

NOVEMBER, 1958



# THE TOASTMASTER

FOR BETTER LISTENING, THINKING, SPEAKING

## Public Relations: Tool of Effective Communication

By Edward F. Baumer

## Evaluating a Speech

By Lionel Crocker

## Reports from Japan

By Shigetaka Ban and Capt. John P. Rice, Jr.

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... a nonprofit, nonpartisan, nonsectarian educational organization which has helped more than half a million men through its program of self-expression and self-improvement. There are now more than 2,800 clubs which are located in every state of the Union, every province of Canada and in 28 other countries.

A Toastmasters club is an organized group providing its members with opportunities to improve their abilities to speak in public, conduct meetings and develop their executive abilities. In congenial fellowship, ambitious men help each other through actual practice, mutual constructive criticism and the assumption of responsibilities within the organization.

Each club is a member of Toastmasters International. The club and its members receive services, supplies and continuing counsel from the Home Office.

"As a man speaks, so is he."—Publius Syrus, 43 B.C.

# The TOASTMASTER

For Better Thinking—Speaking—Listening

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# PUBLIC RELATIONS: *tool of effective communications*

By EDWARD F. BAUMER



**Edward F. Baumer, Vice-President and member of the Board of Directors of Communications Counselors, Inc., of New York City, serves as Chairman of the Plans Board. Communications Counselors is one of the largest Public Relations firms in the country, operating on an international basis; branch offices operate in Boston, Atlanta, Detroit, San Francisco, Los Angeles, Brussels, London and Cuba.**

*Mr. Baumer is a member of the Public Relations Society of America; has served as President of the Southern California Chapter, Western Regional Vice President and a member of the National Board of Directors. He is also a member of the New Jersey Bar and the American Bar Ass'n.*

*(Adapted from a speech delivered before the Sixth Annual Conference on Executive Development, Los Angeles, Calif., May, 1958.)*

OVER THE LAST DECADES, one of the most significant phenomena of our times has been the unprecedented growth of mass media. Today we communicate information in the United States by means of some 1,761 daily newspapers, 8,408 weekly newspapers, 2,850 magazines, 3,515 radio stations, and 571 TV stations . . . but that is only part of the story. In the printed word alone, there are 96 leading papers published by labor unions; 1,744 papers published by colleges and universities; 8,500 bulletins, papers and magazines published and distributed by trade and professional associations to their members; and 7,000 "house organs" published by individual business organizations and distributed to the employees, shareholders and principal suppliers and customers of such organizations; as well as 833 foreign-language periodicals, and an unlimited quantity of booklets and brochures distributed via direct mail, employee reading racks, book publishing houses, book stores, and newsstands.

Corporate management is paying much more attention to the adequacy of employee communication. Companies have learned that it pays to find out what employees are thinking, through such methods as constant consultation with foremen, soliciting of employee suggestions, obtaining valuable hints from employee exit interviews, taking polls of employee opinion and simply having management personnel ask an employee's opinion during frequent personal contacts with workers.

Some of the major areas being discussed with employees on a regular basis by many firms are: company policies, products and services, company financial operations, relationship of salaries and wages to sales, management's role, future company plans, production problems, the company and the community, the American standard of living, company policy in dealing with employees and the significance of the employee's job in relationship to the overall company operation and products.

A survey by Purdue University Industrial Communication Research Center among the presidents of the one hundred largest corporations in the United States, published by the Society for the Advancement of Management (*Advanced Management*, March, 1955) elicited the following conclusions (in part):

1. Very important policies should be transmitted orally or in combination with written media.
2. There is a definite relationship between communication and productivity.
3. There is a definite relationship between breakdowns of communication and labor disputes.
4. "Lack of communicative ability in management," "inadequate use of communication media," and "inadequate training programs in the field of communication," appear to be major causes of breakdowns in industrial communication.
5. Communicative ability is a combination of natural talent and skill that may be developed by training and experience.

Advertising and public relations have been referred to as the twin giants of communication. For the purposes of this article, I shall cover only public relations in some of its aspects.

Most companies engaged in an active planned public relations program establish separate public relations goals in areas such as:

1. Community relations
2. Stockholders and financial relations
3. Customer relations
4. Employee relations
5. Government relations
6. Educational relations
7. Distributor and dealer relations
8. Press relations

In developing these programs, increasing reliance is being placed upon the use of professional research organizations and techniques.

The Public Relations Society of America is a national professional group with more than 3,000 members. It has rigid requirements for membership and prescribed standards of practice. More than 500 members of the PRSA are in counseling firms now serving more than 3,000 businesses, industries, associations, institutions and government, including some of the largest enterprises in the nation.

Today there are 136 schools offering public relations education. Of these, 92 offer training for career-minded students, while 44 integrate public relations principles in other areas, or teach a single course that is not designed for career training. There is every evidence that training for this new pro-

fession—communication—is beginning to parallel the requirements of the older professions such as law and medicine.

In order to give you some specific examples of the types of activity in which my company is engaged, I have selected four clients from among about fifty whom we serve. I have chosen these because they are each in different fields—a corporation, an industry, a university, and a foreign government.

#### **Client No. 1—The Corporation**

Services for the corporate client—a major food products concern—included preparation of two detailed motivational research studies—one pertaining to attitudes of the general public, the other involving specific views of leading financial and food editors and commentators; development of annual reports, preparation of interim quarterly reports, assistance in preparation and conduct of annual stockholder meetings, arranging speaking engagements and preparing talks by executives before security analyst societies, management editorial luncheons, preparation of speeches for company president (audience examples: industrial products buyers, food editors, university students, stockholders, business and financial editors, investment counselors and employees); preparation of magazine articles and newspaper feature stories, production of radio and TV scripts and public service radio broadcasts and telecasts; corporate displays; corporate public relations advertising; employee communica-

tions; news releases; and public relations counsel concerning relations with the press, labor unions, foundations, and educational institutions.

For this client we also carry on one of the most extensive industrial publicity programs. This requires regular personal contact with many of the 3,300 publications in scientific, technical and trade fields and preparation of hundreds of articles by technical staff writers. Last year we were pleased to be of assistance to the client in helping to set up its own public relations department.

#### **Client No. 2—Industry**

The second case involved preparation and execution of a public relations program in behalf of 65 companies representing an important segment of the insurance industry. In this situation it was necessary to conduct an exploratory survey of public attitudes toward proposed restrictive legislation and then prepare a detailed educational program at the grass roots in one key state—New York. This included preparation of basic literature, check lists, an editorial fact book, a speakers' kit, radio/TV material and a discussion leader's guide.

Arrangements were then made to assist in building an executive field organization in eight major areas of New York State. The companies provided the field men. The purpose of the program was to tell the true story that was by and large unknown to the public in general. Special segments such as farm labor, women's groups, and, of course, newspapers, radio and TV

stations were singled out for special attention.

Only a bare beginning has been made, but results have already proven well worth the effort for the companies served. One of the major benefits has been to give the companies an opportunity to take an objective look at their policies and practices so that they could provide leadership in legislative recommendations where necessary.

#### **Client No. 3—The University**

We are at work on the development and execution of a long-range public relations program for a major state university that will go far beyond any program of the typical fund-raising or development programs undertaken by many educational institutions. The purpose of the program will be:

1. To attract sufficient increased public support for the university to enable it to double its enrollment by 1970 while at the same time continuing to improve the quality of its educational services.

2. To increase the sense of obligation or responsibility on the part of the people of the state for the education of their youth in view of the increased number of college applicants and the greater needs of the United States for larger numbers of better qualified college graduates.

Objectively defining the "image" of the university, organizing the total public relations resources of the university, interpreting the university to the general public and to special publics, initiating more wide-spread, active support

for the university and for higher education in general—these are some of the ways we are assisting this client to accomplish its objectives.

#### Client No. 4—The Foreign Government

The fourth client I should like to discuss is the Government of Belgium. With the Brussels World Fair as a focal point, we prepared 145 specialized articles on various sectors of Belgian industry, describing technical processes, plants, port development and general industrial progress. These have appeared in approximately 100 magazines with over 12 million highly selective circulations. In stimulating acceptance of Belgian industrial and consumer products in the United States, last year alone scripts were prepared for 1,251 television programs in every state across the nation (estimated audience 165 million) and for 6,906 radio programs (estimated audience 478 million).

Special efforts were directed toward American industry with the objective of attracting U. S. industrial plants and U. S. technical know-how to Belgium as an operations center for the Benelux countries and the European common market. All of this was done only after obtaining research data covering tourists, U. S. industry attitudes, U. S. consumer attitudes, studies of the foreign press in Belgium, and similar information carefully coordinated through our Brussels office with Belgian government officials.

These four case examples are not intended to represent all types of public relations in which we are engaged, but I trust that they will shed some light upon the scope of coverage in at least four areas. In summing up, I hope I have been able to develop these concepts:

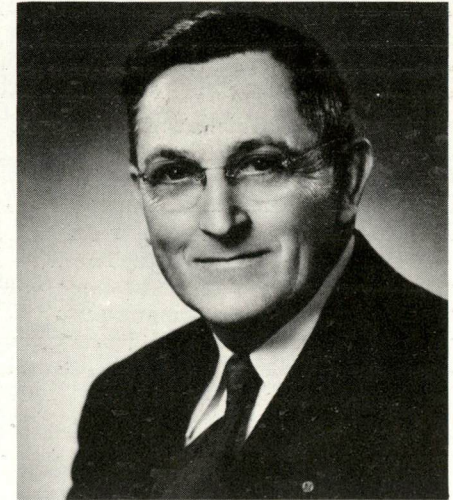
1. *Effective communication is a key to executive leadership.* It is as important between employer and employe as it is between nations. However, a word of caution—what you *do* will always be more important than what you *say* or *write*. Sound policy and decisions precede effective communication.

2. *Public relations is here to stay.* Today, public relations is regarded, not as a separate function, but as an integral part of management. Today, there is general enlightenment that public relations is not a defensive measure to cover up mistakes of management, nor merely press agency, handshaking or entertainment.

3. *The executive head of an organization now looks more and more to one person to help him coordinate all of the facets of communication pertaining to that organization.* In this respect a new top-level position has been created alongside sales, manufacturing, engineering, and administration.

4. *There is ample opportunity in this growing field of public relations with appropriate rewards for those who will work hard.* For those who have the potential talents, there are unlimited opportunities to serve their companies and organizations. For truly, effective communication is a key to effective leadership. ♦

**Dr. Lionel G. Crocker,** Chairman, Dept. of Speech, Denison University, Granville, Ohio, has been a member of the executive board of the Speech Association of America since 1947, was president in 1952. He is the author of a number of books on speech, including "Interpretative Speech," "Effective Speaking," "Business and Professional Speech," and "Argumentation and Debate." This article was first presented as a speech before the 27th convention of Toastmasters International at Pittsburgh.



*What do you look for  
while you listen?  
Consider these points in*

# Evaluating a Speech

By LIONEL CROCKER

**E**VALUATING A SPEECH is not an easy matter. The four criteria with which a speech is usually judged are: results, truth, sincerity, form.

*Did the speaker get results? But*

did the speaker intend to secure any results? Who is to be the judge of results? Was Eisenhower a better speaker than Stevenson in the 1952 presidential campaign? Stevenson

*(Continued next page)*

lost the election. Did Edmund Burke fail in his "Conciliation with the American Colonies"? Great Britain did not follow his advice, yet this is ranked as the greatest speech of that era.

*Did the speaker tell the truth?* Whose truth? What truth? Truth for Billy Graham might not be truth for Harry Emerson Fosdick. Is the audience the judge of the truth?

*Is the speaker sincere?* Is it not possible for a speaker to be sincere and wrong at the same time? Undoubtedly Hitler considered himself sincere and millions of Germans did also. Who is to be the judge of sincerity? Is it possible for a speaker to feign sincerity?

*Does the speech follow the canons of the speaker's art?* Is the speech organized? But what sort of organization? Who sets the norm? Judge Harold Medina, who presided at the trial of the Communists, tells us that in his speeches he "wanders around." Would you penalize such an organization because it does not follow the rigid type of outlining set down in the textbooks? Would you mark down Conwell's *Acres of Diamonds* because it has a "string of beads" type of organization?

Now in addition to these four basic tests there are a number of more specific ones. E. C. Buehler of the University of Kansas has evolved a list of twelve. These are: logical thinking, preparation, clear purpose, self confidence, attention, worthwhile ideas, language style, share ideas, enthusiastic delivery, sincerity, organization and creativity.

How would you place these in order of importance? Dr. Buehler set out to find how teachers of speech would rank them. He found that the groups put different emphasis on the importance of these aspects of effective speaking. This is the order in which the twelve were ranked by the three groups:

	T	S	B
Logical thinking	4	8	9
Preparation	2	2	2
Clear purpose	3	3	3
Self confidence	12	1	1
Attention	10	11	10
Worthwhile ideas	1	5	8
Language style	9	6	5
Share ideas	5	10	7
Enthusiastic delivery	8	8	6
Sincerity	7	4	4
Organization	6	7	11
Creativity	11	12	12

T—Teachers S—Students B—Businessmen

Look this over very carefully and note the disparities. Note that whereas the teachers rate *ideas* first, the students and the businessmen who are learning how to speak rate *self confidence* first. But all three groups rate *preparation* as number two. And all three groups rate *clear purpose* number three. Thus, one has a unanimous opinion of 77 teachers of speech, 493 speech students and 185 business and industrial workers on *preparation* and *purpose*.

Now let us take a look at the dozen negative factors listed by Dr. Buehler. These rated were: egotistical, speaking overtime, organization, no eye contact, insincerity, poor preparation, fidgety mannerisms, apologetic manner, lacking enthusiasm, monotonous voice, poor posture, and lack of substance. In rating the importance of these the three groups came out thus:

	T	S	B
Egotistical	5	9	5
Speaking overtime	11	10	7
Organization (poor)	3	5	2
No eye contact	8	11	11
Insincerity	4	6	4
Poor preparation	2	3	3
Fidgety mannerisms	9	4	10
Apologetic	10	7	9
Lack enthusiasm	6	8	6
Monotonous voice	7	2	8
Poor posture	12	12	12
Lack substance	1	1	1

T—Teachers S—Students B—Businessmen

Now it will be noticed that when it comes to ranking the negative factors, all three groups agree that *lack of substance* is the chief offender in keeping a speech from being effective. *Poor preparation* is rated high as a cause of poor speaking. The important point to notice here is that those factors which an amateur critic seizes upon as being important, such as posture, eye contact, running over time, are low in the scale of factors that cause ineffectiveness.

One might call these factors the close-up view of public speaking. As in the movies there is the long shot, so in public speaking there is the long view. This is the view of *general effectiveness*.

Any critic should get the over-all view. The true critic will see the relationship of the parts to the whole. What is the *total impression*? A speaker may have specific weaknesses but the total impression may be excellent. Shall we let the weaknesses stand in the way of pronouncing a speech effective? Should not the total impression be given precedence over the partial impression? Is it not often the blemish in the diamond that gives the diamond character? Are not one's weaknesses often those characteristics that give one personality?

In other words, let us not vote against a speaker with a strong idea just because his posture is poor. Let us not equate posture in importance with idea. Let us not count a speaker out because of poor eye contact. It is possible for a prize fighter to be knocked down but still win the fight. A blind man may be capable of giving a very effective speech even though he has no eye contact. A Charles Laughton can recite the Gettysburg Address effectively with his back to the audience.

One of the most difficult things we are called upon to do is to rate a speech. ❖

### CORRECTION

*In the October issue of THE TOASTMASTER MAGAZINE, the second place winner of the International Speech Contest was erroneously reported as Mr. Norwood Utter.*

*Second place was won by Mr. John E. Wenstrand, of Club 403, Lincoln, Nebraska, with his speech "The Influence of a Life." Mr. Wenstrand is Assistant Attorney General for the State of Nebraska.*

*Our apologies to Mr. Wenstrand for the error and our congratulations for his fine performance at Pittsburgh.*



# Report from Japan

## FUKUOKA TOASTMASTERS CLUB

By SHIGETAKA BAN

THOSE OF YOU who have visited Japan will probably recall the name of Itazuke Airport, one of the major terminals of the Japan Air Lines. This airport lies in Fukuoka City, situated along the northern coast of Kyushu, the southernmost island of Japan. This city, with its population of some 600,000, is the commercial, political and cultural center of this major island.

The Fukuoka Toastmasters Club dates back to May, 1954, when several Japanese scholars who had been to the United States for study organized a group of "promoters." Since August of 1957, the club has been associated with Toastmasters International. Throughout its four-year existence, the club membership — Japanese — has stayed around twenty-five, and is comprised of doctors, company employees and college professors, most of them in the 30-40 year age bracket.

So far the organization has held eighty-nine regular fortnightly meetings. Our place of meeting is

the American Cultural Center, Fukuoka, made available to us through the courtesy of the U.S. Information Service, Japan. It should also be mentioned that the USIS American Cultural Center in Fukuoka played a large role in the formation of our club.

In this country where conversational English is practiced only occasionally, meetings such as ours provide members with a capital opportunity for brushing up on the art of conversation as well as practicing the art of public speaking. To our delight, a number of American residents in and about Fukuoka attend each of our meetings. Some of them have volunteered to act as grammarians to correct mistakes in English.

Besides the incalculable value of the linguistic training, the Japanese take much interest in exchanging opinions with the Americans who sit among them. We have discussed many topics ranging from the question of world peace to the

differences in the ways of thought between our two peoples. Many interesting ideas have resulted.

At Itazuke Base, eight miles from Fukuoka City, a Toastmasters Club has also been organized. Its three succeeding presidents have been active in bringing our two clubs, Japanese and American, into an ever closer relationship. The clubs frequently invite each other to attend commemoration parties as well as regular meetings. On this basis of mutual friendship, the two clubs may be termed "pioneers" in this particular realm in the promotion of better understanding and goodwill between our two nations.

Toastmastering is also gaining popularity among the younger generation in Fukuoka City. At this time all of the five colleges in the city have their "Junior Toastmasters clubs" organized and conducted after the model of our club. Each of the student organizations sends representatives to take part in a "congress" which Fukuoka Toastmasters sponsors twice a year.

This "congress" takes the form of a debating contest. A few of the

*Shigetaka Ban is a member of the faculty of the Fukuoka Liberal Arts College of Fukuoka City and past Secretary of the Fukuoka Toastmasters.*

subjects which have been treated in these debates are: The pros and cons of possible recognition of Red China by Japan; the merits and demerits of the proposed teachers' efficiency rating system; and whether marriage is more successful when based on "love" or "arrangement."

We of the Fukuoka Club take pride in thinking of our club activities as a contribution to our country and our local community in terms of social education and international friendship. We are grateful for the help which the Home Office of Toastmasters International has given us, and proud of the strong and friendly bond between us. We feel that, with four years of experience behind us, we are well on our way towards our goals. ♦

*Students of the Fukuoka Liberal Arts College debate the merits of the teachers' efficiency rating system at the semi-annual "Congress" of the Fukuoka Toastmasters.*





## REPORT FROM JAPAN - TACHIKAWA

# "Getting to Know You"

By JOHN P. RICE, JR.

**A**LTHOUGH THEY MAY NOT always be fully aware of it, the thousands of Toastmasters across the globe frequently find themselves in the role of international diplomats.

Today there are more than 2850 Toastmasters clubs in over thirty countries of the free world. Clubs are found in such cities as Hong Kong, Melbourne, Johannesburg, Bangkok, Teheran, Casablanca, Maracaibo. Our club, the Tachikawa Toastmasters, made up of military and civilian personnel of the Tachikawa Air Base, is one of more than fourteen Toastmasters clubs in Japan alone.

What sort of people make up the membership of these clubs, and just how do they fill the role of "international diplomat"? What is their contribution to international understanding and good will? How is it accomplished?

*Captain John P. Rice, Jr., has had twelve years active duty with the United States Air Force. A graduate of Harvard University, he has served his club, the Tachikawa Toastmasters 1333, as Educational and Administrative Vice-President.*

Toastmasters, in general, are alert, ambitious, outgoing individuals who are interested in the world and its people wherever they find them. An excellent illustration and case in point can be found in our club, Tachikawa Toastmasters No. 1333, known as "the oldest Toastmasters club in the Far East."

Members of the Tachikawa Toastmasters are also members of the Judo Clubs, have engaged in fencing matches with teams from the Japanese universities, enjoy playing golf with Japanese friends and find pleasure in entertaining Japanese guests in our homes and being entertained in turn. Our club has heard Japanese guests lecture on Ikebana (flower arrangement) and other facets of Japanese life.

Countless other examples can be cited wherein Toastmasters clearly evidence their desire to know more about the language, history, customs and culture of Japan. This desire for understanding and friendship is in itself a type of diplomacy, and certainly a diplomacy which is the antithesis of the so-called "dollar" type.

Recently members of the Tachikawa Toastmasters Clubs 1333 and 1885 were treated to an exhibition

of various Samurai swords or "Katana," at a joint meeting of the two clubs. The President of the Japanese Sword Society, Mr. K. Araki, and the Vice-President, Mr. S. Makabe, staged the exhibition and gave us an explanation of the ancient Japanese weapons.

Historically, they explained, Katana is closely connected with the history of Japan and Japanese spirit. The Samurai sword is symbolic of Japan's concepts of honor, chivalry and duty. Although they were originally produced for actual fighting, the swords today are chiefly valued as art objects, and carefully preserved as family heirlooms.

Here is an example of the manner in which our clubs can serve as places for different nationalities to know each other better. Each group discovers that the other group is

also composed of human beings, that we are much alike in our aims, desires, and personal lives. We discover the value of trading experiences and learning of our different national heritages, and we gain confidence in each other as our understanding grows.

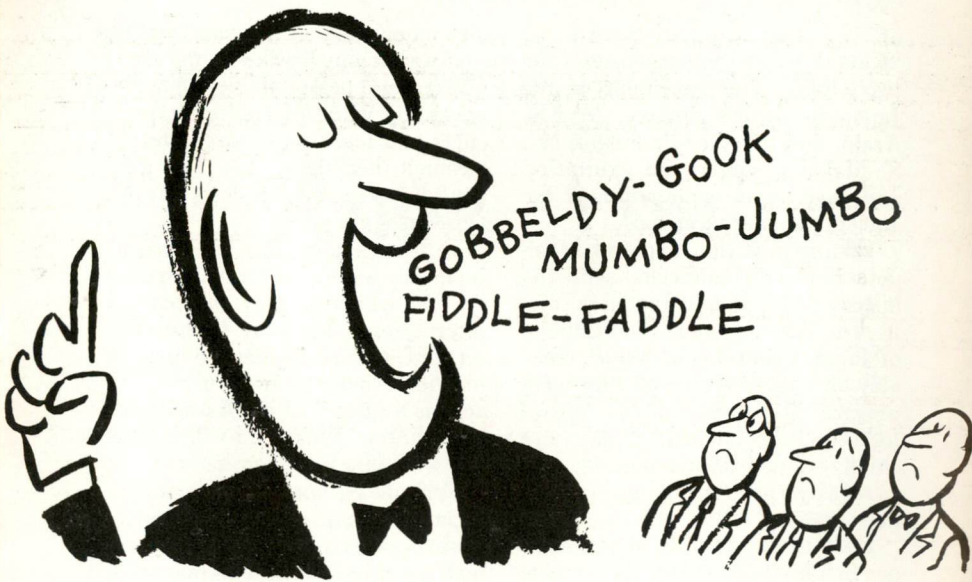
In this manner the Toastmaster is in an especially advantageous spot in which to play the part of international diplomat. By his honest and sincere interest in people, in their customs and culture, he acts as a good will ambassador for his country. This good will he carries with him wherever he goes.

Friends are made when communication is free, open and effective. Toastmasters all over the world are making friends. In making these friends they are proving themselves to be truly effective international diplomats. ♦

*Looking on attentively while Mr. K. Araki demonstrates the proper method of handling a dagger-type Samurai sword are various members of the Tachikawa Toastmasters. Left to right, Mr. S. Makabe who assisted in the exhibition, Lt. Wiley G. Gilmore, Mr. Preston Long, Mr. Araki, Capt. John P. Rice, Jr. and Capt. David Heritch. On the table are naked and sheathed long swords.*







## CLARITY

### *the first of the graces*

By FRED DeARMOND

THE TEXT OF MY SERMON is Faith, Hope, and Clarity, and on this occasion the greatest of these is Clarity.

To attempt—in due reverence—a further parody, and thus survey my subject from the shoulders of a

great master of language: *If you speak with tongues of Demosthenes and Webster, or soar eloquently through the stratosphere of metaphor, and have not clarity, you are become but a windbag emitting vapors of bombast.*

THE TOASTMASTER

Abraham Lincoln once said that even as a boy nothing annoyed him quite so much as to hear men talk in such a way that their words made no sense to him. A speaker is asking too much when he claims the privilege of expecting his audience to puzzle out what he means by what he says. He is guilty of what some wit called the crime of "indecent and obscure language." His is the sin against clarity.

A speaker told his audience, "You can't be too particular in growing roses." Did he mean to say that a gardener can't afford to be too particular, or that no matter how particular he is it won't be too particular? He didn't say.

The adverb "too" is often used in a perfectly meaningless sense. To say that "Law enforcement in Los Angeles is not too good" means nothing distinguishable from saying it is "not too bad." It is no help to a worker to tell him, "Don't use too much oil," or any similar direction. He already knows that too much of anything is bad. The only question in his mind is "What *is* too much?"

We Americans have borrowed from the English the perverse habit of saying things with a double negative, or negative-positive. When a speaker wants to be deliberately vague or to send up a trial balloon he says, "It is not unlikely that next year we shall try to vote a new utilities bond issue." Now, the double negative is a legitimate device for emphasis in the Spanish language, but in English, as every American knows, one negative merely sucks the meaning out of the other.

If it is your purpose to be clear, and not to beg the issue, state your case affirmatively whenever you can. That is the simplest way to keep from falling into the kind of gobbledegook represented by this notice to employees: "An increase in the employee's rate of pay will not become effective prior to the date on which the employee has completed a minimum of 13 weeks' actual work at his regular occupational classification."

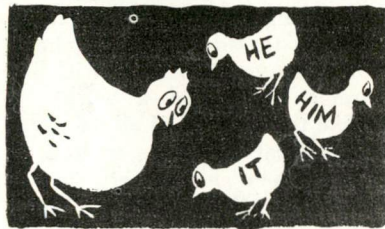
Observe how the mist is dissolved when this sentence is rephrased to read: "After an employee has received a pay increase he must work at least 13 weeks at his regular job before he can have a new increase."

The English language is a tricky broncho to ride. It will unhorse you when you least expect it. The foreman who told a worker to "Take that carboy of acid and put it into that tub" was an entirely literate man and thought he was being clear. But the worker did exactly as he was told—that is, he dumped the filled carboy into the tub, carboy, acid and all. Had he been told to "Take that carboy and empty the acid into that tub," he could hardly have failed to understand the order.

Mrs. Eleanor Roosevelt has a good education and long experience in writing for publication. And yet not long ago she committed this *faux pas* in her newspaper column: "I made the plane out of San Francisco on time and arrived in Modesto, California on schedule. There I was greeted by the mayor who presented me with a key to the city, and we went to stay in a charming new motel."

The point to stress here was hammered into my brain by a perfectionist editor under whom I worked for five years. "What do you mean by this paragraph?" he had a habit of thundering. I would explain as clearly as I could. "Then why didn't you say that?" he would ask. His last word was to "Write everything not just to give it meaning, but make it so clear that no reader could misunderstand, even by design." And you may be sure that when you speak or write on a controversial subject there will be critics who are looking for ways to place a misinterpretation on what you say.

What are the more common causes of obscurity?



Careless use of words is surely one of the leading factors. Pronouns have to be watched as a mother hen watches her brood when the rain comes. In this respect most modern writing and speaking is superior to the classics of the past. Read from the Elizabethan, the Georgian, and the Victorian authors and note that in one sentence "he" or "him" is often used to refer to two or three different persons. In Jowett's translation of *Plato's Dialogues*, for instance, the reader must continually go back and study the puzzle to determine who is talking.

Don't hesitate to repeat your substantives for the sake of clarity. "I asked Jim to talk to Frank and let me know what Frank thinks about it." This makes it clear that you are after Frank's opinion, not Jim's.

True synonyms are rare. If you want to be precise in what you say there is nearly always one best word. But there are two limitations on this rule. If the word happens to be one that you believe would be unfamiliar to your audience you may have to sacrifice precision in order to attain maximum clarity. In a manuscript written for a rather elementary readership I had used the verb "malign." Even though that was exactly what I wanted to say, I felt constrained in the rewrite to change it to "criticize."

The other limitation on word choice is sometimes imposed by the need to avoid repetition of words or sounds that grate on the ear. I had written a narrative passage about a night experience on a highway that included this clause: "... we saw a flash, heard a crash ahead of us, and immediately came upon the scene of an accident." Re-reading the sentence I gagged at "flash" and "crash" so close together. Each expressed my meaning better than any other words I could think of, but I finally settled for "rending" instead of "crash" to avoid the unpleasant repetition. (My thesaurus gives "tautophony" as the correct term for the last two words in the previous sentence, but I rejected it as being too technical and unfamiliar for the present purpose.)

The question to ask yourself is, "Can this be interpreted two

ways?" If the answer is yes, rephrase the sentence. In oral discourse, add a clarifying clause to sew up your thought.

It is well known that long sentences often muddy the waters of expression. Most long sentences will serve their purpose better by simply breaking them up into two or more shorter sentences. Not always, however, as this from a great speech by Abraham Lincoln serves to illustrate: "The religion that sets men to rebel against their Government, because, as they think, that Government does not sufficiently help some men to eat their bread in the sweat of other men's faces, is not the sort of religion upon which people can get to heaven." Try to break up that sentence and you'll see how some of the eloquence and the impact could be lost. Further examples will be found in the speeches of Winston Churchill, Edmund Burke, Daniel Webster, and others.

Lack of attention to transitions in fabricating your discourse can be the cause of listeners failing to follow you. All of us have limited tolerance in attention, some much more than others. Frequently it will happen that you have made one point and proceeded with another while the less attentive of your audience are still dwelling on the first point in their minds.

To avoid this lag in comprehension make the machinery of your transitions visible. A very effective speaker of my acquaintance has a

habit of breaking his speeches up into sharp divisions and numbering them one, two, three, etc. When he has completed his exposition of No. 1 he is likely to say, "So much for that. If I've made myself clear I hope you will agree with me that such and such is the case. Now, let's go on to No. 2, another side of this subject." This method is especially adaptable to an argumentative discourse, or one in which the speaker is trying to move his audience to action.

I have left until the last the most important means of insuring clarity in what you say. "First catch the rabbit" is the way an old recipe for rabbit stew begins. So, the beginning of a clear presentation is to capture your thought and be sure you have tamed it. How often have you seen this simple rule violated. A speaker's words are vague because his thinking about his subject is vague.

Take your subject apart. Look for new relationships among the parts. What additional facts are needed before you can put it back together again in the form you expect to present it? What definite conclusions have you reached? Finally what questions are likely to be asked by confused or skeptical listeners?

"When I see a noble expression," wrote Montaigne 400 years ago, "I do not exclaim, 'Tis well said,' but 'Tis well thought.'" It is the purpose of good speaking and writing to conceal its art and focus all attention on the idea. ♦

Of all the forms of genius, goodness has the longest awkward age.

—Thornton Wilder

# Notes

## From the Home Office

**"Crossroads of the World"** is a title the Home Office has never claimed, but we're beginning to think it might be appropriate. The past month brought three visitors from across the seas—two from Scotland, one from Australia.

From Glasgow came Will Goldie, who founded the first Toastmasters Club in Scotland, twenty-five years ago. Making his first trip to the United States, Mr. Goldie was happy to renew his friendship with Dr. Smedley which started at the founding of the Glasgow Toastmasters, and was further cemented by Dr. Smedley's visit to Scotland some years ago.

Also from Glasgow came Ian D. McIntyre, immediate Past Governor of District 18, and also making his first trip to the States. Toastmasters who attended the 27th convention will remember Mr. McIntyre, who charmed the audience with his speech on "It's a Club" at International Night.

Visitor from down under was Leslie Planta of the Pan-American World Airways System, and organizer of the new Toastmasters Club in Sydney, Australia. This makes the third club for the land of the kangaroo, kiwi and koala bear—the other two being in Melbourne and Woollongong.

The Home Office may yet take its place beside that famous corner in New York City and the sidewalk cafe in Paris where, if you stay long enough, you will meet everyone you ever knew.

**Sometimes the mailbag** holds a letter that is pretty hard to answer. This from a club which has obviously added "better observation" to the list of "better speaking, thinking, listening":

"It is noted that the [Toastmasters] seal is so printed that the crimping, or the scalloped white trim, below the world is abutting the line immediately above the word 'International,' whereas the crimping, or scalloped white trim above the world is immediately abutting the top outline of the world. It would appear that if a blue field separated the bottom half of the world from the white crimping, that likewise the blue field should separate the top half of the world from the white crimping, which, of course, is not the case."

The club would like to know whether there is a purpose in so arranging the design, or is it a printing discrepancy?

Frankly, we don't know. We feel, however, that we are in accord with a lot of historians, economists and

news commentators if we reply in the words which the playwright Pinero once put into the mouth of one of his characters: "*It's just not quite a well-arranged world.*"

**The Public Relations Manual** continues to prove its value as a guide to better publicity for clubs and organizations. A recent mention of the manual in "The Reporter of Direct Mail Advertising," monthly publication of the Direct Mail Association, resulted in a flood of orders, including such diversified organizations as *Girl Scouts of America*, *American Osteopathic Hospital Association*, *Teleprompter Corporation*, *Blue Cross*, *Union Carbide Corporation*, and *Time International*.

As gratifying as this response is, we are more gratified by the increasing number of Toastmasters clubs who have obtained the book and are profiting by its study. Copies are still available at the Home Office, price to Toastmasters, \$1.00, to non-Toastmasters, \$1.50.

**The names chosen** by Toastmasters for their clubs have always interested us, and we nominate "Blue Nile" as one of the most euphonious and poetic which has ever come across the charter board. There is more of interest to this club than just the name, however. It is the first club chartered in Ethiopia, meeting every other Tuesday in the RAS Hotel in Addis Ababa.

We wish to thank the club secretary, F. W. Triemer, who sends us a friendly warning, thereby averting a possible diplomatic discour-

tesy. He writes: "When addressing materials to members of this club, do not put the title of *Mr.* in front of the names. Ethiopians do not carry the title of 'Mr.' but use other titles, and since one of the members of the club is of royal blood the use of 'Mr.' would actually be insulting to him."

**Toastmasters can be depended upon**, says Miss B. A. Sweetland of the Public Relations Department of the Creole Petroleum Corporation of New York. She writes:

"You might be interested to know that Creole sponsors a very active Speakers Bureau, with the majority of the speakers on long leave from their work in Venezuela, the center of our operations. This could be a risky business, since we schedule the speakers before we actually see them. However, more than half of these young executives are active in Toastmasters International in Caracas and, without exception, they give much credit to that organization for their ability to present an informative and entertaining program. They are a real credit to our Public Relations program."

**Montaigne said it** years ago and it is still worth remembering: "Arts and sciences are not cast in a mould, but are formed and perfected by degrees, by often handling and polishing, as bears leisurely lick their cubs into form."

Toastmasters agree that making a speech is both an art and a science; practice and evaluation contribute the polish.



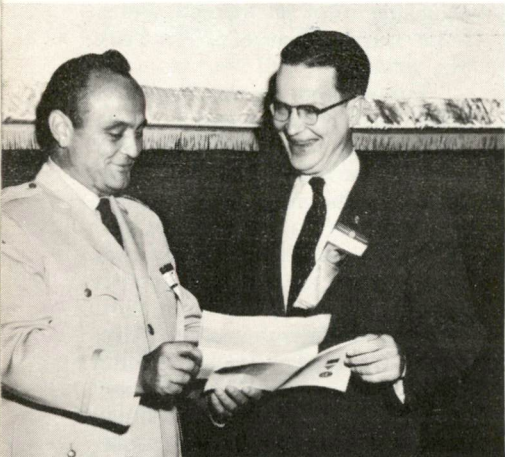
**SIGNS OF TM TIMES:**  
TM road signs bloom  
from Ohio to Guam.

(Right) Perrysville  
(Ohio) Club 2472  
members Bob Azman,  
Perry Stupy and Pres.  
Fran Fleming erect  
marker.

(Left) R. A. Litke,  
J. F. Beckman and  
Pres. E. F. Van Buskirk  
of Magellan Club 1843  
(Guam) invite visitors



United Air Lines Toastmasters  
1571 (San Francisco, Calif.)  
emptied their wallets for table  
topics. From odds and ends  
displayed, one item was picked  
for owner to discuss. Theme:  
"Man is fundamentally a pack  
rat!"



Col. Robert J. (Buck) Engle, USAF, discusses Armed  
Forces participation in Toastmasters with Int. Pres.  
Aubrey B. Hamilton



Don Contois, Lt. Gov. Dist. 5,  
presents Past Area Governor  
emblem to W/O L. W. Young  
at meeting of San Luis Rey  
TM's 1150, Camp Pendleton,  
Calif.



Bob Chaffee uses radio con-  
trolled model boat as subject  
for "Hands Up" talk at  
annual swimming party meet of  
Valley Toastmasters 1162,  
Cincinnati, Ohio



When trade winds blow, Toast-  
masters of Barber's Point (Ha-  
waii) Club 2104 adopt the  
lava-lava for an informal  
meeting



Pomona Toastmasters  
Club 12 (Pomona,  
Calif.) celebrates sil-  
ver anniversary,  
claims record for  
bringing together 23  
past presidents of club  
(2 not shown in pic-  
ture)

## CLUBS THROUGH THE CAMERA



Major Oz Herford, USAF, re-  
ceives gift from members of  
Bayou Pierre Club (Shreve-  
port, La.) upon eve of his  
transfer to Turkey. Major  
Herford founded the Bayou  
Pierre Club. Neal Furr, winner  
of club's Best Speaker Con-  
test, presents trophy



Past Presidents' Night at Crescent Bay Club 77 (Santa Monica, Calif.) found 14 Past Presidents in attendance, including Judge Stanley Mosk, Democratic nominee for Attorney General of Calif. (6th from left.)



Mike Thompson (right) accepts Toastmasters trophy from Chaplain (Capt.) Wesley J. Buck. Mike won trophy in competition with other graduating seniors of Itazuke High School, Itazuke, Japan

Birmingham TM's 512 begin 13 week TV series of speechcraft programs over statewide Alabama network. Bob Smith, Jim Lewis, Pres. Orrin Hinrichs and Carle Wells get set for camera



Columbine Club 768 (Denver, Colo.) staged "Big T" night circus show surprise program. Ringmaster Eugene Tepper presents act of Strong Man Bill English. Tickets to show contained topic assignments; one bag of peanuts each was gratis. Ed. V. P. Carmichael assisted Tepper and English in circus stunts.



### Point Mugu Test Center Club 1075 Point Mugu, USNAM, Calif.:

Point Mugu Toastmasters and guests successfully launched "Top Sirloin Barbecue" recently in Camarillo Oak Park. Club Sergeant-at-Arms Phil Jensen and his technical aide—wife Nibs—began the operational checkout at dawn. Club officers Tom Yu, Jack Born and Hal Skoog, with members Jeff Baker and Ed Wilson, assisted in the final countdown. Principal fuel used in the project was top sirloin mixed with tossed salad, garlic bread and Navy beans according to rigid specifications. At time zero the mixture was topped off with soft drinks and coffee.

Thirty-six senior and twenty-six junior project personnel witnessed the successful flight which impacted within a predetermined 200-foot circle. Data obtained during the flight was reduced and evaluated at the next regular meeting of the club.

\* \* \*

### Lake City Club 105 Coeur d-Alene, Idaho

The Lake City Toastmasters Club holds the distinction of being the first club of any kind to receive a charter in Coeur d'Alene since the early 1940's. Charter Banquet was a gala affair, attended by more than 60 members and guests, including Coeur d'Alene Mayor P. A. Christianson, a former Toastmaster.

# CLUB

# TO

# CLUB

### Capital Toastmasters No. 611 Lincoln, Nebraska

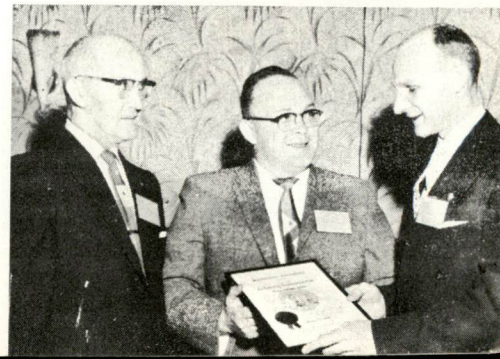
Capital Toastmasters celebrated the tenth anniversary of their club with a party to which charter members, District officers and their wives were invited.

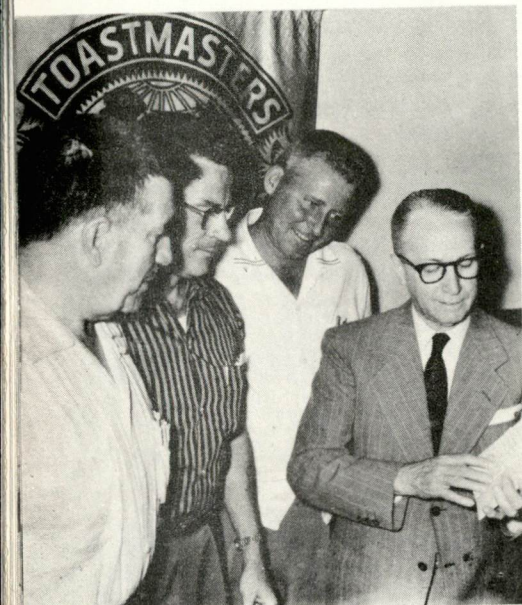
Highlight of the program was the reading of a history of the club by Charles R. Kuhle, who also wrote the document. This history included the list of charter members and first officers, speech contest winners for the past decade, and the growth of Toastmasters Clubs in the city.

The history also related the stories of a dozen men who had received substantial promotions while actively engaged in club participation.

Area Governor Leo Anderson asked to be allowed to make a copy of the history, offering a 100-dollar bond for its safe return to club archives. Permission was granted without the bond, since club and author considered that a Toastmaster's word was as good as his bond.

Lake City Club receives charter





Stockton Toastmasters study Speakers' Kit in preparation for safety talks

Fallon, Wallace, Gray, Williams and Reese prepare to discuss the gifted child



**Stockton Toastmasters No. 80  
San Joaquin Toastmasters No. 64  
Stockton, California:**

In response to the recent appeal made by the Governor's Traffic Safety Committee for California, members of our clubs have volunteered to act as a 20-man Speakers Bureau in the cause of better traffic conditions on our highways. The Bureau is working in conjunction with the San Joaquin Safety Council; swung into active work in September. Talks will be given before civic and service groups of the community, using Information Kit material provided from Sacramento.

Picture shows Claude Busick, Pres., Club 80; Lloyd McLean, Ed. V-P, Club 64; John Shire, Sgt. at-Arms, Club 64 and Frank Lucas, Past President of Club 80 and of the Sacramento Valley Chapter of the American Society of Safety Engineers.

\* \* \*

**Reese Officers Club 1834  
Reese AFB, Lubbock, Texas:**

Problems involved in the education of "gifted" children were discussed recently by members of Club 1834 and Lubbock educators. The forum presented Dr. Berlie Fallon, research secretary of the West Texas School Study Council; Dr. Morris Wallace, professor of education and Head of the Texas Tech. Education Department; and Mr. Nat Williams, superintendent of Lubbock Public Schools. Discussion was moderated by Dr. Edward M. Palette, Reese Hospital, and Lt. Harold D. Gray, club president.

After hearing the various aspects of the problem, the 45-member group entered upon a general discussion of adult education and the influence of the home upon children.

**Hettinger Toastmasters No. 1705  
Hettinger, North Dakota:**

Hettinger Toastmasters featured as a special attraction two distinguished guests. L. C. Mensing, local banker and newly-elected Grand Master of the Masons of North Dakota, and John Butterfield, local farm boy and member of the All-American High School Basketball Squad were entertained by the club at a regular meeting. John, who had just returned from the east after participation in the East-West Basketball Tourney, was accompanied by his coach, Duane Holly. Both guests gave brief talks to the club.

The meeting was held under the trees at Hettinger's Mirror Lake Park. Dinner, featuring charcoal-broiled steaks and Idaho baked potatoes, was prepared in the open air, with club members Frank Walker, Ira Martin and Alvin Whitmer as chefs. Past President Dean Erlandson presided, and President Arthur H. Davis was Toastmaster.

\* \* \*

**Tri-Cities Toastmasters 1429  
Grand Haven, Michigan:**

In a joint meeting with Greater Muskegon Club 952, a mock election for sheriff of "MuskOttowa" County (combining the counties of Muskegon and Ottawa) was held, with keynote, nominating and acceptance speakers from each club. Topic session found each speaker charged with humorous illegal offenses from which to defend himself. Acting "judge" from Muskegon Club imposed sentences and fines.

Speakers took full advantage of the opportunity to inject humor, enthusiasm and color as they developed their party's platform and extolled their candidate. All in all, a fine humorous meeting.



Vigo's Past Presidents pose for pix

**Vigo Toastmasters 332  
Terre Haute, Indiana:**

We feel that our club has set a fine record this year in many ways.

1. Twelve past presidents are active members of the club. As shown in picture, they are: seated, left to right, Stewart Martin, William Baughman, Jack Tormohlen, Homer Gulitz. Standing: Lloyd Tossier, Jack Stark, Thurman Miller, Ben Muncie, Kerele Keller, Alfred Griffy, Raymond Baldwin. Absent were Clair Vernier and George Butter.

2. Three charter members are still active—Tormohlen, Gulitz and Martin. Club was chartered in 1945.

3. Club won 2nd place honors in Club Achievement Contest at D.11 Conference, (see trophy in picture.)

4. Club speech contest winner Stewart Martin won 1st place in Dist. 11 contest.

5. Club has 2 district officers: Ben Muncie, Dist. Club Achievement Director, and Kerele Keller, Gov. Area 3 and Lt. Gov. of D. 11.

6. Club has had good representation at all Area, Division and District meetings.

## PERSONALLY SPEAKING

By RALPH C. SMEDLEY

In our Toastmasters clubs there is perhaps the very best opportunity to become an able parliamentarian. At every meeting there is need for observance of proper parliamentary procedure. When members make use of this privilege, they gain skill and understanding.

Unfortunately, a good many clubs fail to realize the importance of this activity. Almost always there are present some jokers, self-appointed comedians, who try to turn serious business procedure into burlesque. Unless these funny men are suppressed, members lose their respect for correct procedures, or become confused as to what is correct.

Every Toastmasters club should make it a rule to set apart certain specified times for practice in procedure, using prepared scripts as guides. Such scripts are available from the Home Office, or suitable ones can be prepared by the club's Educational Committee. A formal parliamentary practice once a month, perhaps taking the place of the usual Table Topics, is a must for a properly conducted Toastmasters club.

In addition, the President should insist on order and on serious attention to the handling of the club's business session. Frivolous motions and "monkey business" or "horseplay" are most inappropriate when real business is under con-

sideration. If the men must have their fun, trying to confuse the presiding officer, or to show off their own cleverness, let it be done at a time when no serious business is involved. In general, it is better to omit the clowning on procedure, lest it lead to confusion.

Skill in parliamentary procedure is something which every man or woman should possess, for such procedure is involved in almost every meeting we attend. We should be prepared. Our Toastmasters Club is the place for our preparation.

### Profit and Pleasure

I have been interested in the number of comments resulting from my quotation, at the Pittsburgh Convention, of my favorite saying about the Toastmasters Clubs. I have used it so often that I thought it was generally known. That quotation is, "We learn in moments of enjoyment." This seems to me to describe very adequately the theory and practice of Toastmasters.

Shakespeare stated the same idea in "The Taming of the Shrew" when he made Tranio say, "No profit grows where is no pleasure taken."

The simple fact is that we grow or learn or work better when we enjoy what we are doing, and this is essentially the secret of success in

Toastmasters. Our meetings are made enjoyable by a fine, helpful fellowship, in a pleasant social atmosphere, with activities carefully planned to give us profit "in moments of enjoyment."

This is why I am so insistent on program planning, so that there may be material presented which informs and inspires while it entertains.

Does your club measure up to this standard? If it does not, then you are advised to get to work to make its meetings the most attractive spot in town for the members when the hour of assembly comes around.

### Our Weak Spot

Many of our clubs are weak in their program planning, which is the cause of low membership and unsatisfactory attendance, but it appears also that *most* of the clubs are weak in their work of evaluation. They recognize the weakness, but do not do much about it. Probably the reason is that skill in evaluation requires work—study and preparation—just the same as skill in speaking, and most of us are allergic to work.

Our organization is unique in the attention given to evaluation, and in the practice of using the members as evaluators, regardless

of any professional training in the art. The reason for this is two-fold.

First, it gives the speaker the benefit of the reaction of the "average" listener. We are not making our speeches to professional speakers, but to the ordinary people who are found in every meeting. What we need to know is the effectiveness of our speech in informing or convincing the ordinary listener.

Second, it trains our members in analytical listening, a most valuable art and one to be cultivated by every intelligent person. Thus the benefits in the work of the evaluator are gained both by him who gives and him who receives.

One of the most important projects for any Toastmasters club to undertake is the improvement of the quality of its work in evaluation. In learning to give criticism tactfully and to accept it gracefully and appreciatively, we gain much for ourselves. When the evaluation is superficial, or unfair, either in fault-finding or in commendation, we miss the real value.

Better evaluation comes with better understanding of the purposes of such critical listening. I wish that every Toastmasters club would adopt as one of its objectives for the next few months the improvement of the quality of its work in evaluation. Will your club try it?

*Any man will work much harder and more imaginatively to achieve a goal that he has set for himself than to meet any standard of performance imposed on him from the outside.*

—Dr. Addison M. Duval

# FINANCIAL REPORT

## Board of Directors

Toastmasters International, Santa Ana, California

We have examined the balance sheet of Toastmasters International as at June 30, 1958, and the related statements of Members' Equity and Operations for the year then ended. Our examination was made in accordance with generally accepted auditing standards, and accordingly included such tests of the accounting records and such other auditing procedures as we considered necessary in the circumstances.

The comparative statements for June 30, 1957 and the year ended that date are included in this report in reliance upon the examination of Touche, Niven, Bailey & Smart, Certified Public Accountants, and have not been examined by us except to the extent necessary to substantiate 1958 operations and balance sheet accounts as at June 30, 1958.

Effective July 1, 1954, Toastmasters International elected to return to its previous policy of not including inventories in its financial statements. Also it elected to accrue the estimated amount of expenses of its Annual Convention and related Board of Directors' meeting to be held in August following the close of its fiscal year.

In our opinion, the accompanying balance sheet and related statements of members' equity and operations present fairly the financial position of Toastmasters International as at June 30, 1958 and the results of its operations for the year then ended, on a basis consistent with the preceding year.

FRAZER AND TORBET  
Certified Public Accountants

### BALANCE SHEET AS AT JUNE 30, 1958 and 1957

ASSETS	1958	1957
<b>CURRENT ASSETS:</b>		
Cash on demand deposit .....	\$ 81,770	\$ 20,866
Invested Funds:		
Savings accounts .....	80,000	45,000
U.S. Treasury Bonds .....	35,369	35,369
U.S. Treasury 91-day bills .....	184,474	218,228
Accounts receivable .....	14,234	14,386
Prepaid expenses .....	3,300	3,300
Total current assets .....	<u>\$399,147</u>	<u>\$337,149</u>
<b>EQUIPMENT AND LEASEHOLD IMPROVEMENTS:</b>		
Furniture and equipment .....	\$ 46,264	\$ 51,212
Leasehold improvements .....	5,035	—
Total .....	<u>\$ 51,299</u>	<u>\$ 51,212</u>
Less reserve for depreciation and amortization (Note C) .....	37,016	31,277
Equipment and leasehold improvements, net .....	<u>\$ 14,283</u>	<u>\$ 19,935</u>
<b>OTHER ASSETS:</b>		
District reserve funds:		
Demand deposits .....	\$ 8,067	\$ 8,966
Savings accounts .....	25,000	25,000
U.S. Treasury bonds .....	2,500	2,500
Total .....	<u>\$ 35,567</u>	<u>\$ 36,466</u>
Less liability for district reserve accounts .....	35,567	36,466
Total other assets .....	<u>\$ —</u>	<u>\$ —</u>
Total assets .....	<u>\$413,430</u>	<u>\$357,084</u>

The accompanying notes are an integral part of this statement

## NOTES TO BALANCE SHEET

**NOTE A: Inventory**—In 1955 the Board of Directors resolved to return to Toastmasters' previous policy of not including inventories in the Balance Sheet. The inventory at June 30, 1958 and 1957 respectively was \$57,441.82 and \$58,210.66 stated on a basis of cost (first-in first-out) or market, whichever is lower. Exclusion of the inventory from the books resulted in an overstatement of profit for the year ended June 30, 1958 of \$768.84 and an understatement of profit for the year ended June 30, 1957 of \$3,363.10.

**NOTE B: Convention**—In order to more closely relate the operations assigned to a particular Board of Directors, the Board has elected to accrue the estimated amount of the convention expense of the annual convention and Board Meeting in August 1958 and 1957 by charging the amounts against operations for the years ended June 30, 1958 and 1957 which were \$22,800 and \$16,900 respectively.

**NOTE C: Accumulated Depreciation**—On August 15, 1955 the Board of Directors adopted the sum of the years digit method of depreciation based on a 5-year write-off of all assets acquired after July 1, 1955. Excess depreciation over the straight line method for the years ended June 30, 1958, 1957 and 1956 amounted to \$384.14, \$1,604.02, and \$2,268.76 respectively. The leasehold improvements made during the year ended June 30, 1958 are being amortized over four years on the straight line method.

**NOTE D: Members' Equity**—The Board of Directors has established a policy restricting Members' Equity in an amount equal to fifty per cent of the expense of the preceding year. Fifty per cent of this reserve shall be maintained in the form of demand deposits, savings bank accounts and United States Government bonds.

**NOTE E: Retirement Plan**—Toastmasters has established a contributing pension plan for employees with three years of continuous service and attained the age of 25. The employee contributes 3% and Toastmasters 5% of the payroll of eligible employees. Contributions to the plan by Toastmasters during the years 1958 and 1957 amounted to \$2,323 and \$2,170 respectively.

LIABILITIES AND MEMBERS' EQUITY	1958	1957
<b>CURRENT LIABILITIES</b>		
Accounts payable .....	\$ 20,714	\$ 16,694
Advance convention deposits by members .....	—	431
Accrued payroll and payroll taxes .....	10,808	9,729
Total current liabilities .....	<u>\$ 31,522</u>	<u>\$ 26,854</u>
<b>RESERVES:</b>		
Liability on retirement contract .....	\$ —	\$ —
Estimated expense of convention and related Board of Directors' meeting (Note B) .....	22,800	16,900
Total reserves .....	<u>\$ 22,800</u>	<u>\$ 16,900</u>
<b>MEMBERS' EQUITY (Note D):</b>		
Restricted .....	\$186,317	\$175,041
Unrestricted .....	172,791	138,289
Total Members' Equity .....	<u>\$359,108</u>	<u>\$313,330</u>
Total liabilities and members' equity .....	<u>\$413,430</u>	<u>\$357,084</u>



**MEMBERS' EQUITY**

FOR THE YEARS ENDED JUNE 30, 1958 and 1957

	1958	1957
Balance, beginning of year	\$313,330	\$224,608
Add:		
Liability on retirement contract returned to members' equity	—	6,000
Excess of income over expense for the year, per Exhibit C	45,778	82,722
Balance, end of year	<u>\$359,108</u>	<u>\$313,330</u>

**STATEMENT OF OPERATIONS**  
FOR THE YEARS ENDED JUNE 30, 1958 and 1957

	1958	1957	Increase (Decrease)
<b>INCOME:</b>			
Per capita payments	\$194,553	\$184,063	\$ 10,490
Literature and supply sales	114,725	100,220	14,505
Magazine subscriptions	84,378	79,901	4,477
Service charges	62,730	60,654	2,076
Charter fees	18,150	21,050	(2,900)
Interest	9,083	6,364	2,719
Other	1,971	3,104	(1,133)
<b>Total income</b>	<u>\$485,590</u>	<u>\$455,356</u>	<u>\$ 30,234</u>
<b>EXPENSES:</b>			
Salaries, wages and supplemental benefits	\$168,959	\$147,063	\$ 21,896
Purchased materials, supplies and services	153,774	137,139	16,635
Travel	49,014	37,186	11,828
Postage	19,565	17,229	2,336
Depreciation	12,185	12,872	(687)
Other	36,315	21,145	15,170
<b>Total expenses</b>	<u>\$439,812</u>	<u>\$372,634</u>	<u>\$ 67,178</u>
<b>EXCESS OF INCOME OVER EXPENSES FOR THE YEAR, transferred to Members' Equity</b>	<u>\$ 45,778</u>	<u>\$ 82,722</u>	<u>\$(36,944)</u>

**SPECIAL NOTICE**

The January 1959 Annual Review Issue of THE TOASTMASTER MAGAZINE will contain your choice of articles you wish to keep in one handy reference form. You can help us by indicating your choice on the coupon below. Fill out, clip and mail to: Editor, THE TOASTMASTER, Toastmasters International, Santa Ana, Calif.

*I nominate for the Annual Review Issue:*.....

(signed) .....

(Club No.) .....

# Responsibilities of a Club Officer

By ROBERT LEFFLER

IT HAS OFTEN BEEN SAID that any organized group, club or association is only as good as the men who stand at the head—the officers. While it is true that no club officers can function successfully without the support and cooperation of the membership, it is equally true that upon the officer rests the responsibility for planning and guiding the operation of policies and procedures.

How many times have you seen a club election become nothing more than a popularity contest? Probably too often.

Naturally, personality and popularity are wonderful traits, and men who possess them in a high degree are fortunate. If a man has never held an office or carried out a committee or activity assignment, these two qualities may be the only measure by which his ability can be estimated. In that case, there may be some small excuse for the popularity contest.

If a member has held office before, however, we have a better yardstick for judging. It is: *How well has he fulfilled his club responsibilities in the past?*

Let us examine for a moment these club responsibilities. They divide into four general categories.

A club officer should:

1. Fulfill the requirements of the office as stated in the club constitution and bylaws.
2. Attempt to perpetuate his office.
3. Assist other officers as may be required.
4. Be the guardian of the club traditions and customs.

Let's examine these guide-lines of behavior.

1. When a member runs for office, he should first familiarize himself with what his club constitution says regarding that office. He must have some knowledge as to what he is actually campaigning for. If he is thoroughly familiar with the duties his office entails, he will be able to take advantage of the experience of his predecessors and maintain a smooth transition from one club administration to the next.

Every officer likes to be original. This is good in club meetings; it is not good in club administration. Can you imagine trying to review the club's financial history and standing if it had undergone a series of ingenious or whimsical treasurers, each with his own system of keeping records? Or a se-

ries of club secretaries, each trying to find new and original ways in which to keep the minutes of the meetings?

Lastly, under the first general classification, consider the officer in his committee or executive meetings. Here it is his duty to voice opinions and suggestions. There are times, however, when he must remember to be diplomatic. It is natural to feel that you can do a job better than it is being done; but it is well not to be blunt in saying so.

2. Perpetuation of an office refers to the smooth continuity of work and information throughout the years. It is well to remember that you will not be the last officer in your club. It is necessary to project your thought into the future.

For instance, when making up forms for club records, the officer should remember to leave space for possible appropriate additions. Make sure that the type of form you use will be available to future administrations. Provide room for expansion and adaptation. Compare the situation to that of your wife when she breaks a dish in her favorite dinner set and is unable to replace it.

Probably the most important point of all is: *Don't be indispensable.*

3. If a member is a conscientious and capable club officer, the club has an investment in him. It is possible that situations occur where the task which he is undertaking for the club begins to take up so much of his time that his enthusiasm and energy begin to

*Robert Leffler is an electronics test engineer at Convair, San Diego, and past Administrative Vice President of Northshore Toastmasters Club 66.*

wane. Perhaps responsibilities from outside sources suddenly descend upon his shoulders. He feels that for the good of the club he should resign his office.

It is at times like these that the other club officers should come to his assistance. They should be able to relieve him, temporarily, of some of his club responsibilities. In so doing they are protecting the club's investment.

4. Club traditions and customs are among the most distinguishing and important features of a club. They are the catalytic agents that bring forth a club personality and distinguish it from other clubs. Too often there is no written record of these traditions and customs. The responsibility of keeping them alive and passing them on to future administrations falls upon the shoulders of the club officers. This should not be left to chance. A positive method of accomplishing this task would be for the President to assign it specifically to one of the officers.

A thoughtful study of these four classifications should be helpful in determining your responsibilities as a club officer. It would also assist you in selecting other members for officer positions. You may find that you still make an occasional mistake, but your chances of doing so should be greatly reduced. ♦

## HOW TO WIN WITH

# WORDS

By JAMES MENZIES BLACK

(Adapted by *Supervisory Management*, June, 1958, from *How to Grow in Management*, by James Menzies Black, Chap. 11. Copyright © 1957, by Prentice-Hall, Inc., Englewood Cliffs, N. J. Reprinted by permission.)

**W**ORDS, AS THE SYMBOLS of thought and emotion, are the tools of leadership. The successful leader is a skilled communicator, able to express his ideas accurately and precisely. He understands that talking to people is the way to get things done, and that communications goes beyond mere verbal expression. He communicates by his example and his attitudes.

*Knowing how to listen is the basis of effective face-to-face communications.* If you listen properly, you can tear down any barriers that may stand between you and your employees. You establish a

climate that makes people receptive to your ideas, your directions, or your orders, for you have shown by your attitude that you are approachable and sympathetic to their suggestions and problems. Listening is the Siamese twin of talking. It's your chance to learn the other fellow's point of view, and it is essential to sound communications.

### Talking to people

You give your employees orders, explain company policy, advise them about their problems, discipline them when necessary, and appraise their performance. If you can communicate with your subordinates, you will find it easy to communicate all the way up the line. You can sell your boss ideas and keep him informed about what

is going on in the department. You will be able to communicate with your associates effectively. In fact, there is no phase of your work that does not demand communications talent. Through communications you develop an efficient, cooperating, working group. Finally, effective communications is the hallmark of high morale. If your communications break down, you are lost as a leader, for you are out of touch with your subordinates.

### The art of communicating orders

Giving orders requires real communications ability. Orders frequently miscarry because they are misunderstood. Certainly you know from experience how easy it is for a subordinate to become confused about his instructions. Too often managers give incomplete or inadequate instructions, because they assume that the employee knows what is expected of him. Moreover, it is difficult and tedious to give a full explanation. For one thing, it means that you must think through the assignment before you can tell another person how to do it—and that takes mental discipline.

As one who must constantly communicate with others, you cannot afford to make mistakes. You know that whatever you say may be carried out in its most literal sense, and if things go wrong, it is your fault.

Order giving is part of the teaching process, and teaching is face-to-face communications. Your success depends on your employees' ability to carry out your instruc-

tions. There are two things you must always keep in mind about an order:

1. *It must be clear and understandable.*

2. *You must pay careful attention to your manner and language when you give it.*

If you have trouble getting your orders carried out, examine what you are doing. Why don't your instructions convey your idea to the employee? What mistakes are you making? Perhaps you do not speak clearly.

Or, perhaps, your directions do not follow a logical sequence, and they confuse the person who must act on them—especially if they are long and complicated. Consider your directions beforehand, and arrange them in a simple, orderly form.

Also, pay careful attention to the words you use. You must be flexible and adapt your method to the situation and to the person. But in all cases, be polite and considerate, for abrupt or harsh commands incur resentment. The order phrased as a request usually gets the best results.

This check list may help you improve your ability to communicate orders:

### Ten commandments for communicating orders

1. Be completely familiar with the assignment before you tell a subordinate to carry it out.

2. Make sure that the employee to whom you give the assignment understands its objectives and the methods you want him to use.

3. Take care in choosing the employee who will act on your order. Be sure that he has the ability, intelligence, and experience to fulfill his task. Be equally careful in choosing your method of communicating directions.

4. Speak distinctly. Keep your orders precise and accurate, but don't overload the worker with a mass of detail.

5. Make sure that the employee understands his instructions before he begins his work. It doesn't hurt to repeat directions or ask the employee to repeat them, to make sure they are understood.

6. Don't give too many orders at once. It only confuses. If your instructions are complicated or involved, write them out.

7. Make sure your orders are reasonable—that you have not put too heavy a burden on the worker. You will get very little done if you give a man more than he can do.

8. If your subordinate is having difficulty understanding your orders, don't get angry, curse, or become sarcastic. Profanity or abuse are barriers to communications.

9. Fit your method to the man. That is the human relations of communications.

10. Be sure your orders do not conflict with previous orders, and that they follow the proper lines of authority.

### Communicating policy

The manager who takes refuge behind a policy without explaining it is letting employees down, and he is letting his company down. To uphold policy properly you

must interpret it intelligently. Only then do rules become real and meaningful. You interpret policy by the way you put it into action. If you are despotic, opinionated, abrupt or inconsiderate, then in your hands the policies of your company take on the same qualities.

A good leader knows that any policy or rule that affects the employee or his job must be understandable. If the employee asks questions, it is up to the boss to give the answers. If he doesn't know, he should find out from somebody who does.

Because of your leadership responsibility, your subordinates come to you with all manner of problems, many of which have only a remote connection with their actual job. Your employees expect you to be sympathetic and understanding about these problems.

Such consultation is both flattering and challenging. The employee is offering you a golden opportunity to win his loyalty. Deep down, he probably doesn't expect a specific solution to his problem—he may have even worked out his own answer and simply wants to check it against your thinking. If you listen sympathetically, you can be a great help to him, whether his problem involves something about his job or the fact that his mother-in-law has come to live at his house.

*Communications means understanding the other man's problem.*

Communications is one art you have the opportunity to practice every day. If you define your objectives, you will have no trouble in taking steps to improve your ability to reach them. ❖

# Letters to the Editor

(Because of obvious space limitations we often print only pertinent portions of letters received. While only signed letters will be considered for publication, names of writers will be withheld on request.—Editor)

The Toastmasters of the Electric Storage Battery Company have just completed their two-week vacation period. I feel safe in stating that our members' vacations took them to every part of these United States. Members have reported that one thing was missing in every town they entered. For example, on reaching Buffalo, N. Y., you were welcomed by Lions International, Rotary International, Loyal Order of Moose, American Legion, etc. Their road signs were located in strategic areas, but not one sign could be seen with the name Toastmasters International.

Our Club feels that something should be done regarding this serious injustice to our wonderful organization. We assume our share of the guilt, but we intend to rectify this slight to Toastmasters by ordering a sign and installing it where everyone entering Cleveland from the east will know that Toastmasters Club 1208 meets every Wednesday.

It is the sincere desire of every member of Club 1208 that an international drive be started by Toastmasters to have roadway signs erected. The publicity to our organization would be invaluable.

Bud Mason, Secretary  
Club 1208  
Cleveland, Ohio

I am glad to have the opportunity to comment on something which I have been meaning to ask Toastmasters International for some time.

What advantages accrue, if any, to the new members of Toastmasters by charter members staying in year after year?

What advantages are there to the regular members in having these "old pros" win the cup in competition with neophytes night after night?

What advantages are there to the regular Toastmaster in his evaluation of his fellow speakers when the majority would hardly have the temerity to feel that his criticism as a master evaluator is valid if it set some of the old-timers back?

What value is it to Toastmasters International if the old pros are going to enter strictly local competition such as Ladies' Night, with winning speeches they have given years before?

(Name withheld on request)

I read the July issue of *The Toastmaster Magazine* with interest, especially Mr. Charles Opdyke's article on "The Public Is Listening."

I am making your letter available to Mr. Morris, Assistant to the Executive Director, who is immediately concerned with public relations.

Edmund R. Purves, F.A.I.A.  
Executive Director,  
The American Institute of Architects,  
Washington, D. C.

This is to send belated comment on the recent trend I see in *The Toastmaster* toward relevant reprinting of items of interest in the management field. This, continued in good balance, is of benefit to us, your readers, and of value when we, already aware of Toastmastering, use *The Toastmaster* as a vehicle for spreading our wares to others. Keep it up, please.

J. P. Richey  
Club 1307  
Arlington, Va.

Dear Mr. Forley:

I shall be glad if you will convey to the Board my sincere appreciation and thanks for the generous services and hospitality which were afforded me through the Home Office and by members themselves while I was attending the Convention, at Santa Ana, and the other places I visited in your country and Canada.

I would like them to know, too, how grateful I am to you for your solicitous attention to my welfare; to both Dr. Smedley and yourself for your sympathetic understanding of and attitude towards the problems of District 18; and to the Home Office staff for so readily placing themselves at the disposal of my enquiring mind.

It was a heart-warming and inspiring experience to find so many kindly folk all ready to subserve their interest to mine so that I might be shown around, fed and housed, enlightened and entertained.

My thanks, my regards, and best wishes to everyone.

Ian D. McIntyre  
Imm. Past Gov. Dist. 18  
Glasgow, Scotland

We were most happy to hear that our Mr. Gene Rust has completed his basic training in speech development under the Toastmasters Club program.

I'm very impressed with the Toastmasters' setup and have been acquainted with it for a number of years . . . You will be glad to know that we encourage all of our people to take full advantage of the Toastmasters' program. This training is becoming more important in the business world than ever before.

A. W. Gordon, Vice-President,  
Employers Mutual Liability  
Insurance Co. of Wisconsin,  
River Forest, Illinois

When my copy of the (September) *Toastmaster* arrived here in Brigantine I was delightfully pleased and surprised to find on page 25, the smiling faces of George Mucey, "Pa Pitt" and of course, Jim Tynan. The photographic reproduction was excellent. I know George and Gene Pentz will be "tickled" about this fine publicity. I'll make the most of it here for Toastmasters, through city Press Bureau channels.

Many thanks for helping us out in processing this release so quickly.

J. J. Tynan  
World's Playground  
Club 1078  
Atlantic City, N. J.

# SHOW THOSE FEELINGS

By JULES B. SINGER

ANGER, INDIGNATION, confidence, enthusiasm—these are feelings, feelings which can make you a great speaker. They color your speeches, hold your audiences, sell your point of view.

The ordinary speaker talks in what might be called *mono-feeling*. He gives you one impression and stands like a black and white film throughout his talk.

The great speaker uses emotions as a basic ingredient of his presentation. He has a message. He wants not only to give you that message; he wants you to know what is going on in his mind and heart. He wants you to feel the way *he* feels about the subject. So he shows his feelings.

Recently one of our club members took issue with a previous speaker who had remarked on "dirty politicians." Much involved in home-town politics, this member was extremely indignant at the aspersion—but he did not let his indignation flow through to his audience. How much more effective his speech would have been, said his evaluator, had he really shown his feelings!

Whenever you talk, you want to hold your audience. Here's a secret. *Let go with your feelings and you're on your way!* If you feel strongly about something, the other fellow's interest is piqued. He wants to know the cause of those strong feelings.

You express your feelings with everything you've got—posture, gestures, facial expression, voice.

Just for exercise, write a paragraph on some subject about which you have strong convictions. First read it aloud as you ordinarily do. Then read it aloud again, letting your feelings have full play. Exaggerate. See for yourself how much better you perform—how much more effective you are when you emotionalize your talk.

Next time you speak, consider the rostrum as a pipe organ—an instrument that lets you express your emotions freely. Pull out the stops! Be confident, of course. That is the first step in having your audience feel confidence in you. But show your feelings in what you have to say! Be enthusiastic or indignant! Be surprised or angry! Let your own feelings come through so clearly that your audience will feel with you—hope what you hope, fear what you fear, want what you want.

You'll not only be more interesting but you'll get a bigger wallop out of speaking. *Come on, man, 'spress yourself!*

*Jules B. Singer is Vice-President and Director of the Grey Advertising Agency of New York City, and immediate Past President of SEC Rough Riders Toastmasters Club 1876. He is an area governor and member of Public Relations Committee of Dist. 46.*



## JUST IN JEST

A playboy was proposing to a girl who refused to take him seriously.

"I'm fast and loose now," the playboy said, "but if you'll marry me, I'll be just the opposite of what I am today."

"That's what I'm afraid of," the girl replied. "The opposite of fast and loose is slow and tight."

◆◆◆  
*Daffynishion: Fireproof—being related to the boss.*

◆◆◆  
*Daffynishion: Hotel—a place where one often gives good dollars for poor quarters.*

◆◆◆  
The big attraction at the carnival was a bear that played "The Star-Spangled Banner" on the piano. Later a fluttery little lady approached the trainer.

"Goodness," she remarked. "What a remarkable act! How on earth did that bear ever learn to play the piano?"

"How does anybody learn?" snapped the trainer. "He took lessons!"

◆◆◆  
*The modern device that has done the most to shorten woman's working hours seems to be the TV set.*

◆◆◆  
*You don't have to worry about the summit. If the diplomats don't get there, prices will.*

◆◆◆  
*Who can remember when the fall-out problem was something we could keep under our hats?*

A doctor was warning his patient that he should have regular habits. A hurt look in his eye, the man protested: "But I do, I do!"

"Well," asked the doctor, "how come I saw you with a well-stacked blonde at four this morning?"

"Oh, that," replied the patient. "That's one of my regular habits!"

◆◆◆  
*We like the tale of the ailing Indian. Visited by another Indian in the hospital, the invalid was asked how he felt and answered, "Ugh."*

"And how you like nurse?" the other Indian asked.

"Ugh, ugh, ugh!" the ailing Indian said.

"I ask simple question," his friend frowned. "Don't make long speech."

◆◆◆  
*She had paper and pencil ready as the operator looked up the number. "Mad-am," the operator said, "the number is CApital 5-1531."*

*The woman paused, then asked, "How do you make a capital 5?"*

◆◆◆  
A youngster walked into a Connecticut bank the other day to open an account with \$25. The bank's vice-president gave him a benign smile and asked how he had accumulated so much money.

"Selling magazine subscriptions," said the lad.

"Well, you've done very well. Sold them to lots of people, obviously."

"Nope," answered the little boy proudly. "I sold them all to one family—their dog bit me."

# New Clubs

(as of September 15, 1958)

- 485 LAFAYETTE, Indiana, (D-11), *Tecumseh*, 2nd & 4th Mon., 6:30 p.m., YMCA (not permanent), Lafayette.
- 1338 ST. LOUIS, Missouri, (D-8), *TCT*, 2nd & 4th Mon., 6:30 p.m., Mark Twain Hotel, St. Louis, Missouri.
- 1444 SACRAMENTO, McClellan AFB, California, (D-39), *McClellan NCO*, 1st & 3rd Thurs., 7:00 p.m., The McClellan NCO Club, McClellan Air Force Base.
- 1661 ARCADE, New York, (D-34), *Tri-County*, 2nd & 4th Tues., 6:30 p.m., VFW Club House, Arcade, New York.
- 1966 CARTERTON, RAF Brize Norton, England, (D-U), *Coiswold*, Thurs., 11:30 a.m., NCO Open Mess, RAF Brize Norton, Carterton, England.
- 2060 FORT WORTH, Texas, (D-25), *Telephone*, 1st & 3rd Thurs., 5:45 p.m., The Westbrook Hotel, Fort Worth, Texas.
- 2117 MOUNTAIN VIEW, California, (D-4), *Early Risers*, Wed., 6:30 a.m., Camino Bowl, Mountain View, California.
- 2192 ADDIS ABABA, Ethiopia, (D-U), *Blue Nile*, every other Tues., 7:30 p.m., RAS Hotel, Addis Ababa, Ethiopia.
- 2819 CHICAGO, Illinois, (D-30), *Gibraltar*, 2nd & 4th Mon., 5:00 p.m., Prudential Plaza, Chicago, Illinois.
- 2821 ORLANDO, Florida, (D-47), *Navy Laboratory*, Tues., 12:20 p.m., USN Underwater Sound Reference Laboratory Cafeteria, Orlando, Florida.
- 2828 GAINESVILLE, Texas, (D-25), *Gainesville*, Tues., 7:00 p.m., Curtwood Hotel, Gainesville, Texas.
- 2829 ARLINGTON, Virginia, (D-36), *ASTIA*, 1st & 3rd Wed., 11:00 a.m., Arlington Hall Station Officers Club.
- 2831 HOMEWOOD, Alabama, (D-48), *Valley*, Mon., 6:00 p.m., Mrs. Todd's Cafeteria.
- 2833 KINDLEY AFB, Bermuda, (D-U), *Noncommissioned Officers*, 1st & 3rd Tues., 11:00 a.m., Teen Town or NCO Club, Kindley Air Force Base.
- 2837 POMONA, California, (D-F), *Convair Pomona*, Mon., 4:30 p.m., Convair Cafeteria, Pomona, California.
- 2842 SO. OMAHA, Nebraska, (D-24), *South Omaha*, Tues., 6:00 p.m., Johnny's Cafe.
- 2843 AKRON, Ohio, (D-10), *Metropolitan*, Every other Tues., 6:30 p.m., Tallmadge Tower Restaurant.
- 2845 SAN ANTONIO, Randolph AFB, Texas, (D-56), *Randolph*, Thurs., 7:30 p.m., Randolph AFB, Non-Commissioned Officers School.
- 2846 NEW ORLEANS, Louisiana, (D-29), *J.C.C.*, 2nd Wed., 8:00 p.m., 4th Wed., 7:00 p.m., Jewish Community Center.
- 2848 LUFKIN, Texas, (D-25), *Lufkin*, 2nd & 4th Mon., 7:30 p.m., Petty's Restaurant, Lufkin, Texas.
- 2849 CROWLEY, Louisiana, (D-29), *Crowley*, 2nd & 4th Tues., 6:30 p.m., Lou's Banquet Room, Crowley, La.
- 2850 KANKAKEE, Illinois, (D-54), *SETO-KAIL*, 1st & 3rd Thurs., 6:30 p.m., Jensen's Restaurant, Kankakee, Illinois.

## NOTICE TO CLUB MEMBERS:

Please notify us promptly when you change your mailing address. In order for you to receive your magazine without interruption, it is necessary that we have your correct address at all times. Please include club number and old address.

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