

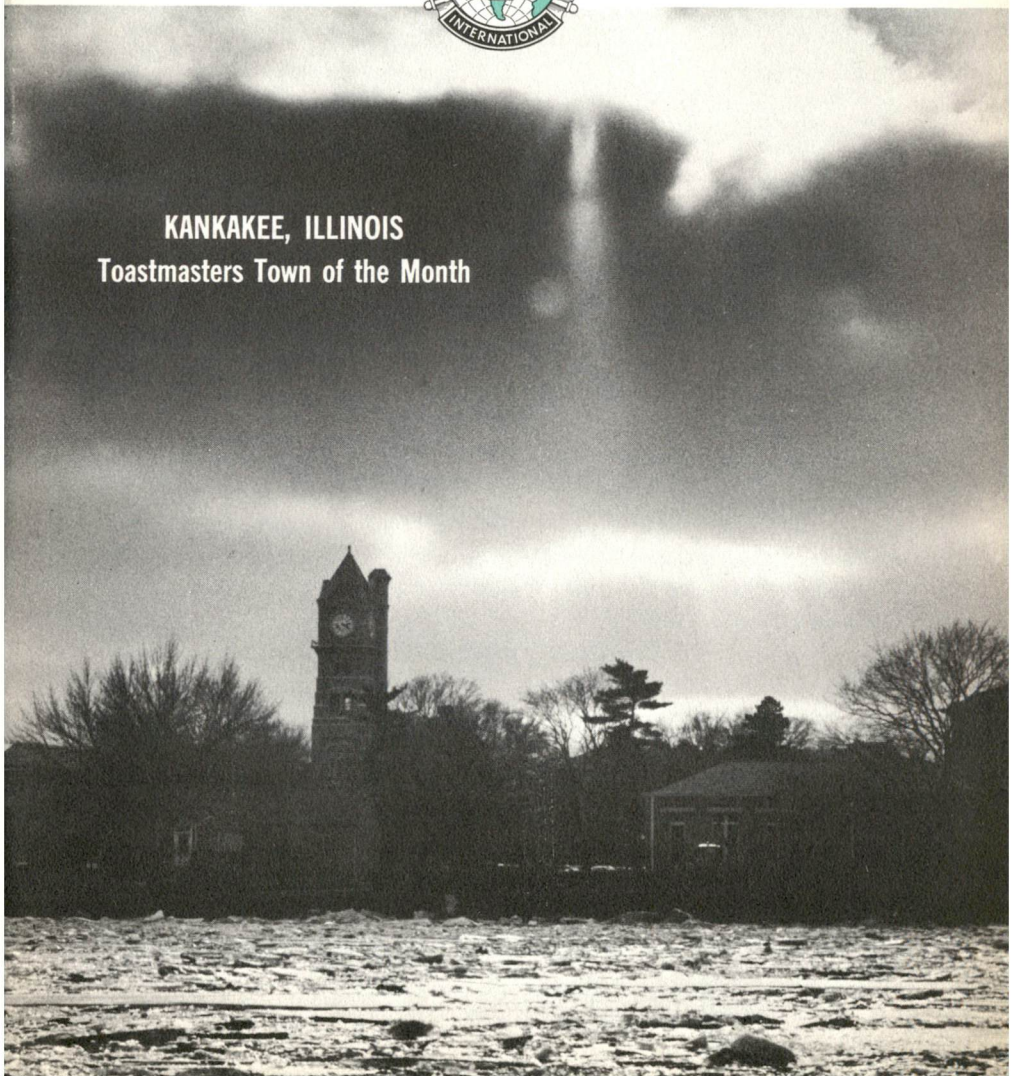
THE TOASTMASTER

FEBRUARY

1969



KANKAKEE, ILLINOIS
Toastmasters Town of the Month



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TOASTMASTERS INTERNATIONAL is a non-profit, non-partisan, non-sectarian organization of Toastmasters clubs throughout the free world. These clubs have a membership of 76,333.

The Toastmasters programs provide opportunities to develop skill in listening, thinking, and speaking, and in leadership by participating in a series of oral communications projects with constructive evaluation, leadership experiences, and community programs. These and many other opportunities to develop executive potential are presented in the fellowship of an organized group of men — the Toastmasters club.

Each club is a member of Toastmasters International. The club and its members receive services, supplies, and continuing guidance from the World Headquarters, Santa Ana, California, 92711.

THE TOASTMASTER

BETTER LISTENING, THINKING, SPEAKING FOR MEN ON THE MOVE

VOL. 35 NO. 2



FEBRUARY, 1969

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Editor

JAMES J. SHOWALTER

Managing Editor

BOB SATTERTHWAITE

Art Director

PHIL INTERLANDI

PRINTED IN U.S.A.

Address All Communications THE TOASTMASTER • SANTA ANA, CALIFORNIA 92711

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MOLDING CIVIC LEADERS—The development and progress of any town is determined by its leaders, and contributing author Matt M. Stewart tells how Toastmasters molds leaders. See Page 6.

USE YOUR IMAGINATION—Toastmaster Edward Riche authors an article that proposes that showmanship is the principal ingredient necessary to sustain your listeners' responsiveness. See Page 10.

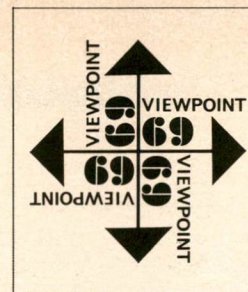
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NEW FOR YOU!—Toastmasters International announces a new, valuable membership-promotion brochure, improved evaluation packet, and club reference file. See Page 24.

BEWARE, BEWARE—The five pitfalls to good listening, and how to avoid them, are the subject of an article offered by Past International Director Edward B. White. See Page 26.

INTELLIGENT FAULTFINDING—Man is the only creature capable of finding fault and then doing something about it. James L. Carlson expands this point, based on the writings of Dr. Ralph C. Smedley. See Page 36.



THE CHALLENGE OF OUR COMMUNICATION MANUALS

You and what you gain through your membership in a Toastmasters club are of prime importance to our organization. Your progress toward meeting the challenge of the communication manuals measures the ability of your club and district officers to motivate you to remain an active Toastmaster.

Increasing numbers of Toastmasters this year are completing *Basic Training*, *The Advanced Speaker*, and *Leadership Through Speech*. This trend indicates an enthusiastic response to our most important 1968-69 Toastmasters International goal: that each district and club have 20 percent of its membership complete one of our communication manuals during the year. It also indicates that many of our clubs are determining the needs of their members and then scheduling meetings that meet these needs and inspire their members to remain on the move in Toastmasters.

Club programs based on your participation in the manual projects also are a key to membership building. The guests at your club meetings are quick to recognize the Toastmasters standard of excellence when they witness a program of well-prepared speeches that fulfill the assignments in our manuals.

Keep yourself and your club on the move this year by completing one of the communication manuals.

Earl M. Potter
International President

CLUBS ON THE MOVE SERVE AND GROW

**MOVE YOUR CLUB
FORWARD TO 40 MEMBERS
AND BECOME
A PRESIDENT'S 40 CLUB**

You and your club have an excellent opportunity to move forward to 40 and become a President's 40 Club through a membership-building program that has been provided to your administrative vice-president.

Ask your club's administrative vice-president about the new membership promotional pamphlet, the "Forward to 40" plan, and other materials he received from World Headquarters.

The materials will help your club meet the International president's 1968-69 membership-building challenge and offer individual recognition to Toastmasters who bring new members into their club.

A new member-recruiting pamphlet, *Communication and Leadership*, explains the Toastmasters program in terms of what it can do for the prospective member. This new two-color pamphlet promises to be a popular hand-out item to leave with prospects after they have been personally contacted by a Toastmaster.

"Forward to 40" outlines a detailed program to attract new members from your community. It includes specific suggestions for launching a vigorous membership drive through business, industry, and other groups. The ideas and suggestions have been successfully tested during the past months.

The "how to" of organizing your membership campaign are provided in detail; committee responsibilities are enumerated, and examples are given on how to make effective contacts with leaders in industry and other groups.

You can put your new promotional pamphlet and "Forward to 40" plan to work right away by participating in the *February-through-May* world-wide membership-building contest. Details about how to achieve recognition for yourself and your club were included in the mid-January mailing to your administrative vice-president.

June 10 is the deadline for reporting your success in sponsoring new Toastmasters during the contest period. This information will be supplied to World Headquarters by your club's administrative vice-president.

Special Toastmasters International membership-building certificates will be awarded to each Toastmaster who personally sponsors three or more new members. Club awards will be presented at the 38th International convention in Cleveland, Ohio, to clubs which meet the president's membership-building challenge.

Move your club's membership "forward to 40" and become a President's 40 Club. Compete with thousands of Toastmasters around the world for recognition as an effective membership builder!

A member-benefit article

How You And Your Club Can Help Your Town

By MATT M. STEWART

The development and progress of any town is determined by its leaders, not only the political and government leaders, but the many individuals who serve as officers in community organizations or civic projects.

Many people, at one time or another, would like to lead or help with a civic project, but they generally lack the confidence or ability to handle the job, not because they cannot learn enough about the project, but simply because they lack confidence in their ability to influence others' thinking.

A civic leader can be only as

effective as his ability to get his thoughts and ideas across to others. What is the best possible way to develop this ability? Get him into a Toastmasters club!

Let's take an actual case of how a Toastmasters club can help a town. The example we will use is my own club, Capital Toastmasters, and the city of Jackson, Mississippi. We will examine the club from its past contributions to the leadership of the town, what it presently is doing, and some of its plans for the future.

Four former club members now are active political lead-

ers. One man served as chairman of the Republican Party for the city of Jackson and later as chairman of the party for the state of Mississippi. We have two city commissioners in Jackson; one of these men is a former Toastmaster, and the other has been a Toastmaster for several years. The club also has a long-time member who was a candidate for mayor of the city a few years ago.

Capital Toastmasters can count at least seven other former members who now are or have been presidents of civic organizations, service clubs,

and other community groups. Also among our membership are one PTA president, one commissioner of Little League Baseball, one district supervisor, and three officers of civic clubs.

Each of these men will tell you that what he has accomplished as a leader would not have been possible without the self-confidence he gained as a member of a Toastmasters club.

For the past two years Capital Toastmasters has been a speakers bureau for the Jackson area of the Mississippi Area Employment Service.



Toastmaster-speakers visit business clubs and urge the summer employment of students to make it possible for them to continue their education.

Capital Toastmasters also is a speakers bureau for Keep Jackson Beautiful. We have scheduled 70 speaking engagements at civic clubs to solicit funds for a public beautification project at city hall. We are helping to raise \$60,000 to create a half-block of beauty that will help to attract people to shop downtown. We hope this project and others to follow will help preserve our downtown area. We are determined that we are not going to have the inter-core and slum problems in our city that we have been reading and hearing so much about in other cities.

Future Plans

Our plans for the future include cooperating with the chamber of commerce to establish an emergency speakers bureau of six to eight speakers with 20 to 30-minute talks they can give with little or no advance notice. The background of these men and a synopsis of their prepared talks will be filed with the chamber, which will inform civic club leaders that in the event of a last-minute cancellation by a speaker a substitute can be obtained by

calling the chamber of commerce office. Those of you who have been a program chairman and have had a last-minute cancellation know what a service this can be.

Other Plans

We have plans to conduct Youth Leadership and Speechcraft programs, but these must await the development of more Toastmasters. There are only so many things that can be done well by a Toastmasters club with limited membership.

I do not want you to get the impression that Capital Toastmasters are satisfied with their contribution to the city of Jackson. We are not. We feel we could have done more in the past, we could be doing more now, and we will have to do more in the future.

Here are some of the things your club can do to help develop leaders for your community.

Your club's first challenge is to attract people who are interested in civic and political affairs. People who are planning to run for public office are good prospects. Today's candidate for a small office, if successful, is the same man who will be running for a place on the city council or for your mayor's job five or 10 years from now. A good way to attract this man is to book your club's flying squad into the

civic organizations in your town. For those of you who are not familiar with a flying squad program, it is a regular Toastmasters meeting in miniature, that is presented as a 25-minute demonstration. Information and supplies for organizing and presenting a flying squad program can be obtained from World Headquarters. Your flying squad will attract people who are interested in being leaders in various clubs, but feel they need help in preparing themselves.

Encourage Them

As these people become members of your club, encourage them by adding educational features to your program, such as periodic exercises in parliamentary procedure. Use your Table Topics sessions to good advantage by discussing bond issues, roads, schools, and civic projects of all kinds.

A desire for leadership in civic affairs is contagious. As a few of your members become active in community affairs and begin to give reports to the club about their talks to various groups, their successes and failures, and the problems they encounter, every member will want to be a participant.

Very Rewarding

Your Toastmasters club can help your town as much or as little as the effort you are willing to put into it. If you do it well it is a lot of hard work, but at the same time it is one of the most rewarding experiences you can have.

A town's progress is determined by its leaders and a leader is only as good as his ability to communicate. Your Toastmasters club can help your town best by developing the communication and leadership abilities of its future leaders.

Matt M. Stewart is a member of Capital Club 1684-43 in Jackson, Miss, and an underwriting manager of The Travelers Insurance Company for Mississippi. He is a member of the executive board of Keep Jackson Beautiful.



SOCK IT TO 'EM WITH SHOWMANSHIP

By EDWARD RICHE



Can you recall your earliest experiences in public speaking? I can remember trembling while reading a composition in my high school English class. My most vivid recollection of this event was to ponder why so few of us were able to come forth with anything more worthy than "How I Spent My Vacation on the Farm."

It seems to me that many of my unimaginative classmates eventually joined Toastmasters clubs; still offering the same dull, droll performances.

Louis Nizer, a celebrated and successful trial lawyer whose speaking ability often spells the difference between the life and death of his clients, points out that the rate of listening exceeds that of speaking by approximately 20 percent. Therefore, he advises that the speaker "pull in the slack" to maintain maximum

audience command. Showmanship, he contends, is the principal ingredient necessary to sustain your listeners' responsiveness.

One of the most effective showmanship devices at our disposal, the tape recorder, too often is neglected as an imaginative supplement to oral presentations. Here is a most proficient device, abounding with showmanship assistance, if we but use it to evince rather than record.

A recent talk on capital punishment became a winner when the speaker cleverly opened with, "Gentlemen, you are about to hear the recorded sound of 20,000 volts of electricity jolting through a prisoner's body." The sound played was a crude simulation of the announced event, but the effect upon the audience "shocked" them to rigid attention.

I remember, too, the Toastmaster who spoke for seven minutes about the unwanted background music in our society, well-demonstrated with a continuous rendition of taped discordant melody backgrounding his entire speech. The audience was properly irritated, but thoroughly impressed.

Similar uses of the tape recorder are applicable to almost any subject material, limited only by the speaker's imagination. Our local Boy Scout Patrick Henry Program opens its first session with a sample recording of Adolph Hitler's oratory, certainly a less-than-proper demonstration for the young ears of the BSA, but a most effective attention arouser for the session's theme, "Misguided Use of Effective Speaking."

Showmanship at the lectern is expressed visually with equal effect. A speaker at a recent division council meeting requested the use of his division governor's costly wristwatch to demonstrate a point, but kept his listeners at bay by withholding the use of the timepiece until his vital closing punch, placing the watch on the lectern and violently thrusting the gavel upon the watch; no way to gain the admiration of your lieutenant governor, but the audience was

won completely. The watch, of course, was returned to its owner in good condition, having been surreptitiously switched with the speaker's non-functioning watch at the moment of impact.

Our speeches become more effective through vivid demonstration of principal points, not by the spoken word alone, but with showmanship. You will earn, too, as an added bonus, a welcome diversion from your nervous tension and a bolstering of pre-speech confidence through use of action-props.

"Crime in the Streets," an often-repeated thesis at an area speech contest, was imaginatively peppered with showmanship when one speaker boldly demonstrated the most popular implement of crime by firing a pistol, loaded with blank cartridges, over the heads of the audience. Such cornhusker activity need not be extraordinary feats of imagery, but often constitute the vital difference between the usual euphemistic "plain vanilla" and the action-packed presentation.

Utilization of such action devices at the lectern generally is avoided because most of us prefer to present a conservative or dignified image rather than play the clown's role. Nevertheless, I maintain that Victorian dignity is not a strict

requirement for effective speaking; furthermore, only the most professional of today's orators can afford the luxury of stringent conservatism.

Showmanship need not be as extreme as the aforementioned ploys. Develop your personal brand of subtlety if you wish. Surely, men in high places often indulged in showmanship with little noticeable loss of dignity. General MacArthur privately smoked an ordinary briar, but when "on camera" always lit up his well-known corn-cob pipe.

Our basic and primary aim is effective communication. No device, unless profane or tasteless, ought to remain untried.

Our Toastmasters *Humor Handbook* warns that few of us can tell a joke properly. The warning remains unheeded by Toastmasters everywhere, neglectful of the realization that showmanship is a far more reliable device to generate

truly responsive laughter from our audiences. No evaluator likely will fail to mark your organizational preparation when your "opening-body-close" is punctuated by action. Surely, gestures are most effective when the speaker's arms manipulate objects rather than empty hands.

Most of us basically are "hams," but it seems that the ham becomes more palatable with a garnish of inventive showmanship.

A fellow in our local club seldom misses the opportunity to employ every showmanship device imaginable in his speaking assignments, Table Topics, or Toastmasters duties. He's a genuine corn-husker and owns 17 best speaker awards to prove it. His next assignment, I am told, will be entitled "How I Spent My Vacation on the Farm." He'll approach the lecture ably assisted by an entourage of live cows, chickens, and ducks—and of course, an abundance of HAM.

Edward Riche, District 46 treasurer, is a charter member and past president of Matawan (N.J.) Club 2429-46. He is Manhattan sales representative of the Overhead Door Sales Company and is a graduate of Colgate University.



You, Mr. Toastmaster, and your family
are invited to come to CLEVELAND

CONVENTION SITE '69

Yes, this is a special invitation to you to participate in your 1969 International convention. It's part of your membership.

Plan now to enjoy the wonderful world of Cleveland, Ohio, by spending your family vacation at the 38th Toastmasters International convention, August 6 through 9.

Toastmasters and their families will stay at downtown Cleveland's Sheraton-Cleveland Hotel, the 1969 TI convention headquarters, where you will be centrally located for visits to the 52-story Terminal Tower, the tallest building in the Midwest; the 104-acre mall, which contains Cleveland's \$14-million exhibition hall and convention center; the Cleveland zoo, and many recreational and cultural sites along the shores of Lake Erie.

Our four-day convention will be bustling with outstanding educational programs conducted by Toastmasters and leading authorities from the world of communication and leadership. Join in the fun and fellowship of Toastmasters International's biggest event of the year—Come to Cleveland August 6-9.

Your Speakers Bureau

Get It Rolling

By

DR. W. RICHARD DUKELOW



Your club has just voted to organize a speakers bureau. It's a great idea. It will give members more experience, it's a good community relations tool, and it just might help that membership problem.

Now what?

Sound familiar? Many clubs (as well as many non-Toastmasters organizations) have gone through the same experience. In many cases the next step is to place an article in the local paper, announcing the speakers bureau and a number to phone if speakers are desired. Then, as often

as not, the speakers bureau dies a natural death because no one places the necessary phone call.

The successful operation of a speakers bureau requires more than a feeble initial effort. The rewards, however, are well worth the effort.

Basically the effective speakers bureau is a result of three main events:

1. Development of speakers
2. Accumulation of assignments
3. Coordination and evaluation.

Developing and accumulat-

ing the speakers is an easy task. Toastmasters who enjoy the opportunity to speak before new audiences readily volunteer. All bureau members should be of high quality, as they will be representing not only the local club, but the entire Toastmasters organization. Each member should write a brief biographical sketch about himself, indicating his age, background, education, current occupation, family, hobbies, Toastmasters history, and areas of interest upon which he can speak. This biographical sketch is of key importance to the speakers bureau. After the sketches are received from all participants, they should be edited and developed into a packet, which introduces each speaker and his subjects.

In-Club Practice

While this is being done the speakers should be busy developing one or two basic speeches which they present at their Toastmasters club meetings for thorough evaluation. Presentations should be practiced several times before they are given to an outside group.

The next major task of the organizer is to promote the speakers bureau in his community and accumulate assignments. In our modern, fast-moving society it is not enough

to expect service clubs to make the initial contacts with the speakers bureau. The bureau must go to them!

Obtain from local chambers of commerce a list of all community and civic service clubs within reasonable driving distance of your city and learn the names of the presidents and program chairmen. Send each a copy of your speakers bureau packet. In a cover letter, indicate how the service club can obtain speakers. Make it as convenient as possible, by including the phone number of the bureau organizer, or list speakers' telephone numbers. Speakers who are contacted directly should advise the bureau organizer immediately.

Clearing House

Coordination of the speakers bureau and the evaluation of its effectiveness are critical. A central "clearing house" between those requesting service and the speakers will facilitate this coordination. Having one person receiving requests and making speech assignments will allow accurate record keeping.

The coordinator should ensure that the requestor has a biographical sketch of the speaker on the day of the speech, so it can be used in the introduction. He must know the time, date, and place of the

meeting as well as the requested topic so this information can be forwarded to the speaker. He should remind the speaker of his commitment several days prior to the speech. He also should receive either a verbal or written report from the speaker after the event. This report should tell how many people were present, the subject of the talk, the general reception of the speech by the audience, and any suggestions which might be helpful to future speakers at the same group. These reports are very useful in evaluating the effectiveness of the speakers bureau.

Serving on a speakers bureau can be time consuming, and normally a speaker will serve only a year or two. This being the case, the organizer should take the necessary steps to insure a continuing supply of future speakers. Newer Toastmasters who show promise as public speakers could

serve with the speakers bureau on a "substitute" basis.

The effort and time required to operate a speakers bureau are strenuous and require the services of a dedicated individual, but the rewards are great. The Toastmasters club with an effective, dynamic speakers bureau has one of the strongest tools for developing strong community relations and maintaining an enthusiastic membership.

* * *

(Editor's note: Many Toastmasters clubs are following Dr. Dukelow's suggestion to get a speakers bureau rolling in response to experienced members' desires for more speaking opportunities before new audiences. This need was expressed in World Headquarters' membership survey, reported in the January issue of *The Toastmaster*. See "Survey Provides Guidelines To Strengthen Your Club," Page 14.)

Dr. W. Richard Dukelow is a member of the biochemistry department at the Oregon Regional Primate Research Center in Beaverton, Ore., and a member of Cedar Hills Club 751-7 in Beaverton. He is a previous contributor to The Toastmaster.



YLP, C.A.P. To Team Up Again

Under the leadership of District 59 Governor C. W. (Corky) Lingenfelter, past District 59 Governor Adin Earl, Senior Lt. Governor Robert L. Stephenson, and District Youth Leadership Chairman Ken Thiemann, last summer's Youth Leadership Program for 300 Civil Air Patrol officers and cadets attending a leadership school at Stead AFB, Nevada, was so successful that C.A.P. leaders have asked Toastmasters to present it again this year, not to 300 cadets, but to 500!

District 59-Area One Toastmasters from clubs in Reno and Sparks, Nev., never before had conducted the program but they presented it to 300 youths from 47 states, the District of Columbia, and Puerto Rico by completing three classes a week for three consecutive weeks. They now are eager to present it this summer.

VALUABLE TRAINING

—Civil Air Patrol cadets earn the benefits of Toastmasters communication and leadership training during a Youth Leadership Program conducted as part of a C.A.P. Leadership School at Stead AFB, Nevada.



Pep-Up YOUR PROGRAMS,

By DR. HAR SWARUP SINGH

By looking forward to varied programs at each club meeting, you can share the anticipation referred to by Nicholas Rowe:

“When our old pleasures die
Some new one still is nigh
Oh! fair variety!”

Many clubs, however, get into the rut of routine programs, repeated meeting after meeting, year-in and year-out. The president brings the meeting to order, and the Toastmaster introduces speakers who dutifully give a talk from their manuals. Then there are the usual Table Topics, speech evaluation, and then it's time for the president to declare the meeting adjourned.

Undoubtedly, such a routine meeting has in it the makings of a varied, well-rounded program of interesting and original Table Topics, informative and forceful speeches covering a wide range of subjects, constructive and helpful evaluation, and witty and appropriate interjections by the Toastmaster.

But this type of limited variety is still within the overall setting of a somewhat standard mold. The routine and order of topics in the program are not rigidly fixed, but variety within each portion of the meeting does not, and possibly cannot, go far enough to break the monotony. Hence, there is a clear need for variety in club programs of a still wider type—a complete change in the nature of the programs for occasional meetings.

Introducing variety does not call for a wholesale revamping of the schedule of meetings for the entire year. The basic pattern and the fundamental ingredients of a Toastmasters club meeting are sound. Changes can be introduced by altering the nature of *some* meetings at *suitable intervals*. For example, of 26 meetings a year, every third one may be devoted to special-type programs. This will break the routine.

The club with which I am associated successfully introduced variety in program plan-

Perk-Up YOUR CLUB



ning by making programs not only varied, but also better-suited to meet the needs of the membership.

During 1967 our club conducted three special programs as substitutes for the usual type of meeting:

1. A meeting was devoted to a *debate* on a socio-cultural problem based on a hypothetical case: an education board meeting to decide whether a teacher, Miss Oldham, was right in getting the hair of a student, “Swinger” Jones, cut to “right” proportions! Four speakers took one side, opposed by four on the other. The audience also offered brief comments, and a vote was taken after the discussion to arrive at a decision.

2. Our second special meeting concerned itself with a *round-table discussion*, or an informal symposium, representing the city council as it delved into the problem of crime and disorder. The importance of such a program cannot be overemphasized. In everyday life, informal discus-

sions occupy an eminent place in the conduct of business. Our program began with special reports by three “experts.” After the exchange of prepared and impromptu ideas on all sides, *recommendations* were drawn up.

3. Our final special program in this period was a session on parliamentary procedure. After an Able Toastmaster's introductory talk on Robert's Rules and the life of General Robert, two alert parliamentarians commented on important parliamentary procedures commonly needed. Situations were tried and discussed—real (the election of officers) and simulated. The election of officers combined training in parliamentary procedure with conducting the actual election process, while the simulated exercises were laced with humorous overtones, perhaps beyond the intention of the originators!

The impetus for varying your club programs can be characterized as an amalgam of the executive committee's

zeal (under the competent steering of an enthusiastic president); suggestions, ready advice, and generous offers of assistance by members; and, of course, valuable guidance from Toastmasters International materials: Debate Handbook—Form 104, Putting Variety into Club Programs and Talks—Form 1531, Club Program Planning—Form 1314, and many others.

The only feature our special programs had in common with the format of a regular meeting was in the evaluation of participants and the program in general. Our special programs, planned at the beginning, were well-received and won the acclaim of club members, guest-Toastmasters, and other guests.

The type of special programs you select has no sanctity, *per se*. It's the *idea* rather than the *form* that is of the essence. In short, variety not only provides "pep" and rekindles the

interest of your members, but it meets the Toastmasters objective of benefiting all members.

Although club officers have the primary responsibility for program planning, you, as a member Toastmaster, can make a contribution by offering your suggestions. Most clubs make this possible by soliciting suggestions from members or by providing opportunities in which unsolicited views *can* be advanced. Creating the general membership's interest in program variety leads to an improvement in club activities and in member participation. Ask your educational vice-president to use the club program section in TIPS each month, where he will find many aids to instilling variety in club meetings.

We cannot but agree with Cowper that "variety's the very spice of life, that gives it all its flavour." Let variety put spice in your club's life!



Dr. Har Swarup Singh is a member of USDA Club 3294-36 in Washington, D.C., and is an economist in the International Cotton Advisory Committee. He has written articles on economic topics for professional and popular journals.

KANKAKEE, ILLINOIS Toastmasters

Town of The Month



February is Toastmasters Month in KANKAKEE, ILLINOIS (See photo, Page 34), which is the county seat of Kankakee County and the hometown of 35,000 persons and Kankakee Toastmasters Club 1024-54.

The February Town of the Month is 60 miles south of Chicago, abounds in natural resources and is surrounded by rivers, forests, plains, and parks. The city's strong economy is based on agricultural products, industrial production, and recreational facilities.

Many years ago the Indians called the area "Ti-yar-ac-ke," meaning "wonderful land—wonderful home." All of this bountiful land was ceded by the Indians to the federal government in 1832, and settlers quickly appeared to begin clearing it for homesteads. The city of Kankakee owes its start and much of its early growth to the coming of the railroad in 1853.

Several of the companies established in the middle and late 1800's still operate in the area. Included are such well-known industries as General Foods, Kroehler Manufacturing Co., General Mills, Inc., Armstrong Cork Co., Swift & Co., Armour Pharmaceutical, and Mobil Chemical Co.

Olivet Nazarene College, a four year liberal arts school, was founded here in 1907, and serious consideration now is being given to developing a two-year community college.

A \$10-million redevelopment program is reorganizing and beautifying downtown Kankakee. Local financing is Kankakee's key to refurbishing its inner core into an effective, modern complex. A determined effort has produced off-street parking, expanded retail uses, and the removal of more than 50 obsolete structures. Downtown Kankakee's city of tomorrow contains department stores, the city's major financial institutions, city and county government offices, and a diverse retail and office mixture.

In its appearance and in the spirit of its residents, Kankakee today retains the image expressed many years ago by the Indians, "Ti-yar-ac-ke," *wonderful land—wonderful home*.

THE READING PROGRAM IS ON THE MOVE

History, biographies, and literature are the subjects covered in books that most of today's Toastmasters are reading. This is indicated in unsolicited but enthusiastic reports to World Headquarters about the revised Toastmasters Reading Program brochure.

A sharp increase in member-interest and participation in the Reading Program has occurred since the streamlined brochure was mailed to all Toastmasters around the world. With the support of hundreds of club educational vice-presidents and speakers at district training sessions, this voluntary program of "better communication through reading" is enjoying extraordinary popularity.

This year, from every indication, far more than the 54 members who completed the Reading Program between July 1 and December 31, 1968, will earn a Toastmasters International Award for Informed Speaking by presenting five speeches on five books in a category of their choosing. And, as the new year got under way, many more Toastmasters have resolved that their reading will be more meaningful and useful. It will be more than an enjoyable way to spend leisure time; it will provide deeper knowledge and understanding of a subject that interests them and will supply new ideas for their Toastmasters club speeches.

Leaders in the Toastmasters organization many years ago recognized that bookshelves were rich with information and ideas that would be a valuable aid to better speaking. Since the development of the Reading Program, it has remained an optional endeavor for Toastmasters who have completed at least three speech projects from the Basic Training manual. The option of presenting the Reading Program speeches as a basic or advanced communication manual project, or independently, also has been retained to allow Toastmasters to set their own pace and satisfy their own needs.

Have you joined the hundreds of other Toastmasters on the move who have committed themselves to "better communication through reading"?

Honor Roll

Congratulations to the following 51 Toastmasters who have completed the advanced Toastmasters speech programs:

ABLE TOASTMASTERS Certificates of Achievement

These Toastmasters are entitled to include ATM after their printed name.

D. E. Aitchison, ATM
Arcadia (Calif.) Club 115-F
R. R. Morissette, ATM
Windjammers Club 2628-12
F. J. Butler, ATM
Westinghouse Gaveliers
Club 3160-18
M. F. Coulson, ATM
Hays (Kans.) Club 2609-22
H. J. Leinbach Jr., ATM
White Sands Club 3422-23
S. H. Sims, ATM
Speechmasters Club 2996-36
M. E. Fabian, ATM
Cosmopolitan's Club 2655-46
C. C. Hawkins, ATM
Redstone Club 1932-48
J. E. Neuser, ATM
Auto Club 2681-50
E. M. Thielen, ATM
Cosmopolitan Club 515-6

R. Victor, ATM
Pittsburgh (Pa.) Club 144-13
H. D. McKay, ATM
Top O' The Morning Club 3786-20
G. R. Hayes, ATM
Minuteman Club 2871-22
T. J. Lawson, ATM
Milestone Club 1511-36
C. E. Broughton III, ATM
North State Club 1879-37
H. C. Van Vooren, ATM
Clifton (N.J.) Club 2664-46
C. Lingman, ATM
International Airport Club 1283-50
E. H. Nolte, ATM
Fremont (Calif.) Club 3137-57
F. Dion, ATM
Quebec (Que.) Club 1838-61
O. W. Frincke, ATM
Kalamazoo (Mich.) Club 1270-62
G. B. Yeates, ATM
Merrimac Club 3125-66

LEADERSHIP THROUGH SPEECH Certificates of Progress

R. S. Parker 3915-47 **J. B. Cox** 2252-14 **P. W. Glass** 1476-10

THE ADVANCED SPEAKER Certificates of Progress

D. K. Vaughan 1516-F
W. W. Wilhite 191-4
J. M. Donahue 958-6
W. L. Guyon 385-11
E. L. Schoff 485-11
S. C. Booney 3368-14
C. E. White 61-15
R. J. Downey 537-23
C. J. Fritz 2739-24
S. A. Fauci 2584-34
R. J. Eichman 2147-35
R. L. Meade Sr. 3774-47
L. E. Blakely Jr. 412-50

R. L. Ditsworth 1715-3
D. M. Branner 1829-4
W. H. Knapp 2676-6
J. M. Lamparter 385-11
F. W. Delves 1520-14
A. F. Cliff 3374-14
P. M. Abbott 3129-15
J. W. Jacobsen Jr. 2739-24
L. E. Johnson 2739-24
D. J. Larson 466-35
D. Gold 2892-38
E. E. Muehlner 401-50
J. J. Haley 3635-57

C. E. McMahon 3282-66

NEW FOR YOU AND YOUR CLUB!

Club Reference File (Code 1550)

Evaluation Kit (Code 167)

Counter Display Kit (Code 366)

- Quick reference to more than 30 essential club and member handbooks, pamphlets, and flyers is provided in the newly assembled Club Reference File (Code 1550). This handy file—another tool to help your club build its standard of excellence and better serve its members—is contained in an easy to carry three-ring binder that's filled with educational program material, membership building ideas, and community activity information. Have samples of many materials available so you can order in quantity. The price of the Club Reference File is \$10.00, including packing and shipping.

- Tips on putting variety into the evaluation portion of your club meetings now are provided in a new Evaluation Kit (Code 167) which replaces the Evaluation Packet and contains 25 each of the following: *Picture and Score Yourself*, *Speech Evaluation by Panel Discussion*, *Your Speaking Profile*, *Individual Speech Evaluation Form*, and *Critique of the Critic*. The price for this 125-piece kit is \$1.50, plus 10 percent for packing shipping.

FOR YOUR MEMBERSHIP-BUILDING CAMPAIGN

- An all-new member-recruiting pamphlet, *Communication and Leadership* (Code 99), now is available to help you accelerate your club's membership-building effort. This handsome two-color, illustrated pamphlet explains the Toastmasters communication program and the leadership opportunities in terms of what they can do for the prospective member.

A new container for displaying the *Communication and Leadership* (Code 99) and *Introducing the Toastmasters Club* (Code 100) pamphlets also is now available. Three of these attractive, space-saving containers and a supply of the two pamphlets (Codes 99 and 100) will replace the former Display Counter Card (Code 366) for \$3.00, plus 10 percent for packing and shipping.

The Speaker's Page



POINT OF EMPHASIS

It is recommended that your club's program chairman plan programs during March to emphasize "special occasion" speeches. This will give you an opportunity to gain varied speaking experience, as well as give your club meetings a stimulating change of pace.

Mr. Educational Vice-President, ask the members of your club what special requests they need to prepare for. Some may have to make a presentation or award of a trophy or prize, some may have been requested to welcome a visiting dignitary, nominate a candidate for office, or give an acceptance speech.

In Table Topics each participant could be required to introduce a speaker under different sets of circumstances. The Toastmaster of the meeting should make the audience aware of the occasion that is being simulated. The evaluation should take into consideration whether the speech material was appropriate and the speech convincing for its particular situation.

MAKE YOUR GESTURES EFFECTIVE

Your hands are a vital part of your "visible expression." Your posture and your movements, whether of body, head, hands, or feet, either help or hinder your speech delivery. **Make them help.**

Whenever the sense of your speech requires movement to **emphasize**, to **describe**, to **point out**, or to **express emotion**, the safe rule in gestures is: "Neither too much nor too little, but better too little than too much." Gestures are like words—use them only when they mean something. Good gestures are always under control; they're natural, graceful, varied, vital, unobtrusive, appropriate, and timed with accuracy. Keep these guidelines in mind as you prepare and polish your next speech and when you are called upon for Table Topics.

For help in developing effective gestures refer to the Toastmasters pamphlet "How to Use Gestures" (Form 110). You'll find advice on when to use gestures, how high to raise your hands, what to do with your hands between gestures, and when to use one or two hands in gesturing. The pamphlet also provides exercises in descriptive, locative, emphatic, and emotional gestures.

How do you rate your gestures?

The Five Perils To Good Listening



By EDWARD B. WHITE

Pay attention! That's the admonition most parents and teachers give young people when they want them to really *listen* to what grown-ups are saying, and paying attention is still the best advice for Toastmasters who want to be better listeners. Frequently, though, paying attention is the most difficult part of listening.

Hearing and listening are

widely different phenomena. Hearing does not necessarily imply attention. It's merely the sensation of perceiving noises and tones, but listening requires taking an active interest in what you hear.

A poignant example of the difference between hearing and listening is provided in this conversation between a man and his wife:

The wife speaks:
"I've invited Ed Sullivan, President Nixon, and Averell Harriman for dinner this evening."

"Yes, dear."

"Yesterday our son invented a repellent for the hydrogen bomb."

"Yes, dear."

"I have a date in 20 minutes with Warren Beatty."

"Yes, dear."

"Look at me, I'm standing on my head."

"Yes, dear."

"Give me \$40 for a new hat."

"You don't need a new hat."

This ability to listen is equally important to Toastmasters. If we are to select the best speaker at each club meeting and speech contest, we must be sure that we obtain the best-trained listeners to serve as speech evaluators and contest judges.

What then are the steps that can be taken to improve the quality of our listening and, hence, our judging?

First, train our Toastmasters in the science of listening.

Second, select only the best-trained listeners as evaluators and judges at all levels, selecting them well in advance of the meeting or contest.

Third, review what is expected of the evaluators and judges. Don't leave anything to chance.

What can we do to train Toastmasters to be competent listeners and judges? Judging a speech contest is merely an exercise in the art of listening. Why is it, for many, so hard to listen? The main reason is that our minds race so much faster than we speak. Because of this our thoughts can wander while we are listening to someone speak. *Absolute concentration* is an important rule for good listening. Keep your mind on what is being said; mentally compose an outline of the speech as it progresses.

There are many additional perils along the road to good listening. There are five major ones which can directly affect our ability as a listener:

- We think we already know what the speaker is going to say.

No matter how well you already may know the subject when it is announced, listen with an open mind as if you had never heard the subject before. Then determine if the speaker's material really conveys the intended message.

- We are looking more than listening.

Something about the speaker or his surroundings catches your eye; thus your attention is drawn away from his speech content. Our eye often is so busy, leading our thoughts off

into side paths, that we don't follow the speech material. When this happens to you, briefly close your eyes until your mind again is concentrating on the speaker's message.

- We are hearing too much.

Other noises and sounds distract us in whole or part from the speaker's message. This often is in the form of side comments from the audience, planes overhead, dishes rattling in the kitchen, and other annoying disturbances. This is not easy to correct; it depends entirely on will power and concentration. Practice alone will produce the ability to shut out distracting noises.

- We hear all the words, but are absorbed by words only and miss the big idea.

We are devoting too much attention to how something is said rather than what is being said. Some people have large vocabularies, which may affect our determination of what is being said. The contest rules point out that language is im-

portant but is not one of the four most important speech categories in the table of values scored. In any speech, look for the main idea and then try to determine how it is being developed.

- We tend to let our emotions interfere with what we are hearing.

As judges we must not form personal opinions which will bias our judgment either for or against the speaker. The same rule applies to opinions we already may have formed about his subject.

Training our Toastmasters to judge a speech contest closely parallels our training as evaluators. Both are exercises in the art of purposeful listening. Let's all work just as hard to avoid the perils along the road to good listening as we do to develop ourselves as speakers. At each level of Toastmasters, club, area, and district, this effort provides an interesting and beneficial theme for an educational program.

Edward B. White is a member of Beaver Valley Club 723-13 in Beaver, Pa., and a past Toastmasters International director. A previous contributor to The Toastmaster, Mr. White is assistant to the marketing manager of the standard control division, Westinghouse Electric Company.



President's Program Progress Report

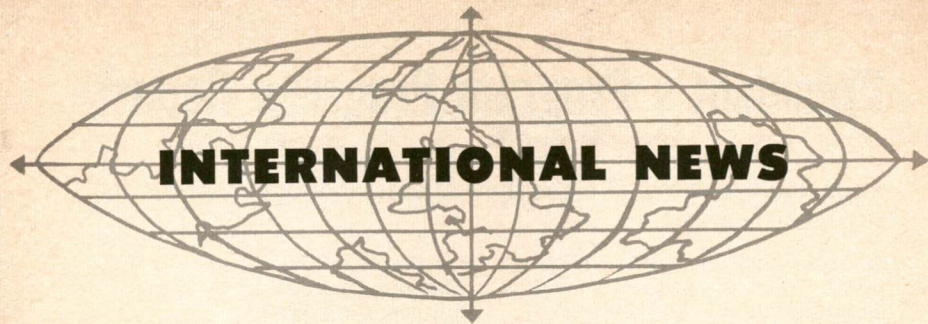
In response to the president's membership building challenge, the following 23 clubs showed outstanding member gains during December:

Baie Comeau (Que.) Club 3091-61, (14)	Bacchus Club 3791-15, Magna, Utah (7)
"Les Pic-Bois" Club 3523-61, LaTuque, Que. (13)	Rainbow Club 488-17, Great Falls, Mont. (7)
Venio Dictum Club 2170-64, Winnipeg, Man. (11)	Western Electric Club 565-25, Shreveport, La. (7)
Hot Springs (S.D.) Club 1149-41, (10)	Timberline Club 1965-26, Denver, Colo. (7)
Pacific Beach Club 54-5, San Diego, Calif. (9)	Shag-A-Nappi Club 1765-42, Calgary, Alta. (7)
St. Paul (Minn.) Realtors Club 1199-6, (9)	Lansing Club 2088-60, Willowdale, Ont. (7)
Moscow (Ida.) Club 575-6, (9)	West Toronto (Ont.) Club 3057-60 (7)
Christchurch (N.Z.) Club 1866-U, (9)	Genesee Club 1211-65, Rochester, N.Y. (7)
Boeing Sweptwing Club 52-2, Seattle, Wash. (8)	Gaveliers Club 2323-TCA, Townsville, Queensland (7)
Kodak Distribution Center Club 2223-65, Rochester, N.Y. (8)	Bangkok (Thailand) Club 2010-U (7)
Westinghouse, Buffalo (N.Y.) Division Club 3923-65, (8)	Tuscany Club 2194-U, Leghorn, Italy (7)
Newsmakers Club 1763-6, Minneapolis, Minn. (7)	

The following areas within the designated districts registered three or more Youth Leadership Programs between July 1 and December 31, 1968:

District 47, Area One (15)	District 30, Area Three (5)
District 59, Area One (12)	District 47, Area Four (5)
District 48, Area Two (10)	District 10, Area D-Four (4)
District 28, Area Nine (8)	District 40, Area Two (4)
District 47, Area Nine (4)	District 26, Area Sixteen (4)
District 47, Area Eleven (4)	District 28, Area Eight (3)
District 4, Area Eight (3)	District 44, Area Two (3)
District 10, Area D-Fifteen (3)	District 63, Area One (3)

The following districts recorded club gains (the number in parentheses) during December: **District 17** and **District 46** (two each); **District 4**, **District 9**, **District 19**, **District 24**, **District 42**, **District 43**, **District 50**, **District 51**, **District 53** (one each).



Parade Announcers

Buena Park (Calif.) Club 641-F continued its emphasis on community participation by announcing the 11th annual Silverado Days parade. Toastmasters enjoying this experience were A. J. Caballero, George Call, Keith Neely, and Dave Schemenauer.

Toastmasters Display

Toastmasters International materials made an excellent display in the lobby of the Endicott Trust Company of Endicott, N.Y. The attractive exhibit was displayed on behalf of **Endicott Club 2584-34** and drew many favorable comments and inquiries.

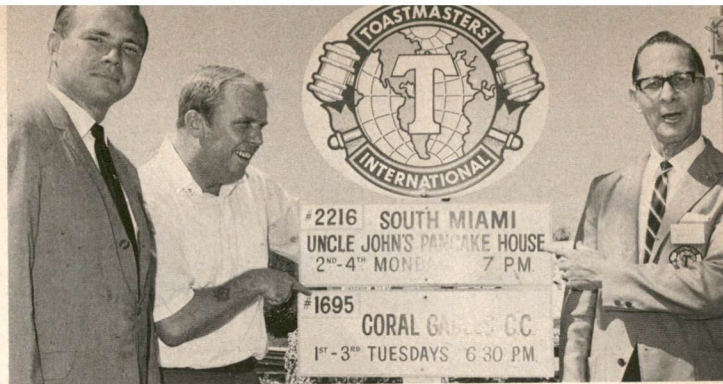
HONORARY TOASTMASTER—Maj. Gen. Shelton E. Lollis, commanding general of the U.S. Army Tank-Automotive Command in Warren, Mich., is made an honorary member of Detroit Arsenal Club 2260-28. Presenting the membership certificate is Keith Knutson, who is accompanied by (from left) Sal Scozzari, Joe Fortin, Claude Parker, Frank Lemay, Hoshi Printer, and Richard Burns.



Really Keeping Busy

Here's how the enthusiastic members of **Papago Club 2694-3** in Phoenix, Ariz., spent a recent week: Monday — Conduct Youth Leadership Program at Arcadia High School, Tuesday — conduct Speechcraft at Arizona State Prison, Wednesday — regular club meeting, Thursday — conduct Youth Leadership Program at South Mountain High School, Friday — compete in Area speech contest, Saturday — judge annual county 4-H clubs' speech contest. Papago club has been a Blue Ribbon Club for the past three years and has been a Toastmasters International Top Ten Club two of those three years.

ATTENTION GETTER — Toastmasters highway signs are posted between Coral Gables and South Miami, Fla., in a joint effort by South Miami Club 2216-47 and Coral Gables Club 1695-47. Posting the signs are (from left) Ernest Whitcomb of 1695-47, District 47 Lt. Gov. Southern Division John W. Bowman, and Frank Fleming of 2216-47.



HONORARY MEMBER

—The commanding officer of Frankford Arsenal, Col. Eugene C. Barbero, is presented a certificate of honorary membership in Arsenal Club 2264-38 in Philadelphia, Pa., by Michael Pelensky, club president. Col. Barbero is an enthusiastic supporter of Arsenal-employee participation in Toastmasters.

HOLIDAY GIFT—Members of the World Headquarters staff joined in a holiday gathering around the Christmas tree presented by Murray Stewart and Greater Indiana (Pa.) Club 1440-13 for the fifth straight year. The tree was air expressed directly to Santa Ana for the holiday season.



CLUB ANNIVERSARIES — FEBRUARY

35 YEARS

Pioneer Club 17-11
Indianapolis, Ind.

30 YEARS

Riverside Club 132-F
Riverside, Calif.

25 YEARS

Lodi Club 262-39
Lodi, Calif.

20 YEARS

Santa Paula Club 680-12
Santa Paula, Calif.

Torrance Club 695-51
Torrance, Calif.

Fairmont Club 689-6
Fairmont, Minn.

Hamilton Club 684-40
Hamilton, Ohio

Norfolk Club 686-66
Norfolk, Va.

15 YEARS

Flossmoor-Homewood Club 1451-30
Flossmoor, Ill.

Clay-Webster Club 1366-8
Springfield, Ill.

Augusta Club 1468-45
Augusta, Me.

El Dorado Club 1390-39
Sacramento, Calif.

The above clubs were accidentally omitted from last month's anniversary list.

Tracy Club 1353-39

Tracy, Calif.
Florida Power & Light Co. Chapter #2 Club 1095-47

Miami, Fla.
Acacia Club 1357-26
Denver, Colo.

World's Highest Club 1447-26
Leadville, Colo.

Sparks Club 1449-59
Sparks, Nev.

Hub City Club 1298-46
New Brunswick, N. J.

Downtown Club 1443-40
Columbus, Ohio

Warren Club 1476-10
Warren, Ohio

Oil Capitol Club 1384-16
Tulsa, Okla.

Hub City Club 1431-43
Jackson, Tenn.

Beaumont Club 1415-56
Beaumont, Tex.

Lackland Club 1464-56
Lackland AFB, Tex.

Port Neches Club 1456-56
Port Neches, Tex.

Ogden Club 140-15
Ogden, Utah

Edmonton Club 1452-42
Edmonton, Alta., Can.

Keith and District Club 1576-TCBI
Keith, Scotland

CLUB ANNIVERSARIES — MARCH

30 YEARS

Owatoona Club 134-6
Owatonna, Minn.

25 YEARS

Rancho Club 263-52
Burbank, Calif.

Coos Bay Club 249-7
Coos Bay, Ore.

Mount Vernon Club 258-2
Mount Vernon, Wash.

20 YEARS

Joliet Club 692-54
Joliet, Ill.

Capitol City 639-62
Lansing, Mich.

Santa Rosa Club 182-57
Santa Rosa, Calif.

Sequoia Club 693-27
Fresno, Calif.

Flying Club 203-5
San Diego, Calif.

Granite City Club 679-6
St. Cloud, Minn.

Norfolk Club 698-24
Norfolk, Nebraska

Capitol Club 709-16
Oklahoma City, Okla.

East Portland Club 710-7
Portland, Ore.

The Big "D" Club 713-25
Dallas, Tex.

Chinook Club 40-33
Yakima, Wash.

Wheeling Club 694-13
Wheeling, W. Va.

Aberdeen Club 731-TCBI

Aberdeen, Scotland

15 YEARS

Transportation Club 653-11
South Bend, Ind.

Burlington Club 1340-19
Burlington, Iowa

Port City Club 1424-62
Muskegon, Mich.

Hardware City Club 1461-53
New Britain, Conn.

Elgas Club 1508-5
San Diego, Calif.

Dan Patch Club 1280-6
Richfield, Minn.

St. Louis Underwriters Club 1395-8
St. Louis, Mo.

Elmira Club 1498-34
Elmira, N.Y.

Fort Miami Club 1442-28
Maumee, Ohio

Sunrise Club 1492-7
Portland, Ore.

White Rock Club 1495-25
Dallas, Tex.

Upper Rio Grande Valley Club 1425-56
McAllen, Tex.

Tidewater Club 1469-66
Norfolk, Va.

A-C Planners Club 1480-35
West Allis, Wisc.

Tri-City Club 1438-35
Wisconsin Rapids, Wisc.

Eskimo Club 1445-42
Edmonton, Alta., Can.

Saint John Club 1479-45
Saint John, N.B., Can.

TOASTMASTERS IN THE NEWS



In South Africa

S.A.I.M. Club 658-U in Johannesburg, Republic of South Africa, turned the 13th annual local clubs' prepared and impromptu speech contest into a 12-club event attracting 400 people and contestants from clubs as far as Capetown, 1,000 miles away. The mayor of Johannesburg was an honored guest at the contest. The event was reported in local newspapers and in the "Wanderers Club" magazine.

Community Activity

Members of **Ponca City (Okla.) Club 1846-16** boosted the Continental Oil Company's **United Fund** drive by presenting 34 speeches promoting employee contributions. More than \$70,000 was pledged, representing an all-time high. District 16 Lt. Gov. Richard E. Schneider, a Conoco employee, was general chairman of the fund drive.

Toastmasters Week

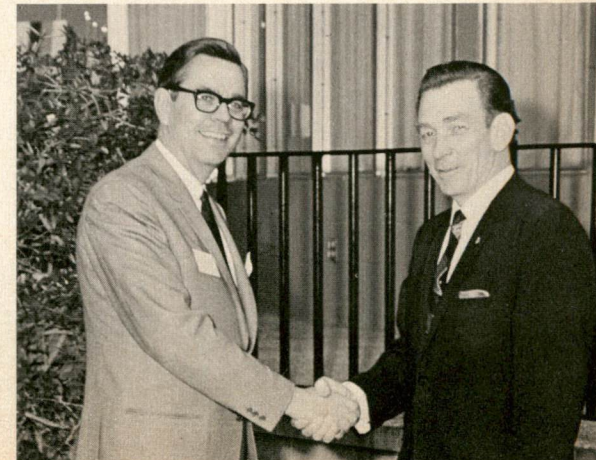
A very successful **Toastmasters Week** was conducted by **Marion (Ohio) Club 2020-10** in an observance that included a Toastmasters Week proclamation by Mayor Eugene A. Yazel, posters and Toastmasters materials on display in 200 store windows, newspaper advertising, and wide-spread recognition. Marion Toastmasters report that membership is beginning to grow as a result of this special effort to stimulate public interest in Toastmasters.

Earns Recognition

Toastmaster **Bill Robitaille** of Huntington (N.Y.) Club 1964-46 has been named the **Union Carbide** eastern division's Business Man of the Year and has been promoted to manager of the company's Nassau, Long Island, contracts department.

PRACTICALLY NEIGHBORS—

Toastmasters International President Earl M. Potter and long-time friend Gene H. Sternberg Sr., president of Optimist International, exchange greetings at a civic leaders' meeting in Tulsa, Okla. President Potter and President Sternberg reside in nearby Illinois communities, Belleville and Granite City, respectively.





KANKAKEE PROCLAMATION—Toastmasters Month in Kankakee, Ill., is made official by Mayor Tom J. Ryan Jr. (seated center). Seated with Mayor Ryan are Harley G. Davis (left) and Elmer G. King. Standing (from left) are Dale Christensen, Roy L. Barron and Joshua K. Pang.



PRESENTS PROCLAMATION — District 16 Lt. Governor Richard E. Schneider (right) accepts a Toastmasters Week proclamation from Ponca City, Okla., Mayor James A. McNeese. The proclamation was presented at a meeting of Ponca City Club 1846-16.



NEW ZEALAND CEREMONY—Peter Shephard, president of the New Zealand Toastmasters Council, presents a club charter to Derek Oliff, president of Timaru Club 3474-U, the sixteenth Toastmasters club to be chartered in New Zealand.



TOASTMASTERS WEEK — Founders Month activities in Rome, N.Y., included a Toastmasters Week proclamation by Mayor William A. Valentine (seated), a Speechcraft course, speakers bureau, programs on parliamentary procedure and Explorer Scout visits to club and Speechcraft meetings. With Mayor Valentine are (from left) Maj. Carl Larrabee, Charles Wheeler, and Anthony Ciancio.

On The Air

Toastmasters International Director **George C. Scott** accepted an invitation from radio station **KGW** in Portland, Ore., to discuss Toastmasters, communication, listening, and the problems people have expressing themselves. Director Scott was the guest of radio personality Jack Fenwick, and Toastmasters received excellent exposure throughout the Portland area.

Members, Meetings and Meals

"Members, Meetings and Meals" was the title of an article by Toastmasters International Executive Director **Buck Engle** and published in "Association Management", a journal circulated to 2,500 members of the **American Society of Association Executives**. The article was based on the new Toastmasters handbook by the same name. This excellent planning aid recently also was noted prominently in the publication "World Convention Dates."

IN NORTH DAKOTA—Gov. William L. Guy (seated) proclaims Toastmasters Week in North Dakota. On hand for the proclamation-signing are Toastmasters (from left) Sam Wangler, Herman Stommel, District 20 Governor Richard P. Corcoran, Thomas McCarty, and Howard Oppegard.



The Great Race

A "screwball" Table Topics idea presented in **Nanaimo (B.C.) Club 738-21** has become a reality and brought world-wide publicity to the community. Table Topics participants were challenged to discuss the feasibility of crossing the 40-mile Georgia Straits in a bathtub. To the Toastmaster's surprise the idea caught on in the community, and with 40 entries the zany race was Nanaimo's contribution to Canada's 1967 centennial celebrations. Repeated in 1968, the great bathtub race was the idea of Toastmaster Glen Galloway.

Certified Parliamentarian

Buford T. Thomas, now serving his third term as District 16 parliamentarian, has been accredited as a certified parliamentarian by the **American Institute of Parliamentarians**. Toastmaster Thomas is a member of Tinker Club 1362-16 in Midwest City, Okla.

Search For A Better Way

By JAMES L. CARLSON

Adapted from the writings of
Dr. Ralph C. Smedley

Man is the only creature capable of finding fault and then doing something about it. He is the only creature endowed with the talent for constructive evaluation.

Instead of creating all things in a finished state and making man complete in all knowledge and skills, the Creator gave humanity the desire and ability to discover, invent, and improve; to envision better things and to achieve them. He provided man with the raw materials and the ability to develop them.

It was intelligent faultfinding which brought man out of the caves and jungles of the primitive and into the present state of civilized society. It was the desire for something better that gave us improved shelter, food, clothing, transportation, communication, and lighting . . . in short, all the comforts and conveniences of life.

Constructive evaluation of social and political organization is responsible for man's ideal of freedom and the importance of the individual. Evaluation laid the groundwork for democracy, and criti-

cism makes it possible for democracy to survive.

Taking the large view of it, we discover that every inventor, every research worker, every philosopher, and every thinker is a critic. Fortunately for us, most of them are constructive evaluators, finding faults only to correct them.

Thomas A. Edison was one of the greatest critics of all time. He was dissatisfied with conditions as he found them. He had a vision, limited though it was at the start, of what electrical power could do. He started with the little he had, finding faults and how to eliminate them, and developed small ideas into big ones. The result was the electric light.

Being a true evaluator, Edison evaluated and appraised his own achievements. What he had accomplished was never his best. He was honest enough to see and acknowledge faults in his work. No sooner had he invented the first incandescent lamp than he set about improving it. Because he was an honest and broad-minded evaluator, we have today the equipment with which to turn night into

day and to prolong man's productive hours far beyond the limits of natural light.

Luther Burbank was as great an evaluator in another field. He saw the possibilities in improvements of plant life. He had visions of plants which would resist frost and drought and insect pests, and which would produce more and better fruit. He called upon the forces of nature to help him, through stock selection, cross-breeding, climatic adaptation, and all other processes he could discover.

Intelligent Evaluation

Because of constructive evaluation by Burbank and many others, we live better and eat better. We have wider varieties of fruits and grains and flowers.

These illustrations demonstrate the importance of intelligent, honest, and constructive evaluation.

Toastmasters might think of just one application of evaluation, in the field of speech, but we must not lose sight of its larger values—the far reaching effects of our critical faculty when applied to all phases of life. The world moves ahead by criticism. Civilization, as it is and as it will be, is a process of intelligent, open-minded and constructive faultfinding.

This fundamental principle is not to be overlooked in whatever field of evaluation you work. No faultfinding is useful unless it includes suggestions on how to correct the fault. No one has a right to tear down existing methods or ideas unless he is prepared to replace them with something better.

When you have pointed out a weakness, you have done only half of your task. The other vitally important half is to point out the remedy.

As an individual trying to make a success of life, you are far more dependent on evaluation than you realize. It is the impression which you make upon other people by your words, your personality, and your actions, which can make your life a success, a mediocrity, or a distressing failure. To learn what that impression is, you have just one method: to seek out, accept, evaluate, and apply the opinions of your fellow men.

A Wise Man

A wise man shows his wisdom by listening to what people say about him and taking action to improve himself.

A great man demonstrates his greatness by the manner in which he receives criticism and applies it for his own good.

A little or foolish man proves his smallness and his folly by becoming indignant and resentful when he is criticized.

History carries the record of a multitude of men who have been able to "take it" and who knew what to do with criticism. These men met with success. History tells also about many who could not accept and use criticism. These are the men who failed.

Self-Administered

No man achieves such a degree of perfection that he is beyond help by an honest evaluator. Every man needs criticism to help him improve himself and his work. If the evaluation is not available from others, it must be self-administered, although few of us are discerning enough to give as impartial a view of ourselves and our work as we can get from a friendly evaluator on the outside.

Without constructive evaluation, there is no progress for the individual or for society in its larger aspects.

Observe how business responds to evaluation. The manufacturer spends great sums of money to learn what the consumer thinks of his product. He changes its color, design, or mechanism to suit the popular demand. His suc-

cess in business depends upon sales, and sales depend upon pleasing the customer. The good businessman welcomes criticism. He even invites it.

The retail merchant, if he is a good businessman, welcomes suggestions from his customers. When an idea is good, he uses it. If his service is not satisfactory, he wants to know what is wrong.

Helpful Evaluation

In big business, management seeks helpful evaluation. In many factories, department stores, and other organizations, you will find a systematic policy for securing evaluation. A program is developed so employees may point out mistakes in procedure or suggest improvements. Management gives careful consideration to these suggestions, and the helpful evaluator frequently is rewarded for his useful comments.

Every businessman needs the benefit of frequent checking up by someone who can take an impartial view. That is why the "management consultant" is called in. What is this "expert" but an evaluator? He studies business methods and policies and routines. He finds where they are wrong, as he sees them, and points out how to right them.

There is a story which cov-

ers the point, and which can be studied by every one of us with profit.

A young boy went into the neighborhood grocery store and said to the proprietor, "Please, Mr. Jones, may I use your telephone?"

"Sure Jim," the kindly grocer replied, "go right ahead." He could not help overhearing the conversation.

"Hello," said Jim, "is this Doctor Brown? Well, say, Doctor, do you need a boy to take care of your lawn this summer? — Oh, you already have a boy? — Well, is he any good? Does he give satisfaction? — Oh, so he is all right? — Well, thank you Doctor."

The boy hung up and started out, with a "Thank you for the phone."

"So you didn't get the job, Jim? That's too bad," said the grocer.

"Oh, I already got the job," Jim replied, "I was just checking up on myself."

The successful individual needs to check up frequently on his performance if he hopes to continue to perform. He must look at his work through the eyes of others.

The man who learns in a Toastmasters club to give and take evaluation, and to profit by both processes, is the man who is prepared to get along in the world. He learns how to deal with others, how to adapt himself to his surroundings, how to avoid friction and, above all, how to make himself always better than he was before.

The time has come for us to realize that even common faultfinding has its place and that constructive evaluation is one of the most important factors in human advancement.

Learn to be a good evaluator, firm, fair, friendly, and constructive. There is hardly any limit to the good you can do for yourself and for those about you.

James L. Carlson is a past president and charter member of Sherwin Williams Club 1804-30 in Chicago, Ill., and has been active in Toastmasters since 1965. He is an accountant and office supervisor with the Sherwin-Williams Company in Chicago.



NEW CLUBS

As of December 31, 1968

Recognition to clubs which sponsor new Toastmasters clubs becomes part of the "New Club" report in this issue. New clubs listed without a sponsoring club generally were sponsored by individuals with no current club affiliation.

- District 4** WEESUN Club No. 1941-4. Meets Wed., 4:00 p.m., Western Electric Co., 898 Stewart Dr., SUNNYVALE, Calif. Contact: 739-8340.
- District 9** COLUMBIAN Club No. 708-9. Meets Wed., 7:00 p.m., Smittys, GRAND COULEE, Wash. Contact: 633-0605. Sponsoring Club: Early Birds Club 105-9, Coulee Dam, Wash.
- District 17** BROADUS Club No. 1546-17. Meets Wed., 6:30 a.m., Montana Cafe, BROADUS, Mont. Contact: 436-2584. Sponsoring Club: Miles City (Mont.) Club 239-17.
- District 19** IOWA GREAT LAKES Club No. 2941-19. Meets Mon., 6:00 p.m., Vern & Coila's Club, Pochontas Pt., MILFORD, Ia. Contact: 336-1230, Sponsoring Club: Spencer (Ia.) Club 856-19 and Estherville (Ia.) Club 2708-19.
- District 24** McCOOK Club No. 2888-24. Meets Mon., 6:30 a.m., Fireside Inn, East Hwy. 6 and 34, McCOOK, Nebr. Contact: 345-3480. Sponsoring Club: Imperial (Nebr.) Club 3382-24.
- District 42** UNION Club No. 1863-42. Meets Thurs., 7:30 p.m., Union Centre, 10319-106 Avenue, EDMONTON, Alta. Contact: 422-7014.
- District 43** PARIS Club No. 3790-43. Meets 1st-3rd Thurs., 6:30 p.m. Avalon Rest., E. Wood St., PARIS, Tenn. Contact: 642-3201. Sponsoring Club: Hub City Club 1431-43, Jackson, Tenn.
- District 46** SCHRAFFT'S Club No. 1237-46. Meets alt. Tues., 5:30 p.m., Schrafft's Personnel Office, 58 W. 23rd St., NEW YORK CITY, N. Y. Contact: 675-5400.
- District 50** WORLDWAY Club No. 2596-50. Meets Sun., 6:00 p.m., Ontra's Cafeteria, 4137 Crenshaw Blvd., LOS ANGELES, Calif. Contact: 635-8435 or 757-7644.
- District 51** DOUGLAS AIRCRAFT Club No. 1497-51. Meets alt. Thurs., 6:00 p.m., The Forum Cafeteria, Candlewood and Clark, LAKEWOOD, Calif. Contact 593-3463.
- District 53** STAG Club No. 2908-53. Meets 1st-3rd Wed., 11:45 a.m., Hartford Insurance Group, Hartford Plaza, HARTFORD, Conn. Contact: 547-5296.
- District U** TOASTMASTERS HISPANO DE SAN JUAN Club No. 3844-U. Meets alt. Wed., 7:30 p.m., Casa de Espana, Ponce de Leon Ave., SAN JUAN, Puerto Rico. Contact: 725-7050. Sponsoring Club: Santurce (Puerto Rico) Club 528-U.
- CALTEX BORON Club No. 2195-U. Meets 1st-3rd Tues., 4:45 p.m., Caltex Inc., 540 P. Faura St., MANILA, Philippines. Contact: 59-70-31 or 59-70-41. Sponsoring Club: Corregidor Memorial Chapter 1800-U, Cavite, Luzon.

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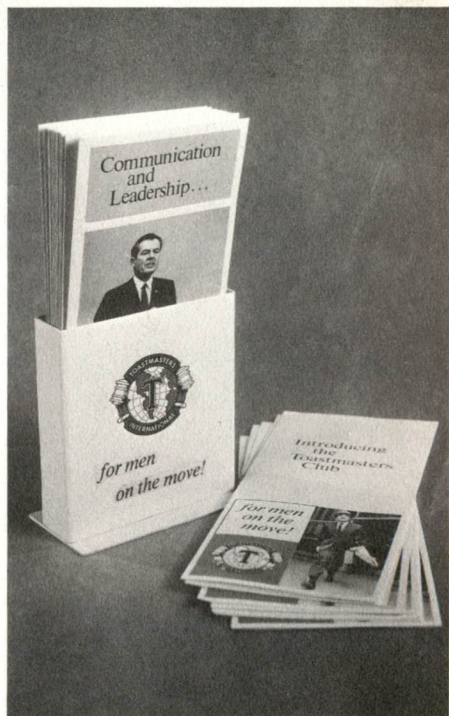
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