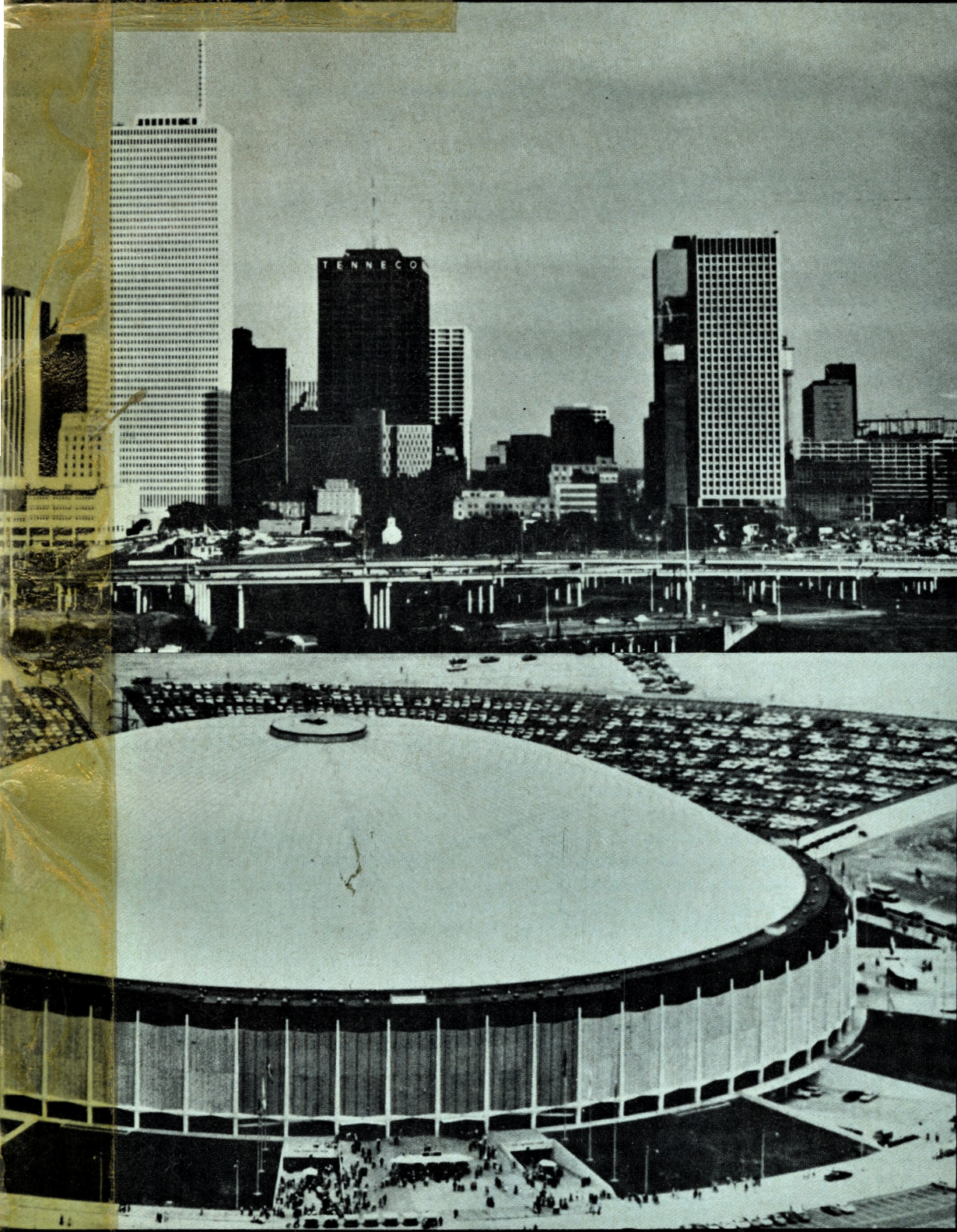


AUGUST 1973

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August 1973

toastmaster



the
42nd annual
convention

HOUSTON

TOASTMASTERS INTERNATIONAL is a non-profit, non-partisan, non-sectarian, educational organization of Toastmasters clubs throughout the free world.

A Toastmasters club is an organized group, meeting regularly, which provides its members a professionally-designed program to improve their abilities in communication and to develop their leadership and executive potential. The club meetings are conducted by the members themselves, in an atmosphere of friendliness and self-improvement. Members have the opportunity to deliver prepared speeches and impromptu talks, learn parliamentary procedure, conference and committee leadership and participation techniques, and then to be evaluated in detail by fellow Toastmasters.

Each club is a member of Toastmasters International. The club and its members receive services, supplies, and continuing guidance from World Headquarters, 2200 N. Grand Ave., Santa Ana, California, U.S.A. 92711.

The New Toastmaster

With this issue, *The Toastmaster* begins a new stage in its development. While the previous digest size offered some advantages, it was really part of a vanishing breed in magazine publishing. In beginning this new size, we gain a healthy increase in the amount of available space, along with a much greater freedom and flexibility in layout.

Please bear with us as we develop this new format to its full potential. Our goal is to serve you, the reader, as well as possible with educational and management information, and recognition of outstanding achievements in the organization and the community. But remember, we are dependent upon our readers for most of the material that is published; our quality can only reflect the quality of the material submitted to the magazine. Help us to make *The Toastmaster* serve the needs of the readers by sending us articles, photographs, and information that would be of general interest to the members. Only through your efforts can this magazine be developed to its full potential.

1972-73 OFFICERS

- President—DONALD W. PAAPE, DTM**
10508 Mapleridge Crescent S.E., Calgary, Alta. T2J-1Y7, Canada
- Senior Vice-President—DAVID A. COREY, DTM**
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- Second Vice-President—JOHN F. DIAZ, DTM**
2808 S. Dorsey Place, Melbourne, Fla. 32901
- Third Vice-President—GEORGE C. SCOTT, DTM**
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228 Camino Castenada, Camarillo, Calif. 93010
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- Secretary-Treasurer—HERBERT C. WELLNER**
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DR. RALPH C. SMEDLEY, FOUNDER, 1878-1965

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Address all communications to THE TOASTMASTER, Santa Ana, California.

Vol. 39 No. 8 August 1973

the toastmaster

features

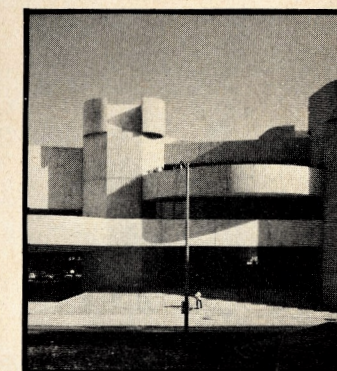
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- Put Yourself Into Your Speech!*
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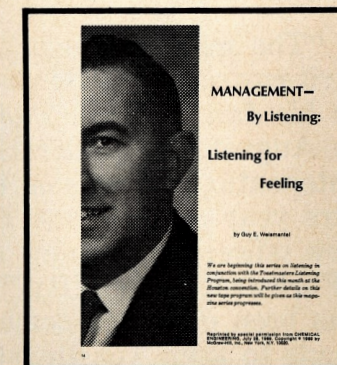
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MANAGEMENT—
By Listening:
Listening for
Feeling

By Guy E. Weismantel

We are beginning this series on listening in our new series on Management—By Listening. The Listening Program, being introduced this month in the August issue, is a new program that will give you the most effective listening program.

Thanks to our sponsor, the Toastmasters International, for making this program possible.

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Bruce L. Anderson **MANAGING EDITOR**
Phil Interlandi **ILLUSTRATIONS**

“As the year moves on...”



Donald W. Paape, DTM
International President

“The moving finger writes; and having writ moves on...” So wrote Omar Khayyam in his famous book *The Rubaiyat*. And so in August, the leadership of Toastmasters International moves on to a new Toastmasters year with a new Board of Directors, new officers and a new Presidential theme, “Forward From Fifty.” We see that much has been done and some progress has been made to keep Toastmasters a vibrant part of today’s society. But more could have been done, and should have been done, by each of

us to make Toastmasters a stronger influence on current activities. For the Toastmasters idea can greatly improve our individual performance and the performance of others at home, on the job and in our community.

To do this takes individual action by each of us. Each must be a member in action or Toastmasters will become an institution rather than the movement envisioned by our founder, Dr. Smedley. If all Toastmasters will become goal-oriented and strive to be members in action, this coming year we truly will move “Forward From Fifty.”

As our Presidential year ends, Lucille and I and our family want to say thank you for the opportunity to serve, to meet and visit with the thousands of Toastmasters across North America. As with all Toastmasters training, it proved to be a rewarding educational and growth experience.

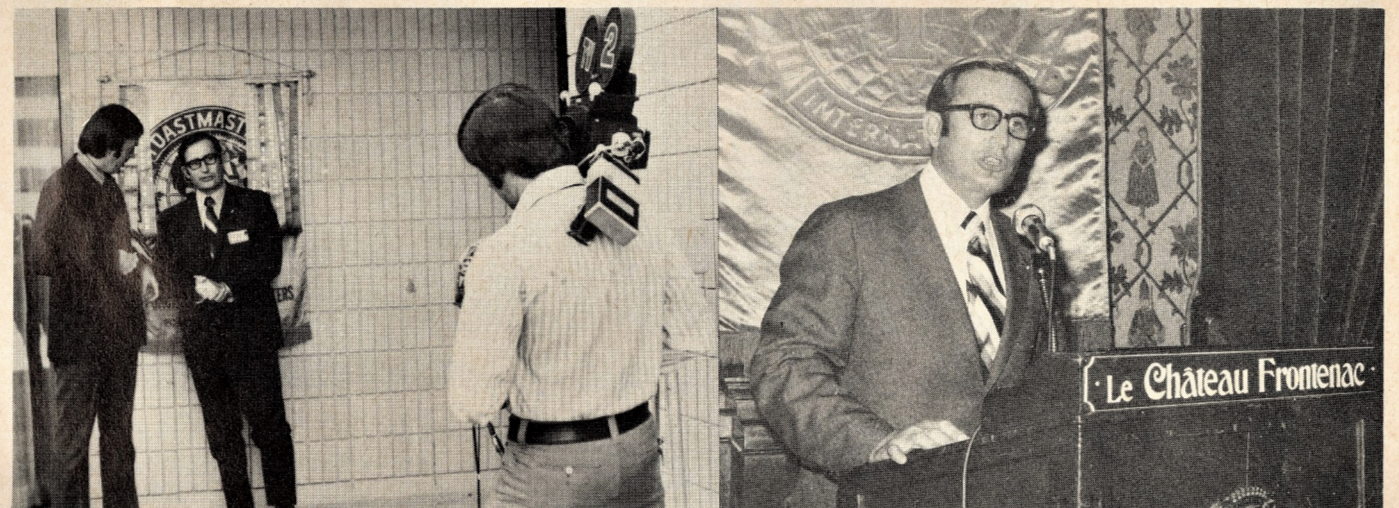
Remember, Toastmasters is more than building your self-confidence through participation each week at your club meeting. Toastmasters can provide you with an in-depth training experience in leadership, community service, management, motivation, and a host of other related activities. Don’t miss these golden chances to improve. As your Toastmasters year moves on, set a new goal and become a member in acTion.

the president’s travels



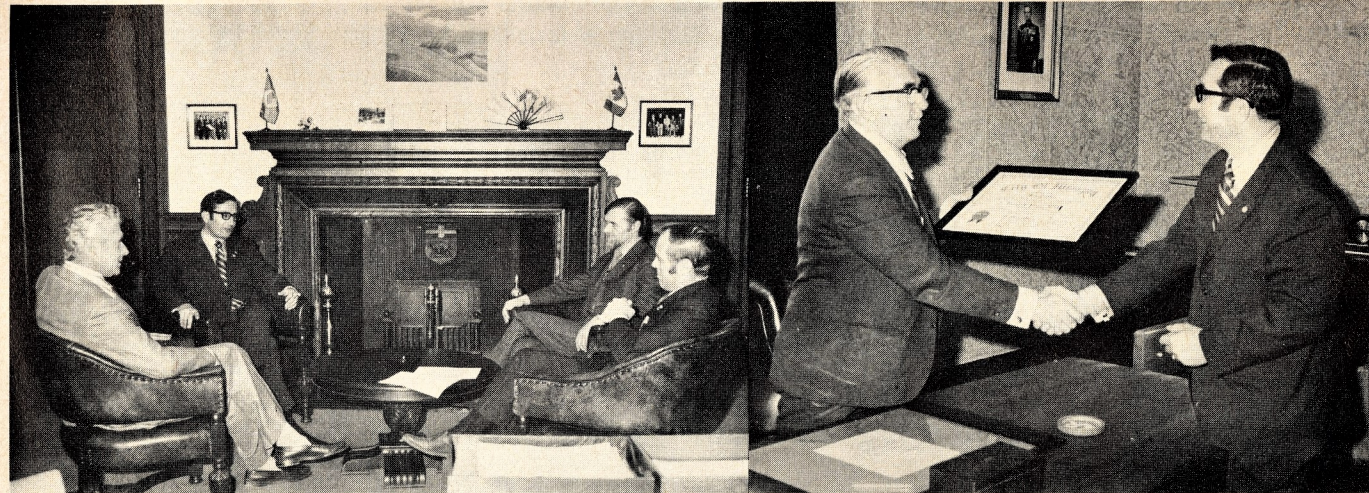
Scenes from some of the visits made by Donald W. Paape, DTM, 1972-73 International President, during his term of office.

ABOVE—President Paape presents a gold Toastmasters emblem to Ken Willis, Director of Administration for American Airlines in Tulsa. Also present was District 16 Governor, Wayne Rogers. CENTER LEFT—President Paape is interviewed by KTEV television in Tulsa, Oklahoma, during his visit to District 16. CENTER RIGHT—On his visit to District 61, President Paape delivers the principal address at Quebec City in Canada. BELOW—The president meets with Mr. Gilles Lamontagne, Mayor of Quebec City, and presents a Presidential Plaque. Other local Toastmasters were on hand for the occasion.





TOP—W. H. Kilkenny, President of Hyster Company in District 7, Portland, Oregon, receives a commendation plaque from President Paape in recognition of his firm's support of employee development through Toastmasters during the past 20 years. CENTER LEFT—President Paape meets with Attorney General Al Mackling of the province of Manitoba, Canada, on a recent visit to District 64. Present at the meeting



were (from left) District Governor Eric Stuhlmueller, President Paape, Educational Lt. Governor John Tyler and Attorney General Mackling. CENTER RIGHT—President Paape is awarded an honorary citizenship and a key to the city of Winnipeg, Manitoba, Canada, by Deputy Mayor S. Rebchuck. BOTTOM — Phil Ray is installed as President of Bow Valley Club 1494-42 in Calgary, Alberta, President Paape's home town.

HAVE A HOLIDAY IN HOUSTON!

THE HISTORY

Austin but was in the hands of the Allens by August, 1836, and the town was begun.

This wild and desolate stretch of prairie might have caused less experienced promoters than the Allens some hesitation. Mud and mosquitoes were constant problems; Indians roamed the woods; alligators infested the bayous; yellow fever was an ever-impending menace. But the Allens platted a town, named it after Sam Houston, and on August 30, 1836, placed the town site on the market.

Publicity Campaign

The Toastmasters Town of the Month and convention city for August is Houston, Texas. No one visiting the city or reading about its attractions can fully appreciate its present without an understanding of its past.

The biggest part in establishing the site of Houston was played by two brothers who arrived in Texas in 1832: John and Augustus Allen. After General Sam Houston had defeated the Mexican Army on April 21, 1836, and Texas had won independence, the Allens began looking for a town site near the older Texas capitol of Harrisburg (now within the Houston city limits). They chose a site on the bayou above Harrisburg which seemed to be the highest navigation point for medium-draft boats. Nearby was rich farmland already in the process of being settled. The land was originally granted to John

The mapped town site embraced 62 blocks and to put settlers on them the Allens turned to high-pressure publicity. Advertisements placed in newspapers throughout the United States praised Houston to the skies. They attracted frontiersmen and settlers, coming by overland and water routes, and also land speculators. But despite the publicity campaign and the steady immigration of pioneers, the "Town of Houston" was still so insignificant in January, 1837, that the skipper of the stern-wheel steamboat *Laura M.* missed the town dock by three miles and had to back up. It had taken him three days to navigate the 16 miles between Harrisburg and Houston, hacking his way through overhanging vegetation.

In June, 1837, Houston, by then the new seat of county and national government in Texas, was incor-

porated as a city, with little more than 1,200 people. When the seat of government was moved to Austin in 1839, Houston's promoters began to center their total attention upon business.

Farmers, cultivating their rich acres in the prairie area flanking the town, looked to Houston as an outlet for their cotton, and that commodity began to come down the bayou on flatboats and barges, where the load was picked up at deep water by seagoing vessels. During the 1840s a rich trade developed in this manner and in 1853 the legislature began funding work on the Houston ship channel. By the end of the 1850s, Houston was also linked by railroad with the West and with Galveston on the Gulf.

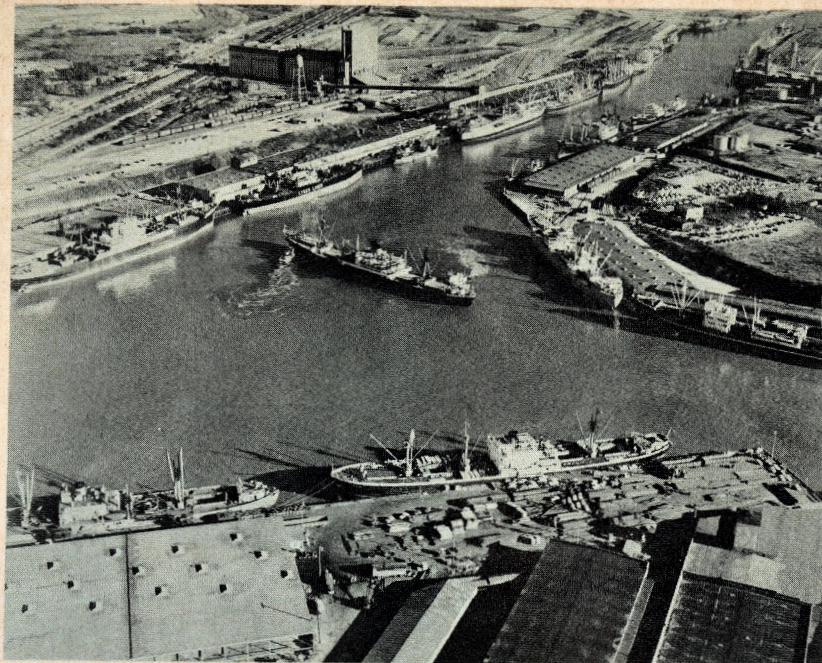
Promising Future

A promising future lay ahead for Houston, but the city's natural handicaps slowed its development. Drainage was poor and rainfall heavy. The city suffered floods and disastrous fires. But following the Civil War, work began in earnest on the ship channel that was to establish Houston as the third largest port in the United States. The channel was continually deepened and widened until a regular Houston-New York service was established in 1915. Thereafter shipping zoomed and Houston became the greatest of the Gulf ports.

Another development paralleled the growth of shipping in Hous-

ton, ultimately to become the mainstay of the city's growth: oil. After World War II the city expanded in many directions: shipbuilding, natural gas, petrochemicals, rubber and synthetics are just a few of the new industries in Houston since the war. The city now covers more than 300 square miles and has a population over a million.

With the establishment of the National Aeronautics and Space Administration's manned spacecraft center (now the Johnson Space Center) near Houston, the city's fame and place in history became secure; in the summer of 1969, the first word spoken by man on the moon was "Houston."



The Port of Houston

Houston boasts of a lively cultural scene, and your tour of the arts in the city might begin with the new Alley Theatre located in the heart of the city's new civic and cultural center. The facility holds two theatres separated by an "alley" and has a seating capacity over a thousand. The theatre was founded in 1947, and the present structure was opened in 1968; tours are available six days a week.

Nearby is the seven and a half million dollar Jones Hall for the

Performing Arts, home of the Houston Symphony, Grand Opera, and Ballet. Opened in 1966, the hall is among the finest and most modern cultural facilities in the nation.

Houston's Museum of Fine Arts contains a collection valued over \$9 million, including the nation's finest collection of western paintings by Frederic Remington. Also on display are European and American master works of decorative arts, painting, sculpture and graphics. Houston also presents a Museum of Natural Science, which includes the Burke Baker Planetarium.

Half a mile from the Shamrock Hilton Hotel is the Houston Zoo, with free admission. Each year the Zoo is visited by over two million people, and more than 2,000 animals are on the 42-acre site. The zoo's newest attraction is the Tropical Bird House, an enclosed rain forest which is home to over 200 exotic birds.

Less than a mile from the hotel is the world-famous Astrodome,

with tours available daily. Immediately adjacent to the Astrodome is Astrohall, the nation's largest convention and exhibit facility, providing 640,000 square feet of air-conditioned space on one level. Astrohall is the home of the Houston Livestock and Rodeo Association. And completing the giant "Astromain" complex is Astroworld, a 57-acre amusement park offering thrilling rides, shows and shops.

There is no doubt about it—Houston has plenty of attractions for you and your family. There is shopping, tours, adventure in dining... everything to make your holiday in Houston a vacation you will always remember.



Jones Hall for the Performing Arts

The convention will be held at the Shamrock Hilton Hotel, just south of downtown. The hotel has a swimming pool said to be the world's largest. Its meeting rooms will accommodate from 40 to 2,500 people. There are 750 rooms and suites with all the conveniences and services you might want.

The hotel is in the final stages of a vast redecorating program that has completely changed its face. Guest rooms, public space, lobby, and dining rooms have all been redone; the only part remaining untouched is the famous Trader Vic's restaurant located in

the hotel. The hotel lobby has received new lighting and a new ceiling, the grand ballroom has been completely renovated, and the meeting rooms (on the third floor) have received new carpets, walls, and lighting fixtures.

The Shamrock Hilton was opened in 1949, with 50,000 people attending an event ranked by the newspapers with the Galveston flood, but its totally new look makes it seem like a brand-new hotel. Be sure you are there when the 42nd annual Toastmasters International Convention opens. You'll be glad you came!

Registration Desk opens at 12 noon, Tuesday, August 14.

Tuesday, August 14.

Evening—Proxy Prowl. Get-acquainted session for early arrivals. No-host cocktails. Introduction of candidates.

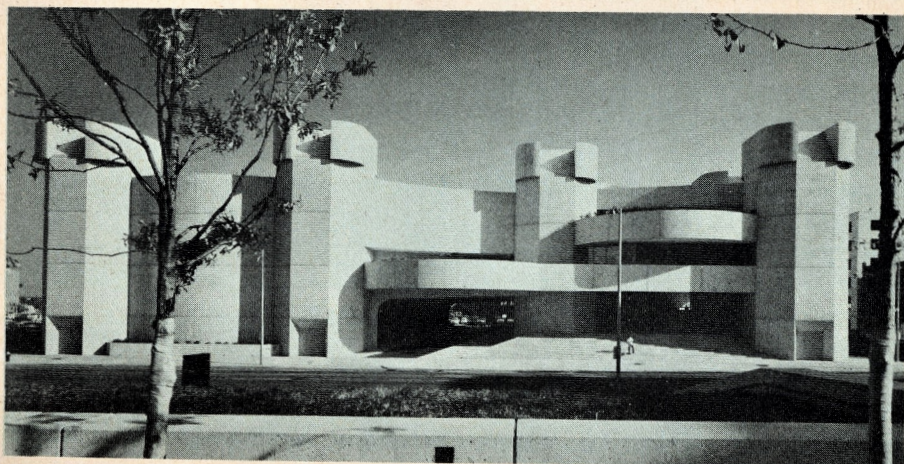
Wednesday, August 15.

Convention opening ceremonies, 9 a.m., including welcomes by state and city officials. Annual report by Toastmasters International President and Executive Director.

Noon—District Governor's Luncheon honoring Governors of President's Distinguished Districts

THE CITY

Alley Theatre



the 42nd annual

toastmasters

international

CONVENTION

and all 1973-1974 District Governors. Featured at the luncheon is the Golden Gavel presentation and address by Dr. S. I. Hayakawa.

Afternoon—Panel discussion by Toastmasters International Officers and Committee Chairmen. Caucuses.

Thursday, August 16.

Morning—Annual business meeting and elections.

Afternoon—Idea Fair. Dr. Richard Salzman will speak on "Futurism—Notes on the New Time, or A Look At What's Ahead."

Evening—"Houston Holiday"; a gala cocktail party and buffet sponsored by Host District 56. Music and dancing until midnight. *Guests are encouraged to wear costumes depicting local, state, province, national or international holidays.*

Friday, August 17.

All day educational session including a variety of programs for Toastmasters. Wives and registered guests are welcome.

Evening—The annual President's Dinner Dance

and installation of new officers and directors. Music by Bill Smith and his orchestra.

Saturday, August 18.

Morning—Annual Hall of Fame Breakfast and International Speech Contest. Closing ceremonies.

LADIES' ACTIVITIES

Ladies activities are being arranged to include tours of the famous River Oaks residential area with its Texas mansions, shopping at the world famous Galleria Shopping Center and visits to other points of interest.

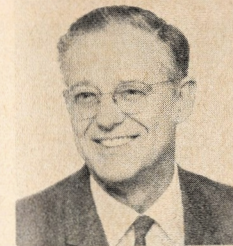
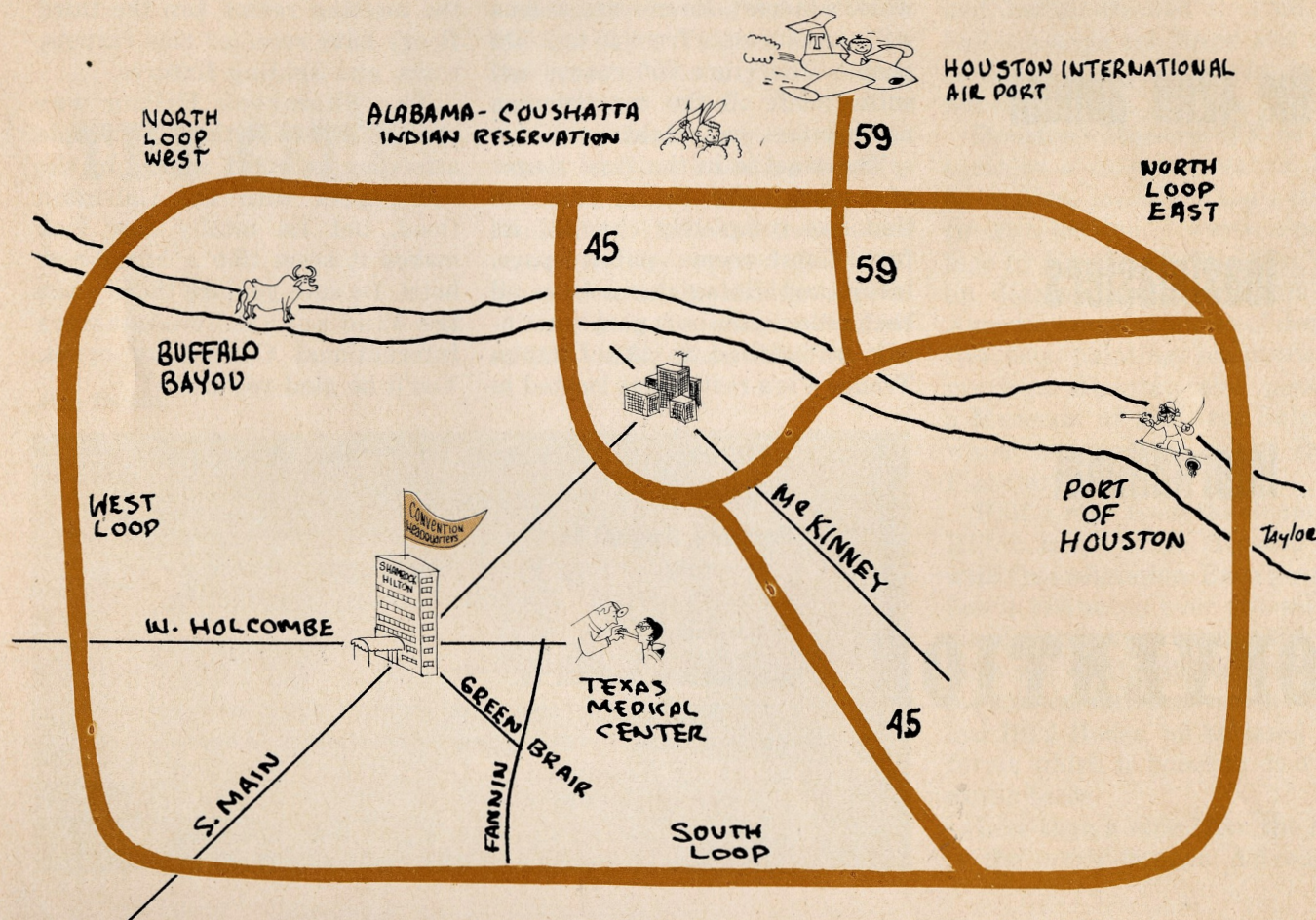
Wednesday Morning

Mrs. Don Paape will host a "coffee" for wives in attendance and you will hear about the attractions of Houston.

The children have not been forgotten either! A special youth activities center will be set up in the hotel for the duration of the convention with a professional "Youth Coordinator" on duty at all times, along with District 56 Toastmasters and wives.

The Shamrock-Hilton has an inviting swimming pool open to all guests.

Your 1973-74 DISTRICT GOVERNORS



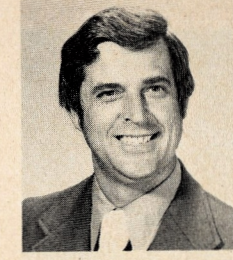
F. John B. Whittle
Idyllwild, Calif.



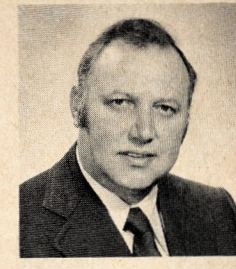
1. Howard E. Chambers, ATM
Torrance, Calif.



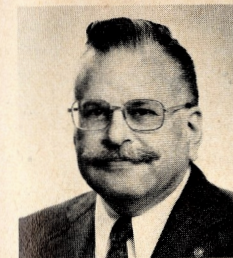
2. George C. Tostevin
Seattle, Wash.



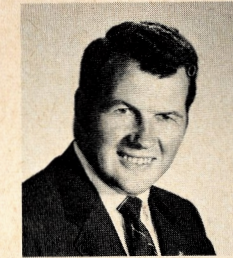
3. William D. Hamilton, DTM
Scottsdale, Ariz.



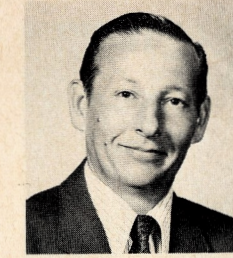
4. Vit Eckersdorf, ATM
Redwood City, Calif.



5. Richard A. Freedman
San Diego, Calif.



6. Don A. Plaskett, DTM
Thunder Bay, Ont., Canada



7. James R. Bales, ATM
Portland, Ore.



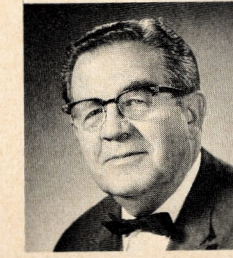
8. Joseph Seidel
Bridgeton, Mo.



9. Harry A. Popp, Sr., ATM
Yakima, Wash.



10. Edward N. Belt, ATM
Cleveland, Ohio



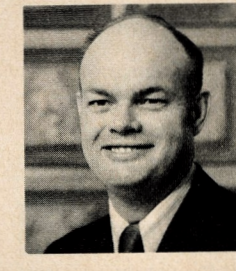
11. Floyd O. Swathwood, ATM
Ft. Wayne, Ind.



13. Peter P. Pierotti, ATM
Perryopolis, Penn.



14. P. Gregory McCarthy, ATM
N. Augusta, S.C.



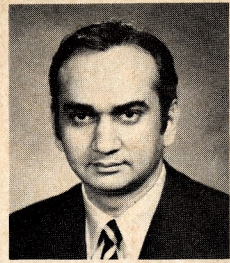
15. Marvin E. Kline, ATM
Idaho Falls, Idaho



16. William G. Maxwell, ATM
Enid, Okla.



17. James D. Towey
Butte, Mont.



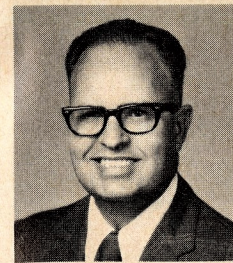
18. Bharat J. Gajjar, ATM
Wilmington, Dela.



19. Andy O. Norton, ATM
Ottumwa, Iowa



20. Eddie V. Dunn
Fargo, N. D.



44. Ramon E. Laird, Jr., ATM
Midland, Texas



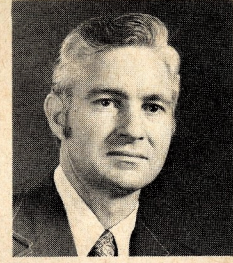
45. Frank R. Gardner
Bangor, Maine



46. LaVern G. Lee, ATM
Franklin Lakes, N.J.



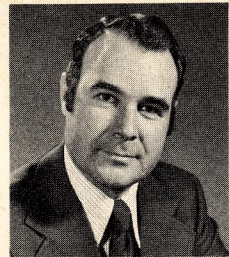
47. Karl E. Righter, DTM
Orlando, Fla.



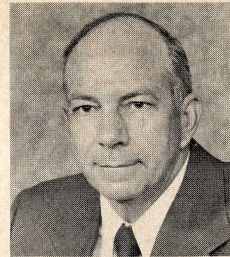
48. Donald N. Murray, ATM
West Point, Ga.



21. Robert D. Bennett
Victoria, B.C., Canada



22. N. Norman Hogue, ATM
Overland Park, Kan.



23. Milton H. Klein
Carlsbad, N.M.



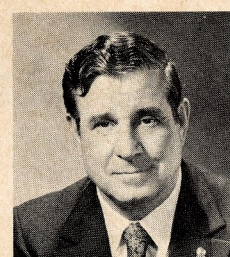
24. Donald D. Smith, ATM
Council Bluffs, Iowa



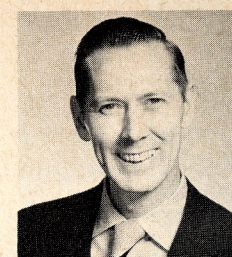
26. Dean Kleinkopf
Lakewood, Colo.



49. John H. Covey, Jr.
Mililani Town, Hawaii



52. Van Barcus, ATM
Burbank, Calif.



53. James C. Anderson, ATM
Tariffville, Conn.



54. Raymond W. Wakefield, ATM
Bloomington, Ill.



56. Edward V. Dylla
San Antonio, Texas



28. Ray C. Lopez
Birmingham, Mich.



29. George E. Deliduka, ATM
Shalimar, Fla.



30. Louis M. Kiriazis
Cicero, Ill.



31. Roger Boyington, ATM
Lynn, Mass.



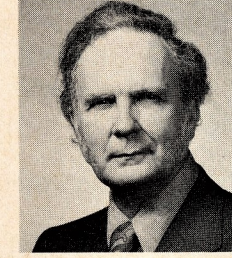
32. Paul B. McKinley
Lacey, Wash.



57. Frank Medcalf
Vallejo, Calif.



58. William D. Loeble
Columbia, S.C.



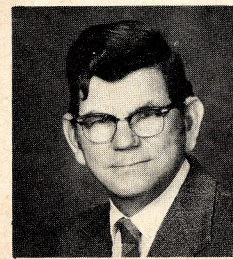
60. Doug A. Barclay, ATM
Burlington, Ont., Canada



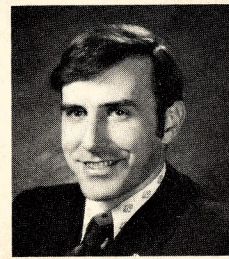
61. Stephen J. Evans, ATM
Ottawa, Ont., Canada



62. Donald J. Hassen, ATM
Freeland, Mich.



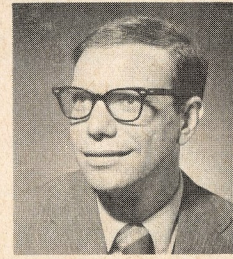
33. Larry L. Lee
Modesto, Calif.



35. William J. Hayes, III, DTM
White Fish Bay, Wisc.



36. William O. Miller, ATM
Rockville, Md.



37. Joe A. Ellisor, DTM
Greensboro, N.C.



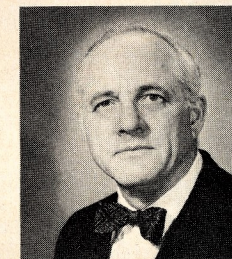
38. Frederick W. Romig, Jr.
Bethlehem, Penn.



64. John N. Tyler
Winnipeg, Man., Canada



65. Stanley A. Stevens
Amherst, N.Y.



66. Rex Tillotson
Williamsburg, Va.



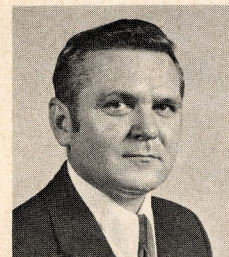
68. George H. Peirce
New Orleans, La.



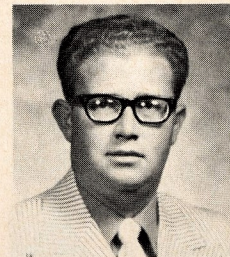
72. B. S. Palmer, ATM
Mangall East, Auckland, New Zealand



39. Nirmal S. Cheema, ATM
Livermore, Calif.



40. Lester J. Lucas, ATM
Zanesville, Ohio



41. Dale M. Cooley
Rapid City, S.D.



42. Frederick G. Lawson, DTM
Edmonton, Alta., Canada



43. John E. Clements, ATM
Memphis, Tenn.

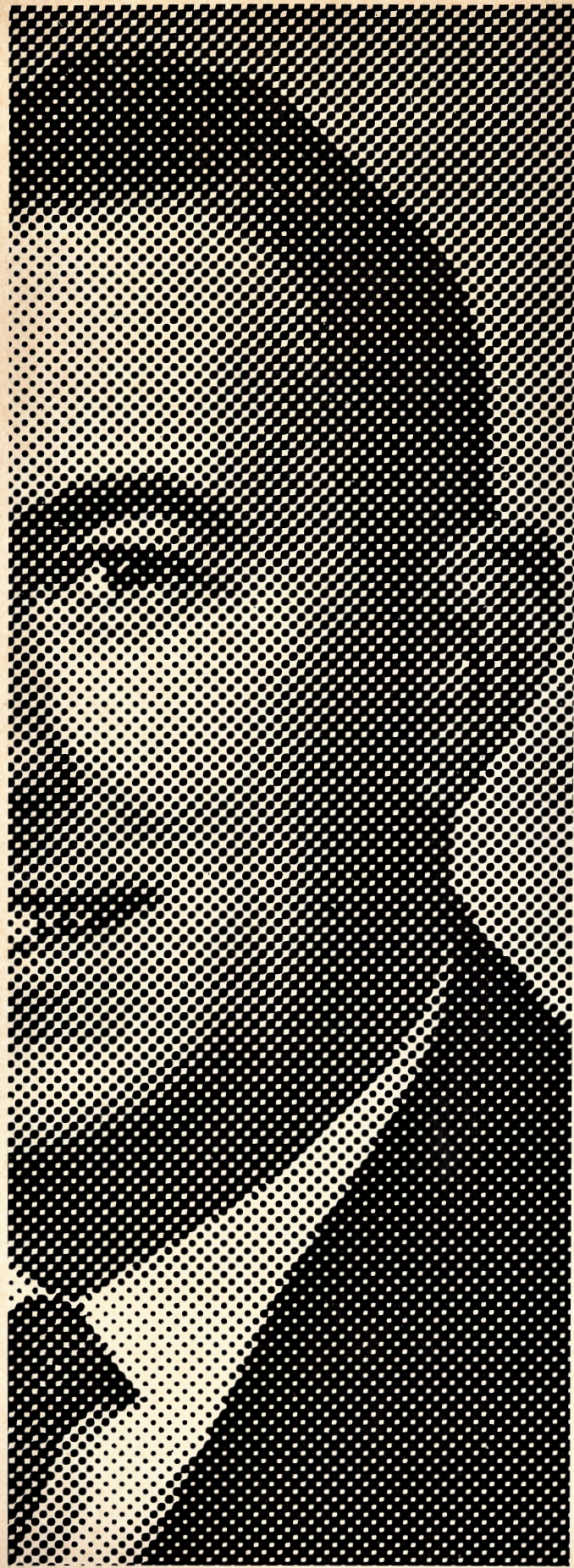
25. Jack Ligon
Ft. Worth, Texas

63. Clinton Hobbs
Madison, Tenn.

70. David C. Murfet
Launceston, Tasmania

69. Geoff Phillips
Brisbane, Qld., Australia

71. R. B. Marriott
Leigh-on-sea, Essex, England



MANAGEMENT— By Listening: Listening for Feeling

by Guy E. Weismantel

We are beginning this series on listening in conjunction with the Toastmasters Listening Program, being introduced this month at the Houston convention. Further details on this new tape program will be given as this magazine series progresses.

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This is the first of a series of articles on listening—listening for comprehension, and listening for feeling.

Listening is not an esoteric art. It is an ability. To become a competent, skilled listener, a person must spend extra effort in studying good listening techniques and applying them to his own listening program. It must be a conscious program—that, it is hoped, will become automatic, like driving an automobile.

Unfortunately, most of us think we already know how to listen, and this can be a very false assumption. Few have ever had a formal course in listening, and even in the “communication” courses we have taken, the topic of listening is sadly overlooked. When one begins to investigate the subject of listening, however (as this writer did) one notes a void in the literature—a void that even the experts seem to have overlooked.

For, while most of the information on listening puts stress on how to remember facts (and emphasizes retention), there is a very important aspect of listening that deserves study in its own right, that is, listening-for-feeling, or listening with the third ear, the ear of sensitivity.

Yet, this overlooked, and often completely forgotten, part of management-by-listening is an important part of the communication cycle. These articles shall not attempt to tell why listening-for-feeling is overlooked or ignored, but rather will talk about why it is important, and how and when one must listen for feeling.

To begin with, I'd like to comment on listening in general. Total listening-comprehension involves both listening-for-facts and listening-for-feeling.

There are individual cases (such as a lecture) where listening for facts may predominate. This may involve 85% listening-for-facts and 15% listening-for-feeling.

In another case, however, say, in counseling, listening-for-feeling may play the major role—maybe 85% listening-for-feeling and 15% listening-for-fact.

It is the feeling aspect of listening that I hope to emphasize in my first two articles.

Management-by-listening, indeed, relies on listening-for-feeling. Listening-for-facts is definitely important as an educational role, but a manager must play the part of the instructor and not the student. Managers are always involved in formal or informal counseling and this necessitates listening. Perhaps a remark heard as you walk down the hall will reflect 95% of a person's feeling but very little fact. So, first it is necessary to stress the importance of proper listening.

The need for such emphasis may seem amazing because any conversation, lecture or talk involves at least two parties, the speaker and the listener. One begins to wonder, if anyone is listening, or making an effort to develop an honest listening ability.

Is Anyone Listening?

In discussing this subject with communications people, many comments substantiated my own belief, namely that listening-for-feeling is greatly overlooked.

These thoughts were confirmed in conversations with people like Norman Sigband, a professor in the Graduate School of Business Administration, University of Southern California, Los Angeles. He has devoted considerable time to the subject.

Dr. Sigband explained that his “biggest gripe with the whole area of listening is that so much emphasis is placed on listening for facts.” He thinks that, “more attention should be given to listening for feelings. If you don't respond to what people don't say, then communication breaks down.”

Take the engineer who started talking to his boss about how he had sweated and slaved to meet a design deadline, stayed up until midnight to get computer time, and then hand-carried the final report to the airport post office to assure the material would make the midnight plane. After hearing the story, the boss curtly replied, “Yeah, that deadline was an important one to meet.”

This is an exhibit of a breakdown in communication. For the engineer was searching for more.

What he really wanted was a pat on the back, and the response could easily have given him that pat. The boss must, in his everyday routine, make a habit of listening for feeling.

A listening workbook (soon to be published) has recently been completed by Elias H. Porter, Technomics Inc., Falls Church, Va., author of "Introduction to Therapeutic Counseling" (Houghton Mifflin, 1950). In his new workbook, Dr. Porter presents a set of exercises, with examples from business and industry, to develop skill in listening for feeling and disregarding content. If you decide that you want to learn more, here is one way to go about doing it.

Reacting to Reality

Dr. Porter points out that: "One of the biggest problems for the listener, whether a manager or a counselor, is the problem of trying to see people's worlds as they see them. This isn't necessarily reality, but it is reality to them. It is the reality to which they are reacting. If a listener wants to listen with feeling, he must first understand the speaker's reality."

Problems can occur when a young manager deals with foreman and employees at the lowest management level. Often he doesn't listen to feeling, and particularly is not able to create the reality within which a minority-group employee is living.

Your Own Listening Program

While talking to Dr. Porter, I asked him what he did to improve his own listening habits. (This will be discussed in detail in a later article of the series.) He felt that "although a few people may have the ability naturally, most must make a conscious effort to form listening skills until they attain an involuntary habit of listening." Porter said, "To stay in tune and not be bothered by noise and distractions requires a lot of hard work. I used tape recordings of speeches, compared these with notes and sought help from my colleagues."

A Listening Tool

Many people don't have tape recorders and won't develop or take time for a formal listening-comprehension program, yet they want to improve listening habits. For these, I'd like to recommend something that they can begin immediately. It is a concept I call *triggering*. Triggering involves choosing two or three words that immediately trigger your brain to listen for comprehension—i.e., both for fact and for feeling.

One way of doing this is to choose trigger words that relate to the topic you want to remember. My own trigger words are: *listen, hear, and ear* in all their forms (*listening, hearing, etc.*).

Become conscious of your own trigger words so that whenever you hear them, you tune in to listen for both fact and feeling. Once you've been triggered a couple of times you'll begin to go off automatically even without noticing the word.

Good trigger words that are diametrically opposite of listening (like *talk, speech, speak*) can act as catalyst to give you a gentle nudge to shut up and to listen.

There is another triggering mechanism that doesn't involve a word, but rather a cliché or quote. It is surprising how many sayings creep into the conversations—choosing to use them as a stimulus to listen whenever you hear them will make you a better listener. Some of those commonly used are:

Speak up	See no evil, hear no evil,
Play it by ear	speak no evil
Lend an ear	Speak softly but carry a
Listen here	big stick
Hear ye, Hear ye	In one ear and out the other

But, for the moment, let us turn again to identifying the speaker's world of reality.

There are several styles of listening according to Dr. Porter, and a study of these styles is important to listening ability.

First, there is the conclusion jumper. This man hears part of a statement, or all of it and, without analyzing feeling, jumps to a conclusion.

Then there is the man who sits back and spends all his time developing believability data about the speaker. In the process, he fails to listen.

Finally there is the person who answers a question by asking one. In this case, he (the listener) actually thinks he is answering.

When listening for feeling, be cautious of exaggerations. People, particularly the person needing therapy or counseling, in order to obtain understanding, will often exaggerate. Once understanding takes place (or he thinks it takes place), the speaker will generally tone down his exaggeration.

It Can't Be Done

Managers who listen will eventually run into an employee who says something can't be done. In this case, the reply and the manager's action is ever so important. A sensible reply like, "I gather that

you think this is impossible," will in effect say: "Am I understanding you?"

The employee's reply might be, "that's right, it's impossible, and here is why." Once he begins to try to prove it, he'll often work his way right into the solution. The task of the listener (manager) is to perceive how the talker views his real world by constantly asking forms of: Am I understanding you?

Trend to Group Dynamics

In our culture, the person held responsible for understanding is the speaker and not the listener—yet, this may be changing.

According to Bob Braverman, Director of Management Development, ITT, those getting involved with the question of listening are "plugged into a live wire."

Training and development seems to go through cycles, and presently the ideas of human relations and group relationships are hot spots within many a company's training program. There is considerable emphasis on listening.

This new emphasis came about at ITT because training programs were apparently producing students who returned to their jobs without applying what they learned. The importance of teaching the dynamics of group activity became apparent. Case work and efforts were applied to problems that demanded the cooperation of the group. One of the prime requisites for successful group operation is understanding the relationships among the individual members. This comprehension requires total listening activity by each individual—both for feeling and for fact.

Although ITT (and this is characteristic of many large companies) is still using the older training techniques, it is also running a workshop known as the "family group." Here, employees concern themselves not with what is going on outside, but rather with the dynamics of the group itself, and how things are done *by* the group. "The critical skill," according to Braverman, "is listening."

Unlike the older methods, personnel get feedback from one another—from the other members of the family. People's talk is like music; there are often several themes running simultaneously.

Wining, Dining, and Listening

Many managers in today's dynamic organizations do a lot of traveling, and they are not always in a position to record what they hear. Listening-for-feeling cannot be easily recorded anyway. Yet,

when visiting or inspecting a facility, talking with employees, having lunch with field managers or managers of the other firms, listeners must continually be aware of feeling. Feedback not possible through correspondence is often noted during trips.

One such listening trip made headlines recently. The *Wall Street Journal* (WSJ) on Feb. 21, 1969 stated: "Nixon's Trip—President Will Stress Listening as He Makes Delicate Mission Abroad." That same week, the *National Observer* described: "The Nixon Trip: To Say Little, Listen a Lot." This is a good lesson for industrial travelers.

Feedback

A lesson in feedback comes out of the Detroit, Mich., Catholic Archdiocese. A recent WSJ article (March 28, 1969) described how a "soft-spoken, unassuming prelate committed himself to a deep plunge into . . . listening."

Archbishop John Dearden, according to the article (*Listening in Church*) discovered a method to bring vast numbers of the rank-and-file members into the decision-making process without surrendering his responsibility

In an attempt to include laymen, as well as priests and nuns, in running the church, he ordered nine commissions—one for each area of church activity—to open their proceedings so that anyone in the diocese could make suggestions and recommendations to the bishop.

Skeptics labeled the proposal unworkable, but the bishop's decision was "vindicated by an overwhelming response. . . . About one out of every five adults participated in six weekly speak-up sessions."

The mechanics of Bishop Dearden's listening experiment, the filtering of good and bad suggestions, and the ultimate outcome, are open to close scrutiny, but for the present, critics are not saying much.

According to the article, the biggest complaint is that "speak-up" sessions did not last long enough. "Undoubtedly the format the Detroit diocese used to get people involved was too slow and unwieldy for many institutions . . . yet it is intriguing to speculate just what might have happened if Ford dealers had had a chance to vote on the Edsel. . . ." ■

Guy E. Weismantel is the Western Regional Editor of *Chemical Engineering* and lives in Los Angeles.

More from

Here are some more programming ideas for your club. Some can be used directly and others are more general tips on keeping your club's meetings on the right track to excellence. If you have any "How to" ideas that have been successfully used in club meetings, send them to us so other Toastmasters can share your experience.



From Oklahoma City we received an interesting variation in club programming, which the Highwaymen Club plans to continue on a bi-monthly basis. Here is an explanation of the club's "Learning By Observing" program.

When K. J. "Casey" Petrauskas gave his inaugural address as president of Highwaymen Toastmasters Club 1692-16, one of the things he promised was a change in the educational programming. And quite a change it is. Included in the educational format is a program called "Learning by Observing."

The program was designed to stimulate and interest present members, provide an incentive for guests to attend club meetings at 6:30 in the morning and, hopefully, to sign up new members for the Highwaymen. This educational program was developed by President Petrauskas and Educational Vice-President Glenn Reagan.

The program consists of the following format:

1. Guest first gives a speech.

2. This is followed by a question and answer period.
3. The guest then does his or her "thing."
4. This is followed by another question and answer period.
5. The following week, Table Topics centers around the subject presented by the speaker to determine how much was learned by the members.

There are forms of communication other than a 5 to 7 minute speech or Table Topics. The various ways that people communicate prove to be special educational challenges and opportunities for developing other aspects of communication. So the Highwaymen, in an effort to capitalize on this, decided to approach various people who communicate in different ways and ask them to share their experiences.

The first such meeting proved to be interesting indeed: a rather revealing look was taken at the complex art of belly dancing. In this case it was nice to learn in such an enjoyable manner.



Elaine Smith, a belly dancer in Oklahoma City, gave those present an excellent educational program on her art. All club members were present, along with an almost equal number of guests.

Our belly dancer showed how she communicates with her audience, verbally and visually. An archaeologist is next on the agenda. Hopefully, we will then learn how to relate the past with the present. There is a great deal to learn from others. The key to a program such as this must be communication, or all learning is lost. Programs under consideration for the future include a stage director, an actor, and an interior decorator. The possibilities are limitless and the enthusiasm of members and guests in a program such as this is quite apparent.

The guest speaker should be informed that the purpose of the performance or speech is to educate the members about his or her unique or unusual ways of communication. When the learning-by-observing format is applied, the entire program becomes mentally stimulating. The usual program is omitted when this special program is in effect. Each member is encouraged to speak with and ask questions of the guest speaker. In this way each member has an opportunity to speak during the program.

Who says that the learning process has to be dull? Just ask any Highwaymen and the enthusiastic answer will tell you that, with enthusiasm and good programming as a key to better communication, Toastmasters is *now*, and it's *fun!*



Hugh Shira of Lynwood Club 423-1, California, wrote us concerning three rules which are successfully used in his club and are

responsible for keeping high standards of communication before the members. Since each rule is related to its author's profession, we thought they were especially appropriate for other Toastmasters to read. So, we present the "Rules of 423."

No, you'll not find them written somewhere in a book; they are not those kinds of rules. But a club like Lynwood 423 could not have lived a quarter of a century and served as many people as it has without developing some rules that are unique, yet meaningful to this group. For the sake of brevity we call them the "Witter Test," the "Shira Test," and "Schwartz Test." Each is named after its author, or perhaps more correctly, the one who introduced the principle to the club. By now they are well-known to the membership and just in naming them there is understanding.

The Witter Test

Take, for example, the Witter test or rule. It was the first to be generally adopted. As the single most important criterion for a successful speech, Allen Witter, publisher of the Lynwood Press, asked the question: "Will it be remembered?" You see, if our best efforts have been forgotten by the time we leave the meeting, then we have not passed the Witter test. Not everything that is beautiful, clever, logical, or even grammatical will be remembered. Those of us who were present at a certain meeting years ago will never forget a speech in which the speaker's girl friend was repeatedly pictured as having hair that looked like a "rag mop." He was not being rude; he was making an impression that will never fade completely away. An athletically-inclined member rode his chair around the front of the room. His energy made its

point and we will not forget it. Many of our club's evaluations are concluded with: "It was a good speech; it will (or will not) pass the Witter test."

The Shira Test

The "Shira Test" also asks a question: "Is it worth while?" Hugh Shira is a minister, and this rule began as a result of a speech entitled, "Give Me Something to Take With Me." There are many subjects full of truth that just have no value so far as a general audience is concerned. "Osmosis and Capillary Action" is a great subject for certain scientists, but for the rest of us it is a waste. Give us something worth while—give us something we can take home with us. Again, this does not have to be some "preachment," but must be something that is related to individuals, society, or the nation. Give your audience something to take home.

The Schwartz Test

Dr. Harold Schwartz, out of his rich experience in the field of medicine, contributed the final rule, and its application is more in the field of evaluation than in speaking. Addressing the evaluator he will say: "Remember, if it hurts it helps." This is not intended to be a universal rule, nor does it mean the evaluator should be merciless, but those who have been "painfully" (and honestly) evaluated have profited most by the evaluation. One speaker in the club had developed a habit of "false starts," his evaluator told him. Yes, it hurt to think that for seven years the fault had been uncorrected, but now, in a prepared speech, it has been completely overcome.

We believe Lynwood 423 is a better club because we ask: "Will it be remembered?"—"Is it worth while?"—"Does it hurt?"

hall of fame

DISTINGUISHED TOASTMASTER (DTM)

Toastmasters International highest member recognition, the Distinguished Toastmaster award, has been presented to the following:

James D. Beissel, Sr.
Lancaster Club 1723-38

Harry J. Berkowitz
DPSC Club 3403-38

Mert D. Bosiak
Brandon Club 293-68

Edward R. Casper
Van Nuys Club 172-52

Edward L. Kitchens
Bayou Pierre Club 2485-25

Oscar Olive
Raleigh Club 843-37

Jack H. Shetley
Greenville Club 964-58

ABLE TOASTMASTER (ATM)

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

Bipin Agrawal
Art Center Gaveliers Club 895-28

John M. Aichele
Hershey Club 2990-38

James M. Allen
Westwinds Club 2436-F

William J. Armon
Champaign Urbana Club 195-54

James R. Bales
Hillsboro Club 881-7

Hubert R. Barney
Twin Cities Club 1356-37

Richard C. Beard
Metropolitan Club 348-8

Robert C. Beavers
Portage Club 3275-10

Donald L. Bogie
Redwood City Club 27-4

Phillip Brusius
HDL Club 3323-36

James C. Bryant
Red Bank Club 2091-58

Edgar R. Burkhart
Riverside Breakfast Club 1348-F

Antonio Calix
Chaparral Club 1205-23

Earl G. Cherry
Bellevue Breakfast Club 3369-24

Leo Cleeton
Capital Club 1412-19

Richard D. Cormier
Nomad Club 2593-47

Neil DePue
William E. Borah Club 2701-15

Henry P. Ehlringer, III
Mansfield Club 467-54

Jimmy C. England
Ashland Club 246-40

Leonard D. Evans
Acorn Club 1068-28

Samuel L. Fouquet
Guymon Club 1680-16

George V. Frushour
Albany Club 1827-14

Luther Graham
Early Bird Club 802-3

Eugene M. Hahn
Aztec Club 2531-3

LaVerne M. Harader
Anthony Wayne Club 521-11

A. Clement Holden
Ottawa Club 1935-61

Roy F. Johnson
Sierra Club 135-27

Allen M. Johnstone
Electronics Supply Club 3105-30

Fred W. Lambert
Castle Club 3083-40

Charley H. Laney, Jr.
Redstone Club 1932-48

James M. Leonard
Executive Club 3009-62

Ralph W. Lund
Channel Six Club 3210-35

Paul A. Lundy
Roadeo Club 1339-19

Elwin L. Mackintosh
Forsyth Club 1278-37

Franklin D. McFee
We Bell O Club 2246-40

John McLean
Los Gallos Dela Bahi Club 3400-4

Gene S. Micheli
Pathfinders Club 2271-47

Edward J. Milhalka
Westwinds Club 2436-F

Donald L. Miller
Will Rogers Club 1032-16

Clark D. Moore
Tiffin Club 3158-28

Frederick L. Mueller
Boise Club 61-15

George J. Mueller
South Denver Club 1588-26

Robert P. Noble
Lake Norconian Club 1583-F

Joe Paoletta
Providence Club 1330-31

Gardner C. Patton
Cosmopolitans Club 2655-46

Jack A. Petellin
Burien Breakfast Club 2543-2

Otto Pluess, III
Uptown Club 627-16

Michael J. Prickett
NEL Club 2539-5

Joseph C. Rickert, Jr.
Mt. Rushmore Club 1326-41

George J. Rossi, Jr.
Ormond Beach Club 3826-47

Robert D. Scheidt
Courthouse Club 3878-35

Hartzell D. Schleeter
Talk-A-Long 1481-39

William R. Sell
Visalia Breakfast Club 909-27

Norman R. Sloan
Honolulu Club 119-49

Marvin C. Sours
Saturday Morning 2840-47

John E. Spangler
Redding Club 197-39

Gurdon F. Smith
Sacramento Club 2213-39

Edward G. Sumner
Lake Norconian Club 1583-F

Afewerk Tekle
Blue Nile Club 2192-U

James W. Tomko
Centennial Club 313-64

Charles P. Uppvale
Wellesley Club 743-31

R. Jean Vallieres
Travellers Club 1389-53

L. W. Van Orden
Water and Power Club 3629-52

Thomas F. Waters
Gamma Club 3423-66

Robert F. Weightman
Arsenal Club 2264-38

Clyde C. Wilton
College Station Club 1620-56

Thomas Wood
Portland Builders Club 1175-7

Raymond Young
Albany Club 1827-14

35 YEARS

Mt. Helix Club 126-5
La Mesa, California

25 YEARS

Monongahela Club 644-13
Monongahela, Pennsylvania

Will Rogers Club 645-16
Tulsa, Oklahoma

20 YEARS

Waseca Club 1336-6
Waseca, Minnesota

University Club 1358-7
Portland, Oregon

Point Mugu Club 1075-12
USN Missile Center, California

Christophers Club 157-27
Fresno, California

15 YEARS

Windjammers Club 2628-12
Las Vegas, Nevada

Tinker Club 1362-16
Midwest City, Oklahoma

Twin Village Club 2786-28

Whitehouse, Ohio

Marysville Club 2798-40

Marysville, Ohio

Alumni Club 2844-47

Deerfield Beach, Florida

Dothan Club 2804-48

Dothan, Alabama

Alice Club 2565-56

Alice, Texas

Durban Club 1406-U

Durban, South Africa

10 YEARS

Highland Club 622-8

Highland, Indiana

Highwaymen Club 1692-16

Oklahoma City, Oklahoma

Sturgis Club 1346-41

Sturgis, South Dakota

Early Bird Club 3651-47

Tallahassee, Florida

Water & Power Club 3629-52

Los Angeles, California

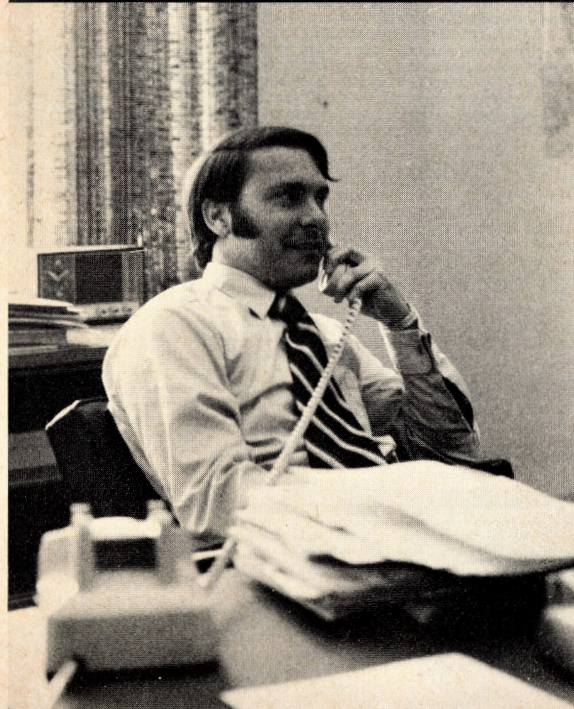
anniversaries

The Organization of

New Staff Members



WALTER W. MARSHALL is the new manager of the Member-Club Educational Department. He has had a long career in education, as a teacher in secondary schools and community colleges and as an educational consultant in the aerospace industry. Mr. Marshall received his B.S. and M.S. degrees from the University of New Mexico and his Ed. D. from UCLA. His career has included positions as Management Development Specialist, Industrial Psychologist, Educational Consultant, and Educational Research Director.



MICHAEL R. WILLIAMS is the new manager of the Membership and New Club Development Department. He graduated from the University of Southern California in political science and continued to an M.S. in educational administration at USC, with additional graduate work at Claremont Graduate School, California. He was editor of the USC Yearbook and various other campus publications and later a teacher in El Monte, California. He has also been involved in publications, advertising and marketing.

The former manager of the Membership and Club Services Department, John K. Tyrrell, has accepted a position with the California Apartment Association.

WORLD HEADQUARTERS

As announced in the June issue of The Toastmaster, there have been some changes in the duties and responsibilities of staff members at World Headquarters. To help you better understand who can help you in specific areas of your concern, we are presenting an outline of the functions of each department at World Headquarters. Keep this article as a handy reference of staff functions so next time you write or call for assistance you will know who can best help you with your needs. Remember, your World Headquarters exists only for your benefit, so be sure to keep us informed of your problems and your successes.

EXECUTIVE DIRECTOR

Robert T. Buck Engle

Board of Directors and Executive Committee Activities
Long Range Planning Activities
Policy Compliance
District Administrative Activities
Community Relations Activities

GENERAL MANAGER

J. William Venable

District Services
Regional Conference Programs
Convention Coordinator
Headquarters Building Administration
Staff Management
New Activities Development Coordination
Community Relations Activities
Long Range Planning and Goal Coordination
Recognition

ADMINISTRATIVE SERVICES DEPARTMENT

Flora J. Wiley

Region Conference Administration
Board of Directors Administration
Convention Administration
Headquarters Reception
Headquarters Files
Gavel Clubs
District Goals
Youth Leadership Program
Community Relations Activities
Long Range Planning Activities

FINANCE AND ORDER DEPARTMENT

Herbert C. Wellner

Club and District Accounts
Accounts Payable
Orders and Billing
IBM Data Processing
Payroll and Employee Benefits
Distinguished District Program
Community Relations Activities
Long Range Planning Activities

MEMBER-CLUB EDUCATIONAL DEPARTMENT

Walter W. Marshall

Member Educational Programs
Supplemental Educational Programs
Club Educational Programs
General Member and Club Services
Speech Contest
Distinguished Club Plan
Club-Area-District Officer Training Programs
Community Relations Activities
Long Range Planning Activities
Educational Goals

MEMBERSHIP AND NEW CLUB DEVELOPMENT DEPARTMENT

Michael R. Williams

Membership Sales Development Programs
New Club Development Programs
Membership Goals
Project Fun
Community Contact Program
Area Visitation Program
Club Analysis
Community Relations Activities
Long Range Planning Activities

PUBLICATIONS DEPARTMENT

Bruce L. Anderson

The Toastmaster Magazine
TIPS
Club and District Bulletin Aid
Educational and Promotional Material
General Publications
Community Relations Activities
Long Range Planning Activities

PRODUCTION DEPARTMENT

John Bartlow

Printing and Bindery
Shipping and Receiving
Addressing Services
Building Maintenance
Community Relations Activities
Long Range Planning Activities

P.O.W. TOASTMASTERS

Col. Laird Gutterson was a recent guest speaker at a meeting of Aerospace Club 401-1 in El Segundo, California. Col. Gutterson recently returned after nearly 5 years in North Vietnamese prison camps, and shared his experience of starting Toastmasters clubs while a prisoner.

Over the past several months we have received many news clippings relating to Toastmasters activities in North Vietnamese prison camps. The story began when three American pilots were released last September and related information on the Toastmasters Club at the "Hanoi Hilton." This story and follow-up stories were carried in a large number of newspapers through the United States. Before the release of the prisoners several clubs had been formed in Hanoi and other locations, where the prisoners practiced public speaking. A popular feature during the club meetings was a staged news conference where prisoners played the roles of reporters and released prisoners in preparation for the roles they are actually playing now.

We appreciate the information on this subject that has been sent to us and will report any further developments.



the action people

COMMUNICATION AND LEADERSHIP AWARDS PRESENTED

Dr. Cecil C. Humphreys (left), Chancellor of the Tennessee Board of Regents, receives the **District 43** Communication and Leadership Award from W. W. Pearson, DTM, District 43 Governor. Dr. Humphreys was chosen for this award because of his contributions to improving communication and leadership in the field of education. The ceremony was held at the district's annual spring conference in Hot Springs, Arkansas.



Stanley W. Burriss (left) receives the **District 4** Communication and Leadership Award from District Governor Guy V. Ferry. Mr. Burriss is President of Lockheed Missiles and Space Company, Sunnyvale, California, and was given the award because of outstanding contributions to his community through various educational and charitable programs.

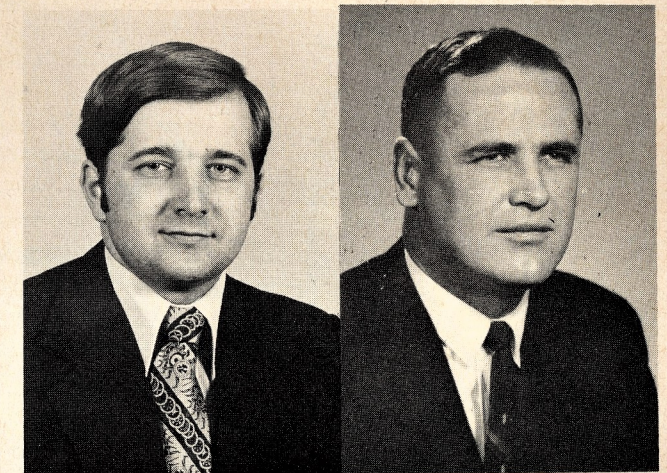
TOASTMASTERS INVOLVED IN BRAILLE INSTITUTE ACTIVITIES

Edward R. Casper, DTM, Governor of **District 52** in Los Angeles, proudly receives the White Cane Award from Jane O'Conner, Director of Volunteer Services for the Braille Institute, for the District's outstanding efforts with the Institute. This was the first such award ever given to a Toastmaster. The awards ceremony was held at the Hollywood Palladium and was attended by more than 1,000 people. Notable among District 52 achievements was the chartering of the First Braille Toastmasters Club 341-52. The club is the result of great efforts by Governor Casper and several other Toastmasters in the district to modify Toastmasters ideas and material to bring about a practical format for sightless club members.



TOASTMASTERS PROMOTED

Left — **Kenneth W. Krasavage**, member of Evansville Number One Club 337-11 in Indiana, has been promoted to Project Engineering Director at Mead Johnson Company in Evansville. *Right* — **V. C. DeMoe** of the UniRoyal Toastmasters Club 2510-35 in Eau Claire, Wisconsin, has been promoted to Administrative Assistant—Production Analyst at the UniRoyal plant in Detroit.

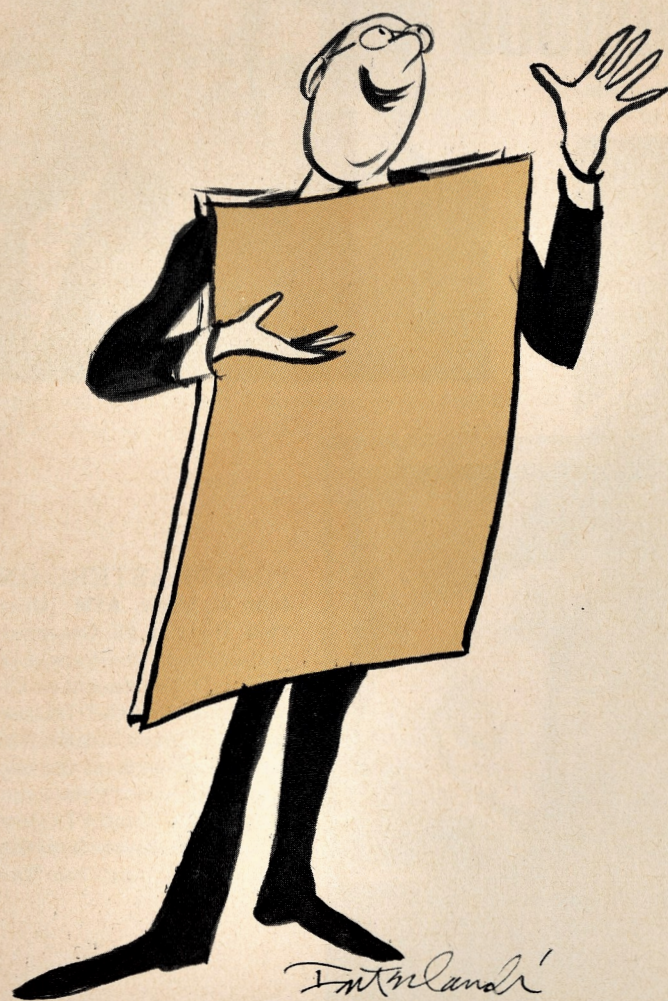


TOASTMASTERS ON CAMPUS

John K. Miller, ATM (third from left), Past District 25 Governor, delivers an evaluation to guest speaker Mac DeJana of Big D Toastmasters Club 713-25, at the University of Dallas. Mr. Miller teaches a communication skills course for foreign students at the university. Getting evaluation tips are (from left), Ghanshyam Ramlal Thakkar from India, Young Moo Kwon from Korea, and Ta-Chin Felix Chang from Taiwan.

Put Yourself Into Your Speech!

by Barney Kingston, ATM
Club 371-30



You've heard Bob speak many times; he seems to have everything it takes to be an outstanding speaker. Tall, handsome, articulate, fine gestures, good eye contact and he always has a worthy subject. But he doesn't seem to reach you. Something is missing. You ask Tom, another member, what he thinks about Bob's speeches. "You know," begins Tom, "it's a funny thing you asked; I was ready to ask you the same question. I don't believe I ever heard Bob give a talk that moved me in any way."

Chances are every Toastmaster has run into the same thing in his own club—or for that matter many times outside the club; you've heard a lot of speakers that simply don't have empathy, no rapport with an audience. Why?

Learn For Yourself

It is my belief, after some 16 years as a Toastmaster, that the basic flaw in many speakers is that they don't *put themselves into their speech*. But you can't just say, "Bob, if you would put yourself into your talk you'd be a more effective speaker." You have to tell Bob *how* to achieve this result! And there's the rub. You simply can't do it in a two-minute evaluation or, for that matter, in a two-hour session. The plain fact is you really can't do more than give the "basics"; this is one thing the speaker has to learn for himself.

Speeches Are Lived

To appreciate this thought, let's turn back the pages of time . . . to the Democratic Convention, at Chicago's Amphitheatre, where the party was about to select its 1952 presidential nominee to run against Gen. Dwight Eisenhower.

The choice was between the popular vice-president, Alben Barkley, and Governor Adlai Stevenson of Illinois. There was no question who the sentimental favorite was:

Vice-President Barkley. But the kingmakers felt that Barkley, at 68, was too old to be the nominee. So Stevenson was given the nomination. Barkley was asked to introduce him for his acceptance speech. The vice-president gave one of the most memorable speeches of its kind; he told his audience he had held every major office, was within a hair of capturing the presidential nomination, but that no man was greater than the party. He asked everyone to unite behind Governor Stevenson. Barkley received a 12-minute standing ovation and many in the audience wondered if they had voted for the wrong man. That night, John Steinbeck, covering the convention for the Northwest Newspaper Alliance, asked Barkley, "Mr. Vice-President, that was the finest political speech I have ever heard; I was never so moved. But, if I may, I would like to ask you: How in the world, on such short notice, were you able to give such a talk, and without using a single note?" The vice-president smiled and replied, "Mr. Steinbeck, the best speeches are never written; they're lived."

Who Are You?

Yes, how you *live*, the kind of life style you favor, has a great deal to do with what you give of yourself when you address an audience. What sort of person are you? Do you care about anybody but yourself? Do you do things to help your community, your school, your church? Do the problems we face today leave you unmoved? You can be sure that if nothing much moves you, you can hardly expect to move your audience! To reach an audience you must have feeling; if you lack this element, no matter how fine everything else in your speech may be, your listeners will register little feeling either.

While how you live and think

are the most important elements in what kind of YOU registers to the audience, and are basically philosophical attitudes, there are some "basics" involved—what we might call "the mechanics" of putting yourself into your speech.

Be Yourself

How many times have you heard this? The trouble is, as Toastmasters, we are constantly trying to improve our speaking ability. So we copy, borrow, acquire any number of things; and, unfortunately, too often we lose our own precious personalities. I know a fine speaker who has been told many times, "Smile," but no matter how hard he tries to smile he looks like a grinning idiot. It just doesn't come naturally to him. I say to these evaluators, "Lay off"; if a man feels, because of the kind of life he has lived, that he doesn't feel like smiling, accept it and go on to something more important. I've watched many famous speakers and am somewhat surprised to note that few smile much during their talk; they supply humor from their material and not their face. Would it surprise you to learn that many comedians don't smile either? It's a fact; they let their jokes laugh for them.

Pick a Subject That Moves You

There's nothing wrong with giving entertaining or informative talks, or showing slides with you supplying the sound track. But you're not putting yourself into your speech with this type of talk. *To move the audience you first must move yourself*. Do you feel strongly about cigarettes? Involve yourself wherever possible. How smoking cigarettes almost killed you. How you overcame the addiction. At the end, when you offer suggestions to your audience on how they too can overcome the cigarette habit, you'll have your audi-



ence listening to every word. Why? Because you are believable; you have put yourself into your speech.

Change Your Lifestyle

Did you ever notice that the most successful people are never too busy to serve people? A man who doesn't care to get involved with people beyond his household is sure to have a shallow personality. Over the years I can remember some fellows who seemed to have all kinds of ability and who were asked to serve as officers in the club, but they were too busy to serve. They'd rather watch the football games on Monday night. Is your idea of helping people simply to write a check and forget about the cause? Try getting yourself involved; spend some time as a member of an organization trying to help people.

Are you forever down on the country? Do you think all is gloom and doom? Do you see no answers to the problems we face today? The fact is, it has always been thus; every generation had its problems, too. But we have always managed to overcome our problems. So start to get the habit of looking at the happy side of life; you can make a contribution by being a *positive* human being. As a Toastmaster, if you do these things we've been talking about, you can bet that

when you put yourself into your speech, it will be the kind of self that will move people.

Use Gestures You Feel

You've heard those evaluators like a broken record. "Bob," they say, "get those hands up. Use gestures. Make your audience aware that there is a man up there and not a robot." Baloney, I say. I've seen many an effective Toastmaster ruined this way. You see him up at the lectern swinging his hands in all directions like a windmill, like a TV picture that does not jibe with the soundtrack. You can't teach *natural* gestures. You can only explain their value when properly used. Good gestures *do* make a more effective speaker, as does a smile, but *not* when it's forced. Some people are blessed with an extraverted personality; they smile easily, use gestures readily. But *most* people are uncomfortable doing these things because they do not come naturally.

Take Time to Prepare

I know a salesman in a Toastmasters club I've visited many times. This fellow has a million-dollar personality. He is fluent, knows how to use words, and has a marvelous speaking voice. But, like the tortoise who beat the too-

confident hare to the finish line, this Toastmaster goes through the motions of speech training. He loves to walk into the club and say, "Pick a subject; anything you want me to talk about," and gets up and gives a fairly good *extemporaneous* talk. But there is a vast difference between this kind of talk and a prepared effort. Most off-the-cuff talks are shallow, lack organization, include constant repetition, and lack a good ending. Only a *prepared* speaker can speak with "the voice of authority" and deep feeling. Whenever you hear a speaker using excessive "ahs" and "uhs" you can be sure the prime reason is a lack of preparation. Glibness is never a substitute for substance; the fellow who prides himself on being a "fast talker" and shows virtuosity with his gift of gab usually sits down with a highly forgettable talk; he simply can't move an audience with a torrent of words. There's no secret of how to give an effective talk; it's simply planning, practicing, persevering.

Barney Kingston, ATM, is a member of Speakers Forum Club 371-30 in Chicago and is merchandising director for *Salesman's Opportunity* magazine. He is a frequent contributor to *The Toastmaster*.

CORRECTION

Due to a typesetting error, the July issue reported your club's net membership growth goal for 1973-74 as 25%. While this would be a great achievement, the actual goal for your club is a 5% net gain in membership.

The Art of Readable Writing by Rudolf Flesch. Collier Books (paperback), New York. 255 pages.

This book, although written on the subject of clear and modern writing, can be directly applied to speaking. This book is one of the most widely used in the field of communication and gives valuable advice on every aspect of writing and speaking. Dr. Flesch concentrates on making your communication easily understandable by the audience, rather than trying to impress them with long words and complex constructions. This book also employs the principles it recommends: it too is readable and entertaining.

The Speaker's and Toastmaster's Handbook by Herbert V. Prochnow. T. S. Denison and Co., Inc., Minneapolis. 220 pages.

If you need humorous stories, biographical illustrations, or ideas for your speeches, this book will give you more than a thousand of them. Included is a chapter on material for special days and holidays, and another containing excerpts from important speeches you might want to use. If you need a reference book of "quips, stories and illustrations" look into this book.



We're back once again with more BQ. Since you've all been practicing your grammar in the meantime, you shouldn't have any trouble with this month's quiz. Here's your chance to once again match wits with world leaders in the spirit of better communication, with slips of pen and lip collected by Toastmaster Billy Bloop.

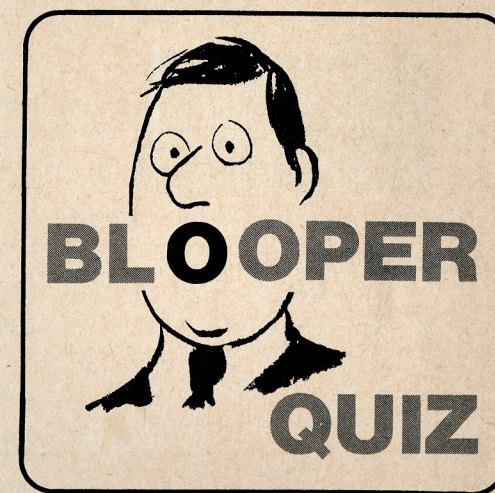
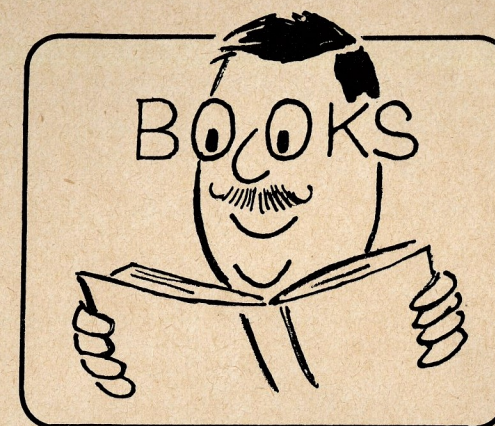
Test your BQ (Bloopier Quotient) by circling the incorrect word or words.

1. "Get a handle on the thorny issues."
2. "Increasing at an ever-increasing tempo..."
3. "He was in constant contact with myself..."
4. "I counted each one individually."
5. "The orchestra was conducted by the conductor."

ANSWERS:

1. All right, Luther Burbank, how do you get a handle on a thorny issue? Graft it on? Using **Get a handle** is acceptable slang, but don't mix your metaphors.
2. I think I know what you mean, but you're increasing in a confusing way. How about saying **accelerating** at an ever-increasing tempo?
3. Perhaps, but a grammar book wasn't; please say **with me**, using the object of the preposition, and not the reflexive **myself**.
4. A triple header! You've used three words when one would do. Merely say **I counted each**.
5. Oh?

SCORE: 5 correct—perfect; 4 correct—excellent; 3 correct—good; below that, keep reading the Quiz!



new clubs

2190-F UNION PACIFIC CLUB

City of Commerce, Calif.—Thurs., 5:30 p.m., French Cafe Marcel Jeanne's, 2121 W. Whittier Blvd. (722-1200).

3100-1 CARSON CLUB

Carson, Calif.—Wed., 7:00 p.m., Victoria Park, 340 East 192nd Street (835-4009). *Sponsored by San Pedro Club 111-1.*

2491-6 ROSEVILLE KING-WEBSTER CLUB

Roseville, Minn.—Thurs., 6:30 a.m., Uncle John's Pancake House (631-0123). *Sponsored by Hennepin Club 2464-6.*

3411-14 ENGINEER CLUB

Atlanta, Georgia—Mon., 7:30 a.m., Squire Inn, I-85 & Piedmont Road (636-9641). *Sponsored by Dogwood Club 1901-14.*

1828-18 MARTINSBURG CLUB

Martinsburg, West Virginia—Mon., 6:00 p.m., The Anthony House, Charles Town Road (263-0208). *Sponsored by Mack Club 2733-18.*

3619-19 FIVE SEASONS CLUB

Cedar Rapids, Iowa—Fri., 12:00 noon, YMCA, 1st Ave. & 5th St., N.E. (362-8002). *Sponsored by Jay-cee Club 1529-19.*

3808-22 KNORTHERN KNIGHTS CLUB

Kansas City, Mo.—Mon., 7:00 p.m., Bonanza Steak House, 6400 N. Prospect (741-4456).

2878-26 REVENOOR'S CLUB

Denver, Colo.—Tues., 11:30 a.m., Prudential Plaza Building, 1050-17th St. (238-6060).

3223-31 STATE STREETERS CLUB

Boston, Mass.—Tues., 11:30 a.m., State Street Bank and Trust Co., 225 Franklin Street (466-4124). *Sponsored by Gene Keller.*

1762-36 VIENNA CLUB

Vienna, Virginia. Wed., 7:00 p.m., Vienna Community Center, 120 Cherry St. (560-8356). *Sponsored by Challenger Club 1642-36.*

3014-43 TOWER CLUB

Memphis, Tenn.—Tues., 4:10 p.m., Sears, Roebuck & Co., 475 N. Watkins St. (725-2443). *Sponsored by East Memphis Club 2233-43.*

3438-46 HEWLETT PACKARD CLUB

Paramus, New Jersey—Tues., 5:30 p.m., Hewlett Packard Co., W 120 Century Road (265-5000).

2529-47 BURNT CLUB

St. Petersburg, Fla.—Thurs., 6:00 p.m., Galley 6, Times Publishing Co., 490 First Avenue, S. (894-1111). *Sponsored by St. Petersburg Club 2284-47.*

3538-61 CCI CLUB

Montreal, Que., Canada—Wed., 8:00 p.m., Salle Richelieu, 616 Jerry East (655-4917). *Sponsored by Toastmaster Laval Club 3237-61.*

1246-64 GILLAM CLUB

Gillam, Man., Canada—Tues., 8:00 p.m., Blue Room, Gillam Recreation Center (652-2699). *Sponsored by Thompson Club 2411-64.*

1502-64 NORTHERN LIGHTS CLUB

Stonewall, Man., Canada — Wed., 8:00 p.m., Christ The King Catholic Church (467-5561). *Sponsored by Centennial Club 313-64.*

2041-U MUNICH CLUB

Munich, West Germany—Tues., 7:00 p.m., McGraw Officers & Civilians Open Mess (2521-6423).

2443-U THE MUTUAL CLUB

Pinelands, Cape Town, South Africa — Mon., 5:00 p.m., Mutual Park, Jan Smuts Drive (64191). *Sponsored by Table Bay Club 2232-U.*

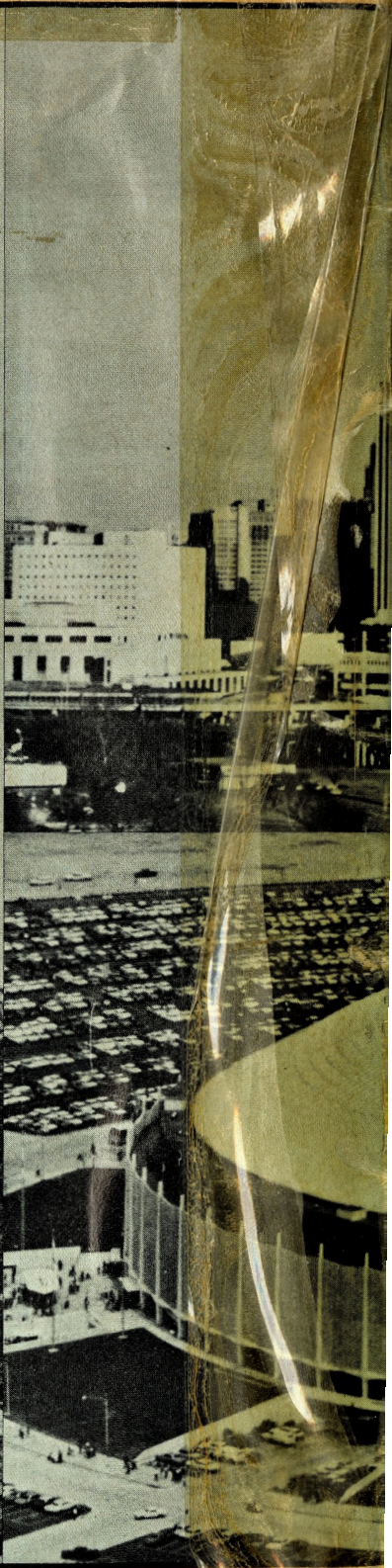
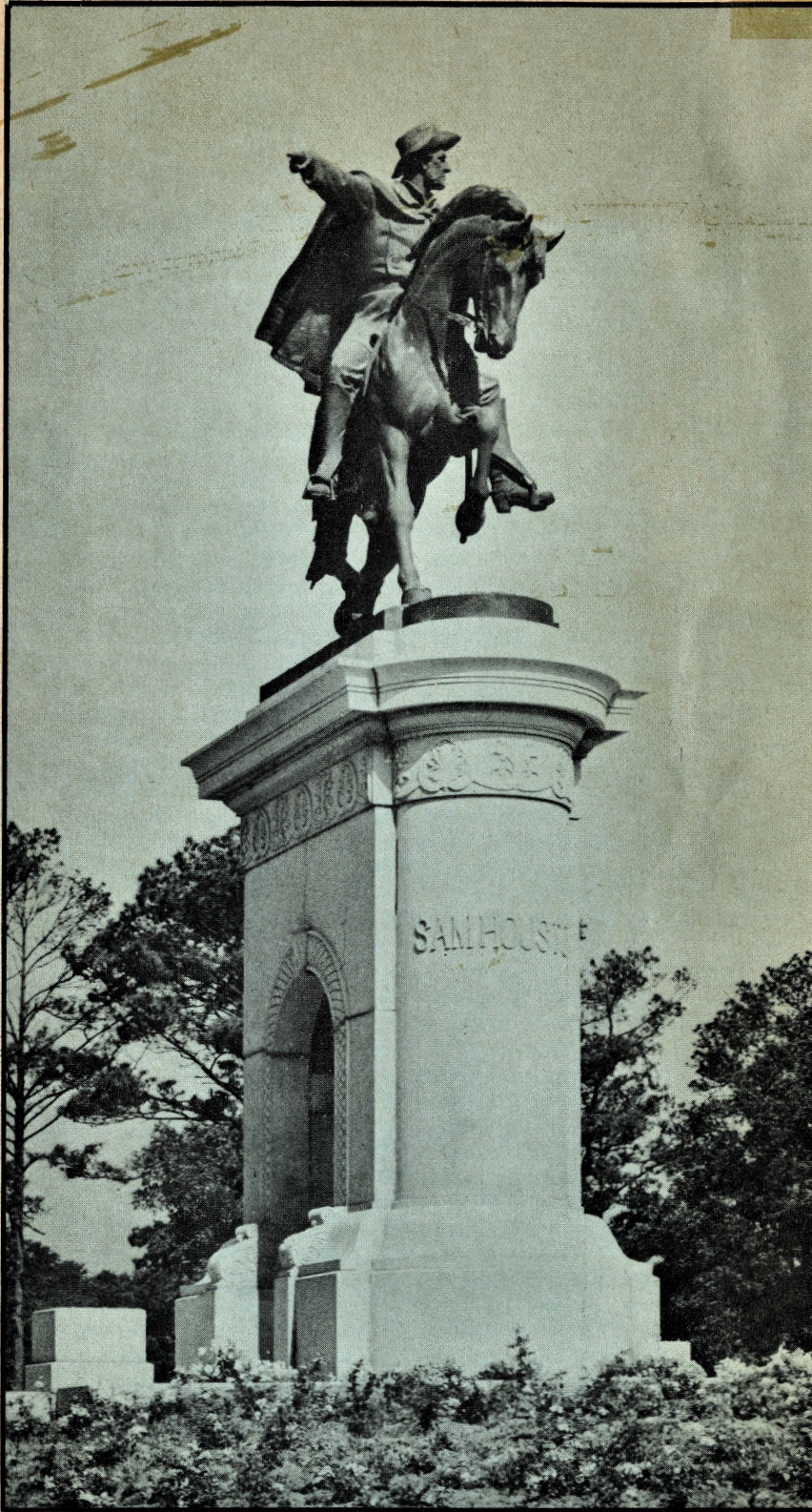
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