

The Dream of Evelyn-Jane Davis

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COVER

Few people who were in Toronto for last year's International Speech Contest will ever forget what happened. Evelyn-Jane Davis, a blind lawyer and tax specialist with the U.S. Internal Revenue Service, became the first woman to ever win Toastmasters' "World Championship of Public Speaking." For those who watched, it was a phenomenal achievement. For Evelyn-Jane, it was a dream come true.

The Toastmaster



Published monthly to promote the ideals and goals of Toastmasters International, an organization devoted to improving its members' ability to express themselves clearly and concisely, to develop and strengthen their leadership and executive potential, and to achieve whatever self-development goals they may have set for themselves. Toastmasters International is a non-profit, educational organization of Toastmasters clubs throughout the world. The first Toastmasters club was established by Dr. Ralph C. Smedley on October 22, 1924. Toastmasters International was organized October 4, 1930 and incorporated December 19, 1932. This official publication of Toastmasters International carries authorized notices and articles regarding the activities and interests of the organization, but responsibility is not assumed for the opinions of authors of other articles. Second class postage paid at Santa Ana, California. Copyright 1978 by Toastmasters International, Inc. All rights reserved. The name "Toastmasters" and the Toastmasters emblem are registered trademarks of Toastmasters International, Inc. Marca registrada en Mexico. PRINTED IN U.S.A. □ All correspondence relating to editorial content or circulation should be addressed to THE TOASTMASTER Magazine, 2200 N. Grand Ave., P.O. Box 10400, Santa Ana, California 92711. Telephone (714) 542-6793. Non-members may subscribe for \$6.00 a year. Single copy price is 50¢.

Letters

The Missing Ingredient

The April article, "Grappling With the Gavel (Or How to Conduct a Business Meeting)," has the atmosphere of dictatorship. It did not mention the most important ingredient of a successful, efficient and effective meeting: parliamentary procedure.

The gavel is a symbol of authority and the right to act officially. There is no such parliamentary procedure as "gaveling through" a measure. To propose the chairman set a time limit "... to suggest every solution you can think of..." is not possible, even in committees. And the statement, "... he can put time limits on contributions before the discussion begins," is equally in error. Only a member of the assembly can move to limit debate, and because it is an

infringement on the rights of others it requires a two-thirds vote to adopt. To ignore the time limit if "good ideas are still coming in" is a violation, and a motion to extend the limit would bring order out of chaos.

The article is replete with violations of parliamentary procedure, and I am confident that Toastmasters who are also members of the American Institute of Parliamentarians noted the lack of an all important ingredient in "How to Conduct a Business Meeting." And that's parliamentary procedure!

Lester L. Dahms
Executive Director
American Institute of Parliamentarians
Des Moines, Iowa

sions); that describes the responsibility of the chairperson to bring the group to a definite decision; and stresses the importance of having a formal structure, even if it is conducted informally.

I hope you will consider future articles that deal with meeting organization and execution — and most of all, with effective use of the gavel. After all, we have *two* in our official emblem.

Ben M. Fujita, AT

Los Angeles, California

Thanks for your comments. You should be pleased to hear that we're planning to cover those very subjects in our November "Special Meeting Issue." —Ed.

Keep the Props!

Paul K. Gardner's letter that appeared in the March issue of *The Toastmaster* ("Outlaw the Props") sounds like sour grapes to me. I believe that Toastmasters training is not only public speaking training, but communication and leadership training as well. I am also of the opinion that in order to get your "message" across, props, visual aids and audio aids should be used if it is deemed relevant to the speech topic.

I have often used visual and audio props to emphasize a particular point of my regular and educational speeches. For example, the beautiful sound of the oriental "Koto" music can hardly be described by your hands, eyes or ears. I think that it is about time that experienced Toastmasters stopped criticizing Toastmasters International's proven methods of training, because it is detrimental and does not encourage or contribute to the betterment of our new members, old members or the club itself.

Frank H. Nakawaga, AT
Summerland, B.C., Canada

Let's Use the Gavel

When I received *The Toastmaster* this morning, I was elated that the cover purported that this issue would deal with the use of the gavel. When I read the lead article, "Grappling with the Gavel," however, I was disappointed to find that it literally denounced the use of the gavel as an aid to conducting meetings.

My observation is that most chairmen are very uneasy about handling the gavel and thereby do without the use of a tool that usually saves me 20 percent of meeting time. Author Judy Osgood gave many good pointers on meeting preparation. However, she also endorsed the squelching of humor and the handling of monopolizers by direct insults and by exclusion from discussion!

As Toastmasters, we should be advised of *effective* techniques of meeting control, such as appealing to fair play, precepting real motives of disrupters and, above all, making sure everyone is included in the discussions.

Where oh where are articles that teach leadership and the necessity of knowing how to mix board and committee business; that show the importance of knowing the reason for meetings (to make a decision or deci-



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All letters are printed on the basis of general reader interest and constructive suggestions. If you have something to say that may be of interest to other Toastmasters, please send it to us. All letters are subject to editing for reasons of space and clarity and must include the writer's name and address.

The Way I See It

by Durwood E. English, DTM, International President

You Can Beat the Summer Drought

Do you know what a drought is?

Those of us in California do. Until we received the record amount of rainfall this winter brought, we Californians had experienced two of the driest years in the history of our state. Water was rationed, crops died and nearly everyone's life was disrupted in one way or another.

Fortunately, officials are now saying that the drought is over. Will you be able to say the same for your club after this summer?

In many of the cities I have visited this year, I have noticed a growing concern in this very area of "summer drought." Repeatedly, members have asked, "How can we keep our attendance up and our club active in the summer?" You see, they too have experienced a summer drought. And they obviously don't like it.

What do I mean by a summer drought in Toastmasters clubs? Over the past few years, there has been a growing tendency among many of our clubs to "shut down" for the summer months, either by choice or demand. In some cases, this disbanding is made by mutual agreement among the club members; in others, the small number of members who do show up make it impossible to carry on an effective meeting. Like the problem that the California drought created for its people, this is a problem that, if not corrected immediately, can have a disastrous effect on everyone connected with Toastmasters. There is, however, a solution.

There are basically two answers I give when asked how we can keep our attendance up and our clubs active in the summer. First, *don't stop meeting during the summer months*. And second, *help your club officers come up with new and exciting programming ideas for your summer meetings — ideas that will make each meeting a fun, social occasion*.

Why do I say don't stop meeting? When a club discontinues its meetings for the summer months, that club loses momentum. Its members get used to not attending the club meetings, their educational achievements are stalled and they sometimes forget the very reason they joined Toastmasters in the first place. When this happens, it is usually very difficult to get that club started again in the fall. In fact, it's a lot like starting a new club all over again.

Clubs that continue meeting throughout the summer months, however, keep their momentum by maintaining member interest and attendance with programming that fits the somewhat more relaxed atmosphere of this great time of year. Patio meetings, picnics, beach parties, potluck dinners and many other such events — which in many cases include the other members of the family — can often provide the stimulus needed to get each member to the meeting. My own club has held many such meetings over the years. And believe me, it makes a difference.

The need for effective communications does not stop in the summertime. As the greatest organization in the world dedicated to improving such skills, neither should we.

Think about it . . . and don't let the summer drought happen to your club. ■



Durwood E. English

The Idea Corner

Extension: An Idea Whose Time Has Come

by Alan L. LaGreen

What do Kankakee, Illinois; Ithaca, New York; Tulare, California; Sheridan, Wyoming; Rome, Italy; Stockholm, Sweden; and Hilo, Hawaii, have in common?

Give up? The answer is that none of these cities has a Toastmasters club, although each is certainly large enough for a club. Even Rome must have at least 20 people who speak English and need to communicate better!

So what's this have to do with the "Idea Corner"? We've decided to dedicate this month's column to an idea we think can be of great benefit to all Toastmasters: club extension, or forming new Toastmasters clubs.

Why should you form a new club? Well, for one thing, it's one of the best ways we know to build excitement into the Toastmasters program. A second club in your town means that you can have exchange programs, joint meetings, debates, special contests and conduct joint membership promotions. This not only makes the Toastmasters program more exciting for members of both clubs, but also more educational for you.

Where can you start a club? There are thousands of opportunities for Toastmasters clubs. Just take a look around. How many community clubs are there in your town? If you already have an evening club, why not start a breakfast or noontime club? Many people who aren't free in the evenings would love to join Toastmasters . . . if they could. Perhaps a suburb could support its own club. Companies in

your area are another possibility; so are high rise office buildings, apartment complexes, colleges and universities, your church, your social, professional or service club.

Wherever there are 20 people, you can form a Toastmasters club.

How can you start? After you have an idea in mind about where to start a club, here are the steps you should take:

- Write to World Headquarters for a New Club Information Kit. The kit contains a "How to Organize" booklet, a supply of promotional brochures and the "Application to Organize a Toastmasters Club" form.

- Complete the "Application to Organize" form as soon as possible. Be sure to send two copies to World Headquarters and two to your district governor for approval.

- In the meantime, schedule a demonstration meeting. In essence, your club puts on a sample meeting for the benefit of the new group so they can see the fun and educational experience that is Toastmasters. Build the speeches of the meeting around the benefits that members receive from Toastmasters, and your group will be ready to charter right away!

- When the application is approved by the district governor and is received at World Headquarters, the chartering forms (officers list, charter membership list, constitution and bylaws, remittance form and IRS form) are sent to the group. If the charter fee is submitted along with the application, the charter kit of club and member materials will also be sent. (The \$50.00

charter fee can be paid at any time during the formation of the club, but educational materials cannot be supplied until the fee is submitted.)

- When the club reaches 20 members, the application forms, accompanied by per capita fees and service charges for members, should be submitted to World Headquarters.

- If everything is in order, the charter certificate is prepared and sent to the district governor for an impressive presentation to the new Toastmasters club.

There, now wasn't that easy?

Don't forget that your club will receive points in its Distinguished Club Plan for sponsoring a new club too. You'll also be helping your district toward Distinguished District status and those individuals active in sponsoring the club will receive certificates and DTM credit (two members may receive credit as club sponsor and one member as club mentor).

Want to start a club? Just drop a line or call the Membership and Club Extension Department at World Headquarters. You'll receive your free Information Kit containing the "How to Organize a Toastmasters Club" booklet, an "Application to Organize" form and a starter supply of promotional material.

Why not take that big step and apply your communication and leadership skills by starting a new club?

It's the best idea yet! ■

Alan L. LaGreen is manager of World Headquarters' Membership and Club Extension Department.

The Ultimate Tax Shelter



by
TED NICHOLAS

tax experts are now referring to a small, privately owned corporation as the Ultimate Tax Shelter." This is especially true since the passage of the Reform Act of 1976. This law makes most former tax shelters either obsolete, or of little advantage. Investments affected include real estate, oil and gas drilling, cattle feeding, movies, etc. These former tax shelters have lost their attractiveness. Aside from that, these tax shelters required a large investment. Only a small segment of the population could benefit from them.

I've written a book showing how you can form your own corporation. I've taken all the mystery out of it. Thousands of people have already used the system for incorporation described in the book. I'll describe how you may obtain it without risk and with a valuable bonus.

A corporation can be formed by anyone at surprisingly low cost. And the government encourages people to incorporate, which is a little known fact. The government has recognized the important role of small business in our country. Through favorable legislation incorporating a small business, hobby, or sideline is perfectly legal and ethical. There are numerous tax laws favorable to corporate owners. Some of them are remarkable in this age of ever-increasing taxation. Everyone of us needs all the tax shelter we can get!

Here are just a few of the advantages of having my book on incorporating. You can limit your personal liability. All that is at stake is the money you have invested. This amount can be zero to a few hundred or even a few thousand dollars. Your home, furniture, car, savings, or other possessions are not at risk. You can raise capital and still keep control of your business. You can put aside up to 25% of your income tax free. If you desire, you may wish to set up a non-profit corporation or operate a corporation anonymously. You will save from \$300 to \$1,000 simply by using the handy tear-out forms included in the book. All the things you need: certificate of incorporation, minutes, by-laws, etc., including complete instructions.

There are still other advantages. Your own corporation enables you to more easily maintain continuity and facilitate transfer of ownership. Tax free fringe benefits can be arranged. You can set up your health and life insurance and other programs for you and your family wherein they are tax deductible. Another very important option available to you through incorporation is a medical reim-

bursement plan (MRP). Under an MRP, all medical, dental, pharmaceutical expenses for you and your family can become tax deductible to the corporation. An unincorporated person must exclude the first 3% of family's medical expenses from a personal tax return. For an individual earning \$20,000 the first \$600 are not deductible.

Retirement plans, and pension and profit-sharing arrangements can be set up for you with far greater benefits than those available to self-employed individuals.

A word of caution. Incorporating may not be for you right now. However, my book will help you decide whether or not a corporation is for you now or in the future. I review all the advantages and disadvantages in depth. This choice is yours after learning all the options. If you do decide to incorporate, it can be done by mail quickly and within 48 hours. You never have to leave the privacy of your home.

I'll also reveal to you some startling facts. Why lawyers often charge substantial fees for incorporating when often they prefer not to, and why two-thirds of the New York and American Stock Exchange companies incorporate in Delaware.

You may wonder how others have successfully used the book. Not only a small unincorporated business, but enjoyable hobbies, part time businesses, and even existing jobs have been set up as full fledged corporations. You don't have to have a big business going to benefit. In fact, not many people realize some very important facts. There are 30,000 new businesses formed in the U.S. each and every month. 98% of them are small businesses; often just one individual working from home.

To gain all the advantages of incorporating, it doesn't matter where you live, your age, race, or sex. All that counts is your ideas. If you are looking for some new ideas, I believe my book will stimulate you in that area. I do know many small businessmen, housewives, hobbyists, engineers, and lawyers who have acted on the suggestions in my book. A woman who was my former secretary is incorporated. She is now grossing over \$30,000 working from her home by providing a secretarial service to me and other local businesses. She works her own hours and has all the corporate advantages.

I briefly mentioned that you can start with no capital whatsoever. I know it can be done, since I have formed 18 companies of my own, and I began each

one of them with nothing. Beginning at age 22, I incorporated my first company which was a candy manufacturing concern. Without credit or experience, I raised \$96,000. From that starting point grew a chain of 30 stores. I'm proud of the fact that at age 29 I was selected by a group of businessmen as one of the outstanding businessmen in the nation. As a result of this award, I received an invitation to personally meet with the President of the United States.

I wrote my book, *How To Form Your Own Corporation Without A Lawyer For Under \$50*, because I felt that many more people than otherwise would could become the President of their own corporations. As it has turned out, a very high proportion of all the corporations formed in America each month, at the present time are using my book to incorporate.

Just picture yourself in the position of President of your own corporation. My book gives you all the information you need to make your decision. Let me help you make your business dreams come true.

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Evelyn-Jane Davis will never forget what happened that Saturday morning in Toronto . . . and neither will anyone else.

Dreams Really Can Come True

It's a long way from Toronto, Ontario, Canada, to Bloomington, Minnesota. But for Evelyn-Jane Davis, a lawyer and tax specialist with the Internal Revenue Service in Washington, D.C. — and the first woman to ever win the International Speech Contest — the trip was well worth the wait.

As the winner of the 1977 "World Championship of Public Speaking," Evelyn-Jane, a member of the Phenix Club 1152-36 who lost her sight as a teenager, was recently asked to join the likes of Earl Nightingale, Paul Harvey, Cavett Robert and Art Linkletter on the speaking platform for an upcoming Positive Thinking Rally in Bloomington, Minnesota. The Rally, which will be held June 29 at the Met Center Sports Arena, is expected to draw more than 12,000 people and will also feature such outstanding speakers as Don Hutson, Ira Hayes, Zig Ziglar and Bob Conklin.

Those who couldn't be with us in Toronto to hear Evelyn-Jane's prize-winning speech (reprinted on page 8) may want to make plans to attend the Bloomington Rally and see an excellent example of a Toastmaster who overcame a tremendous handicap . . . and is on her way to the top!

by Evelyn-Jane Davis
“I have learned this at least by my experiment: that if one advances confidently in the direction of his dreams and endeavors to live the life which he has imagined, he will meet with a success unexpected in common hours.”

Thus did Henry David Thoreau explain the role of dreams.

I too admit to being an inveterate dreamer. That is, like Thoreau, I believe that by visualizing the achievement of attainable goals, dreams really can come true.

A case in point: On the morning of

August 23, 1975, like many other Toastmasters, I was seated in the audience of the Grand Ballroom of the Shoreham Americana Hotel in Washington, D.C. — a witness to the International Speech Contest of 1975. I was impressed by the speeches I heard that morning and began to dream. In my mind's eye, I could see myself standing on the platform delivering my International Contest speech. Oh, how I wanted to make that dream a reality! Strange as it may seem, on the morning of August 20, 1977, when that dream came true and I stood on the platform in the Grand Ballroom of the Sheraton Centre Hotel in Toronto, Ontario, Canada, I was not nearly as nervous as you may have expected me to have been. Why not? Because I had been there before many times . . . in my dreams.

Problems and Solutions

While I confess to being a dreamer, I also admit to having a practical side. I had recognized that without a plan of action, my dream of competing in the International Speech Contest had little chance of realization. In addition to dreaming, I made some preparations — preparations that became more formalized as I rose up the ladder from one contest level to the next. These preparations, however, never went beyond the next contest. I always began them the day after each contest victory. And I tried to anticipate every problem and have a solution ready.

One of the keystones of this preparation was a cadre of critics I selected. As Toastmasters, we know that evaluation is an important tool for any speaker. So we certainly should not overlook it when we are preparing for a speech contest.

I carefully selected a group of people (most of them Toastmasters) to evaluate my contest speech — each chosen for their individual areas of expertise. For example, some I knew were espe-

cially observant of gestures. Others would be especially critical of organization and logic, have differing points of view, and so on. While these people differed in their areas of expertise, their points of view, I felt reasonably certain they would be supportive and give me the kind of constructive criticism I needed. And it worked.

For instance, I considered the possibility of holding up a hatchet, a box of matches and a box of tacks when these items were mentioned at the beginning of my speech. I even went out and bought all three items. While some of my critics thought they gave my speech a dramatic effect, others thought they would prove cumbersome, time consuming and noisy. To be sure, I was delighted with the prospects of explaining Customs personnel the need for carrying these implements across the border. I finally decided, however, to leave them at home and pantomime their use instead. But I should report that my purchase of the hatchet was not in vain. I used it to chop down wild grapevines that conquered my garden while I was writing speeches this summer.

You Can't Solve Them All

Another problem I anticipated proved insoluble. We never did come up with a workable means for alerting me of the time while I was speaking. The timekeeper's cards could tell me when I have spoken for five or seven minutes because I cannot hear them. In an attempt to solve this unique problem, someone suggested an audible signal. But I was afraid a signal audible enough to get attention would also distract the audience. Someone else suggested that I tie a fish line to my foot. But the visions of being upended, so I rejected that idea — hook, line and sinker. Instead, I kept careful track of my time in practice sessions and hoped for the best on the platform. You can im-



The Award-Winning Speech—

A Tool for Survival

by Evelyn-Jane W. Davis

A hatchet . . . a rope . . . matches. All of these you will recognize are tools for survival in the wilds of nature. But the one I want to discuss with you this morning is a tool for survival in a world that takes itself far too seriously. And that tool is laughter.

Laughter! Do you consider laughter frivolous and foolish? Is it limited to your response to a stand-up comedian's one-liners? Or have you discovered the importance of laughter in your life?

Medical scientists are beginning to believe that laughter, as the physical manifestation of the emotion joy, may be the best medicine. It is accepted as scientific fact that negative emotions, such as fear, produce negative chemical reactions in the human body. Why, then, is it not also true that positive emotions, such as joy, produce positive chemical reactions in the body?

Supporting this theory, the American intellectual, Norman Cousins, tells how he was suffering from all kinds of physical ailments. And his condition deteriorated in spite of medical treatment. Then it was that he and his doctors made a curious discovery — that hospitals and medicine may not be good for sick people. And so he was removed from both the hospital and the medication and placed on a routine of watching *Candid Camera* film clips. And it worked! Norman Cousins literally laughed his way back to good health.

But laughter can be used as a tool for survival in other ways. You will

recall that in less modern times, rulers had not only their sages, but their court jesters as well. The role of the court jester was to bring things into balance — to place the pieces of life in their proper perspective. And yet you and I, sophisticated modern folk, often deprive ourselves of this perspective by denying our need to laugh — to laugh at ourselves, to laugh at our situation and to laugh in spite of our situation.

It is said that a true test of maturity is the ability to laugh at oneself. I have in my library a volume of the wit and humor of Abraham Lincoln. By actual count, over half of the anecdotes related in that book are instances of Lincoln laughing at his own awkwardness or at what he supposed to be his own physical unattractiveness. Lincoln is known as a person of wit. He is also known as a person who dealt with extreme emotional and mental stress.

Stephen Leacock, a Canadian humorist, grew up in a small town and later became a professor of political economics. He directed his humor at small town living, politics, economics and education. Thus, it may be said that Leacock was able to laugh at those things by which he himself was characterized. Perhaps you also know that Stephen Leacock faced more than his share of life's tragedies.

Now do you suppose that Lincoln's and Leacock's ability to laugh at themselves had something to do with their ability to cope with life?

I'm sure you've all noticed that

life has its way of placing us in difficult situations. I've learned that if I can introduce laughter into a difficult situation, I can relieve the tension for all concerned.

Not long ago, a man came into our office to discuss some tax matters. His only previous contact with me had been over the telephone. Therefore, all he knew about me was that I was a woman and a tax law specialist with the Internal Revenue Service. When we were introduced, he was shocked to discover that I was blind and had at my side a Seeing Eye dog. Sensing his discomfort, I quickly said, "I guess you'd always suspected that the government was going to the dogs!" We laughed, and that laughter overcame both my blindness and his embarrassment. We were freed from an uncomfortable situation.

When we are able to laugh at our situation, we can stand above it and have a god's-eye view.

Now I realize that it's not always possible to laugh at our situation. Recently, I received a long distance phone call from a college friend. She began the conversation by telling me that her husband was dying and she prayed the end would come quickly since he was suffering so. Then abruptly she said, "But I don't want to talk about that. I called to tell you some jokes." She told me her jokes, and we laughed. Then, in true Toastmasters fashion, I had to tell her my jokes, and we laughed. Then she said, "Thanks for laughing with me. No one here will let me laugh." My friend was not laughing at death. She was laughing in spite of it.

Ladies and gentlemen, life has taught me an ironic lesson — that you and I may have major problems that won't go away, but we can relieve ourselves of their burden by using laughter.

Shakespeare went so far as to tell us that there is nothing serious in mortality. But I would like to qualify Shakespeare to say if there is anything serious in mortality, it is our need to laugh. Yes, we need to laugh at ourselves, laugh at our situation and laugh in spite of our situation. For, my friends, laughter is our tool for survival. ■

now relieved I was to learn that I had not exceeded the time limit!

I mention these particular problems not because you will always (or ever, or that matter) face similar ones in your contest speaking experiences, but because I think a cadre of critics is so essential to the creation of a successful speech. While mine certainly did not write or deliver my speeches for me, I must say that I appreciated, considered and sometimes even accepted suggestions made by its members.

As should be true for all Toastmasters, I always reserve the right to evaluate my evaluators. I have seen too many success-minded Toastmasters blindly accept the suggestions of their evaluators who, while they may be equally anxious for the speaker to succeed, overestimate their evaluation responsibility. The result, too often I fear, is a performance that the speaker does not feel comfortable giving.

Your speech and delivery *must suit* you. The best way I know of achieving this end is to write a speech and work out a delivery that pleases you, get the reaction of a select group of critics, evaluate the evaluations and then determine what is best for you by measuring those suggestions against your dream. And above all, never lose sight of your dream.

A Believer in Contests

As I said in the beginning, I am a dreamer. But I am also a great believer in speech contests, one of the most valuable educational programs in Toastmasters. Speech contests give you the opportunity to hone down, sharpen up and refine your thoughts and ideas, as well as your communication of them. What's more, you learn to do all of this under great pressure.

I know that I am a far better speaker today than I was when I began competing in speech contests. And I shall always be grateful for the training I received.

Now that speech contest time is here, I urge each eligible Toastmaster to take advantage of the opportunity. Don't let previous losses stop you from trying again. I didn't. The truth is that no matter who goes home with the prize, every person who competes in a Toastmasters speech contest is a winner.

We may not always go home with the trophy, but we are always better speakers for the experience. ■

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The course of action for you executives, managers and supervisors concerned with getting the most out of your available time is clear: Learn to manage interruptions . . . or they will manage you.

Interruptions: How to Manage Them Before They Manage You

by Robert Montgomery

Interruptions annoy everyone. Executives, managers and supervisors must contend with more than most, however, because of the nature of their jobs. If you are a leader, you must decide: manage interruptions or they will manage you.

An executive who doesn't realize

there is a choice is probably allowing each day to be filled with 30-minute hours, unfinished projects and continued dissatisfaction. Like most executives, this one doesn't know that you can both limit and eliminate interruptions, those too frequent pauses that don't refresh.

How? It's really very simple. The first step toward managing your inter-

ruptions is recognizing them. They include more than the obvious telephone calls, unplanned visitors and requests for assistance or advice by subordinates, all of which are externally induced.

Introspection is required to recognize other culprits, the interruptions an executive, manager or supervisor creates for himself. These internally



duced interruptions include day-dreaming, procrastination, jumping from one uncompleted task to another and working on trivial projects.

Enduring a lot of external interruptions eventually leads to frustration. The more frustrated you become, the more self-induced interruptions you create. And the more interruptions you have, the harder it is to get started again.

Starting and Stopping

Whether external or internal, each interruption requires you to make at least two "starts" and two "stops" for a single project, and, as with driving, it's tough to get good mileage out of a pattern like that. Just six ten-minute interruptions a day steals an hour of your time. Interruptions waste both time and effort while in process and afterward because:

1. The original thought pattern is disrupted
2. Attention is diverted to the cause of the interruption
3. Following the interruption, it may be difficult to return attention to the original thought.

Now that you know the enemy, study your own time to find out how often you are interrupted. But don't rely on memory. Keep a written

ties, but only on those items you cannot delegate. Your list will probably include tasks that are urgent but not important, and vice versa. A good way to establish priorities is to rank those jobs that are both urgent and important at the top.

Your list of priorities should be revised every day. Some of the most important will have been completed. Others will be left over from the previous day. And, of course, new items will need to be added.

The most effective use of your time results when your highest priority task on the list is completed without interruption. Although this isn't always possible, certain methods can be used to minimize the number and impact of interruptions.

Externally-induced interruptions probably are your most prevalent adversary. Their number will depend on the nature of your work and your amount of friends, associates and subordinates. Complex work with exacting standards usually requires more time in coordination and consultation.

Controlling Your Telephone

Your telephone probably presents the most serious problem in the external category. Yet, it also is the easiest to control — with the assis-

these messages, and return the calls at a special time allotted for that purpose. Encourage those you work with to call you at regularly specified times.

The open door policy is an invitation to interruption. Try to see your subordinates at a certain time each day. It might even be feasible to see all of them during one meeting. If so, make a list of items to be discussed before the meeting. Try to anticipate potential problems and establish plans for those eventualities.

Sometimes it's possible to allow subordinates to be more participative in work-related decisions. Encourage them to bring you solutions, not problems. That policy increases their job satisfaction, and lessens the necessity of interrupting you for advice.

If you find you constantly are interrupted by employees, you may have cause to wonder whether you delegate properly. These kinds of interruptions usually can be minimized by clearly delegating tasks and making sure their completion requirements are spelled out at the start.

The casual visitor, such as the man from the office next door or an old acquaintance, habitually drops in at the least convenient time. Several techniques can be used to control



record of how many times and by what whom you were interrupted each workday until you feel a typical time period has been covered. Ask your secretary, or assistant, for help. Write down every time you stopped to get coffee or paused to talk sports with a fellow employee. An accurate record is the only way to start eliminating unnecessary interruptions.

Establish Your Priorities

The next step is to establish priori-

tance of a good secretary or assistant who acts as a filter for incoming calls. Often, if the caller is approached tactfully many of the routine questions can be answered. Furthermore, this screening also allows your secretary or assistant the opportunity to differentiate between urgent and routine calls, and handle them accordingly.

Answering routine calls as they come in should be avoided. Ask your secretary or assistant to accumulate

"drop-ins," however, including meeting them in the outer office so they will remain standing and faking an emergency to prompt their leaving. Your secretary might even remind you of other appointments, real or otherwise. But often, the most effective and satisfying means is an honest "Excuse me, but I can't break away now."

Finding Your Prime Time

Through your record-keeping, you may have found that certain periods of

your workday are more interruption free than others. For example, the first two hours of the day may be relatively quiet, while the last two generally are the most hectic. If such a pattern is evident, use the early period for high priority items. Inform your subordinates, superiors and co-workers of your desire to remain uninterrupted during that part of the day, and actively solicit their cooperation.

Some people also have "prime time," a period during the day when they work most effectively. Try to find out if you do your best work early or late. Some managers and supervisors arrive at work an hour early so they can think through difficult problems without being interrupted. Others stay an hour late. Ideally, you might be able to coordinate your prime time and quiet hours without working overtime.

Most internal interruptions are caused by procrastination, which often occurs when you are faced with an unpleasant chore or a difficult situation. Occasionally, the job is made more unpleasant when you are not convinced of the need for doing it. It usually is wise to put off unpleasant tasks until the mind and body are refreshed. Then, approach them with vigor and determination, and finish what you must.

Try rearranging your workspace and your reference materials so you won't have to move from your chair to get information you need for problem solving. Before sitting down, make sure you have all materials necessary to complete the job at hand. Avoid the urge to get coffee or place a phone call when you get to a rough spot in a difficult job. Learn to be self-disciplined.

Interweave Your Duties

Some managers and supervisors find it wise to interweave difficult and easy chores. This allows the mind a chance to snap back during the easier tasks, making you more alert during more burdensome endeavors. This tactic is usually most effective when both your hard and easy jobs are high on the priority list.

One of the best ways to avoid stress-induced interruptions is to concentrate heavily on your tasks and develop the desire to complete important items ahead of time. Establish personal deadlines and publicly commit yourself to completion on or ahead of schedule. Through this commitment, you probably will find it much easier to control and limit interruptions.

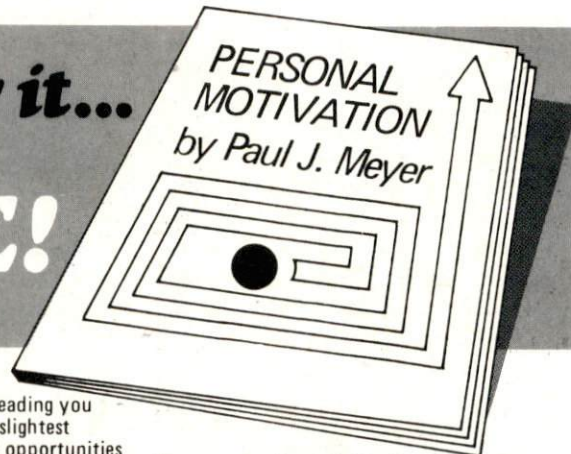
The key to maximizing your time is learning to manage interruptions by eliminating (as much as possible) unnecessary interruptions and minimizing the effects of those that cannot be avoided. You might even want to schedule a daily interruptions hour.

Managing interruptions does not mean working harder or longer. It simply means working smarter. ■

Robert Montgomery is a former newspaper feature writer and columnist. In addition to working as a freelance magazine writer and journalism consultant, he also currently serves as communications director for Tom Life & Lee, a time management organization headed by Dr. John Lee.

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Vancouver '78

August 16-19

Hyatt Regency Vancouver
Vancouver, British Columbia, Canada

The Hyatt Regency
Vancouver



Last year, over 1000 Toastmasters from all over the world made their way to Toronto for what was to become one of the biggest — and best — International conventions in Toastmasters' history.

Biggest and best, that is, until this year.

From all indications, this year's meeting in Vancouver, British Columbia, Canada, August 16-19, will bring together more members of the Toastmasters family for the four days of fun, fellowship and education than ever before. And why not! It's one of the greatest educational experiences Toastmasters has to offer.

As usual, the convention agenda is packed with outstanding educational meetings and seminars, informative and inspirational addresses by some of the world's leading authorities in the field of communication and leadership, business sessions, entertainment and, of course, the "World Championship of Public Speaking." As always, there will be special events scheduled for the spouses and youngsters, and everyone will get a chance to sample many of Vancouver's outstanding attractions.

There is nothing quite like a Toastmasters convention, and there is something for everyone in Vancouver this year.

So make your plans now to attend Toastmasters' 47th Annual Convention. Read over the exciting program we've put together for you, fill out the registration form that appears on page 18 and mail it today.

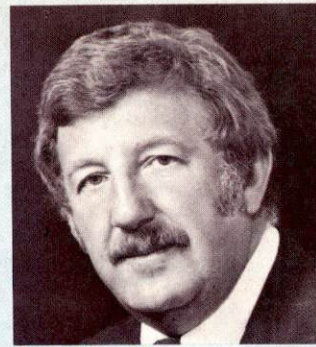
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Durwood E. English, DTM



Terry McCann



Gilbert Hamblet



Dr. Robert H. Schuller



Howard E. Chambers, DTM



Sel Palmer, DTM



Stephanie Noonan



Ed Bliss

TUESDAY, AUGUST 15

1:00 p.m. to 4:00 p.m. and 7:30 p.m. to 8:30 p.m. — Registration. Register for the week-long activities and pick up your tickets for the outstanding meal events. (Pre-registrants need only pick up their tickets and convention packets at the Registration Desk.) All tickets must be purchased 24 hours in advance of meal functions. The Host District Hospitality/Information Center, the Toastmasters Education Center and Youth Activities Center will also open at 1:00 p.m. Tuesday.

8:00 p.m. — The Proxy Prowl. Early arrivals are invited to this cash bar reception/mixer. Meet the International Officer and Director candidates, renew acquaintances and make new friends.

WEDNESDAY, AUGUST 16

9:00 a.m. — Convention Opening Ceremonies. The traditional opening ceremonies will include a variety of pomp and circumstance — a pageant of music and color, the Toastmasters Parade of Flags, greetings from Host District 21, the City of Vancouver and the Province of

British Columbia. The Canadian Navy Reserve Band and cadets from the H.M.C.S. Discovery will also add a bit of color to the ceremonies. Annual reports will be given by International President Durwood E. English, DTM, and Executive Director Terrence J. McCann.

• **Keynote Address — Gilbert Hamblet.** Highlighting the morning's activities will be a keynote address by this internationally-known speaker and humorist. The author of several articles on motivation and a Regional Vice-President with TAW Credit Data, he'll inform, arouse and amuse you with his superb handling of such diverse subjects as credit, privacy and how to handle yourself as an executive.

12:00 noon — Golden Gavel Luncheon. Dr. Robert Schuller, the world famous theologian, author, lecturer, newspaper columnist and television personality, will address the luncheon audience after being presented Toastmasters International's highest award — the Golden Gavel. Known throughout the world for his "Hour of Power" telecasts, Dr. Schuller has spread his message of success, which he calls "Possibility Thinking," to millions as part of the Success Unlimited and Positive Thinking Rallies. It's been said that "when Robert

Schuller speaks, America starts thinking." This time, Americans won't be the only ones. (Governors of President's Distinguished Districts and Distinguished Districts for 1977-78 will also be honored.)

2:30 p.m. — Speech Clinic. Cavett Robert, a former recipient of Toastmasters' Golden Gavel and the internationally-known speaker in the field of human development, conducts this exciting, fast-moving clinic on speech presentation. A favorite with Toastmasters everywhere, Cavett's unique style has helped him become one of America's top speakers.

Reception for Spouses. The International President's wife, Mrs. Mary English, will act as hostess at this informal reception where guests can learn about the many exciting and historical attractions of beautiful Vancouver.

4:00 p.m. — Caucuses. All International Officer and Director candidates will be given the opportunity to appear before the various caucus groups.

Wednesday Evening. The only free evening for delegates to visit the many attractions of the modern city of Vancouver. The Host District Hospitality/Information Center will be glad to provide you with the necessary information on restaurants, shows and attractions.

THURSDAY, AUGUST 17

9:00 a.m. — Annual Business Meeting. Highlighted by the elections of the 1978-79 International Officers and Directors and voting on the proposed bylaw amendments, this session will continue throughout the morning and close with the formal presentation of Toastmasters International's leaders for 1978-79.

2:00 p.m. — Toastmasters Hall of Fame Pageant. The "Academy Awards" of Toastmasters. You want to be a part of this colorful ceremony, where outstanding individual, club and district achievements for the year will be recognized.

6:30 p.m. — Mariners Reception. This informal (with costumes!) cash bar reception sets the stage for the evening's big event, the "Maritime Masquerade."

7:15 p.m. — "Maritime Masquerade." A great evening of Toastmasters fun, featuring a buffet dinner, music for dancing and musical stage show you won't want to miss. Wear your swimsuits, life jackets, sailor suits — or anything within the nautical theme — and join in the fun!



Cavett Robert



Bernie Searle, ATM



George C. Scott, DTM



Bennie Powell, ATM



Nick Carter



Patricia Fripp



Christopher J. Hegarty



George Jessel

party is sponsored by Host District 21 (John Noonan, DTM, Governor; and Past International Director Bernie Searle, ATM, Host District Chairman), so you know it's got to be good!

FRIDAY, AUGUST 18

9:00 a.m. — General Education Session. This year's international collection of speakers, panelists and leadership experts, without a doubt, is the finest ever presented at a Toastmasters International Convention. Throughout the day, you'll gain valuable information on the newest communication, leadership and personal development techniques — information that can make a big difference in your future. Highlights of the day include:

• **The Toastmasters Standard of Excellence** — Chaired by Past International President George C. Scott, DTM, this symposium features four outstanding Toastmasters:

Bennie Powell, ATM — This 1974 International Speech Contest winner will discuss the "how to" of the Toastmasters speech contest.

Howard E. Chambers, DTM — A

Past International Director, will look at community involvement and public relations, and offer some solutions.

Stephanie Noonan, the third-place finisher in the 1976 International Speech Contest, will speak on the "Educational Program for Toastmasters."

Sel Palmer, DTM, the 1973-74 District 72 (New Zealand) governor, will cover membership and club extension.

• **Christopher J. Hegarty** — One of America's best-known communicators, Mr. Hegarty has appeared before hundreds of audiences with entertaining and inspiring presentations on speechmaking. A frequent guest on television and radio talk shows, he leads off this international array of talented speakers for the day.

• **Ed Bliss** — A former Toastmaster, Mr. Bliss is a well-known expert in the field of time management and has been a consultant to many corporations and associations. His topic will be, "Getting Things Done: The ABC's of Time Management," which also happens to be the title of his latest book.

• **Nick Carter** — Nick returns to the TI Convention platform to talk about "Getting Serious About Personal Growth in Toastmasters." Mr. Carter, an associate of the Nightingale-Conant

Corporation, has been a key figure in developing the Toastmasters "Communicate What You Think" tape program.

• **Patricia Fripp** — A San Francisco newspaper said "she may well be the most powerful woman in San Francisco." Ms. Fripp, a native of England, is a pioneer in the hair styling business and, more recently, is better known as an outstanding speaker and "evangelist" for communication development and motivation.

• **R. Bernard Searle, ATM** — Bernie is a Past International Director and is serving as Host District Chairman for this convention. He parlayed his Toastmasters experience into a private communication/management firm through which he appears before audiences in Canada and the United States.

• **George Jessel** — The "Toastmaster General" makes his first appearance before a Toastmasters audience to close the day-long educational session. A worldwide favorite for more than six decades, Mr. Jessel has dined with presidents, kings, prime ministers and heads of state. At age 80, he still travels endlessly on behalf of charity and the Armed Forces. He also lectures, writes, sings, acts and makes television appearances. Every

Toastmaster knows of George Jessel . . . and now has the opportunity to meet him.

6:30 p.m. — Royal Reception. Meet your friends for the convention's grand finale evening. This no-host cocktail party precedes the President's Dinner Dance.

7:30 p.m. — President's Dinner Dance. A colorful evening of ceremony, music and dancing, highlighted by the installation of new officers and directors. Bobby Hales and His Orchestra will provide the dance music. Semi-formal (optional). NOTE: As with other major meal events, you will need to exchange your tickets in advance for reserved table seating.

SATURDAY, AUGUST 19

8:15 a.m. — International Speech Contest Breakfast. The "World Championship of Public Speaking." Following the informal breakfast, nine of the finest speakers in the world — representing their clubs, areas, divisions, districts and regions — compete for the coveted title. Who will win? And why? You'll want to be there to judge for yourself.

11:45 a.m. — Closing Ceremonies.



Toastmasters' 47th Annual Convention

August 16-19, 1978 Hyatt Regency Vancouver Vancouver, B.C., Canada

TO WHOM

Mail to: Toastmasters International, 2200 N. Grand Avenue, P.O. Box 10400, Santa Ana, California 92711. (This form is not to be used by International Officers, Directors, Past International Presidents or District Governors elected for 1978-79.)

Registration will be required at all general sessions on Wednesday, Thursday and Friday. Pre-register and order meal-event tickets now! ATTENDANCE 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 15.

- _____ Member Registrations @ \$10.00 \$ _____
- _____ Joint Registration: Husband/Wife (Both Toastmasters) @ \$15.00 \$ _____
- _____ Spouse/Guest Registrations @ \$3.00 \$ _____
- _____ Youth Registrations (9 years and older) @ \$1.00 \$ _____
- _____ Tickets Golden Gavel Luncheon @ \$9.75 ea. (Wednesday, noon, August 16) \$ _____
- _____ Tickets "Maritime Masquerade" Fun Night @ \$15.50 ea. (Thursday: Dinner, Dancing and Program) \$ _____
- _____ Tickets President's Dinner Dance @ \$16.50 ea. (Friday: Dinner, Dancing and Program) \$ _____
- _____ Tickets International Speech Contest Breakfast @ \$5.75 ea. (Saturday) \$ _____

Check enclosed for \$ _____ payable to Toastmasters International. Cancellations reimbursement requests not accepted after July 31.

(PLEASE PRINT) _____ Club No. _____ District No. _____
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 ADDRESS _____
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 AGES _____
 If you are an incoming district officer (other than district governor) please indicate office: _____

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Mail to: Hyatt Regency Vancouver, 655 Burrard Street, Vancouver, B.C., Canada V6C 2R7; (604) 687-6543. Reservation requests must reach the hotel prior to July 15, 1978.

Please reserve _____ single room(s) at \$34.00
 Please reserve _____ twin/double room(s) at \$42.00

Suites are available starting at \$68.00 per day. Please contact the hotel directly for specific information. 5% Vancouver sales tax will be added to all rates. All rates are European Plan (no meals included). No charge for child 16 and under sharing parent room.

I will arrive approximately _____ a.m. _____ p.m. on August _____, 1978. Arrival by car other
 (check enclosed to cover first night for arrival after 6:00 p.m.)

I will depart on August _____, 1978.

I am sharing room with _____
 Rooms will be held only until 6:00 p.m. unless first night is paid in advance.

NAME _____
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 CITY _____ STATE/PROVINCE _____
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Toastmasters International Convention, August 16-19, Vancouver, B.C., Canada.

by Vivian Buchan

Anyone who works with people uses words. Without them, communication would be difficult at best. But the way we sound when we use them greatly adds to or distracts from their power. Words can have many meanings, but their real meanings are often clarified by the very way we say them.

Words are cold and naked until they're wrapped with feeling and color. And we do that with our voices. Do you know that communication is broken up into three general areas: seven percent language, 38 percent

change. Although most of us get by in daily communication with less-than-attractive voices, today's public speaker knows that when speaking to an audience, any speech faults that may be there are magnified, and any voice flaws amplified.

Cicero, who lived when every citizen had to speak up for himself, knew that life and liberty could depend on how well a person could speak effectively. It was a prized accomplishment. Today, we depend on lawyers to defend us in the courtroom if our life or liberty is at stake, but we still have to speak for ourselves when we're selling

One of the most effective ways is by effectively using pauses. The experienced speaker knows that nothing indicates his control of his material — and himself — more than using pauses to draw attention to groups of words that are separated from others to give them emphasis and priority. Similarly, ideas are ranked in value by contrasting the primary ones with the secondary ones. Although voice control enters into oral punctuation, we're only talking about the effectiveness of pauses at the moment.

The inexperienced speaker is often so terrified of a silence (pause) that he or she fills it with meaningless sounds or irrelevant words. But remember that these sounds that fill what should be silences are distracting and annoying to listen to. No matter how long you pause, it's not going to seem nearly as long to your audience as it does to you. Pauses give your listeners a chance to absorb what you've said and prepare themselves for what's coming next. Pauses are breathing spaces that good speakers provide to promote clear understanding.

Stephen S. Price, a well-known communications and broadcasting consultant, illustrated how improper punctuation can destroy meaning. Consider the following groups of words: "Misplaced. Use of pauses can. Confuse as, much as poor, punctuation." Repeat this out loud and see how vital punctuation is to clarity. If you were speaking these words, you'd say, "Misplaced use of pauses can confuse as much as poor punctuation." Pauses in this sentence would be unnecessary.

But there are persons who run everything together without pauses of any kind, like the policeman who rattles off a citizen's right when he's making an arrest. Let's take a look at this sentence to see how punctuation changes the meaning: "Mrs. Brown said Bobby's teacher needs a course in child psychology." Now, that's clear enough, but if we toss in some commas (pauses), let's see how the meaning is changed: "Mrs. Brown," said Bobby's teacher, "needs a course in child psychology." If you were saying this aloud, you'd do it this way (if you meant the last sentence): "Mrs. Brown (pause) said Bobby's teacher (pause) needs a course in child psychology" (pause).

Now let's go on to voice projection. To be a good public speaker requires

How does your voice affect other people? Don't know? You should! More than a third of your ability to communicate depends on it!

How to Make What You Say Say More

voice inflections and the rest non-verbal?

If more than a third of our communication succeeds or fails because of our voices, doesn't it behoove us to take a hard look at the way our voices affect others? Your voice reveals much of your character, mood, personality, attitude. In fact, your voice tells so much about you that people unconsciously evaluate you by the way you sound . . . on stage and off.

Your Unique Voice

It's as unique as your fingerprints. Maybe even more so. Fingerprints can be altered or destroyed, but voice-prints are difficult to disguise or

ideas . . . or ourselves. And the way we do it can make the difference between success and failure . . . behind the lectern or in front of the boss' desk.

To make what you say say more, let's concentrate on the way we say something that's as important as *what* we say. I call the ingredients of a compelling voice *punctuation, projection, pitch, pace* and *perceptivity*.

Punctuating Your Words

A writer depends on commas, semicolons, periods, exclamation points, question marks and italics to punctuate his sentences. But a speaker can't do this. So how does he handle oral punctuation?

genuine physical energy to control voice volume. And that's developed by increasing breath energy. The ability to project the voice can be increased by deep-breathing exercises, holding your breath for as long as possible and speaking from the diaphragm instead of the throat. Even though you may never need the power to shout at an audience, you should have the ability to do so if necessary.

Adjusting Your Volume

A speaker with a strong and clear voice exhibits an energy that's associated with confidence, leadership, decisiveness. An audience unconsciously assumes that such a speaker possesses these characteristics. And they're right. He or she usually does.

A speaker with a weak and shallow voice who depends on a microphone for voice projection is in trouble. What's he going to do if the sound system fails? Sit down? Knowing that you have more voice volume than you need gives you the same assurance that being able to shift into overdrive on your car gives you in an emergency.

Once when Winston Churchill was speaking before a large crowd, the sound system failed. In answer to the cries of "Louder! Louder!" Churchill grabbed the microphone, tossed it to the floor and boomed, "Now that we have exhausted the resources of science, let us fall back on Mother Nature." And that's where you should be able to fall if you're forced to.

Not only does a strong voice that can project inspire confidence, but it signifies poise and self-control. The speaker with the weak or muffled voice appears insecure and timid. And that's not the way a leader sounds. A

person who's unable or unwilling to speak up appears to be either unsure of himself or so indifferent he doesn't care if people hear him or not.

Developing breath energy provides the power to speak down as well as up. An accomplished speaker has the ability to project his voice even when it's almost a whisper because he's in control of the power he's developed. Sometimes a low voice commands attention where a loud one wouldn't. I know a kindergarten teacher who speaks so softly in the classroom the children have to be extremely quiet to hear her. She said, "I deliberately speak softly to keep the children alert. The louder a teacher talks, the louder the youngsters talk. And soon everyone is shouting to be heard. Naturally, I don't speak like this anywhere else."

And she doesn't. I listened to her speak before a large audience without a microphone and her voice carried to every corner of the auditorium. It was as controlled in that situation as in her classroom. She'd developed the breath energy that gave her the ability to project her voice regardless of the pitch.

Of course, going to either extreme is unwise. The bombastic, oratorical, roaring speakers are out of style regardless of what pulpit-pounding preachers or podium-thumping politicians may think. Such an overly forceful style makes an audience feel the speaker is physically trying to force them to accept his message.

Pitch and Pace

The pitch of your voice is what adds color, vibrancy and variety to your delivery. But it must be varied. A too-high or too-low pitch for any length of

time becomes monotonous and unpleasant to listen to. Speaking in a monotone is about as exciting as reciting a grocery list. And just about as boring to listen to.

A high-pitched voice indicates tension, irritation, immaturity, weakness or hysteria. (Changing the *or* to *and* might be more accurate.) On the other hand, the low-pitched voice suggests assurance, confidence, poise and self-control.

The experienced speaker knows, too, that pace is crucial to the presentation of his ideas. It's far more difficult to assimilate ideas through the ear than through the eye. So to make what he says say what he wants it to say, he paces his delivery. Complex and unfamiliar ideas need to be presented slowly, and with more frequent pauses than simple ones. A report of what you did on your fishing trip can be given in a fast and easy way. But if you're quoting statistics or introducing strange or new ideas, it's going to require a more deliberate pace with a greater variety of voice pitch and more frequent pauses to make your meaning clear.

Actually, what all this boils down to is the degree of sensitivity you develop toward your audience that makes you perceptive to their needs. Your subject may be fascinating, your material important, your command of the language impressive. But if you're not using your voice effectively, you'll be a dull and boring speaker.

Remembering that more than one-third of your ability to communicate effectively depends on how your voice affects others ought to make it important enough for you to work on voice improvement. Keeping "the five Ps" in mind — *punctuation, projection, pitch, pace and perceptivity* — will not only make what you say say more on the speaker's platform, but also make what you say anywhere else say more, too. ■

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Vivian Buchan received her bachelor's degree in English from Coe College in Cedar Rapids, Iowa, and her master's from the University of Illinois. A frequent contributor to The Toastmaster, Ms. Buchan is a former member of the faculty of the University of Iowa, where she taught expository writing, public speaking and literature.

How to...

There's a new way to free yourself from your notes . . . and save on paper!

Throw Away That Pen

by Tony Jessup, ATM

How often have we heard an evaluator say, "A good speech, but you needed a lot more preparation"? This is often said to a fairly inexperienced Toastmaster who has been sweating over that speech for weeks, writing and rewriting it innumerable times. In most cases, though, it's not that he needed more preparation; he simply needed better preparation.

As all Toastmasters find out sooner or later, preparation is the key to successful speeches. The trick is in finding a method of preparation that suits you. If you are having trouble with speech preparation, try it my way and throw away your pen. I started preparing my speeches in my head because I was becoming a slave to my notes. So if your evaluator continually criticizes your use of notes, perhaps my method of preparation could be the answer to your problems.

The "penless" method of preparation follows the same course as any other method, which consists of four basic steps:

- 1. Decide on a subject
- 2. Collect the material you need
- 3. Organize the speech
- 4. Practice and polish your presentation.

Let's take it from the top and I'll show you how to prepare a speech without a pen.

Ideas come at odd times, but never when you sit down to think of a speech subject. They may come when you're walking to the office, mowing the lawn or at any other moment when your

mind is wandering in an apparently aimless manner. But don't stop there. Go right ahead and start your speech. Writing down subjects for later reference may work for some, but I am left with a list of titles and a "What did I mean by that?" feeling. So start your speech right away and keep going to the bitter end.

This will, of course, be one of the worst rambling, disjointed speeches ever. While it will last far too long, by the time you have finished you will have the basis of a good speech. You will have identified your purpose, decided what points you want to make to support your argument and identified what facts you will need to check up on. A pretty good start for an investment of about 20 minutes.

After a little research you now have all the basic material for your speech. There is little I can add to the excellent advice on speech organization in the Communication and Leadership manual except to suggest that you do it in your head instead of writing it down.

At this point I must admit to a little backsliding. If the speech doesn't seem to be clicking I write down some headings on a piece of paper (title, purpose, main points, summary), but headings only mind you! Often my trouble is then obvious. One of my supporting points may really be the main subject, while my purpose turns out to be a supporting point.

For example, at one meeting I planned to speak on "The Poor Standard of Education Today" as a basic subject, with the following points in support:

- Many dropouts cannot spell or perform simple arithmetic
- The emphasis in school today is on individual development
- Dropouts seem determined to change society, but have no clear idea how society works at present.

The speech, however, did not progress as it should have until I realized that it was the second of my three points that should have been the main theme of my speech. The final presentation then became "The Development of the Individual at School."

The conclusion, a plea for compromise between teaching of basic skills and individual development, became much more satisfying than the original that just complained about the standard of education in general, and also more constructive.

So now is the time to practice your speech, concoct those delightful word pictures and touches of humor and, of course, develop that attention-getting start and snappy finish. Run over the speech in your mind whenever you have ten minutes to spare. Practice at home in front of a mirror to perfect those gestures. Practice! Practice! Practice! There is no shortcut to success.

When the Toastmaster calls on you, you will be ready. No notes to fumble with, to distract you and your audience, it's all in your mind ready to gush forth as you turn on the tap. If you are confident that your opening and closing phrases are word perfect, you need have no fear of stumbling. And if you do, you will be able to recover without having to find your place in your notes.

So if you are having trouble preparing your speeches, try it my way, and throw away your pen! ■

Tony Jessup, ATM, is a member of the Whitehorse Club 1060-73 in Blackburn, Victoria, Australia. A planning engineer with the Australian Telecommunications Commission, Mr. Jessup also serves as District 73's educational lieutenant governor.

To become a successful speaker, you've got to do more than simply stand before an audience and give a speech. You've got to turn them on.

Enthusiasm: The Essence of a Winning Speech

by Stanley Gross

"What went wrong with my speech?" you ask.

You just gave a speech to your club and, as usual, your evaluator got right down to business.

"Your voice lacked modulation," he or she says, "and your whole presentation was lifeless."

Still, you ask yourself what happened. You practiced the speech. You didn't feel unusually nervous before or during delivery. And the subject was one you are sure was of interest to the members of the club. But the evaluator was right. The delivery fell flat. Why?

Maybe it lacked enthusiasm!

What Turns You On?

As a listener you know when a speaker "turns you on." His voice is animated and body language vivid. His

eyes are bright and his face tells you instantly whether he is happy, sad, angry or afraid. If it's a serious speech, he's believable. You can tell he means what he says.

In other words, enthusiasm is an emotion, an attitude — a bright, vigorous way of looking at things. In competition, such as sports, it's the attitude of the winner. How often have you seen interviews in the papers where a player on a team that just lost a game says, "I guess they just wanted to win more than we did"?

To be an interesting speaker, you must be interested in your topic. To be a winning speaker — an exciting speaker — *you must be excited* about your subject!

Not very long ago a tennis shop was opened in our neighborhood shopping area. The proprietor didn't call it "John's Tennis Shop." He named it "The Perfect Smash." Now that's the

attitude of a winner. In baseball the name could be translated into "The Grand Slam Home Run." In football it's the attitude of the defensive tackle intercepting a pass and taking it in for a touchdown.

The Winning Attitude

But how do you add this bit of enthusiasm to an otherwise dull and lackluster speech? I've recently developed this three-step process to put enthusiasm into my speeches, and it works! You may want to use it yourself.

1. *Select a subject that excites you, one in which you are personally involved.*

To get you in the right mood, the first step in creating a winning speech is to select a topic that interests and excites you. It has been said that we usually spend most of our time on things that interest us most. For those of us between undergrad and retired

status, that would mean our daily jobs. But we also have interests to occupy our non-business hours: hobbies, civic activities, travel. So let's take some of these familiar areas and ask some questions.

What do you do for a living? Are you an auto mechanic? If you are interested in your job, doesn't it excite you when you have turned a customer's noisy, sluggish Klunker Deluxe into a singing magic carpet?

Maybe you work in an office downtown. Of the many decisions you make daily, some are really important and interesting.

Is bird-watching your hobby? Are you enthralled by the brilliant plumage of the yellow-bellied sapsucker? (For non-ornithologists, there really is such a species!)

Are you concerned about your neighborhood? Were you incensed when the planning commission decided to convert your quiet cul-de-sac into a thoroughfare?

Are you *involved*? What turns you on? If you expect your speech to be enthusiastically received, you must be enthusiastic when you deliver it. And to be enthusiastic about it you must be personally involved with the subject.

Become Involved

If, for example, you were the auto mechanic, you need not describe how you turned a screw and loosened a nut to take the air filter out for cleaning. But that procedure can become an interesting part of your story if you demonstrated your revulsion at the grime you found in the unit.

Similarly, if you, as the office worker, could get the audience as involved in the office decision as you were, the foundation will have been laid for an exciting speech. It can be instructive, too, if you can also show how the matter was resolved.

In your discussion of bird-watching, the audience may be bored to death by statistics of the number of species of wrens in the suburbs of Fresno. But you may have your listeners gasping as you share with them your vicarious delight in the glory of the soaring flight of the eagle or the blazing speed of the falcon's dive.

What did you do when you heard the city was going to make you live on a busy street? Tell the audience how you gathered signatures on a petition, describe some of the signers' reactions, repeat for your audience your plea for action at the neighborhood

homeowners' organization meeting. Did you attend the next planning commission meeting? Did you let the commissioners know how dangerous the street would become for your children? Did you become involved?

2. Use colorful and active words.

Implicit in this discussion has been the admonition to use colorful adjectives and action words. So be graphic. Emphasize action. Develop your vocabulary by trying out words that are new to you. Do not repeat the same or similar descriptions, except for emphasis. Avoid the use of "blah" words such as *good, nice, big, small*. Where possible, use words with precise meanings. Instead of saying, "He is a good man," say, "He is an *honest* or *considerate* man." Instead of *big*, use *long* or *tall*; or *tiny* or *diminutive* instead of *small*.

Use your dictionary and thesaurus every time you prepare a speech. In my thesaurus, for instance, I found 36 entries for different meanings of the word *fast*. The book is a gold mine of synonyms.

3. When delivering the speech, relive the experiences you relate.

A few years ago as I was boarding a bus, I was struck in the eye by the corner of a lady's vinyl purse, scratching the retina of my eyeball. Painful? Excruciating! And it continued so until temporarily relieved by the magic of some anesthetic drops from a local eye doctor.

Relive Your Agony

It just so happened that my next Toastmasters speech assignment emphasized vocal variety. My description of that painful experience, the answer-to-my-prayers relief from the drops, won the "Best Speaker" trophy that day "hands down." But my hands were *not* down as I spoke that night: I truly relived the agony of that ordeal!

Obviously, not every experience we describe in speeches will be as vivid as my visit to the world of the blind. But with enthusiasm and judicious infusion of action words, you can make your experiences — and your speeches — come alive for your listeners.

And for yourself! ■

Stanley Gross is a member of the San Mateo Club 191-4 in San Mateo, California. A certified public accountant, he served as the club's administrative vice-president and bulletin editor in 1976.

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Ever wanted to test your speech skills on radio or TV? Well, with the ever-increasing number of editorial rebuttals being aired by local radio and television stations, you may just get your chance.

You CAN Fight City Hall

by David Nowinson

The art of speech, like any talent, must be exercised. What you don't use, you lose. One opportunity the eloquent may neglect is the "rebuttal road" on television and radio. It's your chance to reply to editorials presented by representatives of your local stations.

The aerial rostrum gives you by far the largest audience. You're heard by people of your community and beyond. You may even become known as an influence for social improvement or, at the least, as someone concerned about local problems, willing to become involved.

More than half of the nation's radio and television stations present editorials. Since these generally discuss local issues, sometimes those of your state, and national matters if they have local application, the broadcasters invite viewers and listeners to reply to their editorials. They are anxious to hear divergent opinions, sometimes notifying organizations involved with the subject that an editorial on it will be broadcast and that a rebuttal would be welcome.

The reason for this situation is the attitude of the Federal Communications Commission, the watchdog of the industry. In 1949 it reversed a previous ban on editorials with its Fairness Doctrine which said, in part, that it was the duty of broadcasters to discuss controversial issues and "to seek out, aid and encourage" the broadcasting of opposing views.

You Have the Right!

So you have the right to reply. But how can you use it? As a private citizen or as spokesman for an organization.

Stations vary in how often they air editorials and rebuttals from "as needed" to daily, sometimes several

repeats a day. Dial your television or radio stations and listen to their editorials. These may be written and voiced by an editorial director or, in most cases, written by the editorial director or newswriter and read by the station manager.

Listen carefully to the arguments expressed the next time you see or hear an editorial. Take notes or send for a copy of it. Consider how you disagree with its premise, possibly what aspects you believe are ignored. Keep in mind, though, that opposing replies may have an extra advantage.

Jim Foy, editorial director of television station KNBC in Los Angeles, California, says he bases his selection of rebuttal-givers on a number of things. First, *responsiveness*. He wants no "Yes, but. . ." replies, preferring opposite, contentious responses. Second, *clarity*. He rejects the reply that doesn't carry the argument clearly. Third, *reasonable brevity*. That means under two minutes as a rule, although he will accept longer replies when the subject matter warrants.

Two minutes may seem too brief a time, but many stations offer even less rebuttal time. In the Los Angeles area at KABC-TV, whose editorials are written by Director Gene Webster and voiced by General Manager John Severino, one minute is assigned to replies. The same is true at its companion radio station, KABC, where Editorial Director Paul Dallas pens editorials read by General Manager Ben Hoberman. At KNXT, where Gene Fuson writes the editorials voiced by General Manager Van Gordon Sauter, one and a half minutes is allocated to rebuttals, but 15 seconds of this is for introduction of the speaker, who then gets one minute and 15 seconds for his reply.

KNBC's Foy prefers replies from

private citizens, but finds that arguments are packaged best by organizations involved with specific issues. KABC, on the other hand, makes invitations to qualified persons or organizations to present a rebuttal an editorial, enclosing copies of the editorial. It asks for two typed copies of the rebuttal and offers to record it in the studio or by "beeper phone" for a better sound.

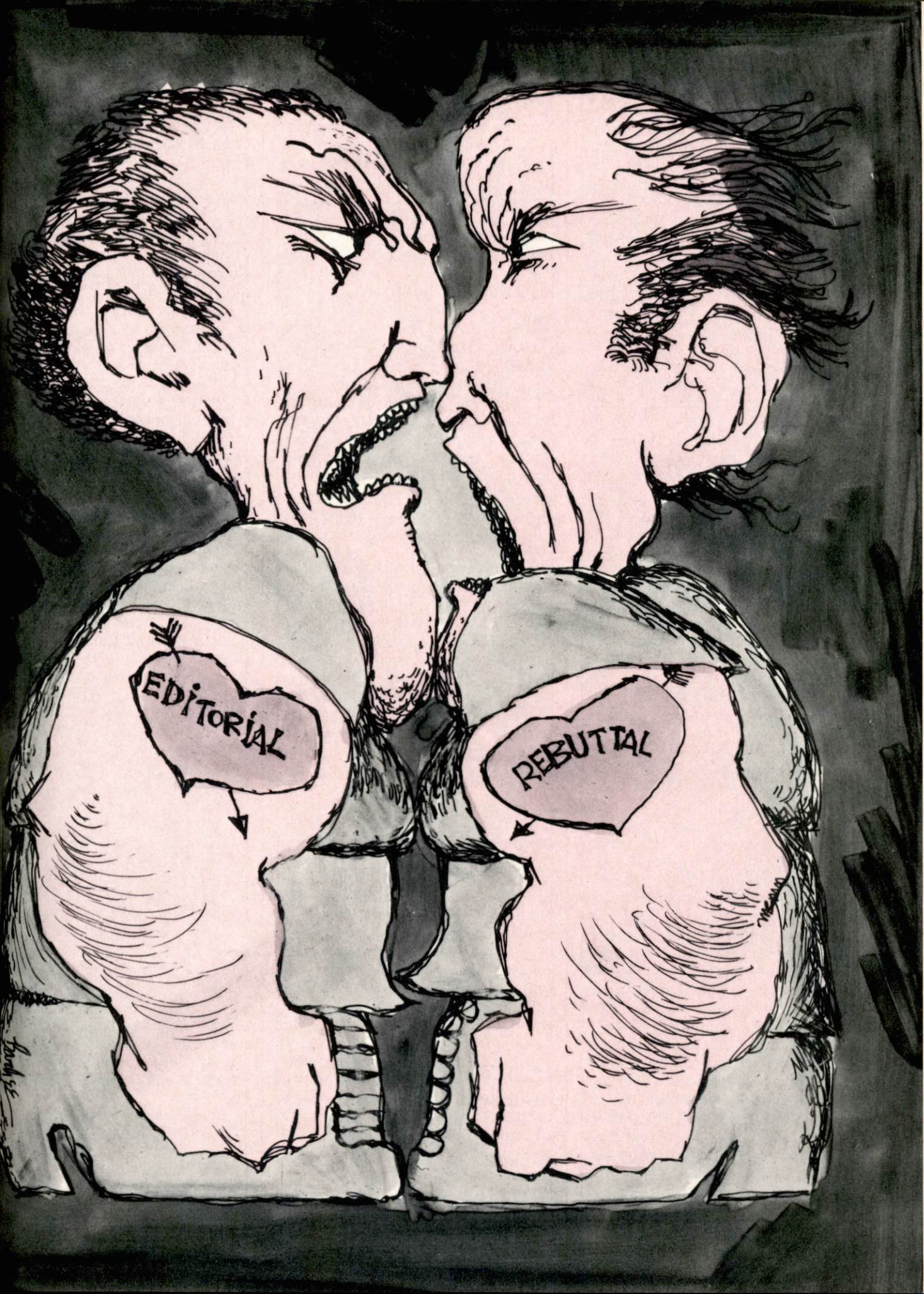
Some subjects automatically draw requests for rebuttal time from organizations. Editorials on legislation for gun controls, for example, invariably pull response from the National Rifle Association or local gun clubs.

Your Broadcasting Voice

So what's this all mean to you? You can offer your services as spokesman for an organization on any editorial you may want to challenge. If you're not acquainted with clubs, unions or political, civic and commercial organizations in your area, check your phone directory and chamber of commerce for information. By phone letter or personal visit, convince a group that you're a capable speaker who could represent it ably. If it lacks a good speaker, the job could be your reward in prestige rather than cash. Similarly, if you belong to a business, political, educational or service group, volunteer to be its broadcasting voice.

As the concerned private citizen or group spokesman you have not become, call, write or visit the station's editorial department with your request for rebuttal time. Unless it has already been given to one or more others, you may get it.

Most stations will do all they can to make sure your appearance comes as well as it possibly can. As Jim Foy puts it, "We believe in every American's right to make a fool of himself."



EDITORIAL

REBUTTAL

Frank 55

of us. We give him all the help he needs."

That "help" includes asking the candidate for rebuttal time what will be said, then having it put in writing for determination by Foy's editorial board. Once selected, the spokesman is given directorial aid and rehearsal time. If pictures are to be shown in the rebuttal, Foy will suggest how they can best be integrated. The script is then read from a teleprompter.

Obviously, all stations don't have the personnel and facilities, such as the teleprompter, that Foy's shop offers. But most will be able to give you similar advice and rehearsal time.

Remember that you won't be broadcasting live. You will be videotaped for television or tape-recorded at a radio station. That isn't censorship. It protects you should you bobble, have a coughing fit or become tongue-tied, and it protects the station against profanity, racial or religious hate, or someone advocating overthrow of the government.

An Extra Advantage

Television offers the advantage of being seen and the chance to emphasize your arguments more emotionally. Radio, however, is simpler. You can tape at the studio, send in a cassette you've recorded at home or telephone your reply to the station, where it can be recorded (although telephone taping diminishes quality).

Your rebuttal may be broadcast more than once. Some stations will run it three times, with the same frequency and at the same hours as it aired the editorial to which you responded. KABC considers editorials and rebuttals on public issues of such vital concern that it broadcasts them nine or ten times in a single day.

Not all stations, however, air editorials. A recent poll of 72 California television stations brought 36 replies. Of these, 24 reported they aired editorials, but 12 said they did not because of a lack of time, personnel or for various other reasons, including "don't need more trouble!"

Many stations that don't broadcast editorials do, however, present commentaries. If you disagree with the opinion expressed in a commentary, you again have a right to request rebuttal time. It may take persistence, but as one editorial department representative told me, "If they scream loud enough, we give them time for rebuttal."

Consider some issues that spark editorials and replies: When the Ku Klux Klan proclaimed its self-appointed task of patrolling the U.S.-Mexican border to check illegal entry, many Californians called broadcasters to protest the action. Both KNBC and KABC-TV urged people to stay cool. The KNBC editorial ridiculed the action, saying in part, "We can all rest a little quieter tonight. The Ku Klux Klan is guarding one of our borders. It's not that they'll be very effective protecting us. It's just that if they're all spread out between the Pacific Ocean and the Colorado River they won't be here in town setting fire to crosses on our lawns."

Consider the Issues

The KABC editorial reminded its listeners that the Klan had not violated Federal law, adding, "Federal authorities are watching the Klan closely. That duty belongs to law enforcement agencies — not to citizens who may be aroused by organized hate-mongering. The watchword should be 'stay cool!'"

Rebuttals aired by KABC included one from a state Klan official who said, in part, "Maybe due to the careful attention that the Klan is now receiving from Federal authorities, these same Federal authorities will now stumble onto that 60,000 man army that is illegally invading our nation each month. Sixty-five percent of that army is headed for large industrial areas to take jobs, medical care and welfare from you, John Q. Citizen."

Another opposing viewpoint was voiced by a member of the National United Workers Organization. It charged the station with aiding the Klan by giving it publicity, saying, "It's no coincidence that the rich class who run this country and the media drag out the Klan and the Nazis in times of crises. The media are helping the KKK by giving them the mike and a recruiting platform to spew out their white supremacy garbage. The Klan has helped bring down a vicious attack against 'illegals' and people of Mexican descent."

A KNXT editorial suggesting merit in conducting a lottery to pay for the 1984 Olympics in Los Angeles brought an opposing view from a private citizen who argued, "A lottery is just another way for government to raise funds . . . If the people now think that lotteries are a good way to raise money, then the funds should go for a

proper public purpose, for example, to finance education or property tax relief."

Getting Your Ammunition

As you can see, most stations focus on local issues or on local implications of national issues. Before you reply, become informed on the subject. View it as a debate in which you're taking part. Get your necessary research from the library. Consult authorities with expertise on the subject. Get your ammunition and organize your thoughts on it.

Learn how much time you have and tailor your argument to it. Don't try to pack four minutes of rebuttal into one by talking so fast that the audience won't understand you. Better to have 40 seconds where you can pause effectively before emphasizing an important idea. Remember Cato's advice: "Speak briefly, and to the point."

If you're on television and reading words magnified on a teleprompter, avoid sounding like you're reading. Viewers want to feel that you're talking to them. That happens when you pause occasionally, vary your tone and tempo, use an appropriate gesture. If there's no teleprompter, think about each point you want to make in advance and then deliver it with all the color and emphasis that will make it effective. If you have to consult notes or script, don't glue your eyes to them. Look up and talk to your audience.

Be natural. You're most effective "on the air" when you use a conversational style, people-talk. Skip pompous phrases that waste words. Lincoln did not say, "At this point in time we are engaged in a great civil war." He said "Now," which means the same and has more force than the five bloated words.

Avoid using tricky alliteration. A series of sibilants such as "smart searchers" will have you hissing like a snake. Likewise, a grouping of explosive consonants, like the "proper public purpose" mentioned in our recent rebuttal, give a popping effect and will call audience attention to an eccentricity instead of to the argument you offer.

Say What You Mean

Don't disguise your ideas with fancy euphemisms. If you're blasting pornography, don't say "adult entertainment." The Interior Department, for example, refers to an out-

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struction that will "directly impact the usual quality of the present environment." But people would understand them better if they would just say it will spoil the view."

Suppose you want to respond to an editorial that oppose reform of the grand jury system, calling its defects minor compared to its value in trapping criminals or discovering official crime. You might cite, as one speaker said, that if you're about to be charged with a serious crime and your case is brought before a grand jury, you don't have the usual civil rights: to be present during the proceedings, to have an attorney present, to cross-examine witnesses and to hear testimony being given against you.

You could compare grand jury operations to the inquisitions of the thirteenth century, noting that England abolished grand juries in 1933. And you could quote the jurist who said the grand jury is only a convenient tool for the prosecutor, too often used for publicity.

One common error most novice broadcasters make is trying to pack several ideas into one sentence. Unlike printed words, those that go out

over the airwaves can't be absorbed quickly. If you find your sentences running long, look for the connecting links and break up the sentences.

Writing Your Rebuttal

In writing your rebuttal, find your main point and the pertinent details that illustrate it. Rewriting your first draft may tighten your argument so it is sharp and clear.

If possible, try to relate your audience to your argument. "Would YOU like YOUR telephone flooded with junk calls?" Or, "Why should this legislation concern YOU? Because..."

When taping your rebuttal, put some animation into it. Don't let the absence of an audience result in a perfunctory, mechanical approach. People are out there. Show them you care about your subject by using phrasing and emphasis that reflects your emotional involvement. If you're making a cassette tape at home, play it back and listen critically. If you're not satisfied, do it over until it packs the tone and force you want.

Don't take on the station. You'll lose points with its loyal audience. To rebut is to contradict, or expose the falsity

of, to disprove. But your opposition should be aimed at the editorial argument. "I disagree with your stand" or "You are wrong" or "I'd neglected to mention" are more effective wordage than "Why are you people so stupid?" The Bible's advice is still good: *Let your speech be always with grace, seasoned with salt, and ye may know how ye ought to answer every man.*

Finally, wear what you please for radio. Listeners won't see you. But for television, you'll look more responsible — and get better audience reaction — if you're well-dressed.

So you see, you can fight city hall — or anyone for that matter — when you learn to talk back forcefully and persuasively on the air. You can now afford to be as contentious as you please.

Providing, that is, that you do it with a certain amount of finesse. ■

David Nowinson spent 21 years with ABC as a television and radio news-writer. Now a freelance magazine and broadcast writer, he also teaches newswriting at Columbia College of Los Angeles in Los Angeles, California.



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1978-79 Officer Candidates

The following report of the International Nominating Committee is presented in accordance with Article VIII, Section I of the Bylaws of Toastmasters International.

The Nominating Committee submits the following candidates for election as officers of Toastmasters International at the Annual Business Meeting, to be held at the 47th Annual Convention in Vancouver, British Columbia, Canada, on August 17, 1978. International Director candidates will be placed in nomination at the eight regional conferences held this month.

It is the duty of all clubs to vote either by proxy or through their representatives at the International Convention. The officers elected will direct the activities of Toastmasters International for the coming year. Consequently, all members are urged to give careful consideration to the qualifications of each candidate.

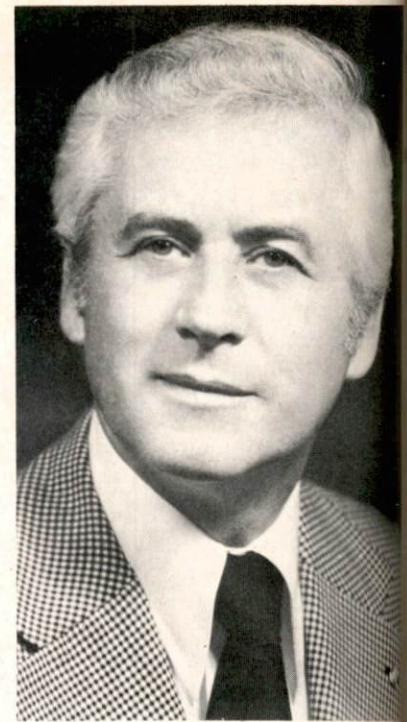
(Additional nominations for all International offices may be made from the floor at the business meeting.)

Nominating Committee — John F. Diaz, DTM, *Chairman*; John B. Miller, ATM; George C. Scott, DTM; R. Bernard Searle, ATM; Guy V. Ferry, DTM; C. Thomas Kimball, ATM; Neil M. Longseth, DTM; Dick Storer, ATM; Phillip B. Richards, DTM; Francis E. Swiacki, ATM; Chuck Allen, DTM.



For President

Hubert E. Dobson, DTM — Senior Vice-President of Toastmasters International, a 1973-75 International Director and 1971-72 District 40 governor. A Toastmaster for over 26 years, he is the 1977-78 chairman of the District Administration and Programming Committee and is a member of the Chemical City Club 287-40, the South Charleston Club 1528-40 and the H.E. Dobson Club 2005-40 in South Charleston. Mr. Dobson is Manager of Training and Development for FMC Industrial Chemical Group in South Charleston and President of Training and Development Associates, Inc. He is also active in the American Society for Training and Development and the First Presbyterian Church. Mr. Dobson and his wife Helen have four children and live in South Charleston.



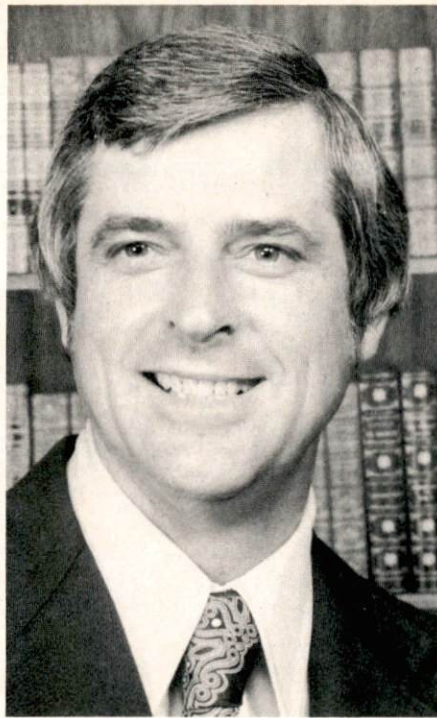
For Senior Vice-President

Eric K. StuhlmueLLer, DTM — Second Vice-President of Toastmasters International, a 1973-75 International Director and 1972-73 District 40 governor. A Toastmaster for over 15 years, he is the 1977-78 chairman of the Education Committee and is a member of the Centennial Club 3134 in Winnipeg, Manitoba, Canada. Mr. StuhlmueLLer is Public Acceptance Officer for Manitoba Hydro in Winnipeg. He received a President's Distinguished District Award in 1973, "Toastmaster of the Year" award in 1975 and is a speakers bureau chairman for the United Way. Mr. StuhlmueLLer and his wife Lil have two children and live in Winnipeg.



For Second Vice-President

Patrick A. Panfile, DTM — Third Vice-President of Toastmasters International, a 1972-74 International Director and 1970-71 District 65 governor. A Toastmaster for more than 11 years, he is the 1977-78 chairman of the Organization, Planning and Administrative Committee and is a charter member of the Post-prandial Club 3259-65 in Rochester, New York. Mr. Panfile is Senior Program Manager with the Xerox Corporation in Rochester. He led District 65 to its first Distinguished District Award in 1971, is a member of the American Management Association, the Xerox Management Association, the Research Institute of America and received the Ben Luce Award for his contributions to Toastmasters and his community in 1976. Mr. Panfile and his wife Julie have two children and live in Rochester.



For Third Vice-President

William D. Hamilton, DTM — 1975-77 Toastmasters International Director and 1973-74 District 3 governor. A member of the Park Central Club 3527-3 in Phoenix, Arizona, for more than 10 years, he is the 1977-78 coordinator of membership programs for District 3. Mr. Hamilton is Vice-President of B & R Investment Company and Director of Prosthetics for the Artificial Limb and Brace Center, Inc., in Phoenix. He is vice-president of the American Orthotic and Prosthetic Association and is active in the Maricopa Mental Health Association, the Scottsdale Little League and the YMCA Indian Guides. Mr. Hamilton and his wife Judith have three children and live in Phoenix.



For Third Vice-President

Don A. Plaskett, DTM — 1974-76 International Director, 1975-76 chairman of the Membership and Club Extension Committee and 1973-74 District 6 governor. A Toastmaster for over 19 years, Mr. Plaskett is a member of the Lakehead Club 2003-6 and the Nanabijou Club 2090-6 in Thunder Bay, Ontario, Canada. Mr. Plaskett is Plant Manager for Bell Canada in Thunder Bay. He is chapter president of the Telephone Pioneers of America, a past president of the Thunder Bay United Way and coordinates a 15-minute weekly television program entitled "Toastmasters Speak" on Thunder Bay's Channel 7. Mr. Plaskett and his wife Helen have two children and live in Thunder Bay.

Hall of Fame

DTM's

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

Robert H. Peterson

Occidental 613-1, Los Angeles, CA

Medard B. Kaisershot

A C Earlyrisers 3646-6, Robbinsdale, MN

Dennis W. Roberts

Sandia 765-23, Albuquerque, NM

Dik Buntrock

Ozaukee 3210-35, Grafton, WI

John H. Gibbert

New Bern 2812-37, New Bern, NC

Rhuel K. Craddock

H.E. Dobson 2005-40, South Charleston, WV

William E. Johannsen

Clearwater 3087-47, Clearwater, FL

Leo E.C. Patacsil

Gold Brickers 720-49, Salinas, CA

Charles H. Holt

Castro Valley 961-57, Castro Valley, CA

Stephen J. Evans

Rockcliffe Raconteur 808-61, Ottawa, Ont., Can

Ali Susmier

Bowen 3526-69, Bowen, Qld., Aust

ATM's

Congratulations to these Toastmasters who have received the Able Toastmaster certificate of achievement.

Arthur R. Jessup

Ontario-Upland 1506-F, Ontario, CA

Richard H. Parker

JPL/Caltech 3292-F, Pasadena, CA

A. Lee Sterzer

Anaheim Breakfast 3836-F, Anaheim, CA

William R. Cousins

Westchester 869-1, Los Angeles, CA

Cora Saunders Lee

Flagstaff 323-3, Flagstaff, AZ

Jack R. France

Nugget Masters 1877-4, San Francisco, CA

Ron Darling

Daly City 1881-4, Daly City, AZ

Attilio A. Azzelio

The Orators 3342-4, Ft. Ord, CA

John L. Dutcher

Puc(k)sters 3873-4, San Francisco, CA

Joseph G. Eddy

Cactus Gavel 120-5, El Centro, CA

H. David Hodges

Escondido 1546-5, Escondido, CA

H.J. Rostagno

Fairmont 689-6, Fairmont, MN

Paul W. Morgan

Salem 138-7, Salem, OR

Kenneth G. Bostwick

First National Bank 584-7, Portland, OR

Fred R. Wiley Jr.

Lake Oswego 605-7, Oswego, OR

Roy Burrigh

Gresham 783-7, Gresham, OR

Brian R. Barkman

Swan Island 1245-7, Portland, OR
Early Flyers 3367-7, Vancouver, WA

Leo D. Miller Jr.

Anthony Wayne 521-11, Ft. Wayne, IN

Donald F. Sabo Sr.

Johnstown 1231-13, Johnstown, PA

William A. Waldrop Jr.

Peachtree Center 2261-14, Atlanta, GA

Edwin L. Brawley

William E. Borah 2701-15, Idaho Falls, ID

William B. Gallagher Sr.

Will Rogers 645-16, Tulsa, OK

Ralph W. Joslin Jr.

Will Rogers 645-16, Tulsa, OK

Grace Porter

Gilcrease 1384-16, Tulsa, OK

Clarence Tunley

Gilcrease 1384-16, Tulsa, OK

Oren E. Slaughter

Phillips 66 3266-16, Bartlesville, OK

John T. Cadby

Helena Jaycee 2067-17, Helena, MT

Elton B. Noble

Westinghouse Friendship 1054-18, Baltimore, MD

Alan H. Braun

Creston 804-19, Creston, IA

James L. Bennett

Greater Des Moines 3049-19, Des Moines, IA

Ernst K. Horber

Manhattan 2570-22, Manhattan, KS

Woody Allen

Engineers 2564-22, Kansas City, MO

Charles E. Peet

Garland 1207-25, Garland, TX

William W. Holtfort

Early Risers 784-26, Greeley, CO

George E. Davis

Grand Junction 1671-26, Grand Junction, CO

Chester Shewski

Playground 1797-29, Ft. Walton Beach, FL

Frank B. Randall

Alpine 1837-30, Lake Zurich, IL

William M. Lowrey

Windjammers East 2530-30, Chicago, IL

Charles L. Heinrichs

Conejo Valley 1864-33, Thousand Oaks, CA

Elizabeth M. Kirkpatrick

Minuteman 2794-33, Vandenberg AFB, CA

Roland L. Merz

Waukesha 1173-35, Waukesha, WI

Raoul Pagin

Windjammer 1124-36, Washington, D.C.

Alan S. Palm

USDA 3294-36, Washington, D.C.

Jerry Gordon

NIH 3421-36, Bethesda, MD

Arthur J. Barnett

Plaza 3776-36, Hyattsville, MD

William J. Fili

Delaware County 3204-38, Springfield, PA

Donald L. Leach

California Highway Patrol 1031-39, Sacramento, CA

Herbert A. Yarbrough

California Highway Patrol 1031-39, Sacramento, CA

Richard J. Bortolin

Kit Carson 2299-39, Carson City, NV

Rhuel K. Craddock

H.E. Dobson 2005-40, South Charleston, WV

Richard O. Moberly

Yawn Patrol 1187-41, Sioux Falls, SD

Eugene L. Rowen

Capitol City 2998-41, Pierre, SD

Curtis Overstreet

Monday Morning 1557-44, Amarillo, TX

Jim P. Campbell

SEC Round Table 1041-46, New York, NY

Chazzer Watson

Traffic Club of New York 2286-46, New York, NY

Virginia Hedding

Venetian 952-47, Ft. Lauderdale, FL

Neil M. Maclaren Jr.

Venetian 952-47, Ft. Lauderdale, FL

David C. Portz

Gold Coast 2727-47, W. Palm Beach, FL

Earl M. Sligh

Magic City 572-48, Birmingham, AL

Gene H. Grounds

Aloha 601-49, Honolulu, HI

William H. Blamey

MCAFAN 737-49, Honolulu, HI

Charles Sezon
Hollywood 147-52, N. Hollywood, CA

Edward R. Casper
Van Nuys 172-52, Van Nuys, CA

John R. Taylor
Lincoln Douglas 1196-54, Canton, IL

Joseph E. McFarland
Near Lake 43-56, Houston, TX

Hiett Ives
Magic Circle 1458-56, Houston, TX

Richard T. Irby
Corpus Christi 3439-56, Corpus Christi, TX

Clifford S. Bernardo
Towns of York 1609-60, Aurora-Newmarket,
Ont., Can

Archie W. Toole
Blackcliff Raconteur 808-61, Ottawa, Ont., Can

John E. Hudson
Black City 2649-62, Sault Ste. Marie, Ont., Can

New Clubs

44-F Toastmasters of Diamond Bar
Diamond Bar, CA — Wed., 7:30 p.m., Coast
Federal Savings, 379 S. Diamond Bar Blvd.,
91789-7278. Sponsored by Fullerton 37-F.

44-F Student Advocates
Fullerton, CA — Thurs., 12:05 p.m., Western
State University College of Law, 1111 N.
State College Blvd. Sponsored by Rockwell-
Orangeheim Bicentennial.

45-1 Missioners
Los Angeles, CA — Tues., 11:30 a.m.,
916-6811.

45-3 F.N.B.A. Century Two
Phoenix, AZ — Wed., 7:00 a.m., First
National Bank of Arizona, 1st Ave. &
Washington (271-6416). Sponsored by
Roundup 1839-3.

42-5 Rancho Bernardo
San Diego, CA — Tues., 7:15 a.m., Stone-
ridge Country Club, 17166 Stoneridge
Country Club Lane, Poway (485-0081).
Sponsored by Escondido 1546-5.

44-5 Real Orators
San Diego, CA — Fri., 8:00 a.m., East San
Diego County Board of Realtors, 1156
Broadway (579-0333). Sponsored by Mt. Helix
126-5.

4006-5 Hidden Valley
Escondido, CA — Thurs., 7:00 p.m., Carrows
Restaurant, 507 W. Washington Ave.
92023-1170. Sponsored by Escondido 1546-5.

4336-5 NASSCO
San Diego, CA — Thurs., 4:30 p.m., National
Steel & Shipbuilding Co. (232-4011, ext.
340). Sponsored by Solar 2183-5.

4201-6 Scintillators
Minneapolis, MN — Wed., 7:30 p.m., North
Common Community Center, 1801 James
Ave. No. (537-6863 or 574-2240). Sponsored
by North Hennepin 2464-6.

4098-8 Talu
Berberly, MO — Thurs., 6:30 p.m., Missouri
Training Center for Men, Box 7.

1155-11 Keystone Tops
Carmel, IN — Thurs., 12:00 noon, Anthony's
Restaurant, Keystone Square Shopping
Center (844-8317). Sponsored by Checker
Flag 2007-11.

1007-15 Telco Talkers
Provo, UT — Tues., 12:00 noon, Mountain
Bell, 75 E. 100 N. (377-1177). Sponsored by
Bell-Telers 3782-15.

1626-16 Broken Arrow
Broken Arrow, OK — Mon., 6:30 p.m.,
Sirloin Stockade, 1113 N. Elm (251-6947).
Sponsored by Progressive 264-16 and
Gilcrease 1384-16.

3166-16 Sartain, Fischbein & Co.
Tulsa, OK — (799-4278).

3010-24 Energizers
Omaha, NE — Wed., 7:00 a.m., Northern
Natural Gas Co., 2223 Dodge St. (348-4549).
Sponsored by A Rousers 2202-24.

3085-24 Norators
Omaha, NE — Mon., 12:00 noon, Northern
Natural Gas Co., 2223 Dodge St. (348-4147).
Sponsored by E.S.P. 2633-24.

2652-31 Newport
Newport, RI — Thurs., 6:00 p.m., Systems
Consultants, Inc., 10 John Clarke Rd.
(847-2130). Sponsored by Providence 1330-31.

946-38 Chester County
Lionville, PA — Wed., 7:00 p.m., Holiday Inn,
Route 100 (269-5660 or 628-7268).

2774-38 Busy B's
Paoli, PA — Wed., 5:30 p.m., Perkins
Pancake House, Route 30 (692-3245).
Sponsored by Conestoga 2036-38.

3192-42 Palliser
Calgary, Alta., Can — Wed., 12:00 noon,
Natural Resources Bldg. 205 - 9 Ave. S.E.,
Room 929 (231-6377). Sponsored by Foothills
3073-42.

896-52 Los Conquistadores
Los Angeles, CA — Wed., 7:00 p.m., Rusty's
Hacienda, 1331 S. Boyle St. (347-4956).

2200-56 Southwest Speakers
Houston, TX — Wed., 6:30 p.m., First
National Bank of Stafford, Stafford (498-3171).
Sponsored by Magic Circle 1458-56.

1372-64 University
Winnipeg, Man., Can — Wed., 5:30 p.m.,
Pembina Hall, East Dining Room, University
of Manitoba (269-2069). Sponsored by Ft.
Richmond 2403-64.

750-U Aurora
Anchorage, AK — Tues., 7:00 a.m., Denny's
Restaurant, 2900 Denali St. (272-0581).
Sponsored by Great Land 3069-U.

1562-U Martes
Culiacan Sinaloa, Mexico — Tues., Automotriz del Humaya Sociedad Anonima, Blvd.
Emiliano Zapato 455 Poniente (3-48-94).

3515-U Borinquen
NSGA, Sabana Seca, Puerto Rico — Wed.,
7:45 a.m., El Caribbean Club, Naval Security
Group Activity (795-0263).

3914-U TELECOM
Quezon City, Philippines — Thurs., 12:00
noon, Bureau of Telecommunications Blvd.,
Roces Ave. (97-35-59). Sponsored by Capitol
194-U.

Anniversaries

40 Years

Albuquerque 122-23, Albuquerque, NM

35 Years

Alton 230-8, Alton, IL
Coeur d'Alene 247-9, Coeur d'Alene, ID

30 Years

Golden Gate 56-4, San Francisco, CA
Saturday Savants 623-5, El Cajon, CA
First National Bank 584-7, Portland, OR
Uptown 627-16, Oklahoma City, OK
Hawkeye 617-19, Cedar Rapids, IA
Jay Cee 625-19, Des Moines, IA
North Suburban 612-30, Glenview, IL
Aloha 601-49, Honolulu, HI
Auroraland 629-54, Aurora, IL

25 Years

Rosaria 1305-7, Portland, OR
Belmond 1328-19, Belmond, IA
Knights of Columbus 1273-36, Arlington, VA
Capital 1301-40, Columbus, OH
Yankton 1294-41, Yankton, SD
King Cotton 1310-43, Memphis, TN
Eddie Rickenbacker 1295-47, Miami, FL
Miami Downtown 1323-47, Miami, FL
Montgomery 1334-48, Montgomery, AL

20 Years

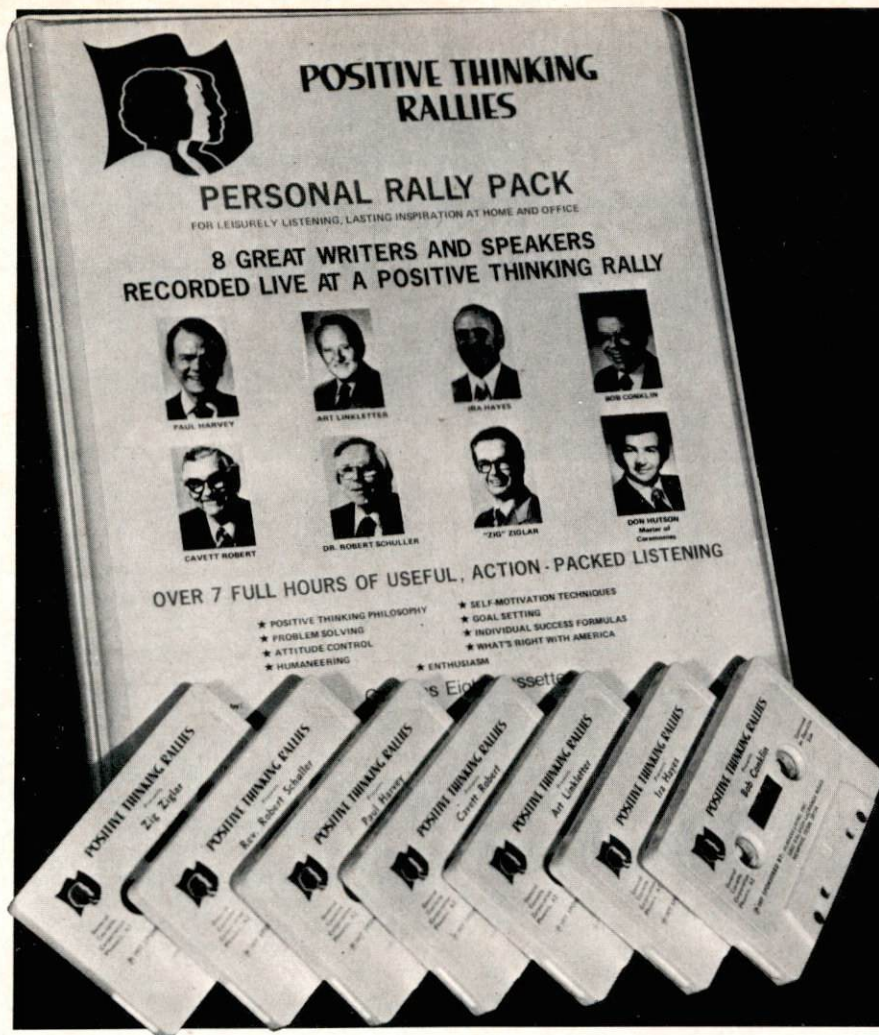
Towson 2707-18, Towson, MD
Clover Leaf 2769-21, Vancouver, B.C., Can
Kamloops 2784-21, Kamloops, B.C., Can
Kelowna 2796-21, Kelowna, B.C., Can
Sunrise 2788-24, Lincoln, NE
Pathfinder 2734-30, Chicago, IL
Little Nipper 2749-38, Camden, NJ
Capital 2722-61, Ottawa, Ont., Can

15 Years

Centennial 3580-6, St. Paul, MN
Mid-Georgia 3366-14, Warner Robins, GA
APL 3624-18, Silver Spring, MD
Conejo Valley 1864-33, Thousand Oaks, CA
Eau Claire 3627-35, Eau Claire, WI
Model Basin 3583-36, Washington, D.C.
Camellia 1787-39, Sacramento, CA
Monday Morning 1557-44, Amarillo, TX
Dartmouth 3119-45, Dartmouth, N.S., Can
Southside 546-47, Jacksonville, FL
State Farm 1178-47, Winter Haven, FL
Aetna Life & Casualty 3610-53, Hartford, CT
Darling Downs 3574-69, Toowoomba, Qld.,
Aust
Kokusai 3616-U, Kadena Air Base, Okinawa

10 Years

JPL/Caltech 3292-F, Pasadena, CA
Chaparral 1205-23, White Sands Missile
Range, NM
Powers Toastmasters 1450-30, Skokie, IL
Hartford 2317-35, Hartford, WI
Cool Pool 1959-42, Medley, Alta., Can
Tallahatchie 2431-43, Oxford, MS
Edward H. White 3631-47, Cocoa, FL
Timaru 3474-72, Timaru, New Zealand



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