

September 1977

toastmaster



**How to Handle
the Heckler**

letters

He/She Said It!

I must congratulate you on the editorial improvement in *THE TOASTMASTER* in the past six months or so. The quality of content has improved a great deal. The "how-to" nature of many articles should prove quite helpful for all speakers and managers.

One suggestion if I may: As women are now able to join Toastmasters, I'd recommend that you change your policy of allowing the use of *he* as a reference to both sexes (for examples in the July edition, see the Day and Arneri articles). The use of the plural (*they*) or the direct *you* reference could eliminate all sexist references.

Continued good luck to you.

Albert E. Holliday
Camp Hill, Pennsylvania

A Letter of Thanks

I'm pleased to say that I have used Toastmasters twice in my life to improve my situation.

The first time was about 15 years ago. At that time, I was in business and thought Toastmasters would teach me how to organize my sales presentations and make my sales "pitches" more effective.

However, its influence took a turn I never expected. Because of it, I closed my business and, at age 48, started full time to college to become a speech teacher.

Because of certain requirements, I found myself in a Ph.D. program at Case Western Reserve University in Cleveland, Ohio. With one test left in one subject, the oral examinations left to take and a thesis to write, that career was cut short by two strokes which almost killed me.

After a recovery of sorts, my wife and I moved to Miami, Florida, where I joined the Coral Gables Club 1695-47. So far, I still have to read my speeches, but my

memory is returning and my diction is improving. In addition, my intellectual capacity is returning because I am forced to present ideas and make sure that they are presented in proper sequence. In a word, my ability to organize is improving.

I can only thank the members of my club for putting up with my return toward normalcy and my dear wife for taking me to the meetings, which I could not have attended alone.

This letter reveals another use for Toastmasters for which I am eternally grateful. Hopefully, it will also persuade others that Toastmasters clubs could be organized in hospitals where the many victims of all types of illnesses could be helped on the road to recovery and their ability to take a useful place in their community restored once again.

Eugene H. Davis
Miami, Florida

Ode to the Volunteer

The periodic emphasis by Toastmasters International and *THE TOASTMASTER* Magazine on the values of the speakers bureau [see page 12] brings to mind a word that is somewhat ambiguous to a great many people—volunteer.

In the past, many communities appeared to adopt the old Army adage that one never volunteers. Today, the pendulum seems to have swung to the other side. A great deal is accomplished in community and Toastmasters activities by volunteers; and scouting, the PTA and civic associations can be cited as a few examples of what people can do when they voluntarily become involved.

In District 36, our involvement with the speakers bureau illustrates that we are concerned with more than the techniques

of communicative skills and that we consider these skills as tools, as a means of contributing to the achievement of goals in our work-a-day world, our social life, and our community.

These communicative tools are the means we use to express our thoughts and ideas to someone else, however, in an effective and logical manner. An idea in our minds is merely a thought until it is expressed and shared with others. However, these same thoughts can, through a revolution, save a life, lead to the improvement of our economic well-being, provide sole and comfort, enrich our lives, and do a thousand other things that ultimately constitute a tribute to what can be simply defined as our "civilization."

Our participation in community and volunteer activities will be judged much by our method of presentation, though it will certainly be a contributing factor—but by our overall contribution to our goals, be it on the job, in the classroom or in the church. Our thoughts, ideas and concepts will be our contributions.

An active volunteer multiplies his or her impact and effect on the community. When you couple active involvement with a Toastmasters speakers bureau, the results are unmeasurable. In the end, all benefit.

Michael L. Ward
Alexandria, Virginia

"Letters to the Editor" are printed on the basis of their general reader interest. If you have constructive suggestions. If you have something to say that may be of interest to our readers, send it to us. All letters are edited for reasons of space 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 1, 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 in an atmosphere of friendliness and self-improvement. Members have the opportunity to deliver prepared speeches and impromptu talks in a regular, systematic 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 the International Headquarters, 2200 N. Grand Ave., Santa Ana, California, U.S.A. 92711.



Dr. Ralph C. Smedley
Founder, 1878-1965

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toastmaster

4 Growth—It's Important to Durwood English

8 How to Handle the Heckler
by Leon Fletcher



The scene is set. You're the guest speaker before an audience of some importance. You stand and begin to make your opening remarks when, suddenly, from the back of the room, someone in the audience calls out, "That view was proven wrong years ago." What should—or can—you do? (Cover and inside photos courtesy of Del Webb's Sahara Hotel, Las Vegas.)

12 Our Guest Speaker for Today Is . . .
by Walt Welsh, ATM

15 Profile of a Toastmaster: Charles F. Luce

16 The Lazy Executive's Guide to Exercise
by William Hoffer

19 Ten Ways to Cope With Pressure
by Robert P. Savoy, DTM

22 The Perfect Circle: It Can Work for You
by Joseph G. Lagnese

24 1976-77 International Hall of Fame

26 Bulletin Board

Editor: Michael J. Snapp
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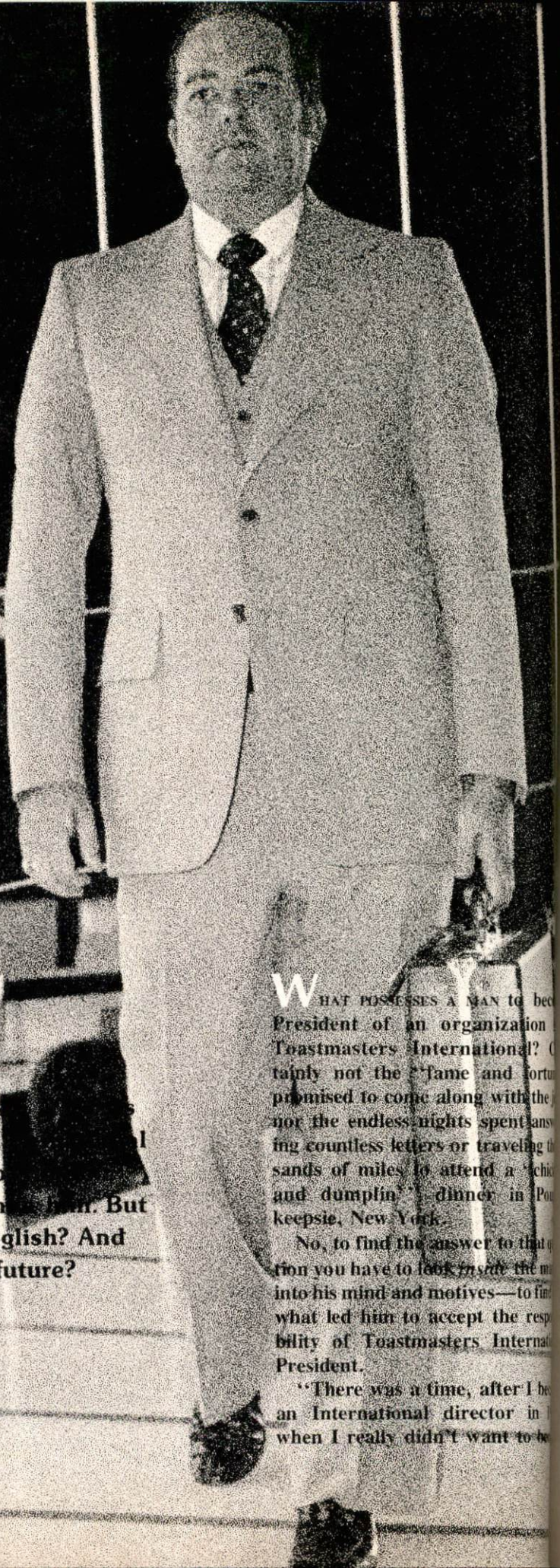
Growth-- It's Important to Durwood English

The election of Durwood E. English as the 47th President of Toastmasters International at last month's International Convention came as no surprise to those who knew him. But what kind of man is Durwood English? And what has he in mind for the future?

WHAT POSSESSES A MAN to become President of an organization like Toastmasters International? Certainly not the fame and fortune promised to come along with the honor, nor the endless nights spent answering countless letters or traveling thousands of miles to attend a "chicken and dumpling" dinner in Port Jervis, New York.

No, to find the answer to that question you have to look inside the man, into his mind and motives—to find out what led him to accept the responsibility of Toastmasters International President.

"There was a time, after I became an International director in 1968, when I really didn't want to be



International President," said Durwood E. English, DTM, who *did* go on to become the 47th President of Toastmasters International at last month's International Convention in Toronto, Ontario, Canada. "The second year of my term as director I ran for Third Vice-President and was defeated. Quite naturally, I was a little discouraged, even though I had a very good competitor. His name was Bob Blakeley. After that, I wasn't sure if I wanted to continue. There were some problems in the organization—membership was in a state of decline and we were experiencing problems with the International aspect of our movement. Quite frankly, I wasn't sure that I wanted to be a part of those problems.

"I went home and thought about it for two or three months after that. I've never been one to give up on anything, so I decided that if there was anything to be accomplished I wanted to be a part of it. I knew I could do as well—or better—than anyone else in helping us smooth out those problems and move the organization forward again in membership and attitude. And I really thought I could contribute to turning the organization around. I don't know whether I have or not, but I do know this. We have experienced a complete turnaround in the past two or three years. And I like to think that I, in part, contributed to that."

Such is the nature of the man who will lead Toastmasters International through its next 12 months of continued growth and ever-expanding educational accomplishments. Optimistic? Yes. Egotistical? Not at all. Simply a man who has set a goal for himself and desperately wants to achieve it.

But what of the man? What qualifies Durwood English to represent a worldwide organization of over 60,000 members and over 40 countries?

A graduate of Broome Community College in New York, President English, who'll turn 42 later this month, is the Business Management Director of the Tomahawk Cruise Missile Program at General Dynamics/Convair Aerospace Division in San Diego, California. With the added importance put on the program because of President Jimmy Carter's

recent cancellation of production of the B-1 bomber, it is a position fraught with responsibility.

As the Program's Business Management Director, he has responsibility for the financial control of the program within his division. This includes the financial management, the scheduling of the program, the preparation and maintenance of procedures and directives used within the program, and for the performance of all of the sales and manpower forecasts.

A Family Man

But even with the unending demands that this new responsibility has brought him—and the future demands brought on by his recent election as International President—Mr. English still manages to find time for his family and his San Diego community. Married and the father of three (two boys and a girl), he has managed to stay involved with a number of activities outside of Toastmasters, among them, the National Management Association, the American Institute of Parliamentarians, Little League Baseball, the Thaliens Social Club and the newly-created California Liaison Committee of People for Educational Progress Forums of America.

His real love, though, continues to be his association with Toastmasters International. A member of the organization for over 14 years, he is still an active member of his original club, Mt. Helix 126-5 in La Mesa, and even remembers why he decided to join the club.

"The supervisor I worked for at Convair was a member of the Mt. Helix Club. At the time, they were holding a Speechcraft program and he suggested that I participate in it. I had had little experience in public speaking before that," he adds, "except for a little training in industry and the Army. Looking back, I think the reason I first joined was because I had to give a presentation to the president of Convair and his staff. I hadn't been there very long and I was petrified. And I thought that Toastmasters would help. Needless to say, I was right."

As is the case with most of his predecessors, Mr. English followed the Toast-



FAMILY—Despite his ongoing involvement with Toastmasters and his San Diego community, President English still manages to find time for the thing he loves most—his family. Shown with President English and his wife, Mary, are their three children (from left to right): Douglas, Lynn and Scott.

masters leadership "trail," serving in all offices on the club, area and district levels. Duly recognized for leadership excellence, he was named District 5's "Outstanding Area Governor of the Year" for 1966-67 and brought the district its first President's Distinguished District Award in 1970. He was elected as Toastmasters' Third Vice-President in 1974, Second Vice-President in 1975 and Senior Vice-President in 1976. His election at last month's International Convention as Toastmasters International's 47th President was, according to English, a culmination of a dream—a chance to do something good for the organization that had done so much good for him.

So much for Durwood E. English—the man. But what about the hopes and dreams he possesses? His thoughts and ideas? His goals and aspirations? What difference, for example, is there between the Toastmasters organization he has been elected to head in 1977 and the organization which he joined in 1963?

"In my mind, there are two things that are happening to the organization," he said. "First, there's a younger group of people joining. They are finding that we can help them most in the early stages of their career. Consequently, the variety of people that are joining is greater. We are attracting a larger cross-section of the population, not just professional people. And that's got to help. Secondly, I think we have a better training program available now than ever before."

"As far as the member's educational programs and manuals are concerned, although somewhat modernized and updated over the years, they have basically remained the same, along with the purpose of the organization. We have a good purpose and a good reason for being in existence."

English, one of the youngest International Presidents in recent years, inherits a strong program. Official figures now stand at 63,000 members and 3300 Toastmasters clubs—a vast improvement over the same figures for the last couple of years. Although many may write off this sudden resurgence of interest and enthusiasm as a natural result of the improved economic conditions, some, like President English, see it as a result of years of hard work and decision-making.

"I think if I had to identify or pinpoint any single thing that could have led to our growth the last couple of years, I would say it's the goal-setting process that we've ingrained into the program through the training accomplished with the district, area and club officers. It starts with our International long-range plan that we've established and goes all the way to the DDP (Distinguished District Plan) and the DCP (Distinguished Club Plan) used by the clubs. I also believe that there's a greater awareness of the Toastmasters program than ever before."

How can we insure that this growth continues?

"By recognizing the reasons and making sure the membership recognizes why growth is important to the organization, and by maintaining the enthusiasm and spirit that we've enjoyed the past couple of years."

"The average member, when he initially joins the organization, is not all that interested in helping us—the organization—gain members. We know we're a self-help organization, and that's the reason most people join. Over the past couple of years we've engendered a feeling in our people that we can, through additional members, gain more resources to provide better programs and more benefits on the club level. For example, we've told them over and over that more members mean a larger and more varied audience. So it ultimately benefits them."

"We've also overcome some of the barriers that used to exist about getting people interested in building membership. But we've still got a long way to go. That's why I've chosen "Growth Through Sharing" for my Presidential "theme" for this year. There's no question in my mind that most of our members now accept membership-building as a valuable tool to be used to their benefit. I think they've finally adapted to it."

Growth Through Sharing

According to English, continued growth in the Toastmasters organization is dependent upon a number of things, including improved club programming to get (and keep) new members, a strong voice in the community and a deep desire to share the educational opportunities with other people—which just happens to be the central theme of "Growth Through Sharing."

"Toastmasters does provide, certainly, and wants to provide growth in educational training and accomplishments, as well as in membership, leadership and extension into our organization's International growth. My feeling, when thinking of the 'Growth Through Sharing' phrase was that, in accomplishing this growth, we should consider sharing what we have learned from our excellent communication and leadership training program with other people and teach them the same skills we have acquired. I think most people can understand this concept and most will realize that it's a springboard that can be used to get into many things. You can talk about sharing growth in membership by giving that many more people the chance to learn

these skills, or the personal growth that comes from the newly-acquired friendship and opinions."

But, warns English, the mere use of this theme is not enough. The individual Toastmasters must take it upon themselves to improve and grow—in their own clubs and in their communities.

"As far as individual club programming is concerned," he said, "it's most important that the educational vice-president and executive committee of the club establish a plan for their programs well in advance. A club should plan one special program each month, such as a debate, a humorous speech contest or that sort of thing. But the key thing here is to plan in advance, say over a six-month period."

"I also think that all clubs should make better use of the DCP. This can provide an absolute utopia in club management if it's used to assure that all aspects of a good club performance are attained—not only educational performance, but administrative as well. What initially attracted me to my club, for example, along with the enthusiasm and fellowship of the members, was the high level of leadership capabilities of the people who were leading the club. The great performance tool [the DCP] enabled them to provide us with programming that was interesting and very worthwhile. And if a club does not have a program that is interesting to the member, the chance of that member dropping after three to six months is very high."

An Approved Training Course

Part of the encouraging signs of growth of the organization over the two or three years has to be attributed to the recognition given it by many large businesses and corporations. They have found that, instead of submitting their executives to long and often costly executive training programs, it is more practical and economically feasible to sponsor a company club. A perfect example of this is the Allstate Insurance Company, which recently announced that it has added the Toastmasters program as one of its "approved training courses" and will reimburse employees for the expenses involved in belonging

(continued on page

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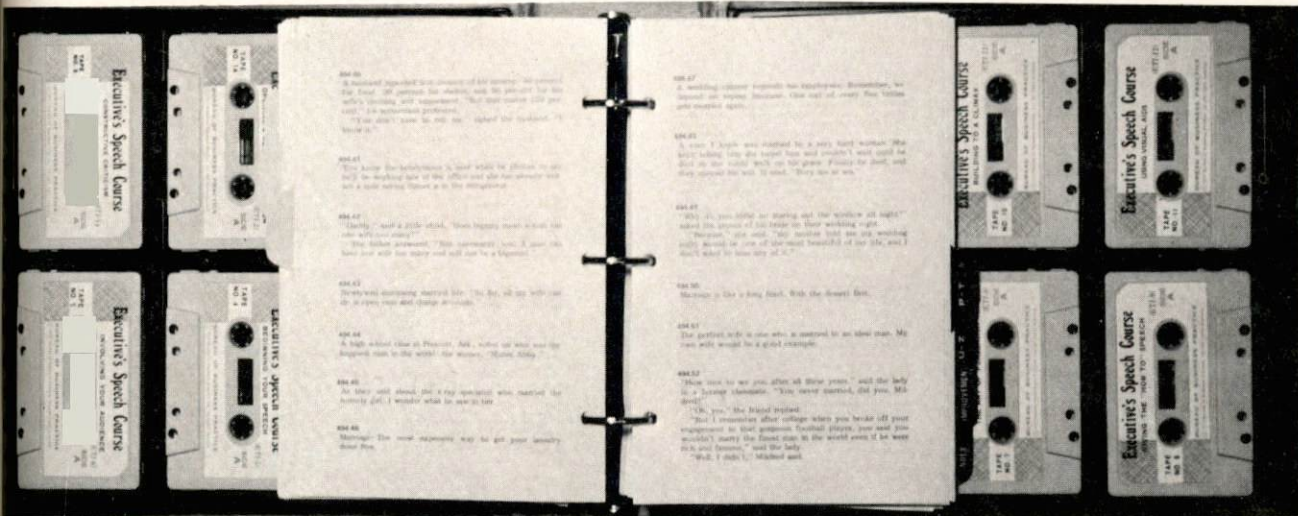
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How to Handle

Contrary to popular opinion, you don't have to possess the merciless wit of



the Heckler

by Leon Fletcher

of a D to learn how to handle hecklers . . . but it helps!

A HECKLER IN AN AIRPORT crowd in Battle Creek, Michigan, bore in on presidential candidate George McGovern just five days before the 1972 election. McGovern's retort: "Kiss my _____!"

Dr. S. I. Hayakawa, the famous college president, national hero and U.S. Senator is often remembered by his reputation for squelching hecklers. His most publicized technique: pulling the wires out of the hecklers' public-address system.

Canadian Prime Minister Pierre Trudeau angrily told a heckler in the House of Commons on May 4, 1977, "Oh, for Christ's sake, shut up!"

Those techniques for handling hecklers may not be your style. But television ratings indicate that tens of millions of us admire or are intrigued by both hecklers and the put-down of hecklers. Witness the success of the "Dean Martin Celebrity Roast." The show features about a dozen of "the famous" heckling some selected star for about 55 minutes (minus commercials!). After this barrage, the recipient gets about five minutes to heckle back at his tormentors. If you haven't seen it, you're missing a good opportunity to observe professional hecklers and heckle-answerers at work.

But if one of your goals for improving your speaking is to develop your ability to handle hecklers effectively, then there are three realizations you need to accept—the *fantasy*, the *practicality* and the *actuality*.

In *fantasy*, many speakers picture themselves devastating a heckler quickly, clearly and cleverly. They fantasize that they can do as well—sometimes better—than the famous "heckler killers" of stage, screen and television. Some speakers believe they can emulate:

• *Don Rickles* . . . putting down a heckler with one eye stretched wide open, a lip curled into a threatening snarl, a voice dripping with intimidation, saying, "I'm going to keep my eye on you!"

• *Milton Berle* . . . a disdainful smirk, a tone oozing belittlement, saying, "Wat-za-matta—your brother was an only child?"

• *Johnny Carson* . . . a penetrating stare, a pause filled with contempt, saying, "May a sick camel leave his tidings on your best suit!" Another pause, laughter calming, adding, "With you in it!"

• *Joey Bishop* . . . a quick glance at a guy with glasses, saying, "What do you drink—Windex?"

• *Rip Torn* . . . speaking to a television master-of-ceremonies who continually adds still another comment, "Get a face lift . . . so your mouth will snap shut!"

• *Jack Carter* . . . looking earnestly into the eyes of a heckler, saying, "Why don't you be content with what you are? Nothing!"

Such are the basis of the *fantasy* of many novice speakers—those occasional lecturers, club orators and amateur entertainers who imagine themselves skilled at throwing rapier retorts just like the professional.

But those beginners overlook a few points about those professional tongue-lashers. Many of their piercing replies have been worded by professional writers. Their delivery is often coached by professional directors. Sometimes, the professional even has his movements and gestures choreographed by specialists in dance, presentation and appearance. Finally, the professionals' timing

and emphasis have been honed through countless performances before a variety of audiences.

Is there, then, much realism in the amateur speaker's fantasy that he can top the professional in cutting down a heckler?

The answer should be obvious. So get out of the *fantasy* and concentrate on the *practicality*.

Why? Because you'll quickly find that trying to imitate the style or mannerisms of someone else is frustrating and ineffective. It is much like trying to be a speaker with two heads. In one you're thinking, "What would clever old Milton Berle say in this situation?" At the same time, in the other you're thinking (as you should be), "What do I do now?"

Simply be yourself.

The Big Four

In practical situations, there are four techniques that virtually all of us can use with some effectiveness to stop a heckler *in our own way*. They are techniques to utilize after you've accepted—mentally and factually—the practicality of simply being yourself in dealing with hecklers, just as you should be in all of your public speaking.

Picture this situation: You're the guest speaker before an audience of some importance—a state meeting of leaders in your profession, for example. You've completed the introduction to your speech when, just after expressing your first reason for your viewpoint and before offering any of the substantiating evidence you've gathered, someone in the audience calls out, "That view was proven wrong years ago!"

What should—or can—you do?

If the heckler was not too loud, not heard by too many in the audience, you might simply keep going with your own speech. You'll probably find that difficult, your train of thought broken, your attention distracted. But if that heckler has caused a definite disturbance, interrupted the listening of many, seriously bothered you as the speaker, then start with this first technique:

1. *The Pause.*

This is indeed effective for several reasons. First, it is obviously the natural

thing to do. Thus, you don't have to think, "What should I do?" So use that automatic reaction—which the audience will understand, accept and need, too—to then start analyzing the situation.

Did the tone, inflection, any aspect of the heckler's interruption give you any hint of his problem? Is he drunk? Senile? Needing the spotlight? Expressing just his own view, or is he the spokesman for others in the audience as well?

Let the Audience React

Another major value of the pause, however, is that it also gives your audience time to gather itself together, if it is so inclined. Perhaps the audience will produce its own reaction to that heckler. Some audiences will sit in silence, perhaps dumbfounded, perhaps to let the speaker work his own way out of his own problem. But many audiences will quickly develop sympathy for the speaker and repulsion for the heckler. Then a few in the audience—many if you're lucky, which means you're being well-received even though you may not be very far into your speech—may react to support you. There may be a quiet, respectful, but definite hushing by members of the audience in an attempt to silence that heckler. Or the audience can take a variety of levels of more overt reaction—like hissing, booing, on up to calling for—or actually moving to—getting the heckler out of the room.

So, what is the first technique for handling a heckler? Pause. Then, if you feel further reaction to him is needed, try the second:

2. *The Acknowledgement.*

In a quiet, assured, authoritative tone, say something such as, "You may be right." Or, "Some people do have that view." Or, "That may be true, but let me present to you just why I believe as I do."

Then, back into the pause. Make it a good, long significant one. This pause may be difficult for many speakers. The natural tendency seems to be to want to rush on speaking, increasing volume and speed. It's much like the typical school teacher's reaction to a noisy class—speak louder and faster. But note the professional speaker—he does

just the opposite to quiet an audience. By speaking slower and significantly quieter, the audience has to settle down to hear you. Even if they object to you're saying, they have to quiet down to hear you so they'll know what you want to object to.

This second pause also gives the audience time to decide if they are going to continue to listen to you or to the heckler. And that heckler, too, gets time to make his decision: to continue this particular interruption or to let you speak.

If that heckler does reply to your acknowledgement, if he does continue to harass you—and bother the audience, too—remember: You are certainly alone in this confrontation, although you may well feel so! If he continues his interruption, then you can move to the next technique:

3. *The Offer to Confer Later.*

You might say, "Might you talk about your views after my speech?" Or, "That's an interesting point. I'd like to talk about letting me know more about meeting with me later?" Or, "After my speech I'll be here for a while. I'll be here some time. Could you come on up and tell me more about that?"

To some hecklers and some members of an audience such a statement may appear to be a generous, brave, fair offer. But remember that others may view the same situation and consider your offer a cop-out—a slick attempt to avoid a confrontation, even ducking a difficult question of opinion. Nevertheless, in many situations in which a heckler interrupts, the offer to confer just may

Try Another Pause

What if a hot and heavy heckler interrupts with something such as, "You aren't talking about it now?" Again, you might offer a defense—or is it a weapon?—another pause. That will give you and the audience time to react against that heckler. If indeed that particular audience member is going to join with you against him,

Should the audience do nothing, should that heckler still be at you, you can try the last technique:

4. *The Invitation to Speak.*

A persistent heckler, whatever the reason for being so, is simply dividing the audience's attention

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re, you may just as well quit—for the moment—trying to compete with him. Try saying something such as, “Would you like to come on up here and speak from the rostrum so everyone here can hear you better?” Or, “Tell you what, friend, you go ahead and speak. Say what you want to say, I won’t interrupt you. And then, you let me give my speech, and you don’t interrupt me. Fair enough?” Or, “Sounds like you want to give a speech. Go ahead. I’ll wait until you’re finished. OK?”

That heckler now has but three options: to shut up, to come up and speak, or to stay in the audience and continue to heckle. But if he takes that last action, it is now probable that at least some members of your audience will move to silence him.

If he does accept your offer to speak, it is likely that he is not at all as prepared as you are, and so your views should come out—when you finally do get your opportunity to speak—clearer, more specific, more memorable than his. Consequently, unless that audience is rather strongly against your stand before you even speak, you should still end up more widely and strongly accepted by them.

Your Last Response

But what if the worse possible situation evolves? What if he does continue to heckle? Is there nothing left to be done? There is one final action, and you are probably ready to suggest it yourself.

Get that heckler out of the room!

That action, however, is much more effective and appropriate if initiated by the audience, not by the speaker. They might call for such action. They might appeal to the chairman, master of ceremonies, sergeant-at-arms, or whoever is presiding. A few in your audience may decide to move over and move the heckler out themselves. If they don’t, the speaker might well appeal to the chairman or whoever is running the meeting.

That need not, however, be a major effort; a simple, brief look by the speaker at the presiding officer should bring that person to action. If not, you might turn away from the microphone, so the audi-

ence need not hear you, and ask the chairman something such as, “Don’t you think you should have that heckler led from this room?”

A basic concept behind these four techniques for handling a heckler—the *pause*, the *acknowledgement*, the *offer to confer* and the *invitation to speak*—is that the speaker is virtually always more successful in achieving the purpose of his speech if he does not let himself become engaged in any form of argumentation or debate with a heckler. If the heckler must speak, let him have his time before the group, then take yours. Or you speak, then let him speak after you. But it is a significant advantage to you to let the heckler speak first, giving you the opportunity to rebut any points he may raise.

Still, best of all, get that heckler silenced. But let the audience or the chairman do it. What’s the reason for this? There may well be at least a few in your audience who agree with your heckler or think he should be able to speak. So do not reduce your own possibilities of influencing them through your speech by taking any negative action against their spokesperson—even though he may be self-appointed.

The Actuality

Now, consider the third—the final—realization: the *actuality* of encountering a heckler.

When was the last time you heard a speaker being heckled? When was the last time you spoke and a heckler hassled you? In real situations, heckling is really pretty rare, isn’t it?

Sure, history records famous cases. There was that day in the British Parliament when Nancy Astor, the first woman elected to that body, interrupted a speech by Winston Churchill, saying, “Winston, if you were my husband, I would flavor your coffee with poison!” Without missing a beat Churchill replied, “Madam, if I were your husband, I should drink it!”

And how about that time when Earl Warren, running for re-election as Governor of California, began a speech to an especially large audience in a comparatively small room by saying, “I’m pleased to see such a dense crowd here tonight,” only to hear a heckler roar back, “We ain’t all dense!”

Still, the actuality is that while many speakers may worry about hecklers, few in fact ever have to face them. But if you do, and if the four techniques suggested here don’t stop your heckler, or if you don’t feel inclined to try them, you could always try still another technique used by that speaker in our opening example, George McGovern. In that same 1972 presidential campaign, this time in Cincinnati, another heckler got to him.

McGovern’s reply . . . simply a threat to punch the heckler in the nose!□

Leon Fletcher is an instructor of speech at Monterey Peninsula College in California. He is the author of 200 publications, including the college self-instructional text, *How to Design and Deliver a Speech*. Mr. Fletcher is a frequent contributor to THE TOASTMASTER.

how to

Our Guest Speaker for Today Is ...

by Walt Welsh, ATM

WHAT IS YOUR MOTIVATION for learning how to become an effective communicator? Do you want to fulfill the requirements of the Toastmaster manuals, to compete in speaking contests, or to meet the ultimate challenge to speak before the public? If you're like many dedicated and experienced Toastmasters, you may want to do all three!

Most of us are interested, I believe, in learning effective communications to increase our effectiveness on the job. And we want to do this because we are interested in personal development, job advancement and, generally, acquiring what is termed "visibility." What can we do well that makes us stand out from the crowd?

One of the very best methods of utilizing your Toastmasters training and acquiring that visibility is by presenting outside speeches for the organization of which you are a part. In 1976, I presented over 50 talks on a specially-prepared Navy program to audiences which included school children, service clubs, church groups, and a variety of others. The results of this effort not only brought me invaluable experience, personal satisfaction and confidence, but also provided me with that all important visibility which I believe is absolutely essential for success in today's competitive work environment. And what I did can positively be accomplished by you!



But how can *you* develop a presentation that can get you to the lecterns in your community? How can *you* become the subject of the chairman when he announces, "Our guest speaker for today is . . . ?"

Success in public speaking is no different from success in other aspects of our lives. We must first establish a realistic goal and then devise some plan to reach this goal. The goal here is to develop a presentation to assist you in becoming an effective public speaker. The plan that has worked for me will also work for you. For the sake of clarity, I've divided the plan into four simple steps: *Step 1* is to determine the subject of the presentation; *Step 2*, to prepare the presentation; *Step 3*, to advertise your presentation; and *Step 4*, maintain your records.

The most important part of your presentation is to determine the subject matter of the presentation. In my case, I have developed four different presentations on subjects in which I have, through the years, gained some experience. These subjects include a presentation on heart disease (I had a heart attack five years ago), a presentation on the Navy (I was stationed there for two years), a presentation on "Management By Objectives" (I used this system in my job), and a presentation on the Navy (I've been in the Navy for 20 years).

Scripts and Slides

Since time off from my job is rare, I have emphasized the Navy presentation for many of the presentations. The Navy Toastmasters suggest that this is the approach that all Toastmasters should follow. Your superiors will likely encourage your speaking efforts if you are speaking about your own organization. The Navy, like most large organizations, emphasizes scripts and slide presentations of subjects. The heart association I provided scripts and slides for. However, you are likely to find that the presentation I developed on heart disease. However, you are likely to find that a great number of the scripts and slides are somewhat stilted and do not really provide you with the program you will feel comfortable with. The important factor, however, is that you select a subject in which you have considerable experience. This experience, of course, to make your presentation more valid.

So once you have selected the subject, how do you prepare for the presentation? The method I use and *Step 2* of the book is to use your organization's prepared material as a starting point, if such material is available. Regardless, you must—in some detail—research stacks of reference material, such as professional literature, magazines, reference books and even the daily newspaper to provide you with facts on your chosen subject. Collect the type of data that you want to cover and then write a script to emphasize the major points you wish to make. Match your data with available slides, including slides you've taken yourself. (I often use slides of my five-year-old son showing him in some previous activity to emphasize a particular point in a humorous manner.)

The format of the presentation will follow the same structure as do most speeches. You will have an introduction, body and a conclusion. The length of your presentation should be between 15 and 20 minutes. Most groups before whom you'll be speaking allow approximately 30 minutes in their program for a guest speaker, including the time allotted for a question-and-answer period.

What now is important is to rehearse your presentation to the extent that the script will not be required.

Remember, you are building a presentation that will be yours to give for at least a year, with some being usable for a lifetime. The slides will not only provide you with a visual note, but they will also ensure that you remember the major points of the presentation.

Be Creative

If your organization doesn't have any type of prepared slide presentation to provide you a starting point, don't worry. You can still develop a professional presentation by creating your own complete program. As an example, for my presentation on Taiwan I collected hundreds of slides I had taken during my time there and selected those which I could weave into a credible story of Taiwan. For a presentation of this type, I recommend concentrating on some broad areas of interest. It's very easy to get caught in the trap, when talking about another country, of providing a simple

travelogue. There's nothing wrong with this, of course, if that's what you're trying to accomplish. My experience, though, indicates that most groups prefer a presentation with some thought-provoking ideas and facts rather than the more informal travelogue.

For the presentation on "Management By Objectives," I use an overhead projector with transparencies showing major ideas and current working systems. In my experiences on the speaker's circuit, I've seen other speakers use charts, films and overhead projectors. In fact, in just about all cases the speakers I've met used some form of visual aid. A butcher I once met carried with him a large chart showing the various cuts of meat. A telephone company representative carried a laser system to show advances in communications. Numerous articles in *THE TOASTMASTER* confirm the validity of the requirement for visual aids. And visuals also have the added attraction of keeping some people awake!

How to Let Them Know

Now that you have devoted all that effort into developing a presentation, how do you advertise the fact that you're ready to go? How do you let the community and all its organizations know you have something to offer? In short, how do you accomplish *Step 3*?

One method that is supposed to work and make your efforts considerably easier is to sign up with a speaker's bureau. I say "supposed" because my experiences indicate otherwise. I am a member of three speaker bureaus, which includes Toastmasters', the Heart Association's and the Navy's. In addition, I'm also on call from other bureaus. I have provided detailed information on the programs I present to all of the bureaus, yet in my year-and-a-half on the speaker's circuit I have received but one call which directed me to a speaking engagement. I do recommend that you sign up with a speaker's bureau, but unless you happen to be in an area where they are very aggressive you will do much better if you use the method which has proved singularly successful for me. This method requires that you essentially become a one person speaker's bureau. You must sell yourself!

How do you sell yourself as a one man speaker's bureau? First write a short article announcing the subject of your presentation, insuring that the recipient knows you'll make the presentation free of charge. Include your name and home or office numbers. You'll be surprised how many program chairmen will call you at the last minute when a scheduled speaker cancels out or doesn't show! Next, write a short biographic sketch of yourself so the recipient gets some idea of who you are. Attach this biographic sheet to the description of your presentation and send it out with your mailing list.

Your next question now is probably, "But where do I get this mailing list?" I have read that you can get lists with addresses of organizations in your area from the local chamber of commerce. I've never researched this, however, but have used another method which has given me an extensive list of organizations that use guest speakers in their programs. The method is very simple because it requires you only to use the information which is already abundantly available.

I use the telephone book for addresses of such organizations as the Elks and Masonic groups. I've called the public school system, told them of my programs, and was sent a list of the addresses of all schools in the area. I've written to the churches in my area after collecting their addresses from the church service announcements in the newspapers. Most importantly, I've informed my friends that I'm available for presentations. All groups are looking for guest speakers, and this latter method has opened many doors for me. For example, if a friend invites me to speak to his Rotary club I will, after the presentation, ask the secretary of the club for a copy of his club directory. This provides me with the names and addresses of officers of clubs in the area. I've used this approach with all new organizations and clubs and have yet to be turned down. Obviously, such a directory must not be used for commercial purposes!

Finally, be sure you carry business cards so that anyone interested in hearing

your presentation knows how to contact you.

The fourth step is one all managers are familiar with. This is the one indicated by the cliché, "You're not through until the paper work is done." You must maintain records of your presentations, which should include dates, contacts, names of the organization and audience reaction to your talk. The reason this is so important is that when you develop a new program you'll have a record of those organizations who were receptive to you before. I have recently developed a new presentation and, when I send out my letter and biographical sheet, I add a postscript to the letter indicating when I last spoke to their group and the subject matter presented. The records you compile can be used by the public affairs section of your own organization and as a record you can present to your boss showing your accomplishments.

Keep It Up-to-Date

You can truly become an effective guest speaker by following the four-step method outlined above. When you select the subject of the presentation, pick one in which you have considerable expertise. And remember, it will be your responsibility to keep your presentation up-to-date through constant research. This should include the daily reading of a morning newspaper before you travel to your speaking assignment.

Rehearse your presentation until you can give it without benefit of a script. Send a letter describing your program, accompanied by a biographical sheet, and keep your records up-to-date.

Yes, you can—with dedicated effort—make that trip to the lecterns in your community and gain that important visibility you need. And what's more important, you will know you have accomplished a significant communications goal when you hear the program chairman announce, "Our guest speaker for today is . . .," and you proudly realize that the guest speaker is you! □

Walt Welsh, ATM, is a member of the Point Loma Club 198-5 in San Diego, California. A member of the United States Navy for 25 years, Lieutenant Commander Welsh is presently the Electronics Warfare Officer at the Fleet Training Group in San Diego.

the idea CORNER

Why Youth Leadership?

Ed Hogan, DTM, a past District 52 governor and retired captain of the Angeles Police Department knows "why."

In the summer of 1974, Ed learned of a large group of East Los Angeles juveniles who needed supervision during vacations. As a police captain, he knew boys' and girls' police records, and could easily have planned work accordingly. Instead, he decided to act in his other capacity: as District 52 educational lieutenant governor.

Ed contacted four men he knew were working toward their DTM's (Joe Operskalski, DTM; Ray Mercer, DTM; Fred MacDonald, ATM; and Bill Ramirez) and asked them to conduct a Youth Leadership Program for a group of 20 to 25 boys and girls.

"Our first meeting was a challenge, to put it mildly," said Operskalski, a member of the Des Plaines Club 1645-30 in Des Plaines, Illinois. "We started with the invocation and Pledge—or something resembling them. Then we let the youngsters select the officers."

After several unsuccessful attempts to carry on any kind of serious discussion with the group, Bill Ramirez restored some order to the meetings by speaking to the participants in their native tongue, Spanish. He impressed upon them that the program was a product of the same environment as that in which they were living and that they knew that he would not accept the "environment" issue as an excuse for little or no progress as an individual or group.

"Bill told the kids we would help them to motivate their desire for self-improvement, and the rest would be up to them. They accepted this, and we were able to make progress satisfactorily from that point. Eventually we hit on topics they were willing to discuss, like restricting immigration from Mexico to the United States, poverty and the need for a minimum income for the poor.

Was it really worth it?

"Ray and I received our DTM certificates as a result. But that was only part of it. A few months later, Ray was working for the District Attorney and, on his way to court, saw one of the Youth Leadership participants in the hallway. Ray asked him what he was there for and the boy said for fighting. 'Did you get anything out of our meetings,' Ray then asked him. 'Sure,' the boy replied. 'But not enough. We should have started paying attention earlier, or you Toastmasters should have stayed with us longer.'"

Need more answers? Just ask Ed Hogan, Joe Operskalski, Ray Mercer, Fred MacDonald or Bill Ramirez. Or better yet, write World Headquarters for more information on how to conduct a Youth Leadership Program . . . and learn from yourself! □

profile of a toastmaster

Charles F. Luce, Chairman of the Board, Consolidated Edison

I have often remarked that my five-year membership in Toastmasters was the most valuable club membership that I ever had. It gave me a unique opportunity to learn how to preside at meetings, to speak in public and to think on my feet—and to do so in a setting where mistakes were not costly.”

SINCE ITS INCEPTION in 1924, the Toastmasters organization has always prided itself on its ability to teach its members how to effectively deal with any type of emergency, whether on the speaker's platform or in the complex maze of the business world. These days, no one is probably more grateful for that than Charles F. Luce, Chairman of the Board for the Consolidated Edison Company of New York.

A member and former president of the Walla Walla Club 81-9 in Walla Walla, Washington, from 1946 to 1951, Luce's ability to handle such an emergency was put to a severe test during the recent New York blackout.

The problem all started on a muggy evening last July when a vagrant summer storm knocked out high-power lines in the New York exurbs. Within an hour, the city's 9 million people were in total darkness—a situation that would last for some 25 hours.

Unlike the great blackout of 1965 that rattled out much of the northeastern United States and parts of Canada, the darkness brought chaos; officials estimated that 2,000 stores had been looted and that the losses from the blackout would eventually exceed \$1 billion. Mayor Abraham Beame, himself a blackout casualty, leveled his attack on Consolidated Edison and Chairman Luce, proposing in one bitter passage that Luce be “hanged.”



Throughout it all, Luce, 60, remained as relatively calm as could be expected, calling the crises “an act of God.” He rejected Mayor Beame's charge of “gross negligence” and initiated the slow, plodding task in front of him of restoring the much-needed power to the blackened city—an effort that required total mobilization of Con Ed's 23,000 employees.

“I deeply regret this blackout,” he told reporters. “We know the pain and suffering inflicted in the community.” Later, he added, “There's no utility that can have an absolutely foolproof system that won't ever shut down.”

Although the result of the various investigations into the blackout by the local and Federal governments were

not known at press time, most seem to agree that Mr. Luce handled this emergency extremely well. To those that know him—and know of him—this comes as no surprise.

A graduate of the University of Wisconsin Law School in 1941, he was the recipient of a Sterling Fellowship at Yale Law School the following year. Mr. Luce served as law clerk to Justice Hugo L. Black for the Supreme Court term of 1943-44 and then moved to Portland, Oregon, as an attorney for the Bonneville Power Administration. After engaging in private law practice in Walla Walla, Washington, for 15 years, he was appointed Bonneville Power Administrator by U.S. Interior Secretary Stewart L. Udall in 1961 and, in 1966, as Under Secretary of the Interior by President Lyndon B. Johnson. Mr. Luce became Chairman of the Board of Trustees and Chief Executive Officer of Consolidated Edison Company of New York, Inc., on August 1, 1967.

“I have often remarked that my five-year membership in Toastmasters was the most valuable club membership that I ever had,” Mr. Luce told us some months before the blackout. “It gave me a unique opportunity to learn how to preside at meetings, to speak in public and to think on my feet—and to do so in a setting where mistakes were not costly.”

Now that's a study in success!□

The Lazy Executive's Guide to Exercise

by
William Hoffer

According to two leading physical fitness experts, the main problem in getting today's executives to exercise lies in correctly motivating them to do so. Fortunately, they think they've found the answer.

HE WAS THE CONTROLLER of a large national association. From time to time over the years he became concerned about his health. He stared at his bulging stomach. He worried about his rising blood pressure.

For a few weeks he brought his gym shorts to the office and spent his lunch hour jogging around a nearby park, finishing each session with a burst of speed that left him breathless for most of the afternoon.

Another time he joined the YMCA and went swimming three times a week—for about a month. Then he tried handball, but his legs ached from the stress and his hand was so sore he couldn't grasp his pen at work.

Exercise always seemed to be too much trouble. So he settled back into the routine of his association job, working long, hard hours before driving home for a big leisurely dinner.

One morning he came into the office, fixed himself a cup of coffee, sat down at his desk, and died.

Like many other executives, he always had seemed to approach a new challenge with enthusiasm and excitement. But he lost that enthusiasm quickly

whenever he started an exercise program. Sore muscles complained too loudly. Though most of his life was well-disciplined, he found it almost impossible to stick to any regulated exercise program.

Dr. Laine Santa Maria and Dr. Charles Dotson, two physical fitness professors at the University of Maryland, recognized this motivational problem and developed "The Lazy Person's Guide to Exercise." It represents the minimum effort that a modern person most put forth to maintain good health. It is also designed to avoid much of the discomfort of other exercise programs. Their plan will not give you bulging muscles, but it will strengthen your heart.

This, then, is the Lazy Person's Guide to Exercise.

1. Have a complete physical examination. If you are over the age of 40, the American Medical Association advises that the examination should include what is called a stress test. Dr. Santa Maria, however, says that anyone who has been inactive for several years, regardless of his age, should take a stress test before he starts exercising. About two percent of Americans have heart problems that might prevent them from exercising normally.

The stress test involves measurements of heart rate and oxygen consumption

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while you walk on a treadmill that gradually rises to a higher angle of inclination.

"Quite often a heart abnormality does not show up when you are relaxed," says Dr. Santa Maria. "We must put you under stress to get a proper reading on your electrocardiogram. We build the stress slowly so that if your heart shows any problems we can stop."

Ask your doctor, or the local office of the American Heart Association, where you can take a stress test.

2. Figure your proper exercise heart rate. The goal of the lazy exercise program is to push your heart to about 70 percent of its maximum capacity—but no more. You can calculate your maximum heart rate by subtracting your age from the number 220 (for men) or 230 (for women). Then, multiply your maximum heart rate by 70 percent.

For example, if you are a 35-year-old man your maximum heart rate is 185 (220 minus 35). Your proper exercise heart rate is $185 \times .70$, or 129.5. When you exercise you will never have to exert yourself to perform at more than 70 percent of your capacity. Don't sprint; just jog about three-quarter speed.

Your goal will be to find a moderate rate of exercise that will keep your ticker pumping close to your proper exercise heartbeat.

3. Limber up. Dr. Dotson warns that most exercise problems arise at the joints, not in the muscles. When you've been inactive for several years the muscles may be able to take the strain of sudden exercise better than the joints. This is the reason that people complain of tennis elbows, twisted ankles and sore backs.

The body's joints receive their oxygen and nutrients from the synovial fluid that flows in and out of them when the muscles are stretched. To prevent injuring the joints, you must get the synovial fluid moving. So before you begin to exercise in earnest, limber up. Dr. Dotson recommends deep knee bends, touching the toes and sit-ups. Push-ups are too strenuous for the lazy, and are not very useful for limbering up. Each day, even when you do not exercise more completely, you should at least do a few minutes of limbering up exercises.

4. Choose a moderately active aerobic sport. There are two kinds of exercise. One is the muscle-building kind such as weight-lifting, calisthenics and isometrics. Such exercises by themselves don't provide much benefit for the heart, may actually raise your blood pressure, and they're certainly not very lazy.

The heart is strengthened in much the same way as any other muscle: by repeatedly overloading it. The basic kind of exercise to strengthen your heart, reduce blood pressure and generally make you fit is the aerobic kind, meaning any activity that forces the lungs to take in more air and the heart to pump it throughout the body. Aerobic exercises are ones that make you repeatedly move your arms and/or your legs.

The exercise must be sufficiently vigorous to require that you change your clothes first and shower later. If you don't work up a sweat, you are too lazy to get much benefit.

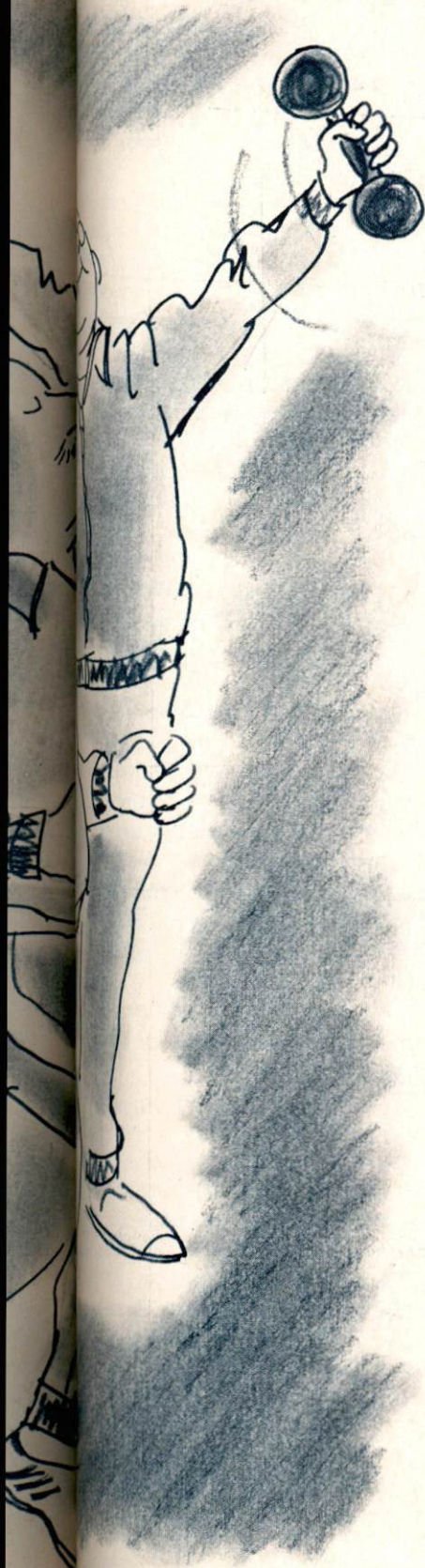
For the average person, jogging is the easiest and simplest aerobic exercise. Richard L. Bohannon, retired Surgeon General of the U.S. Air Force and President of the National Jogging Association, calls jogging "the least expensive, quickest and most efficient way to achieve physical fitness."

But many executives have tried jogging only to become quickly disenchanted with the effort that seems to be involved, not to mention their aching legs and sore feet. Dr. Santa Maria points out that many, many people don't take the few simple precautions that will make jogging much safer and more enjoyable.

First, buy a proper pair of shoes, not canvas shoes but jogging shoes that are firmer and have good arch support. They should fit neither tight nor loose. In buying shoes, says Dr. Santa Maria, you probably get what you pay for. To protect your tender feet you had better plan on spending more than \$20.

Then, make sure you run on a soft surface. Too many beginning joggers race off down the street or sidewalk and wonder why they return limping on a painfully bruised heel.

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foot, not on the heel or the toe. Swing your arms low and rhythmically. Wear loose-fitting clothing so that your body can cool off properly through its normal perspiration process.

End your jogging session as you begin it—slowly, never more than three-quarter speed. Frank Shorter, 1972 Olympic gold medal winner in the marathon, says sprinting at the end of your run is "bush league. Your run is all over at that point."

Complete information on how to jog properly is available from the National Jogging Association, 1910 K Street, N.W., Suite 202, Washington, D.C. 20006.

If you are really out of shape, you might want to begin by bicycling, rather than jogging. This is very important for women who have been inactive for several years. They must strengthen the abdominal muscles through bicycling or sit-up exercises first. Otherwise the constant pounding of jogging could lead to vaginal problems.

Swimming and rowing are good aerobic exercises also, if you have access to a pool or lake. Even sex can be a good aerobic exercise if you keep at it for a minimum of 15 or 20 minutes and participate three to five times a week!

Most other sports, however, are either too restful or too vigorous. They can be additions to your basic exercise routine, but they do not build your heart muscle as safely and steadily as the aerobic exercises.

5. Begin by slowly exercising for about five minutes. "Most people have a tendency to try to do too much in the beginning," Dr. Santa Maria cautions. "They push too hard, and they expect a lot in return. What they do get are a lot of sore muscles. Then they get discouraged."

Twenty years of business luncheons cannot be sweated off in a couple of weeks. It is better to do less in the beginning, so that you don't get discouraged. Only a slow and steady exercise campaign will give you the benefits you want. Experiment to find out how fast you must exercise to get your heartbeat up to its proper exercise rate of 70 percent maximum. Try to gauge your energy output at three-quarter speed. If you have been inactive for a long time it might be best to begin simply by walking briskly, gradually lengthening the time to 15 or 20 minutes and week-by-week picking up speed.

For about the first three minutes of each workout you will not receive any aerobic benefit. It takes that long for the body to begin supplying extra oxygen to the system. After three minutes you get your "second wind." That extra oxygen is now being pumped throughout your body. Your heart is growing stronger with every beat.

6. Monitor your progress. One track coach suggests you use what he calls the "Talk Test." If you are too out of breath to carry on a conversation while you are exercising, then you are going too fast.

As soon as you finish exercising, before your heart has a chance to slow down, grab your pulse and count your heartbeats for 15 seconds. Multiply that number by four and you'll have an

indication of how fast your heart is beating each minute. If you are exercising properly it should be pretty close to 70 percent of its maximum. If your heartbeat is slower than that, step up your exercise rate next time. If your heartbeat is faster, slow down next time.

There are warning signs to watch for. If your heartbeat or breathing rate does not return to normal after 15 minutes of rest, or if you are unable to eat within two hours, or if you have an uncomfortable night's sleep, you should cut back a little during your next session.

7. Continue your 70 percent exercise at least three times a week—five is better. Whatever form of aerobic exercise you have chosen, never go faster than what feels like three-quarter speed. Continue to check your heart rate. Watch for the warning signs. You should feel your abilities growing, but let them grow slowly. Don't push too hard. In the early days of your program you may find that you are able to walk a mile comfortably in about 20 minutes. Dr. Dotson feels that it should take you 14 to 16 weeks to build your abilities to an 8-minute mile. This is the very minimum amount of exercise necessary to keep the heart muscle in shape. (If you get discouraged, try to remember that there has never been a single recorded instance of heart disease among marathon runners.)

Once you have reached that goal, running an 8-minute mile three to five times a week should keep your lazy body in pretty good shape.

Then you may discover the lazy person's bonus. Two other University of Maryland researchers, Drs. Dorothy and Daniel Girdano, recently reported that exercise helps you relax far more effectively than alcohol, barbiturates and even some tranquilizers. So in brief, easy, three-quarter speed exercise program may make your lazy hours even more delightfully lazy. □

William Hoffer is the Washington Regional Chairman of the American Society of Journalism and Authors. He has contributed articles in a variety of popular magazines and newspapers including *True*, *Ms.*, *Smithsonian* and *Washington Post*.



Ten Ways to Cope With Pressure

by Robert P. Savoy, DTM

OF ALL THE SKILLS needed by today's executive in this highly technological and fast-paced world of ours, some are more important—or more vital—than the ability to work comfortably in the high-pressure environment of the business world. Studies have shown, however, that a great number of people lack this ability necessary to “react” under pressure. Consequently, when they find themselves in such situations, the only alternative left for them is to “blow out” in a graceful way “out.” Needless to say, the resultant scars are permanent.

Because coping with a high-pressure environment is absolutely necessary for advancement in today's world, it becomes obvious that the executive searching for success must find ways of living comfortably with pressure. If the first rule for success is learning to communicate effectively, then certainly the second rule must be learning to cope with a pressure-filled job comfortably.

In approaching this problem, let us first look at the definition of “pressure.” According to the dictionary, pressure is a condition of distress caused by demands requiring immediate attention.

Most of us would agree that when the demands upon us are too great or the urgency of them too immediate, we are in a very uncomfortable position. But what should we do about it? Let me suggest ten commonsense ways to approach this problem:

1. *Realize that it is possible to handle a pressure-filled job comfortably.*

Certainly there are countless examples of people who do it daily: presidents or prime ministers of major nations, cabinet ministers, presidents of great universities, executives, congressmen, etc. Surprisingly, the list is a large one. While it

is true that one often reads news accounts of high-ranking officials succumbing to heart attacks, nervous breakdowns and other physical disorders stemming from their high-pressure jobs, the large majority of people in those jobs cope with them easily and delight in the prominence that the pressure confers upon them.

2. *Analyze the pressure that you feel bearing down upon you.*

Usually this analysis should focus on the demands made of you. Ask yourself questions such as: "Who is making this demand?" "Why is he making this demand?" This analysis may not give you immediate relief from the pressure of that demand, but it will suggest ways of reducing the pressure.

3. *Postulate in your mind possible strategies to use when the next similar situation occurs.*

For example, suppose that your boss tells you that he wants a letter out of the office by the end of the day. Suppose, further, that you have analyzed this requirement and have discovered that getting the letter out by the end of the week

would be equally satisfactory as far as job effectiveness is concerned.

You can now see that you have found an opportunity to reduce the pressure of this one demand. Since this situation is a common occurrence in many offices, a number of you are responding with, "Yes, but what if the boss says that he wants the letter out by the end of the day anyway?" The answer, of course, is that you get the letter out by the end of the day, if the boss insists on it.

Does this mean that your careful analysis has been wasted and that there is nothing you can do to reduce the pressure of your job? Not at all! Maybe your analysis of the situation was in error. Perhaps your boss knows more about the situation than he confided in you when he gave you the letter-writing assignment. Maybe, if the additional facts known only to your boss were made available to you, you would agree that the letter needed to be out of the office by the end of the day.

Another possible explanation is that your boss is an intense, hard-driving person who rarely relaxes around the office. Your analysis is, in fact, correct, but your boss won't listen to logic or reason. However, you may now be aware—and for the first time—that the prime cause of the pressure of your job may well be the personality of your boss. Knowing this fact, you may wish to look for another job or to find techniques to live more comfortably with your boss in your present job.

4. *Learn to plan your time effectively.*

A great deal of pressure may fall upon you simply because you are a procrastinator. Your boss may want that letter out by the end of the day because he had previously asked you to get it out last week—and the week before—and you haven't gotten it out yet. If you are that badly disorganized and procrastinate that often, you will find that every one of your bosses will be a difficult person . . . and with good reason. If, instead, you had organized your time more effectively, you would have gotten that letter out last week when you were first asked to do so.

5. *Reduce the pressure that you place on others.*

If you don't need a letter by the end of

the day, don't ask for one on such a tight schedule. If people don't need to come to your meeting, don't insist they do. By easing the load that you place on others you will give them time to do their other work. You will also notice that your credibility will improve as staff members learn you really mean it when you do ask for something.

6. *Find a hobby that truly relaxes you.*

In order to refresh the body and spirit after a day of high-pressure work, it makes good sense to have a hobby—a hobby! All that matters is that you can absorb yourself in the hobby and momentarily forget your pressures of the day. In any job, there are long hours, political conflicts, personality differences and other irritants that tend to grind a person down. A good hobby can provide needed refreshment after one has been ground down by the high-pressure job.

Is Your Hobby Relaxing?

You should apply caution, however, in the pursuit of your hobby if you really wish to relax. For example, I have a friend whose hobby is jogging. This friend carefully times his route each time he jogs and strives to improve his time over that route every time he goes out. When he is not trying to improve his time, he is striving to increase the distance. In any case, he always places a new demand upon himself whenever he goes out to jog. By applying an overly-intensive, goal-oriented approach, my friend has converted his hobby into a pressure situation more demanding than his work environment. In this fashion, his hobby in no way relaxes him; he might just as well remain at work. Even if we find it necessary to be intensely goal-oriented at work, we can do well to dispense with goals when we are relaxing.

7. *Employ fantasies to dissipate tension.*

Psychologists tell us that it is helpful to vent anger through fantasies. This technique is particularly effective for an executive in a pressurized job with accompanying high-emotional levels.

It is obvious that a direct expression of anger toward your boss or a coworker is unproductive, and may even cost you your job.

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9. *Learn to anticipate.*

Even the most gifted executive will still find his job most demanding if he cannot smooth his way by anticipation. Most any job can be studied to the point that future demands can, in great measure, be anticipated. Of course, the future cannot always be predicted, but if 60 percent of next week's demands can be prepared for this week, then the remaining 40 percent can be reacted to as they arise. A condition of high pressure is created when the entire 100 percent of the week's demands must be reacted to the same week they arise. An intelligent way to reduce pressure, therefore, is to plan ahead.

10. *Have a "quiet time" during the day.*

Many articles are currently circulating which extol the benefits of meditating, relaxing, sitting quietly, and like disciplines. It is not the intent of this article to advocate any single discipline. Rather, its point is to state that it is desirable to have a quiet period every day.

Recharging Your Batteries

The reason for this is to calm our inner anxieties so we can better cope with the pressures of the day. The quiet period may be likened to the recharging of one's batteries. With our batteries recharged, we can confront pressure from a more vigorous posture, and by so doing are far more likely to cope with it successfully.

Find a spot in your home not commonly used by your other family members. Be sure that you have a chair to sit on and some reading matter so that you will have something to do while there. If your family is cooperative, request

that you not be disturbed while you are in your quiet area. If your family is not cooperative, proceed to your quiet area anyway, and bear with whatever interruptions you get.

Try to spend at least fifteen minutes a day in the quiet area. Be sure that you move to the same spot each day for this exercise, so you will come to associate this area with your quiet period. This will help you to get into the mood as soon as you step into the area. Have some pleasant reading matter available in the area and you will soon find yourself relaxing and forgetting the pressures of the day. Furthermore, as your batteries start taking on their charge, you will lose your fear of the pressures of tomorrow.

The ten rules just described are practical suggestions that will help you to cope more successfully with the pressure of your job. Not all of them, however, will fit your temperament or your situation. Try one or two of them to see if they will reduce the pressure of your day. If these one or two are successful, then try them all. If nothing else happens, you will at least obtain some peace of mind knowing that you are actively working to reduce some of the pressures of our modernized society.

With time you will become the calm, serene person that you want to be, because you will know that you can cope with pressure successfully. □

Robert P. Savoy, DTM, is a former District 31 governor. A civilian electrical engineer with the United States Air Force, he is a member of the Researchers Club 2201-31 in Bedford, Massachusetts. Mr. Savoy is a frequent contributor to THE TOASTMASTER.

The Perfect Circle: It Can Work for You

by
Joseph G. Lagnese

THE TOPIC WAS "What Next in the Middle East?" The speaker began:

You turn the TV on. A western scene flashes on the screen. Two men walk out of a saloon into the middle of a dusty street, while curious, excited faces watch from doorways and windows.

Time seems to stand still in the heat of the day as the two turn and face each other. Who will be the first to move toward his gun? Will one suddenly give ground? What will happen?

A like situation exists today on the Golan Heights, as Syrians and Israelis face each other. "What Next in the Middle East" is the topic that I would like to discuss today.

Because it could bring about a confrontation between the superpowers—one of them America—and lead to the Armageddon of fear, the topic is extremely important to all of us.

To better understand what might happen, it is necessary to take into account the historical background, economic factors and national aspirations of the parties involved. It will give a better perspective of the situation and help to evaluate possibilities.

How well does such a beginning meet the necessary criteria for a good introduction, which makes for an effective talk?

It captured the attention of the audience, which is a basic function on any introduction. However, that is not all the introduction is supposed to do, as brought out by the well-known dictum for giving a talk.

In that dictum, the function of the introduction is stated ("Tell me what you

are going to do"), as well as that of the body ("Do it") and the conclusion ("Tell me you have done it").

What, then, does the introduction involve beyond getting the attention of listeners, which the speaker did here by the use of an analogy—an analogy not only familiar but also to which the audience could relate?

Fully aware of the function of the introduction, the speaker used the analogy as a springboard for stating the topic. But he did something even better—he phrased it as a question, which whets curiosity and arouses the interest of listeners.

Involve Your Audience

Before he gave a preview of what he planned to include in the talk, he did something that too many speakers often fail to do. He recognized the basic fact that people are primarily interested in what affects them. Here the speaker personally involved each member of his audience in the topic by bringing out the danger of possible confrontation between the two superpowers—one of them the United States.

If the audience had been British or Canadian, different phrasing would have been used to relate it to them; namely, their close relationship with the United States and the possibility of nations being forced to choose sides in any conflict that ensued.

All this was followed by a sentence that gave a preview of what the discussion would include and then reverted back to the western scene, to give the introduction a sense of unity and coherence.

Since it was done with a minimum use

of words, the conciseness of it gave the effort great impact.

The introduction need not solely be an analogy to be productive, however. It can be a question, a saying or proverb, a startling statement or anything that gains the immediate attention of an audience.

Relating the Subject

But most important, it should be related to the topic like gears meshing together. The subject matter needs to be related to the audience to furnish them with the needed incentive to want to listen.

Someone once said that even odd subjects, such as "Raising Chickens in Patagonia," could be made interesting to an average audience. The secret was to relate it to a common desire of people.

To do it, he may have suggested the following possible beginning:

How many of you, at one time or another, have not dreamt of becoming millionaires? Let me suggest how the dream could be made a reality practically overnight, at a small sacrifice, followed by years of a life at ease.

On the southern tip of South America there is a primitive land known as Patagonia. It easily lends itself to certain pursuits without the need for much capital. Also, the work itself would be mostly supervisory. It is the raising of chickens on a large scale.

Why not look into the possibility of raising chickens in Patagonia?

The attention of the audience was captured by an appeal to a desire universal to most people. From then on, the success of the talk depended upon the skill with which the speaker developed it.

Sayings or proverbs may also be eff

used. One person, giving a talk on the subject, began like this:
An old saying with which we are all familiar is the one that says, 'Where there is a will, there is a way.' When a man dies without a will, there is no way that his wishes will be followed. The will determines who will get a part of his estate.

He then goes on to give a preview of what the talk will include.

Another method to capture the attention of the audience is the use of the "perfect circle" statement.

The story is told of a famous clergyman scheduled to give a talk on the use of profanity in a tough coal mining town. To gain the attention of the audience, one of them unfriendly, he began his talk like this:

"It's hot as hell!"
Following gasps of surprise from the audience, he went on, after a pause:

"That's what I heard someone say. I want you to tell him, if he continues the use of such language, it will always be that hot for him where he is going!"

The incongruity of a clergyman using such a word, when his talk dealt with the evils of profanity, quickly caught the attention of the audience. And he skillfully exploited it so what he had to say was, at the very least, attentively received.

Regardless of the type of introduction used, however, it must be tied to the subject, a basic fact to be recognized by speakers who like to give themselves a touch of fantasy. What these people fail to realize is that these short trips ultimately take away from the unity and coherence of their talk.

Using the Perfect Circle

But more important than even the introduction of a talk is the conclusion. It is in combining the two to achieve maximum effectiveness in speaking that the concept of the perfect circle is useful.

As sad a commentary as it is, many speakers fail to fully grasp the role played by the conclusion in putting across both the message of the talk and in providing an effective ending to their speech. Others include themselves into thinking the answer lies in having an emotional, flamboyant closing.

This is far from the truth. Unless such a closing fits the tone of the talk, it actually detracts from the effort. Still, it is not sufficient to know that a talk needs a strong ending, or what the requirements of one are. Success depends upon actually doing it.

What are the requirements for a strong conclusion?

They are many, both in preparation and presentation.

First, the speaker must determine the purpose of his talk. Is it to furnish information, have people accept a point of view or to get the audience to take action?

Second, once that is determined and firmly established in the speaker's mind, he directs his efforts toward achieving it through the selection and integration of material.

Third, having a purpose is not sufficient in itself; it has to be made clear to the audience to avoid any confusion.

Watch Your Wording

As a result, phrasing and choice of words are of the utmost importance in the conclusion. It is the reason why most authorities suggest that before a speaker prepares his talk, he write out the ending word for word. With this before him, he can better select material to include in the talk and arrange it so that the purpose of the talk will be achieved.

Finally, the speaker should not leave his listeners ignorant of the fact that he is embarking upon the conclusion of the talk. He does it by flatly stating "In conclusion . . .," "We can conclude . . .," "In closing . . .," and so on.

The main characteristics of the conclusion are that it be to the point, concise and direct. The more exact and compact it is, the greater will be its impact upon the listeners.

It is here that the concept of the perfect circle is of major help in giving a speech unity and coherence.

What is the perfect circle concept?

It is to make reference in the conclusion to the analogy, question, saying, or whatever was used in the introduction and, by going back to the beginning, complete a circle.

The reference, to be most effective, should take place in the last or next to the last sentence of the talk.

For the analogy used in introducing the topic, "What Next in the Middle East," it could be:

Unlike the two men facing each other in the western scene, facts indicate that, because of what is involved, there is little likelihood of a shoot-out.

The talk on "Raising Chickens in Patagonia" could end:

So, if you want to become a millionaire and are willing to make temporary sacrifices, explore the possibility of raising chickens in Patagonia.

The speaker on wills uses the following:

By understanding basic facts about wills and the consequences for those who do not have one, the saying "Where there is a will, there is a way" insures that your wishes will be carried out.

By going back to the beginning in each instance, a circle has been completed. This has the psychological effect of presenting an illusion of completion, not only by giving the talk greater unity and coherence, but also by causing the entire speech to flash meteor-like before the listeners' minds.

What About Time?

One more thought needs to be given to the introduction and the conclusion in an effective presentation. And that is the matter of time allotted to each.

Of the total speaking time, about 20 percent should go for the introduction, approximately 10 percent to the conclusion and the remainder to the body or discussion. Such division gives balance to any talk.

By keeping in mind that a talk should be geared to a specific purpose, that your introduction and conclusion should fulfill definite functions and that anyone can learn to use the perfect circle concept, it really becomes much easier to give a presentation that will stay with your listeners long after the final lights are shut off.

And that's the way it should be. □

Joseph G. Lagnese has taught speech, debate and English in schools throughout California for over 25 years. A freelance writer, he is a member *emeritus* of the California State Speech Council and winner of the Freedoms Foundation Classroom Teachers' Medal.

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bulletin board

“Work the entire story right into your text as easily, gracefully and smoothly as you see a big league pitcher go into a beautiful wind-up and delivery. His follow-through always leaves him on his feet and alert for the next play.”

It's All in the Delivery

By William J. Foy, ATM. From the District 38's "District Dispatch," Eastern Pennsylvania, Southern New Jersey.

Back in 1936, Bob Feller was a green rookie pitcher with the Cleveland Indians. Young Feller had developed a fast ball that baffled the hitters. But early in his career, certain batters began to catch on to his delivery and they were rewarded with a great many of their hits going out of the park.

The word was beginning to circulate that the kid just didn't have it for the majors. But the sharp eye of a coach (whose name has been lost in the records and statistics) discovered the one little detail that almost ruined a great career. The coach noticed that every time Feller prepared to deliver his fast ball, he first reached up and he pulled his cap down tighter on his head. He thus telegraphed his pitch to the batter—it was coming straight down the middle, and FAST. Just meet it with the bat, and you have a home run.

After this little mannerism was corrected, his fast ball caught batters completely off balance. And the rest is history. He was with them 18 seasons and, after he retired, entered Baseball's Hall of Fame, with two major league pitching records to his credit.

Now, what has all this to do with good humor in a speech? The success of humor in a speech is all in the delivery. One of the cardinal rules for the effective use of good humor is: Don't telegraph your pitch. How often have you heard the hackneyed, cliched and threadbare line: "That reminds me of a story . . ."? Or worse, "A funny thing happened to me on the way here tonight . . ."?

Every audience recognizes these old lead-ins. Your humor then sounds rehearsed, contrived and forced. What's more, you bet-

ter follow up with a good story or you are in deep trouble.

Work the entire story right into your text as easily, gracefully and smoothly as you see a big league pitcher go into a beautiful wind-up and delivery. His follow-through always leaves him on his feet and alert for the next play.

Your story should do the same thing.

Here are a few tips that might help:

- Always give your stories and anecdotes character. Give them real names, and make them live.

Can you imagine a novelist writing a book in which the dialogue is between the first guy and the second guy? Still, how many times have you heard a speaker go into this same monologue of "Then the first guy says . . ." and "Then the second guy says . . ."?

- Launch into your story without prelude.

O'Malley was still celebrating St. Patrick's Day on the 19th of March. He found himself looking into the stern eyes of the judge. "You have been brought here for drinking," says the judge. "Great," says O'Malley, "let us get started."

See? No overture, no warning, no telegraphing the pitch.

- When telling anecdotes involving two or more characters, it is more effective to simulate the characters either by changing your voice inflection or your physical position. For example:

First Kid: (*look down*): "Betcha my dad can beat your dad."

Second Kid: (*look up*): "Big deal, so can my mom."

Comedian Morey Amsterdam uses this technique most effectively; so does Red Skelton. It creates the illusion of two characters in the minds of your audience. This adds authenticity and life to your stories and to your anecdotes.

Try it. You may like it. □

Having Membership Problems?

By Alex J. Castro. From District 46's "Lectern 11," Southeastern New York, Northeastern New Jersey.

Here's a quick and easy program to build up your club membership—and it gets results!

Ask each member of your club to select a large company in which he or she works (Study the lobby directory for a good choice.) Have the member visit the personnel manager of that company, mention that he or she represents Toastmasters International, briefly explain what Toastmasters can do for any of their ambitious employees (particularly staff personnel) and ask permission to post a Toastmasters promotional leaflet on their office bulletin board. If permission is granted, make certain your club president's name and phone number are plainly written on the front as a contact for further information. (Do not add the meeting place or meeting dates.)

When inquiries are made to your club president, he can offer much more information on a personal level to invite the prospective members to visit your club. If it develops that either the meeting place or dates are not convenient to a particular party, your president should consult his Toastmasters Director and suggest a club more convenient to the prospect, making sure to mention the president's phone number (even if it is last year's president).

Obviously, if each club member visits more than one company in his bulletin board or place the leaflet on his own company bulletin board, your chances for new prospects are multiplied considerably.

Remember—you are doing that company as much a favor as they are doing you. That point across tactfully. Good luck!

English...

Continued from page 6)

join existing clubs in the community. Is this, then, the future of the Toastmasters organization?

"To a large extent, corporations and governmental bodies are beginning to see and realize how the Toastmasters program can train their employees in both communication skills and leadership abilities. And the tendency I see is toward using Toastmasters in lieu of their own training courses. I think that, in the long run, this is going to help. It's much easier to form a club in a corporation or a governmental body than it is to form a community club. We are exploiting this to a large degree, but I think there can be a lot more done in this area. Our emphasis, particularly on the district level, should be to search out the market of businesses and clusters of businesses and government agencies within the community and sell or extend Toastmasters—the club concept—in these businesses. I don't think we've even scratched the surface of that potential market.

"However, I do think that the community club remains the most important part of our organization. And I don't think we should ever neglect them or ever stop striving to form clubs in the community because, over the long haul, these are the ones that retain their members longer. The community clubs are the solid core of the organization."

Presidential Visits

During this next year, President English will be given every opportunity to see this "solid core" in the 11 major visits already on schedule for the 1977-78 year, including Districts 62 (Michigan), 26 (Colorado), 20 (North Dakota), 21 (British Columbia), 7 (Oregon), 49 (Hawaii), 47 (Florida), 64 (Manitoba), 16 (Oklahoma), 42 (Edmonton, Alberta and Saskatchewan) and 35 (Wisconsin). He will, of course, make a number of other appearances on behalf of the organization throughout the year.

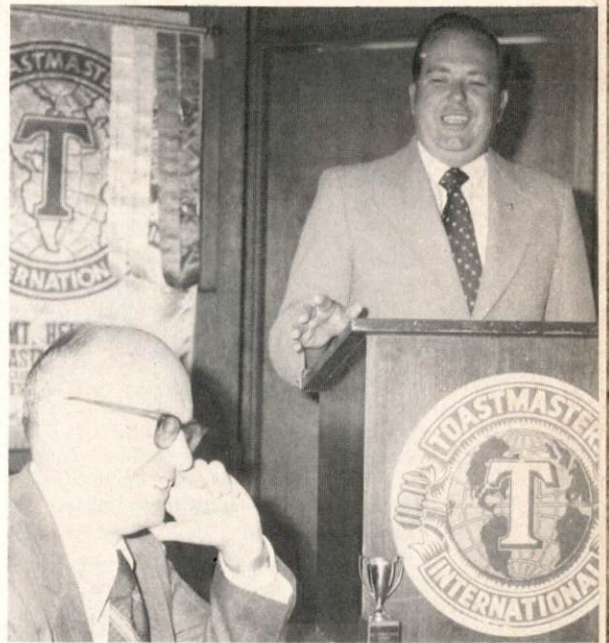
What does he hope to accomplish in these Presidential visits?

"I want to do two things in my district visitations. I want to get the message of Toastmasters out to the country and the world by meeting with civic leaders and groups and by gaining publicity with radio, television and newspapers. I intend to tell the story of what Toastmasters is all about and how we can help the individual become a more productive member of our society. Secondly, I want to help the districts I visit gain contacts and new clubs by visiting companies and communities where the potential exists. While these are the two primary things I hope to accomplish in these visits, there's a third that is sort of a subset of the two. I want to meet the members, get their ideas, and find out what their problems are and how they view the program. In making similar visits as a district governor and as an International officer, I found that people have no problem identifying who you are and coming up and telling you what they think is good or bad about a particular program or organization as a whole. And that's very good. There has to be communication between the membership and the leadership. You have to get out and talk to the people in the organization to know what the problems are and what's being looked upon as favorable."

A Special Affection

Quite naturally, Mr. English has a special affection for the organization of which he has become International President, feeling that it has not only helped him in a personal sense, but in a professional sense as well. What exactly does Toastmasters mean to him?

"When I joined Toastmasters, I was very afraid—no, scared—to give any kind of presentation. Toastmasters helped me overcome that fear in just a couple of months. Shortly, after a lot of exposure of doing this, I found that I was being looked to for making many presentations, both inside and out of the company environment. Indirectly, it has helped give me confidence in myself and to achieve promotions into management three steps beyond where I was at the time I joined. First as a supervisor, then to a chief, then to a director. So it's helped me tremendously. And there's no question that



STILL ACTIVE—President English, shown delivering his story's punch line to fellow club member Gene Kenyon, DTM, obviously has what it takes when it comes to platform speaking. A Toastmaster for over 14 years, he is still an active member of his original club, Mt. Helix 126-5 in La Mesa.

being an officer has helped, too. One of the things I've learned from Toastmasters is in my general understanding of people, what their motivations are and what it takes, for example, to get a committee to work together as a group. All that has been a direct benefit of my Toastmasters training, and I'm extremely grateful."

The responsibility of leadership. The unending stream of letters, of phone calls, of winding roads and cold airport terminals. All go hand in hand with the job of International President. A demanding job, it requires a special kind of individual—one who cares about the things around him and tries to make them a little better.

"What do I hope people say about Durwood English's year as 1977-78 Toastmasters International President? Well, I hope that what they'll say and believe is that I helped the organization grow and progress. I hope they'll say that I've always had the organization's best interests at heart. To paraphrase the thoughts of one of our past presidents . . . that I've left it better than I found it. That would be enough for me." □

hall of fame

dtm's

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

- HENRY R. NASH**
Los Caballeros 322-1, Santa Monica, CA
- JAMES V. QUINN, JR.**
Bell Talk 204-3, Phoenix, AZ
- EUGENE E. TESREAU**
West County 2905-8, Ballwin, MO
- EDDIE DUNN**
Top O' the Morning 3786-20, Fargo, ND
- DATTATRAY N. MANERIKAR**
Park Forest 1717-30, Park Forest, IL
- RUDOLPH R. KOSTELNY**
Strowger 3848-30, Northlake, IL
- ROBERT P. SAVOY**
Researchers 2201-31, Bedford, MA
- DON ENSCH**
Woodland 3051-33, Santa Barbara, CA
- WILLIAM P. MC KEE, JR.**
Derey 171-36, Reston, VA
- MILO L. OLDS**
Alexandria 1748-36, Alexandria, VA
AMCATS 3151-36, Alexandria, VA
- WILLIAM T. ROMINE**
Parkersburg 2891-40, Parkersburg, WV
- MIKE JOYCE**
Natural Gassers 1875-44, Amarillo, TX
- LUTHER E. LEE**
Econchati 2313-48, Montgomery, AL
- WILLIAM H. SCHULTZ**
Ala Moana 3701-49, Honolulu, HI
- GREVILLE L. EASTE**
Sandgate 3721-69, Brisbane, Qld., Aust

atm's

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

- WILBUR W. THOMPSON**
Smedley No. 1-F, Santa Ana, CA
- ROY FENSTERMAKER**
Fullerton 37-F, Fullerton, CA
- GERALD R. PIPER**
Paul Revere 602-F, Orange, CA
- OLIVER RIGGINS**
Toastmasters Breakfast Club 2387-F, Covina, CA
- JOHN A. ARING**
Boeing Sweptwing 52-2, Renton, WA
- G. MARC SPINNING**
West Side 389-2, Seattle, WA
- FRANK E. ALLEN**
Sea Ren 1994-2, Renton, WA
- WILLIAM E. STRONG**
Mun-E-Men 2732-2, Everett, WA
- LYLE D. STEPHENSON**
Davis Monthan Saguaro 16-3, Tucson, AZ
- WALTER C. TICE**
Single Desert Voices 441-3, Phoenix, AZ
- JAMES D. HUGHEY**
Redwood City 27-4, Redwood City, CA
- DONALD J. DE VRIES**
San Jose 1577-4, San Jose, CA
- PERRY A. LORENTZEN**
Patio 2914-4, Sunnyvale, CA
- ALVIN H.W. LO**
Orbiters 2943-4, Sunnyvale, CA
- JOHN E. BROWN**
Puc(k)sters 3873-4, San Francisco, CA
- ARTHUR E. HUNTER**
Carlsbad-Oceanside 47-5, Carlsbad, CA
- MICHAEL D. CALDER**
South Bay 161-5, Imperial Beach, CA
- RODNEY L. WAGNER**
Action 1885-5, San Diego, CA
- P. A. RHODES**
NEL 2539-5, San Diego, CA
- THOMAS E. STEWART**
Wenell 435-6, Minneapolis, MN
- BARTLEY J. HUNT**
Minneapolisitan 459-6, Minneapolis, MN
- RICHARD M. SILVA**
Pony Expressers 3168-6, Minneapolis, MN
- ERNIE L. DYER**
Totem Pole 610-7, Vancouver, WA
- KEVIN S. ELIANDER**
Boulevard 1144-7, Portland, OR
- HERBERT C. STUDE**
Oregonian 1226-7, Portland, OR
- HAROLD W. BAUER, JR.**
Clay Webster 1366-8, Springfield, IL
- BERNARD P. SUPINSKI**
Midpark 354-10, Middleburg, OH
- DANIEL J. MORGAN**
Kekionga 899-11, Ft. Wayne, IN
- HENRY M. BETTGE**
Mallory 1170-11, Indianapolis, IN
- BARBARA M. SALISBURY**
Checker Flag 2007-11, Indianapolis, IN

- DOUGLAS V. WEST**
Henry W. Grady 289-14, Atlanta, GA
- JIM CLARKSON**
Rome 1844-14, Rome, GA
- PRESTON L. JOHNSON**
Dublin Laurens 2351-14, Dublin, GA
- GEORGE J. NEUMEYER**
Boise 61-15, Boise, ID
- R. JAMES KRANING**
Breakfast 563-15, Pocatello, ID
- BLAINE T. BUSENBARK**
YMCA 719-15, Salt Lake City, UT
- HARRY H. REVELLE, JR.**
The Governors 3031-16, Oklahoma City, OK
- HASKELL L. CARPENTER, JR.**
Kerr-McGee Energizer 3813-16, Oklahoma City, OK
- JOHN J. SWEENEY**
Sunrisers 2269-17, Billings, MT
- WILLIAM P. JOHNSON**
Harford County 1914-18, Bel Air, MD
Susquehanna 3898-18, Aberdeen Proving Ground, MD
- RICHARD I. KOLCHIN**
Susquehanna 3898-18, Aberdeen Proving Ground, MD
- EDWARD H. BROOKS**
Hydro-Sonics 3910-18, Annapolis, MD
- CARL L. HIKES**
Hydro-Sonics 3910-18, Annapolis, MD
- JOHN R. BLOEM**
Greater Des Moines 3049-19, Des Moines, IA
- CLYDE W. NASH**
Greater Des Moines 3049-19, Des Moines, IA
- BRIAN H. QUIGLEY**
Gate City 759-20, Fargo, ND
- JOHN M. ASHWELL**
Evergreen 973-21, Vancouver, B.C., Can
- W. MAURICE BRADLEY**
Evergreen 973-21, Vancouver, B.C., Can
- JIM STRACHAN**
Vernon 1929-21, Vernon, B.C., Can
- PAUL E. DAVIS**
Springfield 527-22, Springfield, MO
- WALT FREDERICKSEN**
Lawrence 1814-22, Lawrence, KS
- RICHARD E. BLAIDSELL**
Early Bird 1928-22, Overland Park, KS
- J. D. BROWN**
Paccar Truckmasters 2131-22, Kansas City, MO
- RALPH J. SCHMIDT**
Hays 2609-22, Hays, KS
- PHILIP C. KENYON**
Noonday 3109-23, Roswell, NM
- WILLIAM H. DE BOY**
White Sands Missile Range 3422-23, White Sands Missile Range, NM

MAN HOWARD
Friday Morning 1341-24, Council Bluffs, IA

LE MASTER
Friday Morning 1341-24, Council Bluffs, IA

RENCE C. GEORGE
Colorado Springs 555-26, Colorado Springs, CO

HAEL FOGOROS
Ten-O-Seven 711-28, Toledo, OH

DLEY O. GUNTER
Tombors 1974-29, USNAS Milton, FL

GENE LE GRO
Tombors 1974-29, USNAS Milton, FL

NARD B. RIMAN
Singing Tower 1608-30, Niles, IL

HAEL E. YUKICH
Park Forest 1717-30, Park Forest, IL

RY G. LAWRENCE
Palatine 3307-30, Palatine, IL

BERT GIBBS
Winthrop 849-31, Boston, MA

NALD W. BROOME
Beverly 3908-31, Beverly, MA

HARD A. DAVENPORT
Beverly 3908-31, Beverly, MA

ARLIN J. PRITZKER
Beverly 3908-31, Beverly, MA

NALD A. WILLET
McChord Star Lifter 1594-32, McChord AFB, WA

NETH C. VALENTINE
Auburn Elks 3887-32, Auburn, WA

HN PETERSON
China Lake 853-33, China Lake, CA

WELDON MUNCY, JR.
Lancaster 1675-33, Lancaster, CA

ILY A. WANN
Boulder City 2355-33, Boulder City, NV

FFORD GRAY
Hanford 2490-33, Hanford, CA

ETH WOODRUFF
Las Vegas 2628-33, Las Vegas, NV

OMAS C. RADKE
Beaver Dam 310-35, Beaver Dam, WI

SEPH H. PETERSEN
Fond du Lac 498-35, Fond du Lac, WI

N BUNTROCK
Crawford 3210-35, Crawford, WI

HARD SPIERS
Crawford 3210-35, Crawford, WI

TS W. LANGFORD, JR.
Andrews AFB 2184-36, Andrews AFB, Washington, D.C.

BERT W. D'ARCY
Rockville 2408-36, Rockville, MD

OMAS C. DUNN
Winston-Salem 1278-37, Winston-Salem, NC

HOLD E. UTTLEY
Charlotte 1420-37, Charlotte, NC

HAURICE W. BARBOUR
New Bern 2812-37, New Bern, NC

HN W. VRABEL
Lejeune-Jacksonville 3478-37, Lejeune, NC

ONEY GOLDSTEIN
Philadelphia 2264-38, Philadelphia, PA

ROSS J. D'ALLURA, JR.
Sub & Surface 2886-38, Philadelphia, PA

CHARLES W. MOULTON
Worthington 1028-40, Columbus, OH

A. J. ROBERTS
Knights of Marian 3002-40, Columbus, OH

FRED S. TRIPLET
Mt. Rushmore 1326-41, Rapid City, SD

L. H. SUNDSTROM
Beresford 1992-41, Beresford, SD

JAMES L. STEIN
Capitol City 2998-41, Pierre, SD

A. MILTON EVANS
Burned Toast 3734-41, Rapid City, SD

IRENE MURRAY
Golden Gavel 438-42, Calgary, Alta., Can

PETER BANKS
Foresters 2511-42, Edmonton, Alta., Can

JOEL F. GILBEAU
Kingsway 3484-42, Edmonton, Alta., Can

EDWIN L. WARREN
Pine Bluff Arsenal 1204-43, Pine Bluff, AR

EUGENE A. ASHCRAFT
Hi Noon 2217-43, Little Rock, AR

MIKE DAVIS
HUB 660-44, Lubbock, TX

DAVE OAKLEY
Daybreak 1033-44, Lubbock, TX

JOSEPH L. BOWEN
Knickerbocker 137-46, New York, NY

JOHN LARRINAGA
Wayne 2099-46, Wayne, NJ

JOHN P. KOZLOWSKY
Glendale 1 8-52, Glendale, CA

MICHAEL A. CRONIAN
Jewel City 29-52, Glendale, CA

DR. HAROLD HAVLIK
Jewel City 29-52, Glendale, CA

JOHN STIGLICH
Burbank 125-52, Burbank, CA

CHARLES T. EDWARDS, JR.
Van Nuys 172-52, Van Nuys, CA

RUDOLPH F. STENGEL
Northridge 1906-52, Northridge, CA

DONALD F. CARLSON
Stag 2908-53, Hartford, CT

LOUIS F. PARKER
Auroraland 629-54, Aurora, IL

BETSY BLAIR
High Noon 505-56, Houston, TX

HENRY O. HOLIFIELD
Tejas 966-56, Austin, TX

CLYDE E. HARRIS, SR.
Alamo City 1855-56, San Antonio, TX

CHARLES MOORE
Daedalian Demosthenes 2058-56, San Antonio, TX

RUSSELL E. DONOHUE
1960 North Houston 2659-56, Houston, TX

DAVID I. SHANNON
Greater Victoria 2736-56, Victoria, TX

HAYWOOD B. HARVEY
Merritt 539-57, Oakland, CA

CARLETON E. MEYER
Richmond Breakfast 635-57, Richmond, CA

PAUL R. TRUDELL
Richmond Breakfast 635-57, Richmond, CA

FRANK P. STOKL
Steele 755-60, Hamilton, Ont., Can
Ambitious City 1586-60, Hamilton, Ont., Can

ARMAND LAPOINTE
Le Club Toastmasters Lemoyne 1261-61, Montreal, Que., Can

THOMAS F. SWIFT
Seaway 2959-61, Cornwall, Ont., Can

RONNIE GREENHAGEN
Brandon 293-64, Brandon, Man., Can

JERRY WHITE
Venio Dictum 2170-64, Winnipeg, Man., Can

JOHN E. WERNES
Saclant Staff 1545-66, Norfolk, VA

DR. ELMER H. WAGNER
Lake Charles 1225-68, Lake Charles, LA

JOHN A. STEWART
Alpha 1764-69, Brisbane, Qld., Aust

ANTHONY E. BELL
Wallongong 2456-70, Wallongong, N.S.W., Aust

CHRISTOPHER INGRAM
Tauranga 3089-72, Tauranga, New Zealand

ROGER F. SCOTT
Yokoto Speakers 583-U, Yokoto, A.B., Japan

JOHN GRUNDON
Atsugi O' Toastmasters Club 3162-U, Atsugi NAS, Japan

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hall of fame

new clubs

86-F SADDLEBACK MORNING

Lake Forest, CA—Wed., 7:00 a.m., Jolly Roger Inn, 22873 Lake Forest Dr., (586-3300).

1151-4 LOS PADRINOS

San Jose, CA—Wed., 5:00 p.m., Executive Dining Room, 2 North 2nd St., (998-0624 or 291-2864). Sponsored by Los Habladores 1952-4.

2203-4 ASIAN EXPRESS

San Francisco, CA—Mon., 6:00 p.m., Chinese for Affirmative Action, 950 Stockton St., Rm. 304 (771-6987). Sponsored by Puc(k)sters 3873-4.

1275-5 WORDMASTER

San Diego, CA—Wed., 11:30 a.m., FLECOMB-ATRANCENPAC (225-6334). Sponsored by NEL 2539-5.

3681-7 M.A.C.

Portland, OR—Mon., 6:45 a.m., Multnomah Athletic Club, 1845 S.W. Salmon (641-4455).

3438-4 W.G.K.

Sauget, IL—Tues., 4:30 p.m., North Conference Room, Monsanto Company (271-5835 or 564-2616). Sponsored by St. Claire 496-8.

1503-9 APPLE CAPITAL

Wenatchee, WA—Mon., 6:15 a.m., Big Steer Steak House, 800 N. Wenatchee Ave., (663-5844). Sponsored by Ee-Quip-Sha 501-9 and Moses Lake 1349-9.

2529-15 JACKSON HOLE

Jackson, WY—Thurs., 12:00 noon, Ramada Snow King Inn, 400 E. Snow King Dr., (733-5200). Sponsored by William E. Borah 2701-15.

3383-16 RED CASTLE

Tulsa, OK—Mon., 11:30 a.m., Corps of Engineers, 224 S. Boulder, Room 211 (581-7295). Sponsored by Keystone 3139-16.

1734-21 FRIENDSHIP

North Vancouver, B.C., Can—Mon., 7:00 p.m., Friendship Room, St. Andrews United Church, 1044 S. Georges Ave., (929-4892). Sponsored by North Shore 1085-21.

586-26 CREATIVE INITIATIVE

Denver, CO—Wed., 8:00 p.m., Frontier Airlines Bldg., Stapleton Airfield (798-8359).

2226-26 VANGUARD

Aurora, CO—Thurs., 7:00 a.m., Sambo's Restaurant, Parker Rd. and T 225 (750-1000). Sponsored by WETalk 1533-26.

3148-31 BALFOUR

Attleboro, MA—Wed., 12:00 noon, Balfour Company, 25 County St., (222-3600).

3215-31 RAYTHEON DATA SYSTEMS

Norwood, MA—Wed., 12:00 noon, Raytheon Data Systems, 1415 Providence Turnpike (762-5700, ext. 380). Sponsored by Raytheon Equipment Division 2621-31.

3704-32 KITSAP MORNING

Bremerton, WA—Mon., 6:45 a.m., Olympic Restaurant and Grill, 1st St. and Pacific (479-1100). Sponsored by Bremerton 63-32.

1385-33 CHIRPERS

Palmdale, CA—Mon., 7:00 a.m., Oasis Bowl, Silver Spur Room, 2520 E. Palmdale Blvd., (947-9871). Sponsored by Eye-Opener 1675-33.

2023-35 EPIC

Madison, WI—Thurs., 5:30 p.m., Crandall's Restaurant, 116 S. Hamilton St., (238-5851). Sponsored by CUNA MUTUAL/CUMIS 2023-35.

3145-35

Menomonee Falls, WI—Tues., 6:15 p.m., Wobig's Restaurant, Main and Appleton (255-5869 or 273-3340). Sponsored by Ozaukee 3210-35.

91-36 PRINCE GEORGES MEDICAL CENTER

Cheverly, MD—Thurs., 5:00 p.m., Prince Georges General Hospital and Medical Center (262-5555). Sponsored by Triple-Crown 176-36.

3469-36 NAVELEX

Arlington, VA—Wed., 11:00 a.m., National Center, Building #1, 2411 Jefferson Hwy., (692-8967). Sponsored by Anchor 1110-36, Windjammer 1124-36 and D.S.A. 3772-36.

2085-45 MPS

Presque Isle, ME—Wed., 7:00 p.m., Main Public Service Co., Operations Center (768-5811).

1159-49 NAV-ORATORS

NAVCAMS EASTPAC, Honolulu, HI—Wed., 11:30 a.m., Naval Communication Area Master Station Eastern Pacific (653-5420). Sponsored by Schofield 1775-49.

2414-56 NORTHLOOP

Houston, TX—Wed., 4:45 p.m., Aetna Life & Casualty Conference Room, 2550 North Loop West (683-7573). Sponsored by Magic Circle 1458-56.

2527-57 EAST BAY MUNICIPAL UTILITY DISTRICT

Oakland, CA—3rd Thurs., 7:00 a.m., Oakland Athletic Club, 1418 Webster St., (835-3000 ext. 324). Sponsored by Oakland "88" 88-57.

3361-60 NORTH MUSKOKA

Huntsville, Ont., Can—Thurs., 6:15 p.m., Steven's Tea Room, Utterson (385-2804). Sponsored by North Bay 1698-60.

802-63 MONEY CHANGERS

Knoxville, TN—Wed., 5:15 p.m., Valley First City Bank (546-1950). Sponsored by West Knoxville 3117-63.

1757-63 HEART OF TENNESSEE

Murfreesboro, TN—Tues., 7:00 p.m., Murfreesboro Savings & Loan Association, 114 College St., (896-0832). Sponsored by The Spillers 2501-63.

1342-65 R.T.C.

Rochester, NY—Thurs., 7:30 p.m., 120 mouth Ave. Sponsored by Tape Talkers 364-

3387-70 COFFS HARBOUR

Coffs Harbour, N.S.W., Aust—Thurs., 7:00 p.m., Coffs Harbour Catholic Recreation and Club, 61 A High St., (066-52-1538).

anniversaries

30 Years

Anthony Wayne 521-11, Ft. Wayne, IN
Lancaster 526-40, Lancaster, OH

25 Years

Barstow 1180-F, Barstow, CA
Newberg 588-7, Newberg, OR
Lake Oswego 605-7, Oswego, OR
Trenton 1100-38, Trenton, NJ

20 Years

Beverly Hills 2576-1, Beverly Hills, CA
Scottish Rite 2289-11, Indianapolis, IN
Goshen 2549-11, Goshen, IN
Union-Camp 2587-14, Savannah, GA
Manhattan 2570-22, Manhattan, KS
Kearney 1799-24, Kearney, NE
Nor'easters 2494-38, Philadelphia, PA
Toastmasters Club of Essex County 2
Montclair, NJ
Helmsmen 2522-57, Vallejo, CA

15 Years

Park Central 3527-3, Phoenix, AZ
Greenlee 2927-43, Greenville, MS
Sunshine 3524-47, St. Petersburg, FL
Alamo City 1855-56, San Antonio, TX
Blueridge 1514-66, Charlottesville, VA
Bankstown 1519-70, Bankstown, N.S.W.

10 Years

Racine YMCA 2027-35, Racine, WI
Bathurst 2381-45, Bathurst, N.B., Canada
The Polish Hearth 3640-70, Kensington, MD

your 1977-78 district governors

- F. Howard R. Clark, DTM, 843 W. Olive, Corona, CA 91720
1. Robert H. Peterson, ATM, 2422 W. 78th Pl., Inglewood, CA 90305
2. Harry K. Wolfe, ATM, 1724 N.E. 113th St., Seattle, WA 98125
3. George M. Barnett, ATM, 14247 N. 41st Dr., Phoenix, AZ 85023
4. Robert Neargarder, ATM, 970 Kingfisher Dr., San Jose, CA 95125
5. Norris S. Bernard, DTM, 3530 Pomeroy St., San Diego, CA 92123
6. Tom E. Schmid, DTM, 26245 Smithtown Rd., Shorewood, MN 55331
7. Ron Kalina, ATM, 4145 S.W. 45th St., Portland, OR 97221
8. Clifford Schahl, ATM, R.R. 3, Lincoln, IL 62656
9. Chuck Shaw, ATM, W. 2434 Garland, Spokane, WA 99205
10. Nate A. Parries, ATM, 1599 Ivydale Rd., Cleveland Hts., OH 44118
11. Harold E. Corbin, DTM, 1823 W. 9th St., Anderson, IN 46011
13. Vincent DeGeorge, 375 Grace St., Pittsburgh, PA 15236
14. Bill Schweitzer, ATM, P.O. Box 2364, Augusta, GA 30903
15. Bernard J. Sabato, 105 East 4th Ave., Dugway, UT 84022
16. George Porter, DTM, Drawer "P," Admiral Station, Tulsa, OK 74112
17. Robert G. Scott, ATM, 1621 Missoula Ave., Helena, MT 59601
18. Theodore C. Wood, ATM, 908 Cox Ave., Hyattsville, MD 20783
19. Leo D. Cleeton, DTM, 2718-59th St., Des Moines, IA 50322
20. Gary W. Moran, 301 10½ Ave. East, West Fargo, ND 58078
21. John F. Noonan, DTM, 1208-2nd Ave. South, Cranbrook, B.C., Can VIC 2B3
22. Walt Fredericksen, ATM, 1915 Edgelea Rd., Lawrence, KS 66044
23. Dennis W. Roberts, ATM, 6024 Lejano N.E., Albuquerque, NM 87109
24. Phillip E. Morrison, ATM, 232 Park Ave., Council Bluffs, IA 51501
25. William R. Dodds, 228 Baker Dr., Hurst, TX 76053
26. R. Norman Dominguez, P.O. Box 158, Arvada, CO 80001
28. Steve L. Stephens, ATM, 832 Parliament, Madison Heights, MI 48071
29. James B. Story, ATM, 15 Carl Brandt Dr., Shalimar, FL 32579
30. Ken Uding, 766 Therese Terrace, Des Plaines, IL 60016
31. John T. Rooney, DTM, 26 Mohegan St., Norfolk, MA 02056
32. Larry D. Wells, 3536 Nome Dr., Bremerton, WA 98310
33. Joseph G. Giuffre, 29 La Mesa Dr., Bakersfield, CA 93305
35. Robert A. Buerki, DTM, 310 S. Park Blvd., Brookfield, WI 53005
36. Bennie E. Bough, DTM, 4607 Ordinary Court, Annandale, VA 22003
37. Lee Beattie, ATM, Rt. #2, Box 325, Wendell, NC 25791
38. Harry J. Berkowitz, DTM, 8645 Augusta St., Philadelphia, PA 19152
39. John Sinelino, DTM, 201 Bonnie Briar Place, Reno, NV 89509
40. Carl A. Johnson, ATM, 28 Edgewood Dr., Granville, OH 43023
41. Charles E. Madison, 109 W. Dodge, Luverne, MN 56156
42. Neil R. Wilkinson, ATM, 12608-39th Ave., Edmonton, Alta., Can T6J ON2
43. William J. Morton, 1317 Tutwiler, Memphis, TN 38108
44. J. Michael Joyce, DTM, 4615 S. Virginia #11F, Amarillo, TX 79109
45. Wayne Johnson, ATM, 129 William St., Portland, ME 04103
46. Frank H. Banks, DTM, 8 Alfred Ct., Huntington, NY 11743
47. R. Floyd Sewell, DTM, 3726 Beach Blvd., Jacksonville, FL 32207
48. J. Patrick Quinn, ATM, 1616 Dandridge St. S.W., Decatur, AL 35601
49. William E. Verdier, ATM, 4876-3 Kilauea Ave., Honolulu, HI 96816
52. P. H. Kittredge, DTM, 13528 Bassett St., Van Nuys, CA 91405
53. Donald F. Carlson, ATM, 21 Fairlee Rd., West Hartford, CT 06107
54. David L. Cross, ATM, 202 Valley Dr., Monticello, IL 61856
56. W. Frank Hester, DTM, 10814 Vanderford, Houston, TX 77099
57. Lea D. Zajac, ATM, 2320 Bueno St., Napa, CA 94558
58. Phillip R. Noe, ATM, 1544 Oak Island Dr., Charleston, SC 29412
60. Stan Peck, 84 Glenvale Blvd., Toronto, Ont., Can M4G 2V6
61. William J. Groom, 58 Selwyn Pl., Kanata, Ont., Can K2K 1P2
62. Ronald S. Swarthout, 1330 Rainbow Dr., Saginaw, MI 48603
63. B. Jack McKinney, DTM, 108 Gilmore, Hixson, TN 37343
64. Robert B. Leathwood, DTM, 6 Farwell Bay, Winnipeg, Man., Can R3T 0S7
65. George Havens, 8 Dunmow Crescent, Fairport, NY 14450
66. W. Earl Reitelbach, Jr., ATM, 5813 Oak Terrace Dr., Virginia Beach, VA 23462
68. Harry Blowell, 2843 Carondelet St., New Orleans, LA 70115
69. Walter Fischer, DTM, 77 Hollingsworth St., Rockhampton North 4701, Aust
70. Ray Toyer, DTM, 28 James St., Punchbowl, NSW 2196, Aust
71. Brian Ross, 49 Wynberg, Blackrock, Dublin, Ireland
72. Roger Pitchforth, ATM, Box 54, Carterton, New Zealand
73. Ron Ellis, 6 Melview Dr., Ringwood, Vic., 3134, Aust

MOVING?

Notify World Headquarters of your new address eight weeks prior to the scheduled move. Complete all the necessary information. This will assure you of uninterrupted delivery of the Toastmaster and other TI material.

Club No. _____

District No. _____

Paste current address label here OR complete the following:

Name _____

NEW ADDRESS _____

Present Address _____

City _____

City _____

State/Province _____ Zip Code _____

State/Province _____ Zip _____

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

NEW!

When Words Alone Are Not Enough...

There are always those special times in everyone's life when words alone cannot adequately express the feelings you want them to. Toastmasters International knows this, and that's why we've created this new line of plaques and trophies. Perfect for all occasions, they provide you with the perfect way to say "thank you" or "congratulations" to those special Toastmasters . . . and in a way that will be remembered for a long time!



Something for Everyone

This beautiful and modernistic trophy, complete with the TI goldtone figure, can help make every club speech contest a special event. Mounted on a 2½" x 5" marble base, it's one trophy that can fit every club's budget.

1920 6" \$5.00



A Very Special Memento

A perfect way to honor the winners in any kind of competition. This goldtone modern figure sets on a beautifully polished walnut base and can add a new distinction of simplicity and prestige to any meeting.

1921 12" \$14.50
1922 11" \$14.00
1923 10" \$13.50



For the Outstanding Toastmaster

A great way to say "thanks" to that special Toastmaster. This beautiful walnut shield plaque comes complete with a goldtone engraving plate, accented with an elegant wreath around the TI insignia.

1955 6¼" x 8" \$7.50

For a Job Well-Done

Want to show your appreciation to a club officer, club sponsor or mentor? If so, here's your answer. This handsome plaque comes with a full-modeled gavel, TI insignia and goldtone engraving plate.

1956 5¼" x 7¼" \$6.00



A Gift to Remember

This Athenian bronze oxidized plaque will make a welcome addition to any businessman's desk or table. The perfect award for the Toastmaster who deserves special recognition.

1957 8" \$10.75



Recognize With Beauty

Suitable for any occasion, this new blue and silver-tone plaque is set on a polished walnut base. Provides an ideal way to honor any outstanding Toastmaster, such as a club sponsor, mentor or club membership contest winner. (Engraved letters show as silver.)

1958 6" x 9" \$9.00

