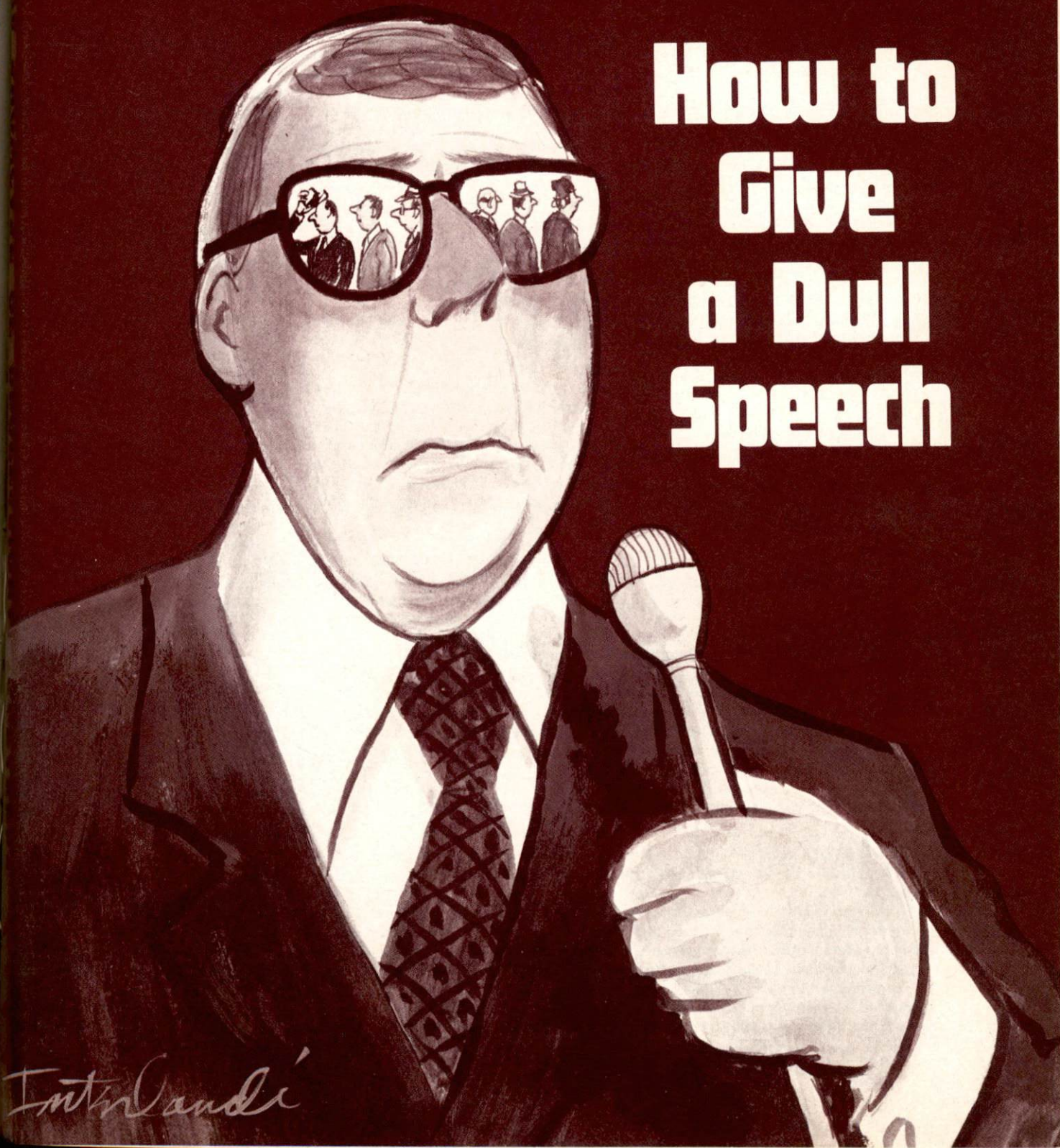


May 1976

the toastmaster

How to Give a Dull Speech



Intravandi

in Atlanta
1976 SHOWCASE OF PROFESSIONAL SPEAKERS
Not bad!

LETTERS TO THE EDITOR



One for the Book

Robert Stoffel's review of the book *Troubled Talk* that appeared in the January issue of THE TOASTMASTER interested me enough to send for a copy. I'm glad I did.

Not only is the book as good as was claimed, but I was happy to learn of the existence of The International Society for General Semantics by sending for it. This organization distributes *Troubled Talk* and many other books that contain information about our language and how we can improve our communication. (A catalog of their publications is available upon request.)

Also, I would like to recommend something that will be of use to Toastmasters everywhere. It's a booklet designed to help people use humor in their speeches. "How to Be a More Effective Speaker Through Humor" is an ideal complement to our own *Humor Handbook*. Some of the things covered include: what humor can accomplish, how to select jokes that complement speech topics, stories that should be avoided, what happens if a joke dies, and how to tell a joke.

To get a copy of this helpful publication, which is free of charge, just write to: The Comedy Center, 801 Wilmington Trust Bldg., Wilmington, Delaware 19801.

Finally, thanks for putting together THE TOASTMASTER. I read it from cover to cover every month. It has not only helped me in many ways, but I also enjoy it!

Art Gliner
Silver Spring, Maryland

Bite That Apple!

The article, "Watch the Way You Look," that appeared in the December, 1975, issue of THE TOASTMASTER contained some very constructive suggestions. Those little things that may seem trivial to a speaker (a wrinkled or spotty tie, inappropriate pins on clothes, five o'clock shadow, fancy eyeglasses, etc.) are very distracting to audiences. When a speaker overlooks this seemingly trivial aspect

of appearance, his presentation suffers. Thank you for printing it.

I would just like to relate an incident that happened to one of our members from the Commissioned Officers Club 133-57 while participating in our humorous speech contest. This outstanding Toastmaster wore a denture (partial). He had progressed all the way to the District 57 finals and, in the finals, chose not to speak in front of the microphone because of his booming voice and wild gestures. During the course of his speech, his adrenalin began to flow and his voice became louder and louder. All of a sudden his denture (partial) became loose. He smiled when he should not have and...

Needless to say, he didn't win. So if any of you wear dentures and want to look nice before the audience, be sure to check them. Bite into an apple!

Jerry Kobashi
Alameda, California

A Way to Grow

Career moves are excellent points in time for reflection on personal growth. Unfortunately for some, growth has an ominous ring since it brings with it sacrifice, change, challenge, and many more opportunities to fail as well as succeed. For me, growth has an exciting ring to it and is viewed in this corner as the blood of life.

Five years ago, in an effort to locate new avenues for growth, I found, and in short time joined, Toastmasters. Like many, I thought I could extract Toastmasters' offerings in a relatively short time and be off to something new.

That was five years ago and I am still an active member. Why? Because I have found that Toastmasters is a vehicle for perpetual growth. Participation changes, format changes, and clever program changes add new challenges and opportunities each month.

Toastmasters, for me, is a stroke of genius and an elemental part of my own growth. It allows one to develop excellent communication skills for all types of communication, to

develop or upgrade management skills in the prime areas of organization and motivation and—though not widely advertised—to develop maturity in human relations.

Maturity in human relations comes from assisting others in achieving personal growth. Toastmasters is not a one-way street. It involves giving of yourself, your ideas, and your experience to help others grow, too.

No, Toastmasters is not for everyone. One must be willing to sacrifice and must want to grow. Does Toastmasters insure success? Nothing insures success, but Toastmasters does assist in eliminating some of the major obstacles to personal, social, and business success.

Toastmasters has been, and will continue to be, a program for me. As we all know in Toastmasters, we should never end with thank you, but I will since I have much to be thankful for. Thank you, Toastmasters.

Thomas M. Loarie
Glenview, Illinois

Educating the Evaluator

I would like to add my comments to those of Nick D. Ross of Mesa, Arizona, in his "letter to the editor." (October, 1975)

I think my biggest complaint in my long experience as a Toastmaster involves two types of members: (1) the new Toastmaster who wants to make a big impression in his first few evaluations and, (2) the one who thinks that he doesn't need the Communication and Leadership Program and never gives a "book" speech. The extent of both their evaluations is usually "you used notes" or "you read your speech." If they had been using their manuals, they would have known that there is a time to use notes and a project called "The Written Speech."

I cannot emphasize too strongly the necessity for the evaluator to know, a few days prior to the meeting, just what type of speech the speaker is going to give. It'll save everybody a lot of time.

Lloyd Newhouse, ATM
Dayton, Ohio

"Letters to the Editor" are printed on the basis of their general reader interest and constructive suggestions. If you have something to say that may be of interest to other Toastmasters, send it to us. All letters are subject to editing for reasons of space and clarity and must include the writer's name and address.

TOASTMASTERS INTERNATIONAL is a non-profit, educational organization of Toastmasters clubs throughout the world. First Toastmasters club established October 22, 1924. Toastmasters International was organized October 4, 1930 and incorporated December 19, 1932.

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.



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ADVERTISING REPRESENTATIVE

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toastmaster

4 Will You Taste the Water?
by George C. Scott, DTM

6 How to Give a Dull Speech
by William Hoffer



Believe it or not, being known as a dull speaker actually has its advantages. Since you'll have no audience, you can't be misquoted, heckled, booed, demonstrated against, or hit with tomatoes. You'll start no mass movements, sway very few minds, and all in all, stay out of a lot of trouble. And isn't that just what you want?

10 Three Minutes, Fifteen Seconds
by Catherine Crowley

11 Convention '76 Preview

14 I'm a Manager Now . . . What Happens Next?
by David K. Lindo

16 Toastmasters—What's in it for You?
by Frederick W. Mikko

20 Toastmasters in New Zealand
by Ray Morse

22 How to Solve Your Club's Problems
by Hubert E. Dobson, DTM

25 TI Board Report

Editor: Bruce L. Anderson
Managing Editor: Michael J. Snapp
Illustrations: Phil Interlandi

Will You Taste the Water?

by George C. Scott, DTM
International President



My friend was looking a bit discouraged. He was attempting to find water on his land and, after drilling two dry wells (at great expense in both time and money), was thinking of giving up.

We discussed his dilemma for awhile and then he made a most pertinent comment. He stated that his experience in drilling wells had been interesting, and he was quite good at it now, but he didn't have any experience with drinking fresh well water. He concluded he'd better keep drilling. "After all," he said with a smile, "the water would benefit everybody in the neighborhood—but I am the only one who is learning anything from the drilling."

Apparently many people leave Toastmasters after finishing the manuals or after receiving their ATM or DTM awards. Is it because they feel that they have gone as far as they can with Toastmasters? If that is the case, they are sadly mistaken. Like my friend, they need to keep drilling. They haven't had the chance to taste the fresh well water yet.

The communication and leadership training you receive in Toastmasters is, in itself, meaningless. Like anything else, it must be taken out, shared, and tested before a judgement can be made as to whether or not it has been beneficial.

Many of our members already realize this. Unfortunately, many of them do not realize that this "sharing" and "testing" can take place in their own club, area, or district. Look at all the leadership opportunities offered through the various officer positions at the club, area, district—and even International—levels. Look at the challenge offered by a Speakers Bureau or a Community Contact Team. What about the satisfaction of helping young people with Youth Leadership, people your own age with Speechcraft, or your fellow members by serving as a Toastmasters Resource Specialist or as an advisor to a new member?

Like any other type of education, Toastmasters is an ongoing process. There is no starting or stopping point. After 23 years as a Toastmaster I am still learning. Every challenge presents a learning opportunity. The human brain is like any other muscle; it must be constantly exercised to remain strong and vigorous.

How many more years are you going to stay in Toastmasters? One? Five? Ten? Or as many as you find that you are provided with club programming that is challenging and interesting? If this is your answer, why not tempt fate and make sure you are provided with the programming?

What do you want to know? What do you want to try? What do you want to talk about? Ask yourself these and many other questions. Then tell your club's educational vice-president about it and make sure that adequate programming is provided. Why not offer to help with special instructional or educational talks in your club? Better yet, become an officer and set up sessions that will not only meet other member's needs, but your own as well.

If someone tells you there is nothing in Toastmasters beyond the two manuals and the ATM or DTM awards, don't you believe it. There is plenty . . . if you want to do it. You can "program" yourself into all kinds of learning opportunities. Continue your membership and put your training to the supreme test.

After all, this is only the beginning. You may want to go out and drill another well. □

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As a Toastmaster, you have undoubtedly learned how to give a speech that entertains, persuades, challenges, or informs. But have you learned . . .

How to Give a DULL Speech

by
William Hoffer

Every year, a careless executive gets into trouble because he says the wrong things. The obvious way to avoid falling into this trap is to keep your mouth shut. If, however, you are suave, sophisticated, intelligent, witty, handsome, or beautiful, you may find yourself called upon occasionally to speak in public. You should learn to be a dull speaker.

Some of the rewards of being a dull speaker are:

2. Dull speeches are easier to prepare.
3. Dull speeches are easier to deliver.
4. Dull speakers are called upon to speak less often.

But the chief advantage is:

1. No one will listen to you.

You only get into trouble if people listen to you. Some notable examples are Don Rickles and Martha Mitchell.

Unless your audience listens to you, you have no audience. And if you have no audience, you can't be misquoted, heckled, booed, demonstrated against, or hit with tomatoes. You will start mass movements, sway very few minds, and all in all, stay out of a lot of trouble.

To this end, with tongue planted firmly in cheek, we present "The Dull Speaker's Handbook," or "From Hero to Obscurity."

The first step. Accept every speaking invitation the moment you receive it. Mutual understanding between a speaker and his audience is essential for good communication. Since he cannot possibly achieve rapport with everyone, a dull speaker will blindly tackle all assignments. The law of averages will cause him to alienate a large percentage of his listeners.

Ignore the needs of your audience. "If you don't know anything about your audience, you will succeed in falling on your face," advises J. Robert Brown.

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resident of the Direct Selling Association, Washington, D.C.

This is easier to do if you accept an invitation today to speak tomorrow. The more preparation time you have, the more difficult it is to fight off the temptation to learn about the audience. The dull speaker must resist the inclination to read the trade publications that his audience reads. He must not attempt to learn of their particular problems and desires.

Choosing a subject. The surest way to knock the stuffings out of a dull speech is to choose a topic in which the audience has a vital interest. The dull speaker will choose a topic far away from the interests of his audience.

Writing the speech. A lively speech can be presented directly from an outline, or, if the speaker is well versed in his subject, without any notes at all. But the most effective means of presenting a dull speech is to write it out completely beforehand and then read it without variation.

The dull speaker may even find it helpful to provide copies. Then each member of the audience can choose to follow along or—if he prefers—stuff the speech into his pocket and catch a quick nap.

Practicing the speech. Don't. Be spontaneous. Let the speech roll off your tongue for the first time and drop to the floor with a thud. Above all, if you must practice, don't stand up in front of a mirror where you can monitor your gestures and facial expressions.

Arrival. The only suspense created by the dull speaker centers around the issue of whether he will arrive in time for his speech. "Don't arrive early enough to attend other sessions on the program," warns Dr. Carl F. Hawver, executive vice-president of the National Consumer Finance Association, Washington, D.C. "If you mix with people in the audience, you will begin to understand their concerns. You will pick up some of their jargon. You will have more difficulty

in remaining dull."

When traveling a long distance, the dull speaker should never arrive the night before. A hasty, last-minute arrival, compounded by jet lag, will get almost any speech off to a dull start.

Introduction. Many dull speakers have had great success by beginning their speeches with, "Unaccustomed as I am to speaking in public" and then proceeding to prove it. "By apologizing to your audience you assure them that you are quite unprepared to talk to them," Mr. Brouse notes.

Dr. Leon Danco, president of University Services Institute, Cleveland, utilizes an approach that could result in a very dull speech. A specialist in speaking to the sons of fathers in family-owned businesses, he has prepared a biography of himself for the program chairman to read. It notes that Dr. Danco was in command of his own ship at the age of 20. He has a Master's Degree in Business Administration from Harvard University and is a Ph.D. in economics. He was president of a large corporation at the age of 28. He is an accomplished private pilot.

"By the time the entire introduction has been read, the audience hates me," Dr. Danco comments. "When I step to the speaker's platform in a conservative suit and a white shirt, the audience is convinced that my speech will be the dullest thing they are ever going to hear."

Dr. Danco then shuffles his feet, clears his throat, and adjusts the microphone. He asks if those in the back can hear.

But from this promisingly dull beginning, Dr. Danco lapses into liveliness. "It's always nice," he says quietly, "to be invited to speak to a group of people, none of whom ever earned his job on the basis of merit." The second-generation businessmen think about the sentence for a moment, and then begin to grin. Dr. Danco then admits that he was fired from that impressive job of corporation president, and that he has flown his air-

plane into the ocean a couple of times.

By then he has blown any semblance of dullness. "The introduction sets it up," he comments. "The introduction is so dull they expect a stuffy professor. All of a sudden I don't seem so stuffy to them."

Delivery. The manner in which a speech is given is often as important as its content. No matter how interesting the content of a speech is, shoddy delivery will make it seem dull. "Don't use gestures," warns one executive. "Push the mike out of the way and keep your head low. Shove one hand in your pocket and jingle your keys. Interject every third word with . . . uh . . . ah . . . oooh. All of these dull techniques will be magnified if you have been careful not to practice your speech in front of a mirror."

Be fear-sighted. One of the most effective paths to dullness is to become fear-sighted. The syndrome manifests itself in two ways. In one form the speaker keeps his eyes glued to his notes; in the other he stares at the back wall of the auditorium. Either way, he will never look at his audience. This can be very effective, since it utilizes the basic principle of monotony, while at the same time telling the members of the audience that the speaker is afraid to look them in the eye.

One executive was a notable failure at this technique, because he couldn't keep his eyes away from the women in his audience. He would make a point in his speech while looking at a brunette near the back of the auditorium; then he would turn his head and stare directly at a blond near the front of the room and say, "Do you see what I mean?" Usually, about a dozen people seated near the blond would nod their heads in agreement.

Visual aids. Many visual aids add liveliness to a speech. But with care they can promote dullness. Don't let the program chairman know in advance that you need a slide projector. Come

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Sometimes
Feel That
Your Job
Has Its



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prepared with slides that are far too small for the room or charts with figures that are too tiny to be read.

Don't read the following paragraph.

If you want people to completely disregard your words, order them to not do something or not say something or not believe something. The best way to give advice in a dull speech is to be uncompromising. Tell your audience in no uncertain terms that you are positively, finally, absolutely, irrevocably, and eternally convinced that you are right, with no if's, and's, or but's—with luck you will lose 90 percent of them right there. Never, never use words like *sometimes*, *perhaps*, *it may well be*, *some people believe*, and *maybe*.

The secret. More than any other factor, sincerity—or the lack of it—determines how dull a speech will be. “The interesting speaker talks one on one, no matter how large his audience,” Dr. Danco says. “In fact, he doesn't talk to them. He has a conversation with them. The good speaker fundamentally loves his audience. He is committed to their well-being and offers some positive remedies to their problems. His humility is implicit. The dull speaker, in contrast, is merely a wise-guy.”

In conclusion. One of the most effective ways to be dull, even if the balance of your speech has been disconcertingly well received, is to wear out your welcome. This is done best in government circles, particularly in the U.S. Congress, and is known as the filibuster. Study some back issues of the *Congressional Record*, and copy the drawn-out style of the masters.

One final note: You can add a little flourish to the filibuster technique by saying, “And in conclusion, let me just point out . . .” and then continuing on for another 20 minutes. □

William Hoffer is the Washington Region Chairman of the American Society of Journalists and Authors. He has contributed articles to a variety of popular magazines, including *True*, *Ms.*, *Smithsonian*, and the *Washington Post*.

How to Feature

Get Out There... and Talk!

by

**Gene S. Selig, ATM
Club 2924-31**

One of the major problems of any club president is the complaints he hears from his members on their inability to progress toward their Able Toastmaster award because they lack one of the necessary qualifications. As president of the TNT Club 2924-31 in Waltham, Massachusetts, the most common complaint I heard centered around the three required outside speaking engagements.

Think about how difficult it is to go out into this hard, cruel world of ours, approach someone who may be a member of a Lions, Kiwanis, or Rotary club, and say to him, "I am a Toastmaster with three years public speaking experience. Can I speak to your group in the near future?"

Here you are, a virtual unknown, and you want to speak before such an impressive group of people. Of course, it would be no problem at all if you were the police chief, a judge in the local court, the mayor, or even the president of the local bank. But for the average person with an eight-to-five job, it is a real problem to get that required outside speaking experience.

One of the people who came to me with this problem was a three-year member of my club. He was an electronic component salesman covering New England, a college graduate, married with two children, and living in a nice home. He was a perfect example of the neighbor next door.

But I found I had a problem answering his question. As president of my own company, I had never experienced the problem of finding outside speaking experiences. In addition, I was also a member of a few service clubs and was able to get my own speaking time set up whenever I wanted to. What could I tell him?

So there I was one day, still thinking about how to get my friend some outside speaking assignments, when it suddenly hit me. I was in a public building waiting for an elevator and there it was, tucked up on the wall of the main lobby

right between the elevator doors. It said *Give to the United Way!* and listed all of the organizations that benefit from the funds contributed. (The list was so long that I missed a half dozen elevators reading it.)

I wrote down the address of the local United Way office and later called them to request a copy of the poster I had seen that day in the lobby. Within three days, the poster was in my mailbox.

Armed with this information, I proceeded to write a form letter, offering speakers for their various groups, looked up the addresses, and mailed out 128 copies of the letter, one to each office. Within five days, I had my first reply. Within six days, we had nine replies, with speaking dates on four of them. The others all wanted us to call them to discuss and firm up the dates for speaking.

I turned the entire matter over to our educational vice-president who, in turn, contacted all of our members who had previously expressed an interest in a club Speakers Bureau. Now we were really rolling. We had found the vehicle to carry us to ATM and beyond. All we had to do now was to better acquaint ourselves with the product we were going to speak about, write the speech, practice it before the club, listen closely to the evaluation, polish it, present it again, and again listen to the evaluation. Once that was done, we were ready to go.

Since that time, we've sent speakers to every kind of group imaginable. And what do they talk about? They talk about what they know best, like what it's like to be a Fuller Brush lady, in real estate, aerial photography, or scuba diving, or how to retire at 55.

The opportunities to speak before outside groups are almost without limit. Speaking here, there, and everywhere is really where it's at. Look around, check it out, and get out there and speak about what you know best, whether it's your job, your hobby, or one of your major interests. The important thing is to get out there and do it! □

An in-depth look at the recipient of Toastmasters International's Golden Gavel Award for 1976—Earl Nightingale.

THREE MINUTES, FIFTEEN SECONDS

by
CATHERINE CROWLEY

New members of Toastmasters are often seriously challenged when told they must deliver a six-minute talk—give or take a minute. “How can you say anything in six minutes?” they wail.

Well, Toastmasters, consider the case of Earl Nightingale. His radio program, *Our Changing World*, is the most widely heard program on earth. It is broadcast daily on nearly 1,000 radio stations all over the free world, including such exotic places as the Fiji Islands and the Republic of South Africa. Each program handles a subject, with a beginning, a middle, and a wrap-up; each has to be interesting; and *each is exactly three minutes, fifteen seconds in length.*

The program is sold—and is sponsored in every market—as a five-minute feature. But a five-minute feature in the radio business is four minutes, thirty seconds, allowing for a ten-second station break and a twenty-second commercial to round out the five minutes. And there must be room for a one-minute commercial inside the program, as well as a commercial opening and close, so the program content must be held to exactly three minutes, fifteen seconds every day. Even a ten-second variable, in a business that operates on the split second and has to meet network shows on time, is not permitted.

Mr. Nightingale researches and writes his own programs. In order to keep them the exact length required, he types his programs, always with elite type, on

specially-printed paper with numbers running down the margin. He knows that when he reaches a certain number he's got to stop.

Then he records the programs with a stop-watch—and has recorded the last thousand or so without ever having to do one over because of its running short or over the time limit. He has written and recorded more than 4,000 daily shows—more than 16 years of daily broadcasts—for a total of about 3 million words, or the equivalent of 30 full-sized books of 100,000 words each!

Each day he is faced with writing another program that will appeal to a wide cross-section of the population, not just in the United States, but in New Zealand, Australia, and the Pacific and Atlantic islands as well. (His programs have been broadcast in the Bahamas for more than fifteen years.) The shows must appeal to women as well as men, older people as well as the younger, and to people in all economic strata and kinds of work. He can't say such things as “here in the United States” because, like Toastmasters, his program is practically everywhere and such a comment would raise eyebrows, and possibly hackles, in Mexico, Canada, and Israel.

One of the main reasons his sponsors remain loyal year after year is the mail. Last year, he received more than 7 million letters—practically all requesting copies of the programs which his company in Chicago, the Nightingale-Conant

Corporation, supplies, at cost, to stations and sponsors throughout the world. The printing operation itself occupies a 10,000 square-foot building, which also holds the program inventory going back to the beginning in 1959.

Earl Nightingale began his career in radio while an instructor in the United States Marine Corps at Camp Lejeune, North Carolina, in 1945. Now in his thirtieth year of broadcasting, he knows something about radio audiences. Not much, he admits, but something. And he knows that to carry a subject over from one day to the next runs the risk of losing, or possibly irritating, great numbers of people. For most people, he says, radio is a hear-on-the-go kind of thing, and this must be taken into account unless you want to zero in on a particular market segment, as the soap operas do. Even they are written so that to miss an episode or two, or possibly a dozen, will not mean losing the thread of the story line. But for his kind of program, Nightingale believes it should be interesting, have a kernel of wisdom or a good idea, and be complete. If he talks about a subject for two or more days in a row, the programs are written so that each is a complete capsule in its own right. There's never a “tune in tomorrow to hear the exciting conclusion. . . .” You get the conclusion, exciting or not, every day on every program.

There is another important ingredient in the program's unprecedented success: the programs are hopeful. They carry an on-going philosophy that mankind will prevail after all, that it will solve its problems and overcome its dilemmas as it makes its painful and ridiculous mistakes, its fumbling effort to grow and mature. Yet the programs are not of a Pollyanna nature. They look hard at the problems and see the dirt, but they are solution-oriented, never dispirited.

So, the next time you're asked to make a six-minute speech and you sit down to sweat it out on paper, think of Earl Nightingale. He's got to do it 260 times a year . . . and he has only three minutes, fifteen seconds. □

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Nightingale Heads List of Convention Speakers



Earl Nightingale, the internationally-known broadcaster whose daily five-minute program, *Our Changing World*, has been called the "most listened-to radio and television series on earth," has accepted the invitation of Toastmasters International to receive its 1976 Golden Gavel Award at the 45th Annual Convention in New Orleans, Louisiana.

Mr. Nightingale will be honored during the Golden Gavel Luncheon, to be held on August 18 at the Fairmont Hotel.

Called the "dean of personal motivation," Mr. Nightingale makes the study

of people his life's work. For years, he has communicated his observations and conclusions on human behavior through both his daily radio-TV broadcasts and the motivational recordings his company, Nightingale-Conant Corporation, produces in Chicago.

His recording, "The Strangest Secret" has earned him a coveted Gold Record for sales exceeding a million copies—the only recording of its kind to receive such an award. He has also written a book, *This is Earl Nightingale*, which is now in its seventh printing. □

Few cities in North America have enjoyed the pomp and legendary splendor that has become synonymous with New Orleans, Louisiana. Evangelist Billy Graham called it "the sin-stained city of booze and bourbon." Marshall Stearns, the late jazz historian, called it the voodoo capital of the United States. "America's most interesting city," is the tag put on it by its own chamber of commerce. And almost everybody knows it as the birthplace of jazz, the most European city in the United States, and one of the culinary capitals of the world.

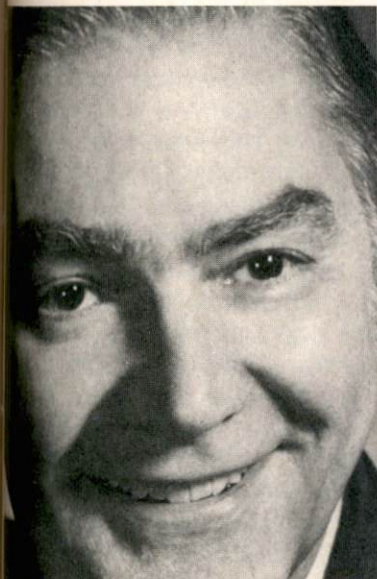
But this infamous city will take on still another meaning for those attending Toastmasters International's 45th Annual Convention. It will become the city of fun . . . and education.

A Great Hotel

The spacious Fairmont Hotel has been selected as the site of this year's convention, which is scheduled to run from August 18-21. Its decorative rooms and excellent convention facilities are second only to its prime location, only minutes away from the famous French Quarter and the fantastic Superdome. But there's more.

As always, that unique Toastmasters fellowship will be a very important part of this convention. You'll be able to see your old friends again at the Proxy Prowl, really get in the swing of things at the "Mardi Gras" Party, and say your last good-byes at the Friday night President's Dinner Dance.

There will also, of course, be the serious moments. You'll have a hand in electing the people who will be running



Bill Woodruff



Pat Panfile

Dick Bryan in his speech, "Mastering the Mystery of Persuasion." A dynamic speaker whose goal is "person-to-person understanding," Mr. Bryan is currently executive director of community services for the Goodyear Tire and Rubber Company and is appearing through the courtesy of the company. A former history teacher, he has studied at the College of Wooster, Ohio State, and Harvard.

Bill Woodruff, an outstanding speaker who is considered to be an expert in the field of oral communication, will also be there to discuss "Communication through Assertion."

In addition to Mr. Woodruff's graduate work at the University of Virginia, he has lectured for the University of Tennessee, at Michigan State University, and for the American Management Association in Atlanta. He is a Director of the Piedmont Chapter of the American Society of Training and Development and was a moderator at the First Convention of the National Speakers Association in Phoenix, Arizona.

Part of the philosophy behind the Toastmasters concept is that you can learn from friends. And one of the speakers at the convention is a shining example of that.

Former International Director Pat Panfile will be discussing a subject aimed especially at Toastmasters during Friday's educational session.

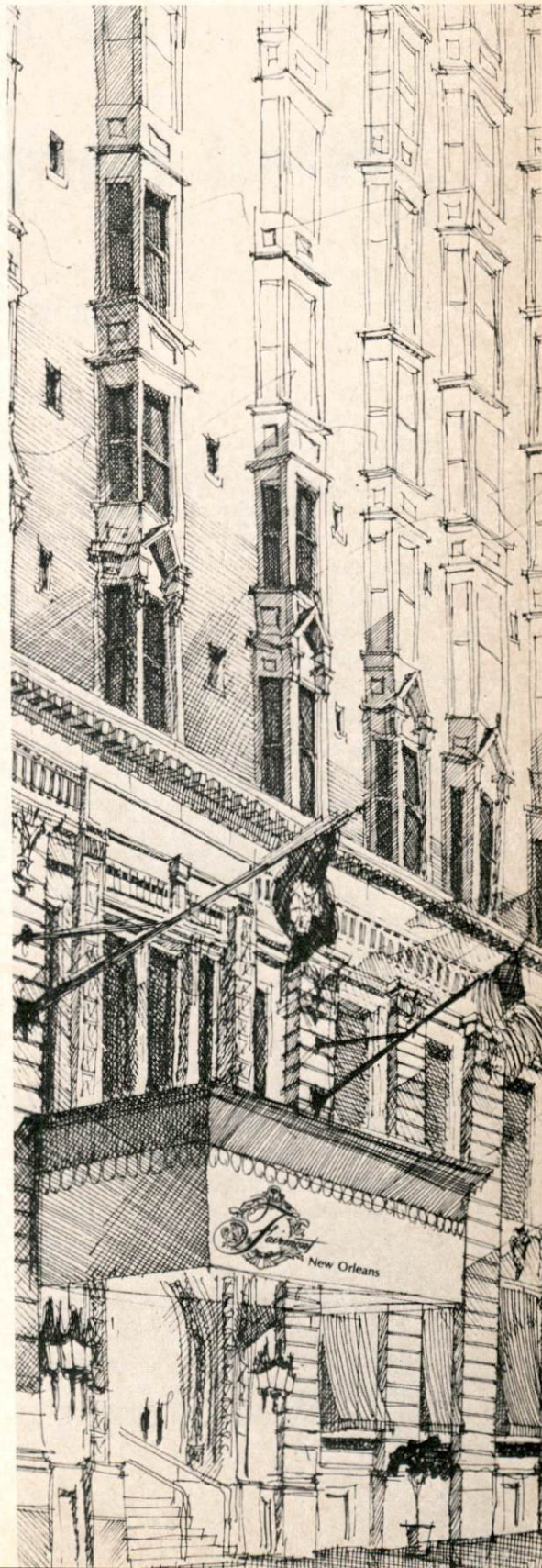
Time Management

Mr. Panfile, a member of the 1973-74 Board of Directors, will discuss time management in his speech entitled, "Doing It All." Pat will offer suggestions on how to provide enough time for your career, your family, your pleasure . . . and move ahead with each.

So there you have it—a convention in a great city, with great people, great educational programs, and great speakers. What more could you ask for?

Use the handy convention registration form that appears on page 31 and send it in today. With programs like these—and speakers like these—it'll be the best thing you ever did.

See you in New Orleans. □



I'm a Manager Now... What Happens Next?

by
David K. Lindo

"We're promoting you to manager of the department." The vice-president's pronouncement brings a smile to your face. You feel relieved as the apprehension that goes with being summoned to the vice-president's office suddenly dissolves.

But as you walk out of the office, you feel a new apprehension coming on. You're walking back to the same department, the same familiar surroundings, but you're a *manager* now. You never changed. But your responsibilities have. You're responsible for the whole department now—not just the work that you had become so comfortable with. You'll need to socialize with other managers, entertain customers, and be a company spokesman.

Yes, there is much more to being a manager than the "get production out" part of it. As the leader of your department you must not forget to develop your most precious asset—YOU!

Learning the Job

When you are assigned a managerial position, your first concern naturally is "learning your job." If you are replacing someone else, you probably find out what he did and familiarize yourself with those activities. If the position is a new one, your time and energies are devoted to acquiring staff, defining duties and procedures, and expanding authority.

It is possible that, in either case, all

your drive is expended in integrating the personnel, money, space, and equipment needed to get the job done. But what of *yourself*? What resources do you reserve for developing yourself—developing the personal capabilities you need, right now and later, to be an increasingly effective manager?

Continued career progress may very well be dependent upon your capacity to develop new skills. Let's look at some of the practices that can make the difference and see how they fit into your career goals.

First, evaluate your career to date. Have promotions just happened or did they come when expected? Why were you selected instead of someone else?

Broaden Your Scope

As a manager you need to be a leader. You must either generate productive ideas or the enthusiasm that inspires others to create ideas for you to sponsor. What are you doing "off the job" to improve your leadership skills?

You should make a determined effort to broaden your scope of awareness to more than your department's current situation. Individually, you can generate a knack for becoming accepted by a widening circle of acquaintances, business connections, and friends. These associations will offer opportunities for testing ideas and perceiving problems from different viewpoints. Professional and social groups, community projects,

etc., offer many opportunities for developing valuable new contacts.

As manager of the manufacturing department, Alvin Johnson attracted little attention from top management. They talked to him when there was a production problem, but he seldom got involved in anything outside the department. His first big step toward getting out of this rut was to become company conductor for the United Fund campaign. His enthusiastic and effective handling of that program led to his participation in other community organizations as company representative. Now he is a vice-president—a member of the top management team. Through community activities he developed and exposed a skill that was critical to his advancement.

The Last Step

You need a career strategy. Have you arrived at the last step on your ladder, or do you aspire to higher level management positions? You should prove that you can control your time investment at each job level to prepare yourself for the next step. Without time organization meaningful progress becomes a life of wishful thinking and "might-have-beens."

It is important to your success to find people whose judgment you can respect. Search them out. Ask them for advice. Don't bother with questions on day-to-day operating details; save them to be used in the crucial job of shaping your career potential. A confidant can provide a valuable sounding board for your ideas.

Establish channels of communication that keep you aware of the latest developments in your company, your profession, your industry, and your community. Whenever possible, get involved at the planning or development stage. This is when you are most likely to have an influence on the outcome.

Participate in seminars outside your company, preferably out of town, to transcend parochial values and obtain broader interpretations to help you grow—intellectually and vocationally.

Do not overlook the development of your social skills. Are you a good member in a group? When you speak to an individual or a group, are you and your remarks well received? Of course, To

...ers is an excellent place to practice public speaking, but don't overlook opportunities at church, school, or professional society functions. Does your manner of dress and personal appearance fit your position? Are you well-known in your group? Can this provide additional benefits, today or tomorrow? Do you belong to any professional societies? What offices have you held? These credentials weigh heavily with employers. To be effective at higher levels, you will probably need to allocate some time in a program for refining your recreational interests. This development cannot be left to chance or assigned a low priority. Becoming competitive as a golfer, a tennis or bridge player takes time. A group of junior executives at a large corporation scheduled weekly lunchtime golf lessons at a nearby golf course. After a full season of lessons, they were all proficient enough to golf with customers and executives without making fools of themselves. They are finding this training to be a very important part of their career development.

Your Personal Image

Meeting people who get things done, the significant achievers, and establishing personal relationships with them take time. (You must first find friends who will introduce you to these socially skilled and pivotal people.) And remember, without careful organization these activities can bankrupt your source of energy.

What information do you require concerning your personal image? No doubt you have developed a matrix of data to help control your department and have yardsticks to measure expenditures in time and costs to meet company objectives. Have you done as much for yourself? What guidelines do you have to measure *your* objectives? Do you have personal objectives? How frequently do you measure progress?

Informally talk to your boss about his goals. Find out if your personal development program is complimentary to his. Seek out areas of mutual interest. This will help you get acquainted with his circle of associates. Find out all you can about activities he is involved in. What does he do in the office and

what does he do for the company outside its walls? Help him if you can.

A friend of mine, in talking with his boss, learned of his active participation in a local church. He found that he could help his boss in organizing a special worship service. This experience broadened their relationship and my friend learned a lot about the other side of life from a successful executive.

A Thorough Study

Do the same kind of research on other members of your management team. Take note especially of those who get promoted. Identify their strong points—special job skills, effective personal qualities, social interests, etc. If you really mean to get ahead, be thorough. Find out the interests of your firm's key customers representatives.

Articles, books, classes—all these can define the problems for your attention. But reading is no substitute for action. You must involve yourself to develop yourself. Get suggestions from your boss. Ask for help from friends and associates. Talk to your company's

training director, if it has one. Most company training programs are oriented to improving technical skills, but they may be willing to underwrite personal development on an individual basis. One firm in the midwest, for example, underwrote a sales course for accountants to reinforce their self-confidence and develop their persuasive skills.

Concentrating on the completion of work assignments to the exclusion of personal growth objectives can leave you obsolete, tunnel-visioned, or relegated to the bench with some other restrictive label. Instead, be a little selfish. Invest some thoughtful time and energy in yourself. This kind of program will make that visit to the vice-president's office a profitable one. □

David K. Lindo is a freelance writer with over 15 years of management experience with three Fortune 500 firms. He has written, prepared, and given hundreds of presentations for all levels of management. His special interest is helping others in their career planning and development.

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* Subject of the feature, "An Expert Looks at Voice Control" in the February **Toastmaster**.

(Advertisement)

Toastmasters— What's in it for You?

by
Frederick W. Mikko

It all started just about six months ago, give or take a week or two, when a good friend's wife, after forcing a piece of apple pie and a second cup of coffee upon her husband and I, asked us whether the average person who joins a Toastmasters club gets any real, tangible benefits.

"As far as I am concerned," her husband replied, "I have gained a lot of self-confidence which I am sure I didn't have before I joined Toastmasters.

"For instance," he continued, "just last month I attended the grand opening of a supermarket with a couple of fellows from our chamber of commerce. We were standing in front of an improvised podium waiting for things to get started when the new manager motioned for me to join him on the podium. I climbed up this rickety stand and asked him what was wrong. 'It's our superintendent,' he said. 'He was supposed to be here half an hour ago to give me these keys, symbolic of my taking charge of the new store. All the balloons and soft drinks and hors d'oeuvres and popcorn are inside and ready to go. Will you please present the keys to me so I can get on with the opening?'"

"He quickly slipped the keys to me and I turned to face the crowd. I began by saying that I was glad to be present and that Arlington was fortunate to have a new supermarket as a neighbor; that I had known the manager for a long time; that he was a married man with three

children; that he would treat all his customers fairly; and that I was honored to present him with the keys to the supermarket. I handed the keys to him, asked him to say a few words, and sat down to the sound of a moderate handclapping. My performance, of course, was by no means a great speech, but the important thing was that I was completely at ease and possessed the ability to look over my audience and choose my words carefully. Before joining Toastmasters, my heart would have sunk down to my ankles if I had been called upon unexpectedly to address such a group of people."

"I've had the same experience," I said, "and my standing joke before my Toastmasters club now is to say my knees used to beat a furious tattoo when I got up to speak and that they now only beat a tattoo."

That inquiry of my friend's wife some six months ago prompted me to conduct an informal survey of what I considered "representative" Toastmasters, to see whether they had realized or were realizing any benefits from the Toastmasters program.

"Well, Fred," said my first subject, "I have acquired a great deal of confidence since I began attending the meetings of our club. Mainly, I find myself able to pause, formulate an idea, and then convey my meaning with little nervousness and hardly any hemming and hawing."

The second Toastmaster I talked with said he joined because his wife had charged him with using too many colloquialisms, and mispronouncing too many words. "Our grammarian nailed me for 21 transgressions in my Ice Breaker," he said, "which set the pattern for succeeding evaluators. I was particularly ashamed of my mispronunciations or colloquialisms, but after the first three or four speeches, I was determined to reduce my high crime rate against good word usage. I started looking up words in the dictionary and began delivering my speeches to my wife. When I pronounced *schism* as *siz-im*, my wife withheld her fire until she could consult the dictionary. She returned tight-lipped, suppressing a smile and shaking her head as if saying, 'I'm proud of you.' The first time my evaluator gave me a clean bill of health, our club's entire membership rose and gave me a big hand."

The Hip-Shooter

My third Toastmaster told me his failing had been a tendency to shoot from the hip. "I could visualize my opening and closing with some four or five key topics in the middle, but when I started expounding on my subject, my thoughts were on the home stretch while my words were rounding the three-quarter post. I knew what my subject was, and I had the vocabulary to express my opinions, but I was thinking faster than I was talking. Some

sentences would be one-half or three-quarters completed when I would start another and leave my audience dangling. My speeches now consist of statements—the complete sentence following another. Because of the constant evaluation I received, my thoughts and words now travel as a team.”

Not all Toastmasters derive direct personal benefits, however. One such Toastmaster I talked to described what he called “derivative” benefits. “I took public speaking in college,” he said, “and as a result could handle myself pretty well at PTA or citizens’ association meetings. But the thing that struck my fancy was Table Topics. They were a real challenge to me, and I became determined to improve myself in this phase of communication.

The Cannibal “Curve”

“I let it be known that I didn’t mind having the Topicmasters throw me curves. They accommodated me, and in no time I was on the receiving end of some curves that could have been thrown by Lefty Grove, Christy Mathewson, or Bob Feller. As a result, I became somewhat proficient in commenting upon such unusual subjects as a beer bottle cap, the thoughts of a flea in residence on a dog’s back, or why I consider cannibalism not entirely evil. That last one taxed my modest resources, I can tell you, but now when I get an ordinary Table Topic, it is like Sunday on the farm or like Hank Aaron knocking out a few balls.”

My last interview was with a Toastmaster who is a middle executive in the technical branch of a department in the government. Among his duties in the field of his technical expertise is that of addressing, from time to time, various groups in the industry subject to Federal regulation.

One time, when being introduced, he was astounded to hear a very nervous and bewildered chairman describe him as an authority on the latest developments in the field of A-B-C technology. Unfortunately, our Toastmaster’s actual specialty was in the field of X-Y-Z technology, which was, at best, only remotely connected with the A-B-C program.

“How in the world did you handle it?” I asked.

“Well,” he said, “I had fortunately read a short resume of certain aspects of the A-B-C program just a few days before, so I wasn’t completely unarmed. First, I thanked the chairman for inviting me to speak, the several prominent men I recognized for taking time out of their busy schedules to attend, and the rank-and-file of the industry who had been very gracious to me on numerous occasions.

A Great Stall

“I pointed out that it was only through frank, honest, and forthright gatherings such as this that the industry, in concert with the government, could go forward to achieve the goals to which we all aspired. I then assured my audience of my earnest desire to cooperate fully to that end.

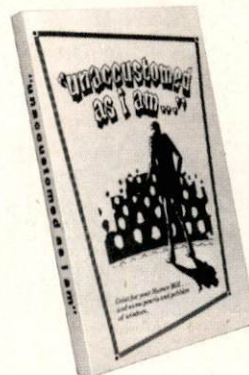
“I went on,” he continued, “and told them that I was, by nature, very conservative and not given to accepting everything that came along as necessarily constituting progress or necessarily being one hundred percent true. I then slowly unveiled my little scrap of new information concerning the A-B-C aspect of things and drew every drop of sustenance from it. I cautioned my listeners to be wary of new and untried developments, but, conversely, not to close their eyes to innovation.

“Just at that time,” he went on, “I noticed, out of the corner of my eye, that our heavyweight in the A-B-C field—a Mr. X—had arrived and was whispering to the chairman.

“Mr. X gave me a look,” he said, “that indicated he had taken in the whole situation. I then informed the audience that although I disagreed with many things which my colleague, Mr. X, accepted, I thought it was only fair to let Mr. X speak his piece. I then asked the chairman if he would be kind enough to introduce Mr. X, who could then either supplement or controvert my remarks. Needless to say, he was delighted to do so, and Mr. X knocked the ball out of the park. I retired from the battle zone, thankful that I was able to keep cool enough to bluff my way through a tight squeeze.”

Although my subjects all had a variety

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of reasons for entering into the Toastmasters program, and had a variety of failings or shortcomings which they overcame, I concluded that there was one benefit that seemed to be almost universal. Each Toastmaster acquired confidence in himself and, because of this, found it comparatively easy to ride through unexpected situations without too much difficulty.

I concluded further that the only way to gain such confidence and to forestall jitters, mike-fright, the butterflies-in-stomach syndrome, or the shaky knees miseries is to get up before a live audience and speak your piece.

If there is an alternative, I have never heard of it. □

Frederick W. Mikko is the secretary of the Cavalier Club 2765-36 in Arlington, Virginia. He is a member of the bar of the District of Columbia, the Federal Bar Association, and is a founding member of the National Lawyers Club in Washington, D.C.

toastmasters action



Officer Friendly is a Toastmaster

WEST ALLIS, WI—When Floyd C. Andrich, Police Chief of West Allis, Wisconsin, first thought of the city's new "Officer Friendly" program, he must have had some idea of what kind of people join Toastmasters.

Chief Andrich chose Officer Don Cichantek, a member of the Milwaukee Club 466-35 in Milwaukee, and Officer Ralph Jagodzinski, a former member of the Courthouse Club 3878-35 in Milwaukee.

The "Officer Friendly" program was

initiated in an attempt to help the young people in the community learn how to relate more closely with the policemen. Don and Ralph will visit approximately 30 schools three times a year, showing films and going to the individual classrooms to speak to the students.

Such things as pedestrian and bicycle safety are discussed, along with warnings about what to do when approached by a stranger.

Since they will be working with children in the kindergarten through fourth grade levels, both freely admit that this will be one of the biggest communication challenges of their lives. They can't help but feel that their Toastmasters training has helped to prepare them for the assignment.

Judging from the evaluations given them by the principals, teachers, and most of the kids, we can't help but feel that they are right. □

OFFICER FRIENDLY—It's back to school for officers Don Cichantek (left) and Ralph Jagodzinski of the West Allis Police Department. Don's a member of the Milwaukee Club 466-35 and Ralph is a former member of the Courthouse Club 3878-35. Both are participating in the "Officer Friendly" program . . . and they love like they're doing a great job.



HONORARY MEMBER—At a ceremony in his office in Washington, D.C., J. William Middendorf II, Secretary of the United States Navy, is inducted as an honorary member of Toastmasters International. Captain Jack Hilton, USN, president of the Helmsmen Club 2412-36 in Arlington, Virginia, presented Mr. Middendorf with the Honorary Membership Certificate and Toastmasters pin. Thirteen other members of the Helmsmen Club also participated in the ceremony.

He Brings India Just a Little Closer

KENILWORTH, NJ—Sharad Mehta, a member of the Gaveliers Club 2311-46, spends his Saturday mornings listening to the radio. "Glimpses of India," a program broadcast over WRSU-FM, is his favorite program. And no wonder . . . he's the host.

Mehta, whose full-time job is designing financial systems for International Finance in Kenilworth, is the volunteer producer of the hour-long show.

The program which, along with the station itself, is sponsored by Rutgers University in New Brunswick, takes as

much as 20 hours a week of his time in order to keep the 12,000 Indians living in the New York Metropolitan area in touch with news and culture from their native land. The show, which reaches listeners within a radius of 20-to-40 miles, broadcasts 40 minutes of Indian music and 20 minutes of news each hour.

"I've always been interested in radio," Mehta told his company paper, the *Shering News*. "When I saw an advertisement in the local New Brunswick paper asking for volunteers with a background in Indian culture, I took a test, auditioned, and won one of the on-air slots."

Mehta, who came to the United States eight years ago from Bombay, clearly enjoys his volunteer work. "But I'm afraid I'll have to ease out of it soon. Regrettably, it takes up too much of my time, and with a new house and baby,

IMPROMPTU—German exchange employee Ulrich J. Grosser is shown giving an impromptu speech before his Toastmasters club, the White Sands 3422-23 on the White Sands Missile Range in New Mexico. Grosser, a native of Berlin, has won a number of trophies since joining the club early in 1975.

An engineer with a degree from Berlin's Technical University, Grosser is nearing the end of his 12-month stay in the United States. He said he heard about the club from a friend and joined because it gave him a chance to meet Americans other than those he worked with daily.

"All of Mr. Grosser's speeches have been memorable and we will miss him when he returns to Germany," said Club President Arturo Carreon. "Germany is very lucky to have such a fine goodwill ambassador."

there are more demands on it."

But until he relinquishes his spot as a broadcaster, Toastmaster Sharad Mehta will continue doing the same thing every Saturday morning—help bring his fellow Indians a little closer to their native land. □

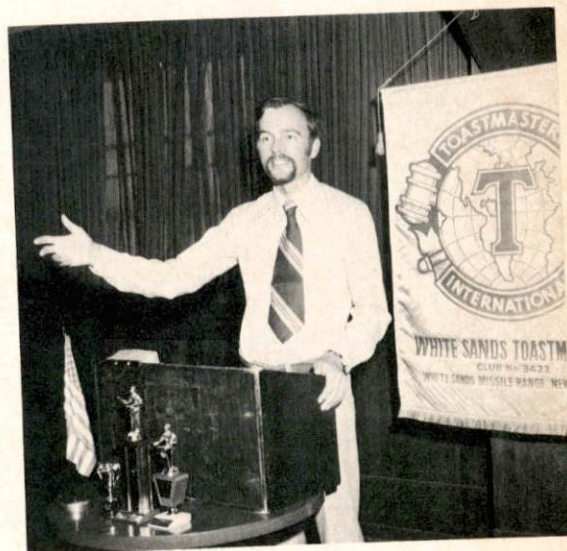
Who Says It Doesn't Pay?

NEW ZEALAND—Who says it doesn't pay to be a Toastmaster? After last November's general elections in New Zealand, you're going to have a tough time convincing four men of that.

Why? Simply because each became a member of New Zealand's Parliament in last year's elections and each is a member of a Toastmasters club.

They are: Ben Couch (Masterton Club 3199-72 in Masterton), Anthony Peter David Friedlander (New Plymouth Club 2833-72 in New Plymouth), Richard Walls (Dunedin Club 2890-72 in Dunedin), and Ray Ellworthy (Oamaru Club 1821-72 in Oamaru).

We extend our sincere congratulations to each of these men and wish them all the luck in the world in their new elected positions. After all . . . that's what Toastmasters is all about. □



Toastmasters in New Zealand

by
Ray Morse

We Toastmasters in New Zealand can thank the *Reader's Digest* for bringing the Toastmasters program to our country. The article, "Accustomed As I Am," appeared in the February, 1961, issue of the magazine and caught the interest of Tom Tomlinson of Dunedin, who founded the nation's first club in July, 1962.

From then on, clubs began to appear and flourish in major centers up and down the country. Under the guidance of Jolyan Firth, an Auckland accountant and former city counsellor, a "Provisional" District Council was formed in 1966, with our first nationwide convention held in Hamilton in 1967. It was then that names of real enthusiasts began to appear—names like Peter Shephard, Rob Hendry, Don Harden, and Clive Pryme—all dedicated Toastmasters who laid the foundation for a strong district in New Zealand.

By 1968, 15 clubs had been chartered, indicating slow but solid growth. But then disaster struck and it began to look as if the New Zealand Toastmasters movement was doomed. This was a time of recession and overseas funds were not available to remit our membership dues to World Headquarters. However, effective communication prevailed and the Reserve Bank of New Zealand agreed to release funds for educational materials from World Headquarters. In addition,

World Headquarters agreed to allow our membership dues to be held in trust in New Zealand for the two or three years that these conditions prevailed.

New Zealand's communication, leadership, and organizational ability really came to the front in May, 1971, when the administrative lieutenant governor, Clive Pryme, presented the National Council meeting with an optimistic scheme to form eight new clubs throughout New Zealand and gain 200 new members in four days.

Clive's proposed idea—the "Flying Squad"—presented a budget in excess of \$1,000, which our Council did not have. If his idea failed, the future of Toastmasters in New Zealand would be in jeopardy. But if it succeeded, the idea would eventually become self-financing through the extra per capita dues that would be available from increased membership.

After giving his idea a successful trial run, using two nearby towns in the experiment, Clive was given final approval to go ahead with his Flying Squad team at the District Executive Meeting in July. He then proceeded with his plan.

After obtaining a long-range weather forecast and choosing four days in late September as the most likely to provide reasonable flying conditions, a six-seater

Cessna 185 was hired and photographs taken for advance publicity. Eight major towns from the top of the South Island to the top of the North Island were chosen and the program was put into action.

Lunchtime and evening meetings were planned for the eight centers over a period of four days. The distances between these centers were so great that back-up teams of Toastmasters were organized to travel to each center by road in case bad weather or some unforeseen incident precluded the Flying Squad arriving on schedule. (Some travelled 800 miles to take part in this back-up maneuver.) Whenever possible, last minute phone calls were made to likely prospects in the various centers to insure their attendance, and to newspapers and radio stations to get the maximum amount of publicity out of the five-man Flying Squad. As a result, headline publicity greeted them in most places.

All in all, the Flying Squad, led by Clive Pryme, ATM, covered 1,000 miles and was totally successful, establishing eight new clubs in four days.

This idea of Clive's did a great deal to help us achieve our district status, granted by the Board of Directors at our 1972 National Convention. But it also did more. Recognition of our district's educational program has also come from the New Zealand government in the last two years. They have granted the District 72 Council more than \$1,000 each year for the purpose of running Youth Leadership programs.

Today, District 72 boasts 47 clubs with two more in formation, and three Gavel Clubs. We have produced, since 1969, twenty-one Able Toastmasters, four Distinguished Toastmasters, a Top Ten Club, several President's Forty Clubs, a Top Ten District Bulletin, and two firsts, two seconds, and two thirds in the International Taped Speech Contest. In addition, we are holding our 10th Anniversary District Convention this month and are looking forward to welcoming International President George C. Scott and his wife to help us celebrate this wonderful occasion.

Yes, the New Zealand Toastmasters have come a long way. And what's more, there's no end in sight! □

by
Will McCracken

"Damn the torpedoes; full speed ahead."

"Don't shoot till you see the whites of their eyes."

"Give me liberty or give me death."

"I have nothing to offer but blood, toil, tears, and sweat."

"Nuts!"

"Ask not what your country can do for you, but what you can do for your country."

These are six quotations that will live as long as people read history. Each was spoken by a brave man, inspiring courage in others.

But the six quotations have something else in common. Look closely. You will note that they are basically composed of simple sentences. The sentences are short—the longest being 17 words. And the words, too, are short and simple. In all of the quotations, there is a combined total of 52 words. Of these, 44 are one syllable words. There are only two, *liberty* and *torpedoes*, which have as many as three syllables. Finally, even the two syllable words—*ahead*, *promise*, *nothing*, *country*—are words which are so simple and so frequently used that any schoolboy would understand their meaning.

Why is it that these various quotations have earned a lasting place in history?

Obviously, it is because of the lofty ideals which they express. But men express lofty ideals every day. The thing which sets these quotations apart is the simple language, the plain talk, in which they are phrased.

But simple as the language may be, it is none the less eloquent. Can anyone imagine a more colorful, emphatic expression than the "Nuts!" which General McAuliffe used to reject the Germans' invitation to surrender at Bastogne? Who could resist a call to arms from a commander who orders, "Damn the torpedoes; full speed ahead"?

Each of the six quotations has this same eloquence. Graphic artists—painters, designers, architects—call it the beauty of simplicity. Simplicity in lan-

A PLEA FOR PLAIN TALK

guage has a beauty equal to simplicity in art. It flows, rather than stumbles, over the hurdles of incomprehensible polysyllabic terminology.

And this, after all, is the function of language. Language is a vehicle, a means of transportation, a delivery mechanism. Any communication—speaking, writing, drawing, or what have you—is a means of transferring an idea from one mind, the communicator's, to the mind of another, the listener, reader, or viewer. This transfer of thought is the important thing; language is merely the medium for effecting this transfer.

Nevertheless, the language is important in the sense that inappropriate language fails as a delivery mechanism. If the language is too stilted or complex, it will offend the listener. He will unconsciously close his mind. The cargo will be lost in transit.

Many of us, unfortunately, jeopardize the cargo. We turn our backs on the proven merits of plain talk. And almost invariably, our egos are the cause of the problem.

Writing in *The Quill*, the magazine of Sigma Delta Chi, the professional journalistic society, Kenneth L. Calkins of the public relations staff of Boeing's Aerospace Division, says:

"I've come to the conclusion that it

is not so much ignorance of clear writing methods as it is snobbishness."

Calkins' article, entitled "Untying the Giant's Tongue," discusses the desirability of clear, simple language in writing industrial communications. He continues:

"What else but snobbishness can account for a man saying that a clearly-stated truth is not adequate because it doesn't sound 'professional'?"

"I spent a lot of time learning these words," one scientist will say. "Why should I write in some simple-minded fashion if I can use the technically-concise terminology?"

Why? Why, Dr. Whoever-you-are? Because you want your message to be understood. That's why. While you may not be simple-minded, there is every possibility that at least some of your audience, or readership, may be; hence, you must present your message in simple-minded language that will allow the message to get through. It is an accomplishment to speak in such a way that the message gets through. This "highly educated" man might well consider the speaking technique of other highly educated men who also attained important positions. For example, consider the men who spoke two of the quotations listed at the beginning of this article.

The man who spoke of blood, toil, tears, and sweat was educated at England's Harrow, a journalist in his youth and therefore a man for whom words were the tools of his trade. He was the author of the definitive history of the second quarter of this century. He is already being described as the greatest man of our century.

And the man who said, "Ask not what your country can do for you," etc, was a Harvard graduate, a journalist, and a historian; as a matter of fact, he was the only Pulitzer Prize winner who ever occupied the White House. Some people say he was the most brilliant occupant of that position since Hoover and the most intellectual since Jefferson.

Speakers who use simple language—plain talk—are in good company. □

Will McCracken is a former member of the Quakertown Club 19-F in Whittier, California.

How to Solve Your Club's Problems

by

Hubert E. Dobson, DTM

In the world of work and in Toastmasters, a major portion of our time is devoted to performance problems. Seldom is there a scarcity of kibitzers or advisors handing out the best guidance (friends and fellow employees can always provide answers or directions). But very often, the well-meaning, friendly advisors do not understand your problem, nor can they provide essential performance evaluation. Consequently, this so-called "good" advice results in wheel-spinning. Equally often, we do not understand our own problems or failures. The result is frustration. We walk away from reality, hoping our problems will solve themselves.

How do we know a performance problem exists? Perhaps it is when someone says, "The results are not what I expected." Or, "John was promoted instead of me." Or, "Only nine out of thirty members turned up at last night's Toastmasters meeting—the program bombed and my two guests were dismayed." Performance problems? Yes! Because an unwanted effect exists, something needs to be corrected or changed.

But how does one know the changes required to improve performance?

Problem solving is a process that follows a logical sequence. First, the problem must be identified; step two is to analyze the problem; step three requires making a decision to follow a desired course and solve the problem. Each of these stages or steps involves some basic concepts. One of these is that a problem exists only because it is a deviation from some desired standard, that is, a difference exists between what should be and what actually is, such as in the promotion not received. Another is that the deviation was caused by a change of some kind.

Hit-or-Miss

Until the time that the deviation from the desired standard or change can be identified, efforts to solve the problem will largely be hit-or-miss actions. Only after the deviation or cause is clearly identified can a sound decision to follow a course of action be taken.

The office or work arena invariably offers a source of conversation about those promoted and the "should have

beens." District and area Toastmasters meetings invariably generate similar conversation about strong clubs—why they are successful and winners of ribbons for their club banners. When the plaudits for the winners finally die down, the conversation inevitably turns to those clubs that should have done better—the weak ones and those that are thinking of folding for lack of members. It is at this point that the devoted Toastmasters will step forward with a question: "How can I help?"

What's the Problem?

How can anyone help below average or weak clubs? How does a club know they have a problem, aside from the obvious evidence of being weak? What is a weak club? Does a weak club have one or many problems? Suppose a community action team jumps in and generates some new members. Shouldn't that solve the problem of the weak club? Possibly not. Weak club problems, like most kinds of problems, can best be resolved by first understanding what the problem is. This leads to a definition or specification of the problem. The performance standards can now be developed.

Doesn't that sound easy? It is; let's follow through.

When do we know a performance problem exists? One exists when there is a negative deviation from some desired standard. For example, Club "X" with 30 members wins a club banner ribbon. They had submitted qualifying DCP (Distinguished Club Plan) points and their overall performance was a positive deviation and rated superior. Club "Y" with 10 members did not submit a DCP and did not receive a banner ribbon; their performance was a negative deviation and below minimum standards. In short, Club "Ys" actual performance was below what it should have been. Thus, negative deviation signals a problem or perhaps several problems.

Why is one club successful and another weak? Usually, successful clubs are constantly analyzing their performance against the many guidelines provided by Toastmasters, while the weak clubs just meander along, not looking right nor left at the road signs which could

provide the solutions to their club performance problems. They tend to bypass Toastmasters guidelines.

To determine performance deviations for any club and, in turn, provide problem identification, a standard or model is needed. While the performance of some of Toastmasters' top clubs could serve as a standard, it is unlikely that all clubs could consistently reach the same pinnacle. Some will be top performers, some above average, some average, and some will just get by. In any event, performance standards must reflect a norm or model based on total club experience, including the use of educational materials.

A "Model" Club

What, then, is the "model" club? Let me try to explain. A "model club" should have enough members for effective program performance. Its club officers should be following the DCP, which provides optimum management guidelines. Club programming, the key to successful club and member development, should be geared to member needs, include ample advance program scheduling and adequate input of educational subjects, plus complete utilization of the Communication and Leadership Program. It should sponsor a Youth Leadership and Speechcraft Program, and a Speakers Bureau. The model club should make use of the local media; should publish a club bulletin; should pursue some social functions; and should exchange speakers and/or evaluators with other clubs in their area.

The "Checklist"

A "model club" checklist covering fifteen key performance measures has been included with this article. The list represents a club performance standard against which positive or negative deviations can be assessed. You may want to try recording your club's deviations, item by item, and post the result (+ or -). The negative factors will clearly identify a performance discrepancy.

The next step is to analyze a discrepancy and determine what course of action is needed for correction. Let us assume that one discrepancy is officer training. The void would indicate a need for a skilled club leadership program

to insure proper club operation. In this event, your club officers should be persuaded to make arrangements with the area governor to provide adequate officer training. Or assume the discrepancy involves a void in using the Distinguished Club Plan. The void would indicate that your club officers, for some reason, are not following proven club management guidelines. A logical solution is to insist they implement the DCP immediately and get the club on a sound management basis.

Analyzing club performance problems can be fun, and the results extremely rewarding. Implementing effective solutions where negative deviations exist—

and getting our club officers to act on those solutions—will enable a below average or weak club to reach banner heights. Only then can our club officers be expected to provide the type of overall club programming that will allow all of us to enjoy the full benefits of the self-development opportunity offered through an organization like Toastmasters. □

Hubert E. Dobson, DTM, is Toastmasters International's Third Vice-President. A training supervisor for the FMC Chemical Group, he is a member of the South Charleston Club 1528-40 and the H.E. Dobson Club 2005-40 in South Charleston, West Virginia.

HOW'S YOUR CLUB DOING?

This Model Club Checklist is intended to represent a norm for average club performance. Each individual item is followed by its minimum performance standard (set in italics). If your club is meeting this minimum standard, enter a + at the end of the line; if not, enter a -. (Since these items and standards are generally considered to be the minimum, your club may wish to add items or increase standards to satisfy its specific needs.)

1. **Members** (25+)
2. **Member Attendance** (70%+)
3. **Distinguished Club Plan** (100% Utilization)
4. **Executive Meetings** (1 per month)
5. **Officer Training** (All Officers)
6. **District Participation** (President and Educational Vice-President attend Council Meetings)
7. **Area Participation** (Participate in 2 contests; Officers attend Council)
8. **Semiannual Reports** (Mailed by April 1 and October 1)
9. **Club Minutes** (Maintained)
10. **Club Budget** (Approved by club)
11. **Club Programming**
 - a. **Member Interest Survey** (100% of members)
 - b. **Program Schedule** (3 weeks advance posting)
 - c. **Member C & L Program Progress Chart** (Displayed at each meeting)
 - d. **Theme Meetings** (2 per month)
 - e. **C & L Manuals** (100% of members use to completion)
 - f. **Educational Subjects, Parliamentary Procedure & Leadership Subjects** (2 per month)
 - g. **Youth Leadership Program** (1 per year)
 - h. **Speechcraft Program** (1 per year)
 - i. **Speakers Bureau** (3 active members)
 - j. **Community Contact Team** (2 presentations per year)
12. **Publicity (External)** (1 per month)
13. **Club Bulletin** (1 per meeting)
14. **Social Functions** (2 per year)
15. **Inter-Club Activity** (1 exchange per year)



Are You Sharing?

Sharing '76, Toastmasters International's worldwide membership campaign is on now! It's your chance to stand up and be recognized for membership building achievement and receive distinctive Toastmaster awards at the same time:

- A beautiful Toastmasters Wood Desk Calendar—a daily reminder that you're a Toastmaster. *5 Sharing Points.*
- A Toastmasters Paperweight—sure to start up a conversation about Toastmasters. *10 Sharing Points.*
- A Toastmasters Tie. Wear your colors proudly! *15 Sharing Points.*

These awards are new items created for Sharing '76 and are *not* available through the catalog.

- The PRESIDENT'S SPONSOR—the top membership builder for 1976 will receive roundtrip coach fare to the 1977 International Convention (from Continental U.S., Canada, or equivalent), single room accommodations at the convention hotel, and convention registration (including meal tickets).
- The five members with the highest totals all join the PRESIDENT'S CIRCLE and will be awarded special recognition and award plaques.

Are you sharing?

SHARING '76 RULES

1. All Toastmasters are eligible.
2. In order for the sponsoring Toastmaster to receive credit, his name must appear on the application (No. 400) of the member he is claiming. The new member must join in calendar year 1976, December new membership applications must reach TI World Headquarters by January 10, 1977, and credit must be claimed by the Sharing '76 sponsor by January 31, 1977.
3. Recognition is based upon the number of new members who pay the member service fee, charter members, and reinstated members. Transfers are not included.
4. Toastmasters participating in Sharing '76 should use the Sharing '76 Recognition form provided. (This form will be reprinted periodically

in THE TOASTMASTER magazine and in TIPS.)

5. Five SHARING POINTS are awarded for each five new members sponsored. Each Sharing '76 participant may select the award he is entitled to, but each SHARING POINT may be used only once toward one award. For example, 15 SHARING POINTS will be required to receive both the calendar (5 points) and paperweight (10 points), with 30 SHARING POINTS required to receive three awards.
6. Please allow 6 weeks for delivery of awards to U.S. addresses; slightly longer outside continental U.S.
7. Customs duties (or taxes) on awards are the responsibility of recipients.

SHARING '76 RECOGNITION FORM

TOASTMASTER HAS SPONSORED MEMBERS INDICATED: (PLEASE PRINT)

COMPLETE & MAIL TO WHQ

TOASTMASTER	NAME: _____		
	ADDRESS: _____		
	ZIP: _____		
	CLUB: _____ DISTRICT: _____		
NEW MEMBERS	_____	CLUB NO.	_____
	_____		_____
	_____		_____
	_____		_____
	_____		_____

DATE _____

SIGNATURE: _____

PRIZE SELECTED:

- CALENDAR (5 PTS.) PAPERWEIGHT (10 PTS.)
 TIE (15 PTS.)

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TI Board Holds Midyear Meeting

February, 1976



Toastmasters International's Board of Directors held its second meeting of the 1975-76 administrative year on February 11-13, 1976, at World Headquarters in Santa Ana, California. International President George C. Scott, DTM, presided.

The first of the three-day session saw the Board convene as a committee of the whole to receive reports summarizing the year's activities from President Scott and Executive Director Terry McCann.

In his report to the Board, President Scott commented on the presidential activities and travel that had taken place since the August 23, 1975, meeting. He related his experiences and observations

made on his visits to 10 districts, during which time he had presented 36 talks, made 94 individual contacts with leaders of business and industry, and received 170 minutes of television time and 212 minutes of radio time. The President estimated that he had travelled over 50,000 miles during his visits and concluded by stating that the organization had enjoyed great benefits from this personal contact with the individual Toastmaster.

Executive Director McCann followed President Scott and referred to his written report which detailed information on the various programs and activities of the organization from July 1, 1975, through

January 31, 1976. The Executive Director's report contained information on the following items:

- In the October, 1975, through March, 1976, semiannual reporting period, dues were paid by all categories of members for a total of 57,998, compared to 58,462 for the same period last year.

- For the first time in several years, there was a net increase in clubs during the first part of the fiscal year. Eighty-one clubs were chartered and only 65 were dropped for the period ending December 31, 1975.

- A total of 155 Sharing Membership Opportunities gift certificates were issued to sponsors of five new, charter, or reinstated members. (One hundred and one Toastmasters participated in the program.)

- Active Gavel Clubs as of December 31, 1975, totalled 72; 17 new clubs were certified in 1975, compared to 6 in 1974.

- TI's most extensive growth outside the United States and Canada is occurring in Australia and New Zealand, with South Africa also growing substantially. Much of the impetus to this growth comes from the district-level officers in Australia and New Zealand and the Toastmasters Council in South Africa.

- A total of 1309 Communication and Leadership Program completions were reported for this year, compared to 1154 for the same period last year.

- Three hundred fifty-six Toastmasters received their ATM certificates, compared to 335 last year. Forty received their DTM's, compared to 21 for the previous year.

- Speechcraft and Youth Leadership were also on the rise. A total of 156 Speechcraft programs were completed this year, compared to 99 last year. Youth Leadership completions totalled 109, compared to 87 the previous year.

- The Communication and Leadership Award has continued to be an outstanding public relations tool, with such notables as Senator Hubert Humphrey, IRS Commissioner Donald Alexander, and Governors David Boren and Daniel Evans receiving awards last year.

- In addition to the widespread appearances of Toastmasters on local TV

and radio stations, a special documentary honoring Dr. Smedley and his efforts in the Santa Ana YMCA was arranged by Smedley No. 1 Club and broadcast over KOCE-TV, an educational station in Huntington Beach, California. A reference to the Toastmasters organization was also made in a network television film, "The UFO Incident."

In order to provide the general membership of Toastmasters International with information about the decisions made at the meeting, the following is a summary of items submitted for Board consideration and its action on each.

At the February, 1976, meeting, your Board of Directors:

Selected the Minneapolis-St. Paul, Minnesota, area as the location for the 1979 International Convention.

Approved a new-member orientation program concept and recommended that World Headquarters proceed with its development.

Recommended that the new Area Governor Training Program be introduced at the 1976 Regional Conferences.

Reviewed parliamentary procedure materials currently in use and made recommendations for the addition of new materials and the revision or dele-

tion of some existing materials.

Approved arrangements to invite the winner of the speech contest between the districts in Australia and New Zealand, and the winner of the British Isles district, to participate in the 1976 International Speech Contest at the convention, in celebration of the Bicentennial Year.

Reviewed a proposed member retention program and recommended that World Headquarters proceed with its implementation.

Reviewed a proposed cassette learning program designed to supplement the Communication and Leadership Program and recommended that World Headquarters complete arrangements for its introduction to the membership.

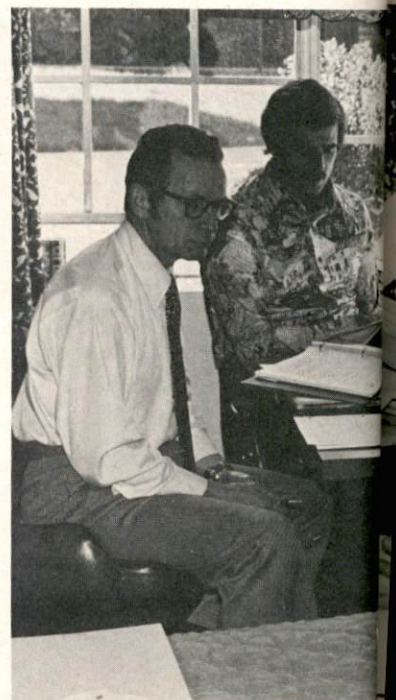
Agreed that the rebuilding of a low membership club should receive equal credit with the organization of a new club in the requirements for the Distinguished Toastmaster award.

Reviewed the new procedure for distribution of Credential and Proxy Certificates for club voting at the Regional Conferences and at the International Convention. This procedure calls for a mailing to all club presidents of both



forms in March rather than May, as was the previous policy.

Approved the language of the proposed amendments to the Bylaws of Toastmasters International to be submitted for action at the 1976 convention. The first amendment, if adopted, will provide for Toastmasters clubs of women members, at club option. The second amendment, if adopted, will include Past International Directors delegates-at-large, allowing them to vote at any International Convention which they attend.





Reaffirmed TI policy that the qualifications for the office of district governor call for a full term's service as club president and at least six months' service as a lieutenant governor; that the requirements apply at the time of making office; and that they apply to all candidates for district governor in all districts of Toastmasters International.

Recommended that World Headquarters prepare for introduction at the 1976 Regional Conferences a simplified and useable district management planning document.



Submitted suggestions for improvement of the Distinguished District Program by including principal objectives in growth and educational activities.

Recommended that World Headquarters develop a study of management information needs of the organization at its various levels and assess the fiscal, equipment, and personnel requirements to meet any needs.

Reviewed proposals for audiovisual presentations to assist in membership growth and new club extension and offered actions to implement such presentations.

Suggested recognition programs for member participation in forming new clubs and rebuilding low membership clubs.

Approved the concept of an award to be bestowed by Toastmasters clubs on non-members who have become distinguished as leaders and spokesmen.

Received a market analysis offering opportunities for growth of Toastmasters International and requested World Headquarters to investigate, study, analyze, and develop recommendations on how the organization can proceed to expand into such areas with all practical speed.

The next meeting of the Board of Directors will be held at the New Orleans Convention on August 16-17, 1976, at the Fairmont Hotel in New Orleans, Louisiana. □

the Program Planner

What would you say if we told you there is a way to add variety to your club meetings, gain a valuable learning experience, and make a significant contribution to your community . . . all at the same time? If you think that's impossible, you'd better think again. A club debate can do all of that . . . and more.

What is a Toastmasters club debate? It is essentially a speaking event in which two sides use reasoned discourse to argue about a particular subject. The immediate goal of each team is to convince a panel of judges and the audience that its arguments on the subject are better than those of the opposition. The emphasis is on logic, but emotional appeals may also be used.

Because of this great method of speaking competitively in a head-on situation, an ever increasing number of Toastmasters clubs are discovering the benefits of the formal debate and are making it a regular part of their program. They find that it not only provides another method to improve their listening, thinking, and speaking abilities, but also gives them the needed training to deliver quick responses, present coherent arguments, and make clear presentations on their views as well.

They become better informed on current topics, thereby becoming more useful—and knowledgeable—members of their communities. Many clubs have even extended invitations to outside groups to participate in their debates and have, as a result, received excellent publicity. For example, a newspaper in Illinois recently carried a story on a debate held between students from Northwestern University and members of the Niles Toastmasters Club 665-30 in Niles, Illinois. The subject centered around whether presidential powers should be curtailed. Although the student debaters came out on top, it undoubtedly provided the club with some excellent publicity. But more than that, it provided them with a great learning experience.

So what are you waiting for? The *Debate Handbook* has all the information you need. If you don't already have a copy, get your club president to order one. It's all you need to help make that club meeting something to be really proud of. □

Want to Learn... Without Really Trying?

by
Farrukh I. Ahmad
Club 2243-56

Whether we accept it or not, there is one particular question that is most prevalent among the majority of Toastmasters today—the question of whether or not we learn anything new by going to our club meetings week after week. While many of us may say that we go for the fun and education, many may still question the necessity of attending the formal part of the program every time. In other words, the question seems to be: “Do I have to go there every week—even when I am not on the program?”

What this question seems to be asking is whether you can learn something new without really trying or if you can improve yourself just by being in the audience. While a few people may disagree with me, I say that you can learn quite a bit by just watching and listening to

others in your club. And I'll tell you how it can be done.

To my way of thinking, part of the definition of a Toastmaster is that he is also a good and attentive listener. He watches a speaker very carefully, giving him his full attention. He appreciates the rhetorical attire of a speech, as well as its message and soul. He has a good ear, like a musician's ear for music or a watchdog's ear for a sound.

This leads to another basic question. What is good listening, and how do we accomplish it? Good listening is almost as tough as good speaking. Just ask any evaluator. The evaluator, who is expected to be a good listener, pays his full attention to the speaker. He listens carefully, watching movements and gestures, checking diction and pronuncia-

tion, noting organization and delivery, and observing the speaker's effect on the audience. He listens to the speaker very critically, offering encouragement and constructive suggestions when needed.

Effective speech evaluation is empirical and subjective, an analysis of a speech that is colored by the evaluator's personal opinion. But the fundamental principles are known to every Toastmaster. For this reason, a good listener listens to the evaluator, too. He may even evaluate the evaluator, agree or disagree with him. He can make his own evaluation if he feels the evaluator did not evaluate the speaker correctly. He can determine whether the important point was mechanics or content, presentation or idea, message or rhetoric, or whether the speaker has conveyed what he wanted to or has left everybody lost.

What is the advantage of all this? After a while, you will begin to develop a general feeling of what your listeners will usually want to hear. Even though most audiences are sometimes moody, you can still extract the basic understanding of their likes and dislikes.

One might also ask why in the world you should do so much. If you are not on the club program, why not just relax and have a good time? Well, one day of this is fine. But if you do this every time you are not on the program, you will not learn as much as is easily possible. If you had taken the time to really listen, you would have already improved with little effort.

You will become acquainted with the habits or flaws most speakers have and, therefore, should know how to get rid of them. When it comes time to speak and stand behind the lectern, you will be aware of some of the most common public speaking pitfalls and how to avoid them. And when this happens, you will be way ahead. You'll not only be a better speaker, but also a better listener—quality we should all be striving for.

What I have just extended to you is an invitation to learn without trying, without being in the formal program. This is your invitation to learn, not only from your own mistakes, but from other's as well. □

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

Lee Zimmerman The Governors 3031-16 Oklahoma City, Oklahoma	Charles E. Addison Centennial 313-64 Fort Richmond 2403-64 Winnipeg, Man., Canada
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ABLE TOASTMASTER (ATM)

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

John Dunstan Downey Space 513-F Downey, California	Walter Soleq Los Habladores 1952-4 Sunnyvale, California
Bob Lahann Riverside Breakfast 1348-F Riverside, California	Robert F. Neargarder FMC 2873-4 San Jose, California
Richard L. Patterson Bechtel Downey 2276-F Downey, California	Dr. Bijan Zayer Co-op 1125-5 San Diego, California
James F. Smith La Mirada 2555-F La Mirada, California	Carlyne Allbee Elgas 1508-5 San Diego, California
Wayne R. LeJeune Space Center 2189-1 Inglewood, California	Sidney W. Schulz Aquatennial City 534-6 Minneapolis, Minnesota
Daniel Wilson Jarvis Superstition 73-3 Mesa, Arizona	Helmer M. Jorgensen Rochester Suburban 1883-6 Rochester, Minnesota
Dick B. Barney Thunderbird 325-3 Glendale, Arizona	R. P. Lutz Rochester Suburban 1883-6 Rochester, Minnesota
	Edward E. Barnes Redmond 468-7 Redmond, Oregon
	Paul J. Foley Blue Ox 1235-7 Portland, Oregon
	Dr. Bill E. Thomas Downtown 1894-10 Akron, Ohio
	Christopher A. Collier Diamond 2486-10 Painesville, Ohio
	Wayne W. Wodrich Valparaiso 255-11 Valparaiso, Indiana
	Kenneth L. Brammer YMCA 715-11 Anderson, Indiana
	Merle L. Deckard Muncie 1096-11 Muncie, Indiana
	Jack D. Sims 310 North 2195-14 Atlanta, Georgia
	Eldon W. Bieker Edmond 170-16 Edmond, Oklahoma
	B. J. Thompson Thunderbird 1566-16 Tulsa, Oklahoma
	Harley Sampson Capital 1412-19 Des Moines, Iowa
	Leslie Bencze Kamloops 2784-21 Kamloops, B.C., Canada
	William Dale McCurley Downtown 99-22 Kansas City, Missouri
	Joe D. Bicking Topeka 361-22 Topeka, Kansas
	Vernon C. Weber Gateway 1101-24 Grand Island, Nebraska
	George H. Vandenberg Reveliers 1796-24 Omaha, Nebraska
	Jack A. Anderson Anthony Wayne 1380-28 Toledo, Ohio
	Thomas D. Mabus Mobile 226-29 Mobile, Alabama
	Victor T. Cheney Playground 1797-29 Ft. Walton Beach, Florida
	Duncan McDonald Hilltoppers 3232-29 Mobile, Alabama
	Jack Ardrey Daniel Wright 1605-30 Libertyville, Illinois
	John W. McGinnis Leaning Tower YMCA 1608-30 Niles, Illinois
	Norris J. Bishton Podium Peers 1804-30 Dolton, Illinois
	George F. Shababy Windjammers East 2530-30 Chicago, Illinois
	William Lemke Chehalis-Centralia 1290-32 Chehalis, Washington
	Don Klassen Reedley 93-33 Reedley, California
	Edward J. Tejerian Reedley 93-33 Reedley, California
	Theodore Scheffer Cheese City 1248-35 Monroe, Wisconsin
	Edmund A. Weaver, Jr. Racine YMCA 2027-35 Racine, Wisconsin
	Ronald J. Rancont Norbeck 367-36 Rockville, Maryland
	Johnnie E. Darden Naval Gun Factory 1979-36 Washington, D.C.
	John E. Frank CSC 2561-36 Falls Church, Virginia
	Thomas W. Moore Saturday Morning 2035-37 Charlotte, North Carolina
	Fred M. Greene Lyoth 215-39 Tracy, California
	William F. Achuff Saad Sacs 2591-39 Sacramento, California
	Larry K. Puckett Bluffers 2854-39 Red Bluffs, California
	Walter F. Dandois Susanville 3444-39 Susanville, California
	John G. Parsons Brookings 3797-41 Brookings, South Dakota
	John E. Hanlin Tuesday Nooners 3868-42 Calgary, Alta., Canada

Attach current address label here OR complete the following:

Name _____
Present Address _____
City _____
State/Province _____ Zip _____

Club No. _____ District No. _____

New Address _____
_____ Zip _____

If you are a club, area, division, or district officer, indicate complete title: _____

MOVING?



Mail to:

World Headquarters
P.O. Box 10400
2200 N. Grand Ave.,
Santa Ana, CA
92711

(continued on next page)

(continued from page 29)

Hurley H. Perkins
Hi Noon 2217-43
Little Rock, Arkansas

Homer A. Rabjohn
Federal Employees 2287-43
Little Rock, Arkansas

Alfred M. Huberman
Huntington 1964-46
Huntington, New York

Jack Boldrick
Tampa 1810-47
Tampa, Florida

Robert C. Pickford
Ft. Lauderdale 2004-47
Ft. Lauderdale, Florida

Robert Gelfand
Hollywood 3770-47
Hollywood, Florida

Robert L. Ayers
First Braille 341-52
Los Angeles, California

G. John Cleary
Burnt 914-52
Van Nuys, California

Britton T. Edwards
CPA 631-56
Austin, Texas

John F. Nixon
Capitol City 2048-56
Austin, Texas

Daniel E. Koster
Mainland 2231-56
Texas City, Texas

Sam P. Patterson
Oak Hills 2947-56
San Antonio, Texas

Lynden F. Davis
Merritt 539-57
Oakland, California

Stanley Heidanus
Kalamazoo 1270-62
Kalamazoo, Michigan

Don Harmon
Monday Mumlbers 2976-63
Chattanooga, Tennessee

David E. Mathers
Crossroads 1396-64
Transcona, Man., Canada

Richard G. Graham
RAAP 3633-66
Radford, Virginia

G. Markovic
Pretoria 2199-U
Pretoria, So. Africa

Alfred D. Ramrattan
Georgetown 2687-U
Georgetown, So. America

Richard C. Harder
Kokusai 3616-U
Kadena AB, Okinawa

Richland 406-9
Richland, Washington

Early Bird 3293-11
Ft. Wayne, Indiana

Calumet 3313-11
Highland, Indiana

Roadero 1339-19
Ames, Iowa

Marion 3250-19
Marion, Iowa

Kingman 32-33
Kingman, Arizona

Sprechers 3281-35
Milwaukee, Wisconsin

Columbian 3263-36
College Park, Maryland

USDA 3294-36
Washington, D.C.

Timberline 2496-39
Grass Valley, California

Ishi 3316-39
Chico, California

Seven Seas 3296-42
Saskatoon, Sask., Canada

Midland Park 3041-46
Midland Park, New Jersey

Murray Hill 3260-46
Murray Hill, New Jersey

Carlingwood 3319-61
Ottawa, Ont., Canada

Bellwood 3282-66
Richmond, Virginia

10 YEARS

Irving 3365-25
Irving, Texas

Los Medios Dias 2112-33
Bakersfield, California

Past Twelve 131-35
Oshkosh, Wisconsin

Sunrise 3035-43
Memphis, Tennessee

CPA 2756-47
Jacksonville, Florida

Colchester 792-71
Colchester, Essex, England

Cebu 35-U
Cebu City, Philippines

anniversaries

40 YEARS

Bellingham 60-2
Bellingham, Washington

Boise 61-15
Boise, Idaho

Vancouver 59-21
Vancouver, B.C., Canada

35 YEARS

Irvington 199-11
Indianapolis, Indiana

Redding 197-39
Redding, California

Champaign Urbana 195-54
Urbana, Illinois

30 YEARS

Midway 383-6
St. Paul, Minnesota

Lakers 388-6
Minneapolis, Minnesota

Oregon City 390-7
Oregon City, Oregon

Capitol 391-7
Salem, Oregon

Shibboleth 386-19
Mason City, Iowa

Lincoln 403-24
Lincoln, Nebraska

25 YEARS

West Valley Orators 107-4
San Jose, California

Alquippa 902-13
Alquippa, Pennsylvania

Early Risers 784-26
Greeley, Colorado

Scottsbluff 944-26
Scottsbluff, Nebraska

Downtown 297-47
Jacksonville, Florida

MauI 910-49
Wailuku, Hawaii

Encino 303-52
Encino, California

20 YEARS

High Desert 1043-F
Apple Valley, California

SM Chanticleers 622-7
Portland, Oregon

Lake 2093-10
Mentor, Ohio

Minot 636-20
Minot, North Dakota

Black Canyon 2062-26
Montrose, Colorado

Downers Grove 1056-30
Downers Grove, Illinois

Naperville 2051-30
Naperville, Illinois

Santa Maria 89-33
Santa Maria, California

Suburban Maryland 2082-36
Silver Spring, Maryland

Zane Grey 2100-40
Zanesville, Ohio

Sterling-Rock Falls 2125-54
Sterling, Illinois

Palmetto 2070-58
Greenville, South Carolina

15 YEARS

Sundial 2586-7
Portland, Oregon

new clubs

3309-2 BON MARCHE
Seattle, Washington—Tues.,
7:30 a.m., Bon Marche, Cascade
Room Restaurant, 3rd & Stewart,
(344-7184). Sponsored by Jack
D. Howard, CEC.

772-5 PRESIDENCIAL FRONTERIZO

Tijuana, B.C. Mexico—Fri., 8:00
p.m., Ramada Inn Hotel, Tijuana,
B.C., Mexico Blvd., Agua Caliente
#1-A, (461-5449). Sponsored by
La Mesa 2426-5, Tijuana 3467-5,
Ensenada 177-5, Bilingue Latino-
americano 3052-5.

888-5 UNDERSEA

San Diego, California—Tues.,
11:30 a.m., Naval Undersea
Center, San Diego, (225-7681).
Sponsored by NEL 2539-5.

478-11 EXECUTIVE

Lexington, Kentucky—Thurs., 6:00
p.m., Federal Correctional Insti-
tution, Leestown Pike, Lexington,
Kentucky.

1025-17 COLSTRIP

Colstrip, Montana—Tues., 7:00
p.m., Community Library, 320
Water Ave., (748-2473). Spon-
sored by Billings 319-17, Sun-
risers 2269-17.

1543-22 PAWNEE DIVISION

Wichita, Kansas—Wed., 11:00
a.m., Cessna Aircraft Co., Paw-
nee Div., 5800 E. Pawnee, (776-
2564). Sponsored by J. B. Ligon,
Area Governor.

3549-25 MAIN TOWER

Dallas, Texas—Mon., 11:45 a.m.,
1200 Main Tower, Room 1105,
(655-4222). Sponsored by Day-
breakers 2899-25.

797-26 ROARING FORKERS

Glenwood Springs, Colorado—
Wed., 6:30 a.m., Denver Hotel,

402 - 7th., (945-7646). Sponsored
by Sleeping Giants 1296-26.

2519-29 ACTION

Panama City, Florida—Tues., 7:00
a.m., Harbour House Restaurant,
3001 W. 10th St., (769-1104).
Sponsored by Panama City
531-29.

3802-36 ARC

Washington, D.C.—Thurs., 12:15
p.m., D.C. Chapter, AM Red Cross,
2025 E. St., NW, (857-3420). Spon-
sored by Ciseco 3594-36.

3685-37 CATALYTIC, INCORPORATED

Charlotte, North Carolina—Wed.,
12:00 noon, Catalytic, Inc., Hwy
#51 at Johnson Road, (542-4220).

2466-39 ALPHA

Sacramento, California—Thurs.,
7:30 p.m., Sambo's Restaurant,
7201 Fair Oaks Blvd., (929-0912).
Sponsored by Carmichael 2213-38
and Camellia 1787-39.

1283-46 ITT KEYNOTERS

New York City, New York—Tues.,
12:30 p.m., ITT World Communi-
cations, 67 Broad St., (797-7455).

745-56 SPACELAND

Houston, Texas—Wed., 11:30
a.m., Bonanza Steak House, 2820
NASA Road 1, (333-2431). Spon-
sored by Clear Lake 43-56 and
JSC 3116-56.

3321-57 LUCAS GREEN

San Rafael, California—Wed.,
12:01 p.m., Fireman's Fund, 1600
Los Gatos Dr., (485-0900). Spon-
sored by Fundmasters 3120-4.

2015-68 GOLDEN TRIANGLE

Beaumont, Texas—Tues., 7:00
p.m., Beaumont Public Library,
800 Pearl St., (833-4286). Spon-
sored by Lake Charles 1225-68.

Toastmasters' 45th Annual Convention August 18-21 Fairmont Hotel New Orleans, LA



Mail to: Toastmasters International, 2200 N. Grand Ave., P.O. Box 10400, Santa Ana, California 92711. (This form is not to be used by International Officers, Directors, Past International Presidents, or District Governors elected for 1976-77.)

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

Please have my advance convention registration and tickets to the following meal events waiting for me at the Convention Registration Desk. All advance registrations must reach World Headquarters by July 16.

_____ Member Registrations @ \$8.00 \$ _____
 _____ Spouse Registrations @ \$2.00 \$ _____
 _____ Youth Registrations (9 years and older) @ \$1.00 \$ _____
 _____ Tickets Golden Gavel Luncheon @ \$10.25 (Wednesday, noon, August 18) \$ _____
 _____ Tickets "Mardi Gras" Fun Night @ \$16.00 each (Thursday: Dinner, Dancing and Program) \$ _____
 _____ Tickets President's Dinner Dance @ \$17.00 each (Friday: Dinner, Dancing and Program) . \$ _____
 _____ Tickets International Speech Contest Breakfast @ \$6.50 \$ _____

Check enclosed for \$ _____ (U.S.) payable to Toastmasters International. Cancellation reimbursement requests not accepted after July 31.

(PLEASE PRINT) CLUB NO. _____ DISTRICT NO. _____
 NAME _____
 SPOUSE'S FIRST NAME _____
 ADDRESS _____
 CITY _____ STATE/PROVINCE _____
 COUNTRY _____ ZIP CODE _____
 NO. CHILDREN ATTENDING _____
 AGES _____

If you are an incoming district officer (other than district governor) please indicate office:

Mail to: Fairmont Hotel, University Place, New Orleans, Louisiana 70140. (504) 529-7111. Reservation requests must reach the hotel on or prior to July 16, 1976.

Circle the rate you desire. Reservations will be assigned on a first-come-first-served basis within that rate range, beginning at the lowest. Suites are available from \$75 per day. Please contact the hotel directly for specific information. 7% Louisiana sales tax will be added to all rates. All rates are European Plan (no meals included).

Please reserve _____ room(s) under the following rate schedule:

Moderate		Deluxe		Superior	
Single	\$24-\$34	Single	\$36-\$44	Single	\$46-\$54
Double or Twins	\$34-\$44	Double or Twins	\$46-\$54	Double or Twins	\$56-\$64

I will arrive at approximately _____ a.m. _____ p.m. on August _____, 1976. (check enclosed to cover first night for arrival after 6:00 p.m.) I will depart on August _____, 1976.

Additional occupants for same room _____

Rooms will be held only until 6:00 p.m. unless the first night is paid in advance.

NAME _____
 ADDRESS _____
 CITY _____ STATE/PROVINCE _____
 COUNTRY _____ ZIP CODE _____

Toastmasters International Convention, August 18-21, 1976, New Orleans, Louisiana

TO HOTEL

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This early schedule gives some idea of the variety and interest during the Professional Speakers Showcase in Atlanta the week of May 3 - 7, 1976

On Monday, May 3:

Dr. Cody Sweet, *Body Language—the Forgotten Skill*; Bill Adams, *The Sales Machine*; Cavett Robert, *Will the Real Pro Stand Up?*; Donald A. Thoren, *The Self-Fulfilling Prophecy*; Dr. Philip R. Harris, *The Management of Change by Leaders*; Dan Bellus, *Handle With Care—I'm a People*; Robert H. Jansen, *Women, Horses and Taxes*; Winston K. Pendleton, *'Aw Stop Worryin'*; James E. Dornoff, *Tomorrow Begins With you*; Ed McFaul, *How To Keep Your Foot Out of Your Mouth*; Dr. Henry M. Johnson, *The Game of Life—and How to Win It*; Fred Herman, *Creative Persuasion*; D. Michael Frank, *Sales Management Tactics—Tactfully Tough*; Peggy Cleveland, *Listening—the Lost Art*; Peter D. Letterese, *The Causative Closer*; Dr. Dorothy A. Shaffer, *The Non-Verbal Woman in the Executive Suite*; George Morrissey, *Management by Objectives and Results*; Professor Samuel S. Dubin, *Keeping Professionals Competent*; Don M. Dible, *Up Your Own Organization*; and Lloyd M. Cullen, *Study In Professionalism*.

On Tuesday, May 4:

Ira M. Hayes, *Keeping Pace With Tomorrow*; Al Pollard, *ESP Powers for Intuitive Decision-Making*; Dr. Carl Winters, *The Businessman's Glory Road*; Jack C. Taylor, *Marriage, Middle Age, and Other Perils*; Nido Qubein, *People Who Move*; Suzy Sutton, *Fables, Fables and Fads of Fashion*; Henry Flarsheim, *How To Find, Screen, Train and Motivate Sales People*; Zenn Kaufman, *Masters of Marketing*; Morris I. Pickus, *Increasing Management Productivity*; Bill Woodruff, *Everybody Needs to Be Stroked*; V. Neil Wyrick, *Ben Franklin Presents*;

Joan Jewett, *It's Fun to Be Female*; King MacRury, *Developing Your People Potential*; Guy B. Arthur, Jr., *Win by Coaching*; Ray Foster, *Action Analysis*; Ronald E. Bates, *Trust Makes the Bottom Line Black*; Dr. Mack Douglas, *How to Make a Habit of Succeeding*; Art Fetting, *110% Effort*; Arnold A. Brown, *Be a Pro in a World of Amateurs*; Father Gene Jakubek, S.J., *Is Your Head on Straight?*; Dr. Charles L. Lapp, *The New Era in Business*; Robert D. Weber, *A Belief System for Success*; Miles Powell, *Selling Can Be Fun*; Paul Sturgeon, *Spread Your Wings! Of Course You Can!*; Dr. Harold R. McAlindon, *The Manager in the Age of Actualization*; Lee Boyan, *Programming for Success*; and Les Giblin, *Skill With People—the Most Rewarding of All Human Talents*.

On Wednesday, May 5:

Dr. Charles W. Jarvis, *The Abominable Snow Job*; Charles Willey, *You Can't Do Business With an Empty Wagon*; Jim Arch, *Rusting Laurels*; Dr. Arthur Second, *The Challenge of Communications*; William A. Clennan, *Remembering Names, Faces, and Facts*; Judith Keith, *I Haven't A Thing To Wear!*; Roy W. Hatten, *Managing People for Fun, Profit and Happiness*; Dr. David L. Ward, *Do It Yourself Therapy for "Well" People*; Paul Reilly, *The Road to Success*; John H. Wolfe, *The Care and Feeding of Speakers*; Dick Garney, *Self-Motivation—the Key to Success*; Sam Edwards, *To Be Announced*; Dr. Thomas S. Haggai, *Let's Rebuild the Front Porch*; Hallie Dewey, *Contact Sport—Communications*; J. Lewis Powell, *The Price Tag of Freedom*; Dr. George Halsted, *Mountaintops*; Joe Larson, *Because We Are People*; M.C.

Duncan, *Knowing All About Time Management*; Dr. Wilbur C. Christians, *The Mystery and Mastery of Leadership*; William J. McGrane, *Self-Esteem—How to Get It and How to Give It*; E. Ralph Sims, Jr., *The New Challenges We Face*; Dr. Arnold Brekke, *Improving Interdependent Personal & Societal Life Quality*; Jeff Coats, *How to Change Attitudes*; Dr. Whitt N. Schultz, *How to Use the Wonderful Goldmine Between Your Ears*; and Col. William D. Bigart, *Civ. My Beloved Country!*

On Thursday, May 6:

Russell J. Humphries, *Stealing and Cheating (Everybody's Doing It!)*; Robert L. Montgomery, *Changing Concepts in Communications and Selling*; Dottie Walters, *Seven Secrets of Selling to Women*; Thomas R. Ward, *Room for One More... Idea*; Dr. David J. Schwartz, Jr., *There IS Magic In Thinking Big!*; Arnold "Nick" Carter, *How to See Straight in Your World Today*; J.N. Christianson, *Management by Motivation*; Dick Gardner, *Completion of Cycles*; Phil Washauer, *The Magic Ingredient of Selling*; Dr. James E. Gates, *Feeling Your Mental Muscles*; Henri Saint-Laurent, *Your Personality—Eventful or Incidental*; Earl D. Brodie, *Can You Make Money While the Government Is Printing It?*; Dick Semaan, *The Magic of Goal Setting*; Alvin R. Haert, *Modern Management Practices for Profit Improvement*; Don Hutson, *The Business Boom of '76!*; Andrew J. Noland, *Attributes of Master Salesmen*; Mug Figi, *The Great Escape Value—Your Sense of Humor*; Reginald Snyder, *Formula for Success*; Ray K. Clark, *Investment Media and Corporate Tools*; Dr. Robert W. Croskey, *The Founding Fathers and the Foundering*

Sons; Prof. Gilbert P. Richardson, *Growing Religious Wars Today... Who Is the Enemy?*; Joseph R. Mancuso, *No Guts, No Glory—How to Fight Dirty!*; Dr. Jess Moody, *How to Have Fun All Your Life*; Dr. David Hoy, *Psychic and Other ESP Party Games*; Dave C. Tripp, *Does the U.S. Need a Constitutional Convention?*; and Charles K. Murdock, *The Spirit of '76—the Year of the Pro*.

On Friday, May 7:

Dr. Frank Goodwin, *The Egocentric Predicament*; Mary McBride, *Give Us This Day Our Daily Wit*; Don Sheehan, *Closing Sales*; Dr. Lawrence E. Schlesinger, *Six Keys to Personal Effectiveness*; Donald L. Lawrence, *Manage By Subjective Power*; Dr. James Blakely, *Live on Love and Laughter*; Ralph Walter Frost, *A Smattering of Ignorance*; Dr. W. Lee Martin, *If You Have a Problem, you Are the Problem!*; Lois Fenton, *How to Go About Mixing Business With Pleasure*; John J. McCarty, *One Nation Under God, Indivisible: Conflict to Cooperation*; Zig Ziglar, *Eliminating Stinking Thinking*; RossV Hersey, *The Magic Elixir Called Enthusiasm*; Thom Norman, *Telephone Prospecting*; Dr. John H. Furbas, *Global Minds for Global Business*; Joe Griffith, *Things Are Changing For the Better—I Think*; Leonard J. Smith, *Understanding People and Their Problems*; Somers White, *How to Borrow Twice the Money with Half the Work*; David Yoho, *Yes, You Can—\$50 Million Empire Built on Articulation*; Everett D. Watson, *Business and Personal Success Are Yours for the Asking*; Sam Hunter, *How to Be An Expert on Everything*; Ted Tate, *Just After Dinner*; and Dr. John Linder, *Free Enterprise and Excess Government Spending*.

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