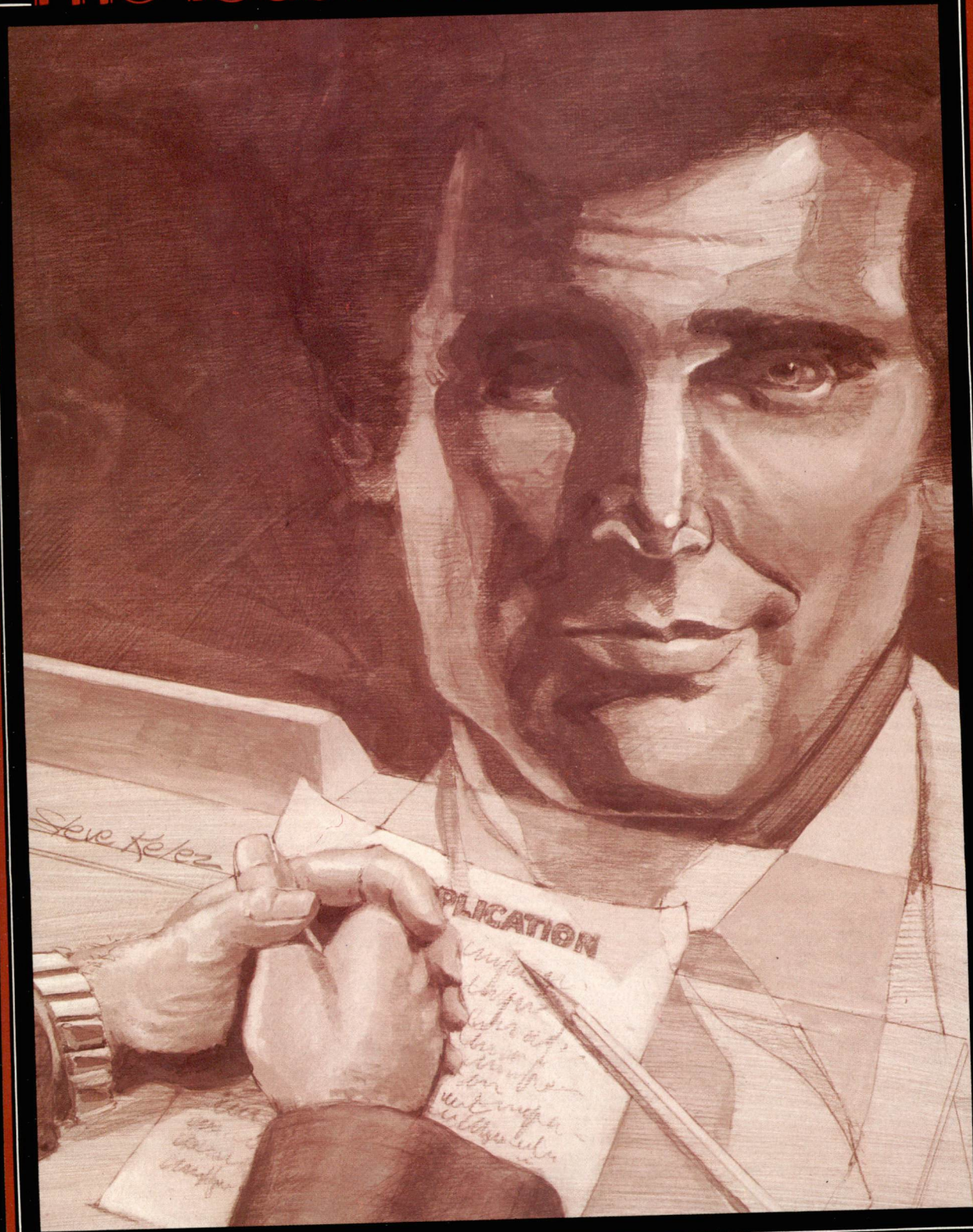


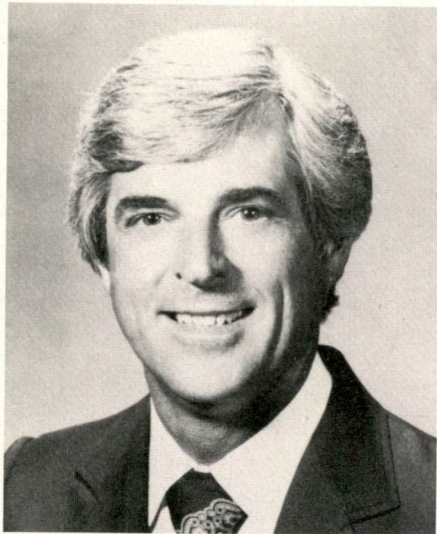
# The Toastmaster

DECEMBER 1981



**The Successful Job Interview, From Both Sides**





## Cultivating Club Friendships

I read recently that membership in most of the service clubs, veteran groups and other special affinity groups has been on the decline for many years. Toastmasters, on the other hand, has experienced the greatest growth period of its history by almost doubling our membership in the past five years.

What makes our organization grow while others do not? I have felt for a long time that it's the way that Toastmasters builds friendships. Men and women come to Toastmasters to learn to communicate, but they find friendship, too.

Before I joined Toastmasters, I was quite shy, inhibited, insecure and afraid of crowds. I never even went to parties because I seldom knew anybody there and usually just stood around by myself, ignored by the others.

When an acquaintance invited me to a Toastmasters meeting, I hesitated to go. Why should I deliberately expose myself to misery again? When I walked into the meeting, I had already resigned myself to several hours of discomfort.

But by the end of the meeting, I was glad I hadn't let my fears keep me away. From the moment I walked through the door, I was greeted with open arms. Every one of the twenty or more members greeted me with smiles. Each one

chatted with me and made sure I was comfortable. They *cared* about me. Not once was I left alone or ignored. And it wasn't just because I was a guest, either. Even after I joined, the camaraderie continued. I even developed close friendships with several other members, and joined them in activities outside the club. That was 18 years ago, and these people are still my friends.

This wonderful opportunity to make new friendships and thus enjoy ourselves in Toastmasters is one of the keys to our success. A club that is successful, growing and accomplishing its educational goals is more likely than not a friendly club—made up of a group of people who enjoy being with one another.

This friendliness is what can make our clubs attractive for others to join. The warm, caring, friendly atmosphere that says, "Here are people who care that I succeed, become a better speaker, a better person and reach my goals."

These are the opportunities that friendship creates—it both adds to our personal fulfillment and supports the development of effective communication skills.

I've found that in Toastmasters, you can visit a club even in a different city and always find a friend. Why is this? For one thing, the cornerstone of our entire program is evaluations and to evaluate you have to care. This atmosphere of caring produces friendship. It continues too, because members want to return that caring and pass it on to others so they can be helped, too.

How can we do more to build friendships in our clubs? The best way is to open our clubs up to newcomers, really make an effort to bring guests into our clubs and then make them welcome once they are there. We need, too, to recognize the social aspect of Toastmasters—that learning and enjoyment are equal partners. This is why new types of clubs such as singles group clubs, etc., are very important.

Friendship is the opportunity to work together, play together, laugh together and take pride in each others' accomplishments. And that's what Toastmasters is all about.

*William D. Hamilton*

William D. Hamilton  
International President

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Santa Ana, CA 92701  
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# Contents

DECEMBER 1981  
Vol. 47 No. 12

## features

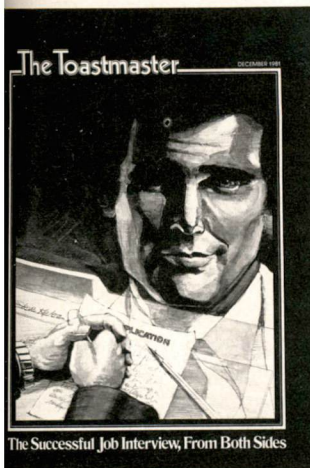
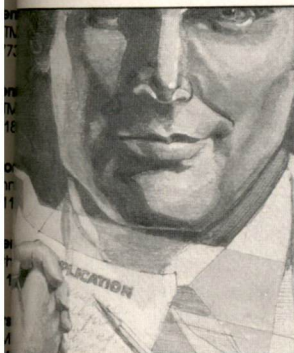
- 5 The Potent Pause**  
by Thomas Montalbo, DTM
- 8 Beat the Party Dreads**  
by Phil Miller
- 10 Conquering Procrastination**  
by Henry C. Everett, M.D.
- 13 A Balancing Act**  
by Joseph G. Lagnese
- 14 Don't Manage Out of the Office**  
by Jeff Davidson
- 17 The Successful Job Interview, From Both Sides**  
by Dorrine Anderson Turecamo
- 24 Vocal Variety**  
by David P. Lewis, ATM

## departments

- 4 Letters**
- 12 Speakers Forum**
- 21 How To ...**
- 23 Update**
- 26 Laugh Lines**
- 27 Hall of Fame**
- 30 TI Subject Index**

## COVER

How you handle yourself during a job interview can send you swiftly on your way to your dream career or keep you forever in the realms of a boring, tedious job. But how do you know what to say and do during this critical time that will get you the job you want? In this month's cover story, Dorrine Anderson Turecamo reveals how to sell yourself to prospective employers. You'll learn about the problems you may encounter and the questions you'll be asked (as well as how to answer them) and what prospective employers are thinking as they observe your actions and listen to your answers.



Published monthly to promote the ideals and goals of Toastmasters International, an organization devoted to helping its members improve their ability to express themselves clearly and concisely, develop and strengthen their leadership and executive potential and achieve whatever self-development goals they may have for themselves. Toastmasters International is a non-profit, educational organization of Toastmasters clubs throughout the world. The first Toastmasters club was published by Dr. Ralph C. Smedley on October 22, 1924. Toastmasters International was organized October 4, 1930 and incorporated December 19, 1932. This special publication of Toastmasters International carries authorized notices and articles regarding the activities and interests of the organization, but responsibility is assumed for the opinions of authors of other articles. Second class postage paid at Santa Ana, California. Copyright 1981 by Toastmasters International, Inc. All rights reserved. The name "Toastmasters" and the Toastmasters emblem are registered trademarks of Toastmasters International, Inc. Marca registrada en Mexico. PRINTED IN U.S.A. □ All correspondence relating to editorial content and non-member subscriptions should be addressed to THE TOASTMASTER Magazine, P.O. Box 10400, Santa Ana, California 92711. Phone (714) 542-6793. All other circulation correspondence should be addressed to Membership Department, P.O. Box 10400, Santa Ana, California 92711. Non-member price: \$9.00 per year. Single copy: 75¢.





## Critiquing "Evaluation"

I have noticed that Toastmasters use the word "evaluation" when reviewing speeches. I believe the proper word is "criticizing" or "critiquing."

Webster defines "critic" as "A person skilled in judging the merits of literary works; a judge of merit or excellence in the fine arts, etc."

"Evaluation" is defined as "(be worth) to appraise — to set a price on. To estimate and fix the value of goods, etc."

As I see it, you *evaluate* the worth of a material thing, such as a diamond ring, a gold watch or a building. But you *critique* a speech, a work of art or a theatrical performance.

Now that I finally have this off my chest, perhaps I can sleep better tonight.

Emerson Tichenor  
Indianapolis, Indiana

## A Toastmaster Addict

I picked up a Webster's Dictionary, looked up the word "addict" and found, "One addicted to an evil habit. Devoted; wholly given over to something or someone, e.g. drugs." Most people, when they hear or think of an addiction, think of something that is bad; note the word "evil" in the above definition. But people who think that way are mistaken—and that includes the dictionary I used. People can be addicted to something that's good for them as well as something that's bad.

I'm a morning person. I get up between 5 a.m. and 6 a.m., wide awake and looking for something to do. I've joined three Toastmasters clubs, each meeting one morning a week. They're all excellent, stimulating clubs. If I'm unable, for whatever reason, to attend a meeting of any of these clubs, I feel bad. I'm addicted to them — but it's a good addiction.

Many addicts experience a sense of euphoria while indulging in their habit — a sudden feeling of true happiness. I've experienced this "rush" at Toastmasters meetings. I'll be giving a speech and suddenly feel I'm doing well. I know my speech, it's interesting, my fellow Toastmasters are attentive and the sub-

ject matter is holding their attention. The "high" comes. I realize I don't need my notes and I leave the prepared text, speaking with more precise words, better descriptions and better eye contact. This "high" may last only two or three minutes, but while it lasts I feel euphoria. The rush sometimes occurs during a meeting even though I'm not a major part of the program. Some meetings everything clicks: the table topics are interesting and thought-provoking and the speeches are informative. There's good humor and fellowship. It's great.

So I have three positive addictions on three different mornings. I leave for work after my Toastmasters meetings feeling refreshed and stimulated. Is that so bad?

Harry Rowe  
Richmond, Washington

## In Defense of the Motivational Speech

I disagree with the Toastmasters who decry the unwillingness (or inability) of contest speakers to speak on controversial subjects.

A speaker has two obligations to his audience: to deliver a speech of concern and interest to *as many* members of his audience as possible, and do it efficiently in the time allowed.

The "traditional" topics of controversy, such as abortion, arms control and capital punishment, don't have the universal appeal that inspirational or motivation speeches do. Even if they *did*, it would be foolhardy to try to even superficially cover such subjects in the seven-and-a-half minutes allotted. (I, for one, would like the time limit increased so a greater range of topics could be included.)

Also, I am not so sure that the winning contest speeches are as devoid of controversy as some Toastmasters suggest. A listener might have to search deeper for it, but it's usually there. Too many of our speakers (especially beginners) deliver speeches on the same trite, traditional, controversial subjects: the same problems, the same solutions. We shouldn't forget the 'thinking' por-

tion of our Toastmasters motto. And the inspirational/motivational speech offers us the greatest opportunity to think. Remember, our obligation is not only to stimulate the cranium, but the heart and soul as well.

I have never encountered "sloppy judging," as the author of the article suggested. The judging that I have encountered (as both a winner and a loser in speech contests) has been done by conscientious and fairminded Toastmasters, who, at the very least, had an opinion not like *some* of those in the audience.

I suggest these contest critics put away their seven-minute speeches on "The Problem with Nuclear Energy" or "Busing," then sit down and create a speech that will encourage people to examine their lives, goals, aspirations and values. It's a tougher job, but will be far more rewarding, both for themselves and their audience.

Jeff Young, ATM  
Los Angeles, California

Editor's Note: Jeff Young was the winner of the 1980 International Speech Contest and placed second in the 1979 International Speech Contest.

## Valuable Tips for Impromptu Speeches

John Hartley's basic pyramid structure for an impromptu speech (September, 1981) proves, without qualification, the power of the pyramid. It's an effective, usable method, and should dispel any doubts one may have about giving an impromptu speech. The article certainly supports Dr. Ralph C. Smedley, our own late founder, who pointed out that "training in impromptu speaking is valuable beyond our imagination, provided we use it right."

The piece, however, does pose a problem for me. When Mark Twain — his "famous American orator" — quipped that to prepare a good impromptu speech would take him about three weeks, was he really thinking about preparing for an impromptu or an extemporaneous speech?

Michael L. Wardinski, DTM  
Alexandria, Virginia



# THE POTENT PAUSE

by Thomas Montalbo, DTM

A pianist was once asked why some professional musicians make beautiful music and others don't, though all play the right notes in the right order. He replied, "The important thing is not the notes but the pauses between the notes."

As in music and acting, the pause is a potent technique in public speaking. Winston Churchill, who used pauses perhaps more often than any other great speaker, once said, "I made a pause to allow the House of Commons to take it in. . . . As this soaked in, there was something like a gasp."

Another frequent user of the pause was Mark Twain, who described it as "that impressive silence . . . which often achieves a desired effect where no combination of words, however felicitous, could accomplish it."

Will Rogers enhanced his humorous speeches with well-laced pauses. Jack Benny's pauses brought him fame and fortune. Bob Hope sharpens the punch lines of his jokes with pauses. Another master of the pause is Paul Harvey, whose son, a concert pianist, says his father's dramatic pauses have even influenced his music.

Yet many speakers shudder as they

imagine that pauses suggest they've lost their place. So they rush through their words or use distracting sounds like "ah" and "er." Instead, they could help both themselves and the audience by pausing.

Here are nine ways you can use the potent pause:

- **To punctuate a speech.** A printed piece that lacks punctuation confuses or frustrates readers. Audiences react the same way to speeches without pauses.

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## The pause alerts the audience to listen for your next words.

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Just as punctuation marks denote stops of varying degrees, so do pauses range from a split second to several seconds. Because punctuation is for the eye and pausing for the ear, punctuation and pauses don't always coincide, as in this sentence from one of Churchill's speeches (slant lines show pauses):

"Let us, therefore, / brace ourselves to our duties, / and so bear ourselves / that,

if the British Empire and its Commonwealth / last for a thousand years, / men will still say, / 'This / was their finest hour.'"

By pausing after "This" where there's no comma, Churchill made sure the audience wouldn't miss the words that followed.

- **To control breathing.** That's why some speakers phrase their thoughts to allow themselves places to pause and inhale. These pauses not only enable them to refill their lungs but also give audiences a breather. The pause as a moment of refreshment was the basis of the Coca-Cola Company's advertising slogan, "The Pause That Refreshes."

- **As a transitional device.** By taking the place of words to denote passage from introduction to body to conclusion and between different ideas, pauses reduce wordiness and polish delivery. They say in effect, "I'm leaving this part of my talk and going on to the next" or "So much for that idea, now here's another." But they say it without using those or similar words that often make speakers sound as if they were escorting the audience on a guided tour.

- **To help create humor.** Churchill said



in a speech, "We have a higher standard of living than ever before. We are eating more." He paused. This gave him everybody's attention. The audience saw him gazing at his ample round belly. Then, as an aside, he said, "And this is very important."

In telling a humorous story, pause just before you come to the punch line. This alerts the audience to listen expectantly for your next words. Then deliver the punch line. Pause again to let the listeners get your point and laugh. This is important because laughter is catching and spreads rapidly. First one laughs, then another and then others. In a few seconds all are laughing.

#### Closer Communication

- **To make questions more effective.**

Questions in speeches should be followed by pauses. If you want the audience to reply aloud, you have no choice but to pause. If you answer the question yourself or it implies its own answer, pausing after the question allows the listeners time to think about the response. This draws them in as unspoken but absorbed participants. In any case, the pause after a question or a series of questions results in closer communication with the audience. This has been the experience of past and present speakers who have used this question-pause technique to get their points across.

Patrick Henry, the outstanding orator of the American Revolution, frequently used this device with rhetorical questions. Edward Cornish, president of the World Future Society, asked and answered eight direct questions in a recent speech at the Harvard Business School Club in Washington, D.C. He sprinkled the questions throughout his talk, using them to develop a problem-cause-solution framework. Starting with "What are the symptoms of our economic crisis?" he went on to "How did we get ourselves into this mess?" and ended with "So what can we do to restore our economy to health?"

- **To quiet down the audience.** After you're introduced to speak, there's automatic applause. When it stops, before you begin talking, wait for the audience to settle in the seats. After you say "Mr. Chairman," pause again slightly and continue with "Ladies and Gentlemen." Pausing before you start speaking and between the salutation and introduction gives you poise and rivets the audience's attention as you make the first impressions.

- **To enhance your introduction.** The Roman orator Cicero said that the introduction must make the audience "well disposed toward the speaker, attentive to his speech and open to influence." These results can be achieved in your opening words with the help of pauses. That's what Joseph E. Reid, president and chief executive officer of the Superior Oil Company, did in a recent speech to the Houston Association of Petroleum

Landmen. Here's how he began his talk:

"You and I have heard it all already. The energy crisis / the need for domestic energy supplies / OPEC / government bureaucracy / and on / and on. We've heard it all. We know it too well. We've told it to each other in places like this / and we've listened to others tell it. So, what's the matter? / Why is it that Americans still don't believe there's a real energy crisis? / Why is it that the oil industry is still our favorite national villain? / If we're so right, / how come nobody listens? /"

- **To emphasize your main points.**

The body of your speech, containing most of your material, provides many opportunities for using pauses to point up thoughts. Silence signals the listeners as if you were telling them, "Now hear this" or "Let this sink in." Franklin D. Roosevelt often paused between phrases for emphasis. In his first inaugural address, speaking about "the unscrupulous money changers," he said:

"They know only the rules of a generation of self-seekers. They have no vision, / and when there is no vision / the people perish. The money changers have fled from their high seats in the temple of our civilization. We may now restore that

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## Pausing before you start to speak will give you poise.

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temple / to the ancient truths. The measure of the restoration lies in the extent to which we apply social values / more noble than mere monetary profit."

Notice how Roosevelt arranged words into short phrases for pauses and for a change of pace mingled them with longer phrases or entire sentences without pauses.

Churchill, in a speech describing Adolf Hitler as a "monster of wickedness" and "this bloodthirsty guttersnipe," said, "We have but one aim and one single irrevocable purpose. We are resolved to destroy Hitler and every vestige of the Nazi regime. From this / nothing / will turn us." The pause just before and after "nothing" strengthened Churchill's message and heightened its dramatic effect by directing the audience's attention to that word as if he were pointing his finger at it.

When Lincoln said at Gettysburg, "...we cannot dedicate — we cannot consecrate — we cannot hallow — this ground," by pausing at the three dashes he focused maximum attention on those word-groups and gave greater significance to the solemn occasion.

#### Convey Meaning With Power

- **To dramatize your conclusion.**

As Patrick Henry was nearing the conclusion of his "call to arms" speech before

the convention of delegates in Richmond, Virginia, he asked a series of rhetorical questions: "Why stand we here idle? What is it the gentlemen wish? What would they have?" Here, according to eyewitnesses, he paused. Then he asked another question, "Is life so dear, / or peace so sweet, / as to be purchased at the price of chains and slavery?" He paused again, looked around the room, searched the faces of the delegates for their reactions and ended with, "Forbid it / Almighty God! I know not what course others may take, / but as for me, / give me liberty, / or give me death!"

Henry used his moments of silence to convey his meaning with power. His pauses made his listeners concentrate sharply on what he said and was about to say. Besides adding dramatic impact, his pauses were pregnant with meaning, that is, thoughts and feelings continued to manifest themselves as the audience digested his words.

The power of pauses works just as effectively in speeches about everyday affairs. Just before you come to the end of any speech, signal ahead to your audience that you're reaching your conclusion. Step forward on the podium or lean forward if you're behind a lectern. Then pause. Now every eye is focused on you and every ear is tuned in to you as your audience looks forward to what's coming next.

Pauses at appropriate points during your closing statements, as in Patrick Henry's speech, will create a cumulative effect and make your last words stand out compellingly. When you finish talking, remain standing as you pause for a second to let your words register a final impression. Then bow slightly and return to your seat.

As in the case of the professional musician and actor, the use of the potent pause makes the public speaker more effective. The old saying, "Silence is golden," aptly applies to music, acting and speaking. By dramatizing the contrast between sound and silence, the pause compels attention, facilitates understanding and deepens emotion. There's more to communication than words; pauses can make silence more eloquent than words.

Giving a speech with pauses draws out the fullest meaning from language in expressing thoughts and feelings. That's why great speakers have used the pause to add power to their speeches. And the potent pause will work for you, too. 🗣️



Thomas Montalbo, DTM, is currently a member of Sparkling Toastmasters Club 3602-47 in St. Petersburg, Florida. A former financial manager for the U.S. Treasury Department, he is a frequent contributor to The Toastmaster.



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Putting your Toastmasters skills to work at parties and other social gatherings.

# Beat the Party Dreads

by Phil Miller



**A**n award-winning Toastmaster whose performance behind a lectern is near perfection and whose table-top responses delight and entertain us every meeting, tells me that he dreads parties because they make him feel tongue-tied and uncomfortable.

I know successful politicians, ranking military officers and famous entertainers who panic when faced with a room full of friendly people.

Why should a party have such a dreadful connotation to intelligent people who lead active, interesting lives and have developed excellent verbal skills?

"Because there's no form to a party," says my Toastmaster friend. "There are no introductions and it's hard for me to approach someone I hardly know or have never met, and start talking. What if he rejects my conversation with a cold answer or worse, turns away? Everyone there will see my rejection and laugh at me."

Many people have the same dreadful thoughts. Of course, such rude behavior is not likely to occur at any party.

Loosely structured social gatherings, such as cocktail parties, are designed to give guests opportunity to circulate and to have person-to-person contact in

## To have fun, you've got to get yourself into the right state of mind.

a pleasant, relaxed atmosphere. They are a boon to those of us who work in fields which require wide public acquaintance.

In addition, they're meant to be *fun*.

You can beat the dreads and win your share of fun at a party if you put things in proper perspective and use your Toastmaster training to your advantage.

Unlike meetings, sales presentations, speeches and other structured events, parties have no agenda. You enjoy them and you profit by your attendance in direct proportion to the effort you extend towards making them successful for yourself.

First, get yourself into the right state of mind.

"I feel that everyone's watching me and that they all know how uneasy I am," my Toastmaster friend says. "If no one speaks to me immediately, I panic because I'm certain everyone notices and believes that I'm unpopular and unworthy to be part of their group. If someone does speak to me, I'm liable to grunt and make an unintelligible, one-word reply because my mind is preoccupied trying to find a way to appear at ease."

With all that going through his mind, it's no wonder he dreads parties.

### A Common Problem

What he fails to realize is that many



the other guests are thinking exactly the same thing. In fact, probably the majority of people at any unstructured gathering are thinking of themselves and their appearance so intently they don't have time to notice anyone else!

Once you fix this simple fact firmly in your mind, you can stop centering your thoughts on yourself and look around. It becomes almost perverse fun to observe how others nervously preen and furtively search for someone to rescue them from their imagined wallflower status.

All it takes for you to be a knight on a white charger is an appropriate phrase that bursts their bubble of anxiety and permits conversation.

What's an appropriate phrase?  
Here's where Toastmaster training gives you an edge.

Remember your table-topic talks? Well, mentally put together a short introduction, body and conclusion on a subject general enough to interest anyone. Then speak to another guest at the party.

Your introduction has to be a very short statement or question. It can be as direct as "Hello, I'm Phil Miller." Or it could be as innocuous as "That's a pretty dress you're wearing." You could even be as flippant as to say, "Boy, the rumaki is lousy."

Usually you'll get an equally short reply such as "Hi, I'm June Alexander," or "Thank you" or "What's rumaki?" Now the ball's back in your court. Return it with Toastmaster finesse.

Ask a question or make a statement that requires more than a single word reply. "What do you think of Frank's move to a new agency?" or "What is the color of your dress? It's something between pink and purple, isn't it?" Or you could say "Everyone thinks of rumaki as an ancient Polynesian dish, but it was really invented by Don the Beachcomber in Los Angeles in 1972. What's your favorite Polynesian food?"

After a couple of these verbal volleys, conversation should follow without difficulty.

The best conversationalists listen for gratuitous information supplied by the other person. When a juxtaposition of subjects occurs, that's a signal your fellow guest wants to tell you something about the new subject. Fuel the conversation with a lead that allows discussion of whatever it is he or she wants to talk about.

"Frank will do well in the new agency. Work there too," she says.

"Oh? Are you also a copywriter?" you ask.

"It's mauve," she says. "I had a 'vette the same color once."

"I love sports cars but I've never owned one," you say. "Do you drive a corvette now?"

"I don't like Polynesian food. I spent four years on Tuamotu and got sick of it," he says.

"Got sick of Polynesian food or Tuamotu?" you ask.

If you're at the party to meet possible clients, work something into the conversation that will interest people in meeting you professionally. Give them your card and accept theirs, but *never* try to make a deal at a social gathering. That would be tacky.

#### Exit Lines

Don't spend the entire party with one person or one group. Circulate. Use a concluding phrase to take your leave and depart with a few complimentary words.

"I think I see Frank and I haven't said hello to him yet. I'm glad we've met, June," or "I'm going to search for another drink. And I will take you up on your offer of a ride in your 'vette," or "I see they've put out some Tuamotuan shark rolls. Your shipwreck experiences are interesting; I hope we'll continue our conversation later."

Then you may initiate conversation with another person, or talk to Frank, or get another drink, or eat shark rolls.

That's really all there is to party conversation. Not so dreadful, is it?

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## Don't drag along uninterested friends — you'll meet more people.

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There is a particularly rewarding, bonus experience available at almost every party.

Often there are one or two persons at the party whose serious, sour demeanors give the impression that they'll bite the head off anyone who dares speak to them. They stand back close to the wall, cocktail tightly clutched in one hand, eyes focused on a point across the room, refusing to make eye contact with any guest.

The truth is that these up-tight, scared people would love to meet and talk with other people. Fear that no one will approach them forces self-defense in the form of an "I don't need anyone" stance so that, if no one does talk to them, it will look as though they didn't want attention anyway.

It takes only a little more courage to speak to these sour-pusses. If you manage to pull them into conversation, even though chances of scintillating dialogue are slim, you'll know you eased a burden from troubled people for at least a few minutes. That's a bonus you can reap after you feel secure in your party role.

#### Confidence Boosters

Until you've gained confidence, you may take some actions before the party to help you feel less threatened.

Wear freshly cleaned clothing. Dress

early and conduct an inspection in your mirror. See that even the tiniest details are perfect. Clip loose threads from your clothing; see that your dress or trousers are precisely the correct length; shine your shoes; comb your hair the exact way you want it.

It's true no one is likely to notice minuscule imperfections, but knowing that your appearance is as perfect as you can make it is inexpensive insurance that helps your self-confidence when you're going to meet others.

Later, you'll go to parties directly from work in clothes you've worn all day, without being overly concerned about your appearance.

Update yourself on current events by reading the newspaper and a weekly news magazine. It will fortify your conversation with solid information. Pay special attention to subjects of most interest to the people you're likely to meet at the party. Relate something in the news to a personal experience. It's even better if you can tell it in a humorous way. You can build your conversation around such material.

If you take your spouse or friend, tell them about the people you expect to be there. Enroute, mention some of the news you've read about. Be careful, though, that you do this in an apparent off-hand manner. Don't sound like General Patton briefing the troops.

If your spouse or your friend hates parties and he or she hasn't read this article, and especially if he or she says something like "I'll go if I have to, but I don't want to go," GO ALONE!

As a novice, you may have a difficult time yourself and you don't need to drag a bored, mute, possibly hostile, lump around beside you. It's their loss, not yours. Your mobility is increased without them. You'll meet more people and you'll be able to relax and engage in more interesting interchanges.

You fight the party dreads primarily by remembering that the majority of guests are as insecure as you feel and are too intent on their worries to bother watching you, and by making a short mental outline, a la table-topics, when you talk with anyone.

You may attend scores of parties, battling the dreads for all of them, then finally one day you find you're actually looking forward to going to one.

That'll be the day you've beaten the party dreads! 🗣️



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**H**ow long have you been promising yourself you would start an exercise program, catch up on your correspondence, make an appointment with someone you want to meet, begin a construction project, do a specific repair job or read a certain book?

If you are like a large percentage of people, you probably never get around to doing these things. You really mean to, but you find yourself making excuses, like: "This is a terribly busy week." "I have something else to do first." "I'm not feeling up to it now." "I think I'll take a look at the TV guide and see what's on."

Even Sigmund Freud admitted that he was a procrastinator when it came to writing "duty" letters such as thank-you notes. When he analyzed himself to find out the reason for his procrastination, he found that he had an unconscious "counter-will," as he called it; unconsciously he felt that writing duty letters was a form of groveling obedience to authority figures. So he kept "forgetting" to do so.

You, too, can analyze the reasons for your procrastination. But before discussing *how* you can do this, let's dispose of two popularly misused notions: "laziness" and "lack of will power."

The term "will power" is nothing but a put-down. When you are told that you can get something done if you use will power, the advice is utterly worthless. It merely makes you feel that there is something you lack and that you are, therefore, an inferior person. There is no scientific meaning attached to the term "will power," so we will abandon it here as being useless and harmful.

"Laziness" is also a useless word if it is employed as an explanation rather than a description of a state in which one is less energetic than one wishes to be. The explanation for a state of laziness should be scientific, not moral or judgmental. Therefore, to arrive at the various psychological reasons behind procrastination, let's forget not only "will power," but "laziness," and use the scientific term "impedance" — which means anything that is keeping you from carrying out your intentions.

If you think about one of the specific things you have been putting off and try to objectively analyze your reasons for procrastinating, the results of your analysis might surprise you. For example, you may discover that you have been negatively motivated by peer pressure, unjustified feelings of obligation or a desire to create or preserve an image. Having made this discovery, you will readily understand why your project did not seem valuable enough to override these reservations.

That realization could be a disappoint-

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## Very often, the reason for procrastination is some inner fear.

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ment, but it could also be a big relief. Now you can stop feeling guilty about never getting around to that project, forget it and free your mental energy for something else.

Very often, the reason for procrastination is some inner fear, such as being afraid to make a mistake when you fill out some particular form. Unconsciously you may be asking, "Will the teacher flunk me?" "Will the government send me to jail?" "Will I be told that I am stupid and worthless?"

What is it that impedes you from writing that letter, paper, article or book? Perhaps this, too, is fear — an unconscious fear of criticism or even ridicule. Once you put your thoughts down on paper, you are exposed, naked. To many people, exposing their thoughts is as dangerous as walking in front of a speeding car.

Putting off your plans to meet a certain person may indicate an unconscious fear of rejection. Once you realize that, you can tell yourself that rejection does not mean you are an inferior person; it may simply mean that the other person doesn't know what you have to offer.

Suppose the person you want to meet

is important and, therefore, very busy — and as a child you were taught not to bother busy people. In that case, it is guilt that is impeding you. The rule which was useful in childhood will have to be reconsidered if you are to succeed as an adult.

Fear and guilt are examples of *psychological* causes of laziness and procrastination. Endogenous depression is an important *physiological* cause.

As an example, let's take the case of the 37-year-old electronics engineer whom we will call John Blair. John was not being productive at work, and he was having increasing difficulty getting himself off to his job in the morning. Although he had formerly been considered brilliant in his field, he was now saying that his work no longer interested him.

Other things had also ceased to interest him. He no longer seemed to care about food, hobbies, friends or even his children. All he seemed to want to do on weekends was to sit in his easy chair and sip martinis.

Under some protest, John went to a psychiatrist. Through a series of questions, the doctor learned that John blamed himself for his condition; he felt worthless, hopeless and had thought vaguely of suicide. Furthermore, he had experienced a similar period of depression 10 years earlier that had interrupted his graduate school studies. The doctor also learned that John's father had suffered a "nervous breakdown" when John was small and had been given shock treatments.

Convinced that John was suffering from endogenous depression — a physiological state in which one's thinking is slowed down and the ability to enjoy things is gone — the doctor prescribed maprotiline, the newest of the antidepressants. Used for some time in Europe, this medication has only recently been approved for marketing in this country.

One week after starting the medication, John noticed that he was already beginning to feel better. After two weeks, his old interests in his work and in his family had returned. He will continue taking the antidepressant for at least six months to prevent relapse.

Sufferers from endogenous depression tend to blame themselves for their condition, not recognizing it for the physiological illness it is. The drugs used to treat it are not addictive, not tranquilizers and give no "high." They do for endogenous depression what insulin does for diabetes.

Procrastinators whose problem is not physiological have countless ways to psych themselves up to a task. Four excellent methods are: (1) arousing enthusiasm, (2) easing the pain, (3) making it impera-

# CONQUERING PROCRASTINATION

Overcoming the "I'll do it tomorrow" syndrome will put you back in control of your life.

by Henry C. Everett, M.D.



and (4) removing temptation.

### Arousing Enthusiasm

Have you ever noticed how strong your resolve to get a job done can be when you are not in a position to act on it right away? And have you also noticed how that zeal can fizzle when the time comes? As a corollary to Murphy's Law—"if anything can go wrong, it will"—you might say that enthusiasm for getting a job varies inversely with the opportunity to act on it.

How can you bring that enthusiasm to bear at the time for action? One approach is to make a note of all the thoughts that occur to you when you are full of zeal. Write your state of mind on paper and read your notes for the time when the opportunity arises to act. In the meantime, review your notes at regular intervals so you won't forget them. Place them on your bathroom mirror, your desk or other place of work, or anyplace else where you won't miss them when they are needed. When you review your notes, ask yourself what was going on when your strongest motives were strongest. Was there a special kind of music being played? What created the atmosphere? Look for ways to reproduce that atmosphere and act on your impulses when they occur.

### Easing the Pain

Almost any task can be cut down to size. Start small. If you have 10 letters to write, get a three-liner off to one person now. Forget about the time you are going to sit down and get them all done. If you are going to start running, make it short and easy.

All tasks have two components: planning and execution. People can be paralyzed because they have not separated the two factors in their minds. Under these circumstances, a task can look more formidable than it is, as is often the case with writing letters. Thinking of what to say on one job, and putting it on paper is another. Do the former before attempting the latter, or you may become frozen on a blank sheet of paper.

Much of behavior-modification therapy is based on the principle of "small units." With this principle, you set up sessions in which you minimize time, intensity or both. For example, a typical problem for which behavior modification is used is phobia. Let's say the patient has an intense fear of spiders. You might start by displaying a picture of a spider on the other side of the room, and stop at the moment the patient shows discomfort. You proceed, perhaps, to a dead spider in an increasingly close range and longer intervals, stopping short of any great discomfort. You can then go by steps to live spiders.

### Making it Imperative

A friend of mine used to have trouble getting up in the morning; he would inevitably shut off his alarm clock and fall back to sleep. To solve the problem, he

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used the "imperative" approach: he placed the alarm clock on the other side of the room.

Another "imperative" approach to solving a problem is to simply announce to people that you are going to get a thing done at a certain time. The very announcement — such as telling your friends you're going to go jogging with them — serves as a commitment, and you will probably follow through.

In the treatment of a drinking problem,

## Rejection doesn't mean you're an inferior person.

a drug called antabuse is often used as an "imperative" commitment. Since you know that the interaction of alcohol and antabuse is horrible, you commit yourself to becoming a teetotaler for the day by taking an antabuse tablet in the morning. You do not have to keep deciding all day long whether or not to have a drink.

### Removing Temptation

If you're dieting, keep the goodies out of the house. If you want to cut out cigarettes or alcoholic beverages, get rid of them. This may be difficult if other members of your family imbibe in these things, but perhaps you can enlist their help.

Bad habits devour time as well as health. When it is time to get a job done, they become very tempting, but they are best gotten rid of if you need more time and energy to do the things you really want to do.

There is no limit to the variety of methods — or the combination of methods — that can be used in conquering procrastination. For example, if you find a few friends to join you in a task, they may serve to arouse enthusiasm, ease the pain, make the task imperative and remove temptation — all of the methods we have just discussed separately.

Self-esteem, one of the most important things in your life, hinges on your wish to be of value. In order to have it, you cannot compare yourself to someone with greater resources. You can sensibly rate yourself only by how well you apply your available resources — mental, physical, economic and social.

You *can* be the kind of person you want to be right now if you take the resources you have and put them to the best possible use. When you are faced with a task, your choices may seem very few and they may all look bad. Many tasks look difficult because, consciously or unconsciously, all the ways of tackling them seem poor. Nevertheless, if you do what you can to choose the least-bad alternative, rate yourself excellent! Somebody may criticize you, but you need only answer to yourself.

A sender of junk mail knows that most of it lands in the wastebasket, but he doesn't allow that fact to demolish his ego. He knows that he will get nowhere if he doesn't take a risk. Risk is built into everything worth doing, so take pride in accepting it.

If you are depressed, seek help. Let your inner judgment, not public prejudice, govern your decision. You are entitled to feel proud of yourself when you have the good sense to seek help when it is called for.

Remember, above all, that you can have self-esteem — that most treasured commodity — immediately if you use the present in the best way you know how. Forgive yourself for past failings and bear in mind that the future is a figment of your imagination. The only command you have over it is in the way you spend today. 🎧

*Dr. Henry Coffin Everett, a graduate of Harvard College and Johns Hopkins Medical School, is a psychiatrist in private practice in Andover, Massachusetts.*

*Reprinted from the June 1981 issue of Success magazine.*



## Looking for a Guest Speaker

**Q** *I'm in charge of finding a guest speaker for one of our club meetings. I've talked with a few people who are interested in addressing our club, but I'm curious—are there any special qualities I should look for to be sure I'm selecting an effective speaker?*

**A** When choosing a speaker, you should check to be sure he or she has the following characteristics:

**Personality.** Speakers must sell themselves. They always have the problem of injecting their ideas into the minds of other people in such a way as to obtain the response they desire. And always, whether or not the members of the audience will accept those ideas depends in a large measure on whether the speaker's personality is in tune with the audience.

If a speaker is admired and liked by an audience, his or her ideas tend to be accepted with less resistance than when the opposite is true. The speaker who is personally acceptable discovers it's easier to attain his or her goal. A pleasing personality is an asset. An irritating personality is a liability, unless, of course, you're Don Rickles.

When in the eyes of the audience the speaker has certain personality characteristics, his or her persuasiveness is increased. These traits apply to character, popularity, age, intelligence, self-confidence, ability to think clearly, tact, enthusiasm, experience, self-control and presence of mind, mastery of subject, knowledge of the concepts of effective speaking, knowledge of English and literature, knowledge of the audience, opinions about the audience, subject and occasion, voice and appearance and past record as a speaker.

All these marks of pleasing personality must be considered in the light of views of a particular audience. A man whose character is regarded favorably by one audience may find that another audience has an entirely different opinion of him.

**Character.** Any speaker you select should be reputed as honest, upright and trustworthy by your particular audience. When a speaker is known to be of good character, the members of an audience will be predisposed toward acceptance of that person. When a speaker is known as untrustworthy and manipulative, the members of an audience will view with suspicion everything that's said. Speakers who are regarded with suspicion find it difficult, if not impossible, to establish rapport with an audience.

**Popularity.** A speaker's popularity depends on the reaction of an audience to certain other attributes of his or her personality. Most often, however, popularity is directly related to the friendliness and charming manner of the speaker, which wins the good will of the audience. The popular speaker finds that his or her ideas are accepted with less resistance than the unpopular one.

**Age.** Generally speaking, when the age of the speaker is noticeably greater than that of the audience, his or her personal persuasiveness is increased. On the other hand, when the speaker is noticeably younger than the members of the audience, his or her personal persuasiveness usually is decreased.

**Intelligence.** Intelligence is measured by problem-solving ability, memory and learning ability, capacity for observation, constructive imagination, soundness of judgment and general ability to adapt oneself to an environment. When a speaker is known to have these attributes to a high degree, his or her persuasive power is increased. When a speaker is known to be deficient in one or more of these areas, his or her persuasive power is decreased.

**Self-Confidence.** When a speaker has self-confidence, respect for him or for her is increased. When a speaker meets the audience with timidity and uncertainty, respect is decreased.

**A good speaking voice.** An audience looks for the following characteristics in a good speaking voice:

- A pleasant tone conveying a sense of friendliness.
- It's natural, reflecting the true personality and sincerity of the speaker.
- It has vitality, giving the impression of force and strength, never sounding monotonous and without emotion.
- It portrays various shades of meaning.
- It's easily heard, due to both proper volume and clear articulation.

**Physical attractiveness.** Speakers communicate not only with their voice but with their whole body. If the members of an audience find a speaker attractive, his or her task is made easier. The first impression an audience receives is visual as the speaker walks out in front. If that impression is positive, what he or she says will be accepted with less resistance than would otherwise be the case. When the speaker begins to talk, the members of the audience begin to receive impressions through the

ear which are concerned also with physical attractiveness.

Of course, in order to determine if a speaker meets all of these qualifications you'll have to spend some time with him or her. Ask questions and observe. If you can attend other functions where that person is speaking or listen to tapes of him or her. Then when you make your choice, you know you'll be getting an effective speaker and a great club meeting.

## Receiving Points For Executive Committee Meetings

**Q** *Can a club claim points for having held an executive committee meeting for that portion dealing with the club officers' reports during the club business meetings?*

**A** No. The executive committee meeting should not interfere with or attach to the regular club meeting unless the club agrees to it. Otherwise the executive committee is infringing on the meeting time of the members. In the instance of very small clubs, however, where frequently there aren't enough members to adequately fill each committee (the executive committee, educational committee, etc.), committee members may hold a meeting to cover the combined functions of the various club committees, but not as part of a regular club meeting.

## Giving Credit Where It's Due

**Q** *When a Toastmaster has attained CTM or ATM status and transfers to another club, do both clubs claim points for the achievement?*

**A** To be equitable, credit should go to the club that provided educational and evaluative support for the particular member. In the event of dual membership, it is the option of the applicant to decide which club he or she would like to have credit documented. Such a decision would be on the basis of in which club the majority of projects were completed and evaluated.

*Send your questions to Toastmasters International Publications Department, 2200 N. Grand Ave., P.O. Box 10400, Santa Ana, CA 92711, Attention: Speakers Forum. Please send your name, address and club and district number with your question.*  
—Ed.



# A BALANCING ACT

by Joseph G. Lagnese

No matter how good your topic is and how effectively you begin your speech, it's the body that ultimately matters most. How you make your point and defend it can make your speech a success or a dismal failure.

Over the years, I've developed a technique I call the balancing act. No, it's not a circus attraction (although some speeches I've heard certainly resembled a three-ring circus). It's a simple method that gives the content of your speech unity and credibility.

A balancing act is nothing more than dividing the body of a talk into two equal halves, with one half counteracting the points made in the other half. The technique gives the talk the appearance of a thorough and unbiased presentation and often also answers questions that arise in the minds of listeners. Because the balancing act leads logically from one point to another, it also gives your talk cohesion and unity.

A common way to develop the body of a talk is to discuss causes and effects. On one side, give reasons for a situation; on the other side, the results.

Say your topic deals with the Arab-Israeli conflict. On one side, you can show the causes to be roots of enmity that go back in history, cultural and religious differences and a constant clash of goals over the centuries.

On the other side, you show the effects today: A continuation today of that enmity, the cultural and religious differences that still exist and a clash of modern goals. In this way, you present a comprehensive picture of the situation.

Your conclusion can be whatever you want, based upon the material you use. But if you want your conclusions accepted, you must give a logical presentation of points and an objective evaluation of their effect upon the listeners. Make sure your points are clearly stated and adequately supported. What would be your reaction to them if they were presented to you?

## Discussing Virtues and Drawbacks

Another type of balancing act is pros and cons. In one half of your talk, you list arguments in favor of a course of action;

in the other, arguments against it.

Unlike causes and effects, which is used primarily to explain or interpret a situation, pros and cons usually advocate or gain a consensus for a course of action.

Take a talk on a business decision: whether to market a new product or engage in a sales campaign. Before making the talk, you should explore the basic pros and cons in depth, secure all possible specific information and analyze, and organize your material.

On the pro side of the speech, you can discuss the existence of a need, availability of financial resources and personnel and results which would warrant its use. On the con side, you could explain how no real need exists, the problems of implementation and the questionable results for both cases.

Sometimes you may come up with something that seems far-out. Should you discard it? Not if you can logically tie

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## The technique helps you lead logically from one point to another.

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it in to what you're presenting. In fact, its use can give your speech greater impact. Just be sure to view objectively what you present, anticipate questions that may arise in listeners' minds and plan how you'll answer them in advance. When you thoroughly analyze what you're proposing, the audience will more readily accept the conclusion you draw.

Closely related to pros and cons is advantages and disadvantages. Sometimes the two are interchangeable, but a basic distinction exists between them.

While pros and cons depends mostly on theory for support, advantages and disadvantages are derived from personal experiences, not only your own, but also those of others.

For example, suppose the topic of your talk is going into business for yourself. You can cite the experiences of others and your own to show how you're your own boss, how you alone benefit from any

extra work and effort and how the equity you build into the business is solely yours.


You can also use personal experiences in support of the disadvantages: owning a business does not assure a regular income, your time is no longer your own and you face financial problems even after a business is established.

The fact that actual experiences, rather than assumptions, support your points gives the whole effort more credibility and makes the audience open to whatever conclusion you present. You also employ the method most people use — viewing the good and bad points — before embarking upon a course of action. Since it's a natural and proven process, it's most effective in developing the body of a talk.

## Solving a Problem

The last type of balancing act is problems and solutions. You face problems everyday. So does everyone else. Fictional entertainment inundates you with them. Solving problems is a part of everyone's life. When you're speaking about problems and solutions, however, one factor should dominate all others: Solutions must be feasible, capable of being implemented. So, before you present a solution you should analyze it logically.

A good illustration is a talk about nuclear powerplants. Basic problems like safety, disposal of waste and safeguards against attempts at sabotage are not too difficult to determine. But the presentation of feasible solutions is another matter. You need to have listeners believe that what you propose will insure safety, take care of waste and safeguards against sabotage. (Of course, you can still use the method if your purpose is to show there are really no solutions).

Regardless of the type of balancing act you use to develop the body of your talk, your whole speech will benefit. Combined with a good opening and closing, your speech will be cohesive and stimulating. 

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*Joseph Lagnese is a former speech and debate teacher, a member of the California High School Speech Council, a National Forensic League Coach, and winner of the Freedom Foundation's classroom teachers' medal. He lives in Chula Vista, California.*



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When and where you discuss work has more impact than you think.

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# Don't Manage Out of the Office

by Jeff Davidson

Jim Roberts went into work early one morning to finish up a project. By 11:30 a.m., Jim had accomplished a great deal. The project was completed, and Jim was pleased with it. He was also ready for a break. Near lunch time, Jim took the elevator down to the main floor and was walking to a sandwich shop when he passed his boss, Ed Simmons.

Ed was preoccupied in thought and hadn't really noticed Jim. When Jim passed by with a big "hello," Ed managed to say, "Hi, Jim" and then proceeded on. Suddenly he stopped, turned around and said in a louder voice, "Say, Jim. I've got some figures I'd like you to check, and also the Walker Company report from last month should be revised, and..." By this time, what Ed was saying really didn't matter much to Jim. You see, Jim had put in a good morning's work and was now on his way to lunch. While he would normally be ready to tackle any assignment given him, at this particular moment he was simply not interested.

When Ed finally finished talking, Jim almost inaudibly muttered, "Okay, just gotta grab a bite to eat." He then made his way to the sandwich shop with about one-tenth of the enthusiasm of several minutes ago.

This situation, unfortunately, occurs thousands of times every working day. Ed and Jim have a fairly sound working relationship and it's not Ed's intention to demoralize Jim. Nevertheless, discussing assignments and responsibilities during chance meetings in the lobby of the building or in the sandwich shop is of no benefit to anyone.

Why does an otherwise professional, well-meaning supervisor often forget that there's a proper time and place to discuss work assignments and job responsibilities and that the discussion of either of the above at the wrong time or place can demotivate or dampen the spirits of the most loyal and hardworking employees?

One reason why well-meaning supervisors may inadvertently and inappropriately "collar" employees outside of the office or on otherwise "neutral" ground, is that they simply happen to think of the task at the moment they're passing the employees and don't wish to lose that particular train of thought. Occasionally,

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## Discussing or issuing work outside the office reflects poor planning.

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we all have thoughts for which we feel rapid expression is necessary, lest the thought elude our memory later. For an experienced manager or supervisor, however, discussing or issuing an assignment on the spur of the moment can only be a reflection of poor planning. The actual incidence or number of times when a particular employee *must* be informed of a task or a responsibility on neutral ground is, in fact, minimal. Assuming the employee is doing his or her job, and the manager has effectively coordinated planning responsibilities, no employee should have to be collared in the lobby



in the washroom unless there is a company emergency or unless the supervisor has ample justification for doing so. Some supervisors who practice such technique may mistakenly believe that discussing an assignment in the stairwell is a time saver. Nothing could be further from the truth; most employees will not be mentally prepared to hear your message, and can't encode your message with the same faculties that might otherwise be utilized. Thus, if you provide instructions at the wrong time, the chances are likely that you'll have to repeat them.

### Role — Playing Myths

Often, supervisors who give instructions outside of the office may do so because they believe it's part of their job or consistent with the role they must maintain. This belief is also fraught with illusion; always appearing as Mr. or Ms. Business to employees establishes a superhuman standard which ultimately can't be maintained. There is nothing wrong with letting employees know you're human, that you don't think solely about business all day long and that you possess the ability to "come down from the mountain" at least occasionally.

Many supervisors who dole out assignments at inappropriate times do so because they have nothing else to say even though they recognize that this behavior isn't recommended. This is a tragedy of interpersonal communication. If, when passing an employee whom you supervise, you can think of nothing else to say than, "The XYZ report has to go out next Tuesday," then you're in serious trouble. If you're at a loss for words when passing an employee, you might try commenting on the weather that day, praising an article of the employee's clothing, or just saying, "hello" and leaving it at that. If the "cat" has really got your tongue, you can even just nod or smile — anything but resort to the retreat of playing supervisor in the streets.

Finally, supervisors who dish out assignments in the main lobby are totally insensitive to the employee being collared. These supervisors may think, "Oh, it's okay," or "Joe Smith takes everything in stride," or, "Sally knows that I know she's a good worker." These assumptions simply cannot be made. It's important to remember that as supervisor, your words hang heavy on an employee's mind. For you to discuss a task in the elevator might indicate that the task is of considerable importance, that the employee has not been effective lately, or any one of a number of "demons" to the employee.

### Demoralizing Behavior

From an employee's perspective, being given an assignment at the wrong time can contribute to a mood or atmosphere of constant pressure. An employee may soon feel that there aren't even minor

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periods of rest on the job; just push, push, push for greater efficiency or higher productivity. The employee who feels that he or she is always "under the gun" will start to be absent more often, will not volunteer for as many tasks as before, or may begin to prolong present tasks.

Many employees will correctly believe that you are insensitive to their needs. It is both helpful and necessary that some


### Remember, your words hang heavy on an employee's mind.

moments of the work week not be filled with new instructions. Many times after an employee has put in a good morning's work and is heading for lunch, the noon break becomes much more important to him or her than otherwise. It's not merely a time for nourishment; it's also a time to psychologically readjust to forthcoming tasks and responsibilities. In the extreme view, a lunch after completing an important project can even serve as a vacation which provides nearly the same benefits as an actual week-long break.

Care to know what an employee will

think of you if you maintain the practice of collaring him or her on neutral turf? He or she is eventually bound to believe that you lack the fundamental capabilities to be a supervisor. If the project or task that you're discussing is something of which they're already aware, employees may also believe that you are absent-minded or at least forgetful.

Another strong reason why one shouldn't manage in the streets is that it's *patronizing*. Have you ever gotten into an elevator where a supervisor was apparently giving instructions to an employee as the elevator proceeded to the ground floor at the close of a work day? It's not a particularly exhilarating scene, and makes one want to say, "Enough, save it for tomorrow" directly to the supervisor.

So strive to avoid managing out of the office first thing in the morning, near lunchtime, or late on Friday. You'll be perceived as a better supervisor and your interpersonal communications will improve. Most importantly, however, your employees will be better motivated and happier. 

Jeffrey P. Davidson is a manager with the Energy Management and Marketing Division of the IMR Corporation in Washington, D.C. A business writer, he has written more than 50 professional articles on management.



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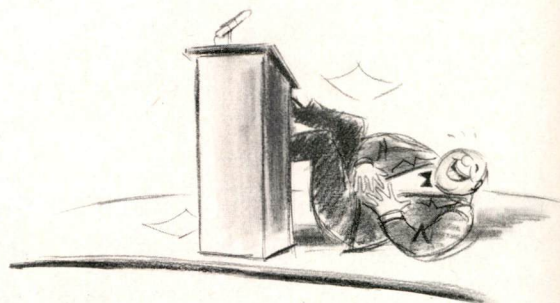
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In any job hunt, you need to know what employers want and what you can offer.



# The Successful Job Interview, From Both Sides

by Dorrine Anderson Turecamo

**A** long time ago, I had a job that paid me to ask personal questions about habits, income levels, personality quirks and past experiences. My duty was to determine how conscientious, loyal, trustworthy, faithful and helpful a person might be. I also had to listen to: gross exaggerations, misrepresentations, sins of omission and commission, evasions, falsehoods, cases of faulty memory, wild imaginations and illusions of grandeur."

Tom P., director of manpower development for one of the nation's largest corporations, came from behind his podium to address his listeners more directly.

"For 8 to 10 hours a day, I talked to people who wanted very much to impress me. I was an employment interviewer. The responsibilities of the employment department are awesome. They are solely accountable for finding job candidates

who will add significantly to the overall abilities of the company to out-perform, out-sell and out-manage its competition.

"In those days I was a great believer in my almost mystical abilities to size up an applicant. I can still remember my first rude awakening," he smiled candidly. "I had interviewed and hired a young woman for a secretarial spot. I remember her qualifications very well: she was about 5'4" tall with a tremendous figure and the prettiest dark brown eyes. I think she could type, too. My psyche told me she would be a great asset to the company, so I hired her. Three days later she was back in my office for an exit interview. Three days on the job—a new record! I almost lost *my* job because of my poor judgment."

Tom's purpose in telling the story was to caution his audience of international employment counselors as to the prob-

lems and responsibilities interviewers face when you approach them for a job interview. Often, the interviewer is as nervous as the person seeking the job.

And just as human, too. Mac Grey, director of the National Council of Crime Prevention, told about a woman who interviewed for a training director's position. "Before she had even taken her coat off, she had told me everything I was doing wrong and how she would change it. I figured that if she was *that* aggressive after the first handshake, how would she be on a day to day basis? Unbearable!"

Equally obnoxious is the argumentative applicant. Generally applying for a creative or sales position, this person tells the interviewer bluntly, "I don't agree with you. Your ideas are outmoded," and then proceeds to present his or her own avant garde ideas.

## Positive Attitude

Many interviewers of people for sales or creative positions will admit to enduring interviews that have bored them to the point of trying to determine how to politely evict this applicant who won't quit. Enthusiastically, the applicant goes on and on, showing samples of work and expounding on his or her ideas. On the other hand, it's amazing how many job applicants come in with a defeatist posture or an attitude that this position is just number 14 on their shopping list. Robot-like, they list their qualifications, answer the questions and wait for rejection so they can mechanically walk out.

A job interview is a two-way proposition. Rather than feeling subservient, keep in mind that you, the interviewee, were invited in for a talk. The company is interested in you. This should reassure those who believe the head of an executive search firm who says, "Job hunting can shake your self-confidence, unglue your ego and make you wonder whatever made you believe you were intelligent and capable."

In fact, with a knowledge of what to expect and a little preparation, you can relax and enjoy the experience. Remove the job interview from the category of "The Great Confrontation" and recognize what it really is: an informal chat to determine if your background fits into the company's needs to *your mutual satisfaction*. To help you keep things in perspective when you begin to feel tense, try to reverse the roles in your mind and empathize with the interviewer.

We're always selling something. In this case, your challenge is to determine what they're looking for and convince them that you're it. You're selling confidence in your potential to do the job. The interviewer is selling the company and the available position to you, while deciding whether he believes you fit what they think they need.

Carolyn C., an editor with a low key, midwestern background, was searching



# The Job Interview Survival Guide

by Barbara Burtoff

In the middle of a job interview, the personnel director announces the room is stuffy and asks the applicant to open the window. This is a ploy all-too-familiar to the applicant. It's the old nail-down-the-frame-and-let's-see-how-the-future-employee-reacts-to-frustration trick. The applicant gives it his best try and then throws the ball back to the interviewer with, "It seems to be stuck. Perhaps if you give me a hand, we can do it together."

This individual doesn't suffer from job interview phobia. Do you?

One psychologist, who counsels individuals on career growth, defines "job interview phobia" as the fear of being closed in or unprepared and, consequently, thrown by the unexpected question that inevitably comes up at a job interview.

First, you freeze in your tracks. Then, you hurriedly and worriedly weigh the best answer to satisfy the person controlling the situation. Finally, you wonder WHAT is the relevancy of the question.

According to Dr. Roderic C. Hodgins, of Cambridge, Massachusetts, a former director of the Office of Career Development at Harvard University, these open-ended questions may be aimless—just breaking the ice—but more than likely they are the interviewer's way of extracting answers he or she can't ask you directly, such as:

- Are you going to be comfortable with your co-workers and they with you?
- Are you so extreme in your attitudes and prejudices that it would be hurtful to employee productivity or to the public image of the business?
- Do you frustrate easily or fall apart when confronted with the unexpected?
- Are you planning to be around for a long time or will you be on your way shortly after time and money has been spent on your training?
- Does your resume portray your qualifications accurately and fully?

Before talking with Hodgins, we informally surveyed a few people who had recently been through job interviews about the surprise questions they felt they had handled poorly. Then we presented some of the

questions to Dr. Hodgins for translation. What information was the employer after? What would be the most appropriate response? We also showed the questions to attorney Anne H. Taylor, legal counsel for the Massachusetts Commission Against Discrimination.

**Question:** *Your resume indicates that you haven't stayed for a long time at your previous jobs. Can you explain why?*

**Best Answer:** "Yes, that was true in the past because those jobs did not fit my qualifications fully. Your opening does. I don't plan to leave."

## Family Commitments

**Q:** *When are you planning to start a family?*

**A:** "If you tell me why that is important to consideration for this position, I will be glad to answer that question," Hodgins recommends, and you may want to continue with, "Did you wish to know if I could meet attendance requirements if I have a child? The answer is 'yes.'"

But according to attorney Taylor, this question is clearly inappropriate if it is only asked of women candidates for a position. If a woman is asked this, and later is turned down for the job, and can prove it was based on her reply to this question, it could be grounds for a discrimination suit.

**Q:** *What does your husband (or wife) do?*

**A:** Again be truthful, says Hodgins, adding that this question is asked not only to learn your likely length of employment but to find out whether your spouse works for a competing company that might imply conflicts of interest. Taylor adds that it is not an illegal question but frequently is asked of women only.

**Q:** *What if your husband (or wife) gets a job out of state?*

**A:** "I'm in a two-career family. That might put me in a tough spot, but not necessarily," says Hodgins.

**Q:** *Do you live in a house or apartment?*

**A:** Hodgins goes for honesty here. Taylor is troubled by this question. On the surface, it sounds okay, she says. But if this particular company recently took a survey of its successful employees and discovered that all those who did well lived in houses, and used this answer as a job determinant, you would be out of consideration if you lived in an apartment. Since more women, single-parent families and minorities live in apartments than houses, they would be discriminated against. Grounds for suit if proven.

**Q:** *Have you found yourself?*

**A:** "Yes, why do you ask?"

The following two questions zero in more directly on how you get along:

**Q:** *We understand you were involved in union litigation at your previous job. Can you tell us about this?*

**A:** The psychologist prefers a straightforward honest answer here, but says the most important element is that you get across that you know this firm treats employees fairly (if they do) and you don't anticipate any problems. But attorney Taylor says you are under no obligation to go into details on union litigation. Union activity is protected by federal law and cannot be used as a determinant in job-hiring.

**Q:** *We understand you didn't get along with your previous boss?*

**A:** This is no time for running off at the mouth, says Hodgins. You might offer, "Yes, but I accept the responsibility for it and have learned from it" if that is the case. Most important, get across that your future employer need not expect difficulty if you are hired.

## Deceptive Questions

Here are a final few questions worth thinking about ahead of an interview.

**Q:** *We know you have several interviews set up. What will you do if you receive more than one offer?*

**Translation:** "Are you serious about this company or just shopping?"

**A:** This is a poker-playing situation, says Hodgins. Don't tip your hand. "Once I get all my job offers, I will compare them," is careful, he says.

**Q:** *How involved are you willing to get in this company?*

**Translation:** "When the whistle blows will you be out the door or are you prepared to work until a job is done?"

**A:** This is very tricky, says Hodgins. If you sound like a clockwatcher when the company wants an employee who is willing to work until the job is done, then you ruin it. On the other hand, the company may have had some bad experiences with previous employees overly-devoted to the job at the expense of their families. So you say, "Tell me before I can answer that what kind of commitment you are looking for."

Attorney Taylor would prefer you carry this a step further and ask if you will be expected to work overtime or on weekend days. If it is asked of women only, she says, it may be an assumption that women are not willing to work overtime and if a woman can prove that only female applicants were asked this and that she was turned down on this basis, there may be grounds for suit. However, says Taylor, this overtime is a perfectly acceptable request if the employer has a need and is asking men as well as



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for an artist-writer to do the children's cartoon page in an airline magazine. The staff sports writer persuaded her to interview his friend, Patti, who had just had a children's book published. At 4:30, an hour and a half after the appointed time, Patti blew into Carolyn's office. She could be heard from the time she entered the reception area -- a tiny, cute version of Phyllis Diller. Scarves, bags, papers and three excellent samples of how she would do the page were deposited on Carolyn's desk (without permission) amid an uninterrupted stream of chatter that resembled a nightclub comedian's routine.

After a first reaction of shock, then angry protest and, finally, an occasional laugh, the editor gave up and resigned herself to listening until Patti would choose to end the session. She had no other choice. Patti's coat and portfolios had even blocked the entrance. After an hour, Patti's mood suddenly changed. She spent the next half hour crying and spilling out her entire personal story. She broke every rule known to interviewing, but her outstanding work, her overwhelming eagerness and her sincerity gave her the position. However, she was

## It's amazing how many applicants have a defeatist posture.

asked to mail the page in each month, rather than bring it to the office.

### Personal Satisfaction

When you apply for a position and are called in for an interview, do you know what you're really looking for? Surveys are proving that job satisfaction rates far higher for most people than a generous salary. What gives you this satisfaction? If you're savvy on job-hunting, you will have done your homework on the company you're seeing. You'll know what it does and where it stands with its competitors. What values can you offer the company? Why should they feel they must have you? In addition to your skills, what significant personal traits do you have? This isn't the time to be modest and it's not wise to exaggerate. But constantly reminding yourself of your negatives, such as no college diploma or lack of experience, will block you from concentrating on your strengths. A complete and honest self appraisal on paper, including your skills, talents and experience in every area, will probably give you a real confidence boost.

The following criteria are used by many corporate personnel officers to evaluate applicants for a job:

- Did the applicant perform well in school? Have a wide field of interest? Seek advanced education?
- Does the applicant organize replies

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en being interviewed for the ing. The employer has the legal to set the hours of employment. off for religious observance must be accommodated for by the employer, Taylor, unless that accommoda- would result in an undue hardship he business.

Can you forget your education and start scratch?

translation: "Are you open-minded? u went to an ivy league school, ou willing to take a job where must start at the bottom and your way up?"

That's a strange request. I paid for my college education. Of se, I can't forget it. But if you are ng if I am willing to get my hands , the answer is sure."

Do you think you might be over-qualified is position?

translation: "Don't you think you're old for this job?"

"No, my qualifications mesh very with your need." Then, says gins, specifically outline your ifications.

variation on this age theme that brought complaints to Taylor's is the question, "How recent is training?" It may sound neutral can have adverse impact on those have taken time out of the job ket to raise children or those with y years of work experience.

Can you type?

translation: If the opening is secre- l, the question is self-explanatory. eady to quote your words-per- ute. Otherwise, the interviewer want to know if you are willing ke a beginning level position and k your way up. Or the interviewer ask for the sole purpose of noting r reaction. In plain words, are you dical feminist?

Why are you asking me about ability to type? I am not aware it is part of the duties of the job was described to me."

ttorney Taylor comments that ple of other innocent questions might be digging for your gious affiliation could sound like w do you spend your Sundays?" "What are some of your outside rests?" However, adds Hodgins, it ore likely the employer wants to w if you are a sociable human g, have interests similar to those will be working with and are ti-dimensional.

ara Burtoff is a former food editor and feature er of the Boston Herald American. She formed BBS Features and is offering coping, umer, and nutrition features for newspapers. ight © BBS Features



to general questions logically and appropriately? Show quick insight and understanding when the interviewer poses a problem?

- Does the applicant seek out activities that involve him or her with people? Achieve group leadership frequently and handle it well?

- Quickly establish a pleasant personal relationship with the interviewer? Handle the social etiquette of the interview skillfully?

- Does the applicant seek responsibility? Is he or she active in church and community programs? Does he or she have a high level of alertness and physical energy?

"We look for what a person *knows* (education, training, work experience) and what a person *is* (intelligence, personality)," says the personnel director of a Minneapolis bank. Whenever two or three applicants have been singled out from the rest, the final decision is usually based on personality and open enthusiasm for the company.

From the time you arrive for the interview — between 5 and 10 minutes early — you must sell yourself as a capable, together person. This, of course, includes a perfectly groomed, classic, professional look. Most businesses have a dress code, written or not. You can usually obtain this, without identifying yourself, by calling the employment office before the interview. Since different jobs require a different degree of formality, dress to suit the position. Dark or neutral colors are always a safe guess.

Even though the meeting might be relaxed and friendly, take care not to slip over into a slouching, at-home informality. An exception to this rule was a tall, well-groomed woman with a look of guarded desperation. She applied for the position of administrative assistant to the public relations director of a major city's Goodwill Industries.

"No one will hire me," Sandy stated bluntly. "I might just as well tell you that I'm going through bankruptcy because of the bills my husband left me when he disappeared. He's been gone for three years now and I have two little children to support. My girlfriend lives in the same building, though, and she can care for them. I'm also filing for divorce on grounds of desertion. But I need the job badly, I had a good record before and I'll work hard."

Because of her superior skills, the fact that her sister had multiple sclerosis and a feeling by the public relations director that her hard times should help her to empathize with Goodwill's handicapped employees, as well as the high value she placed on the job, Sandy was hired. She proved to be an outstanding employee.

#### Multi-talented People

The manager of an employment agency tells of a migrant who came into the

agency almost daily, looking for work. This unshaven, shabbily dressed person, with no sense of grammar or of social finesse, listed 27 occupations in which he claimed to be an expert, ranging from chauffeur to jack hammer operator to computer operator to radio announcer. It was hopeless to try to explain to him that most employers shy away from jacks-of-all-trades. Anyone who does have a wide variety of experience should concentrate on the most pertinent skills for the position. Adding too many extraneous accomplishments brings your credibility into question. Unfortunately, our society is geared to thinking in terms of specialization and has a difficult time accepting geniuses or supermen. It's wise to get the job on your strongest merits and then let the other skills slowly reveal themselves. An executive search firm owner advises, "The prospective employer doesn't care if you finished college in two years, won an Olympic medal for the shotput or played the lead in "Mame" on Broadway. They just want to know if you can type."

"Tell me about yourself," a commonly used opener, is your opportunity for a two-minute personal sales presentation. You will have carefully rehearsed this,

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## You must sell yourself as a capable, together person.

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including only the points that show why you are well suited to the job. Beginning with your schooling and experience, take the interviewer to where you are right now in pursuing your career goals. But keep it brief.

"I'm a good organizer" tells nothing. But, if you explain that you planned a fund raising campaign for a charity, doing everything from recruiting 150 volunteers to arranging radio or TV appearances to getting a contractor to donate facilities and food, and netted \$12,000 for the charity — your interviewer will probably be impressed. Give specific results you've achieved on the job. Rather than saying, "I'm good with people," tell how you settled a labor dispute in your own department and avoided a strike.

A sudden, "How much money do you want?" unnerves many interviewees. Overeager for the job, they state a figure below what they can realistically live with or else they price themselves too high for consideration. Try throwing the question back, "What is the range for this position?" If the interviewer insists on a figure, be realistic, but quote a range. (If you've researched the company and this job level, you'll know if you're on target.) Remembering that this is a two-way interview, this question is your

signal to ask about benefits, vacations and possibilities for advancement. One of the most exhausting parts of a job interview is listening carefully to every word. Take notes, when necessary. The greatest impression can collapse if you ask, "What are the hours?" and the interviewer must reply, "I just told you."

#### Time-tested Tips

You have only a short time in which to impress, so make the most of it. Lean slightly forward from the middle of your chair with your arms free from your sides. Talk loudly, clearly and with answers that are right to the point. Be prepared with paper and pencil to take notes and you'll appear genuinely interested and efficient. If you can persuade the interviewer to describe the position and duties early in the interview, it will help you to relate your background and skills to the position. But no one knows everything. If you don't know something, admit it and you'll be respected for it.

In the end, the person who walks out with the job:

- Never knocks a former employer, even if he's Bluebeard.
- Doesn't tell any of his or her former company's secrets.
- Doesn't mention *any* personal problems (Call up a friend if you want tea and sympathy. You're here to show how you can help them. Patti was an exception.)
- Doesn't appear desperate for the job, even if he or she's about to be evicted from his or her apartment. (Sandy was an exception.)
- Is not "unemployed," but "freelancing" (Actors say, "I'm resting between jobs.")
- Doesn't smoke or chew gum, even if the interviewer does.
- Doesn't ask to use the phone or to borrow a pen.
- Doesn't make claims that can't be backed up.

When the interviewer rises to indicate that the time is up, shake his or her hand warmly, smile as though you had just been given the job and thank him or her. Then, win final approval by writing a note thanking the person for an interesting and enjoyable interview. (Patti, the cartoonist, sent her editor an original sketch, titled, "Nice talks are so important." It still hangs over the editor's desk.) The thank you note is your chance to add something you might have neglected. It will bring you to mind again. But, most of all, the interviewer will be impressed by your thoughtfulness.

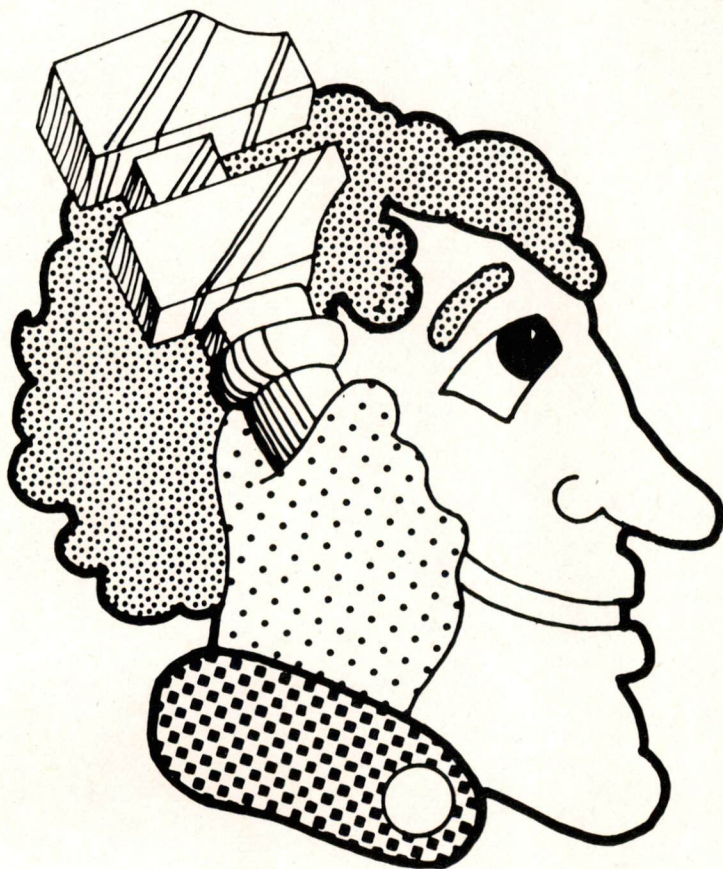
You're on your way! 🗣️



Dorrine Anderson Turecan is a management consultant, speaker and talk show hostess based in Minneapolis, Minnesota.



A short nuts-and-bolts course  
for present (and future) ATMs.



## Earn That "Impossible" DTM

by Rudy Stengel, DTM

Some years ago, when I had my first look at the requirements for becoming a Distinguished Toastmaster, my reaction was probably very much the same as yours: just about impossible.

Well, time changes and so does our perception of goals. When *you* first joined Toastmasters, the goal of completing even one manual (let alone both) seemed pretty remote, didn't it? And now there you are, an Able Toastmaster already. So raise your sights — it can be done. To keep things simple, let's break down those nine requirements into five packages.

Easy things first: (1) you must be an ATM; (2) you must have served at least one

term as a club officer (remember, that was already an ATM requirement); (3) you must have given a total of five outside speeches (you have already given three for your ATM; now just do two more—with at least 10 non-Toastmasters in the audience, and of at least 10 minutes' duration); (4) you must have five years of *uninterrupted* membership; three years were the minimum for your ATM. If you don't have your five years completed yet, by all means don't wait. Start on your remaining requirements right now, because they'll take a bit of time.

It's worth it. Your next requirement is to have served one term as a district officer

(which means, usually, area governor). Yes, that takes extra time and work (and it helps if you've already served as a club president, because you'll be dealing with presidents quite often). Be assured that the benefits to *you* will be more than worth it. After all, dealing with people, leading them by various non-coercive means (reasoning, example, persuasion, motivation, inspiration and lots of patience) is one of the most important skills a person can acquire. If you can successfully lead in Toastmasters, you can be a successful manager *anywhere*.

A little help from friends is what you need for Item (6): serving as a cosponsor or mentor of a new club, or as a specialist



# Classifieds

## SPEAKING RESOURCES

VITALIZE YOUR VOICE. Unique method provides rapid improvement in articulation, force and authority. \$15. VITAL VOICE, Dept. T, Box No. 298, Stevensville, MI 49127.

THE NEW BOOK OF "ORCHIDS OR ONIONS" FOR ALL OCCASIONS. OVER 900 CLEAN JOKES & SHORT LINERS. Written by a Toastmaster. Indexed for Quick Reference. \$7, including tax and postage. Check or M.O. to: T.R. Bob Kirby, No. 1 Marcia's Park, Easton, IL 62633

Free joke catalog — "Hilarious!" Montreal Gazette. "Fantastic New Jokes!" — News Bureau of Canada. New joke pocketbooks — Comedy Publications, Box 813, Snowdon, H3X 3X9, Canada.

## SELF-IMPROVEMENT

"50 WAYS TO SEE THROUGH PEOPLE." Secrets exposed! Protect yourself! Command conditions! Vernon Howard's powerful new booklet. \$1. New Life, Box 684-TM, Boulder City, NV 89005.

YOU CAN ADD HUMOR TO YOUR SPEECHES! "How to be a Comedian." \$2.50! Humor, speechmaking, self confidence books! Free details! Double-clutcher's, 1611 Oakwood Ave., Akron, OH 44301.

## EDUCATIONAL OPPORTUNITIES

VOCABULARY holding you back? Win success with words. Sixty minute cassette, easy learning method. Text included. \$9 to: WORDWISE, 535 Cordova #404D, Santa Fe, NM 87501.

## MISCELLANEOUS

Is your club receiving the publicity and public attention it deserves? If not, present the Toastmasters Communication Achievement award to a prominent person in your community. Complete kit including plaque, "how to" pamphlet and sample news release will put your club in the public spotlight. Order #267, \$15 plus 20% postage and 8¢ per letter engraving charge from T.I.

Send your classified ad with a check or money order to Toastmasters International, Publications Department, 2200 N. Grand Ave., P.O. Box 10400, Santa Ana, CA 92711. Rates: \$25 minimum for 25 words, 80 cents for each word over minimum. Box numbers and phone numbers count as two words; zip codes and abbreviations count as one word each. Copy subject to editor's approval. Deadline: 10th of the second month preceding publication.

(adding 20 new members to an ailing club). The friends in need will be your district governor, who assigns a cosponsor (when there was only one original sponsor) as well as a club mentor. Cosponsors help in the initial club startup; mentors "babysit" a new club for (typically) six months until the new Toastmasters have learned enough to function on their own. Mentor assignments are available from time to time, so don't be bashful.

And some more help: you will also need credit as coordinator of (7) a Speechcraft and (8) a Youth Leadership. Get in touch with your district Speechcraft and YLP committees. They may have a prospect already lined up. On the other hand, there's nothing like your own initiative in locating a suitable group for yourself. Your district committees have target lists as suggestions (scouts for YLP, various civic and professional groups for Speechcraft and so on).

As a no-longer-novice Toastmaster, you've already practiced the art of persuasive communication. Now use what you've learned (and let your fingers do the walking). Call a likely group, give a short explanation of our programs and offer your services. No community organization has an excess of personnel—you may well be received with open arms. But be prepared to have a little patience—it may take time to work your project into their program. Remember what I said about starting early?

### Personal Benefits

Some Toastmasters seem to view YLP and Speechcraft as "impositions" on their time and energy. That's short-sighted. When you've reached a respectable level of proficiency in communication and leadership, isn't it fun to pass on to others what you've learned? Remember also that as you teach, you will be taught.

I participated once in a Speechcraft for some Los Angeles police (two of whom were on the bookmaking and bunco detail). They also apologized (needlessly) for having to appear at our sessions in rather scruffy dress. Three-piece pinstriped suits would hardly have been appropriate for their work; they really knew how to "analyze your audience" and taught us all (by way of prepared 5-minute presentations) how to avoid common scams.

Also (in response to numerous requests), I now confess how I got a Girl Scout pin: a YLP group gave it to me. As a two-for-one sale, we did a Speechcraft for their parents at the same time.

Watch your timing. There is no time limit on items (1) through (6) above, but both Speechcraft and YLP credits toward your DTM must have been earned within two years of applying for recognition. Once you start down this home stretch, there's no place for dawdling—the clock begins to tick. Finally, you need (9) five new members credited to you within one year of applying for your DTM. Hint: if you're involved in a new-club start-up, that should be a particularly good opportunity; you were going to be a club cosponsor or mentor, right?

One final suggestion: I have been asked by a number of Toastmasters "how does one get to be an area governor?" The basic answer (as for several other qualifications in becoming a DTM) is very simple: make yourself known, make yourself available. Opportunities obviously go to those who are, first of all, qualified, and, second, who express an interest in serving in a particular capacity.

Most of us joined Toastmasters because we were a little shy. In addition to lectern butterflies, we may also have carried another item of disposable ballast: the notion that stepping forward is pushy. Wrong. We are here to develop our talents, and if you duck every opportunity to do so, you only harm yourself.

### Offer to Help

A little electioneering is not at all out of place. For example, why not volunteer to serve first as an assistant area governor? The work load is often much less, but you do have an opportunity to serve an apprenticeship, to learn, for example, how to set up an area speech contest without already having the direct responsibility for its success. If you can make yourself useful and do a good job on tasks assigned to you, guess who's the logical candidate to be the next governor?

We are a volunteer organization, not because we serve without pay, but because we want to learn. There are many more opportunities in the Toastmaster program than what appear on a bare-bones organization chart. For starters, look at your district directory: the average district has well over a dozen committees (and useful functions to perform). The pity is that, so many times, a single individual has to shoulder the responsibility. Shared work makes for easier tasks, adds learning opportunities and gives you exposure. In my own district, our last year's district hostess has just been a very successful candidate for area governor. For one thing: she's already demonstrated that she knows how to organize a banquet and help plan a speech contest.

In retrospect, it's been a lot of work—learning always takes time and effort. But believe me, it's been worthwhile. What did I get out of it? I'm proud to have the abbreviation "DTM" behind my name, but that's the least reward. I've become more confident of myself in dealing with people, in communicating with them and leading them. It hasn't exactly hurt me on the job, either. Both my employers, and professional societies to which I belong, have offered me additional opportunities to speak, to lecture or to participate in workshops.

Would I do it again? I'm glad you asked that. You see, I am doing it again.

Editor's Note: About 1300 DTMs and 10,000 ATMs have been awarded to Toastmasters so far.

Rudy Stengel DTM, is a past educational lt. governor of District 52, and a member of Los Conquistadores 896-52 and Northridge 1906-52 in Los Angeles, California.





Margaret Castner is congratulated by her supervisor, Production Manager Larry Langton.

## Celebrating Years of Service at WHQ

A world Headquarters employee was recently recognized for her work at Toastmasters International.

Margaret Castner, shipping clerk,

was honored for five years of service to the organization.

"It's because of hardworking people like Margaret that our organization continues to grow," Executive Director Terrence McCann said. "We need more dedicated people like her."

## Speaking on the Virtues of America

The news media are constantly bombarding us with tales of things that are wrong with America — immorality, apathy and other such problems.

Toastmaster Sidney Towerman, a member of Webster Groves Toastmasters 461-8 apparently believes that while our country has its faults, it also has its virtues and he designed a detailed national communications plan to present his case. His concept, titled "What's Good with America," has attracted national attention and has been endorsed by such prominent people as former President Gerald Ford, Henry Kissinger, Paul Harvey, Charlton Heston

and Mrs. Lyndon Johnson.

Towerman's efforts were recently honored when he was awarded the prestigious Commander's Patriotism Award at Scott Air Force Base in Illinois. General Robert E. Huyser, Commander in Chief of the Military Airlift Command headquartered at the base, presented the award to Towerman in recognition of "his many years of dedicated and effective support of programs which increase public awareness of service to the nation, the best of American values and principles and old-fashioned patriotism."

Towerman has spoken about his concept before more than 50 civic, fraternal and school groups in the St. Louis, Missouri, area.

## Parliamentary Procedure Simplified

As a Toastmaster, you should know the correct way to make motions, postpone consideration of a question and stop debate during your club meetings. It's also very important to know your rights and limitations as a member.

A new 96-page book called *Know What to Do and How to Do It: Parliamentary Procedure Simplified for Club Members* will help Toastmasters become familiar with basic parliamentary procedure they should know.

Although the book is based on *Robert's Rules of Order Newly Revised*, it in no way takes the place of *Roberts*. It's meant to simply give the average club member a knowledge of the procedures he or she needs to know.

The book is written by Toni Bagley, a Professional Registered Parliamentarian with the National Association of Parliamentarians. Bagley is also a certified teacher recognized by the Academy of Parliamentary Procedure and Law and a member of the Academy of Parliamentary Procedure and Law.

*Know What to Do and How to Do It* is available for \$5 post paid from its author, Toni Bagley, Ste. 2, Executive Plaza, 4404 S. Florida Avenue, Lakeland, Florida 33803.

## A Valuable Tool for Speechwriters

Speechwriters who are looking for anecdotes and quotes to illustrate points and add humor to their speeches will be interested in *Quote* digest.

*Quote* is a handy pocket publication that's crammed full of great speech material — facts, stories, quotes and jokes. *Quote* is indexed annually and each issue is ready to be inserted into a notebook for easy reference.

The digest, now in its 40th year of publication, is published by internationally-known seminar leader and public speaker Kirk Kirkpatrick. A charter member of the National Speakers Association, he is also the author of *Complete Speaker's and Toastmaster's Desk Book, featuring Kirk Kirkpatrick's Audience Control Techniques*.

For subscription information for *Quote* digest, write to *Quote*, Ste. L-100, 215 Piedmont Avenue, N.E., Atlanta, GA 30308.



# VOCAL VARIETY

by David P. Lewis, ATM

Are you lulling your listeners to sleep?

The first thing to be said in an analysis of vocal variety is that there is much of it around.

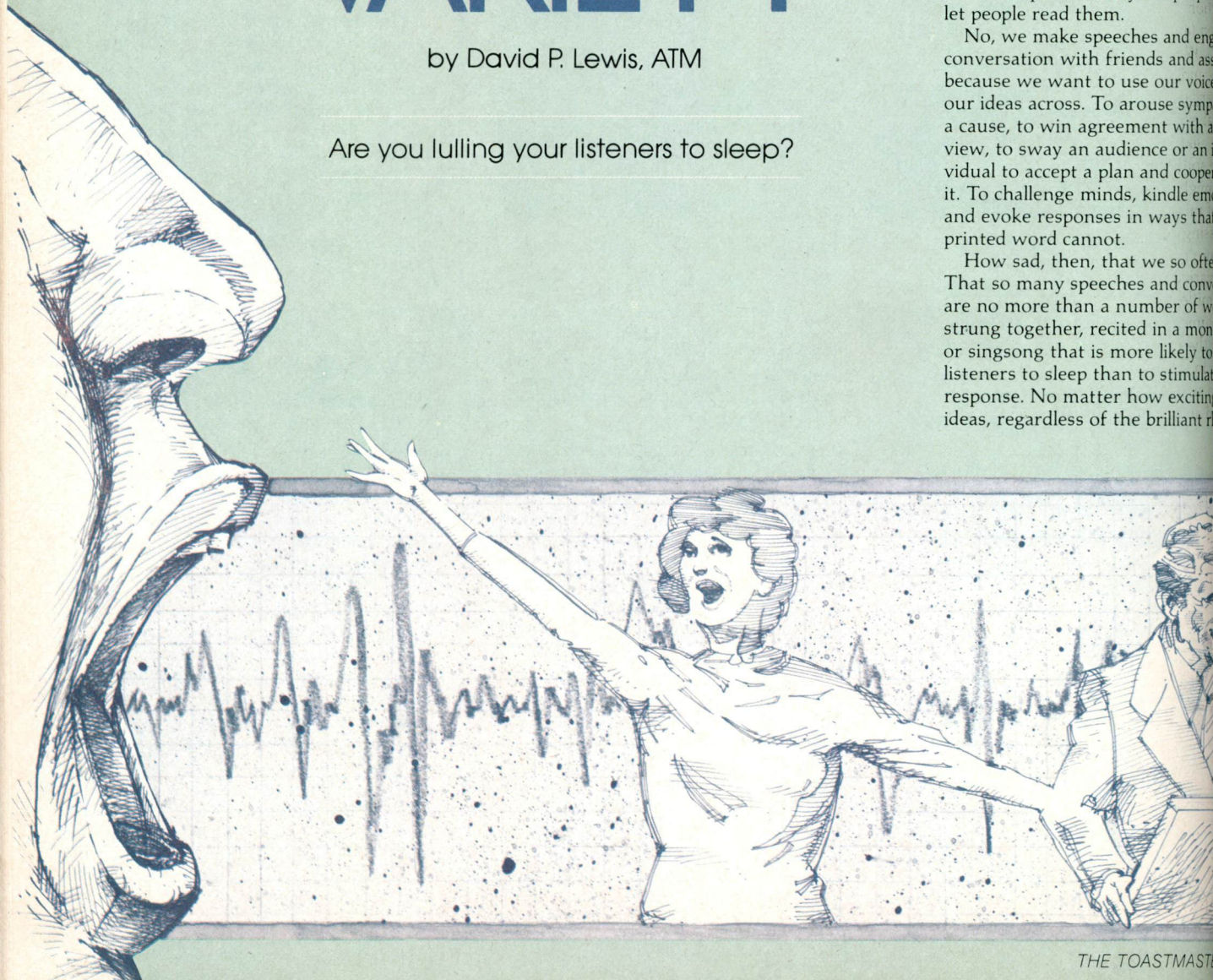
Listen to the drone of the average conversation or the monotonousness of the typical speech—even that of the reputedly great leader who is supposed to be able to “move” audiences—you’ll find, more often than not, a speech that runs the gamut of variety from A to Z. An oscillograph taken during such a speech or conversation would show more variation than one made of the buzz of a bee.

But listen to the ebb and flow of a truly trained voice—of an actor, for example, or a broadcast announcer, or a great public speaker. How inspiring is to hear the speech—or even the everyday conversation—of someone who understands what the human voice can do in communicating ideas and persuading listeners!

Indeed, why do we make speeches? To say speaking is a means of conveying ideas or information is to miss the point entirely, for if that were all there was to it there would be no need to speak at all. It would be quicker and easier to send around copies of essays or proposals and let people read them.

No, we make speeches and engage in conversation with friends and associates because we want to use our voices to convey our ideas across. To arouse sympathy for a cause, to win agreement with a view, to sway an audience or an individual to accept a plan and cooperate. To challenge minds, kindle emotions, and evoke responses in ways that the printed word cannot.

How sad, then, that we so often do not. That so many speeches and conversations are no more than a number of words strung together, recited in a monotone or singsong that is more likely to lull listeners to sleep than to stimulate a response. No matter how exciting the ideas, regardless of the brilliant





word pictures, if any, the voice with the rhythm of sluggish in wet sand. The tone is half above the median for accented and key words and half a note below for unaccented words and periods. The voice graph comes something like this (italics in graph notes):

*Romans, countrymen, lend me your ears to bury Caesar, not to praise him.* The voice tends to follow the iambic or the trochaic beat — the iambic or the trochaic — and we hear things like this: *For us are not as good as we would*

## Even our speeches seven-minute endurance tests.

Reason for this flat near-monotone is that we generally approach speaking analytically; we see the speaking assignment as a seven-minute stretch, some endurance test. We rise, we get on our feet and talk, and we sit down and proceed horizontally from introduction to thesis to key points to conclusion (and blessed escape from the podium). We fail to recognize the opportunity and the obligation! — to convert a dry dissertation into a stirring oral experience — for speaker and listener alike.

The sound of the phrase, “vocal variety” might seem to be merely a matter of raising and lowering the voice on accented syllables. But it’s more than that.

Vocal variety consists of using the limitless combinations of tone, volume, speed, rhythm and inflection. The voice is capable of — employed in such a way that they could strengthen the ideas being presented and stimulate the response

of the audience.

Well, then, let’s tackle the problem. Let’s pinpoint some of these possibilities and analyze them, to determine how they can be used for more dynamic communication.

### Crossing The Median

Suppose a straight line represents the median of your own normal speaking voice, the pitch and tone you use when you’re expressing no particular emotion or making no special point, as in, “I think I’ll go to bed.”

Above this line is the area of emotion and passion. Below it is the field of logic and reason.

You raise your voice to express emotions — anger, excitement, enthusiasm, a cry for help. You tend to talk faster and louder, emphasizing words and enunciating more clearly, sometimes speaking in a staccato fashion or with dramatic flourishes.

Conversely, you lower your voice when you speak analytically, thoughtfully, appealing to intelligence and rational feelings. You are likely to speak more slowly and softly, in a milder tone. You may linger over words and phrases, letting them sink in. You’ll let the words speak for themselves, without dramatic emphasis.

As a general rule, a speech should not be all on one side of this line. The best speakers blend emotion and reason so skillfully, moving from one to the other so adroitly, that the audience isn’t aware of the technique at all. At times, the two are actually one, so intermixed that they can’t be separated — with the speaker using, for example, a low voice that is nonetheless rapid, forceful and dramatic — or a high, rapid delivery that is fraught with irrefutable logic.

Despite the opprobrium in which his name is held, Adolph Hitler was one of the most effective speakers of our times, and he made masterful use of these techniques, as we know from recordings

still available. One doesn’t need to understand German to be moved and excited by the tremendous power of his voice as it rose and fell in sweeping crescendos and diminuendos, pouring out emotion-charged words in machine-gun barrages, almost sobbing with rage and sorrow for what he saw as injustices his country suffered. Then, lowering his voice to a near-whisper, he would point out what he believed was the cold, undeniable logic of the German cause.

Of course, he overdid it. It isn’t necessary to shriek, shout or rave. Winston Churchill didn’t — and yet he used vocal variety as few others ever did, his voice rising and falling, stressing key words, evoking the patriotic passions of the British — and of half the world — as he drawled mildly over the logic of the Allied objectives.

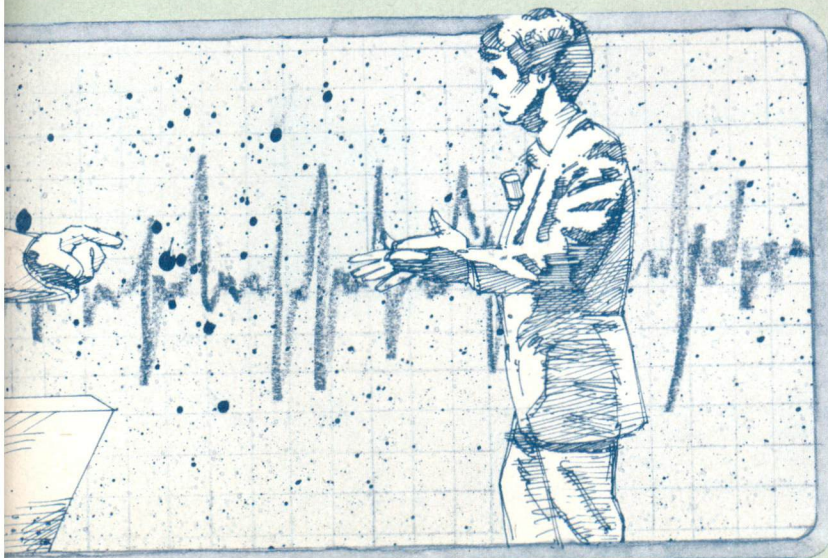
Yes, there are contradictions. As Churchill and other great orators have shown, it is possible to arouse emotion with a lowered voice speaking slowly and softly. But that’s usually done after firing up the audience. The skillful speaker will begin in the median range, disarming the audience, presenting a sound premise in a reasoned manner that earns him the respect and confidence of his listeners. Then, gradually, he will work into the emotional field, stirring the people and arousing their sympathies and their passions. From time to time he’ll drop below the line for more substantiation of his premise; then he’ll move back into the area of emotions to sustain the enthusiasm he’s developed there and build even more support for his appeal. And sometimes he’ll drop below the line for the catch in the throat that’s all emotion but is none the less sure-fire in sounding quite logical, thus nailing down the “truth” of his argument.

### The Gettysburg Address

We are told that Abraham Lincoln was not a great speaker — not even a reasonably good one. Yet he gave us one of the world’s finest orations, one which lends itself to the kind of delivery every Toastmaster should strive for. It’s worth practicing with; imagine yourself in Lincoln’s place, applying these techniques as you deliver The Gettysburg Address.

You begin evenly, stating the premise calmly, yet impressively: “Four score and seven years ago our fathers brought forth on this continent a new nation, conceived in liberty and dedicated to the proposition that all men are created equal.”

Your voice will probably rise a little now and you’ll stress the words to establish their importance: “Now we are engaged in a great civil war, testing whether that nation or any nation so conceived and so dedicated can long endure.” Back to the median, gradually, as this is part of the premise: “We are met on a great battlefield of that war. We have come to dedicate a portion of that field, as a final resting-place for those





# Laugh Lines

Is there any virtue?

If a man's ambition is to make money and he does, he's a materialist. If he keeps it, he's a capitalist. If he spends it, he's a playboy. If he doesn't get it, he lacks ambition. If he gets it without working, he's lucky and a parasite. But if he gets it after a life of hard work, he's a fool and got nothing out of life.

One father wanted his son to be successful, so he sent him to the best college he knew of—Harvard. After the son's first year at school he returned and his father asked him how he had done. The son responded that he was next to the top of his class. His father said, "What do you mean, next to the top of your class? Why not the top?"

At the end of the next year the crochety father again inquired of his son how he stood in his class and the son said, "Well, Dad, I made it. This year I was number one."

Dad's response was, "I'm afraid it doesn't speak very well for Harvard."

"You have sworn to tell the truth and nothing but the truth," said the judge.

"Well, with that limitation," said the witness, "I am not going to have much to say."

Sign on the basketball coach's office: This office is closed, but if you can see over the transom, come in.

"My advice is to go through the motion of driving without using the ball," said the golf instructor, after watching his student take a few swings.

"That, my friend," said the golfer, "is exactly the trouble I'm trying to overcome!"

The other day I called a plumber to change two washers in a faucet, which he did in less than five minutes. The bill came to \$25. I said my doctor charges less than that for a house call and he stays twice as long.

"I know," said the plumber. "That's what I used to charge when I was a doctor."

A conference is a gathering of people who alone can do nothing, but together can decide that nothing can be done.

Many men are brilliant until they're called as a witness to testify in a law suit.

A vested interest is sometimes thought of as a legal right to get something for nothing.

I cancelled a dental appointment to be here tonight, but now I regret it.

In the near future, one on death row will be required to be advised that he has a right under the law to retain a writer and confess to the highest bidder!

When I was a boy I was told that anyone could be President. In recent years I have come to realize that this is true.

Two men were talking at a dinner table. One said to the other, "My wife is like George Washington. She can never tell a lie."

The other said, "You're fortunate. Mine can tell a lie the moment I get it out of my mouth."

Advice is what a man asks for when he wants you to agree with him.

An optimist is one who thinks that this is the best of all possible worlds, and a pessimist is one who is afraid he is right.

People are now buying campers so that they'll have a place to live while looking for a place to park.

*Reprinted by permission from **How To Tell A Story And How to Have One For Any Occasion; 1000 Stories, Anecdotes and One Liners**, by Harry C. Hornblower, The Fox Hills Press, 2676 Cunningham Road, Annapolis, MD 21401. Although the price of this book is \$14.95, Toastmasters may purchase the book from the publisher for \$10 per copy when payment accompanies an order.*

who here gave their lives that that nation might live."

The next seems so logical that it almost demands a lower, slower, softer voice: "It is altogether fitting and proper that we should do this." Yet the next urges us back above the line, laying out the challenge: "But, in a larger sense, we cannot dedicate—we cannot consecrate—we cannot hallow this ground. The brave men, living and dead, who struggled here, have consecrated it, far above our poor power to add or detract."

Lower now, thoughtful, blending reason with strong emotion: "The world will little note, nor long remember, what we say here, but it can never forget what they did here."

And, moving back toward the higher registers, speaking with strength and feeling: "It is for us the living, rather, to be dedicated here to the unfinished work which they who fought here have thus far so nobly advanced. It is rather for us to be here dedicated to the great task remaining before us—"

Building, now: "—that from these honored dead we take increased devotion to that cause for which they gave the last full measure of devotion—that we here highly resolve that these dead shall not have died in vain—that this nation, under God, shall have a new birth of freedom—"

Finally, lower—for the emotion-charged truth and justice of it all: "—and that government of the people, by the people, for the people, shall not perish from the earth."

It was a masterpiece but it was so poorly delivered (following the speech of one of the greatest orators of all time, Edward Everett) that it made little impression on the audience and was given minimal attention in the newspapers. It wasn't until several years later that the address began to be recognized as a great oration. Which proves the point: *What* you say is important, but it's *how* you say it that puts it across.

Unfortunately for Honest Abe, there were no Toastmasters clubs in his day. How different history might have been if Lincoln had had our training. 🎤



*David Lewis, ATM, is a member of Hollywood and Vine Club 328-1 in Hollywood, California. He has served in all club offices, and has won 14 trophies in humorous and serious speaking contests*

*as well as tall-tales competitions. He has been a member of Toastmasters for 22 years. During the pioneer days of television in the late 1940s and early 1950s, Lewis was a free-lance television director. He now writes screenplays and television dramas. He is also one of three Toastmasters to be awarded Toastmasters International's Accredited Speaker title at the International Convention in Phoenix. This was the first year for the program.*

THE TOASTMASTER



# Hall of Fame

## DTMs

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

- Arthur L. Hawman**  
Walla Walla 81-9, Walla Walla, WA
- Lloyd H. Smith**  
Blue Mountain 618-9, Walla Walla, WA
- John L. Volanski**  
Diamond 2486-10, Painesville, OH
- William C. Cutshaw**  
Scottish Rite 2289-11, Indianapolis, IN
- George R. Miller**  
Alta Sundowners 4297-15, Sandy, UT
- Ann Crawley**  
Cranbrook Ladies 731-21, Cranbrook, B.C., Can
- John Barry Harvie**  
Malaspina 738-21, Nanaimo, B.C., Can
- erry B. Smith**  
rving 3365-25, Irving, TX
- C. Douglass Couto**  
Pentaf 2014-36, Washington, D.C.
- Richard H. Archer Jr.**  
Gold Mine 241-37, Concord, NC
- ack F. Cherry**  
Washington 1854-37, Washington, NC
- leon Barnes**  
Crack O' Dawn 4430-43, North Little Rock, AR
- Robert Floyd Akin**  
Prop & Rotor 1683-48, Fort Rucker, AL
- Oscar J. Jereza Sr.**  
CEBU 35-U, Cebu City, Philippines

## ATMs

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

- Peggy Beeks**  
El Monte 352-F, El Monte, CA
- Theodore J. Kagan**  
Arrowhead 788-F, San Bernardino, CA
- Guy G. Visbal**  
County Employees 1116-F, San Bernardino, CA
- Dave Gardner**  
Newport Beach 1300-F, Newport Beach, CA
- Jack M. Kantola**  
Riverside Breakfast 1348-F, Riverside, CA
- George W. Grantham**  
Westwinds 2436-F, West Covina, CA
- Lydia Douglas Boyd**  
Lawndale 999-1, Lawndale, CA
- Caroline M. Jank**  
Bellingham 60-2, Bellingham, WA
- Michael Steinberg**  
Capitol 365-3, Phoenix, AZ
- Miguel T. Cordova**  
Voice of Motorola 2083-3, Scottsdale, AZ
- Robert Clayton Fritz**  
Roadrunner 3850-3, Tucson, AZ
- Calvin C. Townsend**  
Mill-Braers 2168-4, Millbrae, CA
- Ruben Ramos**  
Jet Stream 2624-4, Moffett Field Naval Air Station, CA
- Andrew Thomas Bisson**  
Lands End 3976-4, San Francisco, CA
- Wilma S. Bryant**  
DPW Commentators 3537-5, San Diego, CA
- Boyd Roland Edwards**  
Paramount 657-6, Sandstone, MN
- Marvin Robertson**  
Marshall 1276-6, Marshall, MN
- Robert C. Cox**  
SM Chanticleers 622-7, Portland, OR
- Richard J. Wood**  
Oregonian 1226-7, Portland, OR
- Wayne Standerfer**  
Commodore 654-8, Decatur, IL
- John E. Binnion**  
Cleveland Engrg. Society 1778-10, Cleveland, OH
- Vennes V. Anderson**  
Boonville 465-11, Boonville, IN
- Leo H. Kanter**  
Foremost 507-11, Evansville, IN
- Frank T. Smith**  
Woodman 681-11, Indianapolis, IN
- Robert Samuel Williamson**  
Logansport 621-11, Logansport, IN
- Joe H. Manhart**  
Alcoa Technical Center 1729-13, New Kensington, PA
- William P. Byrne Sr.**  
Old Economy 2682-13, Ambridge, PA
- Ector G. Lopez**  
Will Rogers 1032-16, Oklahoma City, OK
- Donald Frank Main**  
Lexical 1367-16, Lexington, OK
- Frank L. Slane**  
Gilcrease 1384-16, Tulsa, OK
- J. Robert Worrell**  
Torchlighters 2942-16, Tulsa, OK
- Donald F. Hargy**  
Keystone 3139-16, Tulsa, OK
- Beverly J. Adkins**  
Insurance Masters 3193-16, Oklahoma City, OK
- Jayne Vaughn**  
Eleventh Hour 3312-16, Tinker AFB, OK
- Leo R. Zierden**  
Frederick 1082-18, Frederick, MD
- Richard B. Pyra**  
Northwest Beltway 3465-18, Baltimore, MD
- Frances Arlene Lund**  
Washington 1089-19, Washington, IA
- Bonnie L. Cashen**  
John Deere 1116-19, Moline, IL
- Steven J. Wells**  
Five Seasons 1529-19, Cedars Rapids, IA
- Harriette L. Milburn**  
Diplomats 3298-19, Des Moines, IA



**Walter D. Hensel**  
Bismarck 717-20, Bismarck, ND

**Ian B. Edwards**  
Gate City 759-20, Fargo, ND

**Norma D. Barber**  
Vernon 1929-21, Vernon, B.C., Can

**Robert G. Sompayrac**  
Early Bird 1928-22, Overland Park, KS

**Lawrence D. Gordon**  
Gen-Sirs 2343-22, Kansas City, MO

**Evelyn G. Carlson**  
Albuquerque 122-23, Albuquerque, NM

**Don E. Harbin**  
Border Toasters 2127-23, El Paso, TX

**Glenn W. Dee**  
Noon Enthusiast 2102-24, Council Bluffs, IA

**Roby Christie**  
Wichita Falls 305-25, Wichita Falls, TX

**Cheryl Ann Smith**  
Garland 1207-25, Garland, TX

**E. L. Breig**  
Richardson Noon 2146-25, Richardson, TX

**William P. Johnson Sr.**  
SWD Corps of Engineers 2760-25, Dallas, TX

**Joseph Thomas Potter**  
Early Birds 3546-25, Waco, TX

**Arthur Bradford Ingalls**  
Eagles 4108-25, Dallas, TX

**Jean Cox**  
Mile High 741-26, Denver, CO

**Bradley H. Geissler**  
Vanguard 2226-26, Aurora, CO

**Darwin F. Winter**  
Pikes Peak 3044-26, Colorado Springs, CO

**Louis Solomon**  
West Adams Speak Easy 1222-28, Detroit, MI

**Donald E. Pratt**  
Five Flags 3229-29, Pensacola, FL

**Philip K. Jackson**  
Port Angeles 25-32, Port Angeles, WA

**Nora V. Levesque**  
McChord Starlifters 1594-32, McChord Air Force Base, WA

**John R. Ross**  
Kitsap Morning 3704-32, Bremerton, WA

**Alfred Robert Pimentel**  
Clovis Pioneers 2378-33, Clovis, CA

**Earle W. White Jr.**  
I'll Drink To That 3254-33, Las Vegas, NV

**Bruce Charles Armstrong**  
Daybreakers 3332-33, Westlake Village, CA

**Vernon Hagen**  
Milwaukee Metro Speakers 945-35, Milwaukee, WI

**Ashby E. A. Denoon**  
Interior 2157-36, Washington, D.C.

**Ruth Mckelvie**  
Phenix 1152-36, Washington, D.C.

**Malcolm Lloyd Funn**  
Revenooers 3653-36, Washington, D.C.

**Joe J. Bettis**  
Goldmine 241-37, Concord, NC

**Kermit C. Ashley**  
Salisbury 2380-37, Salisbury, NC

**May S. Craven**  
Wilmington 3603-37, Wilmington, NC

**Armand Perez**  
Glass Houston 4061-37, Winston-Salem, NC

**Grace E. Hammack**  
Jacksonville 3478-37, Jacksonville, NC

**Albert Dehr**  
Carmichael 2213-39, Sacramento, CA

**Cecil E. Barley**  
Yreka 3623-39, Yreka, CA

**Richard E. Dunn**  
Argonaut 3709-39, McClellan Air Force Base, CA

**Homer L. Bias**  
Huntington Centennial 2869-40, Huntington, WV

**Orville Charles Bryan**  
Deadwood 2239-41, Deadwood, SD

**Steven P. Stone**  
Pacesetters 1589-43, Memphis, TN

**Jack Sigmar Rice**  
Vicksburg 2052-43, Vicksburg, MS

**Robert A. Lee**  
Portland 288-45, Portland, ME

**Ralph Anthony**  
Vanderbilt 3061-46, New York, NY

**Richard E. Martino**  
Golden Gulf 911-47, St. Petersburg, FL

**Robert Dempsey**  
Great Fort Lauderdale 2004-47, Fort Lauderdale, FL

**David S. Esposito**  
Great Fort Lauderdale 2004-47, Fort Lauderdale, FL

**Mike Bono**  
Saturday Morning 2840-47, Jacksonville, FL

**Mark McCranie**  
Saturday Morning 2840-47, Jacksonville, FL

**Charles E. Simmons**  
Saturday Morning 2840-47, Jacksonville, FL

**Robert D. Thompson**  
Clearwater 3087-47, Clearwater, FL

**Hollis Wayne O'Mary**  
Mason-Dixon 2186-48, Huntsville, AL

**Douglas C. Seay**  
Mason-Dixon 2186-48, Huntsville, AL

**Iolani D. McDonald**  
Bankoh 2074-49, Honolulu, HI

**Thomas A. Clark**  
Camp Smith 2950-49, Camp HM Smith, HI

**F. Harold Umbanhowar**  
Hubbard Trail 2571-54, Hoopetston, IL

**Michael J. O'Grady Jr.**  
USAA 181-56, San Antonio, TX

**Harry G. Horn**  
Alzafar Shrine 2180-56, San Antonio, TX

**Bruce E. Dunbar**  
Business-Professional 2207-56, San Antonio, TX

**E. Richard Zamecki**  
Post Oak 3897-56, Houston, TX

**John D. Winter**  
Yarn Spinners 2965-58, Greenville, SC

**Doris Sutnick**  
Kaiser 756-57, Oakland, CA

**William Howard Sanders**  
Yarn Spinners 2965-58, Greenville, SC

**Ellen T. Reid**  
Dolphin 3170-58, Charleston, SC

**Ruben M. Mosquera**  
Club TM Dynamique 3604-61, Laval, Quebec, Can

**Ahti A. Mackela**  
Greater Flint 2826-62, Flint, MI

**John A. Weber**  
Thursday Thirty 1530-63, Chattanooga, TN

**J. Wayne Hamel**  
Pubspeak 2196-64, Winnipeg, Man., Can.

**Robert L. Opdyke**  
RTC 1342-65, Rochester, NY

**Richard A. Bondo**  
Little Creek 1471-66, Norfolk, VA

**Arthur W. Brown**  
B & W 4286-66, Lynchburg, VA

**Pauline Anne Hunter**  
Cobar 3693-70, Cobar, N.S.W., Aust.

**Joy Pauline Vowles**  
Tauranga 3089-72, Tauranga, NZ

**Fortunato Frank Cataldo**  
Ri Konono 1687-U, Kwajalein, GU

## New Clubs

**3810-F Vineyard**  
Rancho Cucamonga, CA — Thurs., 11:30 a.m.  
General Dynamics, East Valley Plant,  
10900 E. 4th St. (982-4146).

**4677-F Honeywell**  
West Covina, CA — Alt. Mondays &  
Wednesdays, 11:30 a.m., Honeywell, Inc.,  
1200 E. San Bernardino Rd. (331-0011, x 279)

**4682-F Disneyland**  
Anaheim, CA — Tues., 7 a.m., Disneyland,  
1313 Harbor Blvd.

**4690-1 CNB Speakers**  
Beverly Hills, CA — Every other Thurs.,  
6 p.m., La Villa Taxco, 7038 Sunset Blvd.  
(550-5513).

**4692-2 Honeywell Too**  
Seattle, WA — Tues., 4:30 p.m., Honeywell  
Marine Systems Operations, 5303 Shilshole  
Ave., N.W. (789-2000).

**4723-2 Wry**  
Kirkland, WA — Thurs., 7 a.m.,  
Denny's Restaurant, 10510 N.E. Northrup  
Way (455-5580).

**4705-3 Ahwatukee**  
Ahwatukee, AZ — Thurs., 6:45 a.m.,  
Ahwatukee Community Center, 4700 E.  
Warner Rd. (893-4561).

**4727-5 Laughmasters**  
San Diego, CA — 2nd & 4th Tues., 6:30 p.m.,  
Sambo's Restaurant, 4610 Pacific Highway  
(273-3501).

**4701-6 Super Speakers**  
Eden Prairie, MN — Friday, 7 a.m., Super Val  
Stores, Inc., 11840 Valley View Rd., Rm. 215  
(828-4930).



**4726-6 Sperry Speakers**

Eagan, MN — Wed., 11:45 a.m., Sperry Univac,  
3333 Pilot Knob Rd.

**4039-7 Daylighters**

Beaverton, OR — Wed., 6:30 a.m., Tekronix

**4720-7 Papillon**

Tigard, OR — Thurs., 7:30 p.m.,  
Chalet Pancake & Pie House, 11680 S.W.  
Pacific Highway (292-6671).

**4842-8 Waynesville-St. Robert**

St. Robert, MO — Fri., noon,  
Champlin Restaurant, Interstate 44 at  
St. Robert Exit (774-5278).

**4683-11 Zimmer**

Warsaw, IN — Tues., noon, Zimmer  
267-6131).

**4689-11 DELCO**

Kokomo, IN — 1st & 3rd Wed., 5:30 p.m.,  
Delco Electronics, 700 E. Firmin (459-7089).

**4708-13 MSA**

Pittsburgh, PA — 2nd & 4th Thurs., 11:30  
a.m., Mine Safety Appliances Company,  
600 Penn Center Blvd. (273-5107).

**4713-14 President's**

Atlanta, GA — Wed., 6:30 p.m., Oglethorpe  
University, 4484 Peachtree Rd. (231-2320).

**4709-15 Mountain Home**

Mountain Home, ID — Tues., 7 p.m.,  
Keystone Pizza, Stardust Plaza (828-6125).

**3531-15 IRS Express**

Ogden, UT — 1st & 3rd Wed., 7:45 a.m.,  
Ogden Service Center, IRS, 12th W. 12th, So.  
392-6569).

**4710-16 Hi-Flyers**

Tulsa, OK — Wed., 4:20 p.m.,  
McDonnell Douglas-Tulsa, 2000 N. Memorial  
Dr. (836-1616, x 3551).

**4717-18 ALICO**

Wilmington, DE — 1st & 3rd Wed., noon,  
American Life Insurance Company, 12th &  
Market Streets.

**4724-18 Annapolis**

Annapolis, MD — 1st & 3rd Wed., 7 p.m.,  
Board of Education Bldg., 2644 Riva Rd.  
(544-3828).

**4680-19 Veteran's Administration  
Medical Center**

Des Moines, IA — Thurs., noon, V.A.M.C.,  
Multiple Purpose Room, 30th & Euclid  
(255-2173, x 218).

**4728-19 Caterpillar**

Davenport, IA — Tues., 4:15 p.m., Caterpillar  
Tractor Company, P.O. Box 2790 (285-1583).

**4679-22 TGIF**

Overland Park, KS — 2nd & 4th Fri., 7 a.m.,  
John Francis Restaurant, 80th & Floyd  
(381-2064).

**2124-23 Cliff Wenzel Chapter**

El Paso, TX — 2nd & 4th Wed., 4 p.m.,  
Raytheon Service Company, 7201 Montana  
Ave. (779-7666).

**4678-25 Sky High**

Arlington, TX — Wed., 5 p.m., Sky Chefs  
Cafeteria, 601 Ryan Plaza (355-1819).

**4714-25 Athens**

Athens, TX — Thurs., 6:45 a.m., Spanish Trace  
Inn, 716 E. Tyler (675-7204).

**4721-25 Plano Frontier**

Plano, TX — Wed., 5:45 p.m.,  
Tino's Restaurant, 1585 Avenue K (596-2813).

**4712-26 Good Sounds Anonymous**

Denver, CO — Every other Tues., 11:30 a.m.,  
General Services Administration, Bldg. 41,  
Denver Federal Center (234-2348).

**4718-29 Old Spanish Trail**

Chipley, FL — 2nd & 4th Thurs., 7:30 p.m.,  
Beefmaster Restaurant, Hwy. 77 (638-8937).

**4704-30 MCC Powers Northbrook**

Northbrook, IL — 2nd & 4th Thurs.,  
11:45 a.m., MCC Powers, 2942 MacArthur  
Blvd. (272-9555).

**4681-32 Meridian**

Lacey, WA — Tues., noon, WDOE Rowe 6  
Conference Room, 6th Ave. (753-6189).

**3649-33 Bishop**

Bishop, CA — Alt. Wed., 11:45 a.m., Caltrans  
& U.S. Forest Service (873-8411, x 221).

**4693-35 Necedah**

Necedah, WI — 1st & 3rd Mon., 7:30 p.m.,  
St. Joseph's Hall, Shrine Rd. (565-2525).

**3524-36 CSC Word Processors**

Silver Spring, MD — Wed., noon,  
Computer Sciences Corporation,  
8728 Colesville Rd. (589-1545, x 425).

**3784-36 Thomas Jefferson**

Woodbridge, VA — 2nd & 4th Wed., 7:30 p.m.,  
Our Lady of Angels Church, 1 Mary's Way,  
Rm. 5 (680-4981).

**4691-36 Survey 81**

Reston, VA — 2nd & 4th Tues., 11:45 a.m.,  
U.S. Geological Survey (Rm. BA-102),  
National Center (860-6941).

**2278-38 United Engineers**

Philadelphia, PA — 1st & 3rd Mon., 5 p.m.,  
United Engineers Building, 30 So. 17th St.,  
Rm. 207 (422-3853).

**4707-38 Caesars**

Atlantic City, NJ — Every other Wed.,  
8:15 a.m., Caesars Boardwalk Regency  
Hotel-Casino, Arkansas Ave. & the Boardwalk  
(340-5016).

**4706-39 Los Oradores**

Sacramento, CA — Thurs., 6 p.m., Hobo Joe's  
Restaurant, 3rd & J Streets (322-7157).

**4695-40 Unity**

Columbus, OH — 1st & 3rd Mon., 7:30 p.m.,  
Unity Church of Christianity, 4211 Maize Rd.  
(267-4959).

**1476-52 Union Royal**

Los Angeles, CA — 1st & 3rd Wed., 11:45,  
Union Oil Company, California Room,  
460 So. Boylston (977-5126).

**4676-52 The Spirit of 76**

Los Angeles, CA — 2nd & 4th Wed.,  
11:45 a.m., Union Oil Company,  
California Room, 460 So. Boylston (977-5126).

**4694-56 Texins**

Austin, TX — Wed., noon, Wyatt Cafeteria,  
910 W. Anderson Lane (467-3357).

**4697-56 Cities Service**

Houston, TX — Tues., 11:30 a.m.,  
Cities Service-ERG International,  
1900 North Loop West (683-2000).

**3715-66 Christiansburg**

Christiansburg, VA — 1st & 3rd Mon.,  
7:30 p.m., Appalachian Power Building,  
412 Roanoke Rd. (382-8524).

**3575-68 Masters**

New Orleans, LA — 2nd & 4th Wed.,  
11:30 a.m., VA Medical Center,  
1601 Perdido St. (589-5277).

**4675-72 Massey**

Palmerston North, NZ — Fri.,  
12:30 p.m., Massey University (82-484).

**4687-72 Birkenhead**

Auckland, NZ — 2nd & 4th Mon.,  
7 p.m., Birkdale College, Birkdale Rd.

**4688-74 Chartered Secretaries**

Salisbury, Zimbabwe — 1st Mon. & 3rd Thurs.,  
5:30 p.m., Ministry of Works Conference  
Room, Samora Machel Ave. (25159).

**4696-U Central La Carlota**

La Carlota City, Philippines — 2nd & 4th Sun.,  
6 p.m., CAC, Elizalde Sports Club.

## Anniversaries

**45 Years**

Ocotillo 68-3, Phoenix, AZ

**40 Years**

Sioux Falls 210-41, Sioux Falls, SD

**35 Years**

Verdugo Hills 434-52, Montrose, CA

**30 Years**

Zumbro Valley 1013-6, Rochester, MN

**25 Years**

Mid-Del 2257-16, Midwest City, OK

Central 2277-31, Worcester, MA  
Sheboygan 2121-35, Sheboygan WI  
Business-Professional 2207-56,  
San Antonio, TX  
Aylesbury 762-71, Aylesbury, England

**20 Years**

Helmshmen 770-F, Huntington Beach, CA  
Newport Beach 1300-F, Newport Beach, CA  
Downtown 1894-10, Akron, OH  
Gladiators 3392-36, Baileys Cross Roads, GA  
DPSC 3403-38, Philadelphia, PA  
Whitehall 3002-40, Columbus, OH  
Naracoorte 3395-73P, Naracoorte, Aust.

**15 Years**

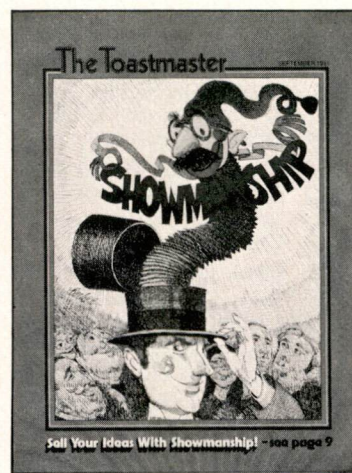
South Gate 1587-1, South Gate, CA  
Fairlawn 2803-10, Akron, OH  
Mid-Day 3671-31, Worcester, MA  
Travelers 1389-53, Hartford, CT

**10 Years**

San Marcos 70-3, Chandler, AZ  
Speak-Easy 1560-4, San Francisco, CA  
Downtown Toledo 2185-28, Toledo, OH  
Gulf Coast 2095-29, Biloxi, MS  
Germantown 2394-36, Germantown, MD  
Fredericton 2204-45, Fredericton, N.B., Can.  
Singer-Kearfott 2768-46, Wayne, NJ  
Hometown USA 2162-53, Glens Falls, NY  
Lancaster 2154-58, Lancaster, SC  
Whakatane 1106-72, Whakatane, NZ  
Napier 1542-72, Napier, NZ  
Masterton 3199-72, Masterton, NZ



# TI Subject Index



## Board of Directors

- Toastmasters: Ceiling  
 "Unlimited" . . . . . May/19  
 1981-1982 Officer Candidates . . . . . Jun/6  
 1981-1982 International  
 Directors Report: Taking  
 Great Strides . . . . . Nov/23

## Convention

- Go for the Gold . . . . . Apr/8  
 Go for the Gold . . . . . May/15  
 1981 Convention Highlights:  
 Phoenix 1981 . . . . . Oct/16

## Education

- Let Your Audience Participate  
 Donald L. Kirkpatrick . . . . . Jan/15  
 The Confrontation: Preparing to Win  
 Walter Kirwan . . . . . Jan/16  
 The Care and Heeding of Speechwriters  
 Bob Orben . . . . . Jan/19  
 Managing Q & A Sessions  
 Dr. Michael E. Kolivosky and  
 Laurence J. Taylor . . . . . Jan/21  
 Writing for Success in Business  
 Nora B. Jacob . . . . . Feb/18  
 The Secret of Becoming Part of Your  
 Audience  
 Jesse Owens with  
 Paul Niemark . . . . . Feb/24  
 Passages to Growth  
 Nina Harris, DTM . . . . . Mar/6  
 Plan to Succeed  
 Millard Bennett . . . . . Mar/10  
 Promoting Your Promotion  
 David K. Lindo . . . . . Mar/14  
 The Illusions Behind the Male Mid-Life  
 Crisis  
 Joan Hunts and  
 Diane Yerkes . . . . . Mar/16  
 How to Pull Yourself Out of a Slump  
 Vivian Buchan . . . . . Mar/20

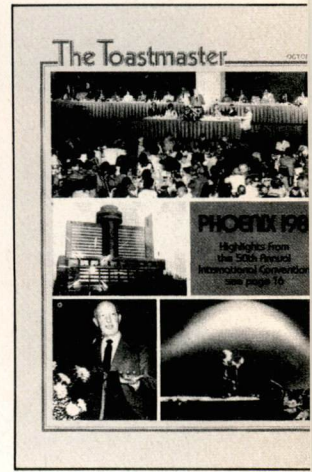
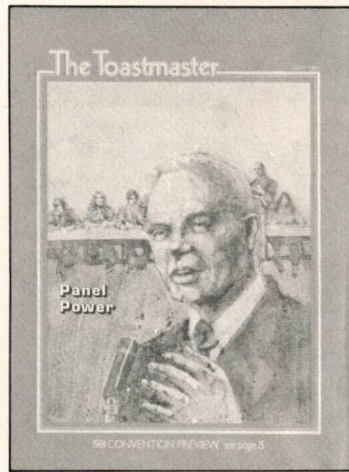
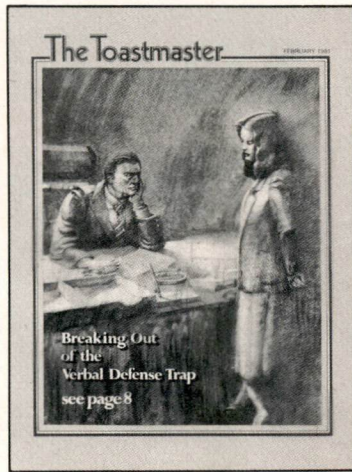
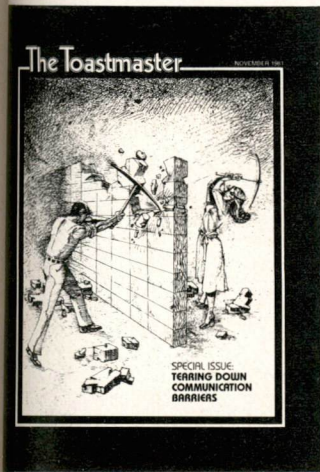
## Critical Transitions for Toastmasters

- Richard A. Taylor, DTM . . . . . Mar/22  
 Life After 65—A Time for Renewal  
 Edmund J. Schrang, DTM . . . . . Mar/24  
 How to Develop and Use an Agenda  
 Elliot M. Fox . . . . . Apr/6  
 Using Words with Wisdom  
 Stephen Turner . . . . . Apr/14  
 The Case for Company Loyalty  
 Joseph N. Bell . . . . . Apr/24  
 Feedback: Your Personal Performance  
 Barometer  
 Dorrine Anderson Turecamo . . . . . May/5  
 Tired Speech Topics  
 Paul Cathey, ATM . . . . . May/13  
 Tune In or Lose Out  
 Thomas Montalbo, DTM . . . . . Jun/12  
 What Your Sense of Humor Reveals  
 About You  
 Jean E. Laird . . . . . Jun/22  
 Going the Second Mile  
 Mike LeFan . . . . . Jul/5  
 The Third Wave  
 Terrence McCann . . . . . Jul/8  
 How Important Are First Impressions?  
 Stewart Marsh . . . . . Jul/14  
 The Case for Elitism  
 Joseph N. Bell . . . . . Jul/20  
 Unleashing Your Creative Abilities  
 William Atkinson . . . . . Jul/24  
 Sleeping Well the Night Before a Speech  
 Barney Flagg . . . . . Aug/8  
 Communicating With Rumors  
 Vivian Buchan . . . . . Aug/11  
 The Power of the Speaker  
 Hugh R. Taylor . . . . . Aug/13  
 Silence: The Golden Link in Communi-  
 cations  
 Doug Ward . . . . . Aug/24

## Enrichment Through Literature

- Peter Koh Soon Kwang and  
 Lily Chang Chee Yu . . . . . Aug/26  
 Brainstorming: In Search of an Idea  
 Richard A. Taylor, DTM . . . . . Sep/5  
 Sell Your Ideas With Showmanship!  
 William Repp . . . . . Sep/9  
 Why Executives Fail  
 Raymond Schuessler . . . . . Sep/14  
 Know Your Audience  
 Leon Fletcher . . . . . Sep/16  
 Move Over, You're Blocking Your  
 Message  
 Dorrine Anderson  
 Turecamo . . . . . Sep/21  
 The Care and Feeding of a Committee  
 B. Y. Auger . . . . . Sep/24  
 Coping With Sexist Language  
 Thomas Montalbo, DTM . . . . . Oct/8  
 Talk Write  
 Stephen Turner . . . . . Oct/10  
 A Matter of Using the Brain  
 Alice W. Chen, Ph.D. . . . . Oct/14  
 The Art of Professional Criticism  
 Robert P. Savoy, DTM . . . . . Oct/22  
 So You Want To Be a Professional  
 Speaker?  
 Patricia Fripp . . . . . Oct/24  
 Coping Effectively With Difficult People  
 Douglas Hirano . . . . . Nov/9  
 You Must Remember This...  
 Deborah Brown . . . . . Nov/12  
 Role Play for Better Communication  
 Vivian Buchan . . . . . Nov/14  
 Straight Talk  
 Marjorie Dean . . . . . Nov/16  
 Evaluate Yourself  
 Stephen Turner . . . . . Nov/22  
 Negotiate...And Win!  
 Dorrine Anderson Turecamo and  
 Ted Anderson . . . . . Nov/25  
 Conquering Procrastination  
 Henry C. Everett, M.D. . . . . Dec/10



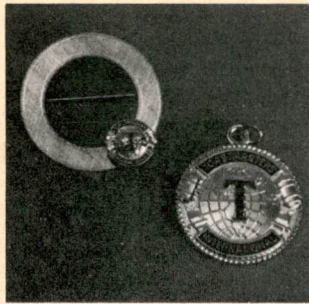


A Balancing Act Joseph G. Lagnese .....	Dec/13
The Successful Job Interview, From Both Sides Dorrine Anderson Turecamo .....	Dec/17
<b>How To</b>	
Increase Your PR Power Walter Jones .....	Feb/27
Helping Others Conquer Fear Roy Wirtzfeld .....	Mar/8
The Microphone: Friend or Foe? .....	Jun/31
Build a Top Ten Club Ed Cargile, DTM .....	Jul/26
Influence Your Audience (Whether They Like It or Not!) Michael W. Fedo .....	Aug/21
Surviving on a Radio or TV Talk Show Rudy Stengel, DTM .....	Sep/31
Building Camaraderie Richard A. Taylor, DTM .....	Nov/19
<b>Leadership</b>	
Why Managers Must Communicate James L. Hayes .....	Jan/5
Taking the Lead in Business Briefings Robert W. Blakely, DTM .....	Jan/13
Making the Most of Your First Big Chance Michelle Cabral .....	Mar/12
Playing the Group Game—Do You Know How to Win? Nina Harris, DTM .....	Jun/19
How to Understand Workers Raymond Schuessler .....	Jun/24
Managers Make Things Happen Thomas K. Connellan .....	Jul/12

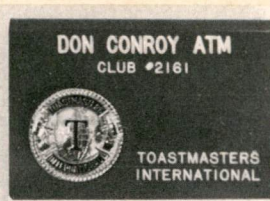
Success: An Even Exchange Robert Harris .....	Jul/18
The Lasting Assets of Leadership O. A. Battista .....	Aug/16
I'm Your New Boss David K. Lindo .....	Oct/12
Don't Manage Out of the Office Jeff Davidson .....	Dec/14
<b>Profiles</b>	
Dr. James ("Johnny") Johnson ...	May/12
<b>Speaking Techniques</b>	
Give Your Speeches Visual Power B. Y. Auger .....	Jan/8
The Third Dimension Dale O. Ferrier .....	Jan/24
How to Present a Technical Paper Vincent Vinci .....	Jan/27
Give Your Speech a Helping Hand David P. Lewis, ATM .....	Feb/4
The Gestures Are Wild Clarence (Robby) Roberts, DTM .....	Feb/7
Breaking Out of the Verbal Defense Trap Dorrine Anderson Turecamo ...	Feb/8
Being Seen and Heard Every Time Darrell Berger .....	Feb/12
Winston Churchill's Mastery in Speech Robert L. Montgomery .....	Feb/20
JFK's Electrifying Platform Power Richard Allen Stull .....	Apr/12
The Work Behind a Winning Contest Speech Jeff C. Young .....	Apr/21
Panel Power Bill Hennefrund .....	May/8
"I'm Finished—You Go On Without Me" Larry Oxenham .....	May/21
What We Say With Space Joseph L. Eden, DTM .....	May/24
Reagan's Inaugural Address: A Guide to Speechmaking Thomas Montalbo, DTM .....	Jun/8

Emotional Color Alys Swan .....	Jun/15
The Right Foot Dale O. Ferrier .....	Aug/5
Planning the Impromptu Speech John I. Hartley .....	Sep/20
Podium Humor Is No Laughing Matter Barney Flagg .....	Oct/5
It's All In How You Say It Bryan B. Gardner .....	Nov/5
The Potent Pause Thomas Montalbo, DTM .....	Dec/5
Vocal Variety David P. Lewis, ATM .....	Dec/24
<b>Special Features</b>	
Selling People On Themselves Robert B. Tucker .....	Apr/16
How to Impress Your Boss Barney Kingston .....	May/27
Something Must Be Wrong! Marshall Kulberg .....	Jun/27
How to Make Yourself Clear Larry Heller .....	Sep/23
Beat the Party Dreads Phil Miller .....	Dec/8
<b>Special Issues</b>	
Passages to Growth .....	Mar
Success .....	Jul
Tearing Down Communication Barriers .....	Nov
<b>TI Programs and Services</b>	
Toastmasters' New Leadership Corps: Your 1981-82 District Governors .....	Aug/18
1980-81 TI Financial Statement .....	Nov/23





5701, 5703



343, 343-A



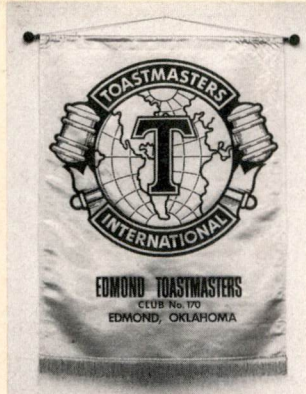
5800, 5939



5753, 5754



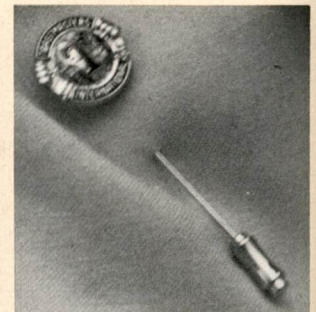
5923-5938



234



5801, 5802



5700

# Let Everyone Know You're Proud to be a Toastmaster

Involvement in Toastmasters is such a rewarding experience that most of us can't help but talk about it. But words don't tell the whole story. You can also show your pride by wearing a symbol of the organization's greatness. Your special Toastmasters memento can be ordered by catalog from World Headquarters.

## Rewards for Longevity

Every Toastmaster with three or more years of service to the organization should receive special recognition for his or her contributions. These anniversary tags are perfect for honoring longstanding membership. They can be attached to most lapels and they come with certificates that provide additional recognition. They are available for 3, 5, 10, 15, 20, 25 and 30-year anniversaries.

**5923-5938 \$3 for each tag and certificate**

## For Women Only

Women today are making great strides in Toastmasters — they deserve to wear these attractive membership brooches (5701) and pendants (5703). The ladies membership brooch is gold-plated with a beautiful florentine finish. The pendant is finished in gold antique with a polished back for engraving.

**5701 \$8**  
**5703 \$10**

## Membership Emblems

These handsome, gold-plated pins are a must for those Toastmasters who want others to know they are proud of their membership. Comes in two sizes; miniature (5751) and large (5753). Discounts offered for orders of 12 or more.

**5751 \$2 or \$1.80 with discount**  
**5753 \$2.25 or \$2 with discount**

## Pins for High Achievers

These beautiful Balclad gold pins provide added recognition for those who have distinguished themselves by earning their DTM (5800) or ATM (5939).

**5800 \$6**  
**5939 \$6**

## Officer's Pin

The club president's pin is a must for every Toastmaster elected to this coveted office. The perfect gift to present to an incoming president, it is available in Balclad gold (5801) and in 1/10 10K gold with two zircons (5802).

**5801 \$6.**  
**5802 \$12.75**

## A Proud Banner

Every club needs a banner to be easily identified at club meetings and at area, district, regional — and even International — conferences. This sleek club symbol comes in gold

satin with a blue Toastmasters emblem and matching club identification lettering.

**234 3' x 4' \$45**

## Toastmasters Identification Badge

Every Toastmaster should have one of these. It's a special white plastic badge with name, office and club number engraved in red. Includes three-dimensional Toastmasters emblem.

**343 Pocket Badge \$7.50**  
**343-A Pin Back Badge \$7.50**

Also, see Supply Catalog for specialized badges, i.e., ATM and DTM.

## Women's Scarf Pin

Beautiful gold-type stick pin with Toastmasters emblem.

**5700 \$3.75**

See the 1981-82 Supply Catalog for more samples of official pins and items of jewelry. When ordering, add postage and handling charges as follows: Pins: 1-12, 30 cents; 13-24, 60 cents; more than 24, 80 cents. Brooches and other jewelry: Add 30 cents each. Club banners: Add 20%. California residents add 6% sales tax. All prices are subject to change without notice. Send your order with your club and district number to: Toastmasters International, 2200 N. Grand Ave., P.O. Box 10400, Santa Ana, CA 92711.