

# The Toastmaster

AUGUST 1980



SKELEZ '80

*The Lost Art of Personal Letter Writing, see page 8*



## A Toast to Your Success

When a friend congratulated me recently on my accomplishments as Toastmasters' 1979-80 international president, I began to reflect on two basic questions: Why did we have a successful year? Why will we be successful next year?

The answer lies in two words — *member participation*. It is you, the members, who make the Toastmasters program successful — by belonging, participating and succeeding — and I want to make a toast of thanks to you!

*I toast you, the members who have earned your Competent Toastmaster, Able Toastmaster and Distinguished Toastmaster Awards.* These awards are noteworthy accomplishments, but more important, they represent the personal growth you have gained through your participation in Toastmasters. I especially wish to salute Distinguished Toastmaster Irv Fong of Minneapolis, Minnesota; he is the 1000th individual to have earned the DTM — our highest member award. I am proud of Irv Fong, DTM, and the milestone he symbolizes.

*I toast you, the members who attend meetings regularly and can be relied on to complete assignments.* You know communication is more than just speaking — it is listening, evaluating and responding extemporaneously as well as delivering a prepared speech. It is also recognizing that constructive criticism is worth seeking and giving. *You* are the members who help us reach and surpass our goals, thus strengthening our educational program.

*I toast you, the members who bring guests to meetings and encourage them to join Toastmasters.* You are sharing your growth and offering a valuable resource to persons interested in self-improvement. Your desire to promote your club's membership-building goals helps maintain enthusiasm and motivation. *You* made it possible for us to exceed our international goals this past year.

*I toast you, the members who serve as club officers.* The experience gained in these positions of responsibility helps develop the leadership skills that lie dormant in too many of us. The club promotes this development by providing opportunities for experienced members to share their knowledge with new leaders. Officer training sessions further promote these skills and keep open the lines of communication between clubs and district officials. *You* are responsible for developing the new officers at all levels who will guide Toastmasters International this coming year.

*I toast you, the members who speak before those non-Toastmasters groups that have shown an interest in our program.* Your willingness to share time and expertise with Toastmasters is responsible for the surpassing of New Development goals and success of our Speechcraft and Youth Leadership Programs. *Your* sharing generates the growth that keeps our organization alive.

*I toast you, the members who serve beyond the club level — of you who become area governors and division officers promoting Toastmasters programs through area committee meetings, visiting clubs and sharing constructive ideas, by providing a channel of communication between clubs, divisions, districts and, most important, individual members, you helped your district accomplish its goals.*

*I toast you, the members who hold district offices.* Your willingness to share your time and experience and to provide a link between World Headquarters and individual members is responsible for building and preserving cooperation and cohesiveness within our organization.

*I toast you, the members who serve at the regional and national level.* By assisting the districts in all they do, by conducting educational sessions and absorbing the positive and negative criticisms which promote change and improvement in Toastmasters International, *you* have proven instrumental in maintaining the integrity of our organization and in bringing many regions into one international society.

*You* are the reason we were successful this year. *You* are the reason we will be successful this coming year. Though the year's achieved goals represent a genuine accomplishment within our organization, we must set our sights even higher for the future. Goals must always be exceeded by people who know the pride of achievement. That's why your international president has no qualms about setting more challenging goals each year. He knows he can depend on *you* — the members.

Eric K. Stuhlmueller, DTM, International President

**Founder**  
Dr. Ralph C. Smedley (1878-1965)

**Officers, Toastmasters International**

**President**  
Eric K. Stuhlmüller, DTM  
32 Sweetwater Bay, Winnipeg, Man., Can R2J 3G5

**Senior Vice-President**  
Patrick A. Panfile, DTM  
78 Stoneleigh Court, Rochester, NY 14618

**Second Vice-President**  
William D. Hamilton, DTM  
2323 N. 7th Street, Phoenix, AZ 85006

**Third Vice-President**  
William O. Miller, DTM  
12101 Hunters Lane, Rockville, MD 20852

**Past President**  
Hubert E. Dobson, DTM  
1205 Henry Road, South Charleston, WV 25303

**Executive Director**  
Terrence J. McCann  
2200 N. Grand Avenue, Santa Ana, CA 92711

**Secretary-Treasurer**  
Donald E. Smith  
2200 N. Grand Avenue, Santa Ana, CA 92711

**Directors**

Helen M. Blanchard, DTM  
430 San Antonio Avenue, #2, San Diego, CA 92106

Hugh T. Burgay, DTM  
1583 Waterwitch Drive, Orlando, FL 32806

Vincent V. DeGeorge, DTM  
375 Grace Street, Pittsburgh, PA 15236

Dr. Carl A. Johnson, DTM  
P.O. Box 415, Granville, OH 43023

Oscar L. Olive, DTM  
P.O. Box 130, Marianna, FL 32446

George J. Ott, DTM  
2302 Strader Terrace, St. Joseph, MO 64503

Mario G. Pedercini, DTM  
4243 York Avenue North, Robbinsdale, MN 55422

H. AlRichardson, DTM  
901 Wigwam Avenue, Arcadia, CA 91006

Tom Seale, DTM  
7180 Baker, Millington, TN 38053

Larry C. Selby, DTM  
1800 E. Mulberry Circle, Edmond, OK 73034

Sid M. Smith, DTM  
3336 Louise Avenue, Salt Lake City, UT 84109

Floyd O. Swathwood, DTM  
2521-2 Abbey Drive, Ft. Wayne, IN 46815

Ronald I. Wallace, ATM  
281 Paraiso Drive, Danville, CA 94526

Telephore Ted Wilga, DTM  
14 Elmbrook Circle, Bedford, MA 01730

Neil R. Wilkinson, DTM  
12608-39 Avenue, Edmonton, Alberta, Can T6J 0N2

Theodore C. Wood, DTM  
908 Cox Avenue, Hyattsville, MD 20783

**Magazine Staff**

**Editor**  
Sherry Angel

**Editorial Assistant**    **Art Director**  
Michelle Cabral        Judy Turk

**To Place Advertising, Contact:**  
Toastmasters International  
Publications Department  
2200 N. Grand Ave., P.O. Box 10400  
Santa Ana, CA 92711  
(714) 542-6793

# The Toastmaster

**AUGUST 1980**

**Vol. 46 No. 8**

## FEATURES

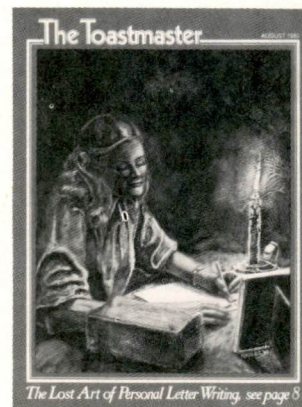
- 6 Enthusiasm Dynamics**  
by Christos Gratsinopoulos, DTM
- 8 The Lost Art of Personal Letter Writing**  
by Stephen Turner
- 12 Getting Organized: How to Put Your Life in Order**
- 16 The Inheritance That Shapes Your Life**  
by Harriet Modler
- 19 Responding to Speeches of Introduction**  
by William S. Tacey
- 22 Toastmasters' New Leadership Corps**
- 25 Telephone Talk: The Voice with a Smile**  
by Dorothy Sarnoff

## DEPARTMENTS

- 4 Letters**
- 28 How To...**
- 29 Hall of Fame**
- 31 1980-81 District Governors**

## COVER

*How long has it been since you offered the gift of a personal letter to a friend or loved one? In today's mass media world, it's easy to lose sight of the significance of this kind of personal communication. It's possible to say things in a letter that could never be said aloud. Personal letters are prized by their recipients because they represent a supreme act of friendship, the unconditional giving of oneself. In this month's cover story, you'll discover a way to share the essence of yourself with others. The secret lies in the exploration of a lost art — a form of communication that can be more intimate than any other.*



Published monthly to promote the ideals and goals of Toastmasters International, an organization devoted to improving its members' ability to express themselves clearly and concisely; to develop and strengthen their leadership and executive potential; and to achieve whatever self-development goals they may have set for themselves. Toastmasters International is a non-profit, educational organization of Toastmasters clubs throughout the world. The first Toastmasters club was established by Dr. Ralph C. Smedley on October 22, 1924. Toastmasters International was organized October 4, 1930 and incorporated December 19, 1932. This official publication of Toastmasters International carries authorized notices and articles regarding the activities and interests of the organization, but responsibility is not assumed for the opinions of authors of other articles. Second class postage paid at Santa Ana, California. Copyright 1980 by Toastmasters International, Inc. All rights reserved. The name "Toastmasters" and the Toastmasters emblem are registered trademarks of Toastmasters International, Inc. Marca registrada en Mexico. PRINTED IN U.S.A. □ All correspondence relating to editorial content or circulation should be addressed to THE TOASTMASTER Magazine (ISSN 0040-8263), 2200 N. Grand Ave., P.O. Box 10400, Santa Ana, California 92711. Phone (714) 542-6793. Non-member price: \$6.00 per year. Single copy: 50¢.

## Tips for Improving Technical Speeches

Heavy though it was in analogy, the May article "Touchdown for the Technical Speaker" by Will Johnson left me as confused as I feel when watching football.

Maybe some of the super-intelligent scientists to whom the opening sentences claim the article is directed are ardent football fans. If this is the case, then we might hope to hear them presenting their technical material better.

From experience as a participant in many conferences on learning disabilities, I would like to offer a few common sense tips:

- State your conclusions or inferences right at the beginning.

- Tackle the opposition. This is also known as reviewing the literature. Have a hand-out of references. Be brief, but acknowledge the other workers in the field and call attention to information that offers serious contradictions to their findings.

- In your conclusion, explain why your technical information is relevant. What implications does your research have for society as a whole, a particular field, or a company's policy?

- Use handouts of charts and graphs to illustrate your talk.

- Spend one-third of your time presenting new information and save the rest for questions and answers. If you don't have the answers, take names and addresses and send responses by mail. These people may be invaluable to you as later contacts.

- Give audience members a chance to meet you after your talk. This offers you a unique opportunity to discuss your technical findings and set up possible collaborations for the future.

Yvonne Greig  
Ontario, Canada

## Lectern Etiquette

### Fellow Toastmasters:

Are you aware that there is a proper manner in which to relinquish your control of the lectern? Do you know the appropriate method for taking control of the lectern? Whether you are giving or receiving control, the procedure is simple.

The embarrassing awkwardness that can develop at the lectern was pathetically obvious in a political

program I watched on television recently. On two occasions, the guests and moderator had to do a sidestep polka in order to position themselves appropriately at the lectern.

There may be some excuse for this happening in an unrehearsed event with inexperienced speakers, but I've seen many Toastmasters give up or take control at the lectern haphazardly. There have been times when either the relinquisher or recipient had to make a complete turn-around, with his or her back to the audience, in order to shake hands.

Let's play the role. You are relinquishing control of the lectern at a Toastmasters meeting. When the receiver comes from the right side and gets within two or three steps of the lectern, casually step back, on a diagonal of approximately 45 degrees to the left, and extend your right hand for a pleasant hand shake. If your recipient is approaching from the left, you will step back in the same manner but on a right diagonal from the lectern and extend your right hand. This diagonal back-step maneuver will automatically place your receiver at the lectern. He or she will then pivot a quarter-turn and be in a forward position to address the audience. After shaking hands, immediately turn away from the speaker and return to your seat (or pass behind the speaker, depending on which side you have chosen to be seated).

Whether you are called to the lectern to take control or merely to make an announcement, approach from the side and stay close enough to the lectern to make it impossible for the yielding person to pass in front of you. *Respect this rule.* The yielding party must never pass in front of the person who is receiving the lectern.

This is particularly important if you are called to the lectern at a public gathering where the person presiding has not been properly instructed. As a knowledgeable Toastmaster, you should always put yourself in a position to smoothly control the entire procedure.

Remember, the lectern is not a Maypole; it is a sphere for influential dignity. The transition of control, at all times, should be graciously smooth and unobtrusive.

Dr. Warren S. Jacobus, ATM  
Boca Raton, Florida

## Honoring Excellence

My congratulations go to Toastmasters International for selecting Dr. Kenneth McFarland as the recipient of the Golden Gavel Award. He is certainly an excellent example of a man who has used his speaking ability to serve other people. I think that this year's selection is outstanding!

Billy B. Johnson, ATM  
Lubbock, Texas

## Reflecting on a Year of Personal Growth

Now that I am no longer a district governor, I can look at my personal development during my year in office with a different perspective.

I believe I can now get up in front of an assembly of people, take charge of a meeting under almost any circumstances and handle problems in a professional manner without panic or confusion. I have learned to delegate duties because the involvement and weight of the office dictated this.

I have also achieved my speaking goals. While finishing my advanced manual, I found some of the assignments difficult, especially the humorous speech, which I "flunked" the first time and had to repeat. I also wasn't able to evoke tears as I tried to do with dramatic and serious subjects. But as district governor, I spoke at banquets and other events where my humor brought cheers and laughter and my serious speeches moved some listeners to tears. Also, as a district governor, I finally weaned myself away from notes and became comfortable without that crutch.

Furthermore, my critical and analytical listening has developed to a fine point where I can separate the "wheat from the shaff" in conversations and especially in my job, where a great many personal management problems arise.

I also feel that I touched people spiritually and emotionally. I saw people grow while I was district governor. I had an excellent working relationship with my staff. I hope my influence was positive and constructive.

I hope to continue working at the district level so I may keep contributing to the advancement of the Toastmasters movement.

Henry Sharton  
Oak Park, Illinois

# The Ultimate Tax Shelter



by  
TED NICHOLAS

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

As a bonus for ordering my book now I'll send you absolutely free, a portfolio of valuable information. It's called "The Income Plan" and normally sells for \$9.95. It describes a unique plan that shows you how to convert most any job into your own corporation. You'll increase your take-home pay by up to 25% without an increase in salary or even changing jobs in many cases. If you are an employer, learn how to operate your business with independent contractors rather than employees. This means that you'll have no payroll records or withholding taxes to worry about. And you'll be complying with all I.R.S. guidelines. "The Income Plan" includes forms, examples and sample letter agreements to make it possible.

I personally guarantee your purchase in the fairest way I know. If you feel my book is not all that I've described, return it undamaged within two weeks and I'll promptly refund your money with no questions asked. If you should decide to return it, you may keep the bonus Income Portfolio for your trouble.

To get your copy, write the words "Corporation Book and Bonus" on a plain sheet of paper, along with your name and address. Enclose a check for \$14.95. There is no sales tax on your order and your purchase price is tax deductible. Mail your order to me, Ted Nicholas, c/o Enterprise Publishing, Inc., Dept. TT-08C, 725 Market Street, Wilmington, Delaware 19801.

Building the great inner power  
of enthusiasm on a foundation  
of desire, confidence and energy.

# ENTHUSIASM DYNAMICS

by Christos Gratsinopoulos, DTM

**T**wo years ago, Robert heard a seminar leader deliver a powerful, moving speech and concluded, "That's for me. That's what I want to do."

He began to dream about becoming a successful public speaker, and the more he visualized that goal, the more difficult it was for him to concentrate on his job as a technician for a large engineering firm. His performance and productivity gradually declined as he began to live for the moments when he was free to relax, close his eyes and picture himself as a famous speaker receiving enthusiastic applause from a large audience.

Robert's co-workers and supervisors were concerned about his unusual behavior. No one could explain his sudden loss of interest in his job. Even Robert was puzzled — until he decided to learn as much as he could about his dream. He began to study and ask questions, and the answers he found gave him a sense of direction.

During this period of discovery, Robert's co-workers and supervisors witnessed a dramatic transformation. Robert no longer seemed bored. He was so full of warmth, interest and vitality that everyone with whom he worked thought he was vying for the company presidency.

What happened? What changed Robert? It's simple. The thrill of pursuing his dream after regular working hours gave him the energy and enthusiasm he needed to perform his job effectively.

Robert is only one of many people who have made positive changes in their lives by becoming *enthusiastically* involved in their work, family, community and life in general. We are all like Robert in one way or another. Our goals may differ, but the key to achiev-

ing them is the same for everyone: *enthusiasm*.

## A Powerful Inner Force

What is enthusiasm? The word is defined as "a force or quality through which human beings exercise and perform acts with great inner power and

---

## Enthusiastic people exude vital warmth, drive and exuberance.

---

desire." A person who has *enthusiasm* exudes vital qualities of warmth, drive and exuberance.

If we stop and analyze Robert's miraculous transformation, we will find that his enthusiasm was built on a foundation that resembles a three-legged table.

The first leg is *desire*. If a person wishes to become President of the United States, but doesn't really believe it's possible, the wish will never become a driving force. Desire is transformed into *drive* when a dream creates a *passion for action*.

At this point, the struggle to reach a goal doesn't seem painful any longer. We are ready to pay the price of our ultimate success. Enthusiasm is being conceived. Much physical, mental and psychological coordination must occur before the dream is realized, but — with desire — we have made a sound beginning.

The second leg of the table on which we build our enthusiasm is *confidence*. A person who lacks confidence can neither feel nor act enthusiastically. Confidence becomes a protective barrier against negative feelings and obstacles. It gives us a sense of security that frees our imagination.

Confidence begins with *knowledge*, which is achieved through the willingness to learn effectively and comprehensively. We should never avoid a learning opportunity. Knowledge is followed by *understanding* — a sense of awareness that activates constructive, positive thinking. For example, if we wish to perform a task, knowledge of how to do it is important, but not sufficient. We need to *understand* the process, results, objectives and functions involved in completing the project. Understanding is the formal seal of knowledge and the preamble of confidence.

Confidence finally appears when *mental harmony* develops. Disturbance, logical or emotional, often results from ignorance and misunderstanding. Mental harmony, however, is a normal consequence of knowledge and understanding. It is a feeling of satisfaction that allows confidence to grow.

The third and final support segment of our three-legged table is *energy*. After desire is built and confidence is established, our mental world produces energy powerful enough to survive even the strongest doubts.

An enthusiastic person displays vast quantities of energy. Other people who observe this individual find themselves saying, "I just don't understand how (or she) does it!" What these observers fail to realize is that the enthusiastic person is driven by boundless psychological, mental and physical energy. Such energy must be expended. The successful person channels it into *enthusiastic action*.

## Degrees of Enthusiasm

What are the levels of our enthusiasm? Robert's enthusiasm for public speaking was at the first level — *dream* — for months after he heard the seminar speech that motivated him to stud-

Speaking techniques. This dormant condition is produced when our enthusiasm is:

- Subconsciously sublimated
- Consciously sublimated
- Resting under a cover of apathy or fear
- Subdued from lack of opportunity
- Lost in mixed emotions
- Inactive due to personal priorities

The greatest enemy of enthusiasm is *sublimation*. People often hide their enthusiasm behind feelings of inadequacy. Confidence is the greatest weapon in the war against *sublimation*.

The second level is *static enthusiasm*. In this case, the development process has begun, but it has stopped at some point because of:

- Routine
- Boredom
- Inactivity
- Ignorance
- Doubt

Since enthusiasm represents action, how is it possible to have *static enthusiasm*? This occurs when we allow all or part of the above negative conditions to enter our lives.

When Robert decided to learn about public speaking, he was entering the third and final level — *dynamic enthusiasm*.

## Are you willing to make sacrifices to achieve your goals?

*Enthusiasm*. This is the stage at which we perform miracles of achievement. This is the ultimate goal — the level of enthusiasm that will lead us to success.

It's worth discovering how, in Robert's case, static enthusiasm became dynamic. In order to transform static enthusiasm to the dynamic level, we must become aware of how to overcome the static components. Each individual prefers a different approach to this process. However, the most common way is to replace:

- Routine with Challenge
- Boredom with Interest
- Inactivity with Involvement
- Ignorance with Search for Knowledge

• Doubt with Confidence  
We can achieve this transformation only if we have a definite goal. It's difficult to direct ourselves to a mountaintop when there is no mountain.

*How does enthusiasm develop?* As we observe from Robert's example, enthusiastic action does not occur automatically; it usually develops through a sequence of events. Our three-legged table is the best foundation on which to build enthusiasm.

Robert also developed *faith* and *conviction* from the understanding of direc-

# JOKES for SPEAKERS!

For Toastmasters, Business Executives, Club Officers, Banqueteers, or anyone who has to talk.

An up-to-the-minute topical Joke-Bulletin with approximately 100 funny one-liners, stories and roast lines. Created by top Hollywood comedy writers. A great source of fresh professional material to humorize your speech for any audience; any occasion. Current issue: \$5.95. Send check or M.O. to:

## JOKES UN-LTD.

1357 Miller Drive, Dept. 0-9, Hollywood, CA 90069

# Listen and Succeed

Cassette tapes featuring condensations of best-selling books:

- |  |   |   |
|--|---|---|
| <input type="checkbox"/> Psycho-Cybernetics<br>by Maxwell Maltz  | <input type="checkbox"/> Think and Grow Rich<br>by Napoleon Hill          | <input type="checkbox"/> Magic of Thinking Big<br>by David Schwartz             |
| <input type="checkbox"/> How I Raised Myself<br>from Failure to Success<br>in Selling by Frank Bettger | <input type="checkbox"/> The Art of Public<br>Speaking by Millard Bennett | <input type="checkbox"/> The Greatest Salesman<br>in the World<br>by Og Mandino |
|  | <input type="checkbox"/> The Magic of Believing<br>by Claude Bristol      |   |

Each only  
**\$9.95** postage  
included

Make checks payable to:  
Success Tapes  
Dept. TM 8  
14102 N.E. Sandy, Ste. 4  
Portland, OR 97230

Enclosed is my check or money order for \_\_\_\_\_ tapes  
(checked above) @ \$9.95. Total \$ \_\_\_\_\_

Name \_\_\_\_\_

Address \_\_\_\_\_

City \_\_\_\_\_ State \_\_\_\_\_ Zip \_\_\_\_\_

Visa/M.C.# \_\_\_\_\_

Exp. Date \_\_\_\_\_

tion, the realization of power and the acquisition of knowledge. Failure to accomplish established goals often indicates a lack of faith and conviction. We start a new project with a burst of energy, but, as we continue, we face obstacles that tend to weaken our conviction. Robert's faith and conviction armed him with the strength to accept *reality*, enabling him to:

- Analyze problems
- Recognize obstacles
- See opportunities
- Meet challenges

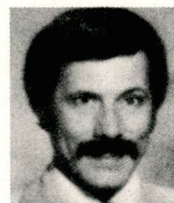
### Making Sacrifices

Robert understood that he might have to sacrifice existing comforts in order to achieve his goal. Sacrifice is an integral part of enthusiastic action. Robert, for example, was not only willing but happy to make sacrifices in order to become a successful speaker.

When we start expecting to make sacrifices, we have adopted the right attitude for achieving our goals. Attitude is the best measure of success in our effort to become enthusiastic. Our attitude determines whether our enthusiasm is dormant, static or dynamic. *Enthusiastic action* that can be observed

by others is the final stage of enthusiasm. At this point, the enthusiastic person is determined to succeed. Defeat is regarded as a learning experience — not a sign that it's time to quit. Enthusiastic people never give up! They may rest and regroup, but they are always ready to continue striving for higher levels of success. The strength and perseverance that grows out of enthusiasm will lead us closer to excellence.

Robert is not after the presidency of the large engineering firm for which he works. But he is excited about his dream of becoming a successful public speaker, and that enthusiasm is reflected in everything he does. Robert now achieves excellence simply because he is enthusiastic. We are all that close to success. 🎤



Christos Gratsinopoulos, DTM, also known as "Mr. Enthusiasm," is Governor of Toastmasters' Founder's District and a member of five clubs in that district. He is a professional speaker and the

president of Advanced Management Technologies.

July 10, 1980

Dear Michelle,

Surprise! It's really me! I'm in Germany studying at the Mainz University. It's strange being back in school. Life here is one big party. My roommate is German and we get along fine, although we have no deep conversation -- my German just isn't good enough.

I've discovered (or rediscovered) wine, cheese, chocolate, cake and, of course, beer. I've managed to do some traveling on weekends. I'll tell you all about it as soon as we have a chance to talk. My classes will end soon, and I'll be returning home. It will be great to see everyone again, but I'll be so sad to leave this place. I've fallen in love with it.

What are you doing this summer? I'm anxious to hear what's going on in your life. I'm sorry I took so long to write. (I've always had chocolate in my hand instead of a pen.)

Please don't take as long to write back. Take care.

Love,

Laurel



A personal letter is a supreme act of friendship,  
a precious gift in a mass media world.

# The Lost Art of Personal Letter Writing

by Stephen Turner

Next to being actually physically touched by someone, reading a letter is the most personal and intense form of communication there is," says blind entertainer Revie Wonder, who has his letters transcribed into Braille.

The French philosopher, Voltaire, believed that "the post is the consolation of life."

"What cannot letters inspire?" asked Heloise, the medieval Frenchwoman who was forced to live apart from her husband, Peter Abelard. "They have souls; they can speak; they have all the tenderness and the delicacy of speech, and sometimes even a boldness of expression beyond it."

"As long as there are postmen," said American psychologist William James, "life will have zest."

And Darryl Stingley, the New England Patriots' wide receiver who was paralyzed during the 1978 season, has said this of letters: "I am convinced that

the feelings expressed in letters can be as helpful as any medicine or therapy in aiding someone recovering from injury."

Why have these people valued personal letters so highly? What is there about a personal letter that makes it such a uniquely enjoyable form of communication?

Personal letters — good ones, that is

---

**You can say things  
in a letter that could  
never be spoken aloud.**

---

— are prized by their recipients because they are a supreme act of friendship, a sharing of oneself. As advice columnist Abigail Van Buren says, "Letter writing brings joy to others and you know that's the surest way of bringing joy to yourself! After I was married and left home, I wrote a letter to my parents every day of their lives as long as they lived. And after my parents died, I

learned that they had kept every one of my letters!"

This saving of letters, by the way, is not at all unusual; many people have a sheaf of letters stored away in a trunk in the attic. People save such letters because the writer has opened up in a way that is impossible over the telephone or in a face-to-face conversation. It's possible to say things in a letter that could never be said aloud. And when such things are said, as most readers instantly recognize, the letter becomes a precious gift.

Moreover, in letters, writers can pursue a thought without being interrupted *and* without being tiresome. This is so because writers, unlike speakers, have leisure to fully explain their thoughts and give full play to their wit. They can correct and amend, thus representing themselves exactly as they want to be seen.

"This is the triumph of letter-writing," wrote Sir Walter Raleigh,

"that it keeps a more delicate image alive and presents us with a subtler likeness of the writer than we can find in more formal achievements of authorship."

### Unconditional Giving

Personal letters can be written for any number of reasons. They may be love letters or friendship letters. They may be letters about art, philosophy, music, poetry, religion or public speaking. They may be letters of advice or letters of appreciation or letters of condolence. It doesn't much matter why we say they are written because they all have one basic, unspoken purpose — the unconditional giving of oneself to a friend or loved one.

Although all personal letters are different, the best ones have six attributes in common. First, they are loosely organized; they tend to ramble through many topics, allowing one thought to suggest another. For example, when the great comic novelist P.G. Wodehouse wrote to his friend Bill Townend in 1945, shortly after the war ended, he began by mentioning the fact that the authorities had started rationing bread again. But it wasn't so bad, he wrote, because an Arab and a Dane sometimes supplied him with food. However, he added, the Dane's gifts were canned goods labeled in Danish. "There are three large cans containing bacon, but Ethel (Wodehouse's wife), who is in a pessimistic mood today, says they are floor polish," Wodehouse wrote. "Surely even the most erratic Dane wouldn't send hungry people floor polish."

Suddenly Wodehouse recalled that he had just read an item about a mutual writer friend in the *Paris Daily Mail*. He related the gist of the item, then remembered a funny story about the friend's work habits. Wodehouse begins the story by explaining that the friend wrote by dictating to "one of those tall, statuesque, frozen-faced secretaries whose idea of light reading is Kant's *Critique of Pure Reason*."

"She took dictation," Wodehouse continues, "in an aloof, revolted sort of way, as if the words soiled the paper of her notebook. He said it discouraged him."

Wodehouse then imagined what it would be like to work with such a secretary. And that reminded him of his only experience with a recording machine.

Without transition, he shifted to a discussion of winter fuel supplies, but that subject reminded him of a dinner he had attended during the war — it had taken place in total darkness because of the wartime electricity shortage.

And that was the end of the letter. You can't ramble much more than that, but, like everything Wodehouse wrote, the letter was a delight.

Good personal letters are also warm and confidential. Such letters usually reveal the essence of a person. Again, in the words of Stevie Wonder, ". . . reading a letter puts me on a total one-to-one relationship with the person who the letter is from. . . . Reading letters is a very private thing — the ideas from someone else travel through my fingers and into my brain. It's all very direct and intense."

Consider the following excerpt from a letter E.B. White wrote to Susanna Waterman: "I'm sorry that you have been having a sad time with deaths of friends and relatives, and I hope you are not spending too much time assessing your 'place in the continuum' but are just out there in the rain with no shoes on as usual. I had to look up 'continuum' to find out what it was. My dictionary says it is a continuous succession, no part of which can be distinguished from neighboring parts. The whole thing seems fraudulent to me, because I know perfectly well that I would always be able to spot you no matter how indistinguishable you were trying to be. I could tell you from neighboring parts, in a flash. . . ."

"Receiving a letter from you is a double pleasure: There is the message

---

## Letters ought to be easy and natural, not strained and florid.

---

itself, and there is the handwriting — which makes each word look as though it had been etched in the ice of a pond by a very fine skater. I shall get your handwriting analyzed some day to see what it means; it must mean *something*. My handwriting simply means that I have been drinking and had better use a typewriter if I know what's good for me."

Note the warmth in this letter — especially in such phrases as "the handwriting — which makes each word look as though it had been etched in the ice of a pond by a very fine skater." Note how White confides in his friend. And note, too, the gentle humor — a humor that is typical of White at his best.

And speaking of humor, that's another attribute of good letters. They often involve humor, or at the very least a light touch, because they are a very relaxed form of communication. A letter by William James well illustrates this attribute. He wrote it to his students when he was teaching at Radcliffe. They had given him an azalea plant. He gave them this letter:

"I am deeply touched by your remembrance. It is the first time anyone ever treated me so kindly, so you may well believe that the impression on the heart

of the lonely sufferer will be even more durable than the impression on your minds of all the teachings of Philosophy 2A. I now perceive one immense omission in my Psychology — the deepest principle of Human Nature is the *craving to be appreciated*, and I left it out altogether from the book, because I had never had it gratified till now. I fear you have let loose a demon in me, and that all my actions will now be for the sake of such rewards. However, I will try to be faithful to this one unique and beautiful azalea tree, the pride of my life and delight of my existence. Winter and summer will I tend and water it — even with my tears. Mrs. James shall never go near it or touch it. If it dies, I will die too; and if I die, it shall be planted on my grave."

That there is more than humor involved in this short letter is obvious. But the humor, the lightness, is there, too.

### The Literary Touch

Another attribute common to all good letters is style. Good letters attend to the demands of style. This is not to say that the writer gets all wound up with correctness and all the sorts of things we associate with more formal genres. But it is to say that the good letter writer invests some effort in making the letter pleasing to the reader, just as Supreme Court Justice William O. Douglas did in this message to the other Justices, who were saddened by his retirement. Using the analogy of canoe trips, Douglas wrote:

"There were strong headwinds to overcome, and rainy as well as sun-drenched days to travel. The portages were long and many and some very strenuous. But there was always a pleasant camp in a stand of white-bark birch, and there were water concerts at night to the music of the loons.

"Inevitably there came the last campfire, the last breakfast cooked over last night's fire, and the parting was always sad. Yet, in fact, there was no parting, because each memory of the choice parts of the journey — and of the whole — was of a harmonious effort. . . ."

"The greatest such journey I made has been with you, my brethren, who were strangers at the start but warm and fast friends at the end."

Another attribute of good personal letters is the use of detail. Personal letters are always written on the assumption that, to a friend, no thought or act of the writer's is unimportant. Heloise said to Abelard: "Let me have a faithful account of all that concerns you; I would know everything, be it ever so unfortunate." This is why in personal letters of even the greatest writers, we may read of what the writer had for lunch, how his digestion has been, how the weather is and a thousand other details, which, though the


ight seem trivial to some, are of the  
 presence of the good personal letter.  
 The American poet, Walt Whitman,  
 for example, once wrote the following  
 to a friend named Lou: "I had some of  
 the chicken for my supper and found it  
 very nice — Am sitting here at present  
 in my big chair in my den . . . I am ab't  
 unusual — cloudy and looking like rain  
 at — had buckwheat cakes and honey  
 for breakfast — Hope you and George  
 are having good times."

And finally, honesty, the avoidance of  
 all that is stiff or affected, is an absolute  
 requirement of good personal letters.  
 Lord Chesterfield, a well-known liter-  
 ary patron of 18th Century England,  
 once told his son that letters ought to  
 be "easy and natural, not strained and  
 florid." And, to quote Stevie Wonder  
 again, "The ideas in letters that move  
 me most are the ones that are the most  
 honest."

Sometimes writers get so honest, in  
 fact, that it is almost painful. In a  
 famous letter to historian Will Durant,  
 the irreverent H.L. Mencken nearly  
 scorches the paper with his honesty.  
 Durant had written to ask Mencken  
 what meaning life held for him. I will  
 quote only part of Mencken's long  
 answer because he does ramble a bit:

"As for religion, I am quite devoid of  
 it. Never in my adult life have I experi-  
 enced anything that could be plausibly  
 called a religious impulse. My father  
 and grandfather were agnostics before  
 me, and though I was sent to Sunday  
 school as a boy and exposed to the  
 Christian theology, I was never taught  
 to believe it. My father thought that I  
 should learn what it was, but it appar-  
 ently never occurred to him that I  
 would accept it. He was a good psy-  
 chologist. What I got in Sunday school  
 — beside a wide acquaintance with  
 Christian hymnology — was simply a  
 firm conviction that the Christian faith  
 was full of palpable absurdities, and the  
 Christian God preposterous. Since that  
 time I have read a great deal in theology  
 — perhaps much more than the average  
 clergyman — but I have never discov-  
 ered any reason to change my mind."

Mencken goes on, but this excerpt  
 should be enough to illustrate the idea:  
 Honesty — in and of itself — has a great  
 deal of power, and letter writers can tap  
 into that power simply by saying what  
 they think.

Personal letters. They are never easy  
 to write, but they are always a pleasure  
 to read. Write one to a friend today.  
 After all, as Heloise said, "When I  
 receive any letter from you I shall know  
 you still remember me." And isn't that  
 what we really want of our friends? 

Steve Turner, an English instructor who lives in  
 Greendale, Wisconsin, teaches communication  
 skills, journalism and creative writing at Mil-  
 waukee Area Technical College.

# Books in Brief

- **ELOQUENCE IN PUBLIC SPEAKING** — By Kenneth McFarland. America's "Dean of Public Speaking" offers his insights on how to gain and hold the rapt attention of any audience.  
 (B-12) ..... \$3.95
- **SPEECH CAN CHANGE YOUR LIFE** — By Dorothy Sarnoff. This practical book provides exercises in breathing, pronunciation and delivery to help you eliminate distracting speech defects.  
 (B-13) ..... \$17.95
- **MIRACLE PLATFORM POWER: THE PSYCHOLOGY OF SUCCESSFUL SPEECHMAKING** — By John Wolfe. Tested techniques that will bring you more applause, admiration and persuasive power every time you step up to the platform.  
 (B-14) ..... \$10.95
- **2500 JOKES TO START 'EM LAUGHING** — By Robert Orben. From the master of the one-liner, a new collection of sure-fire laugh lines.  
 (B-15) ..... \$8.95
- **THE ENCYCLOPEDIA OF ONE-LINER COMEDY** — By Robert Orben. More than 2000 selections of Orben's best humor.  
 (B-17) ..... \$7.95
- **COMMUNICATE EFFECTIVELY** — By Arnold "Nick" Carter. Methods of coping with nervousness, fear and other emotions that can interfere with effective communication.  
 (B-19) ..... \$7.95
- **SPEAKER'S LIFETIME LIBRARY** — By Leonard and Thelma Spinrad. This all-purpose reference and resource guide contains thousands of speech ideas.  
 (B-20) ..... \$24.95
- **EFFECTIVE BUSINESS AND TECHNICAL PRESENTATIONS** — By George L. Morrisey. This book is designed primarily for public speakers who give seminars for business, government and industry.  
 (B-21) ..... \$7.95
- **A MASTER GUIDE TO PUBLIC SPEAKING** — By Robert L. Montgomery. An expert with vast experience as a speaker reveals the inside secrets of the most successful speechmakers. A must for beginning and advanced speakers.  
 (B-5) ..... \$9.95
- **HOLD YOUR AUDIENCE** — By William J. McCullough. A dynamic guide with a wealth of material on how to prepare and deliver a speech.  
 (B-9) ..... \$4.95
- **ROLES SPEAKERS PLAY** — By James C. Humes. Practical advice from an expert public speaker on how to prepare a speech for every occasion.  
 (B-2) ..... \$10.95

**Add 20% postage and handling to all items. California residents add 6% sales tax.**

-----

CLUB NO. \_\_\_\_\_ DISTRICT NO. \_\_\_\_\_

NAME \_\_\_\_\_

ADDRESS \_\_\_\_\_

CITY \_\_\_\_\_ STATE/PROVINCE \_\_\_\_\_

COUNTRY \_\_\_\_\_ ZIP \_\_\_\_\_

Enclosed is \$ \_\_\_\_\_ (U.S.) check or money order payable to Toastmasters International for (quantity)

\_\_\_\_\_ (B-12) \_\_\_\_\_ (B-13) \_\_\_\_\_ (B-14) \_\_\_\_\_ (B-15) \_\_\_\_\_ (B-17) \_\_\_\_\_ (B-19)

\_\_\_\_\_ (B-20) \_\_\_\_\_ (B-21) \_\_\_\_\_ (B-5) \_\_\_\_\_ (B-9) \_\_\_\_\_ (B-2)

Send your orders to: Toastmasters International, 2200 N. Grand Ave., P.O. Box 10400, Santa Ana, CA 92711.

Practical tips to help you cope with clutter at home and in the office.

## GETTING ORGANIZED:

# HOW TO PUT YOUR LIFE IN ORDER

**L**etters and papers lost in the shuffle . . . books and magazines that pile up unread . . . keys, eyeglasses, pens that keep disappearing . . . chores that never get done . . .

Those are symptoms of a pervasive problem — disorganization — that affects vast numbers of people in today's society. The complaint is no respecter of persons. Association executives, white and blue-collar workers, housewives and college students all can become victims.

As life gets more complicated, the disorder tends to get worse. Some individuals seem always to be surrounded by clutter, continually running late, putting off simple tasks until they assume crisis proportions.

Even those managers who have orderly, efficient systems at the office sometimes go to pieces when they try to tackle jobs that have piled up at home.

What is the solution? How can one get a grip on paperwork, make sense out of a busy schedule and gain permanent control of time, money, personal possessions?

Answers come from Stephanie Winston, a New York City consultant who has built a career out of helping busy people take the clutter out of their lives.

As founder and director of a consulting agency, The Organizing Principle, and author of a recently published book, *Getting Organized: The Easy Way to Put Order in Your Life*, Ms. Winston works with both individual clients and corporations — helping set up systems for handling personal paperwork; helping the extreme cases overcome their bad habits and deal with years of clutter; conducting classes, seminars and workshops.

Following are her responses to a series of questions on how people who have trouble organizing their lives can pull the threads together.

**Ms. Winston, is lack of organization a growing problem these days?**

It is, in the sense that we all have more papers to deal with than ever before, and we need to make decisions promptly to avoid getting swamped. But the basic issue hasn't changed that much. It's simply how to develop a system of orderliness that sets you free from conflicting and contradictory forces.

**How do you define an "orderly" lifestyle?**

I'd include three elements that every well-organized person should have:

- A physical environment that's easy to move around in, easy to look at and easy to function in. That applies to both home and office.
- A simple technique for dealing effectively with the paperwork and money business that we all confront.
- A satisfying response to the realization that time is life, that time is often money, and time is limited.

A key point to remember in all this is that "order" isn't an end in itself. It's whatever helps you to function effectively. You have to set your own goals and then develop a system for carrying them out.

**What causes so many people to be disorganized?**

The root of the problem appears to be psychological. First, it involves the individual attitudes each of us has inherited, grown up with. Second, it involves our relationship with other people — family, friends, co-workers.

Some people are not skilled at passing

along information and making sure they are understood. This can cause all sorts of disorganization on the job. Unless orders are understood, unless there is appropriate follow-up, we can't be certain that work gets done properly.

Here's an example of what can happen when instructions aren't detailed and clear: A political candidate I know was planning a trip to smaller towns in upstate New York. He told one of his staff aides, "Get me some information about the towns I'm going to visit."

The assistant didn't know how much information he wanted, and she hesitated to press him about it. So she prepared what amounted to a detailed history of each village — a catalog that took many hours to prepare. It turned out that all the candidate had wanted was a couple of facts on each place — the name of the main street, the name of the mayor, a list of chief problems the village had to deal with.

For lack of defining the nature of the assignment, a lot of time was wasted. I'd say that both the candidate and his assistant must share the blame.

**When you say disorder has a psychological base, what do you mean?**

Often it centers on the inability of a person to decide how to do something

---

## We need to make decisions promptly to avoid getting swamped

---

as simple as dispose of each piece of paper, or to tackle each particular task. Things pile up undone. I call it the "Scarlett O'Hara syndrome" — "I'll think about it tomorrow."

It's so easy to put off small decisions. "Is this something I want to keep — throw away? If it's important, how and where do I want to keep it? Is it something I should act on? Do I want to file it? Do I want to give it to someone else to take care of and get a report?"

The inability of some individuals to decide such questions may go back to childhood problem with a parent, a nurse, a teacher or some other authority figure. Someone may have ordered a child to pick up his room and the child resisted with, "You can't make me!" In adult years, this habit of resistance may have continued. It's an act of defiance that can spread into every aspect of one's life.

**Do some people remain disorganized because they set too high standards for themselves?**

Yes. Perfectionism can be a significant factor in procrastination. If you have an overpowering urge to resist doing a particular task, you ought to consider whether you can drop it together or hire someone else to do

be you can delegate it or exchange a service to someone else. I've found that a useful device is to promise yourself a reward when you finish a small segment, a small reward as a snack, a 15-minute yoga break, a walk around the block — and a reward for finishing a major task: a tie, a new pair of shoes or even a day at the races.

**a congenial physical layout or an important in getting organized to work done?**

Yes, physical environment can have a strong psychological effect on one's mood and work habits. You don't have to resign yourself to the decor of an office you've been assigned if you find it distasteful; you can adapt it to your liking by rearranging the furniture, adding a few pictures, painting the walls. The office is "home" for so many workers that it is well worth the time and effort to make it as pleasant as possible.

Similarly, giving a bit of thought to organizing work and living space at the office will pay off in efficiency and satisfaction. About 80 percent of the crowding in our homes or apartments is the result of disorganized storage rather than insufficient space. Closets or expanded storage units often create more places to be disorganized in. So it's wise always to organize existing storage space before trying to increase or change it. **For many people, closets packed with miscellaneous items are a bugbear. Sometimes things fall out when the door is opened. What's your advice on organizing them?**

My first suggestion is to start with a particular closet and work at a pace of one or two hours at a time. When the time is up, quit! That way, you won't get frustrated, and the closets will get put in order. Things ought to be stored at or near the point where they're used. Choose a closet's function by asking, "People pass this closet on their way to where?"

List these tips on closet organizing in your book:

Empty the closet, weeding out unnecessary items. Have a good supply of storage cartons. Mark one "throwaway" and one "giveaway" and cull out unnecessary stored material. In the process, ask yourself about each individual item: Have I used this in the past year? If no, (2) does it have sentimental or monetary value? If the answer again is no, but you're still not sure, ask the question (3) Might it come in handy someday? When the answer to that question is yes, put the article into the throwaway or giveaway box, because a "yes" invariably means you are clinging on to clutter.

Work systematically from room to

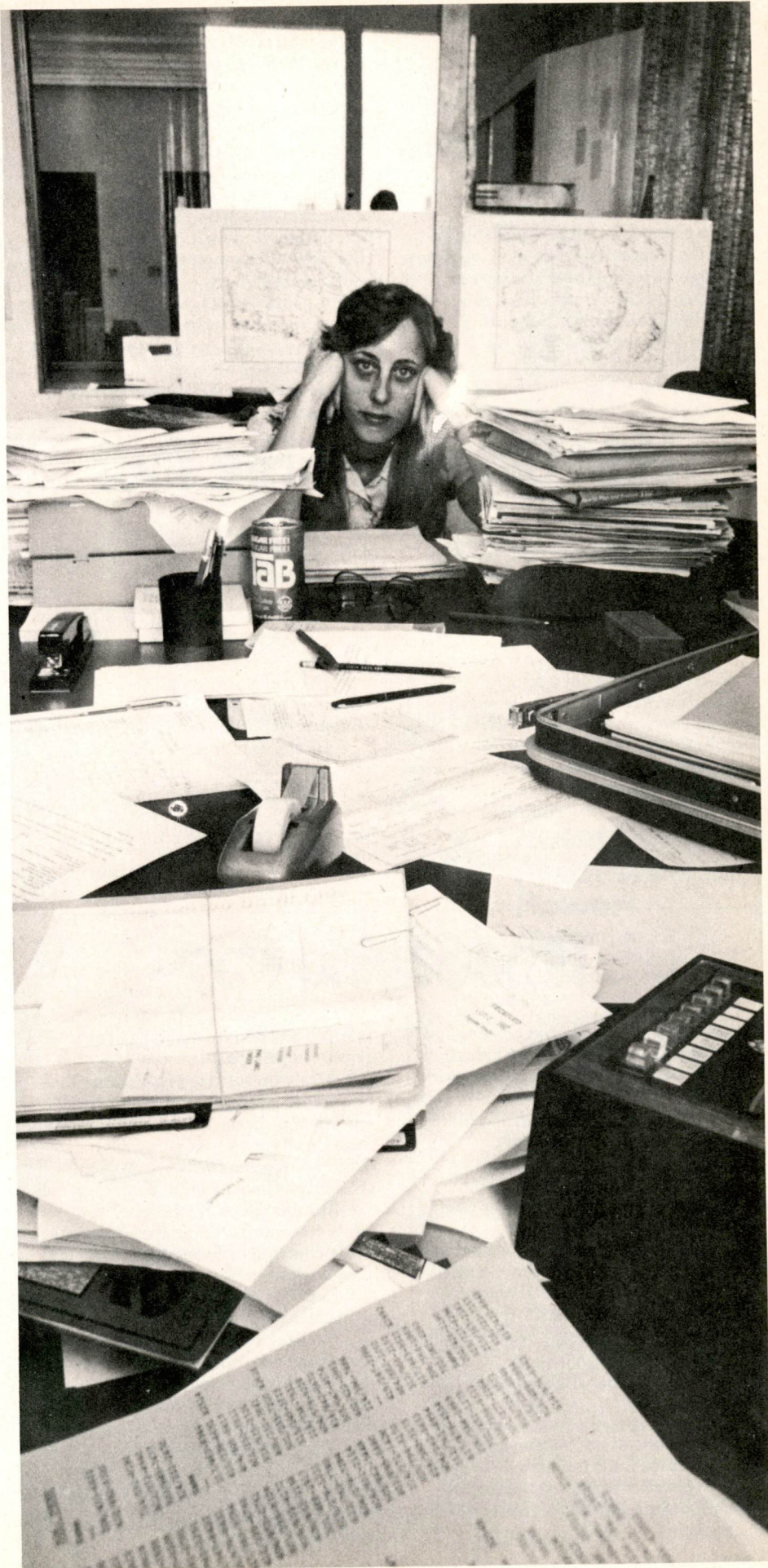


Photo by Tom Dell

room, closet to closet. Don't try to immediately reorganize the closet you're pulling things from. Weed out dispensable items as you go along.

- Spruce up the cleaned closet and stock it.

- Go on to the next closet — this may take a series of days — and continue until all closets are tidied up and rearranged.

**Many people in jobs that involve a lot of correspondence, memos, outlines and reports complain that they're swamped by the tide of office paperwork. What can be done about it?**

From my experience, this is the single greatest human irritant. But it is reassuring to know that there are only

three things that can be done with any piece of paper: It can be thrown away, some action can be taken on it — such as a letter or phone call — or, finally, it can be filed. This approach applies to everyone from a private individual to the nation's largest corporation. The real difficulties of handling papers come when one must choose which have value and which don't. Many people's lives are bound up in papers and files; the idea of dispensing with anything can be frightening!

For people who have secretaries, here is a method I've found useful: Your secretary should open all the mail, look through it and become familiar with it. Before the secretary brings any of it to

you, he or she should collect any supporting or supplementary material that may be necessary. If someone is asking a question, the secretary should get out the file that has data for an answer. If someone is replying to a letter from you, the secretary will retrieve your original letter so you'll know what the correspondence is about.

Then your secretary comes in and hands you, successively, each piece of paper for an immediate decision. Don't put down the pile on your desk and leave it for action at some indeterminate time. Evaluate each item, singly while you give instructions: "Do this, do that, write this, acknowledge that" and so on.

In my experience, more than three-quarters of all the paper that comes across one's desk on a given day is routine; it doesn't require deep thought or complicated judgment. It can be dealt with right on the spot.

**Can much of the day's paperwork at the office just be tossed away with no severe aftermath?**

Yes. You can't agonize over it. The pleasure and clarity of mind that come from a clear desk, from getting the stuff out of the way, is bound to be more than enough compensation for the occasional loss of a paper or memo you may need. In the five years I've been in business, there have been only two or three times when I've said: "Gee, I wish I'd kept that." But in those cases I've been able to get a duplicate of anything I really needed.

**How about handling piled-up paperwork at home?**

If it's scattered throughout the house, start from scratch and collect everything in one place — magazines, canceled checks, clippings, documents. Don't panic if all this fills a carton or two, or more. Those cartons may look as if they'll take months to sort through, but they won't. The longest home-office sorting job I ever had took only three days.

**What do you do with those filled cartons?**

First, you assemble file folders, label a pen and an empty box for trash. Then you start at the top of one of the filled cartons and decide whether the item has value for you. If it doesn't, throw away. If it does, go on to the next step — which is to put it into the proper folder.

In my organizing efforts, I've labeled folders with such headings as Beauty, Decoration, Health, Household Letters (or Correspondence), Medical, Property, Restaurants, Services (such as plumbers, electricians, other repairmen), Taxes and Warranties and Guarantees.

Keep sorting through the papers, putting into the appropriate file only those you want to keep. Toss out the

## How Organized Are You?

If you answer "yes" to any or all of these questions, you need to take steps to deal with mismanaged time and needless clutter, according to Stephanie Winston's book, *Getting Organized*:

- Within the last two months, have you forgotten a scheduled appointment, anniversary or specific date you wanted to acknowledge?

- Does it take you more than 10 minutes to locate a letter, bill or memo in your files?

- Does clutter accumulate in corners of closets or on the floor because you can't decide where to put anything?

- Do you often misplace door keys, glasses, gloves, handbag, briefcase or other frequently used articles?

- Do you put off a distasteful task so long that the situation eventually assumes crisis proportions?

- Do you want to pull things together but confront such a mess that you don't know where to start?

- By the end of the average day, have you failed to complete the most important tasks you set for yourself?

- Do you defeat yourself daily by setting unreasonable goals at home or office?

## Time-Saving Tips

- **Plan ahead.** Set out clothes and breakfast things the night before. Make up a travel packing list a week in advance.

- **Consolidate.** Return all phone calls at one sitting, instead of responding separately. Combine errands when shopping. Keep file folders you use most often at your fingertips.

- **Pool resources.** Arrange school carpools with other parents. Experiment with cooperative arrangements of various kinds.

- **Use technology.** Take advantage of labor-saving appliances, no-iron fabrics, easy-care materials, no-stain carpets.

You can make better use of your time by following these suggestions, says consultant Stephanie Winston:

- **Barter.** If a job is distasteful — such as shopping or balancing a checkbook — see if a friend or

relative will do it in exchange for a service from you.

- **Draw on service professionals.** Use travel agents for planning trips; answering services to take phone messages; messenger services to deliver parcels; one-day teams to straighten the basement or garage.

- **Double up on time.** Exercise while watching TV, do mending while chatting or helping the children with homework.

- **Use bits of time.** Handle small projects during waiting periods. In five minutes you can make an appointment, write out a party guest list, file your nails or water the plants. In 10 minutes, you can clean the top of your desk, repot a plant, handwash some clothes, order tickets for a play or ball game. A half hour gives you time to skim a report, leaf through backed-up magazines, work on a crafts project.

ers. Assemble your folders, arrange them in alphabetical order and put them in a file cabinet. Finally, to maintain the system once it's established, each time you consult a folder, riffle through it and throw away the deadwood that's accumulated.

### How should an individual organize his or her personal business affairs — such as bill-paying or figuring taxes?

It's best to set aside one particular place at home for bills and statements as they come in. A kitchen drawer, a desk or a big glass bowl will do. Then once a month simply sit down at the desk or table where you have your checkbook, stamps, paper clips and other necessities and write checks for the bills.

A convenient way to handle bill stubs and receipts is to file them by months, in an envelope labeled for that particular month, and store all 12 envelopes in an accordion file. Some people prefer to file the stubs by subject, such as telephone, electricity and so on, or by tax-deductible categories.

### What are your suggestions for managing your time at home?

As the day begins, list about 10 tasks you want to accomplish that day. Rank

## The hardest project should be saved for your energy peaks.

Each item on the list one, two, three and so on, in order of importance. Enter the "To Do" tasks in your calendar according to the most logical time. Then cross off each item as you complete it; transfer unfinished items to the next day's list.

### What do you mean by "the most logical time" for doing tasks?

Two things: the practical factor and the biological factor.

It's practical to schedule such chores as report writing, for instance, at hours when peace and quiet are available. Early morning may be the best time for reading. Some tasks may require special equipment that's available only certain hours.

The concept of biological rhythm also comes into play. Everyone during the day goes through a regular cycle of energy and acuity. Some individuals are "night people," others do their best work the first few hours in the day. Whichever type you are, you'll find that your efficiency increases if you arrange tasks as much as possible around your own rhythms.

The hardest projects on your "To Do" list are most appropriate for your energy peaks. Routine jobs that you like should be done during "high"

hours. "Low" time can be reserved for ordinary correspondence, signing letters, doing professional reading or just relaxing.

### This requires some planning.

Certainly, and if you're working on a complex project, it's important to pace yourself over a period of weeks or months.

Let's say your boss at the office has given you responsibility in March or April for arranging a December conference at a resort hotel in Florida or Arizona. The day you get the assignment, you should make it your No. 1 "To Do" for that day to rough out the whole project — listing its main elements such as arranging a hotel, speakers, an agenda, audiovisual presentations and so on. Then you should list deadline dates for handling each of those components. Be generous in your time estimates. Double your first guess as to how long arranging each component will take. Then enter each starting and deadline date on your daily calendar.

A less complex job at home can follow the same principles. Suppose you prepare your own income tax return. Set yourself a deadline for early in the year, well ahead of the April 15 filing deadline. List the components: buy an up-to-date tax guide, get any supplemental tax forms you'll need, assemble documentation, do the actual calculations, fill in the form, put in your home file a copy of your filled-in return and mail the original before the deadline. If you enter on your calendar the segment of this tax-preparing chore you expect to do each day or two, you'll find the whole process greatly simplified.

### Are lists important as a help in organizing one's time?

Yes. If used properly. But some people get into organizing trouble by having too many lists — on the telephone table, propped up on the dresser, in a pocket, in a handbag. All those lists should be consolidated into one master list.

I suggest for this purpose an ordinary spiral notebook, big enough to make notes in comfortably, but small enough to carry with you at all times. That notebook is your master list — to write down projects as you think of them, to cross off those that get accomplished.

### What about the things on the list that never get done?

Cross them off and forget about them. They're probably not going to get done anyway. But if you take this organizing business seriously, you will find that there won't be many that you'll skip. 📌

*Reprinted by permission from the November 1979 issue of Association Management. Copyright 1979 by the American Society of Association Executives.*

## club, sales and political meetings SURE NEED HUMOR!



IF YOU'RE INVOLVED, SEND FOR THIS BOOK

### "UNACCUSTOMED AS I AM"

... gives you 238 pages of good, current humor. Indexed for easy use. A bonanza for busy chairmen and editors. Good reading for anyone with a sense of humor.

Pointed material to fit any occasion, compiled by the International President of a world-wide service club for his own personal use and just now published.

- Send check for \$5.95 plus 75¢ mailing or your Amer/Visa number. Indiana residents add 4% tax.

### THE LORU COMPANY

P.O. BOX 300-D, NORTH WEBSTER, IN 46555



## Build Your Platform Power!

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

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

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

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

**Order Today!**



# Teleph The with

**T**he average American spends at least an hour a day on the telephone. That means seven hours a week, 30 hours a month, 365 hours a year. During the next 25 years, you may spend the equivalent of a full year in telephone talk.

For most of us the telephone has become indispensable. "I'd die," confessed Jimmy Durante, "if the telephone stopped ringing." Theodore Granik, founder of "The American Forum of the Air," was being wheeled down a hospital corridor for a critical operation. He seized a desk telephone as he passed; he had to make one last telephone call.

It is said that Robert Finch, former Secretary of Health, Education and Welfare, would feel more naked without a telephone than without his trousers. "He can't live without one," says one of his friends. "It's a permanent part of his physical equipment."

Most of us are body servants to the telephone. We would no more shut it off or bury it under the pillow than we would stop brushing our teeth. Wherever we may be — in the bathtub, climbing a tree, mowing the lawn — the first ring of the telephone brings us running, filled with fear lest the caller hang up before we arrive.

Considering the amount of time you

are likely to spend on the telephone before you die, why not learn to use it well? The principles for good telephone conversation are basically the same as those for any other conversation. All the techniques for effective speech-making apply to the art of telephone talking. The major difference is that on the telephone your speech has to stand by itself. You can't distract attention from its defects by the dimple in your cheek or the twinkle in your eye. Your telephone voice is your only ambassador.

Nearly every day, strangers telephone me to arrange speech lessons. In 20 or 30 seconds, their speech sketches in a personality image. Often, when I meet them face to face, the true picture turns out to have been quite different from the sketch they have sent ahead. The man who sounded like a mobster or perhaps a descendant of Frankenstein's monster may turn out to be a pleasant, educated person, intelligent and interesting. His ear picture and the eye picture do not match. His speech is telling a lie about him.

Since your speech must stand on its own on the telephone, make it stand tall. The next time you answer the telephone (*never, incidentally, answer it with food in your mouth — swallow before you pick up the receiver*), ask

yourself how you sound to the other person: Do you think you come over the wire clear, vital, colorful, interested and to the point?

- *Clarity.* A salesman reporting to the home office by telephone knows he has to speak clearly so that there can be no confusion about what he is reporting. He spells out names and asks to have them repeated. He makes sure the letters of the alphabet can't be mistaken: "'S' as in Samuel," "'A' as in apple," "'F' as in Frank." If you are conveying facts on the telephone, even socially, be sure you are accurately understood.

### Don't Shout!

Think of the telephone as an ear, not an ear trumpet. Talk into it with enough projection for a telephone, not an auditorium.

Not long after World War I, the country fell in love with a very funny phonograph monologue called "Cohen on the Telephone." Cohen, talking over a bad connection, is trying to explain to his landlord the damage done to his house by a storm. "No, no," he shouts in a fury of frustration, "I didn't say *up*; I said the wind blew down the shutters!"

In those days he had reason to shout. Telephone service, by today's standards, was rudimentary. Completing



by telephone.

# e Talk: ice mile



phone connection involved as much  
ient work and as quick reflexes as  
nking a Model T Ford and then  
ping it from running over you.  
On a party line, first you held the  
eiver to your ear to learn whether  
yone was on the line. Usually some-  
e was; with as many as three dozen  
scribers sharing a single wire, the  
re was seldom disengaged.  
When it was finally free, you cranked  
number you wanted — say two  
gs and a short — and kept on  
nking until your party answered.  
en you tried to communicate over  
res that hummed, whistled, buzzed  
d occasionally collapsed under a fall-  
tree in the midst of your conversa-  
n. At one moment the voice at the  
er end of the line might boom; at the  
ct it would become a ghostly, in-  
ipherable wail. Nobody objected to  
e tapping in those days; the favorite  
ersion of lonely farm wives was to  
k up the local gossip by listening in  
enever the telephone rang. Some-  
es these eavesdroppers served a  
ful purpose by relaying messages  
it failed to make it all the way on  
ir own.  
farm wives no longer have party  
es to provide gossip, and it is only on  
nsocenic telephone calls that the  
versation is occasionally lost in

howling static. To call anywhere in the United States or Canada is as easy today as to step across the hall and rap on the door of the next apartment. The current in the wire and the instruments at each end do all the work; there is no need to raise your voice to be heard.

- *Vitality.* But even in the quietest telephone conversation, you must support your voice. Use as much breath support as Eliza Doolittle took to blow Professor Higgins' candle at 10 inches. Remember, too, to speak with energy, vitality and enthusiasm. Otherwise you may sound dreary, defeated, negative.

If your voice has a tendency to sag over the telephone, use the pencil trick. Hold a pencil 10 or so inches from you, and speak *at* it. If your voice tends to rise, hold the pencil lower than the mouth of the telephone, perhaps at table level, to remind you to lower your pitch and your resonance too.

- *Color and interest.* The color of some birds' plumage changes to signal when they are interested in attention from the opposite sex. A firefly indicates availability for mating by blinking his (or is it her?) light. Have you ever thought about the message conveyed by your "hello"? It can set the whole tone of your conversation. It announces your mood. It may be casual and relaxed, indicating that you have all the

time in the world. It may be friendly but brisk, meaning, "We'll have to move right along; I'm busy." It may be brusque, warning of a storm on the horizon.

Make your "hello" say what you want it to. Some people who sound reserved, indifferent, chilly, even hostile over the telephone do so entirely unintentionally. If your "hello" seems cold, inflect down. Stay on the "o" an extra beat. Roll it around; warm it up a bit like brandy in a glass — "hell-oh-oh." (But don't make an aria of it.)

### Your Telephone Image

Though the person on the other end of the telephone wire can't see you, your voice will give him or her a picture of you. It's difficult to sound warm on the telephone if you are scowling. By the same token, if you smile as you talk, the wire will transmit that smile. Your telephone voice reveals your physical demeanor to an astonishing degree. The listener may even be able to tell if a woman is wearing her false eyelashes; since they give her a lift, they give a lift to her voice. Your telephone voice tells clearly whether your mouth is turning down, or up. The friendlier you feel, the friendlier you will sound; and friendliness, whether in social or business situations, is a useful tool. Put a mirror by the telephone, and check your ex-

pression when you talk.

The American Telephone and Telegraph Company used to advertise "the voice with a smile." Somehow such voices seem more rare these days — which only makes them more appreciated when one does hear them. We more often hear "the voice with a snarl." When you spend the night in a hotel, what a lift you receive if a voice with a smile takes your breakfast order over the telephone! How delightful to know that someone on the other end of the line feels a special responsibility to pull up the window shade on the new day for you and let the sunshine in! How soul-satisfying to find that someone seems to take a personal interest in whether you like your eggs once over lightly or sunny side up!

In personal and business conversations, too, the telephone can transmit either an agreeable or a disagreeable picture of you. So be vital. Be warm. Be sincere.

Posture can affect voice clarity, intensity and vitality no less when you are telephoning than when you are addressing a directors' meeting. Don't slump when you are talking on the telephone. If your body sags, so will your voice. Tuck in your vital center. Straighten up and support the small of your back against your chair.

• *Editing.* A telephone extension in my apartment has a 12-foot cord which permits me to wander about the room, doing odd chores, while I give much-needed telephone time to a few shut-in friends. While lifting someone's spirits by listening, I can sew, rearrange bureau drawers and file cards.

It is sometimes rewarding and helpful to engage in this sort of long, essentially aimless but necessary telephone talk. Telephone conversation can substitute for a visit to a sick friend. It can help him or her pass the time of day. Generally, though, telephone talk should be brief and to the point, for the sake of both participants. Ration your telephone time — and even more the other person's — as if it were costing money. It is.

Quentin Reynolds was once sitting with Franklin D. Roosevelt in the White House when a call came through from Winston Churchill. Reynolds was astonished to hear the President say after a bit: "Okay, Winston — your three minutes are up. Better hang up, or you'll have to pay overtime." President Nixon, after his 1969 call to the astronauts on the moon, remarked, "The toll charge must have been high — I hope it was collect!"

You can help yourself hold down your verbosity by pretending you are calling not from home but from a telephone booth and have just deposited your last dime.

If you are the person called, be cour-

teous; but that doesn't mean you have to be the helpless victim of a telephone rambler. If the telephone has been ringing all day, or if you are involved with things which require your attention — such as a family dinner on the stove, or the continuity of an article you are writing, or a meeting with a client — don't hesitate to say you can't talk just now. Tell the caller when you expect to be free, and say, "Mary, I'd love to talk with you when I can take my time. Right now it's impossible." Or "I'm terribly busy. Could I call you between nine and 10 tomorrow morning?"

If you are the caller, remember that you take the other person's time no less by keeping him on the telephone than by sitting across the desk from him. So if you are telephoning for an idle conversation, say so at once, and give PL 2-3453 the option of telling you that your call is untimely.

To introduce yourself by telephone, say, "This is Tom Bell," or, "Good morning. This is Tom Bell calling." If the person you want is not the one who answers, say, "May I speak to Mr. Taylor? This is Thomas Bell calling."

Are you bothered, as I am, by this kind of opener: "What are you doing

---

## Listen between words for the message in the caller's tone of voice.

---

tonight?" Perhaps I am doing nothing, and an invitation from you is just what I have been hoping for. On the other hand, I may wish to keep on doing nothing. Or I may be eager to do something — but not with you. So tell me what you have in mind straight out before you ask what I am doing. "Can you join us for dinner? A visitor from Karachi whom I thought you might enjoy will be there." Give me a chance to accept, reject, invent an excuse or check with my husband, knowing exactly what you have in mind.

(I'll probably say, "Yes.")

### Intelligent Listening

Samuel Rogers, a man with a reputation for venomous wit, had a friend, Knight, who was a great talker and a bad listener. When Rogers was told that Knight was going deaf, he remarked: "It is from lack of practice."

Many of us are psychologically deaf on the telephone. Listen. It's hard enough to be sure you have not misunderstood someone when the two of you are face to face, so you can be helped in determining meaning by body attitudes and gestures as well as speech. It's even harder to be sure you are getting the right message in telephone talk, where hearing has to carry the

load for all the listener's other senses.

So don't half-listen. Keep a pencil and notebook handy to jot down any salient facts. (This is particularly necessary in business calls.) Listen not just to what is being said, but to how it is said. What added information does the caller's tone give you? When William Shirer was broadcasting from Berlin prior to World War II, his talks were censored, but the tone of his voice gave the warnings that his words could not.

You can fill in an amazingly detailed and accurate picture of a telephone caller's physical and emotional state simply by listening between and under the words.

### When To Interrupt

Use the same criteria for interrupting as you would if the conversation were face to face. Try not to cut in unless it becomes inescapably clear that otherwise the call may never end. There are times when you may have to disregard this guideline to preserve your sanity, but as a matter of telephone courtesy, at least bear the guideline in mind.

I do not hesitate to cut off, say, a salesman who is touting some product that does not interest me. Indeed, I think of my interruption as a form of kindness to him. "Pardon me," I say, "but I don't want to waste your time." And I get off the telephone fast — with a smile.

### Reminders

If you know you have a bad speech habit, put stickers on the base of your phone to correct it. If you are addicted to clearing your throat, "you know"ing, rambling, or any other distractor, the reminders will help you rid yourself of them in short order.

Let the best of you do your talking on the telephone. Remember:

- *Your voice on the telephone gets there before you do.*
- *The telephone is an ear — not an ear trumpet.*
- *Keep your telephone voice vital.*
- *Edit!*
- *Your telephone tone has a message of its own.*
- *Introduce yourself politely and clearly.*
- *Listen — and learn.*
- *Know when to interrupt.*
- *Know when to hang up.*

Reprinted from *Speech Can Change Your Life* by Dorothy Sarnoff, Doubleday, 1970. (Available from World Headquarters for \$17.95, B-13.)

Miss Sarnoff is chairman of Speech Dynamics Inc. Her company has helped thousands of executives and senior government officials of many countries become better speakers. Besides providing custom-tailored sessions for individuals and groups, a complete self-instructional audio-cassette program called "Speech Dynamics" is now available. For information, contact: Speech Dynamics, Inc., 111 W. 57th St., New York, NY 10019.

The way you acknowledge your introduction is crucial to the success of your speech.

# RESPONDING TO SPEECHES OF INTRODUCTION

by William S. Tacey

**M**r. Toastmaster, Reverend Clergy, Distinguished Guests, Ladies and Gentlemen. . . "This is the time-honored way for an after-dinner speaker to respond to an introduction. Because it is so conventionally used, it has become a trite formula — once effective, but now far from memorable or attention-provoking.

Once at Columbia University, the late Harry Emerson Fosdick, then pastor of the famous Riverside Church in New York City, was introduced by a gentleman of the old school. The introduction was flowery, filled with compliments and exaggerations. With a grin, Dr. Fosdick thanked the chairman, then announced: "On hearing that introduction, I am reminded of the early days of my boyhood when I helped my grandmother make soft soap. We put a number of ingredients into the cooking kettle, but I remember well that to make the soft soap effective, we had to put lots of *lye* into it." That comment delighted the audience, making them eager to hear Dr. Fosdick's speech.

When asked to address a group of entering freshmen at the University of Pittsburgh, I was warned that I had better avoid any attempts at subtle humor, lest the students miss my meaning. During the banquet dinner, I conferred briefly with the band master. Then, as soon as the chairman of the meeting had introduced me, I announced: "I've been asked to conduct an item of business before speaking. The committee reports a balance of \$49 in the treasury. There's a motion on the floor that the sum be presented to the

speaker. All in favor of the motion will please stand." With that cue, the band started to play "The Star Spangled Banner," and almost everyone stood. When the students caught on to the joke, they laughed and applauded, a happy start for my would-be humorous speech.

## Reviving a Tired Audience

A speaker can combine a concern for the comfort of the audience with his or her response to the introduction. I was recently asked to be the main speaker at a banquet for a fraternal group. During the dinner, I was told to expect to start

## A sharp sense of humor can compensate for an inept introduction.

speaking at about 8:30 p.m. I watched the audience as an inept president slowly plodded through the preliminaries. "Will the following members of the banquet committee, please stand and take a bow," he began. As their names were read, a dozen or more men dutifully got to their feet, and the audience applauded just as dutifully. Still plodding, the president called the names of committee after committee, using the same tired clichés in recognizing each member. By the time I was introduced, the audience was glassy-eyed. I jumped to my feet, strode to the mike and shouted as I rubbed my buttocks: "Boy, doesn't it feel good to stand after such a long sit. I've kept careful count, and the names of three men have not been called. Wouldn't you like to stand and

stretch?" Satisfying laughter came as three men actually responded by standing.

The opposite kind of reaction can be caused by an unknowing chairman. At a Parent-Teacher Association meeting, the man assigned to introduce me was obviously ill at ease. He had remembered to bring the short speech of introduction which I had sent in advance. As he stood to address his fellow members, his hands shook, his knees knocked, and his voice quavered. Somehow he managed to articulate the words I had written for him. As he said the last word, he stumbled off the platform, raised both hands and shouted: "I don't care what my wife says. I'll never go through that experience again." What could I do but thank him for the effort he had made on my behalf under great duress, even though his introduction did nothing to help my presentation?

Have you ever been generously introduced with what you hoped were well-deserved compliments? A possible response to such an introduction might be: "Madam Toastmaster, there are but two endeavors more difficult than responding to such a gracious introduction. They are: climbing a fence when it is leaning toward you and kissing a girl when she is leaning away from you."

At a service club meeting where I was to give a humorous speech, I was introduced by a man 4'10" tall who stood on a chair to address the audience. That immediately got a laugh. His one-minute speech of introduction proved to be a series of one-liners, most of which were directed against himself

or me. When it was my turn to speak, the audience was in a jovial mood; the introduction had created an ideal setting for my speech.

Bypassing conventional greetings, I started with a string of one-liners, testing the audience's reaction to my brand of humor. The hearty laughter continued, and by the time I was ready to begin my prepared speech, I had captured my audience. I've always been grateful to that wee chairman, and I've often wished he was around to introduce me again.

I wish someone like him had introduced the graduate student for whom I obtained an engagement to speak to a men's club. My friend uses a subtle approach to deliver his humor. He greets the audience with a dead-pan expression, giving no indication that his talk is to be humorous. When all is going well, the audience begins to catch on within a minute. They smile, snicker and then break into hearty laughter as the speaker maintains a serious expression.

Unfortunately, on the night my friend addressed the men's club, he had not followed the recommended practice of writing a speech of introduction for the chairman to read. However, he had

---

### **Be ready for surprises. You may have to discard your prepared opening.**

---

told the chairman the nature of his talk and made a few suggestions to guide him in preparing an appropriate introduction. The chairman's introduction went something like this: "We are fortunate in having a humorist with us tonight. I can promise you many a chance to laugh heartily. Others who have heard him still laugh when they recall his speech."

My poor friend cringed as he listened, wishing he could become invisible. He was so embarrassed when he started to speak that he couldn't come up with an impromptu opening that would have set the right mood for his speech. He started his talk with the usual dead-pan expression, but the audience took him seriously. At the point when his audiences were usually chuckling, these listeners were still silent. In desperation, my friend cut his speech short and escaped, vowing to prepare written introductions for all future presentations.

After one of my high school debate teams returned from a Rotary Club meeting, I chided the students for addressing the members as "Rotaries." Before their next Rotary Club engagement, I reminded them that the members preferred to be called "Rotarians."

The audience was delighted when the first student responded to his introducer by saying: "Mr. Chairman and Rotaries, our debate coach told us that you would not object to being called 'Rotaries,' but under no circumstance were we to address you as 'Kiwanians.'"

#### **Show Your Enthusiasm**

Frequently, speakers respond to introductions by expressing pleasure at having been invited to speak. The chairman of the DuPont deNemours Company had a double reason to be happy when he addressed the Delaware Law School. His introductory remarks indicate the reasons: "It's a pleasure for me to be here and to receive this honorary degree. Most properly the honors of the day belong to those individuals who made it possible for this law school to come to maturity. I respect and admire them. They have created an important community resource, and I am glad you have let me come to the lectern to say so."

Addressing a university group, the president of the Bank of America responded to his chair's introduction by saying: "Thank you, Father Conklin and Father Ely. I'm delighted to be taking part in this impressive ceremony. It's immensely satisfying to be here at this fine university and join in the life of your community, if only for a few hours."

David C. Jones, chairman of the United States Chiefs of Staff, greeted newly elected senators and congressmen this way: "Ladies and Gentlemen, it's a pleasure to be with you this afternoon, and I commend the Foundation for Defense Analysis for sponsoring today's examination of defense and security issues. My compliments also to our co-hosts. . . ."

A lieutenant general of the United States Army chose to use humor as he acknowledged his introduction to the Association of the United States Army in Detroit: "I am happy to be with you this morning. There was some question for a while as to whether I'd be permitted to attend. The Pentagon has a standing policy that none of its inmates may speak publicly in any city that comes within three points of the Redskins. Needless to say, Philadelphia and New York have been eliminated from consideration, and I understand there is some consideration being given to using them as bombing ranges."

A vice president of the 3-M Company started his speech for the Association of Minnesota Counties by saying: "Thank you for that kind and brief introduction. It is a real privilege to be able to address such a large number of people who have so much to do with the management of our Minnesota Counties."

The president of Spring Mills, Inc. expressed his pleasure at being invited

Secretary of Defense Harold Brown started a serious speech before the Council on Foreign Affairs with a light touch: "Mr. Lord, Mr. Bundy, Ladies and Gentlemen. Returning to New York and the Council is always a stimulating experience. I wish I could afford — the money for the former and the time for the latter — more often. It would also be less challenging and less interesting if I confined my talk to such simple issues as nuclear-powered aircraft carriers and Presidential vetoes, rather than discussing the state of the national security today."

David Rockefeller of the Chase Manhattan Bank tried in a similar way to give his talk a light touch when he began with: "It was kind of you to invite me to join you at this 1979 National Conference of the Japanese-American Society, and I appreciate the opportunity to be with you. I always enjoy California. Californians can be counted on to give us New Yorkers a run for to Emory University with this statement: "This is a distinguished audience of leaders in the field of business, government and education, and I am both pleased and honored to take part in today's discussion of corporate governance and finance." Note that words included a compliment, as do several of the other examples.

President Jimmy Carter sought to establish rapport with the members of the American Newspaper Publisher Association by saying: "President A. Neuharth, distinguished members of the American Newspaper Publisher Association, I want first of all to commend and endorse the theme of this conference, the defense of the first amendment of our Constitution and the freedom of the press."

When distinguished heads of state are introduced to speak, their response may be as varied as the countries they represent. Note how differently the two principals in the Egyptian-Israeli peace talks started addresses before the United States Congress:

President Sadat began: "President Carter, dear friends. This is certainly one of the happiest moments of my life. It is a historic turning point of great significance for all peace-loving nations."

Prime Minister Begin of Israel seemed intent on recognizing all the dignitaries in his large audience: "President of the United States of America, Mr. President of the Arab Republic of Egypt, Mr. Vice President, Mr. Speaker of the House of Representatives, Mr. Speaker of the Knesset, members of the cabinets of the United States, of Egypt and Israel, your excellencies, chairman of the Board of Governors of the Jewish Agency, Chairman of the Zionist organization, distinguished Ladies and Gentlemen

ey in offering the exotic, the provocative and the unusual, and I'm not only about your political leader-

**Preparation and Flexibility**  
As the many examples I've cited demonstrate, there are as many ways of responding to an introduction as there are speakers. No set rule that will cover all circumstances can be prescribed. In unexpected circumstances will cause a speaker to discard a carefully composed opening paragraph. However, that's unlikely to happen if you provide the chairman of the meeting in advance with a brief speech of introduction designed to tell the audience who you are, what your topic is

and why you're qualified to speak on it. The chair's remarks should set the tone for the speaker's address. Carry an extra copy of the speech of introduction with you in case the one you previously sent has been lost, and arrive early enough to go over the notes with the chair before you are introduced.

Regardless of the care you take in preparation, be ready for surprises. Once I was scheduled to speak on the subject, "Women Marry Men." The chairman had been studying my carefully typed one-minute speech of introduction for some time. At last he stood and laboriously began to read. First, he said "Tracy" instead of "Tacey," perhaps thinking I had made a mistake in

spelling my name. Stumbling over several words, he at last reached the closing sentence. He paused, looking troubled, then announced: "His speech title is 'Women,' er, 'Men Marry Women.'" Then he asked the audience: "What else could they marry?"



Dr. William S. Tacey is a professor emeritus of speech and education at the University of Pittsburgh. The author of *Business and Professional Speaking*, Dr. Tacey is now serving as a communication consultant to industry, a lecturer and a professional parliamentarian.

## 1000th DTM Marks Milestone for Toastmasters



Toastmasters International reached a milestone recently, as Irv Fong of Minneapolis, Minnesota, became the 1000th individual to earn the coveted Distinguished Toastmaster (DTM) recognition — our organization's highest member award.

The occasion will be officially celebrated at this year's International Convention, to be held August 20-23 at the Marc Plaza Hotel in Milwaukee, Wisconsin. Fong's DTM award will be presented to him by International President Eric K. Stuhlmüller, DTM, during the Hall of Fame Ceremony Thursday, August 21.

It takes a very special kind of person to achieve Distinguished Toastmaster status; fewer than one-tenth of one percent of all Toastmasters ever earn this award. A DTM must demonstrate exceptional public speaking skills. He or she must be an effective, experienced leader. And above all, a DTM must be genuinely dedicated to serving other people, his or her community and Toastmasters International.

Irv Fong is such a person. A Toast-

master for more than seven years, he is a member of Spartan Speakers Club 2376-6 in Richfield, Minnesota. He has served his club in various capacities, including that of president. He also co-sponsored two new Toastmasters clubs in the Twin Cities area and has served as mentor for Eye Openers Club 4106-6 in Minneapolis. In addition, Fong has served District 6 as area governor and division lieutenant governor.

Fong retired in 1975 after a 30-year career as a supervising engineering writer and data management specialist for the Sperry Univac Corporation of St. Paul. Since then, he has given the term "retirement" a meaning quite different from its usual connotation. Combining his management experience with his skills as a communicator, he owns and operates Midwest Enterprises, an educational service firm specializing in self-improvement through positive attitudes. He also conducts adult education classes for the Minneapolis and Minnetonka school systems, addresses pre-retirement seminars for employees at Sperry Univac and gives speeches on behalf of the United Way and the American Cancer Society.

Fong had to satisfy a stringent set of requirements to become a Distinguished Toastmaster. To be eligible for DTM recognition, a Toastmaster must: a) have a minimum of five years' continuous membership b) earn an Able Toastmaster (ATM) Award c) coordinate a registered Youth Leadership Program and a registered Speechcraft class d) present at least five speeches to non-Toastmasters audiences e) serve as an elected club officer and as a district officer f) co-sponsor a new club, serve as mentor for a new club

or serve as a club specialist to rebuild a low-membership club and g) sponsor at least five new members.

"When I found out what the DTM requirements were, I discovered that I had already done most of these things," Fong says.

The Speechcraft Program was "a revelation" for Fong. "I found I could get involved and really have fun," he said. He conducted his Speechcraft course at Sperry Univac, where it supplemented the company's in-house training programs.

He also found the experience of coordinating a Youth Leadership Program rewarding. "I discovered that there are many conscientious youngsters. You only read about the bad ones, but these kids were part of the silent majority you don't hear about. They were serious and well-informed on current issues. They really challenged me. After my Youth Leadership experience, I believe our country is in good hands for the future."

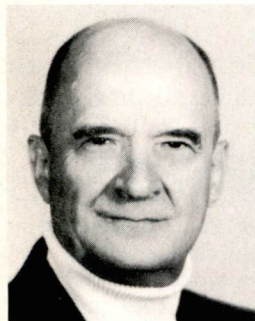
Fong's most rewarding Toastmasters experience, however, came when he campaigned for district office. He was extremely impressed with the Toastmasters he met while visiting other clubs in District 6: "They were all very dedicated and sincerely wanted to improve themselves."

In announcing the 1000th DTM award, Toastmasters' Executive Director, Terrence J. McCann, said: "Not only is this a tremendous milestone for Toastmasters International, it is also significant because Irv Fong reflects the highest ideals of our great organization — communication, leadership and dedication to others. Irv Fong is a truly outstanding Toastmaster."

Congratulations, Irv Fong, DTM!



F. KERMIT EKEGREN, DTM  
Santa Ana, CA



1. KENNETH W. McCATTY, DTM  
Paramount, CA

# Toastmasters' New Leadership Corps

## YOUR 1980-81 DISTRICT GOVERNORS



2. EDWYN J. BUZARD III, ATM  
Seattle, WA



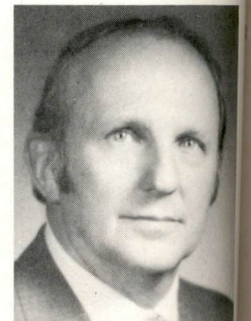
3. RALPH B. MCKENZIE, DTM  
Gilbert, AZ



4. DAN A. WINTERBURN, DTM  
Sunnyvale, CA



5. LES E. STUBBS, DTM  
San Diego, CA



6. EDWARD W. NYGAARD, DTM  
Crystal, MN



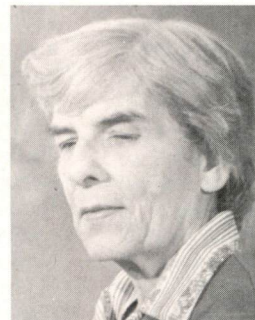
7. PETE BEHR  
Portland, OR



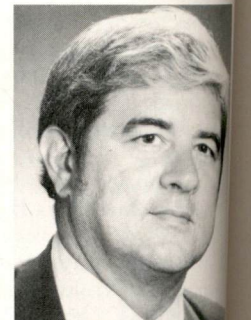
8. PHIL VONDER HAAR, DTM  
Webster Groves, MO



9. JOHN W. SCOTT, ATM  
Pasco, WA



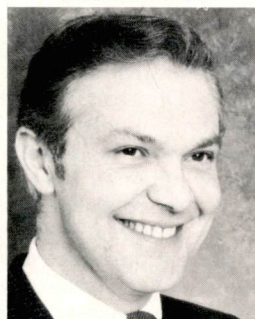
10. VIRGINIA R. ECKERT, DTM  
Middleburg Heights, OH



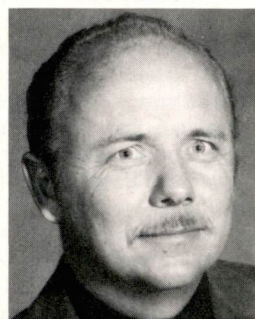
11. TOMMY B. RICHARDSON, DTM  
Indianapolis, IN



13. KENNETH E. LUYK  
Lower Burrell, PA



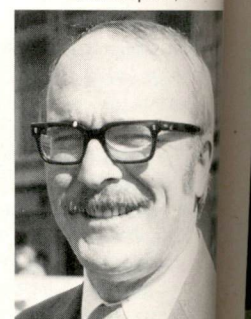
14. CHARLES W. ROONEY, ATM  
Atlanta, GA



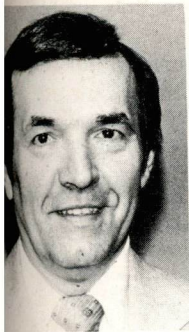
15. KENNETH J. ANDERSON, ATM  
Sandy, UT



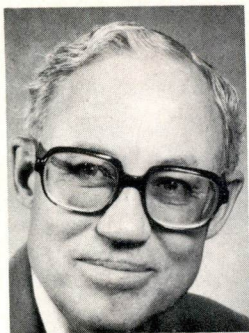
16. GRACE PORTER, ATM  
Tulsa, OK



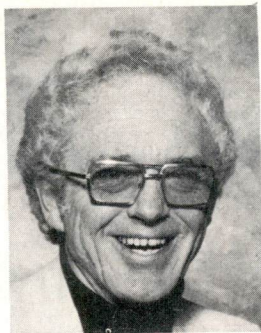
17. ROBERT L. PETERSON, ATM  
Billings, MT



18. RICHARD B. PYRA  
Baltimore, MD



19. IRVING R. DEIHL, DTM  
Des Moines, IA



20. RON SAURDIFF, ATM  
Alexandria, MN



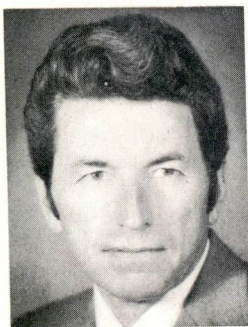
21. MARGARET HOPE, ATM  
Kamloops, B.C., Can



22. JUNE POPLAR, DTM  
Kansas City, MO



BETTY WRIGHT HARRIS, ATM  
Los Alamos, NM



24. GUS I. LeMASTER, ATM  
Omaha, NE



25. RICHARD G. ELLIS, DTM  
Garland, TX



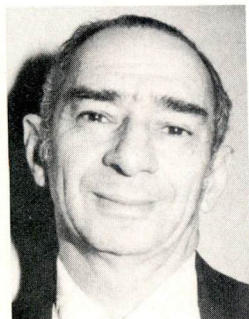
26. JUDITH A. ELLIS, ATM  
Denver, CO



28. EDWARD L. POHLMAN, ATM  
Toledo, OH



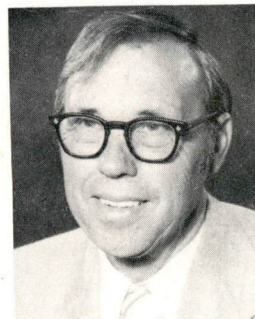
9. LAWRENCE NELSON, ATM  
Walton Beach, FL



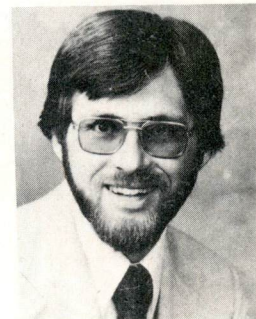
30. SAM B. ITKIN  
Chicago, IL



31. GEORGE C. SCHMIDT III  
Framingham, MA



32. PAUL R. IRMLER, ATM  
Tacoma, WA



33. ROBERT J. HUDDLESTON, DTM  
Las Vegas, NV



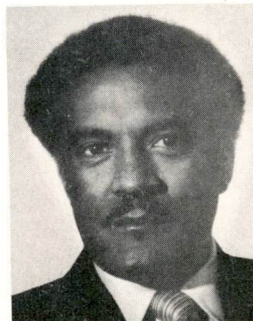
5. EDMUND J. SCHRANG, DTM  
Baraboo, WI



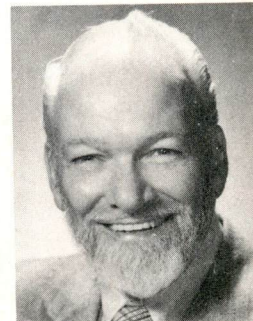
36. DAVID H. SOULE, DTM  
Bladensburg, MD



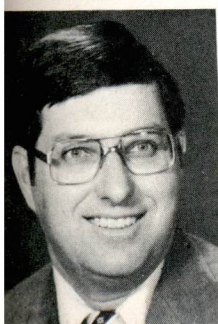
37. MICKEY W. MARSHALL, DTM  
Winston-Salem, NC



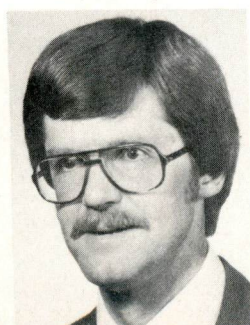
38. JOHN E. FOSTER, ATM  
Douglassville, PA



39. HERBERT A. YARBROUGH, DTM  
Sacramento, CA



40. RANDALL C. REEDER, DTM  
Amlin, OH



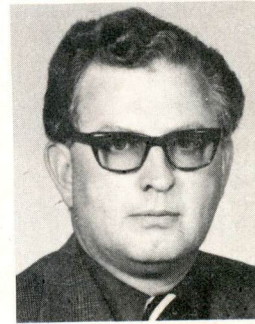
41. COLLIN J. KOLLARS, ATM  
Sioux Falls, SD



42. IRENE B. MURRAY, DTM  
Calgary, Alta., Can



43. CYNTHIA J. HARBUZ  
Memphis, TN



44. WILLIAM L. KEATON  
Midland, TX



45. DAVID R. ROSVALL, DTM  
New Brunswick, Can



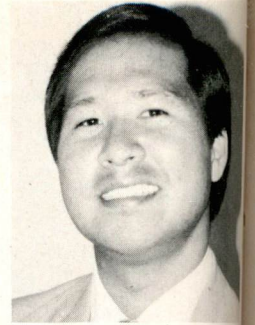
46. CAROL E. ISSELIAN  
Bloomfield, NJ



47. VIRGINIA E. HEDDINGER, DTM  
Ft. Lauderdale, FL



48. JOHN C. PECKHAM, DTM  
Birmingham, AL



49. DALE N. YAMAKI  
Honolulu, HI



52. MAURICE L. LaROSE, DTM  
Glendale, CA



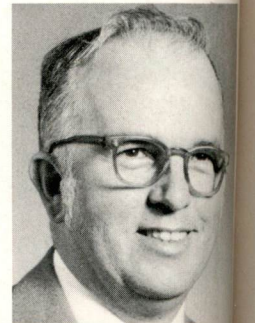
53. ROBERT F. WARNER  
Vernon, CT



54. JEANNE HOUCHINS  
St. Charles, IL



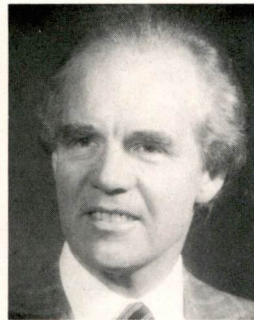
56. ELOISE F. LATSON  
Katy, TX



57. MAX COATS, ATM  
Vallejo, CA



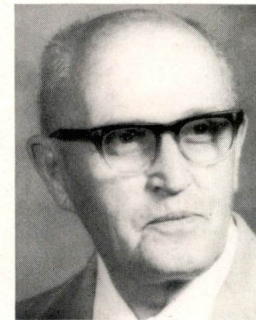
58. RICHARD A. TAYLOR, DTM  
Rock Hill, SC



60. PETER CRABTREE, DTM  
Oakville, Ont., Can



61. DENIS BAKER  
Chateauguay, Quebec, Can



62. RAYMOND F. TRAPPEN, ATM  
Portland, MI



63. JOHN W. HARRIS, ATM  
Cookeville, TN



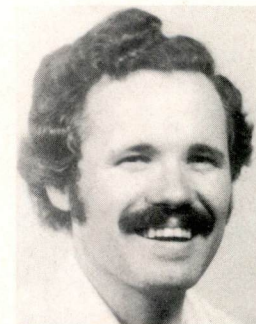
64. ALLAN W. SHAW, ATM  
Winnipeg, Manitoba, Can



65. F.J. LUDWICK JR., ATM  
Cazenovia, NY



66. PAUL A. JACOBI, ATM  
Richmond, VA



68. JAMES D. GARBER, DTM  
Lafayette, LA



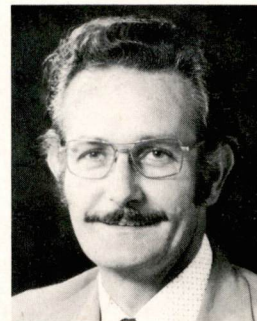
69. DIANNE STOODLEY, ATM  
Toowong, Qld., Aust



70. GEOFF HENSON  
Castle Hill, NSW, Aust



71. MICHAEL H. MURDOCH, ATM  
Nr. Bicester, Oxon, Eng



72. ALF J. BAKER, DTM  
Havelock North, New Zealand



73P. TONY WRIGHT, ATM  
Mitcham, Vic., Aust



74P. J.R. HELY-HUTCHINSON  
Brooklyn, Republic of So





# The Inheritance That Shapes Your Life

by Harriet Modler

**H**ave you ever sat in a business meeting and watched the person in front of you take reams of notes in perfect outline form? Have you then wondered why you only write a word here and a phrase there, but can still recall the material as well as the copious note-taker?

On the other hand, maybe you're the individual who gets up to speak with flawlessly typed cue cards and a perfectly rehearsed presentation, yet you envy the more relaxed person who seems to speak effortlessly.

According to Phoenix-based behavior

scientist, seminar leader, teacher and author Gerry Lee, you don't become a "perfect" note-taker or organizer because you learned to be that way in school. And neither are you the ideal extemporaneous speaker because someone taught you how to do it. In stressful moments, Mrs. Lee contends, you revert to what is most comfortable for you — not because of conditioning or environment, but because of genetic predisposition.

In her current book, *Predicting Behavior in Business* (co-authored with Virginia Newell), Mrs. Lee explains how inherited traits lead to specific behavior and personality patterns. She divides people into two groups — those who are visually oriented and those who

receive information most effectively through their sense of hearing (auditory dominance).

"If you can understand why you act as you do, you will not only allay a lot of stress and frustration, but will also

## Understanding why you act as you do relieves stress and frustration.

understand why others in your business and personal life act as they do," Mrs. Lee explains. "In business, this can be very important in placing people correctly and in responding in the best fashion to customers. At home, you can

smooth over a lot of sore spots if you can anticipate why certain people act a specific way."

Remember the example of the speaker who effortlessly "wings it" as if it were the most natural thing in the world? For him or her, it is. That individual has auditory dominance.

Auditory people possess a strength known as "inner language." Without conscious effort, they automatically flip through a series of thoughts to pick out and express the most appropriate one. If an auditory individual has a long speech to give, he or she will do best using one-word cues or simple phrases to stay on track. Indeed, if auditory individuals try to follow a tightly written outline, they will sound ex-

# A Personal Inventory

To determine whether you are auditory or visual, answer the following 21 questions by circling either (A) or (B). Leave none unanswered. Base your answers on your first "gut level" reaction.

• A) If I have work to do at home, I would need to finish it before I start on an extra project.

B) If an extra project comes along, I am inclined to drop routine duties to do it.

• A) When speaking in front of a group, I like to plan out completely on paper what I want to say.

B) When I speak in public, I do the best with only cue word notes to help me.

• A) If I lose my temper at home, I sometimes say more than I ought to.

B) If I get mad at home, I prefer to say nothing, or if I do express myself, it's usually just what I intend to say.

• A) When I am in a conversation at a social gathering, I find myself asking lots of questions.

B) I love to chat at a social gathering but sometimes it's difficult for me to start a conversation.

• A) If I don't like the service at a restaurant, I might not say anything but I may decide not to go back.

B) If I am displeased with the service at a restaurant, I do not hesitate to be direct about it.

• A) I might blow up at home but almost never in public.

B) I seldom blow up at home but don't mind showing my temper in public.

• A) I take lots of notes during a lecture.

B) While listening to a lecture, I

take few notes because I can't listen as well if I'm writing.

• A) When I have a serious problem, I can clarify my thoughts better if I talk it out with a friend.

B) When I have a serious problem, I am able to easily think it through alone.

• A) I can walk into a room filled with people and pick out the ones I know right away.

B) If I walk into a room filled with people, I might not even notice my best friend.

• A) I do not mind working alone if I have to.

B) I find it unbearable to work in isolation.

• A) I need a good night's sleep or I'm miserable.

B) If I miss a full night's sleep, it doesn't upset me much.

• A) I sleep the best at home in my own bed.

B) I can sleep anywhere if I want to.

• A) I always respond to a question in a guarded way.

B) If I am asked a question, I may say a great deal that I would never have thought to talk about before.

• A) I don't like surprise visits at home from my friends.

B) Unplanned visits at home from my friends are pleasurable to me.

• A) I don't like to talk on the phone when I am at home.

B) I really enjoy telephone visiting at home.

• A) If I'm upset with someone I care about, I am apt to say too much.

B) I never say more than I intend with someone I love.

• A) When I'm listening to someone in a crowded room, I'm aware of

several conversations as well as the one I'm involved with.

B) If I'm very interested in what I'm listening to, I don't notice the noises around me.

• A) I sometimes have trouble sleeping; the more I worry about it, the harder it is for me to get to sleep. If I'm awakened in the night, it seems like hours before I can get back to sleep.

B) I generally sleep well but if I don't it doesn't worry me too much. If I'm awakened, I generally fall back to sleep easily.

• A) I take care of my social and business obligations, but when I'm tired I'd rather not be around people.

B) I enjoy people, even when I'm tired; I find it relaxing to be with friends.

• A) In everyday living (including job activities), I feel more comfortable organizing my time and thoughts with notes and lists.

B) In everyday living (excluding my occupation), I seldom rely on organizing my time and thoughts by jotting notes and lists for myself.

• A) I am apt to go to bed wishing that I said less to someone who provoked me, or more to someone I should have put in his place.

B) I seldom go to bed wishing I could change what I said to people that day. I say what has to be said at the time a problem comes up.

*The "A" points indicate visual traits. The "B" points indicate auditory traits. If you have 15 or more "A" answers, you are highly visual; with 15 or more "B" answers, you are highly auditory. If your answers tend to balance out more closely at below 15, you tend to work effectively in both areas.*

remely "wooden" and may well wind up reading the speech.

Because auditory people can rely on this innate inner language, they tend to be more reserved than visual people. Auditory people don't need to talk in order to put their thoughts together; internally, they are already together.

While "relaxed" often is a good adjective to apply to the auditory individual, "precise" is a word that fits those with pronounced visual strengths. Visual speakers electrify audiences with presentations that are carefully prepared, rehearsed and staged. But these speakers don't like to depart from a prepared text. They can field questions from the audience as long as they fit into the framework of their organized material. But unlike auditory individuals, who can change course as need demands, visually dominant speakers may cut off questioning when topics stray beyond comfortable boundaries.

From a neurological viewpoint, visually dominant people don't think in logical patterns. In order to organize their thoughts, they need to see them in writing. Visual people are the list-makers and note-takers. That external structuring provides a sense of order essential to their internal confidence. At social events, visual people are usually the aggressors who initiate conversation; they prefer to take the lead so they can be in command of the situation.

#### Public Speaking And Stress

At a recent seminar before 150 owners of small businesses in Chicago, Mrs. Lee was asked how each type of individual, auditory and visual, might react to a stressful public speaking situation. As an example, she recalled the experience of a well-known museum curator who had been asked to moderate an antique fashion show on a nationally televised talk program. During rehearsal, this very visual individual clutched his notes nervously and read them without looking up. After two glasses of wine provided by the program coordinator, the curator relaxed and the fashion show was a success.

What would have happened if the nervous curator had been auditory? Would it have been a good idea to give him wine?

"No," says Mrs. Lee, "because in this case, the auditory person receives a positive charge from the adrenalin pumping in his system. If you give him a glass of wine to calm him down, you might take away his spontaneous language and leave him searching for the right words."

One of the most classic public speaking confrontations between an auditory and a visual person occurred during the famous Nixon-Kennedy debates of 1960. At first, the visually oriented

Nixon felt very much at home because he was using prepared language. Then, when the highly auditory Kennedy went on the offensive, demonstrating his ability to think fast and articulate his thoughts spontaneously, Nixon became increasingly flustered and disorganized. He was suffering from "overload" because he was ill-equipped to handle the kind of stress the debate placed on him.

What happens in other stressful situations when you reach the overload stage? The visual person usually becomes nervous and irritable. Because visual people tend to keep themselves under tight control at work, they're liable to literally explode when they get home. A visual person needs time alone to unwind after the work day. Hearing the kids crying is apt to send this person into a frenzy.

On the other hand, overload hits the auditory person in a completely different way. Rather than noise, it is visual clutter that causes this person to become "unglued." However, it's not in the auditory individual's nature to scream in anger or frustration. Instead, he withdraws into his own internal world. Seeing too many stacks of papers on his desk, the auditory person simply

---

### Genetic predisposition shouldn't be seen as a limit on our abilities.

---

detaches himself from it. He can stand the "mess" that would drive the visual person crazy because he really doesn't see it. The auditory person finds strength in the security of his or her internal world of thoughts.

#### How Can You Compensate?

"I prefer to talk about relative strengths and non-strengths, rather than weaknesses per se," says Mrs. Lee. "Once you recognize the areas where you have less strength, then you can take part in the learning process of that which is more difficult for you. In essence, you can compensate by over-learning."

As an example, Mrs. Lee points to the personnel manager who is highly visual. There is nothing more difficult for this person than having to use spontaneous language to deal with immediate personnel problems. Training will help this visual person function in an area that is normally most comfortable for an auditory person. However, because this kind of job is so wearing on a visual person, in a few years he or she may quit to try something else.

Mrs. Lee concludes, "Under continued stress, people will usually gravitate to occupations where they can function with less stress."


#### Who Fits Best Where?

Mrs. Lee's studies have demonstrated that auditory persons often migrate to problem-solving occupations such as engineering and medicine — fields in which trouble shooting and personnel management are important. The visual person is often found in occupations requiring promotional expertise or attention to detail.

Who handles people better? In an office situation where evaluation of workers is required the auditory person can generally say what has to be said in a manner that is helpful but not offensive. While the auditory person will focus on the individual as the subject of what needs fixing, the visual person may concentrate on the problem itself and come across as being too brusque.

If you're in an executive position, chances are you would want a visually oriented secretary to keep things neat and orderly. On the other hand, if you need someone who can deal with people you don't want to see or speak to on the telephone, then an auditory individual would be best.

In a business partnership, it's important to team up with an opposite so you can reinforce each other's strengths. An auditory individual can weave the dreams of which empires are fashioned, but it's the visual person who's most likely to figure out how many nuts and bolts it will take.

In putting her system of behavior analysis into a usable perspective for the individual, Gerry Lee says, "Genetic predisposition should not be considered any sort of limit on our abilities. It is simply a useful system of signposts pointing the way toward our own successful self-awareness in business, in love, in child rearing and, most important, in the respect we have for ourselves." 



Harriet Modler is a feature writer, publicist and advertising copywriter whose articles have appeared in the Los Angeles Times, Carte Blanche, Westways, Coronet, Free Enterprise and other publications.



Geraldine M. (Gerry) Lee, co-developer of the Theory of Dominant Modality®, is the author of several publications dealing with the Dual Modality theory. She co-authored Predicting Behavior in

Business, a book relating learning styles to inherited behavioral traits. For information on her seminars, which are tailored to business organizations and professional societies, write 4301 N. Arcadia Dr., Phoenix, Arizona 85018, or call (602) 941-5019.

A unique system for insuring club growth.

## Recruiting Prospects Through Personal Contact

Membership is an age-old concern in Toastmasters. However large or small a club is, it benefits from growth because new members make meetings more interesting. They bring fresh ideas to the group and make it possible to spread meeting assignments around so members don't "burn out." And best of all, the more members there are, the better equipped the club is to help individuals achieve personal goals and to offer service to the community.

Another motivation for growth is the need to replace members who retire, transfer or leave the club for other reasons. Furthermore, growth is very likely the only sure way to avoid stagnation.

There are many effective ways to attract new members, and all of them work, to some degree. Special drives and contests provide excitement and variety for members while public information nights expose the club to new segments of the community. But nothing works better than personal contact. The enthusiastic member who tells associates, friends and neighbors about Toastmasters does more to promote growth than any formal publicity program could.

Often, however, members have neither the time nor the inclination to follow up on initial contacts with prospects. To convince those newcomers to join, we must do more than invite them to one meeting. Once the potential member has been introduced to Toastmasters, the membership chairman should take over, using a Prospect Tracking Chart to keep in touch with prospects and turn a high percentage of them into members.

This simple, straightforward follow-up program allows one person — most likely the administrative vice president or the membership chairman — to coordinate all contacts with prospective members. It makes use of a number of valuable tools available at Toastmasters'

World Headquarters, including guest invitations (Catalog #344), invitations to membership (348) and prospect pamphlets (108). It is adaptable to any procedures that are customary for your club. And it eases year-end record keeping for the Distinguished Club Plan and internal reports.

Every prospect is listed on one sheet of paper that fits in a notebook. This tracking chart does not, of course, invent prospects. They still come from the usual sources (personal contacts, articles in local and national publications, etc.). But the chart does make it easier for members to find names of

---

### Growth can continue without any expensive promotion campaigns.

---

prospects and follow up on initial contacts. With the Prospect Tracking Chart, a simple phone call is all it takes to set the recruitment process into motion.

Here's how it works. First, the member takes the following steps:

- Speak to the prospect about Toastmasters. Tell him (or her) what you like about it, what you've gained from it and how you think it might benefit him. Invite him to attend a meeting.
- Call the membership chairman with the name, address and phone number of the prospect.
- Be prepared to give the prospect a warm introduction at the first meeting he or she attends.

That's all the sponsor has to do. Now the membership chairman goes into action, following this procedure:

- Note the name, address, phone number and sponsor for each prospect on your chart. Send an "invitation to a meeting" card to the prospect.
- Follow up. If the prospect doesn't respond to the invitation, call and

remind him or her of the meeting time and place.

Make sure the prospect is greeted at the door of the meeting room, given a name badge, introduced to members and made to feel welcome. After the prospect's second or third meeting, send him or her an "invitation to membership." Toastmasters is one of the few organizations that has such a form, and it always impresses prospects. It makes them feel special and wanted.

Persistence pays. You needn't incessantly nag prospects. But, if they have indicated some interest, nothing will get them into the club faster than an occasional call from a member asking if they're going to attend the next meeting and offering to provide transportation.

When explaining Toastmasters' programs to prospects, speak in terms of their interests. Focus on the ways in which involvement in this organization will directly benefit them. The more interest you show, the more likely the prospect is to be motivated to join.

Using the Prospect Tracking Chart, my club grew from 17 to 31 members in just six months. Every person who has transferred or left has been promptly replaced. If you use a tracking chart for just one year, you can expect to add at least 10 members to your club. For every four guests who come to a meeting, you will gain at least two new members.

Growth can continue without any expensive promotion campaigns. It just takes a few minutes of the membership chairman's time each week and the willingness of members to turn in the names of prospects. It couldn't be any easier. And it works!

Will your club grow this year? With this approach to membership building, there's no way you can miss.

---

*Paula Griffin, a real estate broker and trainer, is a member and former president of Poughkeepsie Club 921-53 in Poughkeepsie, New York.*

# Hall of Fame

TM

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

**George C. Hollman**  
Airport Center 231-F, Newport Beach, CA

**George Fong**  
Ortan Speakers 2376-6, Richfield, MN

**George T. Horn**  
Frits of Babbage 3417-6, Minneapolis, MN

**William B. Kerr**  
William E. Borah 2701-15, Idaho Falls, ID

**John McNeil**  
J-Telers 3782-15, Salt Lake City, UT

**William L. Bracher**  
Bill Rogers 1032-16, Oklahoma City, OK

**William H. Shryock**  
L 3624-18, Silver Spring, MD

**Robert W. Kueper, Jr.**  
Peak-Easy 3588-19, Dubuque, IA

**Lil'Bit Hugeback**  
Lester 4098-19, Newton, IA

**John Peterson**  
Nebraskans 955-24, Omaha, NE

**James A. Hiller**  
Maumee Valley 1637-28, Toledo, OH

**Harry D. Wells**  
Emerston 63-32, Bremerton, WA

**Annis B. Pinkowski**  
Lakeshore 3281-35, Milwaukee, WI

**David M. Ward**  
Little Nipper 2749-38, Camden, NJ

**James C. Kosakowski**  
Vanderosa 559-39, Reno, NV

**Robert Gionet**  
Lakeside 546-47, Jacksonville, FL

**Michael Fogoros, Jr.**  
Elmsmen 3764-47, Orlando, FL

**Harrett D. Grim**  
Pacific Voices 3841-49, Hickman Air Force Base, HI

**Shua K. Pang**  
Lakes Valley 3399-54, Geneva, IL

**Alfred J. Baker**  
Hastings 3473-72, Hastings, NZ

ATMs

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

**Robert K. Nicholson**  
Pomona 12-F, Pomona, CA

**Wale K. Carter**  
Edison Early Bird 1191-F, Rosemead, CA

AUGUST 1980

**Joseph J. Salazar**  
Los Padrinos 2110-F, Los Angeles, CA

**Dorothy L. Vail**  
Moreno Valley 2169-F, Sunnymead, CA

**Ethel M. Clayton**  
Rockwell-Anaheim Bicentennial 3798-F, Anaheim, CA

**Nadine Shimer**  
Single Desert Voices 441-3, Phoenix, AZ

**Stanley G. Hough**  
Voice of Motorola 2083-3, Scottsdale, AZ

**Kenneth Hayes**  
Santa Clara County 318-4, San Jose, CA

**Frank C. Zdy**  
Saturday Savants 623-5, El Cajon, CA

**James E. Kent**  
Heartland 812-5, El Cajon, CA

**Richard J. Wira**  
San Diego Brd/Realtors 1808-5, San Deigo, CA

**Matilde Behr y Rico**  
TM Femenil de Tijuana 2680-5, Tijuana, Mexico

**Russell C. Grubb**  
Black Mountain 2955-5, San Diego, CA

**Michael K. O'Tool**  
Granite City 679-6, Saint Cloud, MN

**Robert D. Hardcastle, Jr.**  
West County 2905-8, Ballwin, MO

**J. Thomas Rafferty**  
Murat Shrine 1211-11, Indianapolis, IN

**LeRoy R. Taylor**  
Boise 61-15, Boise, ID

**Rolland C. Nauman**  
Marshalltown 1857-19, Marshalltown, IA

**Mary Foss**  
Diplomats 3298-19, Des Moines, IA

**James T. Lumley**  
Kelowna 2796-21, Kelowna, B.C., Can

**Betty L. Pollock**  
Downtown 99-22, Kansas City, MO

**Jim M. Danielson**  
Mid-Cities Noon-Time 2476-25, Hurst, TX

**Willard M. Long**  
Michael H. Murdoch 3851-29, Tyndall Air Force Base, FL

**John V. Moran**  
Roseland 432-30, Chicago, IL

**Lovell Pattison**  
Gladiators 3392-36, Baileys Cross Roads, VA

**Donald L. VonCannon**  
Nat Greene 1386-37, Greensboro, NC

**Dennis E. Talbert**  
Apolymon 1466-39, Sacramento, CA

**Richard J. Folkers**  
Natoma 2242-39, Sacramento, CA

**Fred Karas**  
The Forum 2344-42, Edmonton, Alta., Can

**David Scott**  
Foresters 2511-42, Edmonton, Alta., Can

**Kenneth L. MacRae**  
Memphis Service Center 542-43, Memphis, TN

**D. Tait Taylor**  
Hub City 2173-45, Moncton, NB

**Paul V. Whitmee**  
Hub City 2173-45, Moncton, NB

## New Clubs

**4202-F Rosaland**  
San Bernardino, CA — Thurs., 7 a.m., Kenny's Family Restaurant, 1355 E. Highland Ave. (862-2465). Sponsored by East San Bernardino 3820-F.

**4218-F Summit Seekers**  
Anaheim, CA — Thurs., 7 a.m., Carl Karcher Enterprises, 1200 N. Harbor Blvd. (778-7152). Sponsored by Rockwell-Anaheim Bicentennial 3798-F.

**4220-F Lake Forest**  
El Toro, CA — Tues., 7 a.m., Jolly Roger Restaurant, 22873 Lake Forest Dr. (768-0394). Sponsored by Saddleback Morning 86-F.

**4222-F Oradores Bilingues**  
San Gabriel, CA — 2nd & 4th Tues., 7 p.m., Carrows Restaurant, 1021 N. San Gabriel Blvd. (688-3593).

**4211-1 Libertarian**  
Los Angeles, CA — Sat., 11 a.m., Home of Kevin Dye (Temporary) 5845 Doverwood Dr., #305, Culver City (645-8624). Sponsored by Occidental 613-1.

**1218-2 Associated Grocers**  
Seattle, WA — Mon., 6:45 a.m., Associated Grocers, Inc., 3301 S. Norfolk (762-2100, x 220).

**4212-3 White Mountain**  
Show Low, AZ — Alt. Wed., 7 a.m., Maxwell House Restaurant, Highway 60 West (537-4156).

**2131-4 Continental Drifters**  
Menlo Park, CA — 1st & 3rd Thurs., 11:15 a.m., U.S. Geological Survey, 345 Middlefield Road, Library Conference Rm. (323-8111, x 2552). Sponsored by TGIF Management 3328-4.

**4200-4 Electric Toasters**  
Palo Alto, CA — Wed., noon, Electric Power Research Institute, 3412 Hillview Ave. (855-2074). Sponsored by Lee Emerson Bassett 33-4.

**4224-4 Fairchild "Speakeasies"**  
Mountain View, CA — Thurs., noon, Fairchild Camera & Instrument, Career and Development Center, 411 Whisman Road, Bldg. (962-4355). Sponsored by Jet Stream 2624-4.

**4226-5 University**  
San Diego, CA — Wed., 4:30 p.m., UCSD

Campus, La Jolla (452-4728). Sponsored by Mesa Masters 3240-5.

#### 981-6 Crest O' the Hill

St. Paul, MN — 3rd Tues., 6:30 p.m., University Club of St. Paul, 420 Summit Ave. (457-6195). Sponsored by 1696-6.

#### 4201-6 Worthington

Worthington, MN — Tues., 6:05 p.m., Town and Country Cafe, Kragness Ave. (372-2244).

#### 4206-6 Republic Airlines

Minneapolis, MN — Mon., Republic Airlines, 7500 Airline Dr. (726-7561). Sponsored by Spartan Speakers 2376-6.

#### 4210-6 E B C

Edina, MN — Wed., 6:15 p.m., Edina Baptist Church, 5300 Frances Ave., So. (926-1884). Sponsored by Sports and Health 904-6.

#### 4217-6 YMCA

Minneapolis, MN — Mon., noon, Downtown Branch — YMCA, 30 South 9th St. (372-9295). Sponsored by Minneapolis 75-6.

#### 2248-8 Westport

Creve Coeur, MO — Wed., 7 p.m., Thornhill Branch Public Library, Fee Fee Road at Willowick (427-6076).

#### 4206-8 Noon

Fairview Heights, IL — Thurs., noon, Ramada Inn (Buckley's) I-64 & Rt. 159 (397-0196).

#### 780-10 Master Speakers

Cleveland, OH — Thurs., noon, Master Builders World Headquarters, 23700 Chargin Blvd. (831-5500, x 2078). Sponsored by Lunchtime Linguists 1472-10.

#### 3401-11 AWB Executive's

Fort Wayne, IN — Tues., 7:30 a.m., Anthony Wayne Bank, 203 E. Berry Street (423-3611).

#### 1493-13 Koppers

Pittsburgh, PA — Fri., noon, Koppers Company, Inc., Koppers Building (227-3188). Sponsored by Allegheny Center 640-13.

#### 4213-13 Wheeling

Wheeling, WV — 1st & 3rd Mon., 7:30 p.m., Wheeling Electric Company, 16 St. (242-2746). Sponsored by McKeesport 901-13.

#### 87-15 Speak Easy's

South Salt Lake City, UT — Thurs., 7 p.m., Hellenic House Restaurant, 3040 South State Street (467-6521). Sponsored by Downtowners 2696-15.

#### 2851-18 Carroll County

Westminster, MD — 2nd & 4th Tues., 7:30 p.m., Union National Bank, 111 E. Main St. (876-1793). Sponsored by Towson 2707-18.

#### 2578-19 John Deere Speak Easy

Waterloo, IA — Wed., 4:10 p.m., John Deere Tractor Works Auditorium, P.O. Box 270, 400 Westfield Ave. (235-4062). Sponsored by Cap Sias 864-19.

#### 2499-24 Eddie Dunn

Omaha, NE — Sat., 9 a.m. Meeting place will vary each month. (331-7103).

#### 4207-25 Palestine

Palestine, TX — Fri., noon, Holiday Inn, Hwy. 79 North (729-8101). Sponsored by Greater Tyler 393-25.

#### 821-26 Bodyshops

Denver, CO — Wed., 1:30 a.m., Rose Medical Center, 4567 East 9th Ave. (394-8760). Sponsored by Titan 2368-26.

#### 4215-29 Tung Belt

Picayune, MS — 2nd & 4th Thurs., noon, Margaret Reed Crosby Memorial Library, 900 Goodyear Blvd. (798-0676). Sponsored by Speakeasy 642-29.

#### 4221-33 Nite Owl's

Lancaster, CA — Thurs., 7 p.m., Park Somerset Club House, 42909 - 15th St., W. (946-2689). Sponsored by Eyeopener 1675-33.

#### 2583-36 BellCom

Washington, D.C. — 1st & 3rd Thurs., noon, C & P Telephone Company, Rm. 500, 13th St., N.W. (392-5522). Sponsored by Commerce 693-36.

#### 4223-36 Twinbrook

Rockville, MD — 1st & 3rd Thurs., noon, Bureau Of Rad. Health, Rm. T-400, 12720 Twinbrook Parkway (443-2797). Sponsored by Parklawn 502-36.

#### 4208-37 Communicators

Winston-Salem, NC — 1st & 3rd Mon., 6:45 p.m., Mayberry's, Reynolda Rd. (924-8596). Sponsored by Reynolda 3380-37.

#### 1025-42 Parkside Seniors

Calgary, Alta., Can — Thurs., 3:30 p.m., Senior Citizens Centre-Confederation Park, 1320 A-21st Ave., N.W. (289-4780). Sponsored by Rocky Mountain 2730-42.

#### 3072-42 Keyano Breakfast

Edmonton, Alta., Can — Tues., 7 a.m., Edmonton Plaza Hotel, 10135 100th St. (465-2833). Sponsored by Rooster Rousers 1774-42.

#### 4219-44 Dyess

Dyess AFB, TX — Wed., 11:45 a.m., Dyess AFB Officers Open Mess (696-2171).

#### 2807-47 Sunset

Orlando, FL — Tues., 6:30 p.m., Sportsman Club, 2296 W. Church St. (352-4409).

#### 4204-47 Florida Publishing Company

Jacksonville, FL — Tues., 12:30 p.m., Florida Publishing Company, One Riverside Ave. (791-4187).

#### 4225-47 Islanders

AUTEC Andros Islands, BHMS — Wed., 6:30 a.m., 74 man mess, AUTEC Project (Fresh Creek), Andros Island (328-2188, x 301). Sponsored by Caliope 2821-47.

#### 3479-54 Key City

Kankakee, IL — 1st & 3rd Wed., 7:30 p.m., YMCA, 1075 Kennedy Dr. (937-6688).

#### 1441-57 Southern Marin

Mill Valley, CA — Wed., 7:30 p.m., Howard Johnson's Restaurant, 160 Shoreline Hwy. (388-5107). Sponsored by Marin 980-57.

#### 1057-62 Meijer

Grand Rapids, MI — Tues., 11:30 a.m., Meijer, Inc., 2727 Walker, N.W. (453-6711).

#### 1057-73P Guide Dogs

Kew, Vict., Aust — 1st & 3rd Wed., 7:30 p.m., National Guide Dog & Mobility Centre, Chandler Highway (860-4444). Sponsored by Essendon 1568-73P.

#### 4203-73P Valewood

Mulgrave, Vict., Aust — 2nd & 4th Tues., noon, Jennings Industries, Ltd., 690 Springvale Rd. (561-8336). Sponsored by Knox 1179-73P.

#### 3097-74P Johannesburg Engineers

Johannesburg, RSA — 1st & 3rd Tues., 6:30 p.m., Klub RSA, Cr. Fraser Str. & Market Str. (011 39-5736). Sponsored by Johannesburg 113-74P.

#### 2759-U Heuberg

Sembach Air Base, Germany — Tues., noon, Fireside Room, Sembach NCO Club (427-7991). Sponsored by Barbarossa 1807-U.

#### 4205-U Castries

Castries, St. Lucia, Windward Islands — Wed., 7:30 p.m., Halcyon Sands Hotel, Vigie (4958).

#### 4214-U Pan-American

Fort Amador, Republic of Panama — 1st & 3rd Thurs., 7:30 p.m., American Legion Club (52-5133).

#### 4216-U Coqui

Barceloneta, Puerto Rico — Fri., 8 a.m., Pfizer Pharmaceuticals, P.O. Box 628 (846-4300).

## Anniversaries

### 30 Years

Superstition 73-3, Mesa, AZ  
Caspas 864-19, Waterloo, IA

### 25 Years

Mid-Day 1790-10, Cleveland, OH  
Burlington 1835-37, Burlington, NC  
Marvin G. Rook 1848-40, Charleston, WV

### 20 Years

HI-Noon 3172-25, Shreveport, LA  
McCord Star Lifters 1594-32, McCord Air Force Base, WA  
Naval Ordnance Station 3173-36, Indian Head, MD  
Imperial Polk 3101-47, Winter Haven, FL

### 15 Years

Patio 2914-4, Sunnyvale, CA  
Los Cerritos 192-F, Bellflower, CA  
Woodman 681-11, Indianapolis, IN  
San Joaquin 201-33, Fresno, CA  
K of C 2547-35, Southeast Milwaukee, WI  
TM Club of Barrie 1603-60, Barrie, Ont., CA  
Legal and General QLD 1710-69, Brisbane, QLD  
Wellington 1046-72, Wellington, NZ

### 10 Years

Bridgerland 2081-15, Logan, UT  
Eatons 3346-21, Vancouver, B.C., Can  
Transportation 1153-37, Burlington, NC  
Las Juntas 2473-57, Walnut Creek, CA

# 980-81 District Governors

- F. Kermit Ekegren, DTM, 2127 S. Ross, Santa Ana, CA 92707  
1. Kenneth W. McCatty, DTM, 16629½ Downey Ave., Paramount, CA 90723  
2. Edwyn J. Buzard III, ATM, 10680 Marine View Dr., SW, Seattle, WA 98146  
3. Ralph B. McKenzie, DTM, 16718 E. Campbell, Gilbert, AZ 85234  
4. Dan A. Winterburn, DTM, 11916 Los Arboles Ave., Sunnyvale, CA 94087  
5. Les E. Stubbs, DTM, 2763 Gobat Ave., San Diego, CA 92122  
6. Edward W. Nygaard, DTM, 4087 Jersey Ave. North, Crystal, MN 55427  
7. Pete Behr, 3305 N.E. 57th Ave., Portland, OR 97213  
8. Phil Vonder Haar, DTM, 539 W. Kirkham Ave., Webster Groves, MO 63119  
9. John W. Scott, ATM, Box 247, Pasco, WA 99301  
10. Virginia R. Eckert, DTM, 6786 Middlebrook Blvd., Middleburg Heights, OH 44130  
11. Tommy B. Richardson, DTM, 6209 Yellowstone Parkway, Indianapolis, IN 46227  
12. Kenneth E. Luyk, 549 Cleveland Dr., Lower Burrell, PA 15068  
13. Charles W. Rooney, ATM, 901 Monroe Circle N.E., Atlanta, GA 30308  
14. Kenneth J. Anderson, ATM, 8870 Ida Lane, Sandy, UT 84070  
15. Grace Porter, ATM, Drawer P Adm. Stn., Tulsa, OK 74112  
16. Robert L. Peterson, ATM, 2820 Treasure Dr., Billings, MT 59102  
17. Richard B. Pyra, 5434 Gardenwood Rd., Baltimore, MD 21206  
18. Irving R. Deihl, DTM, 4322 41st St., Des Moines, IA 50310  
19. Ron Saurdiff, ATM, Rt. 7, Box 611, Alexandria, MN 56308  
20. Margaret Hope, ATM, 110-1336 Columbia St., Kamloops, B.C., V2C 2W7  
21. June Poplar, DTM, 4333 Jarboe, Apt. #1, Kansas City, MO 64111  
22. Betty Wright Harris, ATM, 190 La Cueva St., Los Alamos, NM 87544  
23. Gus I. LeMaster, ATM, 13941 Washington Circle, Omaha, NE 68137  
24. Richard G. Ellis, DTM, 1503 Savannah Place, Garland, TX 75041  
25. Judith A. Ellis, ATM, 4605 W. Stanford Ave., Denver, CO 80236  
26. Edward L. Pohlman, ATM, 4575 River Road, Toledo, OH 43614  
27. Lawrence G. Nelson, ATM, 615 Fairway Ave., Ft. Walton Beach, FL 32548  
28. Sam B. Itkin, 2722 W. Estes, Chicago, IL 60645  
29. George C. Schmidt III, 396 Pleasant St., Framingham, MA 01701  
30. Paul R. Irmeler, ATM, 11730 Masonic Rd., SW, Tacoma, WA 98498  
31. Robert J. Huddleston, DTM, 3864 Comb Court, Las Vegas, NV 89104  
32. Edmund J. Schrang, DTM, RFD #4, Box 87, Baraboo, WI 53913  
33. David H. Soule, DTM, 5408 Spring Road, Bladensburg, MD 20710  
34. Mickey W. Marshall, DTM, 218 Friendship Circle, Winston-Salem, NC 27106  
35. John Foster, ATM, 14 Douglass Drive, Douglassville, PA 19518  
36. Herbert A. Yarbrough, DTM, 4408 Arden Way, Sacramento, CA 95825  
37. Randall C. Reeder, DTM, 4779 Baldwin Rd., Amlin, OH 43002  
38. Collin J. Kollars, ATM, 1309 Coates Road, Sioux Falls, SD 57105  
39. Irene B. Murray, DTM, 107 Midvalley Rise SE, Calgary, Alberta T2X 1J3  
40. Cynthia J. Harbuz, 3568 Field Flower Court, Memphis, TN 38118  
41. William L. Keaton, 908 Harvard St., Midland, TX 79701  
42. David R. Rosvall, DTM, P.O. Box 6863, St. John, New Brunswick, Can E2L 4S3  
43. Carol E. Isselian, 199 Stonehouse Road, Bloomfield, NJ 07003  
44. Virginia E. Hedding, DTM, 2124 N.E. 60th St., Ft. Lauderdale, FL 33308  
45. John C. Peckham, DTM, 5320 8th Ave. South, Birmingham, AL 35212  
46. Dale N. Yamaki, 1425 Ala Leleu St., Honolulu, HI 96818  
47. Maurice L. LaRose, DTM, 1820 Rosita Dr., Glendale, CA 91208  
48. Robert F. Warner, 62 Meadowlark Road, Vernon, CT 06066  
49. Jeanne Houchins, 226 Walnut Drive, St. Charles, IL 60174  
50. Eloise F. Latson, 21438 Park York Drive, Katy, TX 77450  
51. Max Coats, ATM, 134 Los Altos, Vallejo, CA 94590  
52. Richard A. Taylor, DTM, 1181 Westover Circle, Rock Hill, SC 29730  
53. Peter Crabtree, DTM, 1305 Cambridge Drive, Oakville, Ont., Can L6J 1S2  
54. Denis Baker, 103 Ashmore, Chateauguay, Quebec, Can T6J 4B7  
55. Raymond F. Trappen, ATM, 233 Academy, Portland, MI 48875  
56. John W. Harris, ATM, 1035 Melrose Drive, Cookeville, TN 38501  
57. Allan W. Shaw, ATM, 903 Sinclair St., Winnipeg, Man., Can R2V 2X8  
58. Frederick J. Ludwick Jr., ATM, 17 Hurd St., Cazenovia, NY 13035  
59. Paul A. Jacobi, ATM, 6318 Ludwig Road, Richmond, VA 23225  
60. James D. Garber, DTM, 107 N. Gov. Miro St., Lafayette, LA 70506  
61. Dianne Stoodley, ATM, 5/40 Sylvan Road, Toowong, Qld. 4066, Australia  
62. Geoff Henson, 41 Keswick Ave., Castle Hill, NSW 2154 Australia  
63. Michael H. Murdoch, ATM, Twintrees, Water Lane, Ardley, Nr. Bicester, Oxon, England  
64. Alf J. Baker, DTM, 13 Gardiner Place, Havelock North, New Zealand  
65. Tony Wright, ATM, 32 Churinga Ave., Mitcham, Victoria 3132, Australia  
66. John R. Hely-Hutchinson, ATM, 295 Hay St., 0181 Brooklyn, Republic of South Africa

## Classifieds

### SPEAKING RESOURCES

We guarantee it! Contemporary Comedy, the monthly joke service the pros renew year after year, will help you impress your audience. Free sample! Contemporary Comedy, 5804-Q Twineing, Dallas, TX 75227. (214) 381-4779.

"Credit crunch is so bad — we may be the first nation that went to the poor house in installments." Topical Gags. Current issue \$3 — 1 year \$20. Tiger Lyons, P.O. Box 303, Dept. T-8, Franklin Park, IL 60131.

SLIDE PRESENTATIONS SO-SO? Learn How-To secrets of successful slide presentations. Bring your selection, program and delivery technique up to your public speaking level. Proven methods of keeping your audiences' attention at a peak. For booklet on "How to Plan and Give a Successful Slide Show," send \$3 to: INTERNATIONAL PHOTOCOURSE, P.O. Box 582-T, Bedford, NY 10506.

### EDUCATIONAL OPPORTUNITIES

EDITING YOUR NEWSLETTER. Practical guide to writing, design and production. \$7.50 includes mailing costs. Check quantity discounts as club fund-raiser. Coast to Coast Books, 2934 Northeast Sixteenth, Portland, OR 97212.

### SELF-IMPROVEMENT

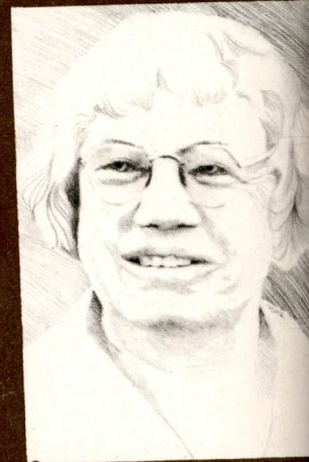
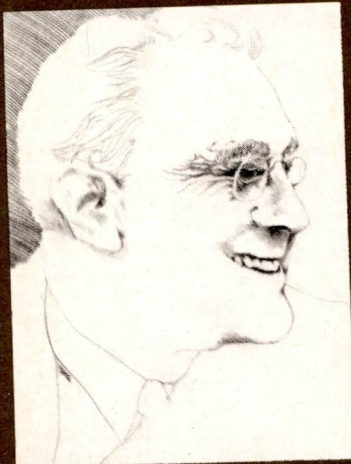
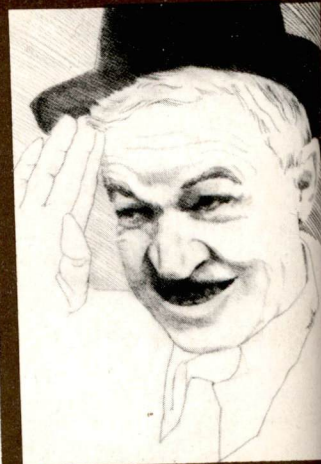
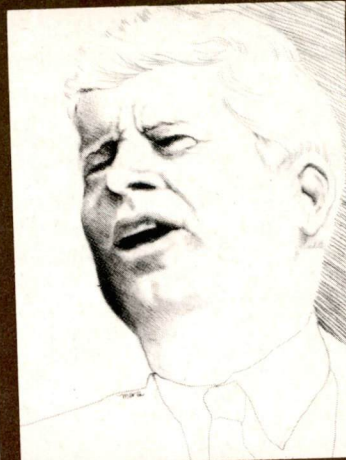
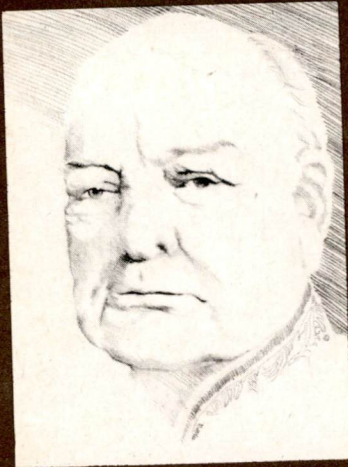
Mood music with poetry and narration especially designed to relax you and make you feel mellow. It's really special. Ampex studio quality guaranteed. \$6.95 complete. MC or VISA is fine. Charles Alexander, 1032 E. 4th Ave., Escondido, CA 92025.

Norman Vincent Peale at his motivational best! "Develop Enthusiasm," "Build Self-Confidence," plus 10 more. Six hour-long cassettes, album, \$39.95. Peale, 342 Mount View Ct., S.E., Concord, NC 28025.

### MISCELLANEOUS

All the help you need to promote your club is available from World Headquarters. Try the Advertising Kit — only \$10 brings you radio tapes, TV slides, newspaper and magazine ads and complete how-to material on how to write and use news releases. Send your order to World Headquarters today!

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



Start Yourself on the Road to Success with

# THE EFFECTIVE SPEAKER

A dynamic new cassette program exploring the elements of great speechmaking. An opportunity to learn from the masters. You'll hear examples from famous speeches by John F. Kennedy, Winston Churchill, Martin Luther King, Will Rogers, Franklin D. Roosevelt, Margaret Mead, Mort Sahl, Bill Gove, Bob Richards, Dr. Norman Vincent Peale, Ira Hayes, Zig Zigler, Cavett Robert and many other prominent speakers. Toastmasters' top speakers — Evelyn-Jane Davis, Michael Aun and Dick Caldwell — are also featured in this unique cassette program — the first of its kind in the world of public speaking.

### HOW YOU WILL BENEFIT

THE EFFECTIVE SPEAKER will provide you with:

- Proven techniques for translating your thoughts into words that will be heard, understood and acted upon
- Tools to help you adapt your speech to any audience
- Techniques for persuading, entertaining and inspiring an audience

### FEATURING THESE TEN ORIGINAL TITLES:

- Your Move to Success
- The Power of What You Say
- The Riches of Rehearsal
- Speak from the Magic of Memory
- The Crossroads of Creation
- Major Roles a Speaker Plays

- Dynamic Delivery: The Audience Spellbinder
- The Persuasive Art
- Capture Their Hearts with Humor
- Fire Them with Inspiration

**Six solid hours of the finest listening and learning pleasure.**

**TOASTMASTERS INTERNATIONAL**  
P.O. BOX 10400, SANTA ANA, CA 92711

Yes, please send me \_\_\_\_\_ set(s) of THE EFFECTIVE SPEAKER (238)

Member price: \$45.

Add 20% postage and handling. California residents add 6% sales tax.

I prefer to pay now. My check or money order for \$\_\_\_\_\_ is enclosed.

I am a Toastmaster. Please bill me in the amount of \$\_\_\_\_\_ through

Club No. \_\_\_\_\_ District \_\_\_\_\_

Name \_\_\_\_\_

Club No. \_\_\_\_\_ District \_\_\_\_\_

Address \_\_\_\_\_

City \_\_\_\_\_ State/Province \_\_\_\_\_

Country \_\_\_\_\_ Zip \_\_\_\_\_