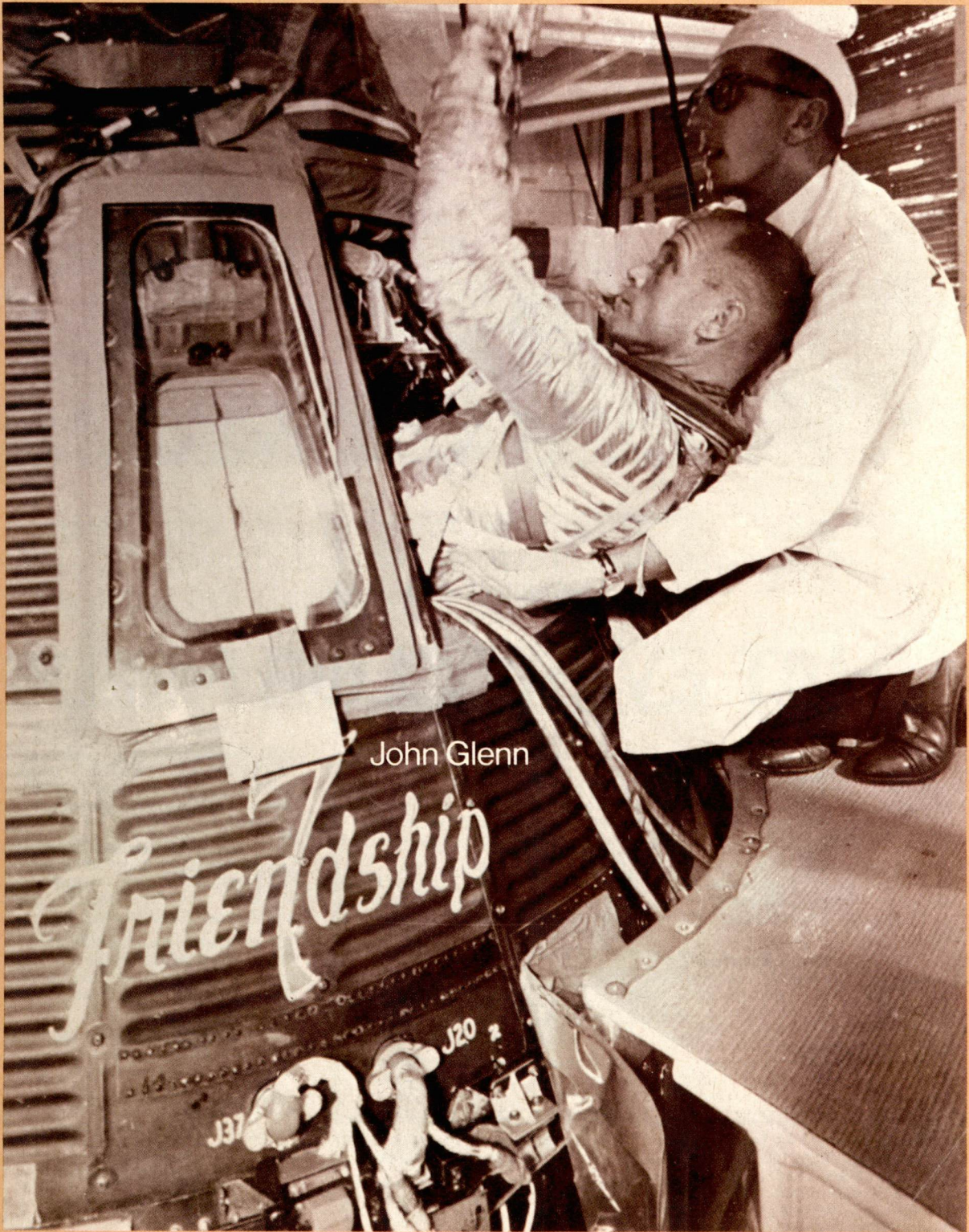


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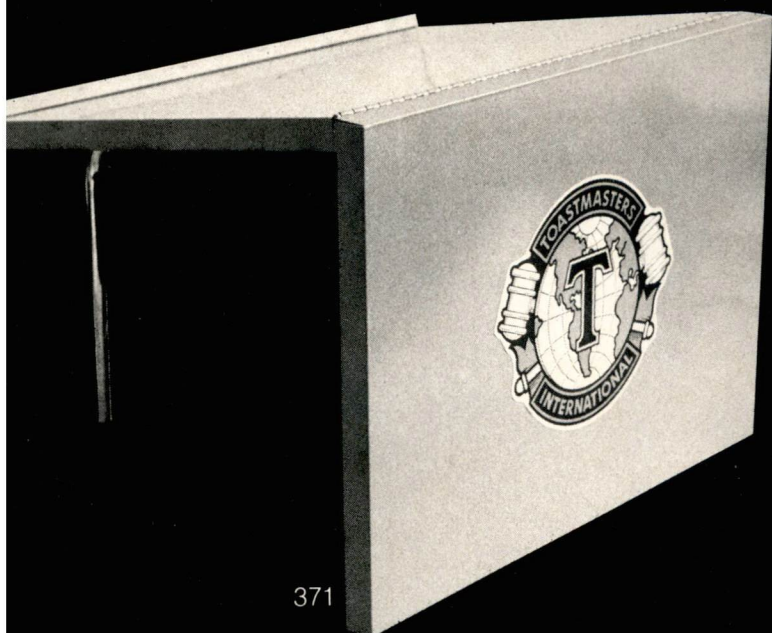
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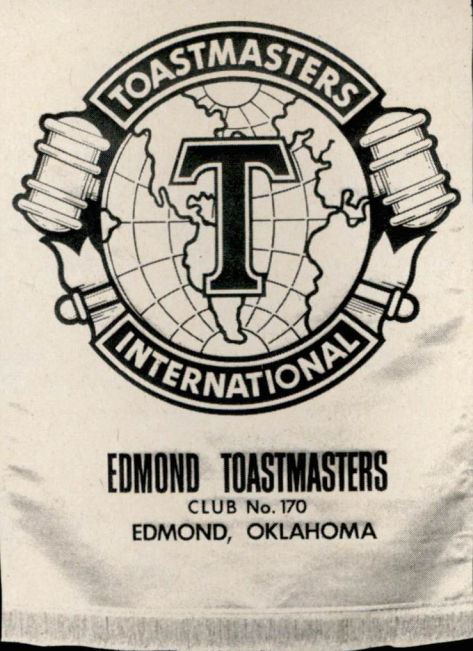
John Glenn

Friendship

ARE WE GROWING AFRAID TO TAKE CHANCES?



371



234

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COVER

Are we losing the spirit of adventure that sent astronaut John Glenn into space for the free world's first manned earth-orbital flight in 1962? Glenn, now a U.S. Senator from Ohio, says there seems to be a national reluctance to take chances anymore. It worries him and a number of other notable Americans who believe that too much security leads to inertia and complacency and stifles the kind of courage that brought the Pilgrims to America and launched the astronauts into space. In this month's cover story, writer Joseph N. Bell builds a case for calculated risk-taking.



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¢.



The Ultimate Competition

What makes a jogger run his heart out in a 26-mile marathon? Why do young men and women spend hours every day perfecting their skills to compete in the Olympics? Why do some members achieve Able Toastmaster and Distinguished Toastmaster recognition while others don't? What common denominator drives these people?

Their common denominator is inherent in all of us. They have all set themselves a goal that motivates them. They all want to be the best in their fields of competition — to be Number ONE!

And what happens when the goal is achieved? Marathon runners will probably continue running because they know who the competition really is. The gold medal winners almost always turn professional immediately after the Olympics; the competition is over for them. And what about the members who receive their ATM? In too many cases, it signals the end of the Toastmasters career — and just when they can do the most for other members, for their club and area, for their district . . . and for themselves!

The problem too many of us have as we compete in life is that we aim for only *one* goal. To truly become Number One, you must constantly strive to surpass yourself — not the competition. Marathon runners know the truth. Their competition has been and always will be themselves. You and I are our own greatest competitors!

We've all heard stories about the businessman clawing his way to the top and then giving up the position he fought so hard to attain. "The fun was in the competition," he says, "in the striving to surpass not only my competitors but myself."

Members leave Toastmasters for a variety of reasons. They may feel the educational programs are no longer rewarding. Perhaps learning basic speaking skills was their only goal. They may want to concentrate on another goal that has nothing to do with Toastmasters. But it may be that they have given up their personal competition.

The challenge for the club is to maintain a level of competition that challenges members. Let's consider the member receiving his ATM today. The new Able Toastmaster is probably completing the old Advanced Communication and

Leadership manual, having already gone through an even older basic manual. Is that all there is? The challenge completed, the ATM departs. But ATMs now may select from five *new* advanced manuals. The basic manual has been revised twice in the last five years. ATMs may start over in the new manual and find the second trip through the assignments even more enjoyable and more instructive than the first. They can even earn a second ATM award.

Of course, Able Toastmasters can also extend their challenges to the goal of becoming a Distinguished Toastmaster. Members who want to share their knowledge with others would do well to consider working toward a DTM award. The achievement of this goal benefits the entire club while giving ATMs an opportunity to surpass themselves.

And let's not forget that we are part of a Communication *and* Leadership program! There are more challenges and goals beyond the club level — opportunities to serve as elected or appointed leaders in your area and district. Beyond the district are leadership challenges at the regional and international levels.

To gain the most from our Toastmasters training, we as members must put ourselves in the competition wholeheartedly — remembering, of course, that the ultimate competition is always ourselves. This is true beyond the Toastmasters environment, too.

You may not be a marathon runner or an Olympic athlete. Your goals at this time may only be to get through your sixth assignment in the Basic Communication and Leadership Manual. But what happens after you achieve that goal? What will challenge you tomorrow? Eventually, you will come face to face with your greatest competitor — yourself! It's not easy to challenge yourself, but a winner always finds a way to do it!

Eric K. Stuhlmüller, DTM, International President

Warming Up in the Speaker's Hot Seat

The March issue with the article "Discovering the Joys of Effective Speaking" arrived just before our club's Youth Leadership Program was scheduled to begin.

I read the article with great interest, not realizing how well it could be adapted to the Youth Leadership Program. But after speaking with several of our participants, I found their main concern was overcoming nervousness before speaking. So at our next meeting, we used the "hot seat" method. Each speaker in turn was seated on a stool behind the lectern and asked to talk about their favorite food or what they did in school that day. Once they were at ease, they were formally introduced and delivered their speeches. Our five speakers for the evening seemed to be very relaxed after this short exercise, so we plan to utilize it at each session.

Thanks for making a slightly nervous coordinator's job a little easier.

Barb Schuppe
Fond du Lac, Wisconsin

A Balanced Diet for Total Fitness

I thoroughly enjoy *The Toastmaster* magazine. The concentration of wisdom found therein is far and above that found in any similar publication. The decision to focus on "total fitness" in the March issue was commendable. There were many good ideas presented in a stimulating style and this, I am sure, was beneficial to many readers.

However, as a food scientist, I must take issue with points of information presented in two articles. First, in "Creative Health — The Holistic Approach" by Howard E. Hill, the implication is made that plant foods from the sea may have special healing benefits. Granted, certain sea vegetation can give you vital nutrients; i.e., iodine, minerals, vitamins, proteins, etc. But if you eat a well-balanced diet containing a wide variety of foods, no special health benefits can be expected from consuming expensive sea vege-

tation purchased in a health food store.

Secondly, in "Tapping the Centenarian's Energy Supply" by Vince DaCosta, the implication is made that a 1200-calories-per-day diet containing little meat but a wide variety of fruits and home-grown vegetables will enable one to become a centenarian. According to the Recommended Daily Dietary Allowances (Revised 1980 edition published by the Food and Nutrition Board, National Academy of Sciences — National Research Council), an average calorie intake of 1200 calories per day is not adequate for the average adult. Adults need more nutrients than they can get from 1200 calories.

A diet reasonably low in calories may not provide enough essential nutrients unless it consists of foods having a high nutrient density. Animal foods such as meat, milk and eggs have higher nutrient densities than fruits and vegetables and therefore are ideally suited for most low calorie diets. Of course, a well-balanced diet should contain fruits and vegetables and whole grain products as well, but on a low calorie diet, exclusive consumption of such foods may not provide adequate amounts of all required nutrients.

Good nutrition is an absolutely necessary aspect of "total fitness." The challenge for the editors is to seek out accurate information on this subject from recognized experts.

Dr. Stan Wallen
Institute of Food Technologists
Lincoln, Nebraska

Looking for Articles Offering Inspiration

I have been a Toastmaster since 1965. I have achieved an ATM designation, and I have held a number of offices, the highest being that of Administrative Lt. Governor of District 38.

It is my belief that your magazine overly concentrates on educational material. I would be much more interested in reading articles about personalities in the Toastmaster organization — learning about their

achievements, handicaps they overcame, etc. Also, I would like to read about the unique experiences or accomplishments of individual clubs.

I recognize that educational material has its place, particularly for newer members. However, in order to hold the interest of older members, some room should be made for personable material that could also serve as inspiration to the younger members.

Daniel Lodge, ATM
Philadelphia, Pennsylvania

Spelling Notes

Your contributor, Vivian Buchan, is a pretty good speller. I consider myself likewise. I took the test in your April issue. For the record:

It can be either *propeller* or *propellor* (according to my dictionary); I missed *inoculate* and *embarrass* (and typing them correctly will help me to remember); and I think the answer on page 12 for Number 33 (repetition) was in error.

I am old enough to have participated in old-fashioned spelling bees when in grade school — and loved them.

Allene H. Gibson
Albuquerque, New Mexico

Zane Grey's Enduring Literary Treasures

Regarding the April letter from Emerson Tichenor:

I must agree with Mr. Tichenor's feelings about the loss of literary beauty in present-day novels. However, he may not know that all of Zane Grey's 62 novels are still in print and can be obtained in hardcover, mail order editions through the Walter J. Black Co., Flower Hill, Roslyn, New York. Also, within the next five years all of the titles will be printed or reprinted in paperback by Pocket Books, Inc. So, though similar passages are rare in modern fiction, at least Zane Grey is here for anyone who still wants to read his books.

Dr. Loren Grey
President, Zane Grey, Inc.
Woodland Hills, California

1980-81 Officer Candidates

Effective leadership has always been one of Toastmasters' greatest strengths as an organization, and that tradition is sure to be carried on by the 1980-81 international officers who will be elected August 21 during the Annual Convention in Milwaukee, Wisconsin.

The impressive slate of candidates for Toastmasters' top offices includes five long-time members who have held numerous leadership positions at all levels of the organizational structure. All five candidates have earned ATM and DTM awards for their outstanding achievements in public speaking and organizational leadership.

Those who are elected will direct Toastmasters' activities for the coming year. It is the duty of all clubs to participate in the vote either by proxy or through their representatives at the convention.

The candidates for the offices of president, senior vice-president, second vice-president and third vice-president have been nominated by a special committee, which has released a report on the qualifications of those individuals. That report is presented here in accordance with Article III, Section I of Toastmasters International's Bylaws.

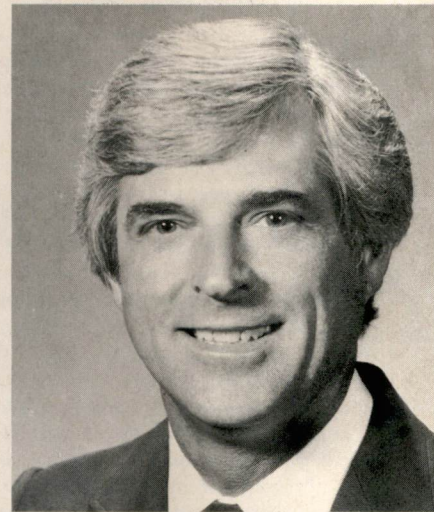
(Additional nominations for all international offices may be made from the floor at the annual business meeting. International director candidates will be nominated at the eight regional conferences to be held this month.)

Nominating Committee — Robert W. Blakeley, DTM, *Chairman*; Ralph E. Howland, ATM; Durwood E. English, DTM; Warren C. Reeves, DTM; Howard E. Chambers, DTM; William N. Crawford, ATM; Leo Cleeton, DTM; Louis M. Kiriazis, DTM; Homer F. Schroeder, DTM; Bernard F. DiAngelo, ATM; J. Fred Powell.



For President

Patrick A. Panfile, DTM — Senior vice-president of Toastmasters International, a 1972-74 International Director and 1970-71 District 65 Governor. A Toastmaster for more than 13 years, he is the 1979-80 chairman of the District Administration and Programming Committee and a charter member of three clubs — Xerox Communicators 1990-65, Postprandial 3259-65 and New Horizons 4000-65, all in Rochester, New York. Mr. Panfile is manager of Multinational Programs for the Xerox Corporation in Rochester. He led District 65 to its first Distinguished District Award in 1971, and he was named Outstanding Area 8 Governor in 1969. In 1976, he received the Ben Luce Award for his contributions to Toastmasters and his community. He is a member of the American Management Association, the Xerox Management Association and the Research Institute of America. Mr. Panfile and his wife, Julie, live in Rochester with their two children.



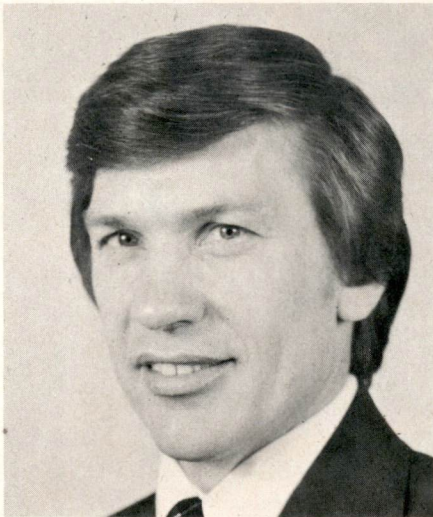
For Senior Vice-President

William D. Hamilton, DTM — Second vice-president of Toastmasters International, a 1975-77 International Director and 1973-74 District 3 Governor. A member of Park Central Club 3527-3 and ABC Club 418-3 in Phoenix, Arizona, he is the 1979-80 chairman of the Education Committee. Mr. Hamilton is Director of Prosthetics for the Artificial Limb and Brace Center in Phoenix, Arizona. He is president of the American Orthotic-Prosthetics Association, delegate on the National Commission for Health Certifying Agencies and a member of the American Academy of Orthotists and Prosthetists. He is also the recipient of District 3's 1978 Outstanding Toastmaster Award.



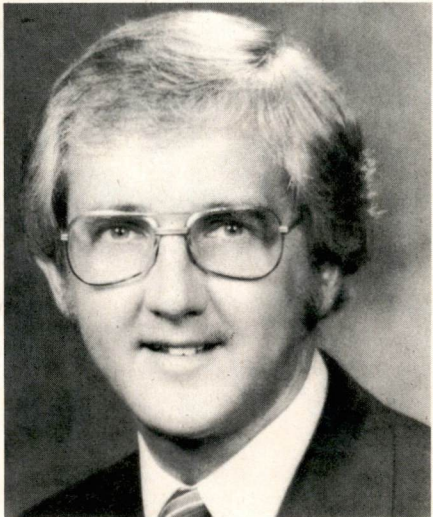
For Second Vice-President

William O. Miller, DTM — Third vice-president of Toastmasters International, a 1977-79 International Director and 1979-80 chairman of the Policy Administration Review Committee. A former Governor of District 36, is a member of Atomic Energy Commission Club 2901-36 and Bethesda Club 684-36 in Bethesda, Maryland. Toastmaster for 12 years, he has served as a club president and has conducted nine Youth Leadership Programs. Mr. Miller is an official of the U.S. Nuclear Regulatory Commission. He has received "Superior Performance" awards from the U.S. Atomic Energy Commission and the U.S. Nuclear Regulatory Commission. The recipient of a 1970 "Toastmaster of the Year" award, he is also a Boy Scout leader and principal of St. Jude's CCD Religion School. He and his wife, Betty, have six children. They live in Rockville, Maryland.



For Third Vice-President

Eddie V. Dunn, DTM — An International Director from 1977 to 1979, Mr. Dunn has been a Toastmaster for 12 years. He is a member of Top O The Morning Club 3786-20 in Fargo, North Dakota. In 1975, he received a Presidential Citation from Toastmasters International and he was named Toastmaster of the Year by his district. He also has received District 20's Distinguished Service Award. Toastmasters offices in which he has served include District Governor, Educational Lt. Governor and Area Governor. Mr. Dunn is employed as Program Coordinator for North Dakota State University. He also is an Economic Consultant for the Center for Economic Development and he's active in the Community Development Society of America, the North Dakota Association of Industrial Development Specialists and the Fargo-Moorhead Speakers Bureau. In addition, he serves as a Sunday school instructor, state 4-H speech contest advisor and a Little League Baseball coach. He and his wife, Beverly, live in Fargo with their two children.



For Third Vice-President

John S. Latin, DTM — An International Director from 1977 to 1979 and Governor of The Founder's District from 1975 to 1976, Mr. Latin is now active in three Toastmasters clubs — Professional Speakers Club 9-F in Santa Ana, Past District Governors Club 407-407-F in Claremont and Downey Space Club 513-F in Downey, California. He has served in all offices at the club level as well as in the positions of Division Lt. Governor and Administrative Lt. Governor. He is employed as a Space Shuttle Test Engineer and speaker for Rockwell International. He is a recipient of NASA's Apollo Achievement Award and the Space Shuttle Approach and Landing Test Award. He also received the National Management Association's Leadership Award. He is a member of the National Space Institute and the Institute of Electrical and Electronic Engineers as well as the National Management Association. Mr. Latin lives in San Dimas, California.

Why we all must resist
the rigor mortis of comfortable
security-consciousness.

ARE WE GROWING AFRAID TO TAKE CHANCES?

by Joseph N. Bell

"You know," said the earnest, puzzled young man, "one of the big problems here is that we're trying to perfect this program and this equipment to the point where there's no risk involved — and it simply can't be done. Sure, we can eliminate most of the risk — and we should. But we can't eliminate *all* of it.

"We're used to taking chances. I have yet to test an aircraft that was pronounced 100 percent safe before I took it up. This is an impossible goal, so why

When we make a fetish of security, we lose all taste for adventure.

sweat it? We're aware of the risk here, and we're willing to take it within reasonable limits. But there seems to be a national reluctance to taking chances anymore. It worries me."

Who was this speaker? A schoolboy prevented from tackling some foolish and daring prank? A young devil-may-care military pilot with no responsibilities? Not at all. He was one of the original seven Mercury Astronauts — a thoughtful, highly intelligent, mature, experienced engineer-pilot in his mid-30's with a family he loves. His name is John Glenn, and today he's a U.S.

Senator from Ohio.

The recent publication of Tom Wolfe's book, *The Right Stuff* — a term he applies to the juices that motivated and energized the first American astronauts — reminded me of what Glenn told me more than 20 years ago when I was researching the first book to be published on America's manned space program. Glenn's point is reinforced weekly by the papers I get from the University of California students to whom I teach non-fiction writing. Given a choice of topics, they will write cautiously on subjects almost guaranteed not to stir anyone's wrath. When I asked a class in some exasperation a few weeks ago if *anything* outraged them enough to risk a hostile reaction, the only response I got was from a young man who was distressed that the town in which he lives cleans its streets so early in the morning that the noisy equipment wakes him up. Two decades ago, the first American astronauts were outraged at the thought of the Russians beating us into space and were prepared to take whatever reasonable risks were necessary to catch and surpass them. And even then, they were fighting a wave of what they considered American overcautiousness in trying to get the show on the road.

I remember one of the top scientists in the Mercury program telling me: "The one thing we dread most is

losing the first man that goes up into space. It's not only a life we can ill afford to sacrifice, but it might destroy public support for the manned space program. We're already on such shaky ground among Americans who think all this is foolish that killing the first man who tries the ride into space might force us to give up the whole program — and that would be a national tragedy."

If this estimate of American opinion was correct, it led them — as it does now — to the inevitable question: Are we losing the spirit of adventure and high purpose that sent Lindberg alone across the Atlantic to Paris, that motivated a group of Americans to fly a bombing mission over Tokyo from the deck of a carrier to which they couldn't possibly return, that saw a rugged group of American amateur hockey players, who had never before played together, lick a Russian Olympic team that by all rights should have blasted the Americans off the ice? Is this spirit being driven completely underground

THE SPIRIT OF ADVENTURE — Astronaut Alan B. Shepard, Jr. is prepared for America's first manned venture into space, a sub-orbital flight in May, 1961. After this mission, Shepard was grounded for more than 10 years before fighting his way back to a place on the crew of the last moon shot.





THE ULTIMATE RISK — Astronaut Virgil Grissom takes his turn at NASA Control directing the space flight of one of his fellow astronauts. Grissom is the only member of the original seven Mercury astronauts to be killed in the line of duty; he lost his life in an explosion on the launch pad at Cape Kennedy.

by comfortable security-consciousness? It's a question that needs to be asked. And there is much evidence that this is surely the case.

I served as a flight instructor in Navy fighter planes during World War II. When I received orders to join an air transport squadron overseas, I requested transfer to a fighter squadron.

"Look," explained the officer to whom I applied, "we don't want ex-instructors in our combat group. You guys are too cautious. If you're outnumbered or the odds are against you, you don't bore in. We don't blame you for it. You can't help reacting that way after a year of instructor duty where you constantly had to emphasize safety. But we need men in our fighter squadrons who are willing to take a chance, even when the odds are stacked against them."

This sort of sentiment is regarded as

sadly necessary in war, but utterly foolish in peacetime. While the degree of risk-taking obviously needs to be accelerated during a war, that's no reason a nation living in a tenuous sort of peace should permit the rigor mortis of security-consciousness to set the parameters of American thinking. Worst of all, it seems to have filtered down to many young people in a trickle that has grown into a flood of old maid conservatism.

The Lure of Complacency

Young Americans have reacted in extremes. Some have resisted violently by joining juvenile gangs and committing depredations of incredible viciousness. Others have followed the lure of the "me syndrome" to seek the placid waters of unthinking complacency. There has been so much noise about the first group that the second — and much larger — group has gone virtually unnoticed. Yet a number of Americans are wondering if this isn't where our greatest trouble lies.

Noted Robert E. Fitch, dean and professor of ethics, Pacific School of Religion, Berkeley, California: "The psychologists have told us that the greatest need of the child is for security

— emotional and otherwise. Of course that's a lie. A healthy child loves adventure as much as he does security, and so does a healthy man. But when we make a fetish of security, we grow up and pick the job that promises security more than significant growth, and we surround ourselves with social security and lose all taste for risk and adventure."

This sort of reasoning follows many youngsters into college — and out. A few years ago, I had the task of finding a suitable young college graduate to fill a responsible job in a large business organization. Although the job didn't pay well, it offered two special opportunities: The man heading up the department was going to leave in two years, and his place would probably be filled from within. The immediate job to be filled also had strong prospects of turning into an important and well-paid post in a short time, if the man who took over made the most of the opportunities it offered. The gold was there — but it had to be mined, intelligently and vigorously.

I visited four university campuses and talked at length with more than two dozen soon-to-be graduated college seniors. Most of them were top students, campus leaders, highly intelligent young men. Without exception, they asked me first in great detail about the company retirement program. They inquired about the vacation policy, stock purchase plan and working conditions. *Not one explored in depth the opportunities offered by the job.* They frowned at the salary and shook their heads over the risk implicit in accepting a position that would command attention and a commensurate salary only if they made the job important.

When I returned home empty-handed, I was disgusted and disheartened. I asked a management consultant friend about this, and he told me: "It's true. We run into it every day. Just a few weeks ago we offered a promising young man a job with tremendous potential. He turned it down to take one that paid more money and offered him more security. This boy was 23 years old, virile, well-educated and tremendously talented. He had the world by the tail. And he was looking for security! Now he's lost in a routine job in a corporate corner that he's painted himself into.

"Part of this" he continued, "is the fault of the big corporations that seek out these kids. In recent years, the most attractive bait they've found is the carrot of security. All kinds of security. So they go in now and compete for college graduates by offering them gilt-edged, gold-plated, can't-miss security. And the kids, who ought to be testing their wings, find them clipped and bound before they ever get a chance to

fall out of the tree a few times. In many ways this situation is tragic. Our best young people are starting out in the world convinced that it's foolish and unnecessary to take a chance — any kind of chance. And we're losing much of our vigor as a result."

How Risk-taking Pays Off

Has this decline of the adventurous spirit reached serious proportions? Many Americans think it has.

Ralph Sockman, noted Protestant minister and syndicated writer, put it this way: "In an absolutely safe world, the great virtues of faith and courage would have nothing to live on, for these would involve risk. If all our ancestors had played safe, there would have been no Moses leaving the comfort of Egypt to lead his countrymen out of bondage, no Columbus braving the uncharted seas and discovering a new world, no Pilgrim Fathers risking the perils of an unknown wilderness and starting a new nation. In fact, if the slogan 'safety first' had always ruled men's minds, there would today be no world worth living in. When people think only of being safe, they stifle the urges of adventure."

Nowhere was this better illustrated than among the individualistic band of men who gathered in Philadelphia in 1776 to draft and sign the Declaration of Independence. Most of the signers were men of substance, and some were quite wealthy. These fledgling Americans risked their wealth, their homes, even their lives to blueprint a society founded on individual freedom. Some of them lost their lives and their wealth in the gamble — even though it was successful.

For example, Thomas Nelson of Virginia directed an artillery bombardment against his own home when the British used it as a headquarters and gave his entire private fortune — more than \$2 million — to help provision the French fleet when it came to the aid of the colonies. He died a pauper. Five of the signers were captured by the British, and two of them died from the ravages of imprisonment shortly after their release. Most of the signers' homes were sacked, their families scattered, their wealth consumed. But crusty old Sam Adams spoke for them all when he said: "If only one of a thousand were to retain his liberty and survive, one such free man must enjoy more happiness than a thousand slaves."

These men knew exactly what they were doing. But they were also able to distinguish between recklessness and a calculated risk — where the possible benefits heavily outweigh the chances of failure. Some sort of calculated risk — less spectacular, perhaps, but every bit as real — faces every American almost daily. Whether or not to change jobs? Take an unpopular political stand

in which he believes? Say what he thinks instead of what he knows is expected of him? Act impulsively? Do something that won't harm anyone else for the pure and simple reason that he *wants* to do it — and none other? Deliberately select a course of action that offers less possibility of material reward but considerably more opportunity for adventure, freedom, excitement, exploration and imagination?

Giving Up Job Security

One of the men I most admire is a gent of 67 who is having himself a ball with a youthful company he joined four years ago. When this man was 63, he held a comfortable executive job in a large corporation. There was a turnover in top management, and the new executives asked him to do some things that offended his sense of integrity. He refused; they insisted. When he persisted in his opposition, his bosses gave him a chance to skirt the issue by delegating the unsavory tasks. He stood his ground, forced a crisis and finally quit his job. In doing so, he sacrificed a sizeable part of his pension and many benefits that had been accruing during his 30 years with the company. To

"There's a great danger in inertia and complacency. . ."

friends who advised him to "stick it out" another 18 months until he was 65 and could receive his full pension, he said scornfully: "It isn't worth it to me. I've got to live with myself for the rest of my life."

Confounding all the crepe hangers, he found another job in which he could serve to great advantage — both to himself and his employers. He's never been happier. He took a calculated risk and it paid off handsomely. Even had it not paid off as it did, the satisfaction to the human spirit would have been ample to sustain his disappointment.

Many such decisions are faced daily by younger people — and more and more they are taking the comfortable, safe way out. Troubled Americans are observing this phenomenon — and exploring it. Listen to a few of them:

Henry M. Wriston, former chairman of the President's Committee on National Goals: "Today, our respect for individuality has been largely replaced by a passion for security and anonymity. Security is put before all else. Students are told to aim for certain jobs because there are plenty of vacancies and therefore not much danger of unemployment exists. They are advised to train for certain vocations because the pay's good, rather than because

such employment of one's talent brings intellectual, spiritual and emotional satisfactions. . . Leadership requires courage, boldness, the willingness to accept risks. To use the most dreadful word permitted to be uttered in public, leadership inevitably, inescapably involves *insecurity*."

Advertising executive Charles H. Brower: "Almost all of our troubles come as a result of epidemic cynical selfishness — which might be called 'me-first-itis' or 'make way for number one' or 'what's-in-it-for-me' or 'good guys finish last,' and is just about as far away from the golden rule as it is possible to get."

Rev. John LaFarge, one of the Catholic Church's outstanding authorities on social problems: "There's a very serious danger in inertia and complacency. I'm a great admirer of the contented cow, but I want the contentedness to be in the cow, not in the human being."

There was certainly no bovine complacency among the seven Mercury Astronauts or the men who followed them into space. No matter how hard the scientists and engineers worked to perfect the space hardware they flew, the astronauts in the space capsule were taking a tremendous chance. They knew it and took it eagerly because they had a sense of destiny and adventure that put them more in tune with the demands of our times than the conservatism and security-consciousness enveloping so many of us. Said Alan B. Shepard before making his sole venture into space at the age of 47: "You're concerned from the moment you crawl inside until you crawl out again. We're not on dope. We're not men of iron. We're just men of flesh and blood. We're just ordinary human beings."

We can't all take a trip into space to prove what adventurers we really are at heart. But we can, in our daily lives, re-embrace some of the love of adventure that has so long characterized Americans. All the resources of the spirit that have kept America free for almost two centuries are desperately needed now to maintain that freedom. One such resource is the courage and gumption to take a calculated risk when the situation warrants it. It's no time in our national history to put a lid on courage, a harness on imagination or a fence around the adventurous spirit. 🍷

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



How William Jennings Bryan — one of the greatest orators of all time — inspired millions.

“Give Me Gumption...”

by Kenneth McFarland

Eloquence is the art of setting your words on fire,” William Jennings Bryan once said. By his own definition, Bryan was one of the most eloquent speakers in American history. His words set audiences on fire, and his spell-binding speaking style still serves as a model and a source of inspiration for many of today’s great speakers.

My enormous respect for this great orator dates back to a very special day in my early boyhood when my grandfather brought home a custom-made phonograph record of Bryan delivering his immortal address, “The Cross of Gold.” My brothers and I were so thrilled by this masterful speech and its flawless delivery that we literally wore out the record.

You can imagine how excited I was when I learned that Bryan was coming to my little hometown of Caney, Kansas to deliver a lecture on the old Chautauqua Circuit. I was just nine years old then, but I still remember every detail of the event.

I found out Bryan would arrive on a Friday morning via the Atchison, Topeka and Santa Fe train. You can be sure I was down at the station to see him arrive. It was a hot August day. I positioned myself behind the welcoming committee waiting on the depot platform.

The committee chairman was our town hardware dealer, Mr. Atwood, in whose home Bryan would be a guest while in Caney. The members of the welcoming committee were all “gussied up” in their Sunday best. I was wearing what the small boys in our town always wore in the summer — a pair of overalls and a cotton shirt. The train came in and Mr. Bryan descended to the platform. I was almost paralyzed with

excitement. I couldn’t believe I was seeing that great man in the flesh. He looked just the way I thought he should — wearing a black silk suit, a string tie and a white Panama hat.

The train left, and Mr. Bryan remained on the platform, visiting with the committee. I froze, gazing in awe. My eyes were wide open and I suspect my mouth was, too. What happened then was one of the greatest thrills of my life. *William Jennings Bryan turned and looked at me.* Then he scowled from under the brim of his Panama and said:

“Boy, what are you doing out in this hot sun without a hat on your head?”

“I came down to see you, Mr. Bryan. We’ve got your record at home

He spoke without a mike, but his voice carried like a trumpet.

and we played it until it’s plumb worn out.”

“Is that so?”

Then he walked over to me. He didn’t say, “Boy, come here.” He came over to where I stood and asked:

“Boy, what are you fixing to be when you grow up?”

Scared as I was, I had an answer for that one:

“I want to be like you, Mr. Bryan. I want to lift my voice to the glory of God and the United States of America, like you said in the record.”

William Jennings Bryan studied me for a moment, lowering his eyes to my tanned, bare feet. Then he said:

“You can do it, boy. Yes! You can do it! You’re living in America.

“Boy, you get down on your knees every night and thank God that you live in this wonderful country. And you ask Him to give you *gumption*. And then, boy, don’t ever ask anybody else for anything. With all that, you can do the rest yourself.”

My mouth must have still been hanging open, because Mr. Bryan said:

“Boy, did you hear what I said?”

“Oh, yes Sir!”

“Well,” he said, “I’ve come over here and I’ve told you something. And I don’t want you to ever forget it.”

In the evening of that memorable day in Caney, I sat transfixed in the Chautauqua tent as I listened to Bryan deliver his timeless classic, “The Prince of Peace.” I shall never forget that, either.

Bryan’s Speaking Power

Bryan was born one year before the Civil War started. His life spanned the period between the great orations of the late 19th Century and the modern-day style of speechmaking. He had everything it took to be a great orator. His physique and platform stance were described by contemporaries as “Apollo-like.” His marvelous voice was described by Joseph Daniels as “intoned.” Said Daniels: “His voice melodious as that possessed by a queen of song.” And in a day when there were no electronic sound systems, his voice carried like a trumpet to the farthest limits of the huge convention crowds that three times nominated him for the Presidency of the United States.

Professor Myron G. Phillips, of Wabash College, wrote:

“Bryan’s voice was a marvelous organ of expression, unequaled by that of any speaker of his generation. It was not a deep voice, but it had power and carrying quality that made it possible for 15,000 people seated in the open air to hear without the aid of modern-day loud-speaker systems.”

Phillips reports that on a quiet summer evening in Corpus Christi, Bryan was addressing a huge, outdoor political rally. Mrs. Bryan, his constant travel companion, decided not to go to the meeting that evening and sat beside a open window in her hotel room. Without strain or difficulty, “she heard each word and syllable he uttered, though he was three blocks away.”

Bryan’s magnificent voice was enhanced by his flawless diction. When Bryan said “government” it was “gov-ern-ment” — never “guv-munt.”

THE GREAT COMMONER — After participating in the 1924 Democratic national convention as a Florida delegate, William Jennings Bryan returned to his New York hotel room to listen to the results on the radio. He died a year later, just after winning a tenuous victory for fundamentalism in the famous Scopes evolution trial.

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As one writer remarked, Bryan never expounded on the virtues of the "Democratic Pardy." Words ending in "ing" were never slighted. He never substituted an apostrophe for the "g."

Bryan's gestures were simple and coordinated naturally with the mood and content of the points he was making. He often pointed his index finger above his head for emphasis and he frequently extended both arms forward with his palms up.

It is reliably reported that in the first decade of his speaking career Bryan memorized his major speeches. After that, he memorized a topical outline, but always spoke without notes. His famous extemporaneous speeches usually included many beautifully polished phrases and sentences that he has used before and could rely upon with complete confidence.

Modern-day speakers may be surprised to learn that Bryan's addresses were completely devoid of humor. In private conversations, he was congenial and even jovial. But in his speeches he preferred to "stick strictly to the business at hand." In his writings, he explained his fear that humor in political speeches might lead voters to conclude he, or the person he was supporting, was a light-weight entertainer rather than a responsible candidate. Franklin Roosevelt, and many other successful politicians who came later, had no such compunctions.

Virtually all political analysts agree that Bryan would have been elected President if he had lived in the day of television, or even radio. But it remained for Franklin Roosevelt to be the first President to be elected via the radio transmission of his messages. And Roosevelt lifted some of his choice planks from the Bryan platform.

When Bryan went to the National Democratic Convention in 1896, he wasn't even rated as a "dark horse." In fact, Bryan himself was almost the only person who thought he could be nominated. Bryan was preceded on the convention program by Pitchfork Tillman. Journalists covering the convention reported Tillman's voice did not carry beyond the third row. His pitiful performance made the Silver Knight of the West look even better. Bryan's specially tailored version of "The Cross of Gold" set the convention on fire. He was nominated the following day.

The Politician

American political history has never seen a more uphill battle than Bryan's campaign against William McKinley in 1896. McKinley's campaign manager was the clever, experienced and ruthless Mark Hanna, who was operating with a budget of \$7 million. Bryan's total campaign budget was \$300,000.

Brigance's *History and Criticism of American Public Address* quotes a letter which

Mrs. Henry Cabot Lodge, a McKinley backer, sent Cecil Spring-Rice following the election. Mrs. Lodge wrote:

The great fight is won. It was a fight conducted by trained and experienced forces, with both hands full of money, with the full power of the press and prestige on one side; on the other, a disorganized mob at first, out of which burst into sight, hearing and force one man, but such a man! Alone, penniless, without backing, without money, with scarce a paper, without speakers, that man fought such a fight that even the East can call him a Crusader, an inspired fanatic — a prophet! It has been marvelous. Hampered by such a following, such a platform — and even the men whose names were our greatest weapon against him deserted him and left him to fight alone — and still he almost won. We had during the last week of the campaign 18,000 speakers on the stump. He alone spoke for his party, but speeches which spoke to the intelligence and to the hearts of the people. . . .

Mrs. Lodge's letter didn't mention the abominable tactics which Hanna used against Bryan. For example, all over America employers told their workers, "If Bryan wins, don't report back to work. Our business will be closed."

"His name became a synonym for the power of the spoken word. . ."

I am reminded of the couplet from antiquity:

"For what could be finer, or more pleasing to the gods, than to fight for one's faith against fearful odds."

Students of Bryan seem to generally think that he was sometimes more effective at diagnosing problems than at offering suitable remedies. For example, for three decades he apparently assumed that virtually all the country's economic woes could be cured by the free coinage of silver.

Bryan's abiding love of America never wavered during his long and illustrious career. It was he who got Woodrow Wilson nominated in 1912, and he was perhaps Wilson's most effective campaigner in the threeway race against William Howard Taft and Teddy Roosevelt's "Bull Moose Republicans."

Bryan became Secretary of State in the Wilson cabinet, but he was against America's entry into World War I and resigned from the cabinet rather than compromise his principles. But once war was declared, he supported America's war effort with all his peerless power.

As a young lawyer just out of school, Bryan was dirt poor. His fees sometimes totalled less than \$20 a month.

He was engaged five years before he felt he could afford to be married. After serving two terms as a congressman from Nebraska, he was again without income. This is when he started on the lecture circuit. He soon became prosperous on fees of \$100 to \$200, which were exceptionally good for the times.

Ironically, and virtually by accident, Bryan — the Populist champion of the poor and underprivileged — ended up a millionaire. The land he bought for his home, in what is now Miami, netted him a profit of \$300,000. Other financial breaks, along with his speaking fees, eventually made him a wealthy man. But Bryan was never impressed by money, and he battled for his beliefs until the end.

As Bryan's political responsibilities decreased, his religious activities increased. He also did much more general lecturing. In 1905, he made a world speaking tour. He returned in triumph to address thousands who had assembled in Madison Square Garden to welcome him home.

A Man of Character

When you assess Bryan's total career, it becomes clear that he possessed assets even greater and more enduring than his brilliant mind, his striking appearance and his wonderful voice. He possessed a sterling character, an unflinching religious faith and absolute, unquestioned sincerity. Even his worst political enemies could never produce a shred of evidence that he had ever been a liar, a crook or a phony.

I'm sure Bryan would have agreed with my contention that a speaker must stand on something besides the soles of his shoes. He said: "A speaker should not speak from the top of his head, but from the bottom of his heart. He must be tremendously enthused about worthwhile subjects, concerning which he is thoroughly informed."

In addition to all his talent, hard work and intense preparation, it was Bryan's unflinching devotion to principle that sustained his popularity as a speaker. In his excellent book on Bryan, Louis W. Koenig states that Bryan was "not just a shooting star that flashed brilliantly in the political firmament and then vanished. Bryan was a flame that burned brightly and compelled the attention of millions for three decades." And, again, Koenig quotes Daniels: "No temptation ever induced Bryan to sell the truth to serve the hour."

Lawrence Levine's book, *Defender of the Faith*, begins with this quote from Bryan:

"When God tells a man to speak he cannot stop to count those who stand with him. He must speak even though he cries in the wilderness; he must stand up even if he stands alone."

Bryan never lost his zeal for his Christian faith. This is what caused

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him, as an old man, to devote the last days of his life to the famous Scopes evolution trial.

It seems unfortunate that the events of Bryan's long and public career ended in a hot, crowded court room in Dayton, Tennessee. The brilliant and ruthless Clarence Darrow got Bryan himself on the witness stand in an effort to humiliate him. Darrow also adroitly maneuvered circumstances to prevent Bryan from making a closing statement. Still, let the record show that Bryan won the case.

Five days after the close of the Scopes trial, William Jennings Bryan was dead. His great heart finally failed as he was peacefully taking a nap on July 26, 1925.

For a concise summation of his life, we can return to Myron Phillips:

"Thus closed the career of one of the greatest orators of modern times. For 37 years his eloquence had influenced millions, until his name became a synonym for the power of the spoken word. It is impossible to estimate how many speeches he gave or how many millions of people had heard him. Single audiences were known to have numbered 15,000. Fifteen speeches a day

was a common occurrence (during campaign train stops) and, so far as is known, the record for a single day was 36 . . . the day before his death he traveled 200 miles and gave two formal addresses."

I am profoundly grateful that I was one of the millions influenced by this eloquent champion of human freedom and decency. I thank God that many years ago the "Great Commoner" gave a few minutes of his valuable time to a scared young boy in Caney, Kansas. I have faithfully followed the admonitions he gave me. I still thank God every day that I live in America, and I still regularly petition Him to give me "gumption." 🙏



Dr. Kenneth McFarland, "the Dean of American public speaking" is Toastmasters International's 1980 Golden Gavel recipient. He will deliver a motivational address and accept the award for his

outstanding achievements as a public speaker during the International Convention this August in Milwaukee, Wisconsin.

Something's Brewing in Milwaukee

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August 20-23

Milwaukee's Marc Plaza Hotel

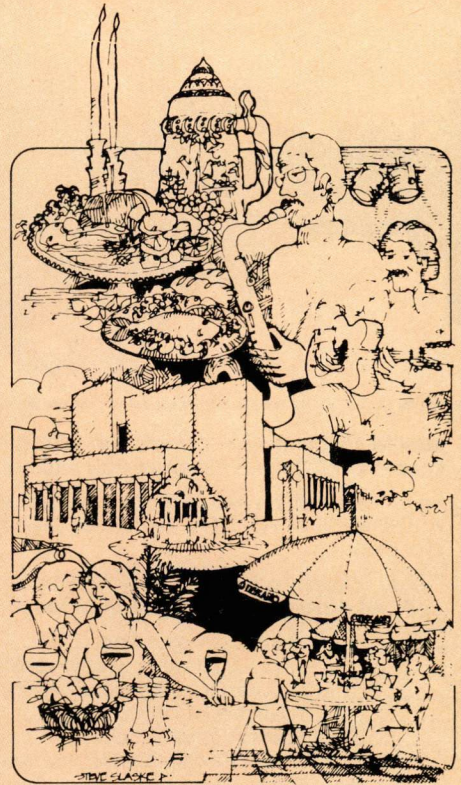
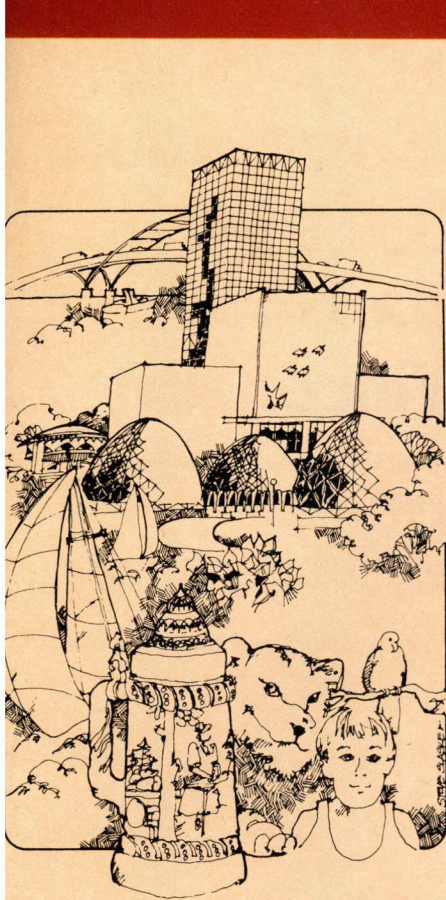
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with a different climate in each give visitors a chance to experience nature from all regions of the world. Following your tour of the domes, you'll visit the Schlitz brewery — home of "The Beer That Made Milwaukee Famous."

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You'll ride down the Milwaukee River on the "Iroquois" through the busy harbor to Lake Michigan. Your sightseeing trip also will include a drive along the beautiful lakefront. A relaxing way to see Milwaukee!

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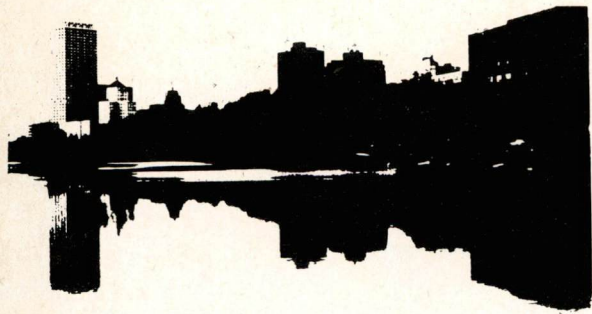
Milwaukee's zoo is a wonderland of nature with more than 6000

animals on display in a beautifully rustic park. It's a great place to take the whole family!

Make your reservations now for any or all of these great tours. Ticket availability is on a first come, first served basis. Pick up your tour tickets at the tour desk in the District 35 Hospitality/Information Center in the Monarch Room, just off the lobby of the Marc Plaza. There you'll also be able to get information on local dining and other great attractions in Milwaukee!

Send tour reservations directly to "ON THE SCENE," not to Toastmasters International!

	NO. OF TICKETS	Mail To: On The Scene 6961 N. Crestwood Drive Milwaukee, Wisconsin 53209
Tour #1 Mitchell Conservatory and Schlitz Brewery Wednesday, August 20, 2-5:30 p.m. Price: \$9.75	<input type="checkbox"/>	I have enclosed \$ _____ for the above tour(s). (PLEASE PRINT) Name _____ Address _____ _____ City _____ State _____ Zip _____
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Toastmasters' 49th Annual Convention

August 20-23, 1980

The Marc Plaza Hotel

Milwaukee, Wisconsin

Mail to: **Toastmasters International, 2200 N. Grand Avenue, P.O. Box 10400, Santa Ana, California 92711.** (This form is not to be used by International Officers, Directors, Past International Presidents or District Governors elected for 1980-81.)

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

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

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_____ Tickets: Golden Gavel Luncheon (Thurs. noon, Aug. 21) @ \$9.50	\$ _____
_____ Tickets: Oktoberfest (Thurs. Aug. 21, Dinner, Dancing & Program) @ \$19.00	\$ _____
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Check enclosed for \$ _____ (U.S.) payable to Toastmasters International. **Cancellations reimbursement requests not accepted after July 31.**

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Toastmasters International Convention, August 20-23, 1980.

To WHQ

To Hotel

Writing for publication —
a natural follow-up to speaking.

FROM PODIUM TO PAGE

by Charles R. McConnell

The next time you apply your Toastmasters experience to a job-related speaking assignment, ask yourself if what you have to say might be of interest to persons other than those hearing your speech. If so, consider taking your words from the podium to the printed page in the form of a journal or magazine article.

Many Toastmasters have jobs that require them to make occasional speeches. Many are also called upon from time to time to make conference presentations and participate in seminars or workshops. As long as your topic is relevant to people other than those in your audience, any such speaking assignment is also a potential article.

Every speaker has the potential to write with authority.

In Toastmasters you are part of a body of people united by a common interest in self-improvement through communication. In a less direct sense, when you pick up a trade, technical or professional journal, you are similarly united with other people who share a common interest in an occupation, a profession or a particular industry. Why not appeal to that interest by expressing yourself in print? It's an opportunity to share your knowledge with a wider audience, and the work itself presents further opportunity for self-development.

The Path to Publication

As an employee of a management consulting organization, I made speeches for years without considering the opportunity to convert my spoken words to printed language. One day, however, the chance to publish presented itself in a form so ready-made it couldn't be denied.

When invited to supply a speaker for the annual conference of the state chapter of a nationwide professional organization, my employer volunteered my services. There was plenty of work involved in preparing to face some 300 people for nearly an hour. Also, for the first time in my career, I was asked to supply an advance text of my speech.

I was aware that the organization published a monthly journal, but even by the day of the speech the connection had not occurred to me. It was the program chairman who suggested that I submit my speech to the journal editor for consideration as an article.

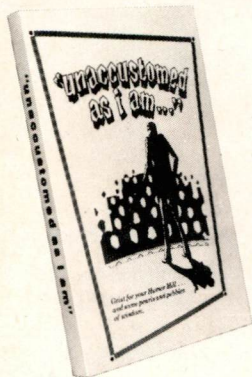
I treated my advance text as a first draft. Writing the second draft was just a matter of correcting some language problems and working in a few revisions based on audience reactions. After submitting the article, I wrote one more draft incorporating several changes suggested by the editor. Then it was accepted for publication.

After that first acceptance, I didn't wait for further invitations. Instead, whenever I felt that the topic of an upcoming speech might also make a good subject for an article, I approached an editor directly. My next four articles were published within two years. I had "discovered" the obvious: Journal publication within one's own occupational field can be a natural follow-up to speaking.

Many occupations, professions and industries are represented by one or more trade, technical or professional journals that favor articles written by people working within the fields they serve. *Writer's Market* enumerates 89 categories of journals, each including at least one or two and some as many as a dozen publications.

Many professional organizations and businesses also sponsor or participate in conferences, seminars and workshop programs, and the opportunity to handle a speaking role in such a func-

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tion can start you on the path to publication.

Whatever you do for a living, chances are there is at least one publication serving your line of work. If you're a manager in glass manufacturing, there are more than a dozen periodicals you might consider — five or six specific to the glass industry and the balance concerned with management in general. If you're a dentist, there are at least six pertinent publications. If you happen to be in data processing, there are seven or eight journals devoted to your field. If you have something of value to say to a live audience in any field, chances are your thoughts — providing they are committed to paper clearly and concisely — could be of value to readers of at least one publication.

There are some distinct advantages in turning a speech into an article rather than writing an article from scratch. First, your speech research is also your article research. You may have to do some additional digging to round out a few points but, for the most part, your research will be covering twice the useful distance it would if used only for your speech.

Always approach a speech with a future article in mind. Keep all those research notes, the ones you decide not to use in the speech as well as those you use. Some bits of information which have no place in the speech may become significant to your article.

Aspiring writers have forever been advised to write about things they *know*. In this regard, you have a valuable head-start. As a person speaking within your chosen occupational field, chances are you are working well within the bounds of what you know. The knowledge and experience that allows you to speak with authority can also enable you to write with authority.

Preparing Your Article

When planning an article, use your organized speaking notes as a skeleton outline of a first draft. A completed text, such as that prepared in advance as a handout, is better still; it's a first draft in itself. I prefer to prepare an advance text when I believe there's a good chance of following the talk with an article. The process of writing the entire speech helps me organize my thoughts. (However, I don't yield to temptation and sacrifice spontaneity by reading the talk simply because the text is available.)

The actual delivery of your speech will serve as an editorial critique of the article's first draft. You'll think of new ideas as you talk. If they clarify or strengthen your message, they should be worked into the draft. Remain tuned to non-verbal signals from your audience — the multitude of signs suggesting boredom, anger, amusement, curiosity and interest, among other

reactions. Use this feedback to make sure your material is being received the way you want it to be. Be especially sensitive to verbal responses that will give you new ideas and help you spot errors.

To capture your audience's comments for later reference and cue yourself for further constructive thinking about your material, record your speech. This will free you from thinking about your article until after you deliver your talk. While making your presentation, concentrate on speaking, deal with questions as thoroughly as time allows, and let the tape recorder collect the information you need for the second draft of your article.

Once the speech is history, turn your attention to the article. Don't simply write a second draft and ship it off to your favorite journal. You have more work to do. If there's anything the typical journal editor does not need, it's one more unpolished article on a topic that may or may not be appropriate to the journal's readership.

Read and study the journals serving your field. Consider the way they are arranged relative to the interests of their users. Most trade journals are organized vertically, intended to serve

A journal article may open opportunities for job promotion.

entire industries. For instance, a publication such as *Tire Review* serves the tire field across the board — managers, dealers, re-treaders, salesmen, engineers, researchers and others. The common interest is the tire business. Other journals — perhaps 20 percent of the total — are organized horizontally. They are aimed at specific functions or professions and may cut across many industries. For instance, *Training* is a horizontal journal appealing to professional trainers in all industries.

Consider the topic of your speech and decide if it fits better in a vertical or horizontal journal. Describe the topic for yourself in one sentence and ask: Am I speaking more about my occupation or about the industry in which I work? This exercise will not guarantee acceptance with an editor, but it will increase your chances of finding an appropriate periodical.

Select two or three journals you think might be interested in what you have to say. Examine the style of the articles in each. Is the text conversational and informal or academic and formal? Send your work to the publications your style best seems to fit, or — and this can be a challenge to the beginning writer — alter your style to

meet the requirements of the journals for which you want to write.

Write to one editor, describing the article in a page or less, asking about potential interest. Proceed in this fashion, one journal at a time, until you establish contact with an interested editor.

While looking for a potential publisher, continue working on the article. Be especially conscious of language, grammar, punctuation and spelling. Don't hesitate to rely on a dictionary or any of a number of available writing references and style guides. If possible, have a colleague or someone who does a fair amount of job-related writing look it over and offer suggestions.

Incentives for Writing

The rewards of journal writing are appealing though not always spendable. Some journals pay for articles, but in many instances it's a token sum which doesn't reflect the amount of work involved. Some compensate authors with a few copies of the issue in which the work appears. My first publication brought me two contributor's copies and, at the end of the year, a small marble paperweight with a note of thanks. The biggest rewards, however, are longer lasting than dollars or pages and not as readily forgotten as paperweights.

You're likely to experience a significant sense of accomplishment when you see your work in print. The knowledge that you have made at least a small contribution to your profession will also give you satisfaction.

Your published work is likely to be viewed favorably by your employer. Many organizations encourage their employees to publish. While a journal article may not bring an immediate raise in pay, it may well enhance your position when your work performance is reviewed. In most jobs, you will never experience publish-or-perish pressure, but a few employers do go as far as extending monetary incentives to employees who publish.

The longest-lasting benefit of journal writing springs from the process of researching, organizing, speaking, writing and rewriting. This process, including room for creativity and yet sufficiently structured to help you express your ideas in a form readily communicable to others, embodies self-development at its best. With a little experience, you'll be writing more concise, better-organized reports, letters and memos.

After I published five articles, I had enough confidence to start writing about topics beyond my speaking assignments. I now place several articles each year. I may never adopt writing as a primary line of work, and that may not be your goal either. However, I will continue to regard journal publication

Share Your Own Ideas in THE TOASTMASTER

by Sherry Angel, Editor

After experiencing the excitement of speaking before an audience, you might see little potential for enjoyment in the lonely art of writing. But the process of putting your thoughts on paper can give you enormous satisfaction, and seeing your words — and your name — in print can be just as thrilling as the sound of applause.

As a Toastmaster, you have a unique opportunity to communicate through the print media. Toastmasters not only gives you a framework for researching and organizing information that can be developed into an article, it also publishes a magazine that serves as a forum for your ideas.

Your article may have to compete with many others for space in *The Toastmaster* magazine, but if it's well written and your subject is appropriate, you'll have a strong chance of succeeding. Make sure you choose a topic that relates to communication, leadership or self-development — and one that hasn't been covered in a recent issue. In general, member submissions to *The Toastmaster* can be divided into four categories: feature articles, "How To . . ." columns, suggestions for "The Idea Corner" and club/area/district news for "Update." Following are the basic requirements for each type of contribution:

- *Articles* — Full-length features should be 1800 to 2500 words in length. Approach the subject from a "how-to" angle. Avoid heavy theory and use specific examples and illustrations to support general statements. Your writing should be clear, concise and lively.

- *"How-To . . ." columns* — These articles must be shorter than regular

features (500 to 1500 words, or three to five typewritten pages). However, it is just as important to develop your ideas fully and support them with illustrations.

The "How To . . ." column is a forum for members who want to share organization-related ideas to help individual members gain more from their involvement in Toastmasters. Personal experience will be your richest source of material for this kind of article.

- *"The Idea Corner"* — This is the place to promote programs or procedures that have brought your club success. Just send us a simple, one-page description of the idea you'd like to share.

- *Club/Area/District News* — The "Update" column highlights outstanding or unusual accomplishments by individual Toastmasters and clubs around the world. Because space is so limited, we don't cover common events such as club anniversaries in this section.

Contributions to the "Update" column are greatly enhanced by photographs, and we could use many more than we receive. Since we don't have staff photographers, we are totally dependent on you. We need high quality photographs of unique events. (Unfortunately, this does not include officer installations, charter presentations or award nights.)

The next time you need a speech topic, consider choosing one that can also become the basis of an article for *The Toastmaster*. We're eager to help you get your ideas into print. We can't promise that every manuscript or photograph you submit will be published. But it's worth a try. What have you got to lose?

as a most appealing means of growth within my full-time profession. You could do the same.

The next time you're scheduled for a job-related speech, consider taking your thoughts and words beyond the podium. Even if it takes several attempts to secure that first publication credit, remember that writing experience is as helpful to many careers as the development of speaking skills. Research your topic thoroughly, give your speech your best effort, and immediately look into the possibility of

journal publication. It could be that your talk will be "heard" by your largest audience yet. 🗣️



Charles R. McConnell, a personnel development and training expert who works for the New York Hospital Association, frequently delivers speeches on management topics. His articles have appeared in

Manage, Supervision, Training and other major professional publications.



BUILD YOUR OWN PUBLIC SPEAKING SIMULATOR

A powerful training aid for speakers.

What magic! As soon as she started to speak, I knew she had acquired the many subtle public speaking skills that quickly separate the novice from the professional. As I listened to this attractive young woman — a former Toastmaster — I became envious of her smooth delivery, and I began to wonder if I would ever capture the special magic of the real professional. Then I realized that this highly professional speaker had probably given this same presentation night after night, week after week, for months. In the process, she had mastered her subject and memorized key phrases, if not entire passages, of her speech. Because she no longer needed to think about *what* she was going to say next, she could concentrate totally on *how* she spoke and on the body language that would maximize the impact of her message.

The Amateur's Problem

Amateur speakers seldom present the same speech more than once. We write a speech, practice it a few times and then present it to our Toastmasters club. Four to six weeks later we write a new speech following the same procedure. Seldom, if ever, do we spend enough time on one presentation to really master the content. Consequently, we must devote most of our attention to the basic process of remembering what to say. Meanwhile, our voices go flat, our facial expressions appear frozen, and we cling to the lectern as if it were a life preserver. If we could gain enough self-assurance to concentrate on refining our delivery skills, it would be much easier for us to detect our own errors and correct them.

Basic Training Principles

Each of us has only a limited amount of concentration, and a little self-consciousness or stress further reduces our ability to focus on a given task. But when we master or *automate* a skill, we need only a small portion of our total concentration to perform it successfully. The aircraft pilot can fly an instrument approach while taking instructions from the tower and looking for potential problems. The surgeon can perform delicate surgery while telling the nurse about his most recent golf game. When the delivery of a speech becomes relatively automatic for you, you'll be able to concentrate on the refinements that distinguish the professional.

How can a speaker gain enough experience to master the basic skills and move on to advanced techniques? All you have to do is *simulate* "real-life" speaking

situations and you can address as many people, as many times, in as many public speaking environments as you want.

Many of the simulation concepts I used as an Air Force flying instructor can be applied to public speaking. As a matter of fact, public speaking is much like flying an airplane. Both activities require high levels of physical and mental skill and the ability to perform under stress.

Building a Simulator

As I designed my Public Speaking Simulator, I attempted to duplicate a "real-life" speaking situation. The first piece of hardware I built was a simple wood lectern. I then added a "sound and recording system" by taping a \$25 cassette recorder to my home-built lectern. As a final touch, I created a

Begin by imitating other speakers; then develop your own style.

simulated audience by tacking a group of photographs on the wall (Bo Derek for beauty, a gorilla for stress and any other characters I could find). I also hung a full-length mirror, which put *me* in the audience and provided a source of visual feedback that performers have used for centuries. As soon as my simulator was complete, I began my first presentation to an imaginary audience of 300 people. Since then, I've given the same speech to at least 15 simulated audiences — each one larger than the last — and the experience has convinced me that the Public Speaker Simulator is a powerful training aid.

While repeating the same speech time after time in a simulated environment, I've had the opportunity to study every facet of my presentation. In the beginning, I concentrated on *how* I was speaking. I practiced varying the pace, emphasis and rhythm of my words to enhance their full meanings and interrelationships. As I listened to the early tape recordings of my simulated presentations, I found a number of lazy pronunciations and colloquial errors. During subsequent practice sessions, I learned to hear and correct these mistakes. As I continued using my speech simulator, my ability to concentrate developed significantly. At first, I was unable to attend to more than one aspect of my speaking performance at a time. When I was critiquing and correcting my voice, I forgot about my

hands and feet. When I concentrated on my gestures, I forgot about my voice and feet. But I gradually learned to keep one technique under control while working on another. My concentration span became wide enough to monitor voice, hands, body and feet at the same time.

Although nothing can substitute for the real thing, the use of simulation techniques can greatly enhance the learning process. In reality, any form of practice can be termed simulation if the powers of mind are used to build images and situations that represent reality. Mental rehearsal, for example, can produce effective learning. Practice in the car on the way to work can effectively improve your speaking skills. A rule of thumb for maximum simulation payoff, however, is to try for maximum realism with maximum feedback. Stand up. Hear your voice. Speak to an "audience." Use facial expressions. Practice gestures. Watch yourself in a mirror. Study sound recordings. Imagine stressful situations.

Maximizing Learning Potential

When using the Public Speaker Simulator, several rules must be followed if its full potential is to be realized:

- **Don't quit too soon.** When you start to become bored with a certain speech, this merely signals the fact that you are now ready to begin a close analysis and refinement of your total presentation capability. If you don't think the professional gets a little tired of giving the same presentation over and over, just ask one!

- **Systematically work on each facet of your presentation arsenal.** When you know what you're going to say, listen to *how* you say it. When you have refined diction, pace, rhythm and other expression variables, perfect your gestures. When you're satisfied with them, work on your facial expressions. When you have these under control, optimize your body language.

- **Use rich visual imagery.** Create strong visual images of all the situations you can imagine that tend to produce stress in a public speaking situation. Recreate the tension you feel as you wait to be introduced by the toastmaster of an event. Hear the applause as you walk toward the lectern. See the many faces and expressions aimed your way before you say the first word. Imagine situations where no laughter comes when you tell your best joke. Picture the times when you are at your best, and you know it.

- **Integrate the skills of voice, mind and body.** The final test of profes-

sionalism is the subtle integration of voice and body under the direction of the mind. The whole must be greater than the sum of its parts. When you've mastered the parts, then begin the toughest task of all — putting it together. A downward inflection of your voice, a pause, a carefully synchronized movement of the hands tied to the split-second timing of a raised eyebrow — this is the "final frontier" of speaking perfection.

• **Experiment.** The beauty of simulation is the fact that you can't crash. Experiment with every form of expression you can dream up. Find out how a given part of your speech would sound if some aspect of pace, rhythm and volume were changed. Experience the sensation of an expansive gesture or the possible effectiveness of a simple pantomime. Speak without a lectern or walk up to your simulated audience and address them personally. Try some tape recorded music. Experiment!

• **Generate feedback.** Learning occurs only in the presence of feedback. For this reason, the use of simulation is particularly effective because self-feedback is improved as you master one speaking skill and focus all your concentration on the next. In the future, home video recorders will become commonplace, thus making them an important source of visual feedback in your simu-

lator. At this time, however, cassette tape recorders provide cheap audio feedback and should be purchased by anyone seriously interested in becoming a good public speaker.

• **Imitate.** Experts in all fields begin by imitating another expert. They choose a model, or perhaps several models, and then develop their own style by building on the techniques of the experts they admire. In reality, they are building criteria of excellence for

With practice, you can learn to hear and correct your mistakes.

their own performance. Find some public speakers that appeal to you. Analyze their techniques. Practice them. Simulate them. Keep what you like, and discard what you don't like.

• **Become your own best critic.** When you use your simulator to systematically master each presentation skill, many personal errors will become apparent to you for the first time — lack of gestures, lazy speech, ineffective body language and more. Equally important, however, is the need to develop a habit of careful personal critique. Learn how to get outside your-

self. Develop the ability to see yourself as others see you. Those few individuals who become truly successful — whatever their endeavor — have learned the science and art of systematic self-evaluation.

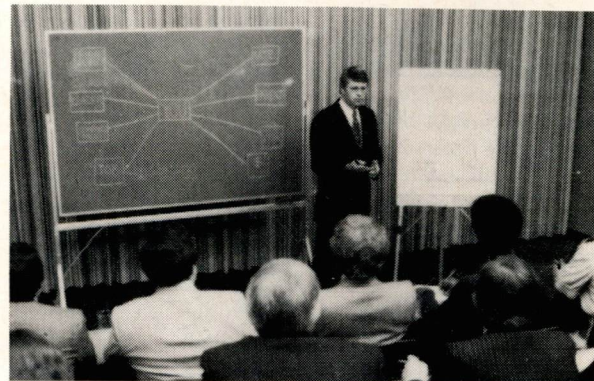
Simulation is an age-old art that many a master performer has used to great advantage. It's also a valuable tool for speakers who want to practice or refine their skills. When you have developed your simulated skills to a high level of precision, there's no guarantee that you will behave as well under real conditions. However, if you can't perform well under simulated conditions, there's no reason to believe that you will perform well before a live audience. If you observe the rules for effective use of the Public Speaking Simulator, one thing is certain: Your next "real-life" speech will be a better one. 🎤



Milton Wood, a member of Williams Air Force Base Club 1853-3 and Eastern Division Lt. Governor, is a senior scientist at the Base's Resources Laboratory. A former Air Force Pilot with a doctorate in educational technology and a master's degree in experimental psychology, he has conducted pioneering research for the Air Force on techniques of flight simulation.

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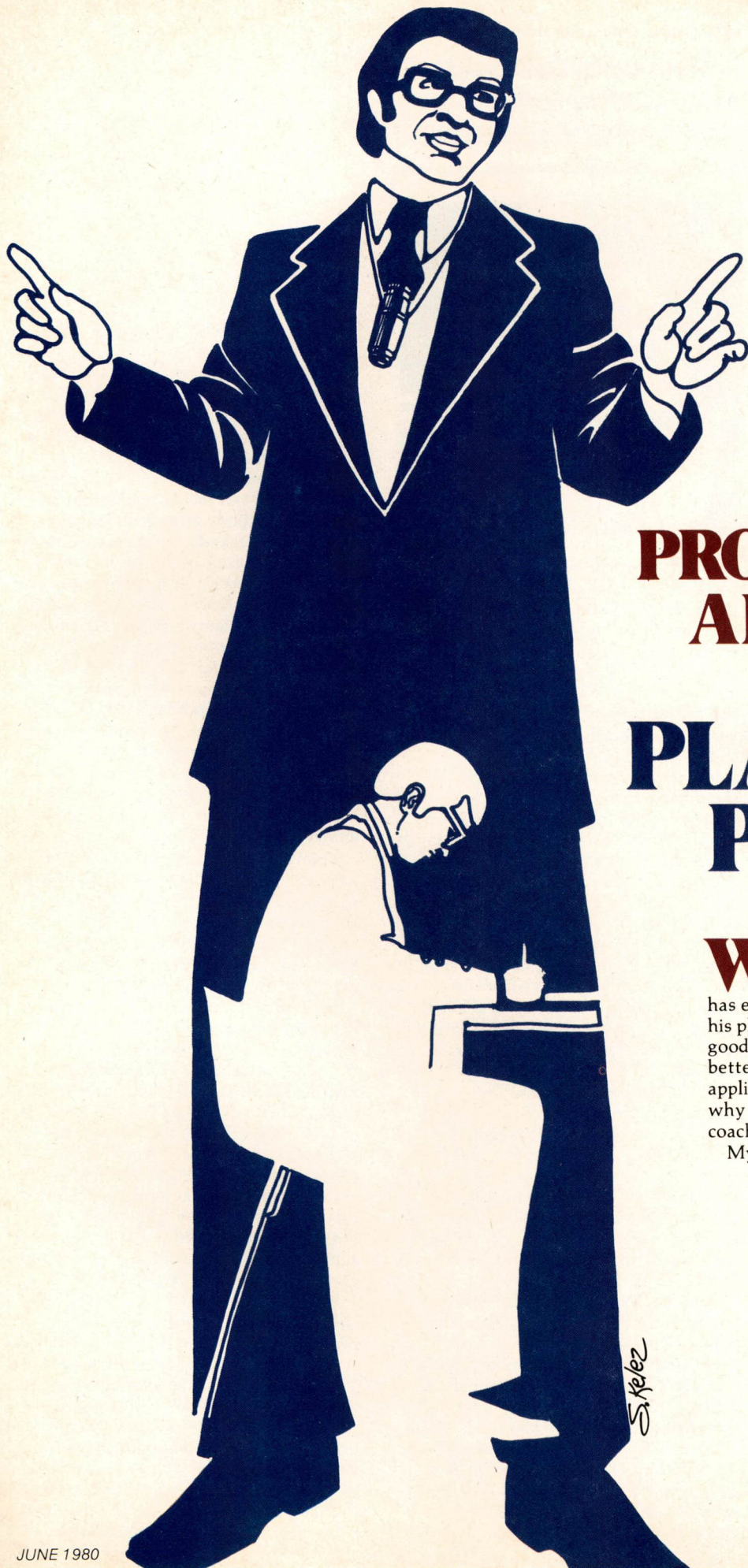
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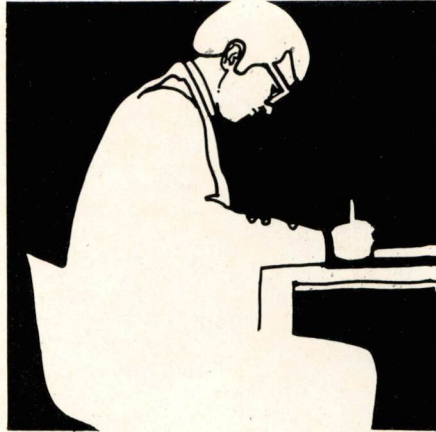
THE PROFESSIONAL APPROACH TO PLATFORM POWER

by John Wolfe

What makes a pro a pro? Let's start out with one basic premise: Every speaker who has ever faced an audience *can* improve his platform power. No matter how good (or bad) you are now, you can be better. The same principle obviously applies to every other endeavor; that's why winning football teams still have coaches.

My second premise may be a bit

Professional speakers always strive for a perfect performance.



harder to swallow: You can probably improve your speaking ability *more* than almost any other activity, simply because most speakers — even many experienced veterans — are normally so terribly bad!

Let me give you an example for openers! Almost 20 years ago, I was privileged to attend a special testimonial dinner sponsored by the prestigious Sales Executives Club of New York. It was a gala black-tie affair, held in the grand ballroom of the Waldorf-Astoria.

The guest of honor and feature speaker of the evening was the chairman of the board of one of America's top blue-chip corporations. As an ex-Air Force ace, he was a man I almost worshipped. (I happen to be a flying nut.) And, being in the public eye, he was often called upon to address large audiences.

As the saying goes, there were only three things wrong with his speech: 1) he read it 2) he read it badly and 3) it wasn't worth reading.

Honest, it was *pitiful* to see one of the most famous and respected individuals in the world, a fearless and dynamic leader of men, falling flat on his face! The problem was not that he was an amateur, but that he was *amateurish*.

Webster defines a professional as "one who makes his living by his art, as distinguished from an amateur." One does something for money; the other does it for free. Hence, there are pro vs. amateur golfers, football players, sleight-of-hand tricksters — and speakers.

But Miracle Platform Power involves another vital factor — the professional *attitude*. This has nothing to do with money. It's the approach, the style, the flair — and, yes, the degree of *perfection* — that the pro brings to his work. So, whatever you do for a living, whoever pays your salary, this is the first element you need for Miracle Platform Power.

Of course, attitude involves other things — how you prepare your speech, how you rehearse, how you open, how you close, how you use humor, show-

manship, props and visual aids and so forth. All of these directly affect the psychology of audience reaction. However, the main ingredient of a professional attitude is simply a matter of recognizing the *importance* of professionalism in the way you conduct yourself in front of that audience.

How you conduct yourself the rest of the time is *not* important. Some columnists have complained that Johnny Carson is rarely the suave, witty charmer in private that he is on the air. I say "So what!" He doesn't have to be; that's not what he's paid for. His only job is to give a sparkling performance while he's on camera. Anything he does before or after the show matters to the rest of us only to the degree that it adds to, or detracts from, that 90-minute segment of air time. Similarly, when you get up to address a group, the only thing that really counts to *them* is what you say and do during the talk.

Audience Psychology

While I'm not a psychologist, I do know the psychology of an audience. And audience psychology is not a matter of mystical voodoo. You don't have to be a witch doctor to pull it off. It's simply a matter of *understanding* what audience psychology is all about — and then perfecting the *technique* to make it work for you.

Take, for example, any top entertainer. What is that "magic" they all seem to project? Part of it, obviously, is sheer God-given talent. You and I have it or don't have it to a greater or lesser degree, and that, admittedly, is something we can't do much about.

But most of any great star's *real* success comes from "playing" to the audience. Which is really another way of saying that he knows his business — and works at it. He commands an

audience through *professionalism*.

Several years ago, I attended a giant rally for the United Fund campaign in Houston. The Hughes Tool Company, one of my clients, had arranged for Sammy Davis and his show to appear as the featured attraction, so everybody who was anybody attended. The auditorium was packed with thousands of Houston's leading citizenry.

Now, Sammy Davis had never worked in that theater before. He was there for just that one performance. *But* — and here's my point — everything went off like clockwork. The mikes worked, the band provided perfect accompaniment, and the lights dimmed precisely on cue. Not to belittle Sammy Davis' talent for a moment — it's immense — I still say that stunning *professionalism* in every phase of the show was largely what brought on the prolonged standing ovation.

Then came the commercial — which was what the whole evening was really all about. This was when the general chairman of the United Fund came on to make his appeal for funds. Here, again, was an extremely prominent man, a strong community leader and — supposedly — a capable speaker. And yet half his speech wasn't even heard because — would you believe this? — the mike wasn't on! His mouth movements made him look like Charlie McCarthy without Edgar Bergen!

This man's job was to enthuse the business community of Houston to support the United Fund. And Houston being Houston, it was a highly successful campaign. But the "psychology" of the chairman's speech was loused up — simply because he didn't *know* enough to check out his mike before using it.

And that's how the "psychology" of successful speechmaking depends on professionalism.

Platform Power Works Anywhere

Obviously, better speaking is *important* to you or you wouldn't be reading this.

You may actually be active on the professional circuit — in which case you'd better develop some solid platform power or you won't eat regularly!

Or, more likely, you're a business or professional man or woman who's

It's a compliment when audiences don't realize how hard you're working.



called upon to address audiences on various occasions. Those audiences may range in size from a handful to a large roomful.

It makes no difference. Platform power — and the psychology of audience response — works anywhere, with any group, of any size. And, conversely, *not* using it *doesn't* work!

When the John Wolfe Institute's headquarters moved to Houston in 1964, our first local client was Houston Natural Gas Corporation, which enrolled 27 men in our 13-week sales course. Since then, they've enrolled dozens more.

One of the important features of our program is the *action participation* it develops among everyone in the group. But one of the men adamantly refused to go along with this vital aspect of the course. The rest of the group cajoled him and I applied all the pressure I reasonably could — I even took him to lunch for a private skull session. All to no avail. The man just couldn't stand on his feet.

Before the course was completed, the company instituted a policy that called upon these salesmen to address meetings of home builders in the area. The man I'm talking about couldn't do it — and was promptly terminated.

Another example:

Recently, I was asked to address the annual sales meeting of Browning-Ferris Company. They intended to show my film "Sell Like an Ace, Live Like a King" and then have me "step out of the screen" for a live inspirational talk to their 150-man sales force.

As usual, I arrived early to check out the facilities, because this, too, importantly affects the psychology of platform power. The podium was at stage left, the screen was in the center, and the blackboard was at stage right — all as I had asked. And, I made sure, the mike could easily be lifted off the podium and carried to the other side while using the blackboard. Great.

However, the fellow who preceded me on the program — a vice-president of the company — didn't know about such things. So when *he* used the blackboard, the mike was left in its

clamp on the podium, and the audience couldn't hear what he was saying! Despite the fact that his message was vitally important!

Here's another example:

I belong to a Rotary Club in Houston (even though my travel schedule prohibits regular attendance.) Each week, one of the members gets up to introduce the guest of the day. Almost always, the performance is the same: names are mispronounced, the applause is off-cue, eyeglasses are put on and taken off a half-dozen times and so forth.

When I'm asked to handle that chore, it's clearly not a "professional" appearance by Webster's definition, since I'm obviously not paid for that five-minute stint in front of my buddies. But I still spend an hour or so in preparation. When the guests arrive, I check the proper pronunciation of their names. As the meal is being served, I transfer the names to a single sheet of paper, printing them phonetically in big block letters so I can read them smoothly without going through the eyeglass routine. If a guy tells me his name is Joe Shape, but it's spelled S-C-H-O-E-P-P-E, I still put down JOE SHAPE, so I can *say* it right. And when the moment arrives, I give out each guest's hometown and business *before* announcing his name so the applause will come at the right time.

Now, all of this may sound a bit petty — and perhaps more than a bit cocky. So let me say right now that we all goof *some* of the time, and I've pulled some real beauts over the years. But professionalism is still what we should all strive for — all of the time.

These "little" things add up to the total effect that's created. No matter what kind of speaking you do, or how often, they all apply. Anywhere, any-

time. This is the stuff that Miracle Platform Power is made of.

Speech Insurance

As I just said, no speaker can achieve absolute perfection *all* of the time. But he or she can sure try — and this is yet another element of platform professionalism. As my public speaking professor at Dartmouth used to say, the difference between an adequate speaker and a great one is his "batting average" — not how *good* he is, but how *often* he's good! This is what makes the real pro.

Again, this principle applies in any endeavor. In baseball, a batter is not judged by how far he hits the ball — nor by how many times he strikes out — but by his *average*. In golf, Jack Nicklaus has been known to card an 82 — but he's paid on the total tournaments he *wins*.

Over the years, I've been a "speakee" as well as a speaker, meaning that I've had occasion to book other speakers in many instances. What I look for is *assurance* of quality — and so does everyone else.

Some years ago, as president of the Sales and Marketing Executives of Houston, I was looking for an inspirational speaker to headline our giant sales rally. (As a member of the club, I obviously couldn't book myself!)

I chose Bill Gove, not because he's one of the very best in the business — which he unquestionably is — but because he's top-notch *every* time he faces an audience. And, again, that's because he does all the things we're talking about.

In my own case, I'm reminded of a talk I gave at a Phillips Petroleum meeting in Fort Lauderdale. I had a miserable cold at the time. I sniffled all through dinner the previous evening, slept no more than an hour that night and felt terrible in the morning. But I'd been hired to kick off the meeting with a rousing pep talk. And, at the fee they were paying, that's what they had every right to expect — cold or no cold. So that's what I gave them.

As one of the Phillips brass told me later: "The second you got up to talk, your cold seemed to disappear."

Once more, this is the kind of pro-

Becoming a Pro

- Improvement is a never-ending process: When you stop getting better, you stop being good.
- Watch the experts: You can always learn from a pro.
- Build a cassette library: Then you can improve anywhere, anytime.
- Speak wherever you can, as often as you can: We all learn by doing.
- Remember your responsibility: What you say is important, too.
- The final encore: All you need is a slight competitive edge — if you USE IT!

Do You Have the Attitude of a Pro?

- Professionalism in public speaking is a matter of attitude: Act like a pro and you'll be received like a pro.
- A professional attitude builds listener acceptance: You have to play to the audience.
- The appeal of platform power is universal: The details are small — but the effect is enormous.
- Platform power professionalism is cheap insurance, but it always pays off.
- Professionalism needs to be worked at: The secret is to keep it hidden.

professionalism we're talking about — a vital ingredient to your own platform power.

Keeping Power Hidden

One thing you may have noticed about this professional approach I've been talking about is that most of it takes place "*behind the scenes.*" Practically all of the examples I've cited have this in common: They concern the *hidden* factors.

And this, itself, is another important example of the psychological aspect of platform power.

You see, even if your speech carries a wholly serious message, an audience wants to *enjoy* it. To let them enjoy it, you have to make it *easy* for them to look and listen. And now comes the really crucial point: To make it easy for *them*, you have to make it *look* as if it's easy for *you* — a lot easier than it really is!

This is why, when a speaker fidgets, the audience fidgets. When the speaker appears relaxed, the audience relaxes. When the speaker seems to *enjoy* what he's doing, so does the audience. Again, this becomes possible for you *only* when you've done your homework — when you put all these tips into practice.

Remember Fred Astaire's seemingly effortless dance routines? They were beautiful to watch, largely because he made them appear so simple. Were they *really* that easy to perform — even for Fred Astaire? Not on your life! Ginger Rogers has stated publicly that one of those movie dance routines went through 58 takes before they got it right! But you and I never saw the first 57 — only the last one that was perfect!

As speakers, we rarely have the luxury of "58 takes." We get only one shot at each audience, and we have to do our best *that* time. But we still can do this only when our *effort* remains hidden.

I once conducted a half-day sales seminar for Blue Mountain Industries, held at the beautiful Innisbrook resort near Tampa, Florida. It's a great place for golf and relaxation — except when you're there to *work*.

As usual, I had planned for a mid-morning coffee break — not only for my audience (which is crucial) but for *me!* Because, while everyone else is relaxing, I'm always busy making last-

second arrangements for the next session (Remember, this all has to be *hidden.*)

Which is why, in all candor, I really don't enjoy spending those few moments listening to somebody's favorite Pat-and-Mike joke. Yet, I always seem to be collared by some well-meaning individual with this in mind. No reflection on him; he just doesn't recognize the work that's involved.

On that particular occasion, one of my friends was conducting a seminar for another company in an adjoining room, and later — when we were both able to relax — I commented on this "occupational hazard" of our business. He pointed out that it's a compliment when people *don't* realize how hard you're working on a platform. As he put it: "That's what I want engraved on my tombstone: HE MADE IT LOOK EASY."

All of this is why my examples have concerned so many things *not* to do. Honest, it isn't because I'm trying to take pot shots at people; we're all human and that's why pencils have erasers. I'm merely pointing out the fact that the zillions of "right" things you and I do on a platform aren't seen — except by another pro!

True professionalism in public speaking is like air conditioning on a hot summer day. It's never noticed. It's not supposed to be. People become aware of it only when it's absent.

The pro makes sure — in everything he does — that the means remain hidden, so the overall effect shines through. As the Latins put it: *Ars est celare artem.* Art consists in hiding art. 🗣️



His subject will be "The Pride of a Pro."

John Wolfe, a leading sales and marketing consultant based in Houston, Texas, will deliver the keynote address at Toastmasters' International Convention August 20 in Milwaukee, Wisconsin.

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Garden Grove, CA — Thurs., 7:15 p.m., Garden Grove Community Church, Hour of Power Bldg., 12141 Lewis (892-0547). Sponsored by 3708-F.

4149-F Irvine Complex

Irvine, CA — Mon., 7 a.m., Advanced Health Center, 1300 N. Bristol St., Newport Beach (675-7196). Sponsored by 100-F.

4131-1 Long Beach Live Wires

Long Beach, CA — Tues., 11:30 a.m., Southern Calif., Edison Co., 100 Long Beach Blvd. (435-1121 x 361). Sponsored by 1391-1.

4148-4 Almaden Valley Orators

San Jose, CA — Wed., noon, Santa Clara Valley Water District, 5750 Almaden Expressway (265-2600). Sponsored by 107-4.

4152-5 Liberty

San Diego, CA — Mon., 6:45 p.m., Paesano Restaurant, 3647 30th St. (226-1406). Sponsored by 474-5.

4155-5 Daybreakers

Yuma, AZ — Thurs., 6:30 a.m., Gene's Restaurant, 771 S. 4th Ave. (726-9404). Sponsored by 196-5.

3844-10 Allen-Bradley Systems Speakers

Highland Heights, OH — Mon., noon, Allen-Bradley Systems Division, 747 Alpha Dr. (449-6700). Sponsored by 1472-10.

4144-14 Stone Mountain

Stone Mountain, GA — 1st & 3rd Thurs., 7:30 p.m., Western Sizzlin', 4848 Memorial Dr. (292-4232). Sponsored by 1901-14.

4151-16 Boulder Avenue

Tulsa, OK — Thurs., 5 p.m., Fenix & Scisson, Inc., 1401 South Boulder (560-5000). Sponsored by 264-16.

2267-18 Fort Detrick

Frederick, MD — Thurs., 11:30 a.m., Consolidated Club, Fort Detrick (663-7347). Sponsored by 1082-18.

4153-20 Frontier

West Fargo, ND — Wed., noon, Blue Cross & Blue Shield Bldg., 4510-13th Ave. (282-1355). Sponsored by 272-20.

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Harvey, ND — Mon., 6 p.m. Artos Supper Club (324-2420). Sponsored by 1047-20.

4156-24 Lozier

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4137-25 Lewisville

Lewisville, TX — Thurs., 7 p.m. The OK Corral, Hwy., 35 & 121 (436-8577). Sponsored by 1207-25.

4154-25 Tyler Morning

Tyler, TX — Fri., 6:30 a.m., Loggins Restaurant, Glenwood at Erwin St. (561-4824). Sponsored by 393-25.

4162-31 South Shore

Hingham, MA — 2nd & 4th Wed., 6 p.m. Aloha Restaurant, Rt. 53 (749-9162).

4146-33 Real Orators

Las Vegas, NV — Wed., 5:45 p.m., Library Buttery Pub, 200 W. Sahara (871-1441). Sponsored by 3254-33.

4150-36 NTIS

Springfield, VA — 2nd & 4th Wed., noon, National Technical Information Service, 5285 Port Royal Rd., Rm., 2029 (557-4636). Sponsored by 3122-36.

4160-37 Mountaineer

Asheville, NC — Tues., 5:45 p.m., S&W Cafeteria, Asheville Mall (252-9036). Sponsored by 436-37.

3161-38 Executive Campus

Cherry Hill, NJ — Mon., 12:15 p.m., Stone & Webster Engineering Corp., 3 Executive Campus (482-3287). Sponsored by 2749-38.

4139-38 USDA

Robbinsdale, NJ — 2nd & 4th Mon., noon, FNS, USDA, One Vahlsing Center (259-3136). Sponsored by 2314-38.

4161-39 Oxy

Lathrop, CA — Mon., 12:15 p.m., Occidental Chemical Co., 16777 S. Howland Ave. (858-2511). Sponsored by 64-39 and 3372-39.

4163-39 Bohemio

Stockton, CA — Sat., 10 a.m., Eden Park Inn, 1005 N. El Dorado (371-1904).

4158-40 Hilliard

Hilliard, OH — Mon., 7 p.m., Hilliard Public Library, 5627 Scioto Darby Rd. (876-6942).

4146-40 Southwestern

Grove City, OH — 2nd & 4th Mon., 7 p.m.,
Grove City Library, Park St. (877-4018).

4145-41 Vermillion

Vermillion, SD — Tues., 7 a.m., Cavalier
Cafe, 102 E. Cherry (624-8124). Sponsored
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4157-44 Texas Tech

Lubbock, TX — Thurs., 7:30 a.m., College of
Business Administration, Rm., 160, Texas
Tech University (742-2392). Sponsored by
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4167-47 Citrus

Crystal River, FL — Thurs., 7:30 p.m.,
Citizens First National Bank, 450 S.E., High-
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4147-47 Triple Crown

Ocala, FL — Wed., 7:15 p.m., Ocala Public
Library, 15 S.E., Osceola Ave. (236-3202).

4165-53 Kingston

Kingston, NY — 1st & 3rd Mon., 6:30 p.m.,
Kingston Holiday Inn, Washington Ave.
(679-2401 x 289). Sponsored by 921-53.

4143-57 Danville A.M.

Danville, CA — Tues., 7 a.m. Fidelity
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2782-72 Upper Hutt

Upper Hutt, NZ — Alt., Mon., 7:45 p.m.,
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Mon., 7:30 p.m., Alexander Hamilton Air-
port, P.O. Box N, Kingshill (778-0280).

2874-U ESPRIT de CORPS

Frankfurt, Germany — Wed., 11:30 a.m.,
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EUDE, APO New York 09757 (FM 6223).

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Card # _____ Expiration Date _____

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Name _____ Relationship _____

Name _____ Relationship _____

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