

DECEMBER, 1961

# THE TOASTMASTER

FOR BETTER LISTENING, THINKING, SPEAKING



NEW YORK  
TOASTMASTER TOWN OF THE MONTH

IN THIS ISSUE:

Communication — Key to Leadership • Climb that Ladder

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... a nonprofit, nonpartisan, nonsectarian educational organization which has helped more than half a million men through its program of self-expression and self-improvement. There are now more than 3,300 clubs which are located in every state of the Union, every province of Canada and in 42 other countries.

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

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

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

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# The TOASTMASTER

For Better Listening—Thinking—Speaking

OFFICIAL PUBLICATION OF TOASTMASTERS INTERNATIONAL, INC.  
VOLUME 27 NUMBER 12 DECEMBER, 1961

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PRINTED IN U. S. A.

PRICE \$1.50 PER YEAR

Address All Communications



136 The Toastmaster, Santa Ana, California

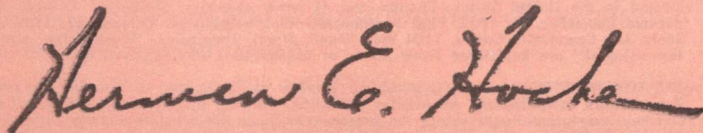
TOASTMASTERS INTERNATIONAL is a non-profit educational organization of 3398 active clubs located in the United States, Canada and 42 other countries. Organized October 4, 1930. Incorporated December 19, 1932. First Toastmasters Club established October 22, 1924. Home Office—Santa Ana Community Center, 1104 West Eighth Street. The names "Toastmaster" and "Toastmasters International" are Registered Trade Marks of Toastmasters International, Inc.

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## Seasons Greetings

**A**T THIS season, when we honor the birth of the Prince of Peace, we are reminded of His teachings and the many lessons in the Holy Book. Our concern with "Better Listening, Thinking and Speaking" is not new. The Bible tells us that two thousand years ago, Jesus said, "He that hath ears to hear, let him hear." In his Epistle to the Philipians, Paul wrote, "Whatsoever things are true, whatsoever things are honest, whatsoever things are just, whatsoever things are pure, whatsoever things are lovely, whatsoever things are of good report; if there be any virtue, and if there be any praise, think on these things." And speaking to His disciples, Jesus said, ". . . every idle word that men shall speak, they shall give account thereof . . ."

These utterances from the Bible are echoed today in the objectives of Toastmasters. As we share the warm fellowship of the Christmas season, let us use our faith in this good work to help bring peace to men everywhere.



*Armen E. Hoche*  
President, Toastmasters International

# Key

*Communication*

*is the . . .* **to**

# Leadership

By NORMAN ALLEN

Director of Management Development  
The Boeing Company

**H**ISTORIANS TELL us that the factors principally responsible for the growth and development of a civilization are two: transportation and communication.

We have come a great distance, over a long period of time, in improving transportation. Progress in my lifetime has been most spectacular. As a young man in early Toastmaster days, I considered 240

miles per hour a breath-taking speed. Today, transporting people at speeds approaching that of sound has become commonplace. A 40% shrinkage of the world has resulted. In the '70's it is probable that we will be traveling at supersonic speeds, bringing every part of the earth within seven to eight hours' traveling time. And with studies we already have well underway on

vehicles in the 20,000 mph. range, 12-hour voyages to the moon do not seem too fantastic.

As the mobility of people in all parts of the world is being so rapidly enhanced, the increasing social interchange made possible has provided us with a wonderful opportunity for working toward dissolution of national distrust and misunderstanding.

What this development in transportation points up is the great need for improving the other major factor in the refinement of civilization, that of our communicative ability; to the end that we understand each other better and develop a greater mutual respect for our differences in cultures.

Unfortunately, improvement in communication ability has not paralleled the transportation improvement curve; in fact, the increased mobility of people of differing cultures made possible by better means of transport has served to reveal the tremendous scope and complexity of the problem.

Doing something about this problem demands capable men of goodwill. I submit that the 80,000 members of Toastmasters International, located in over 44 countries, are qualifying themselves as the kind of leaders who can take up this challenge.

At this point perhaps you are saying to yourself, "Well, what you have been saying is all well and good, but what can I, as one indi-

vidual, do to improve my leadership ability and help bring this about?"

I am not going to presume to answer that question, but I submit some of my convictions for your evaluation. In my work in Management Development at Boeing, I have reached this conclusion:

*A man cannot be a truly successful leader unless he possesses certain "basics." I term them minimum requirements. They are: a sound personal philosophy of life, which means he is a man of good character and integrity; moral courage, dedication and communicative ability. More and more I have become convinced that skill in the art of communication is crucial to a leader's success and that he can accomplish nothing unless he can commu-*



*nicate effectively.*

The art of communication has two areas: the skill area and the sensitivity area. Skill in writing and speaking on the one hand and sensitivity to, or being in tune with, an audience, on the other. Behavioral scientists refer to these two areas as the "words and music." Together in proper proportions they make effective and harmonious communication. All too often we work only at developing the skill factor, and do little or nothing about the equally important sensitivity factor.

Actually, in communicating, the

important thing is what is received by the people in our audience. For if they don't receive what we send or think we are sending, misunderstandings may occur, errors will be made and much productive effort will be irretrievably lost.

I believe, therefore, that anything we do to improve our transmitting and receiving skills of communicating will increase our leadership ability.

*Communication is the art of sharing our ideas with others. This implies that communication must be two-directional. It means making sure that our receiving mechanism is tuned in before we attempt to do any sending. It also assumes that we will constantly check to make sure that our messages are getting through.*

Here's a little story to illustrate this point:

A friend of mine dropped in on a banker one noon to ask him to go to lunch. The banker was talking on the phone and his conversation went like this:

"No"—pause

"No"—pause

"No"—pause

"Yes"—pause

"No"—pause

My friend said: "You slipped there didn't you, John? You said 'Yes' once." The banker replied: "Well, he kind of had me there; he asked me if I could hear him!"

Although we are all much concerned with the effectiveness of our speeches I am suggesting that really trying to see ourselves through the eyes of other people is a very important consideration in pursuing

successful communication. Part of the Toastmasters idea is to seek constructive feedback from your fellow members. We might call this "diagnostic listening." When we are willing to lay ourselves open to the opinions of others in this way, it is a sign of considerable personal maturity.

To have real communication we must have a compelling desire to understand the person, the situation and the relationship between the person and the situation. We must be sensitive not only to what is being said, but also to the feeling, attitudes and motives reflected by what is being said.

If we live completely on the level of what people say, we will be wrong much of the time.

Each individual has his own personal censor or filter screen which sifts and colors all the incoming information he receives. Therefore, it is only natural that perfect communication is rare. Instead of getting angry and assuming ill will when someone doesn't seem to understand, we should be more tolerant. And when we do achieve mutual understanding we should feel rewarded.

Each of us has his own particular concept of himself and all too often we take from a communication only "selected" data that relate to this self-image. If we can only widen our perceptual screen, more real communication will come through. To illustrate more clearly what I am talking about I should like to share with you a personal experience.

Several years ago under the auspices of the National Training

Laboratory and The Research Center for Group Dynamics of the University of Michigan, an experimental training program was started in "sensitivity." Recently, I attended one of these labs. Each day there were two group meetings lasting about two hours each in which there was, as you can imagine, a great deal of around-the-table discussion.

Also, each morning after breakfast 15 minutes were allotted to a personal discussion so that in the course of the 10 days each of the 10 members had a private conversation with each of the other members and talked about how they had reacted—one to the other—in the previous day's sessions. Almost all of them said the same thing to me. "Norman, at first we felt that you were not a part of the group, that you didn't have much to say and weren't participating; but as time went on we became more and more aware of your contributions and felt that you were becoming a real participant."

Actually, according to the daily score I had been keeping on myself, the reverse appeared to be the case, for my entrances into the discussions were as follows: on the first day, I had spoken 17 times; the second, 14 times; the third 12. By the fourth day I said something just 9 times; the fifth day, 6 times; and the sixth, 4, which was my average for the remaining days.

In evaluating what they told me, I concluded that the quality of my

participation increased as the number of times I participated decreased. In other words, I had involved my ego too much at first, frequently speaking only to prove how smart I was. Later, I spoke only when I felt I really had something to say.

As one of the instructors put it: "We get our cues about when to speak and what to say from both inside and outside ourselves. If we have a reaction that is so strong that our insides say it has to be said—then speak out. If the reaction is somewhat neutral, keep quiet!"

During this process the members of the training group became more able to examine their own contributions and better able to see what impact they were having in the group.

#### In Summary:

I believe that personal growth in leadership calls for increasing self-understanding and insight.

Gaining insight into ourselves—holding before us a mirror of absolute honesty—might appropriately be the "key" to leadership. Seeing ourselves as we really are allows us to appreciate the consequences of our actions and behavior on others.

By so doing, we gain greater control over ourselves and thereby will be better able to lead others.

Toastmasters are building a sound foundation for pursuit of an understanding of our external environment, for studying the proc-

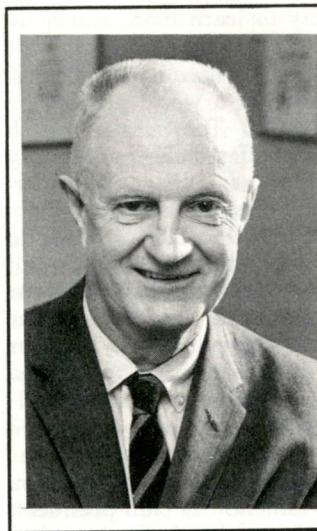


esses of social and economic change, for observing what is going on in the world about us and for assuming leadership roles therein.

Members of Toastmasters International, 80,000 strong, can be a powerful force for helping to improve understanding among peoples of the world through effective

communication. That challenge is indeed the more difficult road, but consider the significance of playing an important role in helping to break down the barriers of distrust and misunderstanding throughout the world.

It is a challenge worthy of this fine organization. ❖



*Norman Allen is Director of Management Development, The Boeing Company, Seattle, Washington, responsible for corporate policy development and monitoring for management development programs. He was previously assistant to the president and office manager, Boeing Airplane Company. He is past president of two Toastmasters clubs, Seattle Downtown 52-2 and Seattle No. One 10-2, past president, Junior Achievement of Seattle, Inc., and a member of the board of directors of the Boys' Club of Seattle, Seattle Better Business Bureau and Catholic Children's Services. He is a member of the executive committee of the Seattle Symphony. In 1960 he was campaign chairman for the United Good Neighbors and is a member of the United Good Neighbors Executive Board.*

*This article was originally delivered as the keynote speech of the first educational session of the 30th Annual Convention of TMI at Seattle.*

*A nation takes on the character of all its citizens. A nation reflects the efforts, the hard work, the integrity of every individual. Most importantly a nation can only become what its leaders want it to become, what they choose to make it.*

—Arleigh A. Burke, "Vital Speeches of the Day"

*An international language is rapidly ceasing to be a luxury that can be put off into the future; it is becoming an immediate necessity. If we are wise, we shall anticipate the acute need of the future and provide for it, just as wise city planners make provision for the expansion of their growing cities and the traffic problems the growth will involve. The big obstacle in the way of adoption of an international tongue as envisaged in the Gallup Poll lies not in the principle, but in the choice.*

—Mario Pei, "Ending the Language Traffic Jam," *Saturday Review*

# Climb That Ladder

By MAX SACKS



**T**HE DAY YOU BECOME a Toastmaster you take the first step on a ladder which can raise you into an exciting new world. It is a world which offers fellowship, fulfillment, and limitless opportunities for growth.

No matter what impels you to take that first step, you find ready for your use a ladder of many rungs. Each rung represents an opportunity to learn more and more of the techniques of leadership.

The day you become a Toastmaster, you enter a world peopled by some 80,000 Toastmasters, each one being offered the opportunity to climb the same ladder to leadership. The first rung is your club, one of 3400 clubs scattered throughout some 44 countries and territories all over the world. Your club helps you to develop your ability to communicate with your fellow men, and to understand them.

You climb to the next rung when your club members recognize your ability to serve them and elect you their president. As club president, you learn some of the basic principles of leadership and become acquainted with some of the problems of motivation.

As club president, you also find yourself a member of an Area Council and a delegate to a District Council. In this triadic role, you participate in other phases of leadership: training, planning, programming, evaluation. As the representative of your club, you, together with the representatives of five or six other clubs, make up the Area Council. Your duties are to carry out the training program of

the district and administer to the needs of your area and its clubs. Now, after a term of six months, you are ready to take another step up the ladder.

Your performance in your area and your increasing leadership tendencies have been noted by your district governor. He has marked you as ready for appointment to the office of area governor. Here you are given further opportunity to learn techniques of management. You are able to expand your leadership potential.

Step number four brings a little stiffer competition. It comes when your accomplishments as area governor earn for you the recognition of the delegates of your District Council and you become a candidate for district governor. If, in due time, you are elected, you find yourself the leader of a district which consists of from 35 to 50 clubs serving approximately 1,000 Toastmasters. Your district is one of the 66 districts which make up the greater part of Toastmasters International. (There are a few widely scattered clubs which are prevented from uniting with a district because of their geographical locations. Clubs in Great Britain are organized into the Territorial Council of the British Isles and those of Australia into the Australian Council of Toastmasters.)

The district is the working unit of Toastmasters International. As the head of your district, you encounter many leadership opportunities. You are the direct link between the clubs and Toastmasters International, a representative of the International Board of Direc-

tors, responsible for the carrying out of the policies which order and govern Toastmasters. This rung of the ladder is not an easy resting place. It presents one of the stiffest challenges in Toastmasters and demands time, skill, tact and devotion. You must assume the responsibility for the performances of the clubs in your district and of your fellow district officers; in your new look at the broader field of TM affairs, you must not lose sight of the clubs you serve.

But you are not alone on this eminence; you are given executive training and given it by experts, in District Officer Training sessions at the International convention and at zone and district meetings. You are in good company, with other capable leaders, district governors like yourself. Together you plan and program the training of officers of the districts comprising your zone, at the annual Zone Conference.

A word about the zone. There are 16 zones in Toastmasters International, each zone holding a yearly conference. Here you are in position to take a fifth step, for nominations to the Board of Directors of Toastmasters International are made from the zones, at the conferences. Here, in competition with the best leaders of the zone, you may be elected by the delegates of the clubs of that zone to be their candidate for International director.

Your competition will be the candidate of the zone immediately adjacent to you, which with your zone comprises a *Region*. There are eight such regions. At the International convention of Toastmasters held annually at a site selected

by the Board of Directors from surveys and information provided by the Home Office, the election is held—and congratulations! You are elected to serve a term of two years on the 16-member board.

The 16 directors, eight of whom retire each year, join the Executive Board composed of the International president, 1st vice president, 2nd vice president, Founder Ralph C. Smedley and Executive Director Maurice Forley, in directing the growth and forming the policies of Toastmasters International. Now you are concerned primarily with ideas, their merit and implementation. Now you must utilize every bit of your training, for your communication must be precise and your judgment accurate; you share the responsibility for the administration of a world-wide \$600,000 a year organization.

As a director, you are eligible to climb rungs seven, eight and nine: that is, to be elected by the

delegates of the clubs at the Annual Business Meeting to the offices of second and first vice presidents, and finally, to the top rung, the International presidency.

Looking behind you, you see men of ambition and ability climbing the ladder in their turn. Looking forward, you can see clearly the rewards of your journey: the pride which goes with true achievement, and gratitude for the rich fellowships you have shared. You know, too, that though you have reached the heights, there is more awaiting you in the personal benefits of Toastmasters training. ♦

*Max Sacks can speak from experience on climbing the Toastmasters ladder, for in July, 1961, he completed a two-year term as member of the Board of Directors of Toastmasters International. A member of Salesmasters Club 999 of Los Angeles, Calif., he was governor of District 50 in 1957-8. He is Director of Western Division, PICK-us Institute for Sales Education.*

### ERNEST C. DAVIS

Ernest C. Davis, the 11th president of Toastmasters International, died at his home in Portland, Oregon, September 18, 1961. His passing is deeply regretted by those who knew him and had the privilege of working with him.

Mr. Davis, then manager of the Chamber of Commerce in Pendleton, Oregon, became president of Toastmasters International in 1941. He was an enthusiastic and effective leader whose efforts helped to keep Toastmasters a vital and growing institution during the difficult days of World War II. Like the other leaders in the early days, he made his substantial contribution to the progress of Toastmasters International, and all who enjoy the benefits of Toastmasters today are indebted to him and his associates for the firm foundations they laid in their time of leadership.

## PERSONALLY SPEAKING

By RALPH C. SMEDLEY, Founder

### Christmas is the Traditional Time for Giving

As we remember God's great gift to man, we are inspired to join in the joy of giving, and so we offer gifts to our friends and loved ones, as well as to business associates and others for whom we care. It is good for us, at least once a year, to give expression to our sense of "good will among men."

But just why do we give gifts? Primarily we give to those whom we love, as an expression of our affection. If there is not that feeling of friendship, or of love, or of esteem to motivate our impulse to give, then the gift can mean but little; for "The gift without the giver is bare."

Of course we give some gifts in the course of business which do not have quite this background. The salesman may send gifts to his customers, hoping to encourage them to increase their purchases. The politician may shower his constituents with greeting cards to keep them in line on election day. There is a vast amount of this giving for self interest in the world of today. While it may be good for business, it does not embody the true spirit of Christmas, which is an expression of affection and friendship.

But there is still another kind of giving which must not be overlooked. That is the giving of one-

self, the dedication of one's abilities and talents to some worthy purpose. This is a kind of giving which I commend to the thought of every Toastmaster.

Today, there is an influence in the world which threatens the continuance of our kind of living, the freedom, the right to individual opinions and decisions, the privilege of making our own mistakes and winning our own victories, which is ours in our democratic society. There are philosophies, theories of government, ideologies, which definitely contradict our system. They promise great things, which attract the interest of the unthinking multitude, and they undertake to build, on purely selfish motives, a system of tyranny and dictatorship which destroys the basic principles of human life, as we know it. As citizens of a free world, as men of intelligence and good will, as Toastmasters, we should recognize and combat this influence which threatens our peace on earth.

And so I challenge Toastmasters to perform an act of self-dedication at this season of giving. Give yourself to the task of supporting our free, morally conscious system, and opposing the efforts of a godless dictatorship. Give of your ability as a speaker at every opportunity. Talk for human freedom and human responsibility. ♦

Does your office  
communication require . . .

# French Poodles at the Intercom?



By LENORE WEED

**I**S YOUR SECRETARY an office pooch? After eight hours of vague, confusing commands, does she crawl home dog-tired?

Then maybe there's something wrong with your communication system.

When a man hires a secretary, he thinks he needs somebody who can take dictation at 200 words a minute—a speed at which he couldn't possibly talk—and knock out on the typewriter in nothing flat a

letter which he may possibly get around to signing just before quitting time. So, of course, Gertrude down in the stenographic pool just won't do. Speed! That's what he needs! Anyway, that's what he thinks he needs.

What he really needs, if he's typical, is somebody like little Miss Jones, who performs like a well-trained French poodle and jumps in the right direction at the slightest command. That's what he really

needs, because businessmen are notorious for giving "slight commands" and expecting their secretaries to spring into immediate action. What Mr. Plushmire actually requires is a secretary who fetches various objects at a nod, retrieves correspondence on signal, and trots in with a notebook in her teeth every time he snaps his fingers.

Little Miss Jones is no speed demon. If Mr. Plushmire only knew it, what he really appreciates about her is that she "anticipates his needs," which is another way of saying she's a mindreader.

Any secretary worth her weight in solid gold paper clips must have a talent for interpreting the unspoken word, and be a first-class detective capable of working with a minimum of clues. If she's wise, in addition to graduating from secretarial school, she'll also whip through a short course in Obedience Training where she'll have an opportunity to learn brief commands along with other retrievers and bloodhounds.

Businessmen are wonderful when it comes to Thinking Great Thoughts or Making Big, Important Decisions, but in communicating with their secretaries, most of their instructions are right out of the middle of the chapter.

"Miss Jones!" shouts Mr. Plushmire, rising from the abyss of deep concentration, "bring me that last letter they wrote. I'd like to review their thoughts on this matter."

This is a real heart-stopper. But if Miss Jones wants to stay on the payroll long enough to finance her next soupbone, she'll dig up the letter. Of course, the speed with

which she's able to do it depends entirely upon her extra-sensory perception and the number of frequencies she's required to tune in on. (If she seems to be moving like a zombie at the moment, it's because she's trying to figure out what the sales manager meant when he told her to contact the last applicant who came in a week ago last Friday afternoon.)

Ah, the business world is filled with garbled messages and undeciphered communications, all right!

"Getta holda that numbskull down in Accounting!" roars Mr. Plushmire, waving a report through the air, and little Miss Jones is left to determine exactly which of 25 possible candidates the Great Man is referring to.

He'll ask for a letter on dill pickles without a hint as to whether he's interested in canning, selling, eating or advertising them. His only specific clue is that the letter was received—"uh, last year . . . or . . . uh, maybe the year before." (She finally finds it, dated 1958.)

Or he asks his secretary what it was Mr. Fitzgerald recommended in his last letter. Recommended about what? Mr. F.'s got more recommendations than the office suggestion box.

But there's more to life than digging letters out of a file.

There's dictation.

At this moment, in countless business houses all over the country, letters are being dictated to Mr. Schmpff-hummmmm. Smith, maybe? Which Smith? Well, now, that's for Miss Jones to figure out.

"It's probably H. G. Smith," she



decides. "We're always a little vague when we write to him, and this letter is as vague as you can possibly get."

"But then on the other hand," she says to herself, "it just could be Mr. A. P. Smith. It says here we're sending him a shipment on the 19th, and good old A. P.'s been getting shipments of heaven-only-knows-what for 20-years. Surprise for him!"

Oh well. If Miss Jones doesn't guess right this trip, it may come to her the next time round. It's a cinch she'll have to re-type the letter anyway because when it's ready to sign there'll be some post-mortem instructions about a carbon copy on letterhead stationery. (And a man can so easily be Hero-of-the-Week to his secretary if he'd hand her the letter he's answering and mention the cc's first!)

A recent survey shows that each year, as the tempo of the business world accelerates and the employer limits himself to time-saving monosyllables, a new species of secretary is developing. Its characteristics are long, tapered muzzles and floppy ears.

A courteous goodbye and instructions on where an employer can be reached have become only memories of a bygone day. Today a man simply vanishes. It's terribly 1961 to let your secretary sniff out her own clues—if she runs out of work, this will keep her out of mischief until her employer returns.

If today's executive gets a call, it's handled something like this:

"Good afternoon. I'm sorry, sir.

Mr. Plushmire is out of the office. (Now how did that man manage to sneak off without being seen?)

... No, I'm certain he's already left the building (*his hat's gone.*) . . . No, I don't expect him back today (*his desk's all cleared off.*) . . . He'll be out of the city until Friday (*the next four days have been torn off his calendar.*) Yes, sir, I'll tell him you called."

Of course, there are a few old-fashioned executives not wholly converted to this system. They operate on a plan designed to give their secretaries a feeling of security without actually divulging any information.

"Miss Jones, fie gitney calls, I'muttha club," they whisper furtively as they disappear. This is just tantalizing enough to get Miss Jones wild with curiosity, but is so lacking in substance it can't be quoted over a business phone.

Of course, Toastmasters are never guilty of this sort of thing! Oh, my goodness, no!

Well, are they?

Just last night you delivered a really eloquent speech. Yes you did! Everybody said so. Every Toastmaster present was completely spellbound by your discourse on the intellectual capacity of the African earthworm. With a flick of a well-turned phrase you charmed your audience and convinced them of the wisdom and judgment of these creatures. Your ideas were clear, concise, well-organized; they marched with the polish and certainty of disciplined little soldiers. And your conclu-



sion? Well, that was right out of this world! Not a dry eye in the house!

Naturally, you went home with the best speaker trophy. Felt pretty good about it, too, I'll bet.

But what exactly did you accomplish by your educative speech if your secretary still has to haul out a de-coding manual to discover what you have in mind?

Unless you're one of a small handful of individuals who joined Toastmasters to improve your battling average in domestic debates, you probably associated your Toastmasters training with benefits in the business world. All right, you've learned to whip up a reasonably good speech and deliver it without too much agony; you're even dreaming of International recognition for your ability in the Speech Contest. But what progress have you made in communicating in a business office?

Are you still issuing instructions to your secretary as if your desires were top secret? Do you still spend hours conferring with an associate in a detailed exchange of ideas, only to poke your head out the door and mutter "Gimme Johnson's file!" as if each word you spoke represented a chip off your most priceless treasure?

Of course your Gal Friday manages to read your mind most of the

time. And she understands that those irrelevant insertions which creep into dictation are not to be transcribed in the final letter. But then, your fellow club members understand what you mean when you say "... ah ... er ... humph ... " And that's not quite the object, is it?

With a little improvement in office communications, the day spent slaving over a hot filing cabinet would be far less frustrating for your secretary, and far more productive for you. But alas, though a businessman may use great care in communicating ideas to his Toastmasters club, he often seems far less concerned with the way he expresses himself with his business associates.

However, secretarial loyalty and competence will remain at a high level, despite the monosyllables and undecipherable instructions, if Mr. Businessman and Toastmaster will occasionally pat little Miss Jones on the head and tell her she's the greatest. Here is a method of communication anybody can understand—even if he neglects to say the greatest what! ♦

*Lenore Weed is the wife of Toastmaster Harold A. Weed, governor of Area D, District 2, and past president of Federal Toastmasters 832-2 of Seattle, Washington.*

*The world is not so much in need of new thoughts as that when thought grows old and worn with usage it should, like current coin, be called in, and, from the mint of genius, reissued fresh and new.*

—Alexander Smith



By J. GERARD MON

# Gestures

ONE ITEM most speech courses, books and teachers fail to take into consideration is that gestures are subconscious movements. In many languages, gestures are as important as words themselves. A word can change its meaning through the gesture which accompanies it. The old saying, "If your hands were tied behind you, you'd be tongue-tied," has a great deal of truth in it. The speaker who gestures naturally is merely putting his whole self, conscious and subconscious, into what he is saying.

There can never be too many gestures in a speech—as long as each gesture emphasizes a point. Naturally, we can belabor a point in banging out some movement. And it is true that some speakers over-gesture, but this is largely due to false training.

Our speech must have a root.

This root is the basic theme on which we are speaking. It must have a sturdy stem—the connecting line which runs through the talk, an extension of the theme. Along the way, we sprinkle little anecdotes or examples. Each one of these is a branch. But the blossom of the plant is the *essence*, or the *point* of each anecdote or example. And in most instances, the gesture is that extra something which emphasizes this point or essence.

When a speaker feels deeply about his subject, he need have no worry about his gestures. As he feels his speech, he will feel his gestures, and should let them out. If he does not feel deeply about his speech, he should not be making it.

What about the new speaker who is nervous? Leave him alone. The gestures which are natural to him will show up as he becomes more

familiar with platform procedure.

The man who overemphasizes his words through unnecessary gestures and the man who does not gesture at all are alike. They are both giving way to nervousness. One is afraid to stop moving; the other is frozen stiff. The bland advice to "gesture more," or "don't gesture so much" is worthless.

As the speaker becomes more familiar with the platform, he begins to develop a style of speaking. This is the time to begin guiding him in his gestures. Most of his superfluous movements will have ceased. The scared speaker is beginning to ease up, to creep out of his shell. Now guide him.

Show him how gestures add emphasis to words. Remember that gestures must be natural and fitted to the type of speaker. A powerful speaker may resort to "pulpit pounding" on the proper occasion, but this should never be suggested to the quiet, Caspar Milquetoast type of individual. Fluid, graceful movements may fit one man but look ridiculous coming from a 240-lb., 6'4" construction worker.

The speaker instinctively senses which gestures are natural to him, and any attempt to conform to your suggestions about other types will inhibit his sub-conscious response mechanism, and he will only become more awkward.

Several years ago I had the pleasure of listening to an Anglican priest. He stood 6'7". He used two gestures in his sermons; one was to extend his arms, forming a large bat-winged appearance. The other

was to extend one hand out over the pulpit and slowly close it. He used these gestures sparingly, but effectively.

I have also listened to a Roman Catholic Bishop who is a "pulpit pounder." He is an active, small statured man of Italian descent. He too is a well known and popular speaker. And third, there is the popular cleric in Pennsylvania who speaks with his hands folded before him, with only a very occasional movement.

Here are three types of speaker: simple gesture, florid gesture, no gesture. Yet they have one thing in common: they are *natural*. Their gestures reflect their feelings: encompassing, active, quiet. Their personalities show through their gestures. They are effective speakers.

The next time you evaluate a speaker at your Toastmasters club, ask yourself these questions: Was the speaker natural? Is he experienced enough to be criticized on his gestures? Are the gestures he used natural to him? Can I give him any suggestions for improvement?

If the answer to any one of these questions comes up "no," then don't say a word about gestures. ♦

J. Gerard Mon is Educational Director of Braid Institute, Inc., hypnosis information center of Pittsburgh, Pa. By profession a hypnotist, he is also a professional handwriting analyst. He is a member of Pittsburgh Toastmasters 144-13, has served two terms as club president, and has been area governor and District 13 public relations chairman.

## Toastmaster Town of the Month

NEW YORK IS A CITY of superlatives. Located on three islands, Manhattan, Staten and Long Island, it has the densest population, the greatest manufacturers and the most extensive foreign trade in the world. One-fifth of America's wholesale business is conducted here; New York's giant transportation industry is served by 41 airlines, 170 ship lines, 500 truck lines and 11 railroads. More goods are moved here than in any other industrial center in the world. New York has the world's tallest building (Empire State) and the world's most extensive subway system. It is the national center of finance, fashion, manufacturing, commerce, art, music, the theatre and publishing; it is the most written-about, sung-about and visited city in the United States, and ranks with London and Paris as one of the great cities of the world.

On September 11, 1609, Henry Hudson, sailing under the Dutch flag, entered the river which bears his name. The first houses were built in New Amsterdam in 1613; in 1626 Governor Peter Minuit made the celebrated \$24 purchase of the land from the Indians. In 1644 the British took over the settlement, renaming it New York. During the Revolutionary War, the city—already the richest in the 13 colonies—was a focal point for British and Continental armies. Washington took the oath of office as first President of the United States on the balcony of Federal Hall, Broad and Wall Streets; New York remained the Federal capital until 1790.

From the Statue of Liberty to the Bronx Zoo, New York offers many places of interest to the millions of visitors who come each year. To list only a few: the great glass wedge of the UN Building; Greenwich Village, home of artist and Bohemian; Fifth Avenue; Times Square; Rockefeller Center (see cover picture); the New York Library; the Natural History and Metropolitan Museums; Central Park with its obelisk and Mall; the Metropolitan Opera House and theaters of the Great White Way; The Cloisters, a slice of the Middle Ages dropped into the present; the cathedrals of St. Patrick and St. John the Divine; Columbia University.

New York has an active and steadily growing group of Toastmasters Clubs. Of these 21 are in Manhattan, and range from Knickerbocker 137, the earliest, to Wall Street 3237, still unchartered. Brooklyn has six clubs, two located at the Brooklyn Naval Shipyard. The Bronx and Queens have one club each, and another is located at the International Airport.

Toastmasters in New York are looking forward to two special events; the World's Fair in 1964-65 and the Toastmasters International Convention in 1965, when New York will be the convention city and New York Toastmasters the hosts to Toastmasters from around the world.



### Practice in Conversation

On the premise that "conversation and discussion suffer from defects of dodging the issues, discourtesy, stubbornness and failure to pay attention to what the other person is saying," the Sunrise Club of Lincoln, Nebr., held a program designed to correct these faults. Five speakers had topics assigned; each speaker talked for three minutes on his subject, then was questioned for nine minutes by a second member of the club, and finally a third member gave a four-minute evaluation of the speech and the discussion.

Evaluators were given the following questions on which to comment: What were the points made by the speaker? Was it clear that the questioner had in mind certain points by way of development or refutation of the speaker's points? Were the points brought out by the questioner relevant to the points made by the speaker, and did he avoid making a speech of his own? Did speaker and questioner clearly define and meet the issues raised? Were questions and answers courteously framed and delivered? Did they flow in logical development, free from stubborn repetition? What other points, if any, might speaker and questioner logically have developed within the time allotted?

**Sunrise Club 2088-24  
Lincoln, Nebr.**



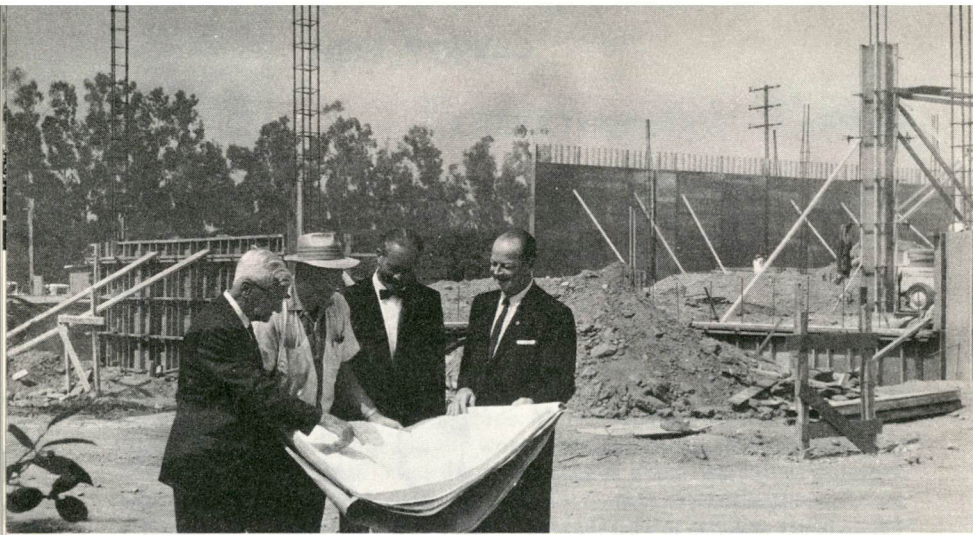
George Roesch (2nd from left) presents plaque for service to John Compton, as James Wagner, 1st president of club (left) and Philip Chambers, president, observe.

### Anniversary Honors Old Timers

When Dayton (Ohio) Club 405 celebrated its 15th anniversary, a special attempt was made to invite all past presidents of the club. Nineteen of the 32 attended the meeting. Club 405 believes that having 20 presidents (19 past, one present) participate in one program constitutes something of a record.

George Roesch, club past president and past District 40 governor, presented a plaque to John Compton for distinguished service to the club. Compton has held every club office and is now Area 7 governor.

**Dayton Club 405-40  
Dayton, Ohio**



Construction begins on new World Headquarters Building for TMI at Santa Ana, Calif. Checking the progress to date are, left to right: Founder Ralph C. Smedley, on-site Inspector for TMI J. P. Eyre, Architect Julius Oblatt and Executive Director Maurice Forley. The new building will be ready for occupancy in summer of 1962.

—Register Photo



S/Sgt. Robert G. Delfino (L), immediate past president of Rhein Main Club 2617-U, Germany, presents honorary membership certificate to Col. James G. McDonald, Air Base Commander. M/Sgt. Bernard V. Webb, newly-elected club president (R), looks on.



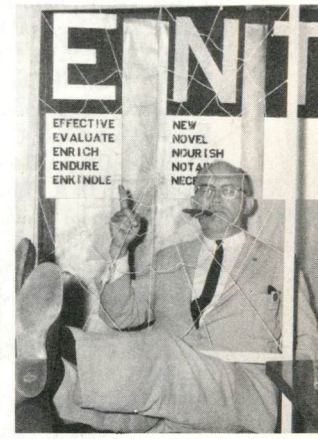
Dist. 31 Lt. Gov. Coville Woodburn (R) presents Certificate of Achievement to Area Gov. Gerard Gilroy, at meeting of Pawtucket (R. I.) Club 1533-31 honoring Gilroy for his services and devotion to the club.

Dist. 8 Past Gov. Carlos Harrison (L) presents plaque for outstanding services to the district to Col. Clifford A. Dougherty (center) and Capt. Thomas J. Connolly, members of Scott AFB Club 1690. Joint meeting was attended by Clubs 1489, 826, 1690 and 2575.



Dan Patch Club 1280-6, Richfield, Minn., kicks off its Club Achievement Contest with sweepstakes meeting. Toastmaster of the evening jockey James Pickard (L) receives last-minute instructions from club President William Randall. Club is named after famous racehorse.

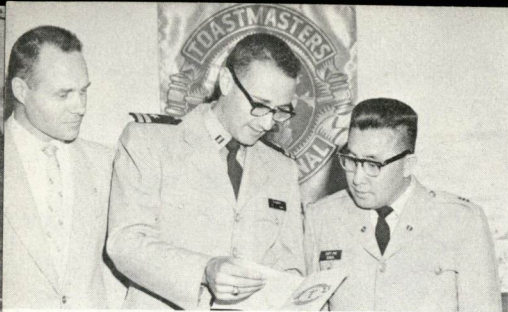
Howard Smith, past president South Bay Club 280 (Manhattan Beach, Calif.) demonstrates the do-nothing committee chairman at District Officer Training Session held by Dist. 50.



A-C Planners Club 1480-35, West Allis, Wisc., holds "Italiano Night" at Como's Italian restaurant. Club members don flourishing mustachios for the occasion.



Lt. Jim Spatafora (L) hands the president's gavel to newly-elected President Lt. G. K. Fehr beside distinctive plaque which announces meetings of Edwards Air Force Base Club 219-12, Calif.



Lt. Bob Hardies, USN, (center) explains program of the day to Korean Army Capt. Park Chung Nang (R) as Dr. B. H. Lambers of Great Lakes approves.

### Distinguished Guests

Guests at a recent meeting of Great Lakes (Ill.) Mainside Club 2346 included such high-ranking personnel as: Capt. V. J. Soballe, Commanding Officer, Recruit Training Command; Capt. F. A. Zimanski, Commanding Officer, Service School Command; Cdr. W. W. Watkins, Executive Officer, Recruit Training Command; Cdr. D. R. Hild, Executive Officer, Service School Command; Monsignor W. H. Hoffman, Commander in the U. S. Navy Chaplain's Corps; Lt. Cdr. A. W. Draves, Assistant Director, District Public Works Office, all of Great Lakes, and Capt. Park Chung Nang of the Korean Army.

**Mainside Club 2346-30  
Great Lakes, Ill.**

\* \* \*

### Club Holds Mock Court

The theft of a bathing suit belonging to "Gloria Sunrise" of Sunrise Club 74-3, Phoenix, incited a laughter-filled mock court program for a recent club meeting. Purpose of the day in court was to acquaint Toastmasters with courtroom procedure.

Two members of the Arizona State Bar Association served as advisors for the court and recommended a plea of "not guilty." A number of surprise witnesses were subpoenaed at the last minute by

Defense Counsel Paul Foeller. Club members serving as jury were unable to decide on a verdict, and Gloria (played by Educational Vice President Gerry Finch) did not recover her property, but the club had an enjoyable meeting and learned some of the rudiments of legal procedure.

**Sunrise Club 74-3  
Phoenix, Ariz.**

\* \* \*

### Club Speaks for Civil Defense

The Civil Defense Unit of Allegany County, Maryland, will utilize speakers from Allegany Toastmasters Club to carry the messages of civil defense to the residents of Western Maryland. The task of informing the public was too great for the limited staff of civil defense officers, and the Allegany Toastmasters through the club's Speakers Bureau volunteered help in this public service. Experienced Toastmasters of the club are busy studying civil defense material in preparation for speaking engagements before civic clubs, PTA groups, church organizations and others. The necessity and the mechanics of preparing for defense will be discussed by the Toastmasters.

**Allegany Club 2986-36  
Cumberland, Md.**

\* \* \*

### "Meet the Boss" Meeting

ALAMAX Club of Maxwell Air Force Base, Alabama, recently held a "meet the boss" meeting at which the special "boss" was Col. William J. Wrigglesworth, Base Commander.

ALAMAX Club is composed of non-commissioned officers of Maxwell Air Base. The guest list included seven colonels, three lieutenant colonels, four majors, six captains and lieutenants, one non-commissioned officer and three high-

ranking civilians. Major Francis M. (Pappy) Grove, Governor District 48, and Lt. Governor Dewey Glass completed the guest list.

**ALAMAX Club 1991-'8  
Maxwell AFB, Alabama**

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### Before and After

When Toastmaster Bill Bucy of Oil Men's Club 1383, Fort Worth, Texas, stepped to the lectern to give his Basic Training speech No. 3, he surprised his audience by taking a picture of them with his Speed Graphic camera. He then delivered a speech on the camera and its use, and at the end of his speech took another picture.

At the next meeting, Bucy passed around both pictures and asked members to guess which was "before" and which "after." To everyone's amazement, most of the members made the correct guess—a remarkable instance of excellent evaluation.

**Oil Men's Club 1383-25  
Fort Worth, Texas**

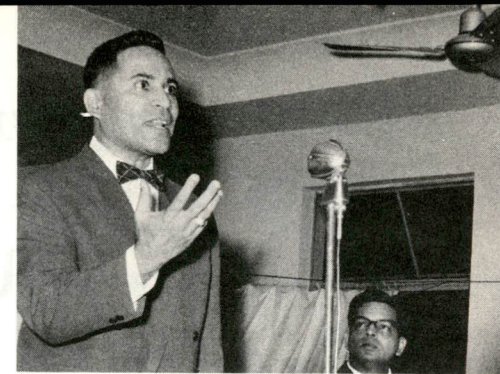
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### Meeting Provides Training

Getting new officers off to a good start was the purpose of a 7 a.m. breakfast meeting for Toastmasters of Area 5, District 50. A large number of Toastmasters from the South Bay area, Los Angeles, Calif., attended the session.

District 50 Educational Lt. Gov. Bob Seaman had provided training material including manuals for each office, made up of Headquarters literature and guide lines prepared by District 50. Qualified instructors for each office explained the duties and responsibilities of each position.

**Area 5, District 50  
Los Angeles, Calif.**



Air-India Past Presidents K. Y. Nadkarni (speaking) and S. R. Shenai attend second anniversary meeting of Air-India Club.

### Second Anniversary

Air-India Club of Bombay recently celebrated its second anniversary with George F. Killmer, Acting Director, USIS Bombay, as honored guest. Congratulatory messages to the first club to be formed in India from Dr. Ralph C. Smedley, founder, and Maurice Forley, executive director of Toastmasters International, were read to the more than 150 members and guests present. A "Best Toastmaster of the Year" award was presented to Club Secretary K. Krishna Rao.

The Air-India Club is well launched on a strong public relations program to spread information about Toastmasters throughout India. Each month the club holds a Ladies Night, with outstanding citizens of Bombay City invited as guests. Club Secretary K. Krishna Rao writes:

"I see great scope for TMI in our Indian Sub-continent, which has a population of over 400 million people wedded to democracy, economic reconstruction and free institutions. For our nascent democracy to take strong roots and flourish in this country, we need new leadership through speech training offered by Toastmasters International."

**Aid-India Club 3043-U  
Bombay, India**

# Stunt or Stimulant?

By JOHN KERN

THE GILT-FRINED columns in the Usual Room of staid old Hotel Typical hovered stolidly over the weekly meeting of the Normal Toastmasters Club. The president droned off the various orders of business with monotonous regularity, and approached the last item with an insouciant "Any new business?"

A member rose. "I don't like the overhead lights in this room," he stated. "I move we have the incandescent chandeliers replaced with fluorescent fixtures!"

The motion was seconded and promptly rejected by the president as frivolous and out of order. This brought forth an appeal to the decision of the chair. The decision was reversed, and there followed a bedlam of amendments, points of order, divisions of the house and other maneuvers such as constitute a well-executed parliamentary session.

The stoic efficiency of the president collapsed under the barrage. "Foul!" he called, and denounced the whole thing as a senseless stunt. "Stunt? Or stimulant?" asked the perpetrators, claiming that never before had the club been treated to such a sparkling display of parliamentary procedure.

Stunt or stimulant? Therein lies the key to the value of parliamentary playmaking. Where such an activity is initiated strictly in the spirit of tomfoolery, it becomes just that, with no lasting benefits. Conversely, when the action is preceded by proper planning and preparation, it can become an occasion of inestimable educational value.

Odds are that many clubs suffer lengthy periods of parliamentary drought. The floor action is confined to a few uninspired motions. In such cases, facetious proposals can become a stimulant. However, just as executive apathy can des-

cate a club, so can excess frivolity ruin one. But well conceived parliamentary sessions, executed with serious purpose, are always stimulating and cannot fail to benefit a viable club.

What constitutes a well conceived parliamentary session? And what serious purposes can it serve?

There are certain basic rules. First, of course, the session must be undertaken as an educational activity. Second, the maneuvers should be directed by members who have a reasonably good knowledge of parliamentary processes. Third, the action must be planned so that it can be immediately stopped if it gets out of hand and approaches chaos. And last, the session should end with the motion that the proceedings be stricken from the record—this, of course, after the secretary has been instructed to read them to the group.

The principal purposes of planned parliamentarianism are: 1, to test the ability of the chair to handle a difficult situation and the ability of the secretary to record it; 2, to give all present experience in parliamentary procedure, and 3, to generate interest and enthusiasm among the members.

That such an activity is an excellent test of the capacity of the chairman to handle a fast-moving, seldom-experienced situation, is obvious. A presiding officer can never anticipate the time when a serious

problem, requiring the utmost skill in handling, will confront him on the floor. Only through experience gained in parliamentary sessions can he learn to cope. Similarly, the ability of the secretary to record complicated proceedings correctly is extremely important, since the minutes constitute the official record on which all subsequent club actions must be based. This ability can be best developed through parliamentary sessions.

Above all, a well planned parliamentary period provides a medium through which the general membership can obtain an education in official procedure. The formal printed rules of order make up a technical treatise; except to the very expert, they are difficult to digest and convert to practical use. But when the rules are acted out they become alive and comprehensible; what could not have been assimilated in text becomes indelibly fixed in the mind.

An important subsidiary purpose of parliamentary playmaking is the factor of increased interest. That such a session enlivens the meeting and tones up the atmosphere of a club cannot be disputed.

There are two forms under which parliamentary sessions can be conducted. One is a spontaneous action, in which a minimum number of members are aware that the action is premeditated. The other is a prepared demonstration in which all or most of the members



have advance knowledge of the activities.

Of the two, the spontaneous demonstration is probably the most effective. This is the action which catches the greatest number of members unaware, and seldom fails to inspire participation among those not pre-selected. In this demonstration, several members, all having some knowledge of the rules of order, commence the action with pre-planned maneuvers, continuing to guide it as best they can without dominating the floor or discouraging activity by other members.

In the prepared program, cue sheets containing the roles to be played are distributed to all the participants so that everyone knows exactly what is taking place. The cue sheets also explain the purpose of each step and instruct the members how to vote on the various questions. As in the spontaneous demonstration, neither chairman nor secretary are informed in advance of the session.

One club has gone a step further than the staging of either spontaneous or prepared sessions. It has organized a parliamentary team to put on demonstrations of procedure at regular intervals. The team has also been made available to other clubs in the area to demonstrate parliamentary practice.

Regardless of the manner in

which the rules of order are practiced, there is one all-important word of advice: parliamentary stimulants, like all tonics, should be used with care and taken in small doses. Participants in greatly involved demonstrations will become lost in the technicalities and gain little from their effort. And a lengthy session will encroach on the time designated for other portions of the program and either cause them to be cut or make the meeting run overtime.

Can all clubs gain from planned parliamentary practice? Yes. Well conceived sessions executed with serious intent will benefit any club capable of being benefited. A typical example is the Normal Toastmasters club mentioned earlier. Once exposed to a "sparkling display of parliamentary procedure" it has become the epitome of enthusiasm. Members insist on a similar session once a month. "Fair!" rules the president, bracing himself for the attack, and endorses the whole thing as a sure-fire Stimulant—not Stunt! ♦

*John Kern is past president of Mobile Club 226-29 and co-founder of Bienville Club 3226-29, both of Mobile, Alabama. (It is the Bienville Club which organized the parliamentary team mentioned in the article.) Kern is insurance manager of Southern Industries Corporation, a holding company of Mobile.*

*Public opinion is stronger than the legislature, and nearly as strong as the ten commandments.*

—Charles Dudley Warner

## BOOK REVIEW

**THE TWENTY BILLION DOLLAR CHALLENGE**, by Kenyon J. Scudder and Kenneth S. Beam. G. P. Putnam's Sons, New York. Price \$4.50.

According to the F.B.I. and other authorities, crime and delinquency cost the U. S. taxpayers more than 20 billion dollars a year, in addition to the vast amount in human costs, wrecked lives, broken families, wasted talents and all the other accompaniments of crime. This is too substantial an item to disregard.

Kenyon Scudder and Kenneth Beam are men with experience in dealing with such matters. Keenly conscious of the seriousness of the situation, they believe that the problem is not incapable of solution. This stimulating book is the result of their collaboration in a study of the causes of crime, especially in the field of juvenile delinquency.

Scudder has served as superintendent of two California State Schools for boys, and for 15 years he was superintendent of the famous honor prison, the Institute for Men, at Chino, California. One of our earliest Gavel Clubs was established at this Institute, with the help of the Toastmasters Club of Pomona, and with full encouragement and cooperation by Superintendent Scudder.

Kenneth Beam is a minister of the Congregational Church, who has taken a great interest in youth work, and who has served for years as the director of Coordinating Councils in San Diego and in Los Angeles Counties.

These two experienced workers have joined in preparing this book as a "challenge" based on human values as well as on costs in money, and they have produced a work of absorbing interest to everyone concerned about better citizenship, crime prevention and better preparation of our young people for useful living. It is not a book of statistics, but a collection of warm, lively stories of actual happenings, demonstrating the need for better understanding and activity, and presenting definite suggestions on how to proceed to this end.

The book is of especial interest to Toastmasters, not only because they are citizens who desire to help improve conditions, but because it offers such an abundance of material for informative and inspiring talks. The speeches prepared on subjects suggested by the book will be useful not only in the club programs, but in appearances before other organizations where the information is needed. The preventive work which can be done by volunteer agencies in every community may be a challenge to you in relation to your local conditions.

For every man or woman willing to help in promoting the general welfare, this "Challenge" book is strongly recommended for purposeful reading.

—Ralph C. Smedley



James J. Kennedy (R) presents honorary scroll to Company President Robert H. Garretson for his services to Club 2344. Left, holding trophy awarded to club as "most outstanding in Area B-1," is Past President John Frazier, while Past President Leo Gibbons looks on.

# Management Saved Our Company Club

By JAMES J. KENNEDY

FROM A DISCOURAGING low of four members to the maximum membership permitted by Toastmasters International: that's the comeback record of Consolidated Electrodynamics Corporation's Toastmasters Club 2344-F. And it was company management which accomplished the miracle.

During the summer of 1960, our club was ready to toss in its charter. Membership hovered between four and six. Ours was a "captive" club which met in the company auditorium, but for some reason we could not seem to interest our fellow employees.

Late in July, the situation was so bad we devoted an entire meeting to discussing the problem. Someone pointed out that in business and industry, management support is essential for the success of projects, proposals and programs. The management at CEC had always supported the Toastmasters program, but we felt we needed more dramatic proof of this support.

Someone suggested that we invite Giles Hall, the company's popular personnel director, to our next meeting. His attendance would certainly create interest among the employees. Mr. Hall accepted the

invitation and then suggested that we also invite Robert Garretson, the new executive vice president. (Mr. Garretson is now the president of Consolidated Electrodynamics Corp.). Mr. Garretson graciously agreed to attend the meeting.

Company bulletin boards were used to announce the attendance at our meeting of the personnel director and the executive vice president. All male employees were invited to attend as guests. Word-of-mouth advertising was employed.

When the meeting night arrived, the small core of active Toastmasters was amazed to see more than 30 company employees in attendance.

We conducted the meeting in the usual manner—table topics, parliamentary procedure, speeches, evaluation—and then we called on our two distinguished guests for comment. They spoke briefly, but what they said about the value of Toastmasters training and the high re-

gard the company held for it visibly impressed our employee guests.

The impetus given our club by these two busy executives spurred CEC Toastmasters to new heights. Membership rose to the maximum permitted under the International bylaws. Attendance at meetings multiplied. Increased attendance created increased enthusiasm and our programs improved. We regained our status in Area B-1, Founder's District, by garnering the most activity points in the area to capture the coveted trophy designating our club as the most outstanding in the area.

Thanks to the all-out support of management, our club has become one of the leaders in Founder's District. We learned that alert management is aware of the unlimited values obtainable from Toastmasters training and is quick to respond when Toastmasters need help. If your company club has membership problems, go to the top for help. It worked for us. ♦

*James J. Kennedy, president of CEC Club 2344-F, is salary administrator for Consolidated Electrodynamics Corporation at Pasadena, Calif. He is also serving his second term as president of Arcadia (Calif.) Junior Chamber of Commerce and as a member of the Board of Arcadia Senior Chamber of Commerce.*



*If people would dare to speak to one another unreservedly, there would be a good deal less sorrow in the world a few hundred years hence.*

—Samuel Butler



## HOME OFFICE

# TOASTscripts

★ ★ ★ ★ ★

*A salute to International Speech Contest winner John L. Carver, Club 540-2 (Seattle, Wash.), who is demonstrating his speech technique for the benefit of Toastmasters in other clubs. John recently traveled 400 miles round trip to Vancouver, Wash., where he spoke at a joint meeting of Totem Pole Club 610-7 and Vancouver Club 353-7. "He was 12 feet tall in his speaking form," writes Totem Pole Secretary John McGillivray, "and a great champion."*

\* \* \*

**One hundred years ago,** Samuel Langhorne Clemens with his older brother, Orion, arrived at Carson City, Nev. It was in that state that he assumed the magic pseudonym, Mark Twain. And it was there, as a reporter for the Virginia City Territorial Enterprise, that he added gusto to the already vigorous journalism of the western frontier.

Nevada is proud of its association with Mark Twain. This year, to mark the centennial of his arrival at Carson City, the Carson City Nevada Appeal published a Mark Twain Commemorative Edition. In it, a make-believe Mark Twain revisited the city. Portraying the beloved American writer in a frock

coat and handle bar mustache was Buddy Pruitt, a member of Kit Carson Club 2299-59. Pruitt was pictured at various points around the city in a series of 76 pictures.

Artie Valentine, governor of District 59, reports that Toastmasters in Nevada will help keep the memory of Mark Twain alive through an annual "Twain-Twister" tall tale contest. The first "Twain-Twister" contest was held this year. Valentine says it was a smashing success.

\* \* \*

**Because of the Toastmasters Civic Speakers Bureau of Mobile County, Ala., 700 members of the Boys Club of Mobile will have a giant Christmas party. F. P. Folmar of The Port City Club 998-29 (Mobile), has been appointed chairman for the event. Last year, 350 boys and 75 adults attended the party. This year, Folmar hopes to have a man as a buddy and escort for each boy.**

*Members of the Toastmasters Speakers Bureau are gaining support for the project by addressing civic groups throughout the area.*

*Thanks to Toastmasters, a bit of holiday happiness will be offered to hundreds of boys who might otherwise know no Christmas.*

\* \* \*

**The tragic death of Dan Heine-**man, past secretary of Sunrise Club 74-3 (Phoenix, Ariz.), brought sadness to members of his club. It also stirred them to action. Dan was killed in a railroad crossing accident. Following his death, the club appointed Secretary Michael J. Hoffman, Jr., to serve as chairman of a committee to determine why there were no automatic signal devices at the crossing. Virtually every man in the club volunteered to serve on the committee. Committee members made personal calls on the governor, mayor and railroad officials. As a result of their efforts they have been informed that an automatic warning device will be installed, not only at the intersection where Dan Heine-man met his death, but also at four other major highway-railroad intersections in the Phoenix area.

\* \* \*

*We hope you won't consider it inappropriate if, at this season of giving, we mention what some of the members of the Home Office staff have been giving to their jobs during the past year in addition to their regular assignments. For instance:*

*Mrs. Virginia Ryan of the Mailing Department keeps pace with postal rates and regulations by visits to the Santa Ana Post Office during her off hours.*

*On his off-duty time, D. H. Tibbals of the Stencil Department has invented several time-saving devices for the addressing machines.*

*To help her in her editorial assignments, Miss Dorothy Garstang, assistant editor of The Toastmaster magazine, spent her vacation and*

*her own money at a writers conference in Colorado.*

*Interrupting her vacation at Portland, Ore., Mrs. Evelyn Crain, secretary in the Finance Department, drove 350 miles last July just to attend the President's Banquet at the International Convention at Seattle.*

*Mrs. Ruth Baldwin of the Accounting Department visited Toastmasters at Lufkin, Texas, and answered questions about the Home Office while vacationing with her sister in that city.*

*After his eight hours at the Home Office, Harry Harvey, manager of the Membership Services Department, spends time fulfilling his duties as educational vice president of Business Men's Club 100 (Santa Ana).*

*These are not isolated cases. All of us at the Home Office have a sincere interest in our jobs. We have enjoyed serving you during the past year and we look forward to doing our part to make your membership more meaningful during 1962.*



*From Dr. Ralph Smedley, Executive Director Maurice Forley and the other 32 members of your Home Office staff, Best Wishes for a Happy Holiday Season and a Prosperous and Productive New Year.*

# Toastmaster Christmas Gift Selections



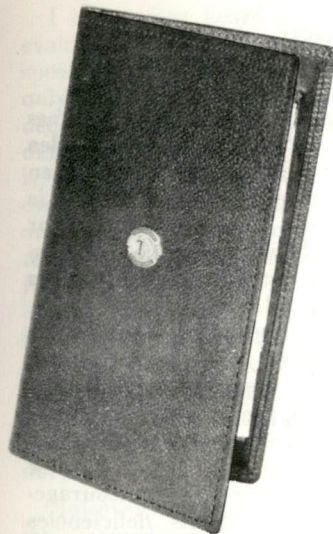
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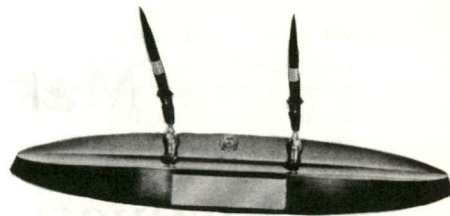
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# Make Your Evaluations Effective

By J. STEPHEN OGDEN

**T**HE MOST DIFFICULT technique to learn in Toastmasters is effective evaluation. Although Dr. Smedley emphatically points out in "Speech Evaluation" that the speaker must be told *how to do better next time*, how often do we hear evaluators say more than what is good or what is bad in a talk?

In spite of the varied reasons members offer when they drop out of the club, a little soul-searching easily reveals the basic reason: the failure of the group to show each member how to improve. Good speakers are told, "Your talk was tops!" Less proficient speakers or beginners may be told of many faults or lacks in their speaking. The result? The poorer speakers become convinced that they are hopeless; the good speakers decide they no longer need any Toastmasters training; they're too good already. Let's hold our members by good, effective evaluation!

In too many clubs evaluation is left to the whim of the assigned evaluator. Often the evaluator is

picked at the last minute, sometimes even at the meeting itself. The idea seems to be that anyone can be an evaluator, and no preparation is necessary. This is not true, for learning how to evaluate is as important as learning how to make a good talk.



Does your club allow harsh criticism for an ice-breaker speech? This may happen when an inexperienced member is given this important job. A new member needs encouragement. If his deficiencies are too obvious, he should be told that he will develop the qualities he lacks as he proceeds with his Basic Training assignment. Sim-

ilarly, a more advanced speaker should not be criticized too harshly for the lack of some aspect of training which he has not yet reached in his assignments. Along with listing his weak points, he should be told when he will get practice in overcoming them.

Some clubs have found it helpful to appoint an evaluation subcommittee of the educational committee. The duties of this subcommittee

are to acquaint the members with the techniques of constructive evaluation, to instruct each evaluator team on methods of preparation for different types of evaluation, and to be alert for deficiencies in evaluation and ready to suggest ways to improve it. It seems to me that all clubs could make good use of such a committee.

I have often heard it said that evaluation should be geared to the speaker's goal. If he is in the club only to acquire poise and confidence, this should be kept in mind during his evaluation. The trouble is, however, that in such a case an evaluator is tempted to slack off and not do a very thorough job. And I suggest that any man who joins a Toastmasters club with such limited aim should be quickly enlightened as to the higher goals. All men should be public speakers and be able to convey their ideas to others in the various groups in which they find themselves throughout their lives.

However, an evaluator must take into consideration the speaker's assignment—the purpose of his speech. In this respect, the evaluations of a Basic Training speech must differ from those of a non-BT speech. The specific requirements of each Basic Training speech should be the prime consideration of the evaluator. Did the speaker accomplish his purpose, and how could he have done better? If a speaker does not use his hands for the "Hands Up" speech or fails to use visual aids for the "Illuminate the Speech" he has failed, even though the speech may be well thought out and ably delivered. To

accomplish this, it is necessary for the evaluator to understand just which speech is being given, and to review the assignment himself, in advance. It's an excellent idea for him to come accompanied by his own BT Manual.

Experts have told us that we remember about 15 per cent of what we hear, up to 50 per cent of what is demonstrated to us, but as much as 90 per cent of what we participate in. Let's apply this to our evaluations. If we really want the speaker to learn how to do better next time, we should do more than merely tell him. That's only 15 per cent. To bring it up to 50, we should demonstrate how. And for the most effective evaluation—the 90 per cent—ask the speaker to stand up and practice his weak point right now. The added benefits to the speaker and through him to the club as a whole easily outweigh the value of the extra time expended.

Evaluation is not easy. It is not true that anyone can criticize. Anyone can find fault, true; but criticism to a Toastmaster is above mere fault-finding. It is, or should be, *constructive*—which means that it should help the speaker advance toward his goal.

Effective evaluation is the life blood of a successful Toastmasters club. Making our evaluations continuously more effective should be a goal for every Toastmaster and every Toastmasters club. ♦

*J. Stephen Ogden is a member of Ashland Toastmasters 246 of Ashland, Kentucky, and governor of Area 12, District 40.*



# JUST IN JEST

By the time a man has the shape for the job, his kids no longer believe in Santa Claus.

The harried coach pleaded with the professor who had flunked his prize tackle to give the boy another chance. Finally the professor agreed and did give his boy a special makeup exam.

The next day the coach again anxiously queried the professor. "How did Jones do?"

"I'm sorry," said the professor. "It's hopeless. Look at this . . .  $7 \times 5 = 33$ ."

"But gosh, Professor," said the coach, "give him a break. He only missed it by one."

Two inmates of a deaf-and-dumb institution had an argument. When the official in charge came around to smooth things out, one of the mutes was standing with his back to the other laughing uproariously.

Said the official, talking with his fingers: "What's the joke? Why is Bartlett looking so angry?"

"Oh," signaled the mute happily, "he wants to swear at me and I won't look!"

People are doing their Christmas shopping so early these days, the next thing we know Santa Claus will be tossing out the first ball to open the baseball season.

Among the people who believe it pays to shop early and avoid the rush are the last-minute shoppers.

The average American is a guy wearing last year's suit, driving this year's car and living on next year's salary.

Wife: In most marriage ceremonies they drop the word obey now.

Hubby: Too bad, isn't it? It used to lend a little humor to the occasion.

*'Tis better to give than receive—and it's deductible!*

The judge glared down at the defendant. "Do you mean to say you plead guilty to stealing a coat," he demanded, "and then have the gall to ask me to reduce your fine?"

"Well, your honor," explained the culprit, "it cost me two bucks to have the sleeves shortened."

—"Quote"

*One thing about doing your Christmas shopping early is that you're among the first to know what it's going to cost.*

Not only are customers doing their Christmas shopping earlier, they're paying later.

*Status Symbol: Anything you can't afford—but did.*

The visiting American and his English friend were driving through London when the latter mentioned that his windshield needed cleaning. "Windshield," the American corrected him.

"Well, over here we call it a wind-screen."

"Then you're wrong," argued the American. "After all, we Americans invented the automobile, and we call this a windshield."

"That's all very well, old boy," snapped the Englishman, "but who invented the language?"

# Letters to the Editor

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

Re: The Toastmasters Reading Plan. You are to be congratulated on this expansive and aggressive new program.

The descriptive information that I have received relative to this new program is in the usual high standards that you have set and sounds the call to a new and superior era for the great movement of Toastmasters International.

It is the fundamental educational enrichment that germinated into this great international organization and will carry it to succeeding higher heights in the future...

Richard G. Nelson  
The Nelson Company  
Los Angeles, Calif.

We would be very happy to have your members in the Illinois and Indiana areas interested in speaking in behalf of CARE contact this office.

We will be glad to offer an abundance of material and every possible assistance.

Charles W. Singer  
Director, CARE Midwest  
Regional Office for Illinois  
and Indiana  
1 South State Street  
Chicago 3, Ill.

Just a line to let you know that South Gate 26-51 is still in existence. Our summer programs have been out of this world, due to the hard work of all our members. We haven't gone dark for any reason whatsoever. We have had some of the most delicious outdoor banquets at our members' homes several times and will continue to do so as long as the weather holds out.

To tell the truth, it has really done wonders to swing many of our guests at these

affairs into the fold of brotherhood in Toastmasters, as only Toastmasters can do it. Now we are planning a bang-up affair for our coming officers installation. We are making good use of *The Toastmaster* at our meetings too.

Alex P. Gosper, Sec.  
Club 26-51  
South Gate, Calif.

All of my life I have had the fear of appearing before people. It took a Toastmaster friend two years to convince me to become a Toastmaster. It seems three months of Toastmasters helped me . . . Since then I have been doing my own auctioneering; I was MC of my own talent show for over a year over our local radio station. Now I have a 15-minute program, . . . am taping my own spots, plus an hour remote broadcast from my place of business, doing the MC-ing of the show. I owe most of this to Toastmasters.

Keith Berkshire  
Logansport, Ind.

I am a former member of Toastmasters International, Club 2154-U, Wiesbaden, Germany. I was happy to read the article in the September issue of *The Toastmaster* which rated Wiesbaden as "Toastmaster Town of the Month." It might interest you to know that the picture depicted on the cover is the Marketkirsche in Wiesbaden and further, I played on the great organ in that church as this is where I took lessons. I also am a past president of Club 2154.

John E. Pasch  
Captain, USAF  
Kincheloe AFB, Mich.

# New Clubs

(As of September 15, 1961)

- 591-6 ST. PAUL, Minnesota, *Vikings*, Wed., 6 p.m., Capp Towers Motel.
- 787-15 BUHL, Idaho, *Buhl*, Thurs., 6:30 p.m., R & R Cafe.
- 967-40 COLUMBUS, Ohio, *Businessmen's*, 2nd & 4th Tues., 7:30 p.m., Ft. Hayes Hotel.
- 1325-3 TUCSON, Arizona, *Davis-Monthan*, Wed., noon, Davis-Monthan Officer's Club.
- 1377-51 LONG BEACH, California, *Naval Base Los Angeles*, Wed., semimonthly, 11:45 a.m., BOQ Officers Mess (Closed), U.S. Naval Station.
- 1414-14 ROBINS AFB, Georgia, *Aircraft*, Wed., 9 a.m., East Wing, Base Cafeteria.
- 1649-8 ST. LOUIS, Missouri, *Military Personnel Records Center*, 1st & 3rd Tues., 12:30 p.m., 9700 Page Blvd.
- 1770-52 LOS ANGELES, California, *Windjammers*, 1st & 3rd Tues., 6:30 p.m., Clark Hotel.
- 1808-11 FORT WAYNE, Indiana, *South Side*, Tues., 7a.m., Sears, Roebuck Coffee House.
- 1856-38 AMBLER, Pennsylvania, *Wissahickon*, 2nd & 4th Mon., 6:45 p.m., Broad Axe Hotel. Butler Pike at Skipack Pike.
- 2153-U SUBIC BAY, Philippines, *Subic Bay Enlisted*, 1st & 3rd Wed., 7 p.m., Binictican Valley Golf Course Club House.
- 2173-45 MONCTON, New Brunswick, Canada, *Hub City*, Tues., 6 p.m., Marcil's Restaurant.
- 2491-37 CHERRY POINT, MCAS, North Carolina, *Globe and Rocker*, 1st & 3rd Wed., 7 p.m., Staff NCO Club.
- 3003-47 POMPANO BEACH, Florida, *Pompano Beach*, Thurs., 7 p.m., Ocean Ranch Villas, 1110 S. Ocean Blvd.
- 3136-36 BEL AIR, Maryland, *Bel Air*, 1st & 3rd Tues., 6:30 p.m., Bob Turley's Bowl.
- 3357-U MONTERREY, N. L., Mexico, *Club Toastmasters de Monterrey*, 2nd & 4th Thurs., 8:30 p.m., The Gran Hotel Ancira.
- 3366-14 WARNER ROBINS, Georgia, *Town Talkers*, Mon., 12:30 p.m., Sandman.
- 3367-34 NORWICH, New York, *Norwich*, alt. Tues., 6:30 p.m., Bluebird Restaurant Annex.
- 3368-14 WARNER ROBINS, Georgia, *Aerospace*, Thurs., 12:30 p.m., Robins AFB Restaurant.
- 3369-24 OFFUTT AFB, Nebraska, *Ramrod*, Thurs., 11:30 a.m., NCO Club, VIP Room.
- 3370-34 SYRACUSE, New York, *Hancock Field*, Tues., 11:30 a.m., Non-Commissioned Officers Open Mess.
- 3371-U LABRADOR CITY, Labrador, Newfoundland, Canada, *Nascopie*, alt. Tues., 9 p.m., Lake Carol.
- 3372-18 LONDON, England, *Knightsbridge*, alt. Mon., 7:30 p.m., Lindy-Lou Restaurant, 86 Brompton Rd., S.W.S.
- 3373-56 SAN DIEGO, Texas, *Duval County*, Tues., 6:30 p.m., Windmill Cafe.
- 3374-14 ROBINS AFB, Georgia, *ACTRON TOASTERS*, Fri., 12 noon, Hannah Room.
- 3376-59 STEAD AFB, Nevada, *Peavine*, Thurs., 11:30 a.m., Chapel Annex.
- 3378-47 JACKSONVILLE, Florida, *Atlantic Coast Line*, Wed., 7:30 p.m., Room 911, Coast Line Bldg.
- 3380-2 SEATTLE, Washington, *Temple*, 1st & 3rd Thurs., 6:30 p.m., Piedmont Hotel, Seneca & Summit.
- 3381-42 SWIFT CURRENT, Sask., Canada, *Frontier*, Fri., 6:30 p.m., The South Side Diner.
- 3383-2 SEATTLE, Washington, *SEA-WE-TEL*, Tues., 4:30 p.m., Western Electric Company, Inc., 1730-8th Ave. So.

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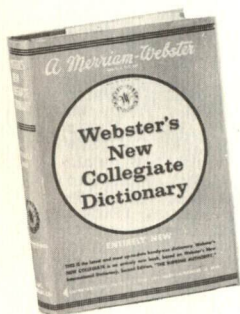
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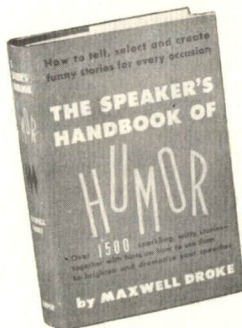
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Canada          728 West 45th Street, Kansas City 11, Missouri          10121 Toltec Road NE, Albuquerque, New Mexico          432 South 88th Street, Omaha, Nebraska          8643 Chadbourne Road, Dallas, Texas          1545 Deilwood, Boulder, Colorado          2318 Fountain Way, Fresno, California          3164 Merrill, Apt. 205, Royal Oak, Michigan          312 South Palafox Street, Pensacola, Florida          1486 Wicke, Des Plaines, Illinois          Westland Drive, Spencer, Massachusetts          P. O. Box 115, Buckley, Washington          73 Willis, Richland, Washington          333 E. Washington Street, Syracuse 2, New York          P. O. Box 146, Chippewa Falls, Wisconsin          P. O. Box 585, Washington 4, D. C.          P. O. 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Box 686, Sparks, Nevada          86 Earl Street, Kitchener, Ontario, Canada          257 St. Paul Street, Cap de la Madeleine, Quebec, Canada          1109 Cawood, Lansing, Michigan          216 City Hall, Chattanooga, Tennessee          163 Greendell Avenue, Winnipeg 8, Manitoba, Canada          80 St. Amelia Drive, Tonawanda, New York          5953 Gainor Place, Norfolk 2, Virginia</p>
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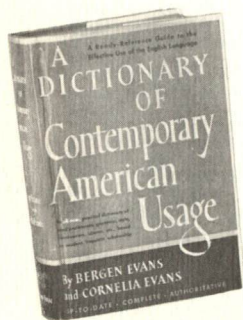
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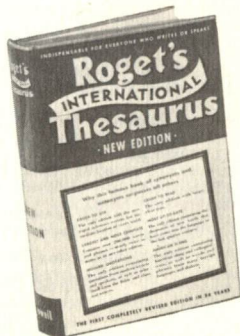
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