

March 1986

THE TOASTMASTER



Special Issue: Practicing Protocol

VIEWPOINT

Toastmasters' "Fringe Benefits"

I've heard the Toastmasters program compared to an Oriental Bazaar—where wandering through the shops you discover wonderful things you had no idea would be there. There is a word for this: serendipity. You can experience serendipity as you proceed through the Toastmasters program and discover the fringe benefits.



One of these fringe benefits that has meant so much to me is the privilege of visiting Toastmasters clubs when I travel. Before any trip, I check the International Directory for clubs meeting during my stay in that area. I then plan to visit as many as time and schedule permit. We have tremendous Toastmasters in our organization: people who are on the go, people who have goals, people with enthusiasm and zest, people who are interested in not only helping themselves but in helping others. And I've met so many of them. What a wonderful fringe benefit to know these people!

In the Fall of 1978, just after I was elected International Director in Vancouver, British Columbia, Canada, I was sent to Norway for six weeks as a member of a civilian Navy

training team. When I heard about this assignment, out came my International Directory. To my delight, I found a Toastmasters club in Stavanger, Norway. I wrote them I was coming and would like to visit. What a neat experience! I received a warm welcome, was guest speaker twice and was privileged to install their new officers. I made many new friends—my life has been richer for that.

Why not investigate the Toastmasters clubs in the area you will vacation or where you will be making business trips? Or, if you'd like the excitement of meeting new, interesting people when you are not traveling, visit a club in your area, division or district. Perhaps you and another Toastmaster can form a speaker/evaluator team and take part in the program when you visit. That will not only broaden your speaking experience, but add variety to the meeting of the club you visit. (Be sure to tell your Administrative Vice-President about your visit so your club will get the proper credit in the Club Management Plan.)

Wander down the aisles of Toastmasters' Oriental Bazaar, experience some serendipity; find the delightful fringe benefits our program has to offer. Be sure to stop at the booth of "Visiting Other Clubs." Tell them, "Helen sent you!"

[Editor's Note: For the most updated club directory information, contact World Headquarters and you'll be sent a computer printout.]

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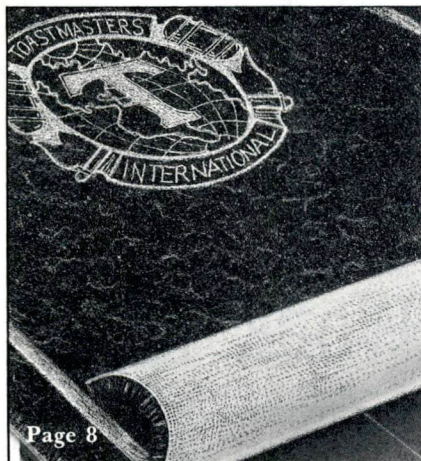
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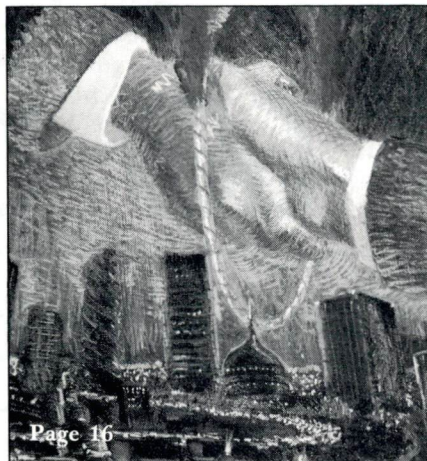
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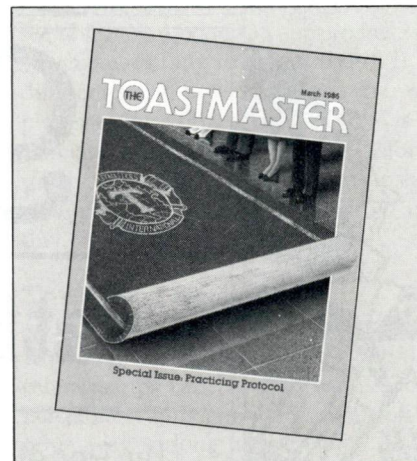
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In Memory of Flora Wiley

COVER

Protocol rolls out the red carpet for people and events. It can make even the most average of us feel like royalty and can turn a country picnic into an elegant banquet. It gives us high standards to strive for. In this special issue we'll look at protocol's many manners—from how it affects work delegation to how it can help accord a guest speaker the best possible treatment.

Cover illustration by Vera Milosavich

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9 to 5

Relationships that Work

by Penelope Pietras

In a typical week, we spend 35 to 40 percent of our waking hours at work. While our first priority there is to do the job we're paid to do, most of us walk into the office each day with another, unwritten agenda. We may not give it much thought, but quite high on our list of priorities is the need to socialize.

We come to work, as we come to the Toastmasters club, expecting to at least

partially fulfill our need for friendship. (In fact, much of this article can be applied to Toastmasters' club environs.)

Chances are your work is not so physically demanding as to inhibit conversation. More likely, it requires you to develop your interpersonal skills to their highest level.

Unlike some of the contrived social situations you may experience in your pursuit of friendships, the workplace fosters a very natural process for learning one another's temperaments, attitudes, intellect and values.

Indeed, work relationships often seem to develop with very little effort from anyone. Neither person has to risk very much. There's no need to extend yourself by inviting a co-worker home for dinner. You might never visit one another's homes. It isn't necessary that your spouses like each other, and it doesn't matter if you have entirely different preferences on how to enjoy a weekend. Your relationship might exist solely on the experiences you share at work.

However, the factors that make these friendships so convenient can also make them troublesome. The close proximity and frequent contact the workplace provides can put such relationships in a goldfish bowl. If on-the-job socializing is going to enhance worklife rather than detract from it, some special care and feeding needs to be given to these relationships.

Moreover, while it may sound cold and calculating to say so, nine-to-five socializing should be regarded as part of a career strategy; for indeed, these relationships can contribute a great deal to success or failure on the job.

Enhance Job Performance

Take a moment to think about all the ways a strong social network can enhance your job performance. If nothing else, the anticipation of encountering a co-worker's friendly smile and sympathetic ear can pull you out of bed on those mornings when you're sure you can't take another day of customer complaints. Your friendships at work are built-in stress alleviators.

There have probably been many days when you've felt like blowing up at your boss. If you're fortunate, you've also had a buddy in a remote office who was willing to spend a few minutes listening to your pent-up frustrations, enabling you to approach your boss later in a less emotional and more effective state of mind.

Wise managers encourage some socializing among their staff because they know the strength and flexibility of the employee's relationships with one another will determine their ability to work together as a team, especially under stressful conditions.

My former supervisor in a high-pressure Marketing Services department invited her staff to her home one evening for pizza. After the meal, we were each given a sketch pad and a handful of felt-tip markers and instructed to draw cartoons of our most frustrating moment on the job.

Our group was not without petty rival-

ries and a few real problems, but I'm convinced that the laughter and bonding that developed as we shared our outrageous caricatures enabled us to face the ensuing weeks with a sense of humor and a renewed esprit de corps.

Forming friendships with co-workers can more directly improve productivity too. When it comes to getting things done, high achievers invariably draw on the resources of several other people—people who are willing to help because of a personal bond.

President Reagan, for example, is noted for his effectiveness in pushing favorite legislation through Congress by making personal appeals to his colleagues on Capitol Hill.

Informal Network

In most organizations there are both formal and informal channels for getting things done. You've probably experienced situations where the formal channel is clogged because someone along the line doesn't consider your request as important as another. What do you do? You probably revert to your informal channel, and call your friend in Accounting, your carpool pal in Purchasing or tell the VP's secretary over lunch.

Your informal social network can also be one of your most relied-on sources of information. While organizational communications experts continue to urge management to spend more time and effort disseminating information to employees through formal channels, these same experts admit that the grapevine is still the most frequent (and trusted!) source of information for many employees.

Sometimes socializing at work can take on an even more significant role in your career. A special friendship with someone older, more experienced and higher on the corporate ladder can provide valuable guidance and support, opening doors to better assignments and bigger promotions. Career counselors encourage young professionals to seek out such a friend or "mentor" to ease their way to the top.

Don't be reluctant to look for this support. It's not a sign of weakness. Management expects that a new employee is going to need some assistance sorting out the organizational maze and getting their ideas implemented. They may even encourage older executives to take a less experienced employee under their wing.

Of course the mentor also benefits since the new person's fresh point of view and enthusiasm can brighten the day of even the most jaded veteran. Besides,

the newcomer's ideas, combined with the seasoned executive's clout, can result in accomplishments that benefit the company most of all.

As long as your employer views your sociability as a boon to your productivity, you have nothing to worry about. It's a different story, however, when your employer notices that your social life is interfering with your work. For unfortunately, most of our work relationships also have the potential for drifting into this category.

The Office Romance

Take for example the office romance. It's easy to understand how intimate relationships can blossom in the workplace, and many employers just look the other way as long as the couple is discrete. Others react more strongly, believing such relationships are unprofessional. No matter how maturely a couple conducts their affairs, they're still taking a risk.

This is not a green light for kisses or quarrels in the corridor, but a caution. Even the most discrete couple can experience the sting of office gossip or the blow of a management edict that one of them has to leave the department.

So if you're dating someone at work—be forewarned of the pitfalls that can affect both your work and your romance. On the other hand, many people who meet at work eventually marry *and* thrive on the job.

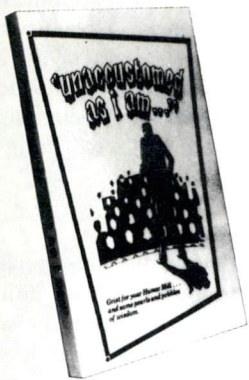
One of the best insurances you can take if you find yourself romantically involved with a colleague is to continue to cultivate your friendships with other people at work. Leaving your office mates out in the cold when love walks in is asking for jealousy and gossip. Moreover, if you maintain your ties with your other friends, they'll be more apt to stand by you should love walk out.

Down-Time

Obviously, one of the benefits of having a network of friends at work is the support you can give each other in times of trouble. But this situation can lead to problems too. How many times have you been trapped in your office by a co-worker who wouldn't leave until they had unloaded the last of their emotional baggage?

Office friendships that slide into a regular exchange of personal woes or work-related grievances are probably responsible for more "down-time" than the computer. While we naturally want to be supportive of a friend during a per-

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political meetings
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sonal or professional crisis, it's important to make sure that our work isn't suffering.

If office therapy sessions seem to be a habit, suggest getting together over lunch or after work. Your friend could benefit from a gentle reminder that you both have a job to do. You might also encourage your colleague to seek the help of a professional counselor.

The company may even have such a person on staff. Along with their expertise, these counselors are trained to maintain their objectivity; something you, as a friend, may not be able to do. This is especially pertinent if your friend's problems are work related.

How involved can you get without hurting your own morale? Is your colleague asking for your suggestions on how to solve the problem, or are they just trying to enlist you in their commiseration society?

If you feel that the latter is true, you may have to be quite assertive in telling your friend that the endless discussion isn't doing either one of you any good. And if you're not careful, you could be seen as a morale problem yourself, simply because you're often observed in conversation with a chronic complainer.

Isolation Factor

The social outlets work provides are a wonderful fringe benefit, meant to be enjoyed to the fullest. Unfortunately, some of us rely too much on our workplace for socializing. This is understandable, given the many demands on our time and the energy we devote to our jobs.

However, people who make little time for interests and friends outside work find themselves in a lonely situation when they change jobs or leave the company.

Since friendships at work are relationships of convenience, they are often

founded on very little real commitment. When change occurs, the bond may not be strong enough to sustain the friendship. This is not to say that these friendships are shallow. More likely, there just isn't any common ground except work, and with that removed, the friends have little to share with each other.

On-the-job friendships needn't be so tenuous, however. I know several people who enjoy long-standing relationships with former co-workers. In each instance, these people made efforts to enrich their office friendships from the start by introducing outside activities to their colleagues.

By sharing some new pursuit with them—hiking, photography, a lunchtime chorale—they established more common ground and a basis for lasting ties. Moreover, their outside interests helped them achieve that necessary balance between work and play that makes people more energetic and productive.

Before you go to work tomorrow, think about your friendships there. You might also take a hard look at your friendships within your Toastmasters club. These relationships can be a buffer, ballast and a balloon to help you weather stress and adversity. You need only remember that these friendships are special, and require sincerity, creativity, assertiveness and respect—the same things that allow any relationship to flourish!

And remember to look at them from time to time in the context of the changing office environment, to preclude any problems. Giving your on-the-job friendships a little extra attention isn't just socializing, it's taking care of business!

Penelope Pietras is a corporate communications specialist in Torrance, California. She has been involved in a variety of public relations projects and is a member of the International Association of Business Communicators.

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CASUAL-I-TIES

In the wake of "letting it all hang out," many people feel wounded by casual-i-ties; feel slighted by others' casual dress, manners and casual sense of respect.

by Dorrine Turecamo

The priest is "Father Pat," your monthly statement reads "from your friendly banker, Sue" and the children scramble up on the lap of Grandpa Bill."

Casualness has insidiously invaded every area of our lives. It's now to the point where they say an event is "casual" . . . as opposed to what? From fine restaurant dining to wedding receptions, there's nothing else . . . and it's boring. We've become a world suffering from a lackadaisical case of "familiaritis."

Certain areas of the world, and especially the United States, are alive with "kissin' cousins." Every meeting is a signal for spontaneous hugging and pecking on the cheek. It's customary for those who take part, and they don't give it much more thought than those of Northern European descent give to handshaking.

Be Sensitive

However, when someone who is not accustomed to such intimate greetings is suddenly enveloped in a society of smothering embraces, a natural reaction occurs. "You're invading my privacy," scream the tiny nerve endings up and down his/her backbone. The (formal) handshaker stiffens in embarrassment and the (more casual) huggers feel they've been rejected or insulted. It's a bruise-level casual-i-ty, a no-win situation.

There are handshakers who, although they haven't lived in a kissin' environment before, are naturally—deep inside—huggers. In these cases they will be converted, everyone will be happy and no one will suffer from this form of "familiaritis." But basic-born huggers should always be sensitive to the fact that there are others who cannot—ever—respond so openly.

Hardest of all for the reserved ones is when they suffer casual-i-ty bruises from being thrown into superficial cultures and so-called trendy situations, such as those rampant in New York City, Miami, Dallas or Los Angeles, where total strangers hug and kiss upon being introduced. This causes an actual tearing pain deep inside the newcomers, followed by withdrawal.

Milton Layden, M.D., in *Escaping the Hostility Trap*, tells us it's as normal as shivering to experience hostility when our self-respect is threatened.

"A physically unfit person may get a heart attack shoveling snow," says Layden. "By the same token, an emotionally unfit person—one with a poor self-image—can't take a trivial slight." He warns that such a person could be unconsciously inviting put-downs or familiarities.

"You set the pattern and you can change it. The way you treat the other person makes it clear what you want: the way you address him or her—by mail,

on the phone, in an introduction. Pay attention to the way you identify yourself in these cases." If there is doubt in your mind, ask how the other person would like to be addressed.

Most of the people in St. Stephen's Church in Edina, Minnesota, call their rector "George." Not feeling comfortable with that, a new member asked him what he'd like to be called: Father, Pastor, Reverend, Mr. or George. He immediately snapped, "I wish they would call me 'Dr. Reynolds.'"

Obviously, no one had asked before. Under his polite smile he was feeling irritated. Since hostility has a natural pattern of simmering slowly and then suddenly boiling over without warning, it's wise to approach a new situation cautiously.

The Media

It's not easy to retain much respect for the human race when we turn on our TV sets and see youth culture idols, like angel-faced Olivia Newton-John, singing and writhing to "Let's Get Physical" while thousands of fans cheer and clap. Or when we hear talk show hosts probe into their guests' most intimate habits—and the guests answer frankly and in detail . . . or when news and sportscasters report on the most personal aspects of

(Continued on page 10)

ROLL OUT THE RED CARPET

How well do you understand the protocol for obtaining a guest speaker and giving that person the proper consideration due such a dignitary?

by Vivian Buchan



As a Toastmaster, people expect you to be capable and competent speaking to a group, and you undoubtedly are. But how would you rate as a person whose job it is to obtain speakers for a club or organization?

Most service clubs and fraternal groups that meet regularly appoint program chairpersons who are responsible for providing speakers for x-number of meetings. You may encounter this task yourself if you get involved in planning a district conference or special club event. And though this is a job not to be taken lightly, too often it is.

How well do you understand the protocol for approaching a potential speaker and giving that person the proper attention and consideration due such a special person? Speakers should be shown the consideration given to visiting dignitaries, heads of state, members of royalty or celebrities of any kind. But too often they're not accorded this respect.

Let's discuss the ideal way to approach a potential speaker, how to treat that person from beginning to end and how to create a favorable impression for your club or district that the speaker will carry away with him or her and talk about to friends and colleagues.

Speakers are both male and female, but for the purpose of this discussion we'll refer to a speaker as "he," keeping in mind that the proper treatment of any speaker applies to both men and women.

Some people seem to be born with a knack of doing and saying the right thing at the right time in the right place. But even if you're not a natural-born diplomat, you can become one and perform with class and style.

Securing the Speaker

The first thing to do as program chairman is check the membership of your club to see if any of them have done something unusual, are involved in some civic project of current interest or are pursuing some fascinating hobby. If you can't come up with someone you know, then resort to other persons.

Call the dean of a local college, the principal of a high school, the librarian at the public library, presidents of other organizations. Most of these people have human-resource files with names of people available and willing to talk on various subjects.

Be cautious, however, and research to find out if the person you're considering is a competent speaker. Some brilliant and informed authorities are accomplished speakers...but some are just plain

lousy. They may read a dull and boring paper, be so disorganized or erudite no one can understand them or be paralyzed with stage fright.

When you've decided on who you're going to contact, your next move is to call the person well in advance of the meeting date at his office or place of business. Ask if he is free to talk to you for a few minutes about something important, and if not, when you can talk to him or meet him at a convenient place and time.

Whatever you do, now is the time to step into your 'Personality Plus' shoes and put on your 'Most Charming and Appealing' hat. Identify yourself and explain who you are and why you are talking to him.

Give your potential speaker a run-down on your club or district, where the meetings are held, the date you'd like to have him speak, how long the speech should be and what you'd like to have him talk about.

Stress very strongly but politely that having him as a speaker would be an honor for your group and that the members would greatly appreciate hearing him speak.

If you can't pay an honorarium, tell the person right at the start so there will be no embarrassment later when you learn he's not permitted to speak without payment or that he is handled by an agent, etc. If you can pay an honorarium, tell him what it is and see if that is agreeable.

If you haven't received an answer, go on talking about your organization. Explain how many members usually attend the meetings, if the membership includes both men and women, the median age of the members, etc.

Fulfilling Speakers' Needs

When the person agrees to speak to your group on the date you've given him, ask what aids he may want you to furnish. Does he want a microphone, a chalkboard, projector and screen, an overhead projector, etc.? Make a list of these requests and be sure you have the items available when they're needed.

If your club or district usually furnishes transportation for speakers, picks up the tab for parking fees and permits and provides maid or valet service when needed, explain this policy to your speaker. If the person is coming from out of town and will need hotel or motel reservations, it is your job to reserve them even if the expense is not part of your obligation.

It's a good idea, too, to ask if the person will be bringing a spouse or a companion to the meeting so someone unexpected doesn't turn up without a reservation or warning.

When all the details have been worked out to your mutual satisfaction, explain that a letter will follow outlining the procedure, your responsibilities and whatever remuneration you have agreed upon. Then write the letter on your group's stationery, and include your address and telephone numbers at work and at home so that you can be easily reached if something comes up unexpectedly.

This might be a good time to ask the speaker to send you a publicity photo for any news releases you prepare. Keep in mind that mail often takes time, so give yourself and your speaker plenty of lead time.

Clip any notices or articles about the event that appear in local newspapers so you can give them to your speaker, and encase them in plastic if possible. Such details make a good impression on a speaker and reflects favorably on both you and your club.

Never leave anything to chance! Prepare in advance to obtain all equipment and aids your speaker has requested and check them to ensure they are in good working condition. Set the equipment up well in advance of the event, so that you may obtain extension cords and so on.

It's a good idea to have handy on the day of the event extra batteries, bulbs, extension cords, black-out curtains and other necessities, in case of unexpected problems. And be sure the traditional drinking glass and water pitcher are within easy reach of the speaker's stand.

If your group has a business meeting before the main program, assign someone to pick up your speaker or to meet him when he arrives at the meeting place.

If you have a cocktail hour before a night meeting, see to it that your guest is never left alone without someone in attendance to introduce him to officers, board members and so on. Make sure introductions are accurate and appropriate.

When it comes time for you to formally introduce the speaker to members, have accurate and relevant facts in mind. Say things that will enhance the speaker's reputation and add to his appeal. You don't need to deliver a eulogy, but you should certainly give the speaker all the credit due him.

Meeting Details

Start the meeting on time to ensure the speaker is given the allotted time for speaking and answering questions. If he talks longer than he should, you may have to interrupt politely and terminate the speech.

Many clubs have breakfast or lunch meetings which means the members have to get back to their jobs. If the meeting is prolonged after the usual time limit, it will embarrass the members and the speaker if some of the people get up and leave the meeting.

If you are paying the speaker, have the check made out and sealed in an envelope so it can be handed to him without comment. If you are to pay him later, ask for the expenses he has incurred relevant to the speaking engagement (including transportation) so you can give it to the club's treasurer for payment at a later date.

Whatever needs to be done to get the speaker back to his hotel or the airport or wherever, your obligation is to see that he arrives promptly and without delays.

This is a good time to present the speaker with a memento of the occasion, even if you are paying him an honorarium. Give him something with your club's logo on it—a letter-opener or pen set—or even a picture of him in action that someone in your group took during the speech.

Assign a photographer ahead of time to get action shots of the speaker, then send the speaker a framed photograph as another memento of the occasion. Sometimes guest speakers appreciate receiving an audiotape of their speech.

A follow-up note of appreciation is another gracious gesture that impresses a speaker and is a welcome (and usually unexpected) pleasure.

If you keep in mind that your speakers are really special folk who need special attention, you'll find your job as a program chairman not only challenging but highly rewarding. 🎤



Vivian Buchan, frequent contributor to *The Toastmaster*, has published more than 600 articles in 75 publications. A resident of Iowa City, she is a former faculty member of the University

of Iowa, where she taught expository writing, public speaking and literature.

every public person's life.

We're so accustomed to these familiarities now, we hardly question them. It's news when someone like Britain's Princess Diana suffers and retreats into semi-reclusion from the effects.

But every time we're exposed to these things without objecting to them, little by little they begin to become a part of what's okay in our minds. The repetition anesthetizes us and another layer of callus builds up.

We hear it carrying over into our own lives and conversations every day. "Airing dirty wash in public" becomes a smart way of "letting it all hang out." Familiarities then become casual-i-ties.

"Journalists, like other retailers, must know their markets and there is a bull market for gossip," warns conservative columnist George Will. He deplores what he calls "depressing candor."

Novelist Peter Devries says, "When man was thought to be a little lower than the angels, he was quickly censored for the slightest offense. Now everything about him is regarded as a cesspool, but nothing is deplored."

Nowadays, a young woman wearing a clean, pressed suit and neatly combed hair, who applies for TV commercial work, can expect to hear the same thing from every agent and casting director she auditions for: "You're too refined. No one could relate to you. Relax! Wear your worn blue jeans. Be aggressive. Tell it like it is. . . or you'll never get any place."

But *is* that how it is? In the United States, agents, promoters and advertisers all assume they know what "the public" wants, but they focus on the lowest denominator. Decades of national abundance have created an increase in appetites, which has generated a culture of laxness and self-indulgence.

Cry for Decency

Maureen Peterson, an insurance agency business manager, answered the phone on a particularly busy day with, "Holmes Insurance Agency." The sweet voice at the other end cuddled up with, "Maureen, I'd like to know how many pair of pantyhose you wear in a week." "That's none of your business," Maureen replied, as she angrily banged the receiver back into its cradle.

More business is being conducted over the phone than ever today, but many are objecting loudly to the familiarities of certain aggressive salespeople who in-

vade our homes. The objections have nothing to do with their receiver's snobishness or oversized ego; they are just cries for simple decency.

A sure turn-off when the phone rings is a caller who says, "Hi Dorrie. . . Call me. I call you Dorrie? How're you doing in your new home? Getting pretty well settled? Great! You know, I've been talking to lots of women like you and they say *The Woman's Home Magazine* has helped them get settled in more quickly." This isn't simply tasteless, it's an intrusion of privacy.

This feigned familiarity by salespeople can be partially blamed on executives who force each caller to go through a third-degree screening by secretaries and assistants. Consequently, certain enterprising persons have learned they can often get through to the boss by asking for him or her by a first name or even a nickname.

But the practice has grown out of hand. A telephone salesperson calls and asks for "Charlie" (whom he's never met) even though he wouldn't dream of putting his feet up on Charlie's mahogany desk. He obviously has more respect for Charlie's *things* than for the man. There are good-natured souls who grimly bear this instant chuminess, but most are annoyed by it.

Granted, tact is not innate. It must be learned. And since the purpose of good manners is to put others at ease and to make life more pleasant, then relaxing these customs and dropping the amenities indicates a desire for unpleasantness.

In the United States, Midwesterners are obsessed by nicknames. No given name is sacred. It must be shortened or transposed into something folksy. An introduction to Charles is almost always followed by an outstretched hand and a "Glad to meet you, Chuck." "Elizabeth" must become "Betty;" "Richard" turns into "Dick."

WCCO Radio, the giant of broadcasting in the upper Midwest, uses a folksy style that is just too casual. The guest on one morning show was the Assistant Secretary of State to Poland.

After introducing the dignitary to listeners, the interviewer switched his tone to, "John. . . Jack. . . I don't know if I should call you John or Jack." Then, without waiting for a reply, the disc jockey continued the entire interview addressing the dignitary as "Jack."

That could be comparable to calling our churches "St. Pat's," "St. Stan's," or "St. Bart's." Must we pull everything down to an old-shoe level? What hap-

We're so used to people airing all in the media, that it's news when someone like Britain's Princess Diana suffers from casual-i-ties by the press and retreats into semi-reclusion.

pens to form...to authority?

Appropriate Dress

Familiarities apply to more than names. Prison guards who disregarded their official hats lost the respect of inmates. Policemen who were asked to wear gentlemanly sportcoats rather than uniforms in certain suburbs during the '60s witnessed a rise in crime. ("How can I feel safe, with a man in business clothes protecting me?" asked an 83-year-old resident. The officers complained, "I worked hard to deserve my uniform.")

Somehow that special quality of opening night at the theater or a high school choir concert is lost when everyone attending the event looks as though they're resting from a cross-country bicycle marathon.

With the ever-present admonition to "be comfortable," a new question is beginning to intrigue many: What's uncomfortable? No one wears whale bone stays or celluloid collars anymore. Today's clothes are the utmost in comfort. Would it be too much, now and then, to forget about "hanging loose" or "coming as you are" and make a little effort to give other people something pleasing to look at?

Appropriateness is the key to good taste, whether it's in conversation or dress. We act the way we dress. Women in pants walk, sit and perform more carelessly than when they wear skirts. Men in sweaters or blue jeans "relax" and neither command nor show the poise they do when in a dress shirt, suit and necktie. When we slip into camping clothes, we're ready to rough it.

We watched actor and comedian Dan Akroyd attend his best friend's funeral in a leather jacket with a sweatband around his head, and we hesitated to admit we thought it was disgusting. It's just a deeper layer of the dull routine we're letting ourselves be mired in.

On the other hand, when we make the effort to dress up for someone or something, we show a higher regard for them. And that person, in turn, reacts with appreciation and attention.

Teaching Children Manners

As with anything else, prevention is more effective than antidotes. And this begins in childhood.

Many of us created our own privacy then, whether it was a special branch in an old oak tree, a crudely made "fort" in the backyard or a corner in the attic.

Nine-year-old Anne Blenkush built a "private place" for herself behind the clothes rack in her closet. Pillows of all sizes and shapes were shaped into a cozy corner, a light bulb hung from a hook on an extension cord and her favorite books and drawing supplies were squeezed into a small basket.

The few who knew of Anne's retreat would never have invaded it—even for housecleaning. Children must be taught to return this compliment of regard for another's personal privacy.

Sundays at Grandpa's, although at least once a month, were always special occasions. An upright, Puritanical minister, he would greet us in our Sunday-special dresses and bunched white cotton stockings. We received a strong, formal handshake at the front door from this long black-frock-coated preacher of God's laws.

Grandma's carefully-prepared food often got cold as we sat through his long prayers and no one at the big round table would have dreamed of picking up his napkin or fork until Grandpa Olson did. When he spoke, we all watched and listened respectfully.

When his shaving brush moustache spread to reveal a laugh, we all laughed—even though we might not understand why. And woe to any little girl who would swing her legs under the table or who might give in to the temptation to skip down the front sidewalk.

Grandpa wasn't resentful; he was our hero—and his memory is to this day. But his grown grandchildren now cater to their offspring's every whim and demand. Today's masters are in the high-chair and ride tricycles while Grandma "Nancy" and Grandpa "Dick" sweeten each chosen word and buy everything the TV set suggests, not bothering to teach dis-

cipline or respect for others.

A Level of Respect

A successful businessperson at age 30, Patti Bell believes that new business power emerging at younger ages, together with the assumptions of equal footing and treatment for all, as well as the current relaxed lifestyle, all encourage lack of respect for another person's age or position. "I tell my department that permitting casual attire and inferior output in the office will guarantee shoddy indifference with clients.

"Beginners in business today too often assume that being friendly, which they equate with putting the conversation immediately on a first name basis, will cinch any sale...Not so."

"Elevate the other person's respect level," says Dr. Layden, "and you'll see a total change in his reactions to whatever you suggest."

The art of listening has been affected as well. More people listen in a more casual way now—interrupting before the other person has finished a sentence, only half-listening, not giving appropriate feedback. Unfortunately, the ones we feel closest to suffer the greatest slights. We think we know how they will act in almost any situation, so we don't honor them with our attention. We take them for granted.

"The more you allow irritating familiarities to continue, the more your feelings will get out of hand," says Dr. Layden. "You're kidding yourself if you think your hostility doesn't show. It does."

Common sense, coupled with a little sensitivity, will prevent most casual-i-ty disasters. We each need our own space. We need our privacies. Respect is our buffer or balm for casual-i-ties.

Charm is as old as the Garden of Eden and can be used for good or ill. Those who can't or won't learn the rudiments of honest courtesy to others...Those who persist in sloughing along in familiarities will, sooner or later, discover that while they're ridiculing the whole concept of values and consideration, their familiarities may lead them to a head-on casual-i-ty. 🍷



Dorrine Turecamo is a freelance writer based in Edina, Minnesota. She has conducted seminars for the University of Minnesota, American Management Association, Pillsbury Company, and

other organizations.

Protocol is a measure of manners, but is more than *just* manners. Protocol is the observance of accepted practices which gives certain recognition to officers, and shows proper respect to guests and program participants. It promotes orderly procedure and good relations among members at all levels, and lends a certain objectivity: Protocol honors the office a person holds, not the person.

For the most part, this article contains protocol points taken from established American practice, which may vary from customs in Commonwealth and other countries. When in doubt, always be aware of the other person's feelings—the true measure of manners. In Toastmasters, protocol covers matters such as seating, introductions, rank and preparation.

Introducing Speakers

When you're the Toastmaster of the meeting, you should make your introductory speeches brief and exacting. They should cover only the essential purposes for the occasion; i.e., "We are assembled this evening to pay tribute to a group of young women who have recently won the District Volleyball Championship. This

is an occasion when we can be joyous and proud of their achievements."

Introductions can be as brief as a half-minute and should be no longer than two-and-a-half minutes. The occasion in a sense dictates the length of the introduction and what the introducer should say.

Select only one or two references to the person's qualities or experience. Indicate the honor of having the person perform and don't mention the speaker's name until the end of your introduction.

For example, the introduction for the Toastmaster of a meeting should only be about a half-minute and might go: "Our Toastmaster this evening recently received the DTM and has ably demonstrated his value to our club, area and district. He is employed by Canada Post. Our Toastmaster for the evening, Hugh McTavish."

On the other hand, the introduction for the guest speaker at a luncheon should last about one to two-and-a-half minutes:

"Our speaker for today's luncheon has spent a lifetime in her chosen career, adult education. Our speaker has clearly demonstrated a genuine interest in communication as is evident in the number of monographs which have been published under her authorship. It is indeed our

pleasure to have such an outstanding authority on communications address our luncheon. Our speaker has chosen 'Effective Means of Nonverbal Communication' for her topic. Please give a warm welcome to Ms. Alice Drake, President of Drake, Stark and Associates."

The introducer should know the proper pronunciation of the speaker's name and the speaker's current position or title. The introduction should convey the occasion's importance and hence the speaker's importance.

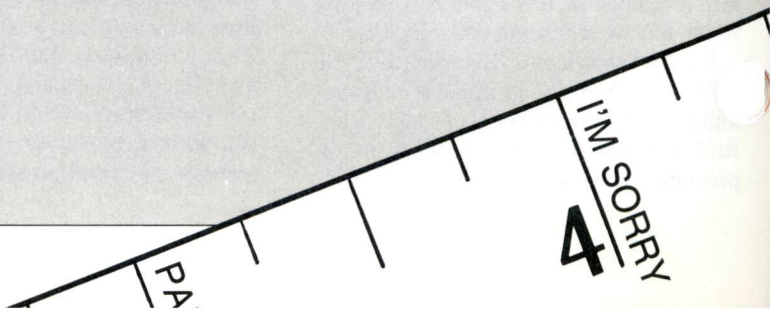
Head Table Seating

Just as protocol lends respect to individuals, so it teaches proper etiquette for recognizing and honoring those in positions of leadership. Protocol provides a means of honoring the office, especially at meetings and banquets. A customary method for honoring dignitaries is to seat them at a head table, facing the audience.

At all meetings, the number of persons to be seated at the head table is determined by two factors: the size of the group and the number of persons to be honored. A second head table may be used if there are many people to be honored and the size of the group is very large. This table would be placed in front of and at a lower

Practicing Protocol:

A MEASURE OF MANNERS



level than the main table.

Honor tables may be used instead of an overly-long table. These would be placed immediately adjacent to the head table or just in front of it, for people you wish to honor. "Reserved" signs should be placed on such tables; arranging with the hotel for contrasting colors of table linens, to set such tables off from the others, is a nice touch.

Head table guests may be seated in either of two ways:

- **Alternate:** The guest with the highest rank is seated at the right of the presiding officer; the next highest to the left; with the rest alternating right and left. Those who have no rank, such as members who say grace, are seated at the ends.

- **Straight Line:** The guest with the highest rank sits on the right of the presiding officer. Those of lesser rank, such as members who say grace, are seated at the ends.

If there is a lectern, the presiding officer sits to the right of center if the number of head table guests is even. If there is an odd number of guests, the presiding officer sits in the center.

The presiding officer makes all introductions. Introduce guests in descending order of rank, beginning with those of

When You're the Dignitary

If you are asked to sit at a head table, here are some rules of head table etiquette to follow:

- If an error has been made in the seating arrangements, do not draw attention to it, particularly if it concerns you. Arrive early enough to be lined up or find your place before the program begins. Give your undivided attention to the speakers. Remember, you are in full view of the audience.

- Smoking is not permitted until after the flag salute (or Toast to the Queen in Commonwealth countries). It is a courtesy to refrain from smoking at the head table while a speaker is talking. If smoking, take care not to place dinner companions in discomfort.

- Personal articles should not be placed on the table. Be prepared to stand up graciously when being introduced. Push back your chair a little before the introduction is made.

- Guests and members do not begin to drink or eat before the presiding officer has taken the first sip or bite. A head table guest who arrives late should remain at the back of the room until there is a break in the program.

- Refrain from leaving the head table until the honored guest has departed or the proceedings are over. The presiding officer should not leave the head table until the program has concluded.

highest rank, regardless of where they may be seated. Do not introduce down the table on each side unless this seating follows ranking order.

If you're unsure about ranking guests, here's the accepted order of precedence (highest first): religious dignitaries; government officials (federal, state, city); guest

speaker, if a non-member; International Officers (President, Vice Presidents, Directors); international staff; Past International Officers; District Officers (District Governor, Educational Lt. Governor, Administrative Lt. Governor, Secretary, Treasurer, Division Lt. Governor, Area Governors).

*Protocol takes a yard of manners
and weaves it with diplomacy,
precedence and formality to create
a cloak of respect for individuals.
It is the fabric of the Toastmasters
program.*

3
EXCUSE ME

2
THANK YOU

1
PLEASE

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If more than one Past International President, Director or District Governor is present, the one who has served the most recently has the highest rank. Members who hold two positions are honored for the position holding the higher rank.

In most countries, it is customary for a woman to take precedence over a man if their rank is the same. Never introduce "the head table;" introduce "those seated at the head table."

A person who is unknown to the group is introduced; one who is known is presented.

Protocol of Assemblies

Once you've planned for guests at the head table, you should keep in mind certain points of protocol for running the meeting or gathering successfully:

- Designate a host for special guests. Special guests and their spouses should not be expected to pay for the meal. When visiting dignitaries are overlooked during meeting arrangements, acknowledge and introduce them as soon as their presence is noted.

- When grace is spoken at a meal, it should be given before any food is touched and should be brief and spoken with


proper thought and reverence. Forewarn the person who will be asked to say grace.

- The guest of honor is usually the first person to leave the head table, and may stay to mingle with the guests.

When the gathering concludes, you want to thank everyone who made the event a success. Thank you speeches should be brief (30 to 90 seconds), considerate and relative. The thank you speech should not review what the speaker said.

A reference to the contribution the speaker has made to the subject is all that is needed, with mention of a wish for his or her continued success and the hope of having the speaker back another time.

If a small token of appreciation is given (a book or ornament), the thanker may ask the chairman or president to make the presentation.

The correct observance of protocol and accepted social behavior will add to the success and enjoyment of any occasion and to the comfort of your guests. If at any time you are not sure of correct procedure, a gracious attitude is always acceptable. 

When Individuals Meet

A form of introduction encountered as part of day-to-day routine is the introduction of two individuals. The purpose of such introductions is to make strangers known to each other.

Modern etiquette requires this be done easily and graciously without too much ceremony. Speak clearly and concisely when introducing people. An introduction, when handled correctly, provides a gracious bridge between people who've never met before.

In a formal situation it is correct to say, "May I present" or "May I introduce" (if the person is unknown, they are introduced; if they are known to the other party, they are presented). Never introduce a person as "my friend," as this implies the other is not a friend. Never say, "I wish to make you acquainted with."

Using the word "meet" by itself when introducing people is not considered good form, but you may say, "I would like you to meet" or "I want you to meet." It's correct to introduce members of a family as "my son," "my daughter," "my husband" (in intimate circles use your husband's first name, not his surname).

When responding to an introduction, say, "How do you do" or repeat the person's name. "I am delighted to meet you," "I am glad to meet you," or "It is my delight to meet you" are more friendly responses.

Never say "Pleased to meet you." This phrase is blunt and disagreeable. Also avoid phrases such as "Charmed," "It's a pleasure," "Pleased to make your acquaintance" or "I'm glad to know you."

When introducing two people, don't suggest that they shake hands with one another.

Shaking hands is a custom we use even more frequently than introductions. It's a custom that says a lot about us as individuals. To be effective, the handshake should be quick, firm and meaningful; but don't pump the arm. Look directly at the person and smile.

Never shake hands with a person while seated unless certain conditions warrant it (wheelchair, etc.). It's discourteous not to accept an extended hand.



Mind Your Telephone Manners

by Thomas Montalbo, DTM

I was home alone. The day was Tuesday, the time 11 a.m. The phone rang. I picked up the receiver and snapped, "HELL-o!"

The man on the other end said, "Is that you, Tom? I thought I had the wrong number. You don't sound like yourself. What's the matter—anything wrong?"

After talking with my friend, I realized what had happened. I'd been writing a newspaper article under pressure of an approaching deadline. My friend's call was the fifth call that had interrupted my train of thought that morning. By then I wasn't in a pleasant mood.

All I'd said when I'd answered my friend's call was one word: "Hello." But my brusque "Hello" must have sounded to him like "What the devil do you want?" No matter how frustrating my morning had been, I should have said "Hello" politely.

Mighty Tool

Although the telephone is a small mechanical instrument, it's a mighty means of communication. "My word! It talks," said the Emperor of Brazil as he listened to the telephone when it was exhibited for the first time a hundred years ago at the Philadelphia Centennial Exposition. Yes, the telephone talks. It also listens. And it says a lot about you.

Telephone wires send strong signals about your attitude—whether positive, negative or indifferent. What you feel speaks much louder on the phone than what you say, since the person on the other end can judge you only by your voice.

In the same way, you show your telephone manners. That's important because telephone manners can spell the difference between success or failure in your

social and business affairs.

Edmund Burke, an 18th-century British orator, believed that manners are more important than laws because in great measure laws depend on manners. He said, "Manners are what vex or smooth, corrupt or purify, exalt or debase, barbarize or refine us."

Jo Coudert echoes similar sentiments in her recent article in *Woman's Day* magazine. She writes, "Manners aren't merely decorative but serve to keep the foundations of society intact. So I'm going to continue my one-woman war against the thoughtlessness that could someday bring our civilization down in ruins."

Most of us wouldn't barge into a person's home or office. Yet that's what we do in effect when we telephone. We invade someone's privacy or interrupt what he or she is doing. This doesn't mean we shouldn't telephone. As an everyday tool of communication, the telephone is indispensable in both business and home. But familiar as we are with the telephone, we take it so much for granted that we often neglect good manners in using it.

Although courteous in all other contacts, some persons disregard even the most elementary good manners when talking over the phone. When you meet them in person, they're polite, genial and considerate. But talk to them over the phone and you wouldn't believe they're the same persons. Their voices are gruff and their manners are rude.

Why? Because they see the telephone as just a mechanical device. They see themselves dealing with something impersonal. The telephone makes it easy for them to say things they wouldn't say face to face.

We may be good person-to-person conversationalists and competent public

speakers, yet ineffective when using the telephone—unless we mind our manners.

Phone Manners

When someone unfortunately dials the wrong number and gets you by mistake, it's rude to scold the caller and hang up abruptly.

It's good manners to treat wrong-number calls as mutual inconveniences and answer, "Sorry, wrong number," in a tone of polite understanding instead of ill-tempered irritation. Or you may say, "I believe you have the wrong number—what number are you calling?"

By the same token, if you dial the wrong number, it's courteous to say, "I'm sorry I troubled you—I must have the wrong number." Incidentally, when the number you reach is wrong, it's bad manners to ask, "What number is this?" Ask instead, "Is this 123-4567?"

It's inconsiderate to hold a telephone conversation while a visitor is in your office or home. When you answer the phone and determine the call can't be ended in a moment or two, postpone it to a more convenient time.

Tell the caller, "I have a visitor. If you will give me your number, I'll call you back when I'm free."

Just as you cover your mouth to cough or clear your throat when conversing face-to-face, so it's good manners to turn away from the telephone in the same circumstance.

When you call and the person you want is not available, it's bad manners to tell the one who answered, "Never mind" and hang up. Courtesy dictates that you leave a brief message, or at least your name and phone number.

And when you place a call, don't ask

(Continued on Page 18)

FRIENDLY

FIRE

by Sam A. Marshall

When it comes to associations, clubs and volunteers, the words “You’re fired” should not be a part of your vocabulary.

“Letting a volunteer go is very rarely done in the association world and rarely desirable,” says Chris Condeelis of the American Society of Association Executives (ASAE). “Such extreme action speaks very badly for both the volunteers and association staff.”

Condeelis, Manager of Research and Information with ASAE, explains that dealing with the performance problem of a volunteer comes down to a very delicate diplomatic game. It’s just not as ‘cut and dried’ as a personnel situation in which you can fire an employee for incompetency, underproductivity or insubordination. Among many key reasons, it’s always difficult finding members who are motivated to volunteer in the first place.

Coming on too strong with volunteers, especially when relieving them of duties, discourages them from future participation in almost any capacity. Plus, negativity ripples outward through the club: Word of ‘bad vibes’ from management spreads, undermining member loyalty and dampening other members’ enthusiasm for volunteering.

Since a club’s progress depends upon good morale at all levels, it is the responsibility of the club’s leadership to steer volunteer attitudes and performance in directions most beneficial to the group.

Although other members are usually first to recognize a problem exists with a volunteer, they are usually too close and emotionally involved to see the situation clearly and to take appropriate action.

For example, say your club has formed a speakers bureau and a committee to run it. One committee person in charge of booking engagements begins to miss

meetings and fails to return calls.

Other committee members would be the first to see this problem developing, but would not be in a position to do anything about it. If this problem seems to warrant disciplinary action or removal, the committee members should take it to the club executive committee for objective appraisal.

It is important to remember that clubs are “member-driven,” not “staff-driven.” Members of the club executive committee have been elected as representatives of the membership and thus usually have the necessary objectivity to judge whether or not the volunteer’s actions are detrimental to the club and its goals.

How do you get a volunteer back on course?

- **Be alert:** Know when problems are happening; intervene and re-direct a volunteer in ways that are consistent with the club’s personality and objectives.

- **Re-define goals:** Quite possibly you and your club may have expected too much too soon. Most volunteers would likely ‘fall short’ when the goals are too ambitious.

- **Re-evaluate resources:** Volunteers can’t always get what they need to do a good job. Whether it’s materials, information or extra hands, try to give your volunteers the best back-up you can.

- **Scale down the job:** Even with realistic goals, volunteers fired up with the best intentions will bite off more than they can chew. Recognizing this, an alert leader will step in and lighten the volunteer’s load, but without blaming the volunteer for his or her failure to follow through.

- **‘Bite the bullet’:** As a club leader, you must sacrifice your own desire for perfectionism and learn to accept and



endure the shortcomings of volunteers. The problem may simply be your inability to accept less than perfection from a volunteer who is performing within acceptable limits.

Fortunately, most volunteers can be turned around with a watchful eye and a firm, guiding hand. Still, there are some real trouble-makers. One example is the volunteer who obviously lacks the skills required, but insists on doing the job and ignores any attempts of club leaders to re-channel his or her efforts.

And an even more serious case is the volunteer who has a personal vendetta or hidden agenda which puts him or her at odds with the organization.

In either instance, the executive committee should be advised of the problem and, in turn, should work out a strategy. Usually they should follow two steps:

1) Collect evidence of the volunteer's performance problem.

2) Attempt to communicate with the volunteer and reach an agreement (change the volunteer's behavior).

Allowing that a 'conversational history' has been established with the volunteer or that a 'paper trail' of documentation shows the volunteer has repeatedly not cooperated with club leaders, removal would then be the last resort. If 'push' does come to 'shove,' then it should always come directly from the executive committee since this step, never to be taken lightly, requires thorough consideration.

If you have used the two-step strategy consistently in handling the problem, then the volunteer will always be aware of where he or she stands with you in the process. For this reason, being asked to 'step down' should be no surprise to the volunteer. But because this step is so serious, official notice to the volunteer should always be documented in writing as well as given face-to-face.

All of this advice is not to say that discipline does not exist in the association context. But pure, impulsive discipline will frequently be destructive. If you are to make the best of a bad situation, patience and faith in the hierarchy of leadership are necessary.

"You must serve the objectives of your association at almost all costs," Condeelis urges. "Remember that with any serious problem, you must bring it out of the scope of the players and put it in the hands of the referees." 🗣️

Sam A. Marshall is a writer and editor based in Cincinnati, Ohio. He is also a frequent contributor to *The Toastmaster*.



TELEPHONE MANNERS (Continued from Page 15)

the person who answers, "Who is this?" If you must have this bit of information, try saying, "This is Karen Lynn calling. May I ask who's speaking, please?"

Business Lifeline

A businesswoman told her insurance agent she wanted to drop her policies because the people at his office answered the telephone in "an uncaring manner." She said, "We treat our wrong numbers better than you treat your customers. I'd ask if you were in and they would say 'No' or 'He's out to lunch' or 'He's gone.'"

The insurance agent invited her to talk to his office personnel. Here are a few of her points:

- The telephone is the lifeline of a business. When you say, "He's not in; can I take a message?" you've just lost a sales opportunity. Instead of asking the general question, "Can I take a message?" say, "He's not in, but he'll be back at two. Let me take your name and number, and I'll have him return your call."

- When you want to put a caller on hold, don't order them to hold. Ask them if they are able to hold.

- If you're having a bad day, avoid taking it out on unsuspecting callers. Shift gears when the phone rings. Regain your professional composure.

The essence of good manners, according to etiquette experts, is not to offend. Their message can be summed up in one sentence: "Be considerate of others." Etiquette is manners, propriety, decorum, protocol—anything that relates to correct behavior in polite society.

For the most part, etiquette experts offer common-sense advice: Namely, be aware of the needs of others and don't be concerned only with yourself. That advice applies to manners of all kinds—dining, engagements and weddings, introductions, entertaining, letter-writing, traveling, diplomacy and telephone talk.

Remember the Person

When you speak on the phone, visualize what's happening. A human being is listening on the other end. You're speaking into the receiver as though it were a friend, business associate or sales prospect. It's as if the two of you were sitting across from each other face to face.

Realize that you're talking not merely over a wire but into a person's ear. So yelling or using your most resounding

voice would be bad manners. Shouting in the other person's ear is neither necessary nor helpful, even on long-distance calls. Amplifiers on the circuits will transmit your voice all the way.

Dorothy Sarnoff, who teaches speech to business executives and government officials, puts it this way: "Think of the telephone as an ear, not an ear trumpet. Talk into it with enough projection for a telephone, not an auditorium."

Regardless of which end of the line you're on, be considerate enough to talk without munching food, chewing gum or having anything else in your mouth that would make the other person strain to hear and understand you. Turn off radio or TV while you're on the phone as such background sounds will penetrate the mouthpiece.

Don't rattle the paperweight and other gadgets on your desk or table or tap your fingers or feet. Telephone wires pick up and magnify such noises which jar and distract the listener.

Rings and Hold

If you're making a call to a residence, let the phone ring several times before you hang up. One telephone company suggests at least seven rings; ten rings are not too many. This allows the person on the other end one minute to answer the phone, since they may be far from the phone or may not hear the first few rings.

Allowing enough rings is considerate and saves disappointment or frustration for the other person—so they don't rush to get to the phone only to be greeted with a dial tone.

On the other hand, incoming calls at a business office should be answered within two rings. A person who calls a company during normal business hours should get an answer promptly. To let the phone ring more than three times before answering is both bad business and bad manners. As Letitia Baldrige, etiquette consultant and writer, points out, "Good manners are good business."

When a caller is waiting on "hold," be considerate and get to him or her as quickly as possible. At a workshop on office procedures sponsored by a local chamber of commerce in Florida, a participant asked, "How long should you leave someone waiting on the telephone?" Career expert Dr. Alan C. Lloyd replied, "10 seconds seems like an eternity. 20 seconds is an insult. 30 seconds may cost you a customer."

Other experts agree that nobody should ever be left on hold for more than a few

seconds. George Mazzei, author of *The New Office Etiquette*, explains that to be put on hold is "very irritating because you may be calling from a pay phone or calling long-distance. Some companies play music for you over the phone when you are kept on hold...music on the hold button indicates a certain casualness that is not appropriate to business. It is in effect saying that, yes, you will be kept on hold for a long time, and playing music will soothe you."

Letitia Baldrige says, "In my opinion, there is only one thing worse in telephone manners than being put on hold, and that is being put on hold with music playing in the background."

When you keep callers hanging on too long, bear in mind that the time seems much longer to the person waiting than it does to you. You're also implying to the caller, "Your time isn't as valuable as mine." If you can't get on the phone almost immediately, your secretary or someone else should return to the phone with your response or graciously say, "Mr. Jones will call you back soon."

The principles and techniques for courteous effective telephone talk are essentially the same as those for face-to-face conversation and speeches. The big difference is that what you communicate on the phone depends entirely on your voice.

Your Voice Says It All

Watch the tone of your voice; that is, your manner of speaking. Tone alone can send a message—it reveals your mood and attitude. That's why Shakespeare has Desdemona say to Othello, "I understand a *fury* in your words, but not the words."

Consider the change in meaning that a change in tone can bring, using the same words. For example, the word "Hello," which is still the correct way to answer the phone in the home, can be said politely, aggressively or angrily. The word is the same but the message is different as you shift the tone of your voice from friendliness to rudeness to contempt.

The American Telephone and Telegraph (AT&T) Company used to advertise and continues to advise, "Put a smile in your voice." Can anyone really tell whether or not you're smiling on the phone? That's not as foolish as it may seem.

The person on the other end can "hear" the voice with a smile as it travels through the maze of wires and greets him or her with friendliness. Your telephone voice can reveal whether the

corners of your mouth are curving upward into a smile or your brows are drawing together into a frown. The more friendly you feel, the more friendly you sound.

Personality, appearance, posture, facial expressions, hand gestures and other bodily actions combine to present your true self in face-to-face conversation and speechmaking, but not on the phone. Because your listeners can't see the person they're talking to, they have no visual cues to help them understand what you're saying. Your voice has to say it all.

Even so, by using gestures when speaking on the telephone you can express yourself better and help your listener understand more readily. That's why radio speakers and recording artists use gestures to get their message across to their unseen audiences.

Because only a slight slur on the phone can affect clarity, remember to speak clearly and distinctly. Don't mumble—don't swallow your words. Your listener may not hear your words if you pronounce them rapidly and indistinctly, or combine or drop sounds.

A New York City speech expert wanted to find out how business employees speak when they answer the phone. He dialed business telephone numbers at random and called the companies. In far too many cases, the person who answered the phone mangled the company name, mumbled it or spoke so fast and carelessly that the name was lost.

Speak at a slightly slower rate on the phone than your normal, face-to-face conversational pace. By slowing down your speech a little, you will:

- Articulate better, enabling you to use your tongue, lips and jaws more carefully and making your words easier to understand.
- Avoid misspeaking, stumbling over words or stuttering.

Since the telephone is an instrument for talking or listening over distances, we would expect that there'd be no time wasted in calls. Not so. Too many callers tend to lose track of time. This is true of both local and long-distance calls. Even though local calls cost less, they should be treated with the same time awareness as if they were more expensive toll calls.

Short and Sweet

On behalf of both caller and receiver, telephone talk should be "short and sweet," as the saying goes. A fellow physicist of Albert Einstein remembers

Some people disregard even the most elementary good manners when talking on the phone.

that Einstein's phone conversations were held with "severe economy;" that is, without small talk—the problem was discussed and when the discussion was completed, he returned to work.

If people would handle phone calls as though they had to catch a plane as soon as they hung up, chances are telephone talk would be less lengthy and more welcome. After all, if you take other people's time on the phone, you're keeping them occupied as much as if you were sitting with them in their offices or homes.

Like other communications, phone calls consist of three parts: (1) the opening; (2) the body; (3) the closing. As in speechmaking, the opening and closing of a telephone conversation should be brief, with the bulk of time devoted to the body or the message.

Callers usually encourage too much exchange of chit-chat and other unnecessary information in the opening. Get through the social preliminaries quickly. First identify yourself and then ask, "Is this a convenient time for you to talk a few minutes?" This is a courteous thing to do, even if the person is a friend. Give him or her the opportunity to call you back at a more convenient time. Next, announce your subject.

As in delivering a speech, you should have organized your thoughts beforehand or jotted down points to cover. This will keep you from rambling on and going round about your message.

To avoid sounding like a monologue or recorded message, draw your listener into the conversation with questions and slight pauses. This will bring forth short comments that show the person on the other end of the wire is listening attentively.

In closing a telephone conversation, it's usually up to the person who placed the call to end it promptly. End every phone call gracefully and courteously. Here are a few closing cues: "Thanks for the information;" "I enjoyed talking with you;" "Let's talk again." Those are specific yet courteous ways of letting the other person know you're about to end the conversation.

The last thing the person on the other end of the line should hear is his or her name, preceded by "Goodbye." Say "Goodbye" as though you were face-to-face at the door, extending your hand. Then hang up gently. Never slam the receiver in the other person's ear. That would be just as bad manners as slamming a door in that person's face.

Even though you can't literally "reach out and touch someone," as AT&T suggests, consider telephone talk as person-to-person conversation. Then you'll mind your telephone manners and get your message across as successfully as you do face-to-face. 📞



Thomas Montalbo, DTM, a member of Sparkling Toastmasters Club 3602-47 in St. Petersburg, Florida, has been active in Toastmasters since 1963, is a Past Area Governor and has

received a Presidential Citation for his articles in *The Toastmaster*. A former Financial Manager for the U.S. Treasury Dept., he holds a BA degree in English and an MBA degree in management and is the author of *The Power of Eloquence*, a public-speaking book published by Prentice-Hall, 1984.



Dish
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by Robert P. Savoy, DTM

*Leaders skilled
in delegation
know how to
make people
want to help.*

Many leaders don't know how to delegate work effectively. Many of these same leaders may be aware of their problem but don't know what to do about it. It is this article's intent to shed some light on this subject and to offer some advice that can make delegation a blessing for all rather than a chore.

Before spelling out general guidelines on delegation, let's look at a situation familiar to almost every Toastmaster. Suppose you're in charge of a Toastmasters Area Speech Contest. Since it would be impractical for you to do all the work yourself, how would you get others to help you?

First, read the various speech contest manuals available from the Toastmasters International Supply Catalog. This step is important because a leader must understand completely and thoroughly all the details of the job to be accomplished.

Frequently this step is ignored because many people feel that Area Speech Contests are easy to run and require little advance knowledge to accomplish them successfully. All poorly-run Area Speech Contests I've seen were planned by a leader with this attitude.

Next, break out individual jobs that might be given to other people. The manuals list a number of these jobs.

For discussion purposes, let's say organizing the Area Speech Contest includes finding a meeting place; selecting an acceptable date; procuring trophies and certificates; sending notices to participating clubs; finding judges, counters and timers; locating a timing device; selecting a meal and a price for that meal. Other necessary tasks might emerge as you get more deeply into the planning phases.

Some leaders might attempt to do all these jobs themselves and the contest would suffer. To learn to delegate effectively, one must get rid of the "lone wolf" mentality and learn to think instinctively of how to share the job with others.

Call for Help

The next step is to call people to help. In the case of an Area Speech Contest, turn immediately to the participating clubs. Call a meeting of the presidents of all these clubs.

At this meeting, you will encounter the delicate side of delegation. Since most people are cautious about accepting work, you will have to use great skill, tact and discretion to get the attendees to commit themselves to performing assigned tasks. However, in a group meeting of this nature it is relatively easy for a leader to create interest among the attendees.

People tend to be cordial and cooperative when clustered together in a group. They will tend to go along with reasonable plans and reasonable requests for assistance. Just be careful not to jar this harmony by making requests that might be viewed as unreasonable.

To begin the meeting on the right note, state its purpose and the reasons the individuals were invited. Your manner should invite and encourage open discussion among the attendees.

Ask whether anyone has had previous experience with Toastmasters Area Speech Contests, and avoid following a rigid agenda of pre-arranged topics that doesn't allow input or interruption from the attendees.

The next part of the delegation process is hard to describe. It is best learned by sitting in on groups led by a sensitive, skilled and knowledgeable leader.

You, as leader, need to interest the attendees in working on the Area Speech Contest. You must entice them to volunteer for the detailed jobs. If someone volunteers to do a job that's not exactly what you originally envisioned, you must be flexible enough to adjust your plans.

The meeting should not conclude until all tasks are assigned. You may find it helpful to have this goal for the meeting: Assign all tasks until there's nothing remaining for you to do. This will allow you time to coordinate the whole operation as well as time to deal with unexpected emergencies that may arise along the way.

Part of the technique of delegating is the ability to coach or counsel one's followers. For example, someone who has accepted the role of Toastmaster for the Area Speech Contest may approach you asking what his or her duties will be.

You could respond simply by handing him a manual which lists the duties of a contest Toastmaster, but what the volunteer really is asking for is a quick word picture directly from you.

Coaching Volunteers

Don't become annoyed or irritated by such an approach. Actually you should be grateful the volunteer is that concerned. He may have been motivated by the knowledge that manuals are subject to a wide variety of interpretations. He

wants *your* interpretation so that his performance will agree with your expectations.

So get a clear picture of what you expect from each volunteer and be prepared to communicate that tactfully.

Make yourself available to all volunteers on the same basis. Be prepared to counsel and advise, coach and direct as the need arises. But be careful not to let any volunteers delegate back to you any of the assignments they've agreed to. If they can't perform as planned, diplomatically make it clear that it's up to them to find a substitute.

Job delegation doesn't end when tasks are assigned. Let's jump forward to the night of the Area Speech Contest. You breathe a sigh of relief when you notice that Toastmaster, contestants, audience and judges are all present and alert.

You discover, however, that one of the two timers appointed has not arrived. If you've delegated satisfactorily all previous tasks and therefore are not dashing about passing out name tags, collecting money or obtaining speech titles from contestants, you should have the time to plan one more delegation.

Walk over to an experienced Toastmaster and ask him to act as Timer, then have the Chief Judge brief him on his duties.

At the end of the evening, publicly thank and recognize those who have assisted you. Do not delegate recognitions and thank you's. Some things should not be delegated, and expressions of gratitude and recognition are among them.

From this example we've seen that a leader delegates but he simultaneously plans, directs and evaluates the work of others. In most cases a leader does not have the authority to issue ultimatums to volunteers. Instead he must get volunteers to willingly share his duties because they agree with him that the job needs to be done in the way he's described.

Job delegation is a sensitive matter. As the delegator, you should possess a sensitivity sufficient to match volunteers

to suitable tasks.

That is, you should aim to shape the job at hand to fit the person available to fill it. In all cases of delegation, the job should be modified to fit the person and not the other way around.

On-the-Job Example

Let's consider another example of job delegation. Suppose you've been given the job of acquiring a word processing machine for your office. Suppose, also, that three people have been assigned to assist you in this endeavor.

One person is an engineer who knows word processing equipment, another person is a word processing machine operator and the other is a cost analyst who is able to analyze all costs associated with the purchase, installation and operation of the equipment. How do you get on with your job?

Notice that in this example, the specialties of your followers are clear-cut, and will therefore dictate who does what.

Immediately call a meeting to assign work. You might start delegating general assignments that don't require specialization. For example, any of your assistants can start a collection of documents and brochures which describe available word processing equipment.

You might also delegate to any of the assistants the task of setting up visits to local word processing equipment vendors. These are both examples of tasks that would not compromise your volunteers' specializations.

Assign all three assistants the task of preparing a comparison matrix to assess the merits of all available word processing machines. You might ask the engineer to rank equipment in order of preference by design considerations only.

Ask the operator to rank the equipment in order of preference by operator usefulness considerations only. And finally, ask the cost analyst to rank the equipment on his matrix in order of preference by cost.

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With these tasks delegated, you and your group can collect and study brochures and make plant visits to obtain data so that the matrices can be completed. During this period as leader, you will want to learn as much as possible yourself about available word processing equipment.

Re-Affirm Commitment

You will also need to be available to consult with your specialists, to clarify uncertainties and to reassure them that management is committed to the project and will buy, install and use the equipment your group recommends.

It might be wise at this point to remember that you can delegate work, but you cannot delegate total job responsibility. Your superiors will still hold you accountable for results.

Once your group has accumulated all available documentation, you must arrange a meeting with management to secure their authorization to buy your recommended machine.

Before you approach management, call your group together to discuss strategies to use at the management meeting. You may wish to present the entire report yourself, or you may want to select someone from the group to present it.

Maybe all four of you will prepare individual reports and present them separately. The task delegations will depend on which strategy you select.

If you, as leader, run meetings similar to the above, your volunteers or assistants will more readily accept the delegated assignments. They will feel a sense of shared responsibility with you, will view the delegated work as a form of shared duties and will do a better job. And if your assistants perform well, you will be given high grades as a leader.

This example illustrates that the closer a leader is to his volunteers, the easier it will be for him to delegate work. Also, it will be easier for the volunteers to accept delegated work, for they'll feel as if they are true partners with the leader.

Successful delegation techniques are as complex as the work that needs to be delegated. A skilled leader will spend as much time working on delegation techniques as he does on communication techniques, and everyone will profit.

Robert P. Savoy, DTM, is a member of *Researchers Toastmasters Club 2201-31 Bedford, Massachusetts*. A former District Governor, Savoy is a civilian electrical engineer with the United States Air Force.

In Memory of Flora Wiley

World Headquarters is mourning the loss of a very dear friend and loyal employee—Flora Wiley. Flora passed away January 31 after a brief battle with cancer.

Flora, Manager of World Headquarters' Administrative Services Department, set a service record of 35 years with Toastmasters—second only to founder Dr. Ralph Smedley's record. She was one of the only current World Headquarters employees who actually worked with Dr. Smedley.

Flora was thus Toastmasters' living historian. Many of you who've been Toastmasters for a while will remember her from conventions—always there to answer any question at all about Toastmasters.

“To my knowledge, Flora was never a member of a Toastmasters club, but no person I've met represented the ideals of a true Toastmaster more than she did,” says Toastmasters Executive Director, Terry McCann. “Highly intelligent, quick-witted and an excellent communicator, she was one who saw the wonderful benefits a person receives by being part of our organization.

“Like Dr. Smedley, Flora was totally devoted to the movement. She was an inspiration to all who've been a part of the World Headquarters team.”

Flora was one of the few people who knew the organization's bylaws inside-out, and she provided invaluable service to the Board of Directors in this respect.

As Joseph P. Rinnert, Past International President and TI Legal Counsel, says, “Flora's responsibilities, among others, included acting as liaison with the Board's Policy and Administrative Review (PAR) Committee, preparing the minutes of all meetings of the Board of Directors and seeing that the Manual of Management Operations (the “Bible” for Officers and Directors) at all times correctly reflected Board actions and Toastmasters International policies.

“It was Flora's job to make sure that all actions of the Board and convention delegates, concerning changes in the International Bylaws and in the District and Club Constitutions and Standard Bylaws, were properly recorded in those fundamental documents.” She was also responsible for maintenance of club and district files and reception activities at Headquarters.



“Flora was one of a kind,” says Rinnert. “She was dependable, conscientious, hard-working, intelligent and good-humored.”

Flora joined World Headquarters in 1951, when the staff consisted only of 12 people, as assistant to Toastmasters' first Executive Director, Ted Blanding. Since that time, she'd served under three successive Executive Directors and 35 International Presidents.

Buck Engle, Toastmasters' Executive Director from 1964 through 1975, got to know Flora long before he worked with her, when he was a Toastmaster visiting World Headquarters. “She was an outstanding employee,” he says. “In a quiet way, she set a standard of excellence for the staff and the program. She lived the history of Toastmasters, but always looked to the future for the organization.

“She helped in any way she could with World Headquarters staff members and what I call our ‘volunteer management’—with Districts and the Board. She was an important part of the smooth operation of the Board of Directors. Flora was a fine lady—a delightful person.”

Joe Rinnert, who's been with Toastmasters International through the three decades Flora was here, says, “Having observed Flora Wiley during that three-decade period, I can and do attest: That

her phenomenal memory and tactful suggestions helped many Officers and Directors avoid mistakes; that while she was contemptuous of insincerity and pomposity, she was tolerant of the faults and shortcomings of others; that she was always a lady in the highest sense of the word; that she was ever calm, cool and collected; and, finally, that she possessed that priceless attribute—a true sense of humor.”

Flora's humor was ever present. When asked when she was going to retire, she'd say, “I'm waiting til we have a convention in Hawaii.” Besides being the resident TI historian, she was also an entertainment trivia buff and entertained World Headquarters staff daily with her observations on current rock groups (she could even name band members).

“Flora was a special person,” says International President Helen Blanchard, DTM. “I feel fortunate to have known her and worked with her. In addition to her in-depth knowledge of Toastmasters, there was a presence about Flora—a calm efficiency that inspired confidence and respect. She will be sorely missed.”

Flora is survived by her daughter Judy, son-in-law Jim Owens and two grandchildren, Cara and Matthew. Her family requests that donations be made to the American Cancer Society in Flora's name.



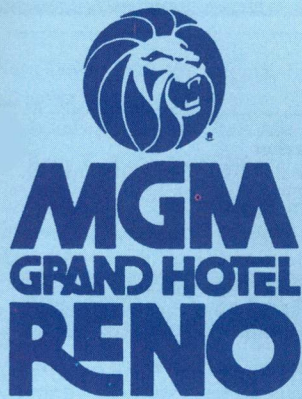
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Reservation requests received after **July 22, 1986** will be confirmed subject to room availability.

NOTE: Checkout time is noon, therefore guest room may not be available until 2 p.m.

Your deposit guarantees your room until midnight on the requested date of arrival. Please telephone changes to our Reservation Department at 800-648-5080. The only form of reservation payment that will be accepted is: check or money orders.

HALL of FAME

DTMs

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

Elise Dee Beraru

TM-by-the-Sea 298-1, Santa Monica, CA

Michael A. Moone

International City 1377-1, Long Beach, CA

Judy Hancock

Kachina 1473-3, Phoenix, AZ

Raymond F. Trappen

Foothills 1874-3, Tucson, AZ

Geff Wilson

Twilite 3480-3, Tempe, AZ

Stanley Joseph Jarzombek, Jr.

Circle-A 5127-4, Sunnyvale, CA

Carl Cottingham

Cedar Hills 751-7, Beaverton, OR

Antone Wasilik

Moonlighters 431-9, Spokane, WA

Nicolette M. Boros

Pleasant Valley 2560-10, Brooklyn, OH

Ormond E. Pate

Communicators 1129-11, Louisville, KY

Austin W. Daniel

Utoy 810-14, Atlanta, GA

Clark P. Russell

Bacchus 3791-15, Magna, UT

Paula Anne Franklin

Woodlawn-Security 2929-18, Baltimore, MD

Phyllis Allen

Executives 335-19, Des Moines, IA

Addie Derby

Vancouver 59-21, Vancouver, B.C., Can

Thomas A. Clark

Bellevue Breakfast 3369-24, Bellevue, NE

George F. Weinreich

Park Central 4095-25, Dallas, TX

Donald L. Miles

Rocky Ford 2909-26, Rocky Ford, CO

Phyllis K. Sullivan

Wind Baggers 1535-28, Farmington, MI

Roger Burtnette

Ellsworth Park 2745-30, Downers Grove, IL

Robert F. Happel, DTM

Ellsworth Park 2745-30, Downers Grove, IL

Timothy A. Wingert

Ellsworth Park 2745-30, Downers Grove, IL

Richard A. Skinner

Speech Invaders 4641-31, Milford, MA

Vincent C. Dempsey

I'll Drink to That 3254-33, Las Vegas, NV

Alexander F. Sadowski

Tip Top 632-36, Silver Spring, MD

David M. Long

Alexandria 1748-36, Alexandria, VA

Venita C. McLaughlin

Ponderosa 559-39, Reno, NV

L. G. "Oly" Olson

Sunrise Center 3359-39, Citrus Heights, CA

Weyland F. Bale

Accuracy 1008-40, Columbus, OH

James Weber

C.B.A. 2882-42, Saskatoon, Sask., Can

Richard Lanny Coulson

Kingsway 3484-42, Edmonton, Alta., Can

Charles Secord

Speak-Easy 4747-44, San Angelo, TX

R. E. Floyd

County Line 3299-47, Deerfield Beach, FL

Dora M. Hildebrand

Tamarind Park 4404-49, Honolulu, HI

Larry Phillips

Jewel City 29-52, Glendale, CA

Edward Casper

S.F. Valley Board/Realtors 342-52, Encino, CA

M. X. Betoournay

Safeco Title Insurance 3340-52, Panorama City, CA

Florence R. Baxter

Kalmia 1239-58, Aiken, SC

Helen T. Cash

Red Bank 2091-58, Charleston, SC

Lois H. Cole

Fingerlakes Forum 2674-65, Auburn, NY

Larry J. Prickett

V.C.U. 4649-66, Richmond, VA

John L. Scouller

Sandgate 3721-69, Sandgate, Qld., Aust

Beda B. Biala

Tambuli 2160-75, Makati, Phil

Phyllis Thomas

Greatland 3069-U, Anchorage, AK

ATM Silver

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

Juanita Skillman

Denny's 608-F, La Mirada, CA

Victoria M. Boros, DTM

Pleasant Valley 2560-10, Brooklyn, OH

Marc Sullivan

Wind Baggers 1535-28, Farmington, IL

John Burkett, DTM

Great Lakes ATM 2876-28, Monroe, MI

Theresa S. Baker, DTM

NIH 3421-36, Bethesda, MD

J. Q. Warnick, Jr., DTM

Lubbock 884-44, Lubbock, TX

Joseph Paul O'Rourke

Twin Town Gavelier 850-54, Bloomington, IL

Harold F. Parker

Public Service 3174-68, New Orleans, LA

Dorothy Ellen Egan

API Brisbane 900-69, Brisbane, Qld., Aust

ATM Bronze

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

Marion E. Hundley

Table Talkers 1246-F, Buena Park, CA

Kathryn E. Starr

Hemet San Jacinto 3806-F, Hemet, CA

Jerry Tobin

Santa Monica 21-1, Santa Monica, CA

Lawrence S. Savell

Peninsula 174-1, Rolling Hills Estates, CA

Stephen Fisher

International City 1377-1, Long Beach, CA

Peggy W. Richardson

Lafayette 1127-11, Lafayette, IN

Robert Keller, DTM

Pleasant Valley 2317-15, Boise, ID

John L. Sands

Thunderbird 1566-16, Tulsa, OK

James D. Lee

Gate City 759-20, Fargo, ND

Santos Wu

Rich-Del 3767-21, Richmond, B.C., Can

Gary E. Talada

Early Bird 2534-23, Albuquerque, NM

Raymond D. Kosmicki

Cornhuskers 955-24, Omaha, NE

Gail I. Davis

Borderliners 4740-24, Omaha, NE

Patricia A. Marston, DTM

Capitol 422-32, Olympia, WA

Arlene Bartholome

Sunrise 4333-33, Merced, CA

Bettye Lewis-Underhill

United States Senate 473-36, Washington, DC

Esperanza Cornejo Valencia

Business Oriented 2279-36, Rockville, MD

Lewis C. Smith

Plaza 3776-36, Arlington, VA

Ralph Walker

Gold Mine 241-37, Concord, NC

Mary Cele Bain, DTM

Monday Six-O 1312-37, Charlotte, NC

Hubert Barney

Northwestern 2946-37, Winston-Salem, NC

Marcia T. Barney

Northwestern 2946-37, Winston-Salem, NC

Stephen J. Beede

Sunrise Center 3359-39, Citrus Heights, CA

Paul C. Roch, DTM

New Dawn 1950-42, Regina, Sask., Can

Joyce M. Eaton, DTM

Daybreakers 1327-44, San Angelo, TX

William B. Eaton, DTM

Daybreakers 1327-44, San Angelo, TX

Jean P. Tillman

West Broward 2903-47, Fort Lauderdale, FL

Earl D. Heath, DTM

Shaklee 1745-48, Montgomery, AL

Jesse B. Nunez

Red Bank 2091-58, Charleston, SC

P. Gregory McCarthy, DTM

North Augusta 2947-58, North Augusta, SC

George A. Reed

Fulton 1515-65, Fulton, NY

Margaret B. Jenkins

Seafarers 3636-66, Newport News, VA

Judith Anne Bartlett

Wairoa 3047-72, Wairoa, NZ

Andrew Bolotin, DTM

Gourmet 5423-73, Melbourne, Vic., Aust

Sydicious F. Panoy

Burlanders 977-75, Manila, Phil

John A. Briski

Great Land 3069-U, Anchorage, AK

Joe Boyd

Bellingham 60-2, Bellingham, WA

Kent E. Brooten

Bellevue East Side 733-2, Bellevue, WA

Marsha K. Heathcote

Successmasters 4401-2, Seattle, WA

Lee P. Wagner

Aztec 2531-3, Tucson, AZ

S. John Zimmer

Eyeopener 2607-3, Tucson, AZ

Barbara C. Varney

Park Central 3527-3, Phoenix, AZ

Michael R. DiCerbo

Scottsdalians 4346-3, Scottsdale, AZ

George C. Tindall

Perryville Connection 5182-3, Goodyear, AZ

Verlyn J. Tank

Ferguson 525-8, Ferguson, MO

Victoria Stonestreet

Commodore 654-8, Decatur, IL

Dorothy M. Dedee

O Fallon 994-8, O Fallon, IL

Shirley M. Schmidt

Electric Toasters 1306-8, Hazelwood, MO

Helyn J. Tharpe

Metro-East 2878-8, East St. Louis, MO

Nancy C. Brown

Tumbleweed 1739-9, Hermiston, OR

Chester G. Mounts

Berea 2917-10, Berea, OH

Brenda K. Turpin

Foremost 507-11, Evansville, IN

Armistead F. Stewart, Jr.

Thoroughbred 1985-11, Louisville, KY

Richard Troy Moore

Senior Citizens 3350-11, Fort Wayne, IN

Margaret Ballard

Executive Toastmasters 3429-11, Evansville, IN

E. Wright Davis

Columbus Uptown 2037-14, Columbus, GA

Navin P. Patel

P.B.H. 4343-14, Atlanta, GA

Winston L. Knox

Downtown Revenewers 4377-14, Atlanta, GA

John D. Lewallen, Jr.

Downtown Revenewers 4377-14, Atlanta, GA

Jeffrey S. Cohen

Clayton County 4865-14, Clayton County, GA

Mathew D. Hightree

Boise 61-15, Boise, ID

Margaret B. Edmundson

Metro 719-15, Salt Lake City, UT

Catherine E. Aaronson

Spoke N Word 2087-15, Ogden, UT

Bruce Nelson

TNT 3738-15, Salt Lake City, UT

Garth M. Cummins

Sperry 4992-15, Salt Lake City, UT

Mervin B. Jersak

The Capitol Club 5279-15, Boise, ID

J. David Lee

Edmond 170-16, Edmond, OK

W. Richard Hahman, Jr.

Conoma 454-16, Oklahoma City, OK

Nonie C. Cabara

Three Thousand One 1649-16, Tinker Air Force Base, OK

Geraldine C. Hendon

Keystone 3139-16, Tulsa, OK

Thomas S. Robertson, Jr.

OKC Speaking Singles 4906-16, Oklahoma City, OK

Emily Frances Schelly

Golden Age 5427-17, Great Falls, MT

Steve K. Vogelzang

Town and College 875-19, Ames, IA

Evelyn M. Runner

Marshalltown 1857-19, Marshalltown, IA

Verlin E. Frank

Denison 3288-19, Denison, IA

Robert E. Swanson

Pioneer 272-20, Moorehead, MN

Jenny Leonard

Grand Forks 273-20, Grand Forks, ND

Al Kramer

Bismarck 717-20, Bismarck, ND

Noreen Gill

Bemidji Area 1640-20, Bemidji, MN

Stephen J. Hart

Coal Country 4261-20, Hazen, ND

Lindsay de Frayne Macintosh

Vancouver 59-21, Vancouver, B.C., Can

Bill Manners, Jr.

Malaspina 738-21, Nanaimo, B.C., Can

Allan Craig Daem

Cariboo 786-21, Prince George, B.C., Can

Stan Kay

Telespeakers 2328-21, Burnaby, B.C., Can

Sandra J. Laughland

Telespeakers 2328-21, Burnaby, B.C., Can

Fred J. Punko

Prince George 3081-21, Prince George, B.C., Can

Irene Evans

Rich-Del 3767-21, Richmond, B.C., Can

Donna Vix

Forbidden 3984-21, Courtenay, B.C., Can

Olympe Astra

Revelstoke 4050-21, Revelstoke, B.C., Can

David K. Doman

Fort Nelson 4557-21, Fort Nelson, B.C., Can

William E. Strongman

Selkirk 5499-21, Castlegar, B.C., Can

R. Carl Schneider

NCR-ACD 2516-22, Wichita, KS

John Michael Horner

TMs

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

Carlyn T. Bowls

Koffee N Toastmasters 105-F, Redlands, CA

Merilyn W. Walker

S.O.S. 155-F, Arcadia, CA

Earl H. White

Capistrano Valley 1707-F, San Juan Capistrano, CA

Jackson Emerson

Yawn Patrol 3436-F, Fullerton, CA

Peter Gutman

Chino Valley 3957-F, Chino, CA

Robert L. Ewing

Bay Broadcasters 4136-F, Newport Beach, CA

Alan W. Hayden

Gavel 11-1, Long Beach, CA

Mariana Boyers

Santa Monica 21-1, Santa Monica, CA

Judy L. Gray

Associates 141-1, Los Angeles, CA

William F. Meyn, Jr.

Long Beach Remarkables 1307-1, Long Beach, CA

Bert Porter Sechler

International City 1377-1, Long Beach, CA

Shih-How Chang

Aerovision 4419-1, El Segundo, CA

Power Masters 3985-22, Overland Park, KS

Bruce E. Mallory
Santa Fe 4322-22, Topeka, KS

Curtis F. Wilson, Jr.
T.G.I.F. 4679-22, Overland Park, KS

Charles E. Whaley
Ozark Orators 5105-22, Joplin, MO

Regina I.H. Merritt
Capitol 2309-23, Santa Fe, NM

Dorothea G. Erickson
Early Bird 2534-23, Albuquerque, NM

Joyce Robbins
Early Bird 2534-23, Albuquerque, NM

Yolanda Padilla Vigil
Bumble Bees 2974-23, Albuquerque, NM

Violet J. Kloth
Kirtland MCS 4013-23, Albuquerque, NM

Richard W. Watson
Business Mens 281-24, Omaha, NE

David Okerlund
General Communicators 872-24, Lincoln, NE

Bernard V. Veteto
0630 1756-24, York, NE

Joseph H. Grier
A Rousers 2202-24, Omaha, NE

David S. Folkedahl
Rambling Resistors 3112-24, Norfolk, NE

Wes Ward
Bellevue Breakfast 3369-24, Bellevue, NE

Laura E. Gregory
Wichita Falls 305-25, Wichita Falls, TX

John Alan Salkeld
Wichita Falls 305-25, Wichita Falls, TX

Fred R. Boshers
Pecan Valley 3082-25, Brownwood, TX

Bobbie J. Caffey
Pecan Valley 3082-25, Brownwood, TX

Eric Jacobson
Irving Noon 4344-25, Irving, TX

Linda Pearson
TNT 4533-25, Dallas, TX

Aline L. Hinton
Athens 4714-25, Athens, TX

Nick Powell
Golden Triangle 5297-25, Keller, TX

Barbara G. Carnes
Sunrise 619-26, Fort Collins, CO

David R. Stewart
Sunrise 619-26, Fort Collins, CO

Earl Hutchins
Early Rises 784-26, Greeley, CO

Brian G. Kelley
Early Risers 784-26, Greeley, CO

Marshall Dean Hoffman
Pueblo 795-26, Pueblo, CO

Michael Loth
Sleeping Giants 1296-26, Steamboat Springs, CO

Peggy B. McGee
Littleton 2177-26, Littleton, CO

Y. Richard Lin
Daybreak 2228-26, Denver, CO

Connee Chandler
Silver State 3017-26, Denver, CO

Merlin Dale Hehn
Laurel 956-29, Laurel, MS

Jorja Kelley
Playground 1797-29, Fort Walton Beach, FL

Mary Patterson Binns
Five Flags 3229-29, Pensacola, FL

Paul W. Runkel
Mount Prospect 1500-30, Mount Prospect, IL

Marjorie E. Jaski
Skokie 1608-30, Skokie, IL

John W. Phillip
Arthur Young & Company 4771-30, Chicago, IL

Ken A. Taylor
Raytheon 2922-31, Wayland, MA

Ethel Morris
Balfour 3148-31, Attleboro, MA

Ed Humphries
SWEC 5261-31, Boston, MA

Elizabeth Durland Kozup
Articulators 5414-31, Hudson, MA

Anthony L. Donofrio
Bremerton 63-32, Bremerton, WA

L. Jane Farley
Bremerton 63-32, Bremerton, WA

Paul C. Webb
Auburn Morning 329-32, Auburn, WA

Catherine R. Sleavin
Early Birds 2063-32, Tacoma, WA

James H. Goemmer
Peninsula 3409-32, Gig Harbor, WA

Gertrude M. Padjen
Eyeopeners 4076-32, Tacoma, WA

Flemming E. Frederiksen
Santa Ynez Valley 80-33, Solvang, CA

William E. Krupp
San Luis Obispo 83-33, San Luis Obispo, CA

Dorothy C. Eng
San Joaquin 201-33, Fresno, CA

Robert J. Mohr
Daybreakers 1388-33, Modesto, CA

Lori Czipott
Harmon-izers 1910-33, Las Vegas, NV

Stan Cotton
Hanford 2490-33, Hanford, CA

John Victor Herrmann
Atwater Dynamic 3131-33, Atwater, CA

Stephen A. Lucich
Atwater Dynamic 3131-33, Atwater, CA

Fran Cracchiola
I'll Drink to That 3254-33, Las Vegas, NV

Michael B. Leviant
I'll Drink to That 3254-33, Las Vegas, NV

Charles H. Schenok, Jr.
TNT 4055-33, Las Vegas, NV

Irene A. Wetzel
5-Cities 4603-33, Arroyo Grande, CA

Manuel F. Martinez
Oildale Orators 5203-33, Bakersfield, CA

Ronald B. LaPean
Ozaukee 3210-35, Grafton, WI

Robert K. Kramer
Blackhawk 3521-35, Madison, WI

Brian Francis Madigan
Phenix 1152-36, Washington, DC

Howard T. Pritchard
Silver Spring 1314-36, Silver Spring, MD

Ronald J. Hawkins
Housing & Urban Development 1795-36, Washington, DC

Cheryl A. Hackley
USDA 3294-36, Washington, DC

Richard H. Mathews
USDA 3294-36, Washington, DC

Ruth E. Blevins
Gladiators 3392-36, Baileys Cross Roads, VA

Grace R. Permenter
DC Department of Recreation 3682-36, Washington, DC

James W. Given
Plaza 3776-36, Arlington, VA

John Haven
Advanced Speakers MD 4036-36, Bethesda, MD

John C. Peuser
Monumental Speakers 4307-36, Washington, DC

Deborah Smith Gille
Vagabond 5437-36, Rockville, MD

Larry M. Coogins
Gold Mine 241-37, Concord, NC

James S. Buchanan
Greensboro 439-37, Greensboro, NC

Harry E. Carpenter III
Catawba Valley 1193-37, Hickory, NC

Randy L. Alley
Salisbury 2380-37, Salisbury, NC

Wilson Lopez
Salisbury 2380-37, Salisbury, NC

Mary L. Reynolds
Pacesetter 4065-37, Charlotte, NC

Martha E. Byler
Moorestown Area 4887-38, Moorestown, NJ

Renate E. Daniels, DTM
Capital Nevada 1813-39, Carson City, NV

Martha J. Maskall
Sunrise Center 3359-39, Citrus Heights, CA

J.P. Strickland
New Age 5091-39, Reno, NV

Gordon A. Bixel
Columbus 959-40, Columbus, OH

Larry C. Bobbert
Madco 4097-40, Richmond, KY

Roger H. Reed
BCCO 5246-40, Columbus, OH

Dennis H. Darrington
Pierre 1195-41, Pierre, SD

Jerry Meinders
Sioux Falls 210-42, Sioux Falls, SD

Trick J. Phelan
Northern Lights 489-42, Edmonton, Alta.,
Can

Betty Ann Hay
Peace Pipe 1440-42, Wetaskiwin, Alta.,
Can

Robert Wayne Johnson
The Battlefords 1512-42, North Battleford,
Sask., Can

Myrna Thomas
Southern Lights 3684-42, Edmonton,
Alta., Can

Claudia McLellan
Jubilee 4104-42, Edmonton, Alta., Can

James R. Turner
Twin City 1142-43, North Little Rock,
AR

Betty J. Bishop
A-OK 1359-43, Memphis, TN

Lynidas C. Dennie
A-OK 1359-43, Memphis, TN

H. Keith de Noble
Metrocentre 3670-43, Little Rock, AR

Johnnie A. Monts
Germantown 4112-43, Germantown, TN

Linda Brown-Saffore
Starkville 5469-43, Starkville, MS

Marion L. Gion
Plainview 763-44, Plainview, TX

Ren Gion
Plainview 763-44, Plainview, TX

Ruth B. Johnson
Early Bird 1061-44, Odessa, TX

Gloria Yvonne Austin
Downtown 1145-44, Lubbock, TX

Mary Louise Korona
Daybreakers 1327-44, San Angelo, TX

Jim Wilson
Monday Morning 1557-44, Amarillo, TX

Robert K. Greenleaf
Kennebec Valley 1468-45, Augusta, ME

Charles L. Horowitz
Huntington 1964-46, Huntington, NY

Robert P. Moss
Morristown 3540-46, Morristown, NJ

Richard Womack
Genesis 5521-46, New York City, NY

Monhan M. Kinra
Harris Communicators 363-47, Palm
Bay, FL

Kenneth C. Kane
Venetian 952-47, Ft. Lauderdale, FL

Albert E. Smullen
Tampa 1810-47, Tampa, FL

Kathleen A. Bishop
Plantation 2582-47, Plantation, FL

Clara Geland
Good Evening 3164-47, Hollywood, FL

Liam J. Edwards
Hollywood 3770-47, Hollywood, FL

Wayne H. Smith
Vulcan Voices 512-48, Birmingham, AL

Steven M. Beck
Wright Brothers 1564-48, Maxwell Air
Force Base, AL

David W. Hertha
Mason-Dixon 2186-48, Huntsville, AL

Edward M. Lewis
Mason-Dixon 2186-48, Huntsville, AL

Howard Pieper
Speak-Easy 3235-48, Huntsville, AL

William J. Barksdale
Hi-Noon 3963-48, Huntsville, AL

William R. Krietemeyer
Ampex 5304-48, Opelika, AL

Warren Douglas Jenkins
Hawaiian Electric 1416-49, Honolulu, HI

Rose Lane
Warner Center 2966-52, Woodland Hills,
CA

Lloyd Edwin Erickson
The Spirit of 76 4676-52, Los Angeles,
CA

Marvin D. Shwiff
Tejas 966-56, Austin, TX

Milton R. Winebrenner
Missouri City 2359-56, Missouri City, TX

Warren L. Franz
Sunrise 2468-56, Houston, TX

Roy Theall
Post Oak Persuaders 4037-56, Houston,
TX

David W. Gibbs
The Austin Club 4256-56, Austin, TX

T. Christopher Jones
Dresser Jawbreakers 4539-56, Houston,
TX

Lynn F. Neal
Exxon Club 4946-56, Houston, TX

Loren E. Wright
Castro Valley 961-57, Castro Valley, CA

Lois Johnstad
Southern Marin 1441-57, Mill Valley, CA

Chuck Davis
Concord Community 4896-57, Concord,
CA

Gene B. Ballard
Timely 1370-58, Fort Mill, SC

Warren Floyd Powell, Jr.
North Augusta 2947-58, North Augusta,
SC

Carl J. Reichel, Jr.
North Augusta 2947-58, North Augusta,
SC

Robert A. Tripp
Podium 2303-60, Toronto, Ont., Can

Egon Pedersen
Oshawa 2398-60, Oshawa, Ont., Can

Joan Graham
Trafalgar 4080-60, Oakville, Ont., Can

Vianney Cote
Louis-St. Laurent 3747-61, Rock Forest,
Que., Can

Gilles Lessaro
Ste Foy 5097-61, Ste Foy, Que., Can

William R. Hottinger

Greater Flint 2826-62, Flint, MI

John M. Harrell
Donelson Early Birds 1298-63, Nashville,
TN

Karen Kelso Neighbors
Coffee County 1719-63, Manchester, TN

Joe Diamond
Heart of Tennessee 1757-63, Murfreesboro,
TN

Lenley A. Brown
Oak Ridge 1858-63, Oak Ridge, TN

Spencer Lloyd
South Central/State Farm Insurance
2409-63, Murfreesboro, TN

James G. Copp
Chatter Masters 3264-63, Chattanooga,
TN

Robert M. Kusmack
Centennial 313-64, Winnipeg, Man., Can

Shelagh E. Livingston
Sunshiners 483-64, Winnipeg, Man., Can

Edward A. Batchelder
Link 2848-65, Binghamton, NY

Marjorie L. Carpenter
Link 2848-65, Binghamton, NY

Richard P. Culverwill
Link 2848-65, Binghamton, NY

Elizabeth A. DeMotte
Link 2848-65, Binghamton, NY

James F. Piper
Link 2848-65, Binghamton, NY

Andrew Michael Hudick
Roanoke 1011-66, Roanoke, VA

Joseph J. Bellanca
Virginia Beach 3267-66, Virginia Beach,
VA

Gale R. Kidd
Danville 3305-66, Danville, VA

Helen Oakes Ligon
Danville 3305-66, Danville, VA

Mary Elizabeth Crouch
RAAP 3633-66, Radford, VA

Darrell W. Andrist
Business & Professional 1169-68, New
Orleans, LA

L. R. Cates
Lake Charles 1225-68, Lake Charles, LA

Suzanne Rutkin
API Brisbane 900-69, Brisbane, Qld.,
Aust

Desley Jones Cooper
Maryborough 3388-69, Maryborough,
Qld., Aust

Joyce Rogers
Ipswich 3410-69, Ipswich, Qld., Aust

Case Hengst
Woden Valley 494-70, Canberra, A.C.T.,
Aust

Ward Penman
Woden Valley 494-70, Canberra, A.C.T.,
Aust

Norman Stuart Jones
Hawkesbury Valley 2009-70, Richmond,
N.S.W., Aust

Robert Douglas Woods

Hawkesbury Valley 2009-70, Richmond, N.S.W., Aust

Maine Areli Louis

Drummoyne Rugby 2054-70, Drummoyne, N.S.W., Aust

Peter H. Schmedding

Belconnen 4237-70, Canberra, A.C.T., Aust

Jill Westray

Western Lecturn 5069-70, Sydney, N.S.W., Aust

David Roy Bromley

Tuggeranong 5071-70, Canberra, A.C.T., Aust

Mary Theresa Cook

Illawarra Sunday Morning 6034-70, Hurstville, N.S.W., Aust

David John Roy Dittmer

Dawn Speakers 1749-72, Dunedin, NZ

Norman Rex Bartlett

Wairoa 3047-72, Wairoa, NZ

Gerard Willems

Avon 3514-72, Christchurch, NZ

Graham Pearson

Massey 4675-72, Palmerston North, NZ

Lance Winston J. Sim

Banyandah 1285-73, Perth, W.A., Aust

Leo Dobbin

Industry House 3952-73, Melbourne, Vic., Aust

Beda B. Biala

Tambuli 2160-75, Makati, Phil

Amante V. Galang

Tambuli 2160-75, Makati, Phil

Carmelita S. Dayco

Executive 4086-75, Makati, Phil

Joy E. Wickett

Sundogs 4476-U, Whitehorse, YT

New Clubs

6056-F Hewlett Packard

Fullerton, CA—Hewlett Packard, 1421 Manhattan Ave. (758-5598).

6081-F CHH Orators

Anaheim, CA—Wed., 11:45 a.m., Carter Hawley Hale Information Services, 1600 N. Kraemer Blvd. (520-1000).

6054-1 Centinela Hospital

Inglewood, CA—Wed., 7:14 a.m., Centinela Hospital Medical Center, 555 E. Hardy St., Ira Kaufman Pavillion (673-4660, ex. 8213).

6057-1 Star-Kist

Long Beach, CA—Wed., 5:15 p.m., Crocker Building, 180 E. Ocean Blvd., 5th Floor Conference Room (590-3842).

6073-1 Can-Do Videomasters

Harbor City, CA—2nd Tues., monthly, 7:00 p.m., The Cousin's Residence, 760 W. Lomita Blvd., #178 (830-3455).

641-4 Dalmo Victor

Belmont, CA—Wed., noon, Dalmo Victor Operations, 1515 Industrial Way (595-1414, ex. 2198).

6044-4 Measurex

Cupertino, CA—Measurex Corporation, One Results Way (255-1500).

5206-5 Non Silent Corps

San Diego, CA—1st & 3rd Wed., 11:35 a.m., Naval Supply Center, 937 N. Harbor Dr. (235-3738).

6052-6 Solo Express

St. Paul, MN—Tues., 6:30 p.m., North Como Presbyterian Church, 965 W. Larpenteur Ave. (633-7505).

6069-6 NCSpeakers

Minneapolis, MN—Mon., noon, NCS Corporate Headquarters, 11000 Prairie Lakes Dr.

6068-7 Woodland

Woodland, WA—Thurs., 7:30 p.m., Fibre Federal Credit Union, 1331 Goerig (225-7934).

2652-8 White Squirrel

Olney, IL—Wed., noon, Pizza Hut, 921 E. Main St. (393-2105).

6050-11 MTO Speakers Club

Westfield, IN—1st & 3rd Thurs., 5:00 p.m., GTE Midwest Telephone Operations, 19845 U.S. 31 N. (896-6727).

6060-11 Speak Easy

Fowler, IN—Thurs., 6:45 a.m., Demeter, Inc., U.S. 52 and State Road 18 (884-0600).

6066-13 Blue Ridge

Harpers Ferry, WV—1st & 3rd Wed., noon, Harpers Ferry National Historical Park, Shenandoah St. (535-6371, 535-6224).

6080-13 Warren County

Warren County, PA—2nd & 4th Thurs., 7:00 p.m., Mineral Well Restaurant.

595-16 On Center

Oklahoma City, OK—Wed., 11:00 a.m., Mike Monroney Aeronautical Center, P.O. Sub Station 18 (840-9230).

6051-16 Niper

Bartlesville, OK—Thurs., noon, National Institute for Petroleum & Energy Research, 220 N. Virginia (661-7867).

6062-21 Terrace

Terrace, B.C., Can—1st & 3rd Tues., 7:30 p.m., Calendonia High School, 3605 Munroe St. (638-0786).

6072-22 H & R Block

Kansas City, MO—2nd & 4th Thurs., 8:30 p.m., H & R Block Corporate Headquarters, 4410 Main St. (753-6900).

6077-22 Ferrell

Liberty, MO—2nd & 4th Wed., 5:30 p.m.,

Ferrell Companies, Inc., One Liberty Plaza (792-1600).

6059-25 Speak Easy

Fort Worth, TX—Tues., 12:05 p.m., General Dynamics, P.O. Box 748.

6043-25 NORTH PARK

Dallas, TX—Wed., noon, Albert H. Halff Associates, Inc., 8616 Northwest Plaza Dr. (739-0094).

6076-26 LCS

Littleton, CO—Thurs., noon, Littleton Systems Center, 700 W. Mineral Ave. (977-2613).

6067-33 Ridgecrest Toast of the Town

Ridgecrest, CA—Mon., 7:30 p.m., Saddle Tramp's Cottage Cafe, 411 S. China Lake Blvd. (375-5484).

2675-35 Superior

Munising, MI—2nd & 4th Tues., 7:00 p.m., People's State Bank, 100 E. Superior St. (387-4310).

6055-36 Indebted Speakers

Washington, DC—2nd & 4th Wed., noon, various locations (376-4370).

6074-36 Dulles Gateway

Chantilly, VA—1st & 3rd Tues., noon, Dulles International Airport, Gateway Building #1, Main Conference Room (471-7510).

6075-36 Rockville Chamber of Commerce

Rockville, MD—1st & 3rd Thurs., 7:30 a.m., Chamber of Commerce, 600 E. Jefferson St. (424-9300).

6079-36 Extra Credit

McLean, VA—2nd & 4th Wed., noon, Farm Credit Building, 1501 Farm Credit Dr. (883-4442).

6070-38 Lakewood Piners

Lakewood, NJ—2nd & 4th Tues., 7:30 p.m., Lakewood Municipal Building, 231 Third St. (367-1841, 349-7814).

6047-39 Single Reno Orators

Reno, NV—Wed., 6:30 p.m., Travelodge, 3800 S. Virginia (785-3359).

6065-39 Spellbinders

Citrus Heights, CA—2nd & 4th Mon., 7:00 p.m., Golden Corral, 1201 Orlando Ave. (739-6744).

6049-41 Century 21 Gordon Howie

Rapid City, SD—Thurs., 12:05 p.m., Rapid City Public Library, 610 Quincy St. (348-9899).

6053-42 City Lights

Edmonton, Alta., Can—Mon., 5:45 p.m., Oxford Tower, Edmonton Centre, 101

6046-43 Buckeye

Memphis, TN—Fri., 12:05 p.m., Buckeye Cellulose, 2899 Jackson Ave. (320-8537).

6064-44 Thursday Night Live
San Angelo, TX—last Thurs., monthly,
7:00 p.m., Bonanza Steak House, 1850
Wood Way (949-6560).

5215-56 Farmers Northstars
Austin, TX—1st & 3rd Thurs., noon,
Manhattan's Restaurant, 16912 N. IH 35
(244-4400).

6045-56 METRO
Houston, TX—Wed., noon, Metropolitan
Transit Authority, 500 Jefferson, 10th
floor (739-4819).

6058-56 Leon Valley
Leon Valley, TX—1st & 3rd Thurs., 7:00
p.m., K-Bob's Steak House, 7098
Bandera (680-9547).

6061-57 Strait Talkers
Martinez, CA—Mon., 12:05 p.m., Ad-
ministration Building, 651 Pine St.

6048-63 AEDC
Arnold Air Force Station, TN—Thurs.,
11:30 a.m., Arnold Engineering Develop-
ment Center, Arnold Air Force Station
(454-5408).

4167-65 Talk-Eaze
Syracuse, NY—Tues., noon, Crouse-
Hinds ECM, Wolf & 7th North Sts.
(477-5703).

66 Blue Cross Blue Shield
Roanoke, VA—1st & 3rd Mon., 5:00
p.m., Blue Cross Blue Shield of Virginia,
P.O. Box 27401 (359-7301).

6063-69 Bunya
Albany Creek, Qld., Aust—1st & 3rd
Wed., 6:45 p.m., Albany Creek Tavern,
Albany Creek Rd. (264-1492).

6078-71 Elder Gate
Milton Keynes, Eng—Stone & Webster
Engineering Ltd., 500 Elder Gate
(602040).

6071-U Soldotna
Soldotna, AK—Mon., noon, Bunkhouse,
Sterling Highway (262-4750).

Anniversaries

50 Years

Lincoln-Douglas 51-8, Springfield, IL

45 Years

Bartlesville 186-16, Bartlesville, OK

40 Years

South Pasadena 356-F, South Pasadena,

378-17, Butte, MT
Lincoln 370-20, Fargo, ND

35 Years

South Shore 923-30, Chicago, IL

West Suburban 930-30, La Grange, IL
Pine Knot 908-62, Saginaw, MI

30 Years

Minneapolis Sales Executives 2019-6,
Minneapolis, MN
Marion 2020-6, Marion, OH
Noblesville 1251-11, Noblesville, IN
Janesville 1983-35, Janesville, WI
Conestoga 2036-38, Strafford, PA
Napa 2024-57, Napa, CA

25 Years

Encore 1339-19, Ames, IA
Collins Avionics 3250-19, Cedar Rapids,
IA
Cowichan 950-21, Duncan, B.C., Can
Toastmasters of Westfield 3187-46,
Westfield, NJ
Oxford Speaks 3297-71, Oxford, Eng

20 Years

Hub City 2733-18, Hagerstown, MD
Moline 2790-19, Moline, IL
Northshore 3908-31, Beverly, MA
Milwaukee Public Works 1003-35, Mil-
waukee, WI
Uni Royal 2510-35, Eau Claire, WI
Louis Riel 3207-64, Saint Boniface, Man.,
Can
Karingal 1665-70, Sydney, N.S.W., Aust
Port Phillip 1381-73, Melbourne, Vic.,
Aust

15 Years

Chilliwack 3486-21, Chilliwack, B.C., Can
Miracle 544-28, Toledo, OH
Boston 1074-31, Boston, MA
High Desert 3647-33, Lancaster, CA
Norbeck 367-36, Rockville, MD
Agrator 1889-36, Washington, DC
H.E. Dobson 2005-40, South Charleston,
WV
Foresters 2511-42, Edmonton, Alta., Can
Logistics Center 2050-62, Battle Creek,
MI
Thompson 2411-64, Thompson, Man.,
Can

10 Years

Easy Risers 2961-3, Scottsdale, AZ
Santa Clara County 318-4, San Jose, CA
Electrical 1721-6, Minneapolis, MN
PGE 3534-7, Portland, OR
Emerson 592-8, St. Louis, MO
Salem 2430-8, Salem, IL
Lower Valley 76-9, Grand View, WA
Colfax 1596-9, Colfax, WA
Galaxy Diction Doomers 3032-18, Dover,
DE
Red Bird 2047-25, Duncanville, TX
Michael H. Murdoch 3851-29, Tyndall
Air Force Base, FL
Minutemen 2288-31, Waltham, MA
Baraboo Bluffers 2026-35, Baraboo, WI
Evergreen 2897-42, Hinton, Alta., Can
Richmond County 3817-46, Staten Island,
NY
Donelson Early Birds 1298-63, Nashville,
TN
Ennis 3360-71, Ennis, Ire
Barclays 844-74, Johannesburg, RSA

TOASTMASTERS INTERNATIONAL'S CONFERENCE/CONVENTION CALENDAR

1986 REGIONAL CONFERENCES

REGION I June 6-7

Salt Lake Sheraton
Salt Lake City, Utah

Contact: Joan Haynes
4657 Loyola Street
West Valley, Utah 84120

REGION II JUNE 27-28

Red Lion Inn
San Jose, Calif.

Contact: Vit Eckersdorf, DTM
78 Shearer Drive
Atherton, California 94025

REGION III JUNE 6-7

The Brown Palace
Denver, Colorado

Contact: Cecilia Cohn, DTM
771 South Holly
Denver, Colorado 80222

REGION IV JUNE 20-21

Kirkwood Motor Inn
Bismarck, N. Dakota

Contact: Allen Weisbeck
414 Tulsa Drive
Bismarck, N. Dakota 58401

REGION V JUNE 13-14

Hilton on the Circle
Indianapolis, Indiana

Contact: Steve Land
RR #4, Box 588
Logansport, Indiana 56947

REGION VI JUNE 27-28

Marriott

Charleston, W. Virginia
Contact: Rhuell K. Croddock, DTM
1413 Princess Drive
S. Charleston, W. Virginia

REGION VII JUNE 20-21

Sheraton Hartford Hotel
Hartford, Connecticut

Contact: Robert F. Warner, ATM
62 Meadowpark Road
Vernon, Connecticut 06066

REGION VIII JUNE 13-14

The Admiral Semmes
Mobile, Alabama

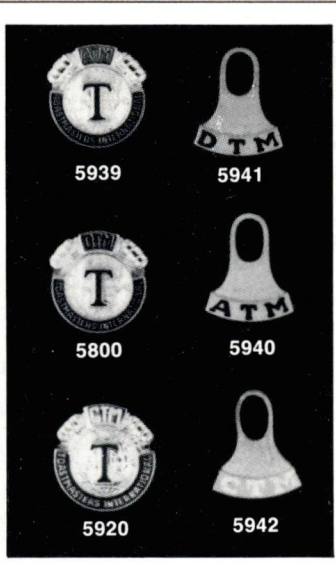
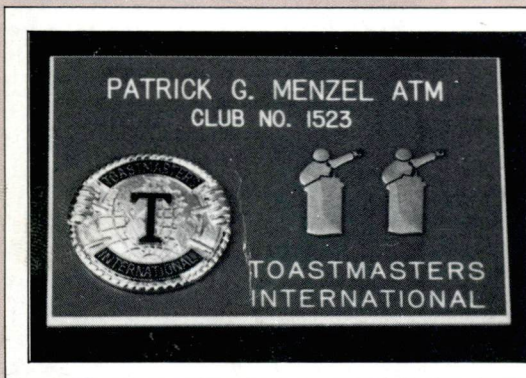
Contact: Ted Mery, DTM
Box 308
Mobile, Alabama 36601

1986 INTERNATIONAL CONVENTION

MGM GRAND HOTEL
AUG. 26-30
Reno, Nevada

1987 INTERNATIONAL CONVENTION

HYATT REGENCY
AUG. 4-8
Chicago, Illinois



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Now your ATM badge (391) can show your level of ATM achievement. TI speaker figures, 3/4" high, in polished bronze color for ATM Bronze (391-B) and polished silver color for

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5803. Administrative Vice-President \$6
5804. Educational Vice-President \$6
5805. Secretary \$6
5806. Treasurer \$6
5807. Sergeant-at-Arms \$6

See Supply Catalog for Past Officer, District Officer and Area Officer pins.

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Gold-type CTM, ATM and DTM tags show just how much you've achieved as a Toastmaster and attach to any Toastmasters pin. CTM tag (5942) has white letters. ATM tag (5940) has red letters. DTM tag (5941) in blue letters. \$3.50 each.

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Provide yourself with some added recogni-

tion. Beautiful 18K gold-plated pins distinguish you as an achiever of the CTM (5920 ATM (5939) or DTM (5800). \$6 each.

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You can order unique chevrons to mark your accomplishments in the new categories of ATM achievement, ATM Bronze and ATM Silver. Bronze-colored (5951) and silver-colored (5952) chevrons each attach to the bottom of your ATM pin. \$3 each.

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It's the feminine touch. A beautiful gold type stick pin (5700) with Toastmasters emblem. \$3.75 each.

See the Supply Catalog for more samples of official TI pins and jewelry. California orders add 6% sales tax. Add postage and handling charges as follows: Miniature and large membership pins, 1-12, 30 cents; 13-24, 60 cents; over 24, 80 cents. All other pins 30 cents each. Air mail extra. Where postage charges exceed these figures, customer will be billed for the excess.

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___ 5752	___ 391	___ 5803	___ 5942	___ 5800
___ 5753	___ 391-B	___ 5804	___ 5940	___ 5951
___ 5754	___ 391-S	___ 5805	___ 5941	___ 5952
___ 343	___ 5801	___ 5806	___ 5920	___ 5700

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