programs (produced by Terry Cole-Whittaker Ministries, a multimillion-dollar organization) reach several million people each week. Whittaker preaches that "lasting motivation comes from inner transformation." Without it, she

Never before have motivational speakers been in such demand.

believes, "motivation is like makeup applied on a face without cleaning the pores — it only looks good for awhile."

Other speakers are more traditional. Paul Harvey, the syndicated radio and television commentator, has spoken a number of public rallies. In his standard motivational speech, Harvey advises rallyers to "get up in the morning and do 20 pushups, even you ladies. Smile at yourself in the mirror . . . wear a bright scarf. Greet your co-workers nicely. Schedule scripture reading or prayer, preferably with your spouse. And do leave all your enthusiasm at the office. Exercise when you get home. Forget the news, just listen to Paul Harvey."

Jim Rohn, of Irvine, California, instructs his seminar participants to "get serious about the person you're becoming and zero in on what you want." Secondly, Rohn says, "You can have more than you've got because you can become more than you are." It's equally important, says Rohn, "to work harder on yourself than you do on your job. Work on your handshake, your language, your smile." Thirdly, he advises listeners to get smart, attend lectures, read books and don't miss a chance to learn from your mistakes. "Put everything you've got into every

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borders on the surreal. He's apt to change tense, point of view and even character in mid-sentence. He is perhaps the most scientifically based motivational speaker on the circuit today. "Dwell on the self-image of that person you would most like to become," he advises. "Get a clear sensory picture of yourself as if you had already achieved it."

Waitley got his start as an advance speaker for the Navy's Blue Angels Flying Team, for which he was once a solo pilot. After his Navy stint, he used his speaking skills to become a stand-in speaker for Dr. Jonas Salk, who discovered the polio vaccine. His "Psychology of Winning" program grew out of his doctoral studies in human behavior. According to Waitley, the mind is "self-talking" all the time at some 800 words per minute. Winners and losers, he says, have vastly different self-talk. Winners think constantly in terms of *I can, I will, I am*. Losers, on the other hand, concentrate their waking thoughts on what they should have or would have done, or what they can't do. When the self-talk is positive, Waitley believes, "The mind then goes to work instructing the body to carry out the performance of that thought as if it had already been achieved before and is merely being repeated."

The self-image is also an important theme to motivator Skipp Ross. "By the time we're 11 years old," Ross tells audiences, "99 percent of us have a well-developed sense of inferiority. Unless you have done something specifically and deliberately to change that orientation towards life, you still have an inferiority complex. We are told by psychologists that only four percent of people take the time and energy and pain to change the way they think about themselves."

Equally important to what the motivational speakers say is how they say it. They strive for a delivery that appears light and spontaneous, never oratorical or preachy. But lines that sound spontaneous probably have been rehearsed hundreds of times so the words will tumble out just right.

Ziglar, for one, admits to practicing relentlessly as he travels around the country. After exchanging the usual pleasantries with his airborne seatmate, Ziglar gets down to work, either writing, reading or silently practicing new material. He says he must constantly update, perfect and add fresh examples to his speeches.

Back home in Dallas, he practices aloud as he drives; like most Toastmasters, he says he's used to the stares. Ziglar's style on stage might best be compared with that of a fire engine — he speeds up as he sets the scene and provides necessary detail, then slows down as he creeps through intersec-

ing you do." And finally, "Get a game plan and then get to work planning the details of how you'll achieve your success."

Dr. Norman Vincent Peale, at 79, still has his spirited message around the world. He recently advised a gathering of Australian businessmen to "be proud of what you do. Say 'I am an Australian businessman. I am a salesman — a member of one of the greatest and most honorable professions known to man.'" The audience loved him for it.

Earl Nightingale, the "dean of personal motivation," tells audiences about growing up in poverty in Long Beach, California during the Depression: "When I was a kid, the thing that really bothered me was that I might not have any control over my life and that I had to be a bus driver or a mailman or whatever. I hoped and prayed and read every book I could lay my hands on to discover that it wasn't so. I wanted to find some evidence that I could control my own life and do what I wanted to do with it."

Then, one day as he read a book in the library, Nightingale made a discovery he compares to a religious experience. "I suddenly realized I'd just read the answer I had been looking for," he recalls. "The author of the book said that we become what we think about most often, and all of a sudden I connected with the most important book of Buddha and the Bible, which says that as a man thinketh in his heart so is he. From then on it was simply a matter of setting goals and reaching them one by one. It wasn't easy; you had to work hard, burn the midnight oil, and nothing was ever given to you. But the thing that turned me loose was that it could be done."

Typical American families, according to Nightingale, "are not very hopeful in their attitudes. They plod along and watch television and talk very little at the table and are not well-educated in the humanities. The house is bereft of books, except perhaps for an unread Bible and a couple of *Reader's Digest* condensed books."

To Nightingale, motivation is really nothing more than education ("knowing you have options"). It was Nightingale who stumbled onto "electronic publishing," recording motivational messages on cassette tapes. His recording "The Strangest Secret" won a gold record for selling over a million copies. Today, Nightingale is chairman of the board of the Nightingale-Conant Corporation of Chicago, which produces motivational and sales training material.

A Winning Self-Image

One of the authors Nightingale's company publishes is Dr. Denis Waitley, a popular figure on the rally circuit. Waitley's speaking style sometimes

Develop Your Leadership Potential



Do you have what it takes to be a leader? You probably have the potential, because leadership ability is learned — we're not born with it.

Would you like to turn this potential into a proven skill that can directly benefit your professional life? One of the best ways you can do this is by organizing a new Toastmasters club. As a club builder, you'll gain valuable leadership training and experience. You can also receive recognition as a sponsor or mentor, as well as credit toward your DTM.

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tions crowded with meaning.

Ziglar's deeply resonant voice is one of his chief assets. Even though he speaks very rapidly at times, he still enunciates each word. And while he occasionally mispronounces a word or two as part of his "Yazoo, Mississippi" style, his grammar is otherwise flawless.

Getting Started

How does one go about becoming a motivational speaker? Tom Winninger started by joining Toastmasters and entering speech contests. Encouraged after winning at the area level, Winninger developed a speech for real estate salespeople, an industry in which he had achieved some success. Then, on a flight across country last year, Winninger happened to sit next to a rally promoter. After discovering that they were in the same field, the promoter asked Winninger to send him a tape of one of his speeches. Later, at a "Winner's Rally" in San Diego, California, a slightly nervous Tom Winninger gave a speech before thousands of people. That engagement — his first big break — led to many others.

If you're serious about becoming a motivational speaker, it's best to decide whether you're truly a motivated per-

Dwell on the image of the person you most want to become.

son and really want to help others succeed. In other words, aside from the performance, there's also the substantive side of motivational speaking. The best motivational speakers have much more to share than just how they made their first million. The subject of winning is much deeper than that. And the speakers who win on the motivational circuit are those who reach those depths — usually by focusing on lessons and beliefs they have successfully applied in their own lives.

When Zig Ziglar finished his speech at the giant convention center, he was swamped with a crowd of well-wishers who wanted to get a closer look at him. At a booth where his cassette tape program was selling briskly, Ziglar sat on a table and signed autographs. He greeted each person with a warm, "How are you tonight?" Most of them were feeling good and told him so, and some even responded with the answer that has become his trademark — "Super good but I'll get better."

As he accepted the compliments, pats on the back, handshakes and "Zig-you-changed-my-life" testimonials, he gave back words of encouragement. It was

easy to see the basis of his appeal. He a model self-made man, the "Little guy who triumphed over an inferiority complex and many setbacks to become what he set out to be.

There is the story of how Zig Ziglar as a salesman for an aluminum company once walked for 11 days before he sold his first set of cookware. Then on the 12th day, broke and ready to give up, he knocked at the door of Mrs. J.C. Freeman, of Columbia, South Carolina. And Zig Ziglar finally sold his first set of cookware.

While it was hardly a turning point for him, he stuck with it, plodding along, just barely scraping by. "All I did over the next two and a half years," he recalls on one of his tape programs, "was prove that my employers had been right not to want to hire me in the first place." But Zig Ziglar went on selling door-to-door, facing rejection daily and listening patiently to the chatter of housewives in the little communities of South Carolina where he got his start.


Then, one snowy day in 1950, Ziglar attended a company sales meeting in nearby Charlotte, North Carolina. After the meeting was over, a company executive named P.C. Merrill pulled Ziglar aside.

"For the last two and a half years I've been watching you," Merrill told him "and I've never seen such a waste in my life."

Ziglar thought he was being fired but Merrill continued.

"If you'd only recognize your ability, Zig," he said, "you could be a great national champion."

For Zig Ziglar of Yazoo City, Mississippi, those words were like air to a drowning man. All the way home that night he repeated Merrill's words. The next day he began the first day of the rest of his life — with a new self-image. Before the year was out, he sold more cookware than almost every other salesman working for his company. The following year he became company sales manager, and two years after that the company's youngest division supervisor. And now he hopes to give back what P.C. Merrill once gave him — encouragement.

Zig Ziglar believes you can change your life, if you only will. That message, perhaps more than any other, is the appeal behind today's burgeoning market for motivational speakers. 



Robert B. Tucker is a member of Executive Breakfast Club 362 in Glendale, California. His articles have appeared in the Los Angeles Herald-Examiner, California Journal, Sierra Life and Utah Holiday.

Toastmasters' 1980 International Speech Contest winner tells how you can prepare to win at any level of competition.

THE WORK BEHIND A WINNING CONTEST SPEECH

by Jeff C. Young

You are sitting in the audience at Toastmasters' International Speech Contest. The speeches are over. You're relieved but apprehensive. Friends give you silent nods of approval. The murmur that hovers over the audience like a winter fog begins to fade as the president of Toastmasters approaches the microphone with a piece of paper in his hand. You look up.

"And now, ladies and gentlemen. . ." Your breathing stops for a second. "The world champion of public speaking. . ."

It's nice to dream, but you know dreaming won't put your name in that sentence. To win that speech contest or any other, you must have the talent to speak, the tenacity to persevere, the willingness to sacrifice and the time to invest. Once you've made that commit-

Winning speakers commit their time, tenacity and talent.

ment, you're ready to "go for it." Now you must choose your topic, research the subject, write your speech and practice the delivery. Then you'll be prepared to win.

Have Something to Say

If your main reason for entering a speech contest is to win a first-place trophy, you're doomed to failure before you begin. An award is, after all, merely a symbol, a by-product of a job well done. Your primary motivation for entering a contest ought to be that *you have something to say!* This "something," whatever it may be, must be burning within you. You must believe it, understand it and live it. If you don't you become an actor delivering the words, thoughts and beliefs of others. And public speaking isn't acting.

Your subjects should meet the "RSV" test: Is it relative? Is it significant? Is it valid? Once you are satisfied that you have met those criteria, you must then put your topic through several more tests.

First, it must be a subject that can be effectively handled within a specific time frame (7½ minutes in the International Speech Contest).

Your topic must also be chosen with your audience in mind. The winning speech you delivered before your area membership and the one before 1200 people at the International Convention are not necessarily interchangeable.

But above all, whatever your subject, it must be one with which you are entirely comfortable. If it isn't, none of the other strengths can make up for this deficiency.

Researching Your Subject

As soon as you know the speech contest date, budget your preparation time. Researching, organizing and writing should comprise about 75 percent of your total effort, certainly not less than 50 percent. Remember Dale Carnegie's words, "A speech well-prepared is nine-tenths delivered."

Gather much more information than you can possibly use. Then you'll have the luxury of choosing the best material available. While you are gathering your material, don't be too concerned with order or logical pattern of development. You'll be better equipped to do that when you've finished researching.

Start first with *your* ideas and convictions. Then turn to books, articles and other sources of information. Be sure to use the library. Look for quotes from others that will add support, color or humor to your speech. Think about your speech even when you're not researching. Then you'll be receptive to



The speech that made Jeff Young winner of Toastmasters' 1980 "World Championship of Public Speaking."

To Stand Before Kings

*If you can't be a pine on the top of the hill
Be a scrub in the valley but be
The best little scrub by the side of the rill
Be a bush if you can't be a tree.*

When Douglas Malloch wrote those words many years ago, he was saying, of course, that it was not the size of our work that mattered; rather, it was the worth of our efforts. Today, in the tedium and humdrum of our day-to-day lives, we often dream of loftier positions and greater deeds. And as important as our goals and aspirations may be, we can never forget that true success comes only from doing well the task at hand. Although his words are not new ones, I have an idea that they are in need of rejuvenation.

Remember as children the question most asked of us by adults? "What do you want to be when you grow up?" And as most children, we would always answer with avocations of high excitement and great prestige. Indeed, our parents would be disappointed if we said otherwise.

(Can you imagine the chagrin of the parents of the little boy who recently told them that when he grew up he wanted to be the Vice-President of the United States?)

But the problem seems to be that we have carried this childhood syndrome into our adult years. Too often the stature of people is measured by *what* they do rather than *how well* they do whatever it might happen to be. We say, "That person is a doctor." Or a lawyer. Or a senator or movie star. And we turn our heads, impressed, with scant thought of how well they may do their work. We offer no such regard to the plumber, the typist or the bus driver.

And if society's typecasting of the worker isn't enough, we have individual obsessions about our occupational dignity. How others perceive us often takes precedence over how we perceive ourselves. To underscore this, we need only to look at our culture today and the absurd pre-

occupation with business titlesake r television news program rece me s heard a man introduced as the ade t ciate Administrative Assistamade s Vice-President in charge of Acty it - stration. (He probably uses thres in fives for business cards.) ight l

Well, I think we need to reatttle our priorities. We need to und This stand that the only noble jobst of job well done, that a person's rew. fessional stature should be der diff dent upon how well he does wnes a what he has and little else. ere is

Now, it would be futile for ailabl to be the greatest at whatever meml Fortunately, being the greating b important. What is important A mis great common denominator; to th share as human beings, and it year the capacity to do our best. amsh

Every artist's work will neybor, in the Louvre. Every athlete ple v wear the Olympic gold. Even re no scientist will not win a Nobession. But as great as those achieead to are, they are not the benchmt of t success. What you need is sineve be able to answer in the affir Africa the question, "Did I do the belid in could?" nary l

And that goes for any ending o for I don't find any one job pe How larly more significant than aud, "t Are the efforts of the states't of tv brings peace between wannice of nations really any greater thow it, of the mother who teachedes our ren love and respect? Is the aits us judge who administers justant tw more profound than that of ica an driver who delivers goods foives v daily sustenance? He was

We are all important. And ped don't even know that. In com ans w tion recently, a gentleman id she to that he was just an "ordinan not h accountant. Well, I don't belie his we there is any such thing as an ars, wa "ordinary" accountant. Or ards fro dinary" teacher. Or an "ord verbs, mechanic. If people are ordigent in by virtue of how they choosore kir their work — not by virtue o this they are. ion in

Now, there will always berk, who who will do their best if the ment o sufficiently satisfied that the. Whe something in it for them. B shared people find out (and usually heart. that true motivation muste my jo from within. For if we depehng m external sources for our mshoulc we cannot guarantee that the can't b always be there. When I wea can't b my father could not make n isn't by best in school. But he sureeig the

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 ery out there to welcome home the
 el Prize arries. They were there in-
 rements to welcome home the Presi-
 marks of the United States, Theodore
 imply to wit, who had been on a safari
 rmative za for two weeks. As the boat
 est I into the dock area, the mis-
 y looked over the throng and a
 eavor, of despair came over him.
 articu- w can it be," he wondered
 nother that we have spent the better
 man who two decades to bring the
 g of God to people who did not
 an that and to that end we dedi-
 er child our lives. Yet not one person
 rnk of us here. And yet this man has
 e any two weeks hunting animals in
 truck and look at the reception he
 our es when he comes home."
 was saddened as his wife
 and his hand and said, "I know
 answer." He looked at her eyes
 he told him, "And that is, we
 not home yet. . ."
 woman, in the wisdom of her
 was perhaps remembering the
 as from the Book of the
 rbs, "Seest thou a man who is
 y, it is in his work; he shall stand
 o do kings."
 what is our task, whatever our
 in life — to be diligent in our
 whether it is the effort of a
 ent or the dedication of a life-
 is Whether witnessed by history
 ese are only within the confines of
 late heart. To be able to say, "I have
 any job, and I have done it well."
 ing more can be asked. Nothing
 should be expected.
 can't be a highway, be a trail
 can't be the sun, be a star
 won't by size that we win or we fail
 ing the best of whatever we are!

ideas that may come from the media, conversations with friends or random reading.

Writing Your Speech

I would never consider delivering a speech I had not written down word for word. Although I know other speakers who don't recommend this method of preparation, I prefer it because it helps me put words together more creatively.

The first step in writing a speech is developing an outline to make sure your thoughts flow smoothly. Your ideas should be presented in a logical sequence, progressing from an introduction, through the body to a dynamic conclusion.

To avoid stumbling or freezing, learn to be flexible with words.

When you're ready to expand your outline into a speech, remember to write for the ear and not for the eye. Keep your sentences short and be succinct. Build your ideas on a few strong points supported by short anecdotes. Use techniques such as alliteration to give your thoughts life and personality.

Throughout your writing, always keep in mind the objectives of your speech and the impact you want it to have on your audience. When you have completed the writing, conduct a "word hunt." Eliminate words and phrases that don't help achieve the objective of your speech. Then, continue to polish, polish, polish!

Practicing Your Delivery

Once you have decided that your speech is completed, the rest of the time can be devoted to practicing the delivery. Practice your speech before as many audiences as possible. Listen for audience reaction, be open to constructive criticism, and change your speech

accordingly. But be judicious in your alterations; don't change your speech too radically, especially as the contest date approaches.

If possible, time your speech on a tape recorder whenever you practice it so you can get a close estimate of it's length.

I have practiced each of my contest speeches more than 100 times. But such repetitive rehearsal has a sinister by-product — the propensity to memorize the speech. To avoid that, don't be dogmatic about the way you deliver your speech. Each time you practice, do it a little differently than the time before. Be flexible with words. Then, during the contest, a slight change in wording won't cause you to stumble or freeze.

A word about gestures: don't practice them too much. If you are enthusiastic about what you have to say (and you should be), they will come naturally.

Practice is arduous work and can get boring. But until you are sick of delivering your speech, you haven't practiced enough!

So now you've done it. You have shared your convictions with your audience, calling upon all your skills and experience to make your speech memorable and inspiring. Therein lies the measure of a championship speaker. But just for "gravy," for that little extra touch, you might hear your name following the memorable introduction, "The world champion of public speaking is. . ."



Jeff Young, last year's International Speech Contest winner and the second-place winner in the 1978 contest, will speak at the August 1981 International Convention in Phoenix, Arizona. He is a member of Glendale 18-52 in Glendale, California and also belongs to the National Speakers Association. He owns and manages a security company in the motion picture and television industry.



The Case for Company Loyalty

Contrary to popular thought, company loyalty is not a sign of selling out — it's an investment in your future.

by Joseph N. Bell

Perhaps the most maligned person in American business today is the so-called "company man." He is generally looked on with fear and loathing by many of his fellow employees — especially those who are pinching supplies from the company warehouse on the sly — and with suspicion by his employers, who feel he is probably up to something.

A few years ago, lyricist Abe Burrows caught the plight of the company man magnificently in a song from "How to Succeed in Business Without Really Trying." It went this way:

*I play it the company way,
Wherever the company puts me, there I stay.*

*My face is a company face,
It smiles at executives then goes back in place.*

*My brain is a company brain,
The company washed it and I can't complain.*

*When I went to work, I said, "Brash young man,
Don't have any ideas."*

*Well, I stuck to that — and I haven't had a
change in years.*

With friends like that, the company hardly needs enemies. But the line from the song that probably catches his best today asks: "Is there anything you're against?" The answer: "Unemployment." Fear of unemployment is converting some erstwhile critics to company men these days, before they're accused of simply going out to the Establishment, a case to be made for the company man. I was thinking of Abe Burrows' song the other day when I was taking a three-day break with several management employees I was interviewing that morning in connection with a story I was writing. The cafeteria was crowded, noisy, friendly. At a nearby table, I noticed — sitting alone — the young executive assistant who had first arranged my schedule. He had been pleasant and cooperative, and I asked my hosts — who were enthusiastically involved in ridiculing company policy and high brass — why they didn't ask the other man to join us.

You hurt yourself as well as your company when you are disloyal.

"Nothing doing," said one of my companions. "He's a company man — wouldn't enjoy this kind of talk. He just doesn't fit in. So we let him go his way, and we go ours."

In the hierarchy of American cliches, "company man" (and "company woman," too, now that women are claiming executive roles too long denied them) is high on the list of such dying metaphors as "creeping socialism," "lunatic fringe" and "subsidized athlete" — among dozens of others — that automatically imply activities both reprehensible and contemptible. So maybe it's high time for the person who benefits most from the company man — the employer — to put in a word for organizational loyalty. And the word should make it clear that — be it a company, trade association, labor union or service organization — loyalty decidedly operates to the self-interest of the people who work there.

The trend seems to be going in the other direction. I call on a good many businessmen, mostly in large organizations, and I'm fascinated by the depth and magnitude of the disloyalty many of them express toward their company. It's become almost routine operating

procedure for them to dispose of our business as quickly as possible so they can take advantage of a new ear to listen to the stupidities of their top executives.

These men are, of course, biting the hand that feeds them. It's one thing to work earnestly *within* the organization to improve policies and operations in an orderly and constructive manner. This is progress, and business must progress or lose ground to its competitors. But it's quite another thing to strike blindly and bitterly outside the organization at your employer. This is destructive, and it's destroying the very thing employees are seeking to build up: their own livelihood.

The Cost of Disloyalty

The effects of destructive criticism outside the office can be a potent force. For example, a friend of mine feels that his ideas haven't been given proper consideration in his company, and for several years, he has delighted people at social gatherings with hilariously funny — but bitingly critical — stories about goings-on at the office. A number of his listeners have been business people who either deal with his company or with other people who do. This hasn't been lost on them. The stories have been repeated, and they have hurt. And the strangest thing of all is that they have hurt the man who told them — right in the pocketbook.

What does company loyalty mean? Even the people who are most contemptuous of the term, when pressed, will define it as the working philosophy of an employee who puts the interests of the organization before his or her own self-interest in business matters. Somehow — in the midst of the Me Generation — this has become synonymous with copping out by toadying to the boss and displaying a consistent lack of courage.

That doesn't have to be so at all. Some of the most fanatically loyal company people I've known have had no reluctance about disputing — within the office and to the proper officials — what they considered to be poor decisions, often at the risk of their own necks.

Although sniping at employers certainly didn't begin as an outgrowth of the gripes at the military establishment with which millions of American servicemen and women came out of World War II, its acceptance as legitimate and almost routine behavior probably did start about that time. However,

gripping in the armed forces seldom got in the way of loyalty; even though the men didn't like military life, they generally fought steadfastly and well. But back in private life, the griping got out of hand, and in far too many instances was refined into a kind of cancerous and destructive disloyalty.

Sometimes the company deserved it by formulating and propagating primitive personnel policies that invited disloyalty. No progressive organization asks an employee to submerge his or her individuality. Aggressive, able workers will not always see eye-to-eye on company problems, and this is good and desirable. In threshing them out *constructively*, the company progresses. On the other side of the coin, here are some considerations any organization that has formulated thoughtful and humane ways of dealing with its employees can, in all good conscience, ask of them:

- Don't knock the product or service that feeds your family. Try consistently

If you can't be loyal to your company, it may be time to quit.

to better it. Don't just tear it down to satisfy a personal grudge or inner frustration. That hurts the employer and it hurts you.

- Don't ridicule your business organization or your associates at social gatherings or to outsiders. Sometimes you are talking — directly or indirectly — with people who can exercise a tremendous influence over its growth and prosperity.

- Don't spend company time in fruitless, interminable and destructive backbiting sessions.

- If you have what you consider a legitimate complaint, go through organizational channels with it. If the complaint is serious and isn't resolved equitably — in a way you can live with — look for another job.

Time to Quit?

As long as you accept pay from a company, you probably owe it these four things. But most of all, you owe it to your self. Disloyalty is dishonesty — both to the organization that pays the salary and the person who accepts it. And if you don't feel your employer has earned your loyalty, you should get out.

I know a woman who did that last year at the age of 62. She was an official

Laugh Lines

Al Hamburg reports a Texas oil man heard of a car pool and ordered one installed in his car.

What this country needs is a tailpipe and muffler that will last as long as a beer can.

The hardest thing for a speaker to remember during an introduction is not to nod his head in agreement when the toastmaster praises him.

The cloning of babies could result in kids without parents — a whole generation growing up with no one to blame things on.

If you have good advice to pass on to your children, give it to them while they are still young enough to think you know what you are talking about.

Some speakers talk so fast they can be compared to a man reading *Playboy* with his wife turning the pages.

Triumphant father to mother watching teenage son mow the lawn: "I told him I lost the car keys in the grass."

If Mother Nature had provided Coca-Cola as a natural drink, kids would go out and buy water.

Middle-age is when you want to see how long the car will last instead of how fast it will go!

If you buy a cheap used car, you may find out how hard it is to drive a bargain.

I have a solution for all our traffic problems. No car on the road 'til it's paid for.

Instruments are currently used that will throw a speaker's voice more than a mile. Now we need an instrument that will throw the speaker an equal distance.

What's considered congestion is successful atmosphere on the dance floor.

Boss: "Why aren't you busy?"
Joe: "I didn't see you coming."

Bumper sticker: Looking for a 10 — will settle for two fives.

Most candidates aren't very exciting speakers. Their delivery is about as effective as the post office.

If you want to teach your children the value of a dollar, you had better hurry.

If college costs get much higher, anyone who can afford to go won't need to.

Told my apartment manager the apartment had roaches — he raised my rent for keeping pets.

You were much better than our last speaker. He talked for an hour and never said anything. You took only 15 minutes.

The doctor scared my fat uncle into dieting with six simple words — "Have you ever seen skin explode?"

These jokes were contributed by Dr. James Blakely, a full-time professional speaker based in Wharton, Texas. He is a member of the National Speakers Association and is listed by the Associated Clubs of America as "America's Number One Intellectual Humorist."

of the company, and she forfeited a pension, a bonus and considerable other financial rewards. But she differed violently with the company on a matter of principle and could no longer give them her loyalty. So she quit. It took her uncomfortably long to find another job, but she did, and right now she's the happiest ex-employee I've ever seen.

Not enough people are quitting their jobs these days. That's one of the basic facts underlying the spread of company disloyalty. Employees who should move on for their own good and the good of the company simply aren't doing it — and their dissatisfaction grows and festers. The "quit rate" in business today is remarkably low, indicating that the growing concern over security in this period of economic uncertainty is apparently keeping people in jobs they detest. These people are trading an uneasy security for an unhappy present, and it's a poor bargain for everyone concerned.


Dissatisfied or chronically unhappy employees always have one life-saving recourse open to them: They can quit their troublesome job and look for something else more suitable. And that's what they *should* do the instant bitterness or resentment toward their company becomes more important to them than doing their job. Even at a time when good jobs are admittedly hard to come by in many fields, the act of looking and not finding anything better might induce more positive feelings about a job you no longer find satisfying.

But there is one other step all working men and women should take as they look for positive employment. People who find themselves consistently dissatisfied had better look inside their own mental make-up for the trouble. The sooner they discover some sense of loyalty toward a job — exercising their own individuality, talents and ability with enthusiasm on behalf of the business that provides them their livelihood — the sooner they will profit, both financially and in terms of happiness and satisfaction. Otherwise, they may well end up like the man in Abe Burrows' song:

"But what is your point of view?"

"I have no point of view."

"Supposing the company thinks. . .?"

"I think so, too." 

Joseph N. Bell's articles have appeared in all major American magazines. As film critic for *The National Observer* and entertainment writer for the *Christian Science Monitor*, the *Los Angeles Times* and several national magazines, he has covered the Hollywood scene for two decades. He has also written six books and has taught non-fiction writing at the University of California, Irvine for the past 12 years.

Six Strategies for Recruiting New Members

Q How can a club encourage newcomers to join Toastmasters?

A A strong, dynamic Toastmasters club must not only attract new members on a regular basis but must also retain them once they've joined. Here's a simple six-step method for attracting and retaining new members:

• **Recruit potential members.** A recent World Headquarters survey revealed that two-thirds of the men and women who become Toastmasters are motivated by a desire for career advancement. In the same survey we learned that over 85 percent of our new members first heard about Toastmasters through personal contact with friends, relatives or co-workers.

So our market, by and large, consists of upwardly mobile individuals for whom improved speaking ability can be a vehicle for professional growth and economic gain. And the best method of reaching that market is through word-of-mouth promotion.

An excellent means of stimulating membership growth is to urge each club member to "bring a friend to Toastmasters." Members should be encouraged to stress the relationship between Toastmasters training and professional growth when selling the benefits of club membership.

• **Extend a sincere invitation.** Once you've identified someone as a prospective member, personally invite him or her to attend your club's next meeting. Then arrange for a follow-up note or call from the club president or another officer.

• **Make every guest feel welcome.** Before the meeting, provide each guest with a name badge, and introduce all guests to the club members. When the meeting begins, the president should welcome each guest by name. The person who invited the guest should act as host, sitting next to the guest and explaining the dynamics of the meeting. At the conclusion of the meeting, the president should ask guests to comment, then personally invite them to join the club. Immediately after the meeting the "host" or sponsor should personally invite his or her guest to join. Often, a guest doesn't join a club simply because he or she wasn't asked. It's crucial that you "close the sale."

• **Sign up new members efficiently.** Your club should maintain a supply of applications for membership (Form 400);

they're available free from World Headquarters. When a new member joins, have him or her complete the application, then collect the new member service charge and dues. Next, mail the application and the proper fees to World Headquarters immediately! This will allow us to rush a kit of educational materials to the new member. In addition, assign an experienced Toastmaster to serve as a new member's advisor at the time the newcomer joins the club.

• **Conduct a two-way orientation interview.** Participants in this interview should include the new member, his or her advisor and the educational vice-president. First identify the new member's needs and/or wants. What does he or she expect to get out of Toastmasters? Then the educational vice-president should explain how the club can meet the new member's needs. The key is to be positive, friendly and enthusiastic. Finally, arrange for the new member's icebreaker to be given as soon as possible. It's essential that every new member be involved immediately in the club's programming!

• **Hold an induction ceremony.** This ceremony should be a brief but impressive ritual, which includes presentation of the Toastmasters lapel pin to the new member. In welcoming new members, the president should challenge each one to achieve the major goals of Toastmasters — CTM, ATM, DTM, Accredited Speaker, etc. Above all, make new members feel special. Why shouldn't they? They're Toastmasters!

Build Your Vocal Power

Q I've learned a great deal in Toastmasters about how to give a good speech, but the quality of my voice still leaves something to be desired. Can you tell me how to achieve the pleasing, effective tone I want?

A Since your voice may have more impact on your success as a speaker than your appearance or even your words, you are spending your time well when you make an effort to improve the way you sound.

Each voice is distinguished by *timbre*. No musical instrument can compare with the human voice in possible variations of tones. But anyone can improve the quality of his or her voice because, anatomically, there is no difference between the larynx of a prima donna and that of someone who sounds like a crow.

Good posture does make a difference because a resonant voice depends on proper breathing. Many people breathe with only the upper part of the lungs.

For a strong voice, and one that does not tire easily, you must breathe from the diaphragm, using the lower, larger areas of the lungs. If your voice is shallow and breathy, it may be because of faulty breathing.

Good voice production also requires a relaxed body and throat. Tenseness in any part of the body can cause the voice to become harsh and strident. Or it may become too high-pitched, losing effectiveness and power. If we try to relax, our voices will sound relaxed.

Your voice is a reflection of your inner self. Your reactions to people around you, national and sectional influences — even your state of mind — are reflected in your voice. Someone who really knows you can tell the condition of your health over the phone.

It's no wonder, then, that your voice is as important as what you say. We are all influenced by emotion, and a warm, friendly, pleasant voice will win people over.

Though physical characteristics may govern voice quality, psychological and personality factors are equally important. Voice training should go hand in hand with improving your personality. It's more difficult to improve a personality than to train a voice, but when you are cheerful, confident, outgoing and friendly, your voice will reflect these qualities.

In all your communications with others, you want your voice to express what is in your heart and mind. Your voice must be consistent with your message and it must be an accurate gauge of your feelings. In your voice, you should try to match the "music" to the lyrics.

These insights were contributed by Mary Frances Smith, a voice teacher and choir director who lives in Reno, Nevada.

Tactful Introductions

Q I am uncertain of the proper form of introduction for an unmarried couple who live together. At a Toastmasters meeting, am I correct in saying, "I would like to introduce my guest this evening, John Doe and his friend, Mary Smith?"

A In our rapidly changing society, people are generally accepting of such relationships. Of course, tact and diplomacy should be your foremost considerations. Your manner of handling the introduction is certainly appropriate. By referring to a friendship, you avoid embarrassing your guests and will not alienate any members of the audience.

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Clyde Watts
Ri Konono 1687-U, Kwajalein, Guam

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- 4425-2 The Way Inn**
Seattle, WA — Mon., 7:30 p.m., The Way Inn, 13043 Military Road, South (242-5926). Sponsored by Pro Master 240-2.
- 3088-4 The Talking Chips**
Santa Clara, CA — Wed., noon, National Semiconductor Corp., 2900 Semiconductor Dr. (737-6437).
- 4424-4 Interest Makers**
San Francisco, CA — Tues., 11:45 a.m., Comptroller of the Currency, 1 Market Plaza, Steuart St., Tower #2101 (556-3219). Sponsored by Crownmasters 1133-4.
- 4428-7 Wall Masters**
Tigard, OR — Fri., 7 p.m., Kopper Kitchen, 7200 Hazel Fern (639-6577).

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Send your classified ad with a check or money order to Toastmasters International, Publications Department, 2200 N. Grand Ave., P.O. Box 10400, Santa Ana, CA 92711. Rates: \$25 minimum for 25 words, 80 cents for each word over minimum. Box numbers and phone numbers count as two words; zip codes and abbreviations count as one word each. Copy subject to editor's approval. Deadline: 10th of the second month preceding publication.

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Willoughby, OH — Tues., Masiello's,
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4423-13 Deloitte Haskins & Sells
Pittsburgh, PA — Alt. Thurs., 11:40 a.m.,
Deloitte Haskins & Sells, 800 Two Gateway
Center (263-6900). Sponsored by Dawn
Patrol 1646-13.

4427-15 HP Speakeasies
Boise, ID — Tues., 7:30 a.m., Hewlett-
Packard, 11311 Chinden Blvd. (376-6000,
x 3126). Sponsored by Pioneer 2308-15.

2367-19 Fort Madison
Fort Madison, IA — Mon., 6:30 p.m., Lee
County Bank Building, Eighth and Avenue F
(837-6273).

2416-20 Speak Easy
Herman, MN — Wed., 6 p.m., Denny's Cafe
(677-2489).

2042-23 Mountain Bell—"Ring" Masters
El Paso, TX — Wed., noon, Mountain Bell
Telephone Co., 11200 Pellicano (593-3060).

4429-23 Mountain Bell-Tele Toasters
El Paso, TX — Tues., noon, Mountain Bell
Telephone Co., 500 Texas Ave. (542-4475).
Sponsored by Border Toasters 2127-23.

3185-37 Babcock
Winston-Salem, NC — Thurs., 1 p.m., Bab-
cock Graduate School of Management, Wake
Forest University (761-5412).

4430-43 Crack O'Dawn
North Little Rock, AR — Wed., 7 a.m.,
Sambo's, North Park Mall (372-7777).
Sponsored by Twin City 1142-43.

3345-58 Marlowe One
Florence, SC — 2nd & 4th Mon., noon,
Marlowe Mfg. Co., Marlowe Ave.
(662-9323).

2153-65 The Owaghena Toastmasters
Cazenovia, NY — Tues., 6:30 p.m., Peachy
Keane's Restaurant, 63 Albany St.
(651-2373).

3454-66 Speakeasy
Richmond, VA — Mon., 6 p.m., That Steak
Place, 6445 Midlothian Turnpike.

1754-U Apollo Portunus
Gander, Newfoundland, Can — Mon., 6 p.m.,
Holiday Inn, Corner Caldwell & Elizabeth
(651-3826).

2712-U Iloilo Executives
Iloilo City, Philippines — Wed., 6 p.m., La
Veranda, Delgado St.

4422-U WENDY
Guadalajara, Jalisco, Mexico — Wed., 6 p.m.,
Grupo Wendy, S.A., Calz. Gobernador
Curiel #1538 (36 122-041).

4426-U Chinatown
Manila, Philippines — Wed., 7 p.m., UNO
Restaurant, Florentino St. Sponsored by
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Cosmopolitan 673-29, Mobile, AL
North Shore 928-30, Evanston, IL
Metro Speakers 945-35, Milwaukee, WI
Bangor 897-45, Bangor, ME
Poughkeepsie 921-53, Poughkeepsie, NY

25 Years

Knights of Columbus 1943-6, Duluth, MN
Central Lutheran 2075-6, Minneapolis, MN
Duncan 978-16, Duncan, OK
Speakeasy 291-17, Great Falls, MT
Elkridge 2045-18, Baltimore, MD
Dover 2077-18, Dover, DE
Queen City 1967-20, Dickinson, ND
Traffic CL Yawn Patrol 1852-24, Omaha
Early Birds 2063-32, Tacoma, WA
Saturday Morning 2035-37, Charlotte, NC
YBA 2076-49, Honolulu, HI
Pimiteoui 2068-54, Peoria, IL
Summerville 2018-58, Summerville, SC
Ottawa 1935-61, Ottawa, Ont., Can
Warwick 1902-66, Newport News, VA

20 Years

Stillwater 2377-6, Stillwater, MN
O Fallon 994-8, O Fallon, IL
Morning 1725-24, Norfolk, NE
DC A 3272-36, Arlington, VA
VA Topmasters 3273-36, Washington
Pottsville 3261-38, Pottsville, PA
Razorback 1204-43, Pine Bluff, AR
Miracle Mile 2283-47, Coral Gables, FL
Richland 2500-58, Columbia, SC
Virginia Beach 3267-66, Virginia Beach

15 Years

Clubways 3048-F, Long Beach, CA
ATSC 2078-14, Chamblee, GA
Greater Bossier 2251-25, Bossier City, LA
Palatka 2310-47, Palatka, FL
Exec. TM Breakfast Club 3622-52, Glen
CA
Blacksburg 3351-66, Blacksburg, VA
Newcastle 1121-70, Newcastle, NSW, A
Orleans 3510-U, Orleans, France

10 Years

Francisco 2369-4, San Jose, CA
Carlsbad-Oceanside 47-5, Carlsbad, CA
Early Bird 3386-24, Columbus, NE
Statesmen 871-26, Denver, CO
Uniroyal Masters 2357-28, Detroit, MI
Great Eastern 3879-28, Toledo, OH
Whaling City 1172-31, New Bedford, MA
Triple-Crown 176-36, Bowie, MD
Buffalo Valley 2643-38, Lewisburg, PA
Lincoln Trail 634-54, Danville, IL
Pioneerland 3919-54, Monticello, IL
Greenwood 216-58, Greenwood, SC
Main 3519-69, Brisbane, Qld., Aust
Oamaru 1821-72, Oamaru, NZ

The Evolution of a Successful Convention

Select an exciting city, book a hotel and set aside. Four years later, take 200 Toastmasters and their wives, mix with 10 of the nation's top professional speakers, blend with a dozen Toastmasters serving as panelists, sprinkle in a hundred or more hard-working host district volunteers, add 23 dedicated board members, a dance band and singing group, and season with a little politics. Place in a well-equipped, well-staffed hotel, and assign a trained staff of 10 from Santa Ana to watch over the mixture until it simmers. Serve for four days, fly all ingredients home, and begin planning another recipe for the following year!

That essentially is the process of planning and organizing a Toastmasters International Convention. It's a very involved procedure involving hundreds of dedicated people, both inside and outside the organization, and the orchestration of many details.

Although I've been a part of our international conventions since 1976, I didn't realize how much advance preparation was involved until I was told to "take charge" of last year's Milwaukee Convention.

I discovered that it takes a tremendous amount of lead time to make the best possible arrangements. Booking 500 or more rooms, plus all the meeting space in a hotel, isn't done as casually as you would reserve a room overnight at the Holiday Inn; we must work four years ahead in selecting our sites. We just recently completed our site selection for the 1984 convention, which will take us to Orlando, Florida for the first time. This summer, in conjunction with the June regional conferences, Executive Director Terrence McCann and I will visit major cities in Region VI to investigate locations for the 1985 convention. Preliminary research to determine sites for 1986 (Pacific

Northwest, Region I) and 1987 (Upper Midwest and Central Canada) are already underway.

Incidentally, if you want to make your long-range plans for the next few Augusts, we will be in Philadelphia in 1982 (August 18-21 at the Franklin Plaza Hotel) and San Diego in 1983 (August 17-20 at the Sheraton Harbor Island). The 1984 Orlando Convention will be August 22-25 at the Sheraton Twin Towers.

Planning ahead is a must because hotels book their convention space years in advance. But the need for such long-range planning, coupled with the phenomenal growth of our organization, makes the task of putting together an international convention especially challenging.

We recently were faced with the need to relocate an upcoming convention because new attendance projections showed we had already outgrown the previously selected hotel. Fortunately, some quick footwork paid off, and we found a new hotel just about to open with twice the accommodations of the first.

But cities and hotels don't make a convention — people do. As soon as we wrapped up the Milwaukee convention last August, plans were put in motion for this year's Phoenix convention. After traveling to Phoenix last October for meetings with the officers of Host District 3 and the Hyatt Hotel staff, a good deal of what you'll see this August began to take shape.

District Governor Ralph McKenzie and his dedicated group of volunteers are already lining up a band and color guard for the opening ceremonies, a convention organist, tours for delegates, local publicity and tourist materials to help delegates make the most of their stay in the Valley of the Sun.

Working with the Hyatt Hotel staff, we plotted out the meeting

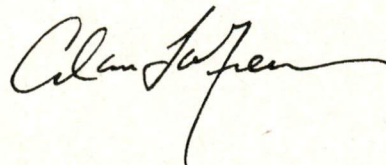
space for each event, studied traffic patterns throughout the hotel, found areas to use for registration, ticket exchange and hospitality and planned menus for each banquet meal. And all that was done in just two days.

Back in Santa Ana, the educational program begins to take shape. Speakers, both within and outside Toastmasters, are contacted. A few give their regrets, but most accept. Panel presentations are planned and organized. Materials are ordered from Phoenix suppliers such as florists, recording services and flag rental companies. Information for the convention program is pieced together, and a day-by-day, event-by-event script is created.

Step by step, during the spring and summer, the convention continues to take shape. By late July, the first truckload of awards, programs, handouts, displays and other convention materials leaves World Headquarters. As more materials roll off the printing presses, additional shipments are dispatched.

Meanwhile, in periodic staff meetings, every phase of the convention is carefully reviewed. Audio-visual needs are taken care of and detailed room charts made for each event.

It all boils down to this: A lot of people put a lot of time and effort into presenting the best possible international convention. But you're the one we do it all for, and it won't be the same if you're not there to share it with us!



Alan LaGreen

Learn, Grow and Achieve

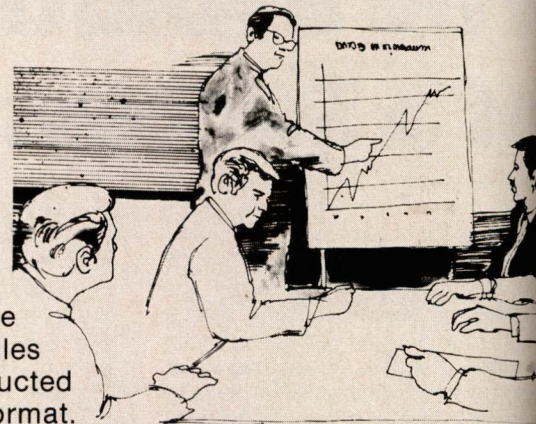
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