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THE TOASTMASTER



How to Communicate Better with Your Children

Drive It or Park It

What do you do if your club has slipped below its charter strength of 20 members and is having difficulty attracting new members? Many clubs have been there at one time or another. Some are there right now. One club in



particular that slipped into a weakened condition was a club in Columbus, Georgia.

Shortly after Bob Roberson took over as president of the Columbus Club in January of 1982, there were only 13 members in the club and less than 10 were showing up for meetings.

Bob called a club executive committee meeting to discuss the status of the club. From *The Toastmaster* magazine and through correspondence from the district, Bob was aware of the tremendous growth and success that Toastmasters International was experiencing worldwide. He was also aware that other clubs throughout District 14 were experiencing success in membership growth and educational achievements. In addition, several new clubs

were in the process of being chartered in the district.

During the executive committee meeting the question was asked, "Why isn't our club as strong and successful as the others? What are they doing that we aren't?" After some honest soul searching, it became obvious that the Columbus Club had strayed too far from the fundamentals that are essential to a successful club.

Specifically, the club was not following the Club Management Plan or using effective membership building and retention practices. Manual speeches were the exception rather than the rule. In short, the club did not have clearly defined goals or a plan to achieve them. As the meeting drew to a close, Bob said, "We are either going to drive this thing or we're going to park it." Drive it they did.

Membership in the Columbus Club went from 13 to 32 members in less than a year. The club sponsored two other clubs, conducted a series of Speechcraft and Youth Leadership programs, received extensive publicity through the local news media and was named outstanding club from among the 90 clubs in the district.

During my visit to Georgia last fall, I had the privilege of presenting the charter to the 100th club in District 14. The sponsoring club was none other than the Columbus Toastmasters Club. Thanks to Bob Roberson and the other members of his club, over 80 men and women are now receiving the benefits of the Toastmasters program.

So, if your club should ever drop below its original charter strength of 20 members or begin to have programs that are not as interesting, stimulating and enjoyable as they should be, think of the Columbus Club. The members of that club were there once too.

Then do one thing more — make up your mind to "drive it rather than park it." You will have many people benefiting and thanking you for it. More importantly, your club will become the rewarding and enjoyable experience that the Toastmasters program is intended to be.

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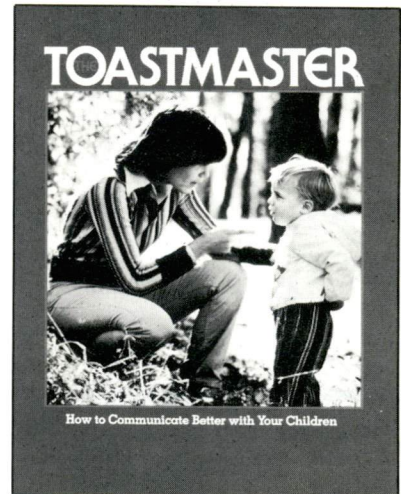
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How to Communicate Better with Your Children

COVER

Your child's grades are falling at school and he is irritable. One afternoon he comes home from school cut and bruised, with a torn shirt and a bloody nose. You get a call from an irate teacher who charges your son with having practically incited a riot. The next move is yours. Are you going to follow your emotions and get angry? How you react now could change his life forever. In this month's cover story, Beth Bauer shines new light on the dark side of parent/child communication.

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The Power

HOW TO GET YOUR MESSAGE ACROSS WITHOUT CONFUSION

Are you having trouble getting your message across? Do you sometimes feel that you and the other person are talking past each other? Or worse still, is there a possibility you may be offending people without realizing or intending to?

If you're having any of these problems, perhaps it's time to consider using a new system of effective oral communication that will help you get your messages across without irritating, confusing or making others angry.

The secret is to use questions to get your points across rather than telling people what you think or what you want. The beauty of this approach is, any message you want to get across can be expressed as a question with absolutely no loss in meaning.

Questions work! They'll help you with all your personal, social and business encounters — at home, at work and at play. On the job, the proper use of questions will help you improve your relations with others, regardless of what side of the desk you are on.

Two Types

There are only two basic kinds of questions: closed-ended questions, as a rule, require very little thinking and provide limited information. Most of them can be answered with either a simple yes or no, or in a few words:

- "Does your tooth still ache?"
- "What's the new date for the party?"
- "Can you have this report typed by Wednesday noon?"
- "Who is the new office manager?"

Open-ended questions require more thought. Most of them can't be adequately answered with a simple yes

or no answer or in a few words:

- "Why do you feel she's the best candidate?"
- "What do you think of the new company policy?"
- "Why do you feel that way about the local school system?"

Open-ended questions are not better than closed-ended questions or vice versa. Instead, each type is designed for a specific purpose. You'll find yourself switching back and forth between the two types as needed.

Here are five suggestions that will help make questions work for you:

1. *Start with easy questions.* Begin with questions you know the other person can answer. This relaxes them, builds their confidence, and encourages them to cooperate.

2. *Keep your questions short.* Keep them to the point and nonthreatening. Make sure they're sincere. Never try to "set up" people with questions for the purpose of knocking them down later. It just doesn't work!

3. *Remain silent after asking each question.* After asking a question, pause. This silence acts as an "invisible force" within others, compelling them to respond. If you break the silence by speaking first, you'll break that "invisible force" and lose the pressure on the other person to answer.

4. *Let the other person answer.* Remember, no one will ever get angry with you for remaining silent while they're thinking over how they want to answer your questions.

5. *Demonstrate you heard and understood what was said.* After the other person responds, pause and then demonstrate you heard and understood what was said. Do this by repeating a few key words,

of Questions

by Dr. Milt Grassell

IRITATING OR MAKING OTHERS ANGRY.

paraphrasing and making a summary statement:

You: "How's your tooth?"

Other Person: "It still aches!"

You: "Still aches!"

Or:

You: "Why do you hesitate to send your key people to the seminar?"

Other Person: "It costs too much."

You: "You feel the seminar costs too much."

Important Note: Whenever you repeat a few key words, paraphrase, or use a summary statement, the only thing you're doing is letting the other person know you heard and understood exactly what was said. It in no way means that you agree or disagree.

Hold Attention

There are numerous ways to use questions to stimulate interest and hold attention, to draw out others, to persuade people, and to handle yourself gracefully under difficult situations. Here are 10 illustrations that show how the right questions can help you win friends and influence people without confusing, irritating or making them angry.

1. *Ask questions to get attention and hold interest.* People like to talk about themselves and their interests more than anything else, providing their listeners are genuinely interested. Be sure to ask people questions about themselves and their interests, such as:

- "How did you grow those beautiful roses? Mine don't look like that."

- "Whatever made you leave the west coast?"

- "What does a pathologist really do?"

2. *Ask questions to get people to open up and talk.* Some people are

extremely tight-lipped. To draw out their thoughts, always begin with questions you know they can answer, such as:

- "How long did you live in the East?"

- "What subjects did you like best in school?"

- "What kind of work are you looking for?"

DON'T ARGUE. INSTEAD, ASK, "WHY DO YOU FEEL THAT WAY?" THIS PUTS THE OTHER PERSON ON THE DEFENSIVE.

3. *Ask questions when you need short answers.* Whenever you need a short, quick answer, ask closed-ended questions that can be answered by yes or no or in a few words. Examples include:

- "Can you finish the project this week?"

- "When was this typewriter purchased?"

- "Can you go skiing tomorrow?"

4. *Ask questions to help others qualify what they mean.* Suppose you're rushing to get your own work done and Elmer walks in, talks a lot, but is extremely vague. You don't have any time to waste, so you interrupt and ask, "Are you saying you'll need some temporary help? Elmer, is that the question?"

If Elmer says yes, you know what he wants. But suppose Elmer says no.

Then say, "Elmer, what is the problem?"

5. *Ask questions to get others to talk about something of their choice.*

Use open-ended questions like:

- "Just suppose I had a magic wand. What would you like to see happen in your business?"

- "What opportunities do you see in 1985?"

- "Why do you want to change jobs now?"

6. *Ask questions to re-direct the other person back to the main point.* Whenever the other person leads the conversation off track, subtly direct your discussion back to the main point with questions like:

- "How will that affect this week's deadline?"

- "Let's get back to the original topic. I want to make sure I understand. What was your main point?"

- "I want to make sure I understand. What was your main objection?"

7. *Ask questions instead of saying no.* You can get your message across — without ever having to say no or "I can't" — by using a question:

Your Boss: "I need this new project completed by Friday!"

You: "I'll be glad to have it done by Friday, but that means delaying the quarterly report I'm working on now. Can we extend the deadline on the report five days? Then I'll be able to finish your new project on time."

Put Others on the Defense

8. *Ask questions to bridge differences of opinion.* If you have a difference of opinion with someone, don't argue. Instead, ask, "Why do you feel that way?" This takes the pressure off you and puts the other on the defense. Now it's up to them to

What To Do When the Jokes Fail

by Gene Perret

Possibly the worst feeling in the world is to step up to the microphone with a confidence that borders on cocky, look at the faces of those in the audience eagerly awaiting your first bon mots (because they believed the bloated introduction), give them your sure-fire opening anecdote to win them over, and get blank stares in return. Their collective expression says, "Yeah? Go on. Get to the punchline." It's devastating.

Speakers should not predict disaster for themselves, but they should be prepared for it. You needn't fear any situation that you can handle, therefore, if prepared, you greet your audience with more confidence and you succeed more often. Following are some ideas that might help your preparedness.

REMEMBER THAT LAUGHTER IS NOT THE ONLY GOAL OF HUMOR: Unless you're a comic, your humor is used only to support and enhance your message. This can be accomplished even with humor that doesn't get boffo laughs.

ADMIT TO YOUR AUDIENCE THAT YOUR HUMOR DIDN'T WORK AS WELL AS EXPECTED: I was privileged in December 1983 to journey with Bob Hope to entertain the troops in Beirut, Lebanon. He did a lot of monologue material during that tour and a few of the jokes didn't work the way we planned. Hope would do the joke, glance around the audience noting their lack of response, and say to the cue card guy, "Throw that one overboard." That would get big laughs.

The audience doesn't mind it when you admit your humanity. They most often will sympathize with you and be more forgiving than you might expect. Have fun with some of your duds.

COLLECT SAVERS: A saver is a line that you use to literally save a joke that failed. The one I quoted from Bob Hope is an example.

Write a few for yourself and have them at the ready. I've seen speakers say things like, "I'll never buy a joke from so and so again" (using the name of someone in the organization they're addressing), or "Boy, I thought that was going to be my biggie."

DON'T RUSH: The tendency for a frightened speaker is to want to get to the closing and leave the auditorium immediately. Resist that. If a joke or two falls flat, that's when you have to work harder. If you sell the next anecdote with more zing and punch, you could win them back.

DON'T CHANGE: Here again, the temptation is to rewrite as you go. It's dangerous. The material may need some changing, but that is best done at your desk when you've had time to reflect on it. Rewriting is a science in itself and very difficult to do while you're standing at the microphone covered with "flop sweat."

WAIT FOR LAUGHS: This is very difficult to do, especially when you're not getting many. We all want to cover our embarrassment and go right on in our speech as though no laugh was supposed to be there.

Nevertheless, you must have the courage to confront the audience and let them know that they are supposed to be laughing at this point in time. Let them know that you're doing your part, but they're not doing theirs.

Waiting for them also shows them that you have confidence in this particular piece of humor, whether they do or not. Here's what Bob Hope had to say about waiting for your audience response: "One of the things I learned was to have enough courage to wait. I'd stand there waiting for them to get it for a long time . . . longer than any other comedian had enough guts to wait. My idea was to let them know who was running things."

Gene Perret is an Emmy-winning comedy writer based in San Marino, California. He's written for Bob Hope, Phyllis Diller and Carol Burnett and publishes a newsletter, "Round Table," for comedy writers and humorists. Toastmasters with questions about using humor in their speeches may write to Perret in care of THE TOASTMASTER, P.O. Box 10400, Santa Ana, CA 92711. All responses will be handled through his column.

justify their position.

9. *Ask questions to handle insults.* If someone insults you, look them straight in the eye. Pause! Then ask, "Will you please repeat what you just said? I want to make sure I heard you correctly!" This will disarm them. They'll see for themselves how ridiculous and inappropriate their remark was, and they'll usually suggest you forget it.

10. *Ask questions to persuade people.* There are only two ways to get

BEGIN WITH QUESTIONS YOU KNOW THE OTHER PERSON CAN ANSWER.

things done through people. One is force. The other is persuasion.

Today it's difficult, if not impossible, to force others to do what you want them to do even if you're right and they're wrong. Persuasion is the only thing left:

- *Manager:* "Bill, that's the new policy. What do you think of it?"

- *Bill:* "It won't work."

- *Manager:* "Why do you feel it won't work?"

- *Bill:* "Well, we tried something like that . . . several years before you came . . . and it was a complete flop."

- *Manager:* "Are conditions here in the plant different now than they were then?"

- *Bill:* "Sure . . . there's been lots of changes."

- *Manager:* "With these changes, do you feel this 'new' policy could succeed now?"

- *Bill:* "Well . . . yes . . . sure it could work. What can I do to help you make that policy work?"

Questions have power and the person asking the questions always has control. By using nonthreatening questions, you'll be able to get others to see things your way without irritating, confusing or making them angry.



Dr. Milt Grassell has been a full-time consultant, speaker and seminar leader. He was a professor at Oregon State University.

Managing Small Meetings

by Lyn Harris



The meeting was approaching its second hour and going nowhere. Paul, the committee chairman, had heard enough brainstorming and was ready to explode. Ed kept mulling over different ideas and approaches. Susan was saying for the tenth time there was no current procedure to accommodate the proposed changes. Rick was concerned whether the executive vice president would roll with the committee's new proposals.

There was tension and the feeling of deadlock in the air. Paul had insisted on the committee meeting and kept looking for a way to end it productively. He could find none, and the meeting lingered on. Finally, considerably irritated, he abruptly adjourned the meeting, setting up another time for further discussion. Everyone was left feeling up in the air and tense.

Why are these committee members unable to work well as a group? The answer lies in their leadership perspectives — the approach each person takes toward performing the tasks at hand. A committee or board member may be democratic or autocratic, but he or she operates from one of four frames of mind: idea leadership, action leadership, security leadership, or people leadership.

• **The idea person.** This type of committee member welcomes brainstorming sessions, turning an idea around and around, and examining all possibilities. The discussion of a new idea is the most

important element. This person may or may not have the capability to follow through on ideas. In the example above, Ed is the idea person. He can always see a new angle to discuss and will feel thwarted if he is not allowed time to sift through all the possibilities.

Such an individual is often seen as creative and artistic. This style can contribute much to an organization because an absurd idea often becomes workable after discussion and refinement.

The idea people are the ones who keep juices flowing when others believe they have thought of everything.

The drawback to the idea leader is that at some point action is necessary. Many idea people are uncomfortable laying an idea to rest, feeling that if it is discussed even further, it will be better. This is not always practical or reasonable.

• **The action leader.** Committee members who are action-oriented like to see movement, action and follow through. The elaboration of an idea without a plan of attack makes them restless and uncomfortable. Action leaders set high goals for themselves and others and can be insensitive to the needs of those around them. They believe more is better, and faster is better.

In the example above, Paul would be the action person. He became impatient and irritated and finally believed he had to take action by abruptly ending the meeting. Had he

realized the source of his irritation, he might have taken more positive steps to make the meeting productive.

• **The security-oriented person.** A committee member with this perspective likes to obey standard operating procedures. He or she believes the status quo should not be questioned at length — people are better off if they operate within existing frameworks. "Don't make waves" would be the motto of this person.

When an action or idea person presents a thought or strategy, the security person is likely to respond "That's a good idea but. . ." which can be irritating. Yet the benefit of this approach cannot be overlooked. Such people can provide a sense of balance and stability to a new idea. They are also usually good at providing information that others may not know. They are characteristically meticulous, attentive to detail and logical.

In the example, Susan was the security-oriented person. As she heard all the ideas and plans float by her, her concern was for how this could all be implemented within the existing boundaries. It helps to remember that even though a security-oriented person points out some roadblocks, this does not mean that they are against the plan or idea. It is merely a result of a conservative perspective.

● **The people leader.** This type of committee leader is sensitive to the effects of ideas, action and procedures on other people.

In the example, Rick was the people leader. He was concerned about the effects of the new proposal on the executive vice president. Such sensitivity can be a real asset. Too often, the staff members charged with making a plan work are forgotten. The politics of the organization are ignored. A people leader helps others understand the full impact of a plan.

There are times, however, when a certain procedure must be adopted and filter down with a certain amount of authority. The people-oriented individual can have difficulty understanding this, not realizing that people are often able to make changes and adjust in unpredictable ways.

Predominant Perspective

Most people have a combination of these four perspectives. Certain situations, events or personalities may bring out one or another, creating a blend. In most cases, however, there is one predominant perspective with which an individual feels most comfortable.

Most likely, you can recognize one or more of the perspectives in each of your committee members. If you cannot, you should observe each of their reactions during your next meeting. Is one member eager to move on once an idea has been suggested? Is another member comfortable taking the time to bat around an idea from many angles? Does one old-timer always say, "That would never fly with the old bylaws?" Do some committee members express concern about you as an executive and how a new proposal would fit into your plans?

If you can identify any of these reactions consistently, you will have found a basic frame of reference. The ideal would be for each committee member to possess elements of all four orientations; however, in most, one or two of these styles will dominate.

Once you have identified certain members' leadership approaches, you can use this information to better understand your relationships with them. Could it be that your problem with your chairman is not a personality conflict but the result of different perspectives? Knowing, for example, that you are an action person and he is a security person might shed new light on your difficulties.

In analyzing leadership styles, many executives come to new realizations

about themselves, as well as their members. One executive comments that she is definitely an action type but works primarily with idea people. Before she analyzed her own leadership style and her committee members' leadership styles, she frequently felt frustrated, believing nothing was being accomplished, and ended up pushing topics through a meeting. She believed she was right to expect results, but her committee members saw her as harsh and pushy.

"Now that I realize that I'm an intensely action-oriented person, I'll be able to look at my behavior in a different light," she says.

Another executive confesses he is a dyed-in-the-wool security type. "Whenever members would suggest a new plan or idea during a meeting, the first thing I would immediately think about was how that would fit in with what we already have going. I thought I was being helpful, pointing out possible difficulties. I found out that many members viewed me as a wet blanket."

One executive has taken the leadership perspective concept and used it in his committee's projects. Members are assigned to a task according to their perspectives. The idea is to put together a blend of styles that will work well on a particular assignment. For example, if a solution to a problem is needed, the executive forms a subcommittee composed strictly of idea people.

In other cases, executives have mixed people of different perspectives. One executive successfully assigned both an idea person and security-oriented person to a two-man subcommittee charged with reviewing bylaws.

"They were aware of how they could irritate each other, but knowing the other person's perspective helped," she says. "I would hear the idea person say to the security-oriented person, 'Come on, stretch your thinking a little. Think how exciting this new change could be.' The security-minded person tended to balance things the other way."

A Homogeneous Group

A committee completely or predominately made up of any one type will often have difficulties. One executive accidentally formed a group where action types dominated. "The pace was hectic, and members competed to be the best of the go-getters. Things did get a little out of hand," he says.

Problems would be likely to also occur with a group of security-

conscious people. Risk taking would be difficult for them, and there would be little challenge to their organized way of thinking.

A group consisting of idea people would be useful for brainstorming, but would need some balance to keep their ideas focused. Probably the most balanced group of the four would consist of people-oriented individuals, although the addition of people with other perspectives would add to the productivity of the group.


Being aware of these four perspectives can also help you manage conflict during a meeting. Many executives seek to avoid conflict, seeing it as an obstacle to their goals. It's true that conflict is counterproductive when it becomes unmanageable. It then rages like a forest fire, consuming everything in its path. Morale suffers, tempers flare, and resentment builds.

However, conflict can be beneficial to a meeting if it is recognized, handled, and understood.

For example, some executives purposely appoint a certain mix of people to a committee with the knowledge that conflict will occur. They also realize, however, that through conflict, plans and goals become tempered, sharpened, and more realistic.

Of the four types, people-oriented individuals can help most conflict resolution. These people are the most observant of personal interaction occurring during a meeting and often take steps to resolve troublesome issues. They are sensitive to how people operate and the pattern of their work styles. They are able to make assignments and decisions based on their perceptions.

When a small meeting bogs down, for example, a people-oriented leader can observe if the action person is becoming frustrated by brainstorming or a security-oriented person is becoming anxious by proposed innovations. The people person often provides a much needed mediating function between action, ideas and procedures.

Whatever your leadership style, it's good to be tolerant of different approaches. An awareness of the perspectives held by your committee members will add depth to your effectiveness as an executive. 

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LEARNING TO COMMUNICATE BETTER
WITH CHILDREN REQUIRES LEARNING
"A NEW LANGUAGE OF ACCEPTANCE."



COMMUNICATING

WITH

CHILDREN

by Beth Bauer

Jimmy attempts to talk a problem over with his father. "Dad, Brian asked to borrow my bike to ride around the playground after school. I didn't want him to ride it, but I didn't know what to say."

"That's a brand-new bike," snaps his father. "I didn't buy it for somebody else to use. I don't want you loaning your bike."

Jimmy wanted a discussion. He received a lecture. A communication failure has just occurred. "The goal of communication between parent and child is for the child to feel heard and responded to," says Michael Nissen, marriage and family counselor. "The parent's job is to give the child confidence that self-expression is worthwhile; that it's something to be fostered and respected."

Most parents want to communicate well with their children. But it's easy to slip into faulty communication,

like Jimmy's father. How can parents communicate better with their kids?

Twelve years with a California probation department and eight years with a clinic that works with

***"SOMETIMES THE
BEST APPROACH IS
TO TEACH
CHILDREN TO
VALUE THEIR
FEELINGS."***

dysfunctional families have convinced Nissen that the most common barrier to communication between parents and children is adults overplaying their parenting role. The result:

children who don't take responsibility for themselves.

"Many times parents can relate to children as fellow human beings without becoming emerged in the parent role," says Nissen. "Just because you are interacting with your child doesn't mean you have to be in the parent role." If a situation requires you to "protect, direct or instruct" then communicate as a parent's behavior suggests.

Parents need to listen carefully to what their children say. Then they'll know better what role to take. If Jimmy's father had listened closely to his son's words, he might not have delivered a lecture that missed the point.

"The father didn't deal with the youngster's concern about how to tell someone you don't want to give him something," says Nissen. "Instead the father took the situation away from the child and gave him back a

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political meetings
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parental restriction. Next time a kid asks Jimmy for his bike Jimmy will say, 'My dad says I can't loan my bike.' Jimmy doesn't have to decide what he wants to do and how to initiate it."

Listen More Carefully

If the father had not jumped into the parent role at the sound of his son's voice, he could have listened more carefully to what his son was asking. Then they could have explored the situation together. The conversation might have gone like this, says Nissen:

"Dad, Brian asked to borrow my bike to ride around the playground after school. I didn't want him to ride it, but I didn't know what to say."

"What was the problem?"

"I didn't want him to use my bike because he's rough with things. I've seen him ride other kid's bikes into the fence."

"So you were afraid he'd do that with your bike?"

"Yeah."

"And you didn't know how to tell him that you didn't want him to use it. What were you concerned about, Jimmy?"

"I was afraid he'd be mad at me."

"What would happen if he were mad at you?"

"He wouldn't like me anymore."

"So it was hard for you to decide whether to take the chance of him not liking you versus letting him use your bike when he might be reckless with it?"

"Yeah. I didn't know what to do."

"Jimmy, could you have told him what you were feeling, the way you just told me? That you were concerned about him being rough with your bike?"

A longer dialog than the other one. But the extra time and effort result in better communication. In a conversation like this one, parents might think of themselves as consultants rather than parents. "In business a consultant is a person you go to for information," says Nissen. "They give you their expertise, but they don't take responsibility for your decisions. An interior decorating consultant suggests this wallpaper or that chair, but the responsibility stays with you. If parents begin acting as consultants to their children at a young age, they avoid some of the headaches of adolescence."

Teenage rebellion, says Nissen, who has counseled many teenagers and their parents, is often a result of years of poor communication that does not encourage children to take

responsibility for themselves. "I see a lot of 17-year-olds who are panicked," he says. "They are about to hit 18, the age when the world tells them they have to be an adult because they are going to be treated like one. They know they still have too much dependency on their parents, and they

**PARENTS NEED TO
BE HONEST ABOUT
WHAT THEY CAN
AND CAN'T
CONTROL.**

start acting out against it."

Express Feelings

An important step toward children taking responsibility for themselves is their learning to articulate emotions. "Many of kids' questions come from their feelings on an intuitive level," says Nissen. "They wonder why they feel the way they do." Parents, he believes, often must make an effort to be in touch with their own emotions before they can communicate effectively with their children. "We live in a thinking age," says Nissen. "Parents usually try to give children a rational answer for how they feel. Sometimes the best approach is just to teach children to value their feelings."

Parents, without having to use many words, can invite children to explore their emotions. Sometimes an "Oh" or "I see" or even just "Mmmm," when accompanied with a caring attitude, can be enough, say Adele Faber and Elaine Mazlish in *How to Talk so Kids Will Listen and Listen so Kids Will Talk*. They offer the following exchange between a daughter and mother:

"Mom, somebody stole my new red pencil."

"Oh?"

"I left it on my desk when I went to the bathroom and somebody took it."

"Mmm. . ."

"That's the third time I've had my pencil ripped off."

"Uhhh!"

"I know. From now on when I leave the room I'm going to hide my pencil in my desk."

"I see. . ."

Faber and Mazlish, who conduct workshops on better parent-child communication, also suggest that parents encourage children to give feelings a name. When your child

comes home saying, "I'd like to punch that Steve in the nose," you can observe, "You sound angry." Or if he or she says, "I don't know why teachers have to load me down with so much homework over the weekend," you respond, "Sounds as if you really resent all that homework."

Children who don't learn to communicate with words often find another way: behavior. "If kids don't express themselves verbally, they'll express themselves nonverbally," says Nissen. Some parents are not responsive to their children's communication needs because of work or other demands. Some parents imitate their own poor upbringing in communication skills. Whatever the reason, children learn it's not worthwhile to articulate a need. They quit talking.

But they don't quit feeling. "Usually when kids start acting up, they're communicating with you," says Nissen. Poor performance in school is one of the most common examples. Adults need to be careful how they react. "When a child who has felt powerless to get a response from parents discovers that low grades make them wring their hands in anguish, the child sees a lever to exercise power," he says.

Be Honest

Parents need to be honest with children about what they, as parents, can and can't control. When discussing poor grades, they might say, "I don't have control over what kind of grades you make. The grades are yours. But I do have control over how I respond to your report card. I can tell you that I'll respond this way to these grades and that way to those grades. And I can set aside time for homework every night when I'll be available to help you."

Children who are communicating through disruptive behavior need a parent — or sometimes a counselor — to show them how to put the feelings behind the behavior into words. "Children need to see that language can be more specific than behavior," says Nissen. "They start to understand the power of language when they experience its ability to rule out miscommunication."

The reason for much parent-child communication is adults trying to engage the cooperation of their children. "One of the built-in frustrations of parenthood," say Faber and Mazlish in their book, "is the daily struggle to get our children to behave in ways that are acceptable to us and to society." Adults frequently

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resort to lectures, blaming, threats, commands, name calling, warnings and sarcasm. Faber and Mazlish have found what they consider some better ways:

- Give information. Instead of, "Who drank milk and left the bottle standing out," try, "Kids, milk turns sour when it isn't refrigerated."
- Describe what you see. Instead of, "You haven't taken the dog out all day. You don't deserve to have a pet," try, "I see Rover pacing up and down near the door."
- Say it with a word. Instead of, "I've been asking and asking you kids to get into pajamas and all you've been doing is clowning around. You agreed that before you watch TV you'd be in pajamas and I don't see a sign of anyone doing anything about it," try, "Kids, PAJAMAS!"
- Talk about your own feelings. Instead of, "You're rude! You always interrupt," try, "I feel so frustrated when I start to say something and I can't finish!"
- Write a note. A mother taped this note on the TV screen: "Before you turn this on — THINK — Have I

done my homework?"

Learning to communicate better with children means learning what Faber and Mazlish call "a new language of acceptance." The rewards can be more responsible children and fewer behavior problems. Parents and children will develop a mutual respect that grows into friendship as the children become adults.

"Every time a person expresses himself freely, he confirms his own identification of self," says Nissen. "When parents enhance their children's ability to state their feelings and opinions, they strengthen their ability to interact with others in business, marriage and all relationships." 🎤



Beth Bauer is a writer based in Irvine, California. She has won awards for her feature and news writing from the International

Association of Business Communicators.

Toastmasters Milestone: 100,000th CTM Certificate Awarded

Another Toastmasters International milestone has been achieved.

James N. Simons of Wisconsin recently became the 100,000th member to receive his Competent Toastmaster certificate. A member of Green Bay Club 1350-35 for three years, Simons has served as club president and over the past three years has won the club award for every speech in the manual except for two in which he tied.

Simons joined Toastmasters because he was so impressed with his Toastmaster friends' ability to express themselves. He wanted to be able to meet people confidently, and to be able "to stand up and express myself in an intelligent manner," he says. "Toastmasters has helped me tremendously."

He says the program helped him attain his current job and promotions as well. "As a result of my Toastmasters training, I've gotten more responsibility at work, and have received two promotions because I was able to speak at sales meetings," he says.

"I sell baloney for a living," he says, joking about his job as a sales zone manager for Old Wisconsin Sausage Company. "I'm a sausage specialist." He recently had his territory enlarged to include half of Wisconsin as well as Michigan's upper peninsula.

What advice does he give new members just entering the Communication and Leadership Program? "Accept all responsibilities and assignments, take part in all activities, be cooperative, and get through the manual as fast as possible," he says. "Table topics is constantly a challenge. I've always marveled at how government figures and politicians always have an answer whenever they are asked questions. I look forward to table topics now."

Simons feels that the actual



experience of getting in front of people and speaking has helped him more than evaluations. "Professional speakers may like 'constructive criticism' but I don't. I don't feel comfortable having people tell me what I'm doing wrong. I prefer 'helpful suggestions.' I think to improve speaking skills you need to just give more talks and participate more."

In the many years between high school graduation and his experience with Toastmasters, Simons has taken speech courses and small business management and sales seminars through the University of Wisconsin's extended education program. He is a member of Knights of Columbus, and enjoys golf, fishing, and

photography. He's been married 35 years and has six children ranging in age from 18 to 33 years.

Now that he has finished the basic manual, Simons is working on the Advanced Communication and Leadership Program. He's also developing his abilities as an entertaining speaker, and has even delivered humorous talks at local wedding anniversary celebrations. His goal is to someday be asked to speak before a group on some subject, and while being humorous, leave the audience with a message. "I just haven't found the message yet," he says, but he plans to continue building his skills and confidence through Toastmasters. Good luck James Simons, and congratulations on being our 100,000th Competent Toastmaster!

DON'T LET YOUR LEADERSHIP
STYLE BECOME A BARRIER
TO PEAK EMPLOYEE PERFORMANCE.

MY BOSS IS A JERK

by David K. Lindo

How do you communicate your commitment to the success of your subordinates? Every day subordinates judge their supervisors. As a "boss" you are being evaluated whenever you supervise the work of others, be it at work, home, volunteer group or Toastmasters club. Perhaps the single biggest item in this evaluation is human relations. Human relations must be communicated.

Perhaps "jerk" is not an appropriate way to describe a boss that is ineffective in human relations. There are other terms. What terms are used to describe a boss when he or she:

- keeps subordinates waiting for an audience with no consideration for their time?
- takes credit for their ideas?
- blames them for something that wasn't their fault?
- seems bored when they talk?
- won't make a timely decision?
- "sits on" their recommendations?
- doesn't give them information they feel they need to do their job?
- pulls rank?
- is never around when they need help?
- gets mad at them when things go wrong?
- never lets them know where they stand?
- is inconsistent?
- isn't fair?

Your answers to the following four questions will help you understand how you may be perceived by others. First, what do you stand for? How can anyone tell? Do you consistently direct your energies for or against — ideas, changes, quality, efficient operations, people?

Second, do you simplify issues for your subordinates to resolve — or do you tend to complicate matters? Once an assignment is given do you take a

back seat, or do you micro-manage every detail? What opportunities for subordinate development and growth are lost in the process?

The third question is, do you bully your subordinates? How appropriately do you use your power? Do you use your rank and status to push subordinates around? Are you really trying to get peak performance, or merely being an insecure, insensitive

EVERYONE HAS THE RIGHT TO HAVE AN OPINION.

goon? Have you ever "put down" an employee's efforts in public? Why? What did you hope to accomplish? Did you?

Finally, what price are you paying for insensitive work direction? What are the costs to your subordinates? Are you overly critical of their work? Is your reputation one of being a hard grader? Harder than the job requires? Are you impossible to please? What results do you really want — no scrap or no errors? Or would you rather have employee commitment to quality? Are they the same thing? Can you achieve them the same way, or do alternatives exist? How sensitive are you to the needs of subordinates to:

- make a mistake? No one is perfect — not even you.
- express an opinion? Everyone is capable of coming up with good ideas. Do they for you?
- be recognized and rewarded? Why do Toastmasters clubs make a major effort to do this? Is it effective?
- work in a stress-controlled

environment? Burned out subordinates are expensive to replace.

- have adequate training? Your doctor served an internship before treating you. Did his having this experience make a difference in your treatment?

You can consistently obtain positive grades from your subordinates by following four easy to apply rules. These rules are:

1. Put people UP, not down.
2. Keep assignments simple.
3. Be positive.
4. Power shared is power increased.

Practice One-Upmanship

Successful supervisors practice one-upmanship. No, they don't try to take advantage of subordinates. Instead they work hard to give their subordinates self-confidence. People-oriented supervisors make a real effort to make subordinates feel appreciated. They help their people stay on top of their job. They place their emphasis on developing subordinates — not policies and procedures. The ten commandments for successful one-upmanship are:

1. Show your support. Promote the interests of your subordinates. You do that every time you: speak out for them on their work, obtain resources they need to do their job, commit your personal time on their behalf, are a visible and vocal advocate for them.

2. Be enthusiastic. Particularly when you are listening to the ideas of a subordinate. If you can't be enthusiastic, at least pay attention. Inattention, or apparent boredom, soon convinces even the most creative and imaginative subordinate that you aren't interested — in the idea or the person.

3. Trust them. This means you absolutely rely on their character, ability and strength to do the job. People work hard to earn your trust.

Once obtained, they will do almost anything to keep it.

4. Demonstrate respect for their rights. All subordinates have the right to do their job, have an opinion, try a new approach, succeed or fail. Be concerned. Hold your subordinates in high esteem. Expect their best effort. You'll seldom be disappointed.

5. Avoid favoritism. Perhaps nothing destroys a productive working relationship more surely than "playing favorites." Favoritism can occur when assignments are issued, rewards are distributed or promotions are granted. Always be sure to explain these decisions — and pay particular attention to the sincerity of your reasons.

6. Recognize desired actions. Take time to say "thank you" for service performed. Be quick to say "good job!" when it is deserved. Acknowledge with a show of appreciation: a note, a gold star or public praise will do nicely. Positive actions on your part lead to more subordinate actions that you can reward.

7. Provide coaching. Mistakes are opportunities to teach and build confidence. Intensively train your subordinates by instruction,

demonstration and practice. The difference between good coaching and none at all is as wide as the difference between winning and losing. Which would you rather do?

Encourage Education

8. Encourage education. There are three sure things in this world . . . death, taxes and change. You may not be able to do anything about the first two. But you can spur on subordinates to continue their education. Help inspire your staff to become life-long learners. Set an example. Identify skills that can be developed and improved. By constantly adding to each of your skill banks, you will overcome the threat of personal obsolescence that change often brings with it.

9. Set priorities. The role of supervisor is often described as getting results through people. Having the best people doesn't automatically assure the best results. However, you can get top notch results without having the best people. To do so, you must make building people your primary priority. Take every opportunity to develop competent subordinates. The payoff is achievement of your other priorities.

10. Relax. Make it easy for

subordinates to share their concerns, particularly when times are tense and schedules are tight. A relaxed environment helps encourage innovation and creativity — the items you need to solve performance issues.

Subordinates expect clarity from their supervisors. They don't want to waste their time doing a job over again because they didn't understand what was wanted. You're the boss. It's your job to be sure you have communicated your exact needs. Clarify what you expect from them in the way of:

- duties and responsibilities. Say what you think the job entails. Define parameters and limits.
- explaining work rules. Establish schedules. Identify quality requirements.
- authority. Indicate which resources can be used/must be avoided. Establish usage limits, or specify there are none. Identify the priority — and how it can be changed. Be clear on when they can speak for you and make decisions in your name.
- relationships with others. Point out with whom they may and may not work — within and without the department or the firm. Establish contact points as required by the task

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Be very clear on what you want.

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Do you have a problem? Want to change something? Then be sure to:

- obtain information before you make your decision.
- listen to your subordinates' proposals.
- explain the why of things that are to be done.
- explore all alternatives called to your attention.
- sincerely search for the best solution for your firm, your subordinates, yourself.

Share Your Power

Remember, when you consult with your subordinates you share your power. By asking for everyone's solution you'll work from a complete list of alternatives; demonstrate your concern for others; retain your power to make the final decision. As you perfect this technique, you'll make better decisions and gain broader support for them.

Many bosses waste 20, 30, even 50 percent of their human assets. Survey after survey discloses that people are working well below their potential. Time and time again tasks are done over because they weren't communicated properly — someone didn't understand what was required. How much productivity are these leaders losing for your firm? What is their cost in terms of time wasted, careers shelved, dissatisfied customers? Countless supervisors have not learned how to communicate effectively with subordinates.

To increase subordinate productivity, obtain their commitment, secure their cooperation and improve quality you must involve people. Don't be a jerk. Don't let your style, actions and behavior become environmental barriers preventing peak subordinate performance. Instead, demonstrate that you are fair, reasonable and responsive. Set a positive example for others to follow.

The result is self-motivated workers. The potential benefits they provide are reduced absenteeism, increased suggestions for product improvements, quality and reliability. In addition these results could lead to a well-deserved promotion for you. So what are you waiting for? The quicker you get started the sooner you'll enjoy the results. 🍓

David K. Lindo has over 20 years of practical management experience with three Fortune 500 companies and has published more than 50 articles on management and financial topics. He is also author of *Supervision Can Be Easy*, published by AMACOM 1979.

SHOW YOUR SUPPORT. PROMOTE THE INTERESTS OF YOUR SUBORDINATES. SPEAK OUT FOR THEM, COMMIT YOUR PERSONAL TIME ON THEIR BEHALF, BE AN ADVOCATE.

Yes, follow the KISS rule — Keep It Simple Stupid. Take one step at a time. Complex computer programs are made up of single instructions that require "on-off" answers. The electrical charge is either on or off. Check to see if your subordinates are "on" or "off" as you communicate with them. The resultant speed and accuracy of subordinate data processing is well worth an extra effort.

The world of work is full of skeptics and cynics. They come in all shapes and sizes. Often they appear as critics of management decisions, directions and commitments. Welcome subordinate criticism. Ask for it. Respond to it. Be positive in your reaction to it.

A seasoned manager described subordinate critics as "my guardian angels." He remarked, "Sure, it's tough to listen to a subordinate tell me I did something stupid. But if that's what he thinks, I want to hear it. If I don't listen, chances are he'll still feel the same way, but I won't be able to deal with it. Once an objection is on the table, I ask for help to overcome it. And the help I get is usually really good."

Positive mental attitude is a real asset. A "can do" attitude goes a long way to helping success happen — success in terms of subordinate relationships and personal career goals. If you can't find the bright side of what you are doing, ask someone for help.

When asked what nonfinancial rewards his department had to offer, an upbeat supervisor positively responded, "We use nonfinancial

holidays a year down here, Texas Independence Day, and the day the new pick-up trucks come out." As this supervisor demonstrated, how you say it is almost as important as what you say.

Sharing your power may be the toughest supervisory action yet, because it means you must give up some control over the methods to be used to achieve an objective. By skillfully obtaining subordinate input, you can improve employee effectiveness, maintain high departmental morale and make high quality decisions.

What happens when you don't? One way to ignore employees is to present them a *fait accompli*, something already decided. An inexperienced accounting supervisor learned that lesson the hard way when he created a plan to reorganize duties for his subordinates. He wanted to make work flow more efficiently and actually make their jobs easier. After receiving managerial approval to implement his plan, he asked for subordinate input with the statement "My boss has approved this realignment of duties. What do you think of it?" Everyone agreed it was a great idea.

Two weeks later the department was a hopeless tangle. It seemed that either the subordinates didn't really understand the objective or were deliberately sabotaging output. When the real problem was uncovered, it was found that the decision was made without supervisory knowledge of a critical processing step — a step that wasn't brought up because "the decision had already been made."

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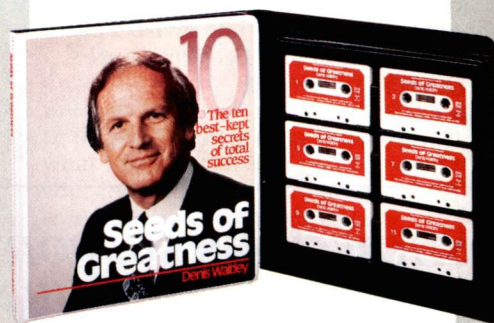
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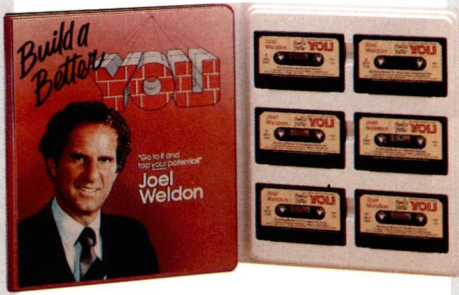
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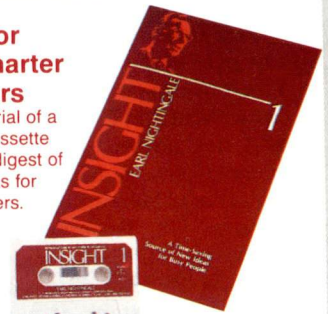
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World Headquarters Announces New Department Managers

Toastmasters International has announced the promotion of Debbie Horn to the position of Manager of Education and Club Administration and has named Tamara Nunn to succeed her as Publications Manager.

A World Headquarters staff member since 1981, Debbie graduated from Ball State University in Muncie, Indiana, in 1977. She worked as an editorial assistant at a publishing company for two years prior to joining Toastmasters as Publications Manager. She is a member of the Society of Professional Journalists, Women in Communications, Inc. and the National Federation of Press Women.

New Publications Manager Tamara Nunn graduated from California State University, Fullerton in 1983 and completed an internship with



NEW MANAGERS — Debbie Horn (left) has been promoted to Manager of Education and Club Administration; Tamara Nunn has been named Publications Manager.

Sunset magazine. She has been a freelance writer for *Orange Coast* magazine since 1979 and was company newsletter editor for Magnavox Advanced Products and Systems Company in Torrance, California, for a year-and-a-half. She is a member of the California Scholastic Press Association Alumni group and Women in Communications, Inc.

Club Stages Marathon Weekend

"Toastmasters as it should be," "stimulating," and "friendly and diverse," were some of the comments from participants in New Zealand's recent weekend-long Marlborough Marathon.

Blenheim Toastmasters Club 4518-72 in Blenheim, New Zealand, organized the event, basing it on a three-hour speakers' marathon held by Seattle, Washington's Successmaster Club 4401-2. The New Zealand club read about the Washington club's marathon in the "Idea Corner" column of *The Toastmaster* magazine and decided to expand upon the notion.

Toastmaster Darcy Hogue in the club "downunder" conceived the idea of a weekend of Toastmasters meetings with maximum opportunities for Communication and Leadership manual project completions and evaluation experiences, at minimum cost to participants.

The event's title came from the location of Blenheim (pop. 18,000). It is situated in Marlborough province at the top of New Zealand's

South Island. Blenheim is the only Toastmasters club in the province; its nearest neighboring club is some 80 miles away. The club's remoteness and consequent lack of opportunity for inter-club visits was even more reason to stage the Marlborough Marathon and invite many clubs.

A total of 52 Toastmasters from nine clubs, many who had traveled more than 200 miles, registered for the event and there were 24 requests for opportunities to deliver manual speeches. Sets of six two-hour club-type meetings were staged, two simultaneously on Saturday morning, two that afternoon, and two Sunday morning. Each meeting program consisted of four manual speeches and evaluations, table topics sessions, general evaluation and other "extras." In addition to the meetings, two educational workshops were held.

For members of the Blenheim club, the Marlborough Marathon was an eye-opening experience, since the club is only two-and-a-half years old and many of its 36 members had never experienced a Divisional or District Convention.

Speechcraft Student Wins Scholarship

A Florida high school student traveled to Japan recently on a Senate scholarship, thanks largely to Toastmasters.

David Schock of Sebring, Florida, had participated in a Speechcraft program sponsored by Charles S. Swan Memorial Club 2084-47 in Avon Park, Florida, in 1981.

He then began attending Toastmasters meetings as a guest. As his speaking abilities grew, he began winning local, district, and division Soil Conservation, Future Farmers of America (FFA), and high school speech contests. He went on to become state president of FFA and a regional officer. His achievements



JAPAN SCHOLARSHIP WINNER — Former Speechcraft member David Schock at bon voyage banquet, with Toastmaster Ann-Marie Mitchell dressed in Japanese theme. Club 2084-47 held the dinner to celebrate Schock's Senate scholarship to Japan.

led him to be selected by Florida State Senator Paula Hawkins to represent Florida on a Senate scholarship to Japan.

Before Schock's departure to Japan, the Toastmasters club celebrated his accomplishments by involving the entire community in David Schock Day, which included a special banquet sponsored by the Toastmasters club. The banquet's Japanese theme was complete with appropriate music and club members dressed in Japanese attire.

"The heartwarming rewards of this event made it well worth the effort, and the tremendous publicity our club received through David Schock Day is priceless," says Club President Elizabeth Walker, DTM.

HUMOR

A Stress Release Mechanism

by Dr. Charles Jarvis

The title is appropriate except to those who have read Hans Selye's books and thus know that all stress is not bad; it's only when stress turns into distress that it's harmful and does all those terrible things to us.

Chances are very good, however, that if you have a wonderful sense of humor, you might live to a ripe old age, regardless of hereditary defects, high cholesterol, and such bad habits as an occasional drink (not more than two a day, please) and drinking milk and eating eggs.

Humor has many beneficial effects, but the most beneficial aspect of a good sense of humor is in the tension release it provides. Now, there's a catch here, and it has to do with the definition of a sense of humor. Do you think the sense of humor is judged upon the ability to laugh? If so, do you ever limit the evaluation if a person is able to laugh only at others?

If you can laugh only at the expense of others, you, in my opinion, do not have a very good sense of humor. No one will admit that he or she has never known trouble, and that he or she does not have a good sense of humor. Surveys have shown that only two percent of people will admit a below-average sense of humor. Of that other 98 percent, I wonder how many

of them can laugh at themselves?

Humor-gifted people are able to laugh at themselves, and do often. They even make a living making fun of themselves, and then can turn the humor on someone else. Humor allows them to inject painlessly, to

***HUMOR-GIFTED
PEOPLE ARE ABLE
TO LAUGH AT
THEMSELVES, AND
DO OFTEN.***

sugar-coat the pill.

The main benefit, as I see it, is in the ability to suffer painful consequences and such serious situations as kamikaze attacks and airplanes on fire and see them playfully. When I discuss these incidents which occurred in my life, years ago when I was a Navy deck officer on a carrier and later a pilot, the audience roars.

No wonder psychologists say, "Humor is tragedy separated by time

Dr. Charles W. Jarvis to Receive Golden Gavel Award

Billed as “the finest pain-killer on the platform circuit,” Dr. Charles W. Jarvis speaks with a style that has been called “a delightful mixture of humor and message in the proper proportion to cure what ails the American people — eighty-five percent humor, fifteen percent message.”

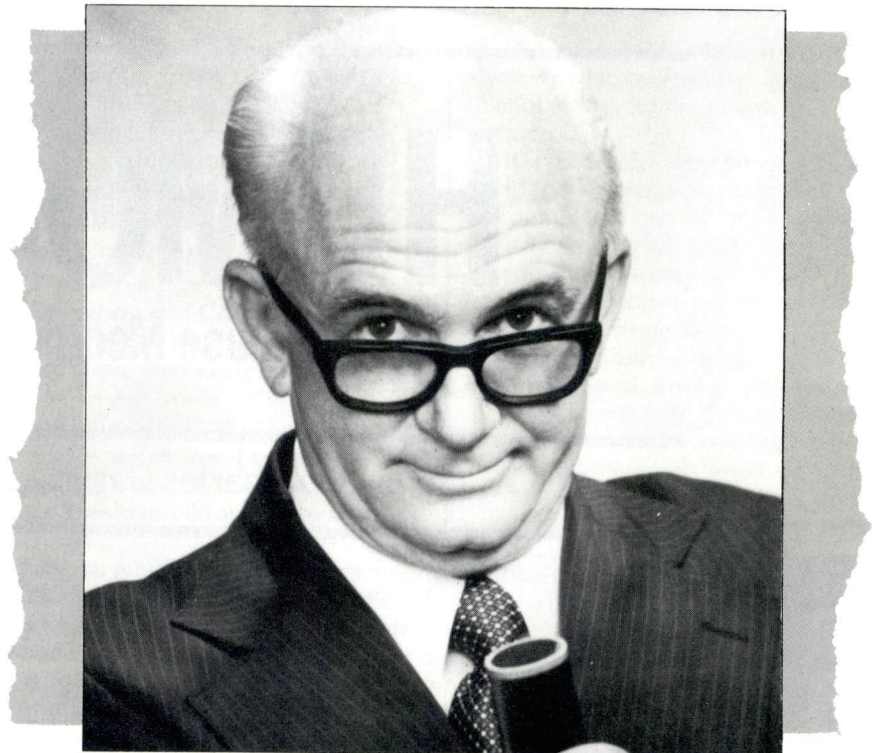
Jarvis will share his cure-all style when he accepts Toastmasters International’s prestigious Golden Gavel Award at the organization’s 53rd Annual International Convention in Orlando, Florida.

Jarvis will be honored during the Golden Gavel luncheon August 22 at the Sheraton Twin Towers Hotel. Later that afternoon he will conduct a two-hour humor workshop. Jarvis becomes the 25th recipient of the organization’s highest award, and joins such notable past recipients as Lowell Thomas, Walter Cronkite and Mark Russell.

“Humor is a great vehicle to carry a serious message,” Jarvis says. And people have taken his speaking seriously. He has received the International Platform Association’s Mark Twain Award for Humor and is a member of the International Speakers Hall of Fame.

Jarvis’ previous 12-year career as a dentist inspires much of the humor in his talks. He speaks to audiences about a “prescription for the happy life — refilled,” and tells how “life as a dentist can be filling.” He asks them to “open wide please — and laugh,” and notes that “things are more like they are now than they ever were.”

“The good doctor wields a sharp needle and gives out sugar-coated pills,” he says of his speaking style. “I inject the seriousness painlessly; it’s a treat instead of a treatment.” But behind the painless humor his messages are potent: “Give yourself in service to others and you will receive all of life’s rewards — prestige, wealth, recognition, and spiritual reward. This last you must receive from your chosen profession — if not, get out and do



something else . . . you will be successful in life according to your ability to persuade others to your way of thinking.”

Jarvis did not leave dentistry for lack of patients, but rather for love of speaking. His patients say, “We are using him less now, but are enjoying him more.” He is a member of the National Dental Honor Society, and is a fellow in both the American and International Colleges of Dentistry. He stays active in dental associations and still receives the *American Dental Journal* each month because, he jokes, “I do not take sleeping tablets and a few articles each night — I’m right off to sleep.”

Jarvis has a D.D.S. degree from the University of Texas School of Dentistry, and an engineering degree from the United States Naval Academy. He was a Navy deck officer in World War Two and later served as a Navy carrier pilot flying torpedo bombers. He has also worked as a teacher.

“My speaking career came to me as a result of one simple cause and

effect basic,” he says. “You do whatever you do so well that when they need it again, they will automatically think of you. That next time you try to do it better. Success is not a snapshot — it is a motion picture.

“Supply and demand also have entered greatly into my speaking career; there are not too many clean, humorous speakers around who regale the people with laughter and yet weave even a painful message into the talk e.g. that the people themselves may be their own worst enemies. If one is to deal with such serious things, he or she better be able to do it with humor. Say that with a smile, Podnuh!”

Jarvis’ humorous style has won many audiences and now it has captured Toastmasters International’s highest honor — the Golden Gavel Award. “I am honored to have been chosen for this high award and look forward to being with all the Toastmasters in Orlando,” he says. “It is a signal honor in my career and I thank all of you.”

and space." My sense of humor allowed me to not only stand these situations but to release the tensions within them, to the benefit of myself and my comrades on the carrier bridge and in the airplane.

Live Longer

People with a great sense of humor

THE MOST BENEFICIAL ASPECT OF A GOOD SENSE OF HUMOR IS THE TENSION RELEASE IT PROVIDES.

have a step up on their contemporaries who cannot laugh at the painful. These gifted people will live longer. When I talked to World War I conventioners whose average age was eighty-six, they laughed and I can truthfully say that I expected them to. Why are they the ones picked to live so long? Is it happenstance? Heredity?

Perhaps, but also, I like to believe that they are fortunate to have had a built-in stress-release mechanism which served them well. Some sage said, "He who laughs last, laughs loudest." Please, let's alter that to, "He who laughs, lasts." Laughter is inner jogging; it is a massage from the inside out. The Bible says it is good medicine. Dr. Denton Cooley, famous heart surgeon, told me, "The patient who has lost the will to laugh has lost the will to live."

The person able to see humor in his getting bald, in his getting old, will get bald and grow old gracefully and people will want to be around him. Oh, it does help so, for I am bald and growing old and besides that, it is tough, folks, to be a short, flat-footed Texas Aggie Dentist.

Latent Humor

You have a sense of humor, everyone has one; but it may be latent, waiting for development. It may have been suppressed by well-intentioned but misinformed parents who told you during your early years that you should not laugh so much, that life was in "dead earnest." People who study the psychology of humor can tell you for sure — if life is in dead earnest, it is humor which is dead.

You can develop your sense of humor, but it is going to take a little courage and awareness. First, you may have to admit that your beloved mother or father was wrong. Transactional analysis says that your

adult must rule your decisions, not your parent. Second, you must evaluate your sense of humor. If you laugh, do you laugh only at others? Must others suffer a bit before you are tickled? Before you smile? Can you take a joke — on you? What makes you laugh?

Maybe you had better start thinking about and writing down what you laugh at, when you laugh. Perhaps this will be amazingly revealing. Do you take yourself too seriously? If so, here's some good advice: Edward G. Robinson said that if people take themselves seriously at all, they should smile; and if they start taking themselves even more seriously, they should laugh out loud.

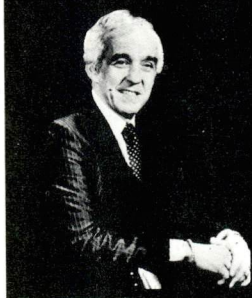
Well, long, joy-filled life to you! I

wish you well. Wishing won't get the job done, of course. You know that, right? Right! Start laughing more. Some people say they have nothing to laugh at. As I say in my talk, "Prescription for the Happy Life," poppycock! You have a lot to laugh at. Get out that old wedding picture. That's going to get funnier every year.

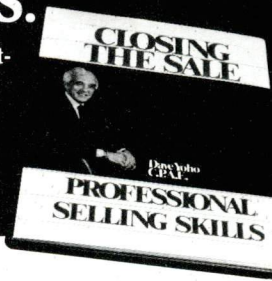
Incidentally, after you have read this, absorbed it and studied it, evaluate your sense of humor. If you realize that you too have had painful experiences and now you can see them playfully, you might want to talk publicly about them. They'll make a fine presentation and people will want to hear it. I've been doing this for years.

Dr. Charles Jarvis, a noted speaker based in San Marcos, Texas, is Toastmasters' 1984 Golden Gavel Award winner. He will accept his award at the 1984 International Convention August 21-25, 1984. He has received the International Platform Association's Mark Twain Award for Humor, and is a member of the International Speakers Hall of Fame.

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T-3

HOW TO...

PUBLICIZING TOASTMASTERS: A Do-It Yourself Guide

by Kay Paumier

Toastmasters meetings are “perky” and “upbeat.” Toastmasters “talk their way to the top.” Toastmasters are, in short, “winners.”

Of course, we know that, but those statements are more powerful when they come from an “objective” third party—in this case, from the *San Francisco Chronicle*, one of the country’s largest newspapers.

The *Chronicle* ran a half-page feature after one of their reporters, upon my invitation, visited Golden Gate Club 56-4. Following the article, hundreds of people phoned for information and referrals, and many clubs enjoyed a boost in guests and membership.

You Can Do It, Too

But the exciting thing about the *Chronicle* story is that it is not unique. The exciting thing is that it shows how you, too, can publicize Toastmasters—how you can get reporters to attend your meetings—if you understand and follow some basic procedures.

1. Make sure you’re the only Toastmaster contacting the media in your area. Otherwise, there will be confusion. Notify your club, area, division and district officers of your publicity efforts.

2. Don’t tell the general membership you’re trying to publicize Toastmasters. Most people won’t understand if your efforts are unsuccessful. Beyond the officer notifications, keep your publicity efforts a secret.

3. Know your outlet. Do not, repeat do not, approach any newspaper with which you’re unfamiliar.

4. Send information to the editor of

your weekly newspaper, the feature editor of your daily paper. The editor probably won’t cover the story, but he or she has the final word on what’s printed.

5. Write a “pitch” letter. A basic publicity tool, a pitch letter outlines what you have to offer the media. Your letter should include:

- the topic (the Toastmasters program).
- the reason people would be interested (overcoming the fear of public speaking).
- the spokespersons (people who can speak for the organization).
- a time frame (the times and days of meetings).
- a follow-up method (the fact that you will expect the media to call you).
- background material (I recommend *The Toastmaster* magazine and the “Speak Up and Get Ahead” and “Reach Out for Success” pamphlets).
- optional approaches (an offer to have a reporter attend any of several meetings, or to interview individual Toastmasters).
- a reassurance of the story’s “validity” (the reporter, as in the case of the *Chronicle*, will probably want to attend the meetings incognito, to assure he or she gets the “true” story).
- your office and home phone numbers (in case the editor wants to contact you. An infrequent, but still possible, occurrence).

For example, my letter read:

Dear Ms. Shen:

According to the Book of Lists, people

fear public speaking more than they fear heights, sickness or even death. Indeed, public speaking captured first place in the list of “worst human fears.”

Unlike most of the other entries on that list, however, there is an easy, effective way to reduce the fear of public speaking. It’s called Toastmasters.

Members of Toastmasters meet regularly to improve their communication and leadership skills through an organized program of prepared and impromptu speeches and evaluations. The atmosphere is generally relaxed. The criticism, cordial and constructive. The results, amazing.

I’m writing to suggest your readers would appreciate learning how to improve their communication skills. If you’d like, I’d be happy to arrange for you to attend a Toastmasters meeting. My own club, Golden Gate, meets Wednesdays for a 6 p.m. dinner meeting. There are other breakfast, lunch, dinner and evening meetings throughout the Bay Area.

Should it be impossible for you to attend a meeting, I’d be happy to arrange an interview for you with some of our outstanding local speakers. (One, Wade Vaughn, has captured third place in the international competition twice. That competition is open to the over 100,000 Toastmasters worldwide.)

For your convenience, I’m enclosing some background material and will give you a call shortly. In the interim,

thank you for your consideration.

Follow-up

6. Wait about a week and phone the editors when they are not under deadline. That means call morning papers between 9:30 and 11:30 a.m., evening papers, between 2 and 3 p.m., and weekly papers, the day after the paper is published. If the editor isn't available, leave a message and keep calling, every two or three days, until you reach him.

7. When you do reach the editor, be brief. State your name, your topic, and ask for a response.

8. Be prepared to discuss Toastmasters thoroughly. This is not a contradiction to step 7. It simply means if you do generate interest on the part of the media, be ready to answer any questions reporters might have. The *Chronicle* reporter, for example, asked about:

- Toastmasters' history. (Pages eight to 15 of the 50th anniversary edition of *The Toastmaster* magazine contain a good summary.)

- the manual. (I loaned him my basic and advanced manuals.)

- the meeting format. (I explained table topics, manual speeches and evaluations.)

- the "average" member. (According to *The Toastmaster* magazine, the average member is male or female, a 38-year-old, well-educated, married professional.)

- membership statistics. (There are 100,000 members in 5000 clubs, 75 of which are in the San Francisco Bay area. I got the information for the first two categories from Toastmasters International World Headquarters, the third from my division governor.)

- public speaking tips. (I summarized some techniques.)

- sources of further information. (I referred the reporter to the Membership and Club Extension department of Toastmasters International.)

9. If the reporter agrees to attend a meeting, send a note confirming the day, date, time, place and estimated length of meeting.

10. If one newspaper agrees to cover the story, don't approach another directly competing paper. Newspapers expect exclusives on features, even if they don't say so.

11. Pay the reporter's expenses, if any. This isn't a bribe. It's simply good form. The media are always guests.

12. During the meeting, sit next to the reporter. Volunteer information about the procedure and participants.

13. Although you can't dictate what a reporter will write, emphasize the need for listing a Toastmasters information source — an address or phone number. The best story won't do you much good if people don't know how to respond to the information. My division governor agreed to act as clearinghouse for responses to the *Chronicle* story.

14. After the meeting, offer continued assistance.

15. Don't ask when the article will run. That implies you don't read the paper, which is an insult.

16. Show appreciation. If your story runs, send a thank-you note to the reporter or editor.

17. Handle information requests promptly. As callers responded to the *Chronicle* article, we took down names and phone numbers, immediately forwarding the information to appropriate Toastmasters for follow-up.

Throughout this procedure, be ready for failure. Don't complain if you don't get any — or as much publicity as you'd like. It's probable the editor will reject your idea outright. It's possible, even if a reporter comes to your meeting, that no article will appear at all . . . or the article could be smaller or less conspicuous than you had hoped. You have no control over the final product.

At the same time, be ready for success. When publicity "works," the rewards are incredible. So don't be afraid to try. If you succeed, hundreds — maybe thousands of people — will learn that Toastmasters are "winners," and will try to "talk their way to the top" at one of our "perky" and "upbeat" meetings.

And isn't that worth a little time and effort on your part? 🗣️



Kay Paumier is a member of Golden Gate Club 56-4. She is an account executive with a San Francisco public relations firm.



GET INTO ACTION!

Just think—if every member of your club were to sponsor one new member this year, your club would double in size!

And there's no better time for your club to grow than during Toastmasters' April-May membership campaign, Get Into Action. By adding new members during these months, your club will not only grow bigger, stronger and better—it can also earn special recognition.

Every club that adds five or more new members during April and May will receive a "Get Into Action" banner ribbon. Those adding 10 or more new members will be mailed a "Best Speaker" trophy. In addition, the top club in each district will be presented with a "top club" ribbon. So don't hesitate...Get Into Action! Tell a friend about the benefits of Toastmasters, then invite him or her to your club's next meeting.

Jokes for SPEAKERS!

RAVE
REVIEWS!

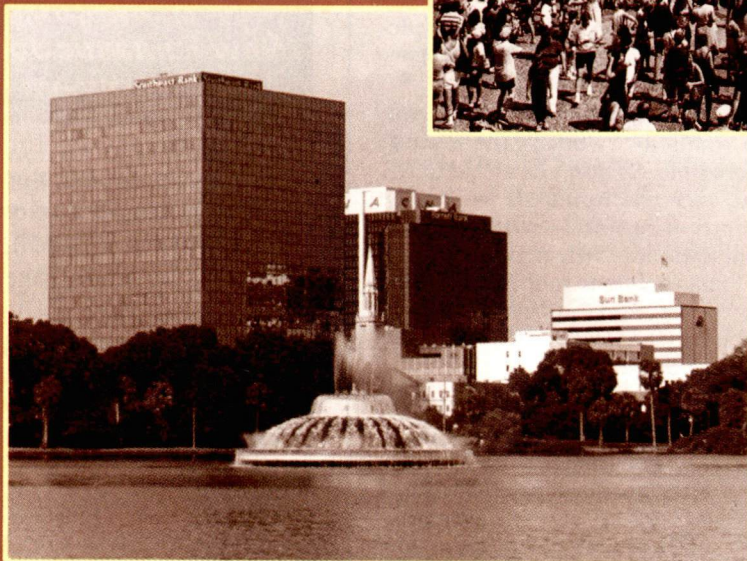
"Hilarious Jokes"

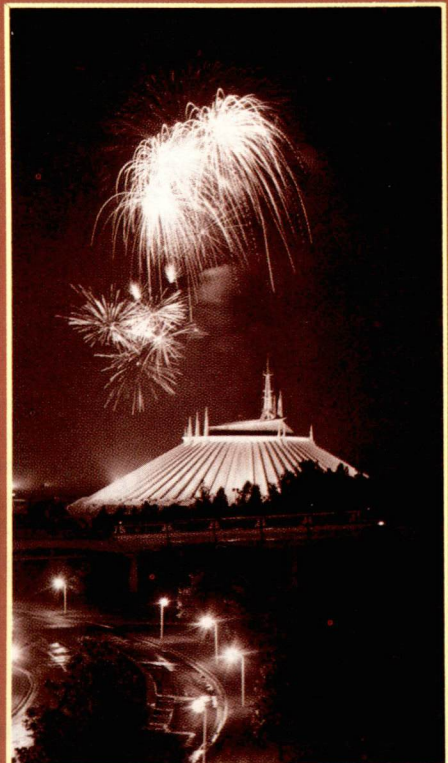
Schnurmacher (Columnist)
— *Montreal Gazette*

"New Fantastic Jokes"

Dick Sair (Managing Editor)
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Come to Orlando!

by Alan LaGreen

The Orlando area — Florida's vacation paradise — welcomes you to the 53rd Annual International Convention of Toastmasters International, August 21-25, 1984.

A dedicated crew of volunteers from District 47 is teaming up with the World Headquarters staff to bring you an exciting program in an exciting part of the nation. The convention is not only a once-in-a-lifetime chance to hear some of the greatest speakers in the world and witness the most spirited speaking competition held anywhere, but for many Toastmasters it's an opportunity to renew friendships with other members from around the world.

This is the first time Orlando has been selected to host the International Convention. If you've never been to this convention before, be prepared to

hear great speeches and presentations. If you have attended International Conventions before, be prepared for the biggest one ever! Each year we find a larger facility, and each year the International Speech Contest is a sellout! Don't be left out — pre-register early!

Headquarters hotel for this year's event is the Sheraton Twin Towers, a comfortable, family-oriented facility that provides free transportation to and from Orlando International Airport, as well as major area attractions such as Walt Disney World, EPCOT Center, Sea World and others.

Registration opens Tuesday, August 21, and all pre-registered members will be able to pick up their badges and event tickets and select seating assignments for the Golden Gavel Luncheon, President's Dinner Dance



DOWNTOWN ORLANDO — Orlando's bustling downtown, nestled on the shores of Lake Eola, is Florida's vacation paradise, with many famous amusement parks and attractions nearby (bottom, left). Photo credit Orlando Area Chamber of Commerce. WHERE FAIRY TALES LIVE — Cinderella's Castle spires poke the Florida sky while Mickey Mouse and friends welcome visitors to the Magic Kingdom (center). OPEN WIDE — Near Orlando, dolphins at Sea World get a treat from young visitors — or is it the other way around (top, center)? SPACE ROCKETS — Bursting high above Space Mountain in the Walt Disney World's Magic Kingdom, Fantasy in the Sky fireworks explode colorfully each summer evening (top, right). SUMMER SPLASH — Water sports abound in Walt Disney World's many crystal-clear lagoons and lakes (bottom, right).

and International Speech Contest. (Registration will be open throughout the week.) Tuesday afternoon will feature several Accredited Speaker Program candidates appearing in their finals, and Tuesday evening will provide everyone with the first opportunity to mix, mingle and politic at the Proxy Prowl.

On Wednesday, August 22, the convention starts at 9 a.m. with the

Friday is the heavyweight educational day starting off with Past International Speech Contest winner Michael Aun, the second set of Accredited Speaker Program finalists, a how-to session on audiovisuals with Past International Director Chuck Allen, and a special panel program on "Speaking in Business Today" which includes Past International President Durwood English.

sports lovers. Pastimes from fishing to water skiing to windsurfing to sailing are popular for every season. Freshwater fishing, for example, takes anglers to Osceola County each year for a bass fishing tournament or to a backyard lake for some relaxing weekend casting.

Prototype Community

The Orlando area can trace the onset of its spectacular growth to the day Walt Disney World opened as a tourist attraction in 1971. Then in October 1982, EPCOT Center opened its doors. The \$900 million Experimental Prototype Community of Tomorrow, likened to a permanent World's Fair, is expected to draw an additional eight to 12 million visitors a year to the Orlando area.

The strength of area attractions and recreation opportunities lies in variety and quality. New theme parks and multi-million dollar expansions lure travelers. In addition to Disney World and EPCOT Center, there is:

- Sea World of Florida, the world's largest marine life park.
- Kennedy Space center, home of the Space Shuttle and the nation's second most popular destination for foreign tourists.
- Circus World, which has completed the first phase of a \$10 million expansion, including The Great Western Stampede and a research facility for studying behavior of endangered animal species.
- Wet n' Wild, with a new \$1 million water ride called Raging Rapids.
- Six Flags Star's Hall of Fame, where a new screen test studio lets visitors perform before a live audience and compete to win a part in a 20th Century Fox production.

A unique attraction for tourists and local residents alike is Church Street Station in downtown Orlando, where a block-long complex of restaurants and taverns has been built around the city's old railroad station. There's entertainment and music, too, from mellow folk to Dixieland and vaudeville. Adding a touch of the Wild West, the new Cheyenne Saloon and Opera House offers top name entertainment. Make your plans now to be a part of the biggest Toastmasters convention yet. See page 27 for convention and hotel registration details. 🎤

Alan LaGreen is manager of District Administration and Programming at World Headquarters.

AT ONE LOCAL ATTRACTION, VISITORS PERFORM BEFORE A LIVE AUDIENCE AND COMPETE TO WIN A PART IN A 20th CENTURY FOX PRODUCTION.

tumultuous opening ceremonies featuring the traditional "Parade of Flags." Nationally known sales trainer and motivational speaker Bill Gove will give the keynote address followed by reports from International President Eddie Dunn and Executive Director Terry McCann. On the heels of the opening will be the Golden Gavel Luncheon, featuring Dr. Charles Jarvis, who will also present a humor workshop later in the day. The Communication Showcase, featuring top Toastmasters speakers, a panel on successful club program ideas, and the Candidates Forum, where those running for International Director and Officer positions will have an opportunity to address delegates, will close out the opening day's activities.

Achievers-of-the-Year Honored

Thursday, August 23, opens with the Annual Business Meeting (all registrants are invited). Activities at lunch will include the Spouses and Guests Luncheon featuring fashion expert (and Toastmaster) Elaine Phillips and the DTM Luncheon featuring Past International Director Dick Schneider as keynoter. Following lunch, the top Toastmasters Achievers-of-the-Year will be honored during the Hall of Fame program. Closing out Thursday's activities at the convention hall will be Dr. John Lee, noted time management expert. Thursday evening members and guests will venture out to Circus World for a fun filled night under the Big Top!

Friday afternoon features Past International Speech Contest Finalist Len Baker and panels on the life of a professional speaker and outside-club activities. Closing Friday's educational program will be professional speaker and Miss America finalist, Jeanne Robinson. That evening, you're invited to attend the President's Dinner Dance, where directors and officers for the 1984-85 Toastmasters year will be installed.

Saturday starts early with "The World's Championship of Public Speaking" — where nine finalists from all over the world will compete for the coveted first place trophy. This event is always exciting and always a sell-out, so again, register early.

At past conventions, the mix of programming and location makes for a special event, and this year's no different. The Orlando area has it all . . . central location, strong economic base, endless entertainment and recreation opportunities, a full spectrum of cultural activities.

Orlando is a playground, a work place, a lifestyle — a community where more than 750,000 residents and 20,000 newcomers a year make up what many believe is a "community of tomorrow."

An average temperature of 72 degrees makes the Orlando area ideal for year-round recreation. Golf enthusiasts have over 100 miles of fairway from which to choose. More than 2000 spring-fed lakes make the Orlando area an ideal home for water

TOASTMASTERS' 53rd ANNUAL CONVENTION

August 21-25, 1984
Sheraton Twin Towers Hotel
Orlando, Florida

Mail to: Toastmasters International, P.O. Box 10400, Santa Ana, CA 92711 (This form is not to be used by International Officers, Directors, Past International Presidents or District Governors elected for 1984-85.)

A registration badge will be required to attend general sessions on Wednesday, Thursday and Friday. Pre-register and order meal-event tickets now! ATTENDANCE AT ALL MEAL EVENTS WILL BE BY TICKET ONLY. Advance registrants will receive a receipt for a packet of tickets and materials, which can be claimed at the registration desk, Tuesday, August 21.

All advance registrations must reach World Headquarters by July 13.

_____ Member Registrations @ \$25.00	\$ _____
_____ Joint Registration: Husband/Wife (both Toastmasters) @ \$35.00	\$ _____
_____ Spouse/Guest Registrations @ \$10.00	\$ _____
_____ Tickets: Golden Gavel Luncheon (Wednesday, August 22) @ \$14.00	\$ _____
_____ Tickets: "Spouses & Guests Luncheon" (Thurs., August 23) @ \$10.50	\$ _____
_____ Tickets: DTM Luncheon (Thurs., August 23) @ \$10.50 (Note DTM#_____)	\$ _____
_____ Tickets: "Circus World Party" (Thurs., Aug. 23, Dinner, Shows) @ \$25.00 (Ticket price includes bus transportation to Circus World and return.)	\$ _____
_____ Tickets: President's Dinner Dance (Friday, Aug. 24, Dinner, Dancing & Program) @ \$27.00	\$ _____
_____ Tickets: International Speech Contest Breakfast (Sat., Aug. 25) @ \$10.50	\$ _____
TOTAL	\$ _____

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

(PLEASE PRINT)

Club No. _____ District _____

NAME _____

SPOUSE/GUEST NAME _____

ADDRESS _____

CITY _____ STATE/PROVINCE _____

COUNTRY _____ ZIP CODE _____

NO. CHILDREN ATTENDING _____ AGES _____

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

Mail to: Sheraton Twin Towers Hotel, 5780 Major Blvd., Orlando, FL 32805; (305) 351-1000

Circle room desired. State/local tax will be added to all rates. All rates European Plan (no meals included). Deposit of first night's room charge or American Express Card guarantee required.

Reserve before July 13, 1984, at the following rates:

Single \$53/night Double \$63/night Triple \$68/night Quad \$73/night Parlor Suite \$140/night

NAME _____

ADDRESS _____

CITY _____ STATE/PROVINCE _____

COUNTRY _____ ZIP CODE _____

Cut-off date for all reservations is July 13, 1984. Consult hotel for prices and availability of larger suites.

- Rollaway \$10.00 per day. Cribs free. Children under 18 free when sharing room with parents.
- If room requested is not available, reservation will be made at nearest available rate.
- FREE Airport Shuttle Buses
- FREE Scheduled Buses to most Attractions
- The above rates will be honored two days prior and two days after your meeting by special request — subject to availability.

I will arrive approximately _____ a.m. _____ p.m. on August _____, 1984. Check in time 3 p.m.

Check enclosed covers first night. Guarantee by Amer. Express Card # _____ Exp. Date. _____

I will depart on August _____, 1984. Check out time noon.

I am sharing room with _____

TOASTMASTERS INTERNATIONAL CONVENTION, August 21-25, 1984

Reach for the Carrot

One of America's most famous television grocers is also a veteran Toastmaster.

Joe Conley, best known as storekeeper Ike Godsey on CBS-TV's award-winning series "The Waltons," has been a member of Toastmasters since 1970. He joined hoping that he would have the opportunity to improve himself as a monologist. He's done that, and more.

"With constant practice and table topics, I can now quickly organize my thoughts and give an organized talk on almost any subject with little notice," he says. "Confidence in my ability to express myself has helped immeasurably as a speaker and as an actor." Toastmasters has also helped him feel very comfortable when he is called upon to act as master of ceremonies at events, appear on talk shows and speak extemporaneously, he says.

Well-rounded Man

Conley is what many people call a "well-rounded individual." His well-roundedness stems from his years as a stage and screen actor, radio and television personality, and as an active Toastmaster. During his 10 busy years on "The Waltons," Conley completed the Advanced Communication and Leadership Program and became an Able Toastmaster in 1979. He recruited 20 members for his club, and entered the International Speech Contest twice, reaching District level each time. When the show went into syndication and Conley had more free time, he served as Educational Vice President and was recently inaugurated President of Burnt Toastmasters Club 914-52 in Van Nuys, California. He is preparing to enter the International Speech Contest again, and is hoping to complete DTM requirements as well.

"Our club is most diverse in its membership, giving me an opportunity to meet and know people from many walks of life," he says. "To attend our meetings continually is an ongoing post-graduate course. Listening to others speaking and then learning by the evaluations is like speaking four times each week myself."

Conley broke into show business as a youngster, appearing on radio as a singer and an actor with local children's



programs. In 1945 he came West to attend Loyola University where he plunged into college theatricals. Military duties put his education on hold, but not his entertaining. In addition to his enlisted duties, Conley appeared in many Army shows and entertained at officers' and NCO clubs.

Following his two-year duty tour, Conley returned to Loyola, then transferred to Arizona State University where he was cast as an extra in "The Sound of Fury." His performance made such an impression on the director that his character was expanded to a featured role, which qualified Conley for the Screen Actors' Guild.

Television Career

Upon his college graduation, Conley was once again called into military service with a commission as Second Lieutenant in the Korean War. He served in the Seventh Infantry Division where he was wounded in battle and was decorated with the Silver Star and

Purple Heart. After his discharge in 1953, Conley sang and acted in dozens of Los Angeles clubs and little theaters. He landed his first television role in "Big Town" in 1955. Since then, he has done hundreds of shows, appearing as a regular in several of them, and also has performed in a dozen or more television movies.

At present, Conley makes his home in California's San Fernando Valley with his wife Louise and daughters Erin and Jana. Besides his active role on the Board of Directors of Angel's Flight, a Los Angeles crisis center aiding teenage runaways, Conley is putting final touches on his first novel.

Conley says he remains in Toastmasters because it continues to be fun, interesting and educational. "I humbly state that I am not the best speaker in our club," he says. "There are several men who are superior. I learn from them constantly. But they keep learning also, so the carrot remains."

HALL of FAME

DTMs

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

Russell H. Backus
Ahwatukee 4705-3, Ahwatukee, AZ

David F. Ravetti
The Magic Word 2407-4,
San Francisco, CA

Joanne Dahlin
Northwest Wind 692-6, Osseo, MN

Robert W. Zahirsky
B&W Orators 3530-10, Barberton OH

Robert F. Happel
Ellsworth Park 2745-30,
Downers Grove, IL

Robert Sidney Arthur
NAVFAC 3396-36, Alexandria, VA

Gene A. West
Western 2451-37, Charlotte, NC

Branch K. Sternal
Guilford Center 3023-37, Greensboro, NC

Furman A. DeMaris
Camden County 1189-38, Haddonfield, NJ

Willmer F. Willems
Saskatoon 450-42, Saskatoon, Sask., Can

John J. Haas
Southern Lights 3684-42, Edmonton,
Alta., Can

Eugene A. Ashcraft
Hi-Noon 2217-43, Little Rock, AR

J. Wilbert Chapman
Hi-Noon 2217-43, Little Rock, AR

Otto H. Wenk
Hi-Noon 2217-43, Little Rock, AR

Newton Lee Abramson
Merck 260-46, Rahway, NJ

Marion H. Maddox
Redstone 1932-48, Huntsville, AL

Devendra D. Mehta
CE 1333-53, Windsor, CT

George Murphy
Greater Springfield 3902-53,
Springfield, MA

John E. Penland Jr.
Downtown Charleston 4513-58,
Charleston, SC

John W. Harris
Cookeville 2744-63, Cookeville, TN

Ron Barker
Port Hunter 2776-70, Newcastle,
N.S.W., Aust

Dorothy Kirkwood
Chatswood Communicators 5323-70,
Sydney, N.S.W., Aust

ATMs

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

Verne J. Nadeau
Civic Center TM 4-F, San Bernardino, CA

Bruce Merservey
Jaycee 130-F, Riverside, CA

Jeanne Rae
Word Spinners 589-F, Pasadena, CA

William Newell
Saturday Morning 797-F, Riverside, CA

Margaret Rose Lipper
Moreno Valley 2169-F, Sunnymead, CA

Mark R. Patterson
Bechtel 3589-F, Norwalk, CA

Ronald W. Stevens
Bay Broadcasters 4136-F,
Newport Beach, CA

Ed Temple Dickey
Rosaland 4202-F, San Bernardino, CA

Rete Geller
Spacemasters 5045-F, Downey, CA

Kirk D. Hamula
Lake City 748-2, Seattle, WA

Ylova E. McKenney
Sea-Ren 1994-2, Renton, WA

Celia I. Strong
Mun-E-Men 2732-2, Seattle, WA

Karl W. Jenkins
Sunrise 74-3, Phoenix, AZ

Rodney K. Olivier
Sunrise 74-3, Phoenix, AZ

Roy C. Gill
Capitol 364-3, Phoenix, AZ

Virginia Clifford Anders
Early Words 433-3, Phoenix, AZ

Dian Brunswick
Park Central 3527-3, Phoenix, AZ

Glen R. Shake
West Valley Orators 107-4, San Jose, CA

Charlotte Russell
Puc K Sters 3873-4, San Francisco, CA

Carol E. Meaney
Paw & Claws 3983-4, Palo Alto, CA

John A. Marks
Electric Toasters 4200-2, Palo Alto, CA

Gerald J. De Loye
Chula Vista 108-5, Chula Vista, CA

Violet Scott
Cambridge 785-40, Cambridge, OH

James R. Davis
New Federal Building 1832-40,
Columbus, OH

Robert D. Loftus
Anderson Hills 1941-40, Cincinnati, OH

Mike Ogden
Whitehall 3002-40, Columbus, OH

Terry Johnson
Sodak 224-41, Sioux Falls, SD

Fred Maurice Herrman
Hub 924-41, Aberdeen, SD

Donald E. Munson
Sunrisers 1188-41, Huron, SD

Russell Dale Leighton
Yankton 1294-41, Yankton, SC

Martha Iken
Sioux Valley Hospital 1561-41,
Sioux Falls, SD

John M. Bell
Rapid Toastmasters 2350-41,
Rapid City, SD

Elizabeth M. Pasioka
Norwood 284-42, Edmonton, Alta., Can

Lynn L. Spring
Wascana 577-42, Regina, Sask., Can

Everett W. Ritson
Sunset 3619-42, Regina, Sask., Can

Leo Besser
Vicksburg 2052-43, Vicksburg, MS

Richard C. Blaine
Hi-Noon 2217-43, Little Rock, AR

Ernest E. Davis
Hi-Noon 2217-43, Little Rock, AR

Jean McEachern
Plainview 763-44, Plainview, TX

Billy B. Johnson
Daybreak 1033-44, Lubbock, TX

Robert F. Smith
Natural Gassers 1875-44, Amarillo, TX

Charles Tyrone Boyd
Great Swamp 344-46,
Basking Ridge-Morris, NJ

George D. Byrne
Xon 1004-46, Florham Park, NJ

Karl Stayna
Graybar 1436-46, New York, NY

James J. Craig
Clifton 2664-46, Clifton, NJ

Robert H. Jensen
Singer-Kearfott 2768-46, Wayne, NJ

William J. McDermott
Singer-Kearfott 2768-46, Wayne, NJ

Robert L. Perkins
Arlington 892-47, Jacksonville, FL

William B. Hayes
Venetian 952-47, Fort Lauderdale, FL

Virginia Hedding
Venetian 952-47, Fort Lauderdale, FL

Robert D. Lloyd
Venetian 952-47, Fort Lauderdale, FL

Bennett Darshied Minnis

Action For Achievement 1095-47,
Nassau, Bahamas

Hans J. Raab

Great Fort Lauderdale 2004-47,
Fort Lauderdale, FL

Ann-Marie Mitchell

Charles S. Swan Memorial 2084-47,
Avon Park, FL

George Von Hilsheimer

De Land 2138-47, De Land, FL

Ray Floyd

County Line 3299-47, Deerfield, FL

Urgel Bray

Early Bird 3659-47, Fort Lauderdale, FL

Lori Heidtmann

Early Bird 3659-47, Fort Lauderdale, FL

Andrew Sabak

Early Bird 3659-47, Fort Lauderdale, FL

Patricia M. Rodriguez

Drop and Rotor 1683-48, Fort Rucker, AL

Dionisio Alcalá

Van Nuys 172-52, Van Nuys, CA

Roland D. Beck

Verdugo Hills 434-52, Montrose, CA

James E. Peters

Safeco Title Insurance 3340-52,
Panorama City, CA

Margaret S. Palmer

Poughkeepsie 921-53, Poughkeepsie, NY

Mark K. Johnson

Early Risers 109-56, Houston, TX

Darrell L. Boyd

Spaceland 745-56, Houston, TX

Mary Susan Neff

Tejas 966-56, Austin, TX

Abel Araiza

Hilltop 2058-56, San Antonio, TX

Dan H. Cook

Southwest Speakers 2200-56, Houston, TX

Willard J. Sittou

Missouri City 2359-56, Missouri City, TX

Louis James Frey

Fluor Houston 2963-56, Houston, TX

Paul E. Smith

Hangar 9 3996-56,
Brooks Air Force Base, TX

William F. Haynes

Datapoint 4327-56, San Antonio, TX

Robert Shannon

San Leandro 452-57, San Leandro, CA

David B. Short

Diablo Champagne Bkfst. 4027-57,
Pleasant Hill, CA

Lawrence R. Foster

Blue Cross 4293-57, Oakland, CA

M.B. Sutton

Fort Mill 1370-58, Fort Mill, SC

Reta I. Hough

Belleville 1617-60, Belleville, Ont., Can

John Campbell

Oshawa 2398-60, Oshawa, Ont., Can

Sandra L. Williamson

Forest City 2729, London, Ont., Can

Earl R. Douglas

Logistics Center 2050-62, Battle Creek, MI

John B. LeGwin

Lear Siegler 2536-62, Grand Rapids, MI

Earline Kelso

Parthenon 1738-63, Nashville, TN

William A. Roscoe

Volunteer 2640-63, Johnson City, TN

Marie B. Ventrice

Cookeville 2744-63, Cookeville, TN

Michael M. Watts

Tuesday Toasters 3004-63, Kingsport, TN

William Randolph Nicholson

Energy Capital 4703-63, Oak Ridge, TN

Phillip Rheubottom

Winnipeg Real Est. Brd. 1429-64,
Winnipeg, Man., Can

Thomas William Paulley

Serendipity 2513-64, Winnipeg, Man., Can

Michael Edward Enrico September

The Henjum TM Club 2994-64,
Winnipeg, Man., Can

Warren R. Williams Jr.

Tri-Town 279-65, Sidney, NY

Mid Broadwell

Tower 963-65, Rochester, NY

Bill Bailey

Norfolk 686-66, Norfolk, VA

Larry J. Prickett

West End 2661-66, Richmond, VA

Harold William Baur

Public Service 3174-68, New Orleans, LA

Harold Godfrey Jacobs

Cronulla RSL 3445-70, Cronulla, N.S.W.,
Aust

Pat Dullaghan

Engineers 3677-71, Co. Dublin, Ireland

Heather L. Parker

Railroader 4788-73, Melbourne, Vic., Aust

Frank H. Zietsman

Pretoria 2199-74, Pretoria, SAFR

Donald E. Garcia

Taku 724-U, Juneau, AK

George B. Blake

Kashim TM Club 3245-U, Anchorage, AK

NEW CLUBS

5351-2 Woodinville

Woodinville, WA--Wed., 7 p.m., Woodgate
Inn, 13400 N.E. 175th (881-8853).

3693-3 Morning Glories

Phoenix, AZ--Wed., 7 a.m., Arizona Easter
Seal Society, 903 N. 2nd St. (252-6061).

4381-3 DM Added Interest

Tucson, AZ--Tues., 8 a.m., DM Federal
Credit Union, 2222 S. Craycroft (790-5571).

5347-7 Stayton

Stayton, OR--Thurs., 6:30 a.m., Stayton
Plaza Restaurant, 951 N. First (769-3454).

1872-10 SPEAK EZ'S

Cleveland, OH--Mon., noon, TRW Valve
Division, 1455 E. 185th St. (692-4795).

1842-14 Reserve Comment

Atlanta, GA--Mon., 7:30 a.m., Federal
Reserve Bank of Atlanta, 104 Marietta St.,
N.W. (521-8432).

3239-16 Craig County Communicators

Vinita, OK--Wed., 7 a.m., Little Grand
Prairie Restaurant, Highway 60 (256-2740).

5345-18 State Farm

Frederick, MD--2nd & 4th Wed., 11:30 a.m.,
State Farm Insurance, 800 Oak St.
(694-3223).

4605-19 Johnston

Des Moines, IA--Wed., noon, Crown Point
Recreation Center, 6300 Pioneer Parkway.

3984-21 Forbidden

Courtenay, B.C., Can--Wed., 7:30 p.m.,
Westerly Hotel, 1590 Cliffe Ave. (338-5027).

5349-26 Roadrunner

Denver, CO--Wed., noon, Colorado
Highway Dept. 4201 E. Arkansas
(757-9281).

5343-40 Georgetown-Scott County

Georgetown, KY--1st & 3rd Tues., 4:30
p.m., Johnson Controls, Rt. 4, Lemons
Mill Rd. (863-4150).

5346-40 Frisch's

Cincinnati, OH--Frisch's Training Center,
4765 Montgomery Rd. (961-2660).

2223-46 Parsons Brinckerhoff

New York City, NY--2nd & 4th Tues., 12:15
p.m., Parsons Brinckerhoff Quade &
Douglas, Inc., One Penn Plaza, 250 W. 34th
St. (613-5137).

4113-54 Dixon

Dixon, IL--2nd & 4th Mon., 5:30 p.m.,
USF & G Office, 841 N. Galena Ave.

1522-64 Inter-City

Winnipeg, Man., Can--Wed., noon, Inter-
City Gas Building, 444 St. Mary Ave.
(235-4253).

5344-64 Speakers Gallery

Winnipeg, Man., Can--Fri., 7 p.m.,
Winnipeg Art Gallery, 300 Memorial Blvd.
(942-0783).

2848-65 Link

Binghamton, NY--Thurs., noon, Link
Flight Simulator Div. Singer Co.,
Kirkwood Industrial Park (772-3961).



CLASSIFIEDS

ANNIVERSARIES

45 Years

Salem 138-7, Salem, OR
Sierra 135-33, Fresno, CA

35 Years

Pacific Beach 54-5, San Diego, CA
Hood River 701-7, Hood River, OR
Boone 184-19, Boone, IA

30 Years

Ontario-Upland 1506-F, Ontario, CA
Oak Harbor 514-2, Oak Harbor WA
Duluth 1523-6, Duluth, MN
Jefferson County 1482-8, Pevely, MO
Johnstown 1231-13, Johnstown, PA
Chadron 1465-26, Chadron, NE
Greeley Evening 1490-26, Greeley, CO
Metro-Milestone 1511-36,
Washington, D.C.
Goldsboro 1496-37, Goldsboro, NC
Reveilliers 985-39, Sacramento, CA
Permian 1509-44, Midland, TX
Kodak Park 1491-65, Rochester, NY

25 Years

Orbiters 2943-4, Sunnyvale, CA
Essayons 2265-7, Portland, OR
Town and College 875-19, Ames, IA
Capital 1412-19, Des Moines, IA
University Park 2984-23,
University Park, NM
Pioneer 2932-26, Lakewood, CO
Executive 2956-29, Pensacola, FL
Capital City 2953-35, Madison, WI
Atomic Energy Comm. 2901-36,
Bethesda, MD
VA Gaveliers 2920-36, Washington, D.C.
Justice 2937-36, Washington, D.C.
Pan Am Management 1652-47, Miami, FL
Naples 2835-47, Naples, FL
Sudbury 2816-60, Sudbury, Ont., Can
ESB 1747-65, Buffalo, NY
Dublin 2601-71, Dublin, Ireland

20 Years

Tustin 3733-F, Tustin, CA
Convair 3745-5, San Diego, CA
Key 3723-15, Salt Lake City, UT
Newton 3706-22, Newton, KS
Auburn 3702-24, Auburn, NE
Watertown 3694-35, Watertown, WI
Dover 2450-37, Shelby, NC
Think-Speak 3752-38, Lester, PA
Argonaut 3709-39, McClellan AFB, CA
Burned Toast 3734-41, Rapid City, SD
Coulee Commentators 3673-42,
Lethbridge, Alta., Can
Seminole 3771-47, Tallahassee, FL
Northwest Houston 3373-56, Houston, TX

15 Years

San Diego Brd./Realtors 1808-5,
San Diego, CA

SPEAKING RESOURCES

ARE YOU ENTERING THE INTERNATIONAL SPEECH CONTEST? Stop! Look! And Listen.... to **Roy Fenstermaker's** Two cassette album... "COMPETITIVELY SPEAKING: TIPS FOR WINNERS IN THE INTERNATIONAL SPEECH CONTEST" Toastmasters 1983 World Champion speaker tells you: • How to prepare • Six key factors in a winning speech • Contest pitfalls • Timely tips • A winning model: "Retirement, Never!" Send check or M.O. \$19.50 (California residents add 6% tax) to **Roy Fenstermaker, DTM**, 4223 Hackett Ave., Lakewood, CA 90713

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Breakfast 72-63, Nashville, TN
Pulaski County 2870-66, Dublin, VA

10 Years

Courier 3476-4, Palo Alto, CA
Spokesmen 1599-11, Fort Wayne, IN
Carmel 2182-11, Carmel, IN
Warsaw 2632-11, Warsaw, IN
Burlington 1340-19, Burlington, IA
Early Bird 1928-22, Overland Park, KS
Commerce 693-36, Washington, D.C.
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