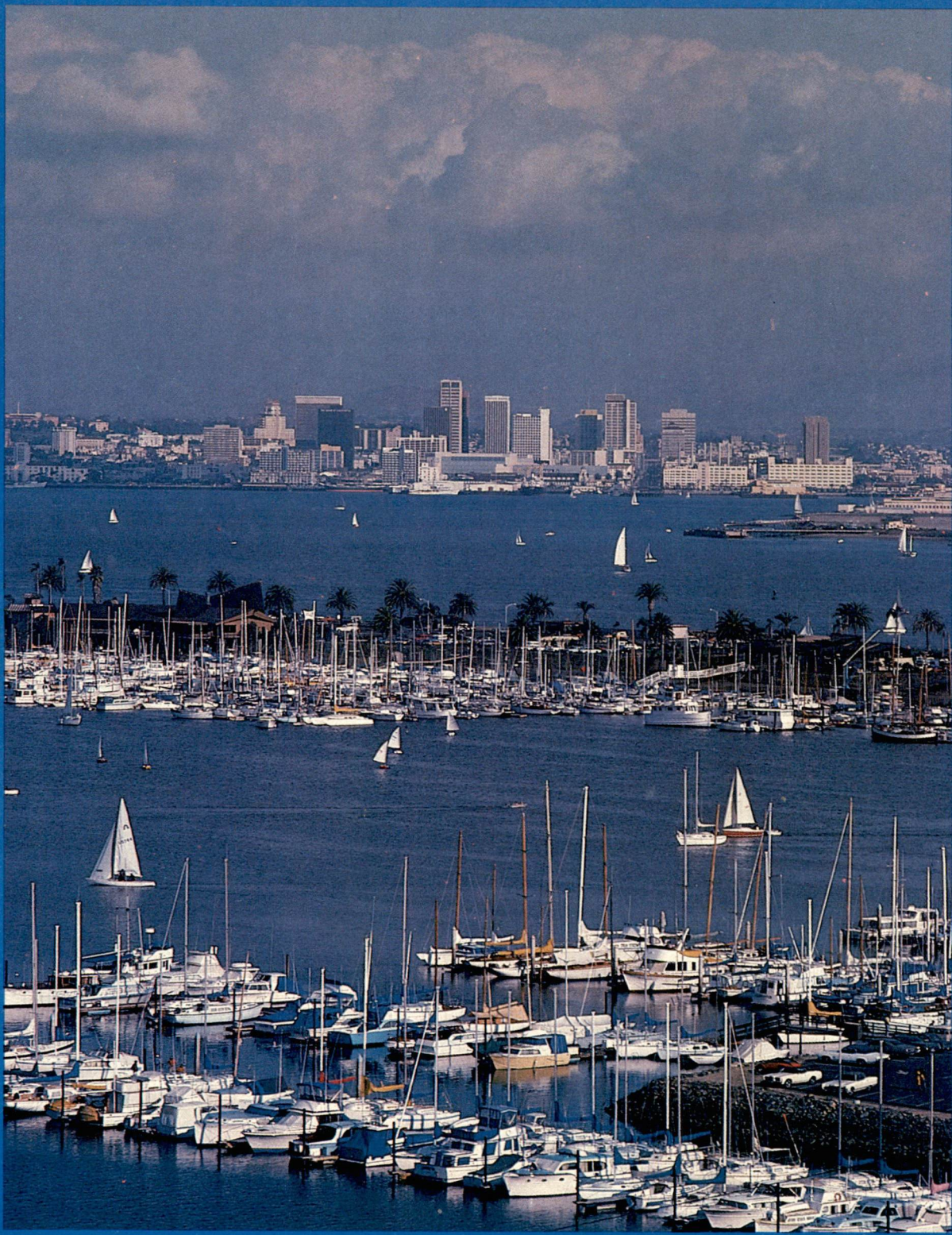


The Toastmaster

FEBRUARY 1983



SAN DIEGO

Toastmasters' 1983 Convention City



Communicating Is Only The Beginning

During one of my presidential visits I met a young woman who had only been a member of our organization for about a year. She told me that before she joined Toastmasters she had been a quiet publications director for a research firm, writing comedy on the side. Because she was mortified at the idea of speaking before an audience, she sold her comedy material to others who had the courage to do so.

Today this young woman is an entertainer, doing stand-up comedy routines at hotels in Las Vegas and comedy clubs in Southern California.

She credits Toastmasters for her change in careers. Through Toastmasters she acquired the self-confidence she needed to face an audience.

Success stories like these abound in Toastmasters. Such stories show what purpose, enthusiasm and active participation in a Toastmasters club can accomplish.

But often after members develop the speaking skills they want, they think they no longer need to stay in the Toastmasters program. They believe they've obtained all the can from it.

On the other hand, I know Toastmasters who have been in our program for 15 or 20 years. They've been through

the manuals several times and are polished speakers. They stay in Toastmasters because they recognize that they must continue to work to maintain the skills they've acquired. They know that in the Toastmasters club, as in all other worthy enterprises, progress leads to further progress. They realize understanding leads to the revealing of new ideas to be understood and used. They've discovered other Toastmasters programs and opportunities that help them to understand and progress further.

Some Toastmasters discover the value of being a club, area or district officer. Through their work as officers they learn about human relations and leadership. They learn how to motivate people to do their best. They put their new knowledge and skills to use in their business and personal lives, and they reap even more rewards.

Others become active in building new clubs, helping weak clubs or conducting Success/Leadership programs. Or they work in their community conducting Speechcraft and Youth Leadership programs. Some devote themselves to counseling and encouraging new members. These people find personal satisfaction in using the skills they've acquired in Toastmasters to help others become better communicators and leaders. They also find satisfaction in watching their club grow, prosper and achieve because of their efforts.

Our founder, Dr. Ralph Smedley, said a member never reaches a level of proficiency where Toastmasters will be of no benefit to him or her, and it's true. If we don't stay with the program and continue to practice and learn, we will be the losers. We'll regress into our old habits without evaluations and goals to spur us forward.

But, more importantly, if we don't remain in Toastmasters we lose the chance to refine our skills, develop even more new ones, achieve new goals and experience personal satisfaction. Opportunities to acquire new skills and knowledge in Toastmasters are unlimited. Better communication skills are only the beginning of the good that may come to us. But to harvest the results, we must participate.

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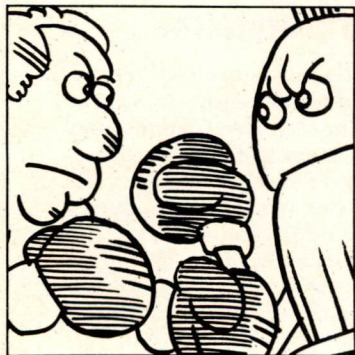
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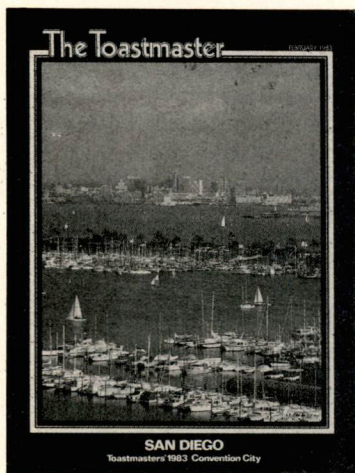
San Diego has been called "one of the most livable cities" in North America, and visitors to the city quickly understand why. Balmy summer days, mild winters, sparkling white beaches, an international atmosphere, spectacular scenery and outstanding cultural activities make the city — site of Toastmasters' 52nd Annual Convention — one of the most enjoyable cities in our country. San Diego is indeed a tourist's mecca. Experience it yourself by turning to page 24.



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Published monthly to promote the ideals and goals of Toastmasters International, an organization devoted to helping its members improve their ability to express themselves clearly and concisely, develop and strengthen their leadership and executive potential and achieve whatever self-development goals they may have set for themselves. Toastmasters International is a non-profit, educational organization of Toastmasters clubs throughout the world. The first Toastmasters club was established by Dr. Ralph C. Smedley on October 22, 1924. Toastmasters International was organized October 4, 1930 and incorporated December 19, 1932. This official publication of Toastmasters International carries authorized notices and articles regarding the activities and interests of the organization, but responsibility is not assumed for the opinions of authors of other articles. Second class postage paid at Santa Ana, California, and additional mailing office. Copyright 1982 by Toastmasters International, Inc. All rights reserved. The name "Toastmasters" and the Toastmasters emblem are registered trademarks of Toastmasters International, Inc. Marca registrada en Mexico. PRINTED IN U.S.A. All correspondence relating to editorial content and non-member subscriptions should be addressed to THE TOASTMASTER Magazine (ISSN 0040-8263), P.O. Box 10400, Santa Ana, California 92711. Phone (714) 542-6793. All other circulation correspondence should be addressed to Membership and Club Records at the same address. Non-member price: \$12.00 per year. Single copy: \$1.25.



Setting a Shining Example For Employees

I enjoyed the November issue with the theme "Who Are You?" This question needs serious addressing by anyone who presumes to speak publicly, for it is a fact that who we think we are is what others perceive as they listen to us.

I found Mr. Berlow's article on motivation very revealing, specifically because of what he did not say. I agree with what he presented and would isolate a key word: respect. Yes, workers need to feel they are respected, and I agree that respect is a significant factor in motivation. But what about respect in the other direction?

What about respect for one's supervisor, based on personal observation of his or her example? Is this not the most powerful form of motivation? I know in my own case it has been exposure to certain remarkable individuals that has inspired me to strive for more myself.

Surely there is a great need in these times for individual expressions of greatness, leaders who personally exude honesty and integrity. I speak as one in a leadership position and can affirm from personal experience that those working for me are more inclined to be properly motivated, and to function as self-starters, when they see a sterling example in me!

*Bill Wilkinson
Victoria, British Columbia, Canada*

When Your Club Takes Toastmasters to TV

I wholeheartedly agree with the article in November's "Update" column entitled "Toastmasters' TV Show Examines Speaking Fear." Several of us from the West Knoxville Toastmasters Club appeared on a talk show, "Good Morning, Tennessee," last July. All of us found the experience rewarding and lots of fun, even though it was broadcast live at 6:30 a.m. We urge other clubs to explore this possibility with local radio and TV stations. Don't hesitate to seek them out.

However, I do have some suggestions. First, make clear to your host or hostess what your objective really is and adhere to that faithfully on the program. You should want to concentrate on the Toastmasters program, not on your local club. (On our show, the only person who mentioned our club by name was the host, and that was when he introduced us to the audience.) Your proposal will be better received by the media if you show you are trying to reach a broad audience, not just those in the geographical area of your club. If you get the message across, all the clubs, including yours, will benefit.

Secondly, don't rehearse as a group. Instead, work out a plan and format, drawing heavily on Toastmasters material but tailoring it to your audience. Proceed with spontaneity and sincerity.

As the article stated, it is difficult to develop public exposure to Toastmasters, but as the folks in Lubbock, Texas, and eastern Tennessee know, it can be done. Believe me, it is worth every bit of the effort. After all, communications is the name of the game for both the media and Toastmasters.

*I.C. Flanders
Knoxville, Tennessee*

The Best Use Of Club Time

I wish to answer the question posed by Shirley Hunter's letter in the November issue. First of all, she raises a valid point that most clubs do not fulfill one of the purposes of Toastmasters: to gain parliamentary procedure experience.

I am a club president, and I can answer the question in one word — time. When we are obligated to adjourn by a certain time, priorities must be established. Invariably the purposes of getting experience doing Communications and Leadership manual assignments and speaking on your feet in table topics both prevail over the purpose of parliamentary procedure experience.

One thing that lengthens business meetings is people who just like to hear themselves roar. I have not

learned how to suppress the hot air during business meetings without abruptly cutting people off. Experience has taught most club presidents that sometimes it is better to not be too democratic. For instance, years ago our club had a donnybrook every time we used the business meeting to select the restaurant for our annual banquet. Today my predecessor and I just ask the sergeant at arms to pick out the location of our banquet.

So in answer to her question, most clubs do not fulfill every purpose of Toastmasters.

*Lester Hemphill
Sparta, New Jersey*

A Toastmaster Turned Storyteller

About 10 years ago, after I retired, I was asked to tell a story to a group of grade school children in our school area. I had never had such an assignment before. Frankly, although I was a Toastmaster who had spoken to a variety of adult audiences, I was afraid of speaking to a group of unruly, impolite kids. However, at the urging of the school principal, I agreed to try it.

Apparently I was successful because I was asked to tell stories again and again. During the week of Halloween last year, I told ghost stories to approximately 600 girls and boys, and I'm invited to speak at seven schools, one 30 miles away. As many as 100 girls and boys are in each audience.

Are the little people unruly or impolite? Absolutely not. They are as fine an audience as any I have addressed.

Because I write all my own stories, I often devote a great deal of time in preparation. However, the rewards are great. I have in my files hundreds of thank-you notes from children, and I am privileged to look into the beautiful faces of hundreds of children as I weave a magical tale for their entertainment.

Retired Toastmasters, children need you and your talents. Why don't you give it a try?

*M.R. Griffiths Sr.
Geneva, Ohio*

Can You Measure Up To Your Staff's Expectations?

Employees are different today. That means managers must be, too.

by Harry David

You know Abner. You have sat next to him at meetings and conventions. You have shared high-caloried drinks with him, as well as low-caloried salads. And you have been subjected to his one-note moanings about the horrors that plague the managers these days.

"Employees are different from what they used to be" is his lament.

They are more assertive, more self-assured, more ready to challenge the boss. They used to bow humbly to him as the chief executive. They gratefully accepted his terms. And they stayed on with him all their working lives. But that era is a thing of the past.

Unwilling to look, listen and to learn why employees today think and act as they do, Abner watches with dismay the steady exodus of personnel.

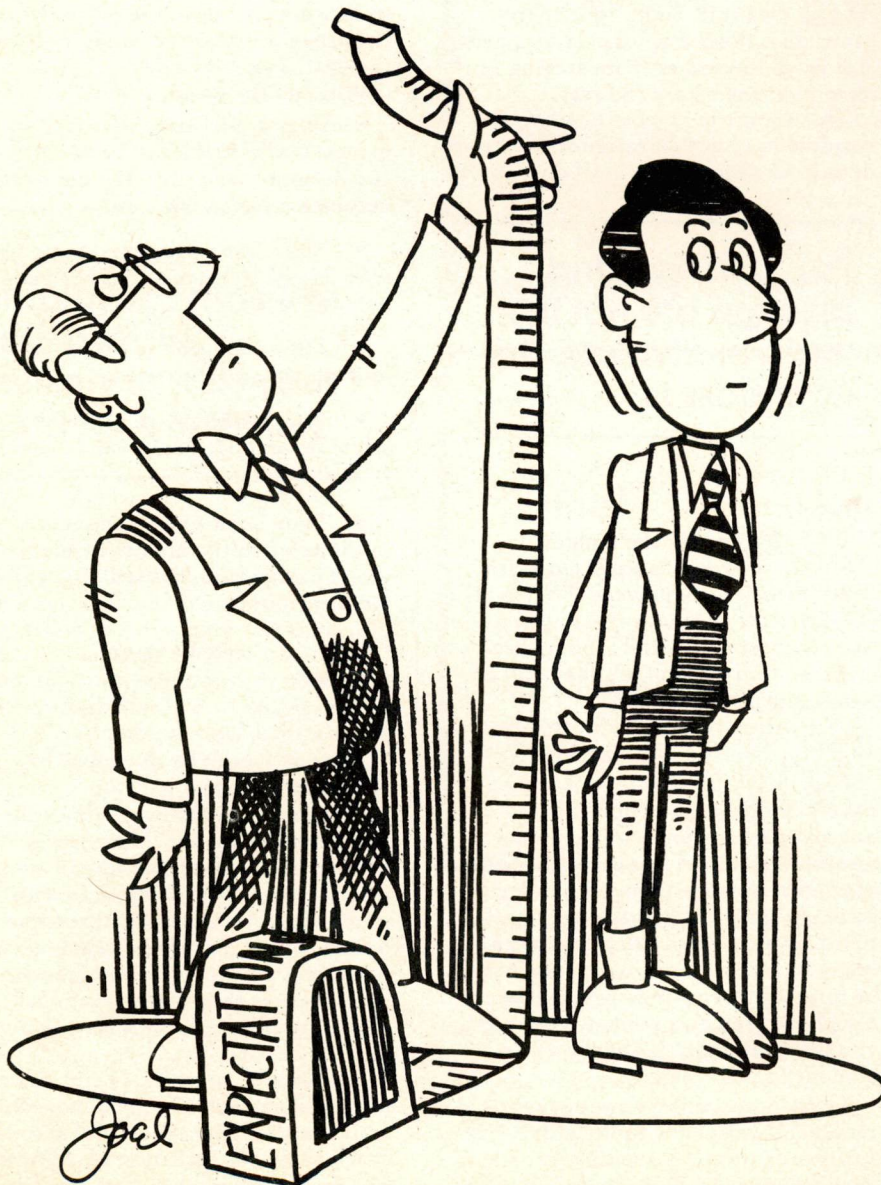
He refers to them as jumping Jacks and Jills. "They are impossible to understand, they are damn-the-employer disloyalists," he tries to explain to the members of his board who inquire about the ever-changing cast of characters in his shop.

The trouble with Abner, of course, is that he resides in the Land of Used to Be. He cannot comprehend, nor does he care to comprehend, the Land of Here and Now.

The New Employee

Today's employees are mobile and moving. More specifically, they are ready to flee from old-time domineering. They are not — most of them will admit it freely — devotees of a life-long commitment to even the best boss in the world.

This new thinking, this new attitude on the part of staff members, makes managing a tougher job than it ever has been. But, at the same time, it can make it more rewarding.



The mystery, to those who want to solve it, is an open one. Today's employees are better educated, more self-reliant, less afraid of the future, less afraid of losing their jobs.

They believe in themselves more than they do in their employer, particularly an Abner. Hardly any of them fear that they will not land a better job if they are fired or resign.

One central fact about today's workers is that they want the very least to be listened to — and understood. Where Abner reigns, that is a hopeless quest.

"At staff meetings," reports one professional whose words are echoed by others, "my boss makes speeches. When he is through talking, the meeting is over."

Today's employees also want to be needed, to contribute.

"We should be doing more in our company than we are now doing," says another professional, "and I have the time to do more. And I know that our employees would appreciate some new ideas, new programs and new approaches.

"On a number of occasions — more than I can remember — I have tried to speak to the boss about this but to no avail. He is always too busy. Perhaps he is not enamored of the idea of having hired a female for the job. I don't know. But I have to get out."

The nonlistening, I-am-the-boss executive is an anathema to those who work for him and try to work with him. They regard him or her as an insecure emperor who dares not engage in rational give-and-take lest he demonstrate publicly his absence of clothes.

Vic, who is wise in matters pertaining to managing, puts it this way: "Today, employees are no longer passive receivers of the word."

One particular Abner never learned that lesson, nor realized that a revolt was brewing among the members of his staff. "That cloud sitter," as one of his middle-level executives tells it, "never came to see us. He sat in his office and issued orders. He never asked, 'Can and should this be done? What will the effect on the employees be?'"

"We were in closer touch with them, you see, than he was. He merely

addressed them from on high once or twice a year. For the rest of the year, he hid out in his cloud palace."

That staff member and several of his colleagues could stand it no longer. They went on an active job search. Just then, this Abner was finally replaced by another chief executive. The change made a dramatic difference in everybody's life in that organization.

"The new man came to see us. He sat down in the office of each staff member, he asked questions, and he asked about projects we were working on. He even asked for suggestions. And he meant it. Soon, for the first time, ideas flowed upward, and approval flowed downward. I am staying on, of course, and so are the rest."

The change in chief executives has resulted in an organization that now does more, because its staff does more,

Pay, pension and prestige are not the main motivators. The right boss is.

willingly.

Ascending the Ladder

But there are no miracle cures for today's restless employees. They will go where the promotions are faster, the advancement better, the future brighter, and most of all, they will go where the boss is better.

Even when you deal with this new mobility, some people may leave you.

They may outgrow the job they have in your organization rather quickly, perhaps more quickly than you realize or find convenient, and be offered better positions. Others may be ready for a top management position — yours — but you may not be ready to retire. Some, of course, will be lured by siren songs, and if you are a sophisticated executive, why should you object to that? It's really a compliment to your training.

These new workers are not sentimental. Loyalty, not to the grave, but for two or three years, is the most they will give.

"After all," they say, "if the board decides to cut out an activity, the board just does it. If it means letting go those who were working on it, so be it. If a new top man comes in, and he wants to bring in his own choice of general counsel, I am out. Like that. I understand that. I don't even resent it. I merely note it. And I act accordingly."

But that's not their main motivation in looking for another company, of course. Nor are pay, pension and prestige. They are looking for the right person to work for.

They are, like it or not, asking you to measure up. If, in the past, it was the other way around, well, that was the past. Today is today.

What do they hope to find?

- They want you to be a decision maker who actually makes decisions and does not wait until the decision becomes meaningless.
- They want you to be a listener who listens to them and other people you deal with.
- They want you to be forward looking and goal oriented.
- They want you to give them a job to do and not back-seat drive while they are doing it.
- They want you to be secure within yourself so that their ideas won't bother you, but will in fact be welcomed by you.

Role Reversal

How do they find out what kind of a person you are? And whether or not you are their kind of person?

They do what you do — but less obviously:

"Prospective employers think they are interviewing me. They are, of course. But at the same time, I am interviewing them. I try to find out as much about them as they try to find out about me. I attempt to get to know what they like to do, other than work, and whether they are workaholics and can think of nothing but slaving away at their desk."

One executive says, "I want to know if they like people who, like myself, are active in the civic association and who coach soccer or little league. All work and no vice? Forget it; I am not for

them, and they are not for me."

Prospective employees may like you and like what you have to say but are unlikely, in some cases, to take your word for everything.

A bright young government relations expert is offered a job that will mean more money for him, more prestige, more perks. He does not jump at the offer. Instead, he asks, "Will you let me talk to one of your staff members, one who does similar work?"

The boss is delighted by the suggestion. It strikes him that the young man is right for him. He buys no pigs in pokes, no matter how well advertised. That means, the boss says to himself, he will ask for proof when he is working for me, on Capitol Hill, in government agencies. "Go ahead," he says.

Prospective employees may like you, but are unlikely to take your word for everything.

"Before I become serious about a job," says one man, "I try to find out what kind of people the top executive has hired in the past, what kind of people are working for him now." He admits that even on his way from the reception desk to the boss's office, he will look carefully and critically at the staff. "You can get an impression of attitudes, if nothing more. That can be revealing."

Adjusting to the changes in attitude of today's employee will bring you well-earned dividends. Among them:

- Active participation by your staff in the business of serving the company and customers.
- New ideas and new approaches.
- More time for your management chores. Your staff members want responsibility — along with some authority — and they will work, and work better, without your constant supervision.
- Smart work, rather than hard

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work, though they will work long hours whenever there is a real need for them to do so.

• Most of all, a more relaxed feeling, because you know that things will be done well, perhaps not exactly the way you would do them, but done well. Unless you want to do everything yourself, don't worry about methods, but about results.

You are still the boss, and they will

respect that and respect you, as long as you treat them as mature co-workers, not subjects to almighty all-knowing authority.

Employees are different today. You must be too. 📌

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Toastmasters Loses a Pioneer Leader: William A. Dunlap

Toastmasters International lost a venerated leader when William A. Dunlap, one of our first international presidents, died in November at the age of 90.

Mr. Dunlap served as our 1937-38 international president and worked closely with Toastmasters' founder, Dr. Ralph C. Smedley, and other Toastmasters to develop Toastmasters International into the leading communications training organization it is today.

Mr. Dunlap recognized the potential

our then-fledgling organization had in helping people around the world to become better speakers and leaders. Throughout his years of service in Toastmasters he strived to turn this potential into reality.

The organization took several great strides during his administration. It was during his term of office that the inter-club speech contest program was developed and the educational bureau was established.

Mr. Dunlap credited the Toastmasters program with helping him develop and refine his own communication and leadership skills, which later proved useful in his community and career activities. He became active in Kiwanis International, serving as governor of the organization's California-Nevada-Hawaii District in 1965. He also served as chairman of the Harbor District of the Boy Scouts of America and as director of the California State Real Estate Association. Mr. Dunlap was a real estate broker to the time of his death.

Throughout his life Mr. Dunlap main-

tained an active interest in Toastmasters, promoting the Toastmasters program at every opportunity. At Toastmasters' 50th annual international convention in Phoenix, Arizona, in 1981, he was presented with a Presidential Citation for his devotion and service to our organization. At that time he reiterated Toastmasters' role in developing good communicators and leaders:

"For the man who recognizes the value of good communication, Toastmasters offers the finest possible way to develop that quality," he said. "Knowledge alone isn't enough. Facts must be presented forcefully, and with a recognition of the receptivity of the audience.

"Good communicators make good leaders," he added. "Leaders come from the crowds, not from the clouds, and there is no better place to develop leadership than in a well-conducted, purposeful Toastmasters club."

Toastmasters everywhere have benefited from Mr. Dunlap's years of service, guidance and dedication. Toastmasters International extends its sincere sympathy to his friends and relatives.

Toastmasters Extend Their Hands Across the Water

Toastmasters in Aylesbury, England, and Mount Pleasant, South Carolina, take the "International" in Toastmasters International quite seriously. They've established an exchange program that has promoted international communication and friendship between their clubs and has fostered cultural understanding.

The exchange program began when the president of Mount Pleasant Toastmasters Club 2575-58, Stanford Beebe, wrote to several clubs in England, inviting members to visit the United States and stay with members of Mount Pleasant Toastmasters. His invitation was accepted by the president of Aylesbury Club 762-71, Elizabeth Page. She visited for two weeks, hosted by Mount Pleasant Toastmaster Barbara Powell and her husband. Toastmaster Page attended and participated in two Mount Pleasant club meetings, telling tales of her Toastmasters experiences and offering her impressions of America.

The following year letters flew back and forth across the Atlantic Ocean

between various Mount Pleasant Toastmasters and Elizabeth Page. Then cassette tapes with special messages and recordings of speech contests were exchanged. The clubs grew closer. Members knew each other, if only by voice.

In 1982 Mount Pleasant Toastmaster Donna Poulnot and her daughter visited the Pages in England and attended a meeting of the Aylesbury club. Poulnot presented the club with a gift from her club and a resolution that the clubs' friendship be continued and expanded.

Several months later Toastmaster Page returned to South Carolina with her husband for another visit. Mount Pleasant Toastmasters celebrated her

return with a Toastmasters meeting to which all clubs in the Mount Pleasant area were invited.

Both clubs are proud that what started out as a friendly gesture has grown into such a rewarding and meaningful relationship.

"The benefits of Toastmasters International have truly been exploited and enjoyed," says Mount Pleasant Toastmaster Donna Poulnot. "We have developed invaluable friendships that otherwise might not have been possible." And, both clubs point out, the opportunity for similar international friendships is always available to other Toastmasters clubs!



FOSTERING INTERNATIONAL COMMUNICATION — Toastmaster Elizabeth Page of Aylesbury, England, speaks to the Mount Pleasant Toastmasters Club in South Carolina. Seated are Area Governor Charles Schuster and Mount Pleasant Toastmasters Keith Miller, Carlton Poulnot and Caroline Reed.



Bert Decker is a professional speaker, media consultant, and a director of the National Speakers Association.

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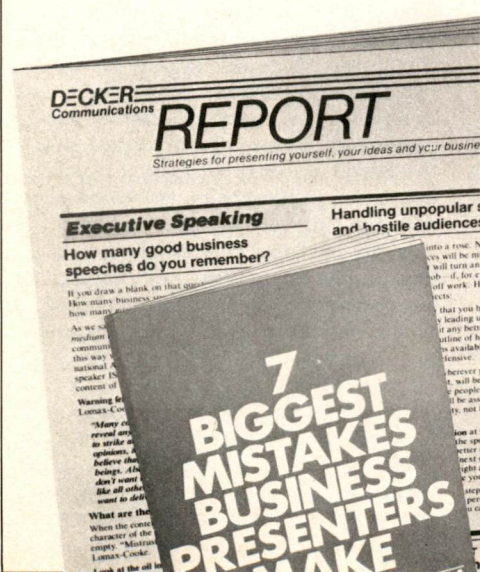
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Speaking of Speakers

by Marcus Bach

The different techniques used by five noted communicators.

Behind every great speaker is a great commitment, a technique born out of the speaker's lifestyle as a seemingly natural art. My personal acquaintance with lecturers in various fields and an understanding of the power of their methods have convinced me we can learn something from them to improve our own presentations.

There comes to mind a black religious leader who was affectionately called "Father Divine" by half a million ardent followers in post depression days when racial discrimination was still rampant in our cultural way of life. His bald head accentuated the rounded forehead of a pleasant ebony face, thoughtful and prophetic. He dressed well but not extravagantly. When he delivered his public lectures he did so without any particular gestures while a shower of words, many coined and axiomatic, created an emphatic magic.

Divine's infallible technique was getting hold of an original phrase or a euphonious word that would be sounded again and again until the audience was captivated and enthralled. The first time I heard him, the diatonic note was, "I *visibilate* God!" The expression was in keeping with Divine's character. It was in his idiom. It was stronger than saying, "I make God visible" or "I reflect a godly nature." "I *visibilate* God!" Spaced out through a 30- or 40- minute discourse, the phrase was repeated like the sound of a gong. It was an impressive technique and I learned from Divine that the adroit act of repetition, if not overdone, is something to be considered in the craft of speechmaking.

In my personal relationship with Divine and throughout my research of his Peace Mission Movement, I paid special attention to this "gong sounding" methodology. It was usually introduced during the first few moments of the lecture. At times it was merely a single word such as "visibilate" or "mirac-u-lize." "Mirac-u-lize your life." Or "reproducible." "Make yourself reproducible." Sometimes the gong was a long phrase, such as, "Blessings are like things bought on

the installment plan: When you stop paying for them they are taken away." Whatever it was, the listeners caught the idea if not the exact wordage, and whenever it was repeated they felt rewarded and reassured. It was like learning a new song or hearing an old melody. It was a tantalizer that kept the audience alert and listening, waiting to hear it again.

I remember the impact of the theme Divine used in a freedom talk, "Men fight for democracy abroad but tremble at the idea of it being enacted at home." I never forgot the gong he kept sounding in his discourse on interreligious relations: "See God in somebody, for until you see Him in somebody you cannot find Him in yourself." Agree or disagree with the controversial aspects of the man and his purported mission, a great deal can be learned from his forensic skill for all of us who are public speakers or who listen to speakers of the word.

Platform Passion

No less controversial than Divine in the religious field was B. J. Palmer in the field of health and healing. I knew this impassioned pioneer of chiropractic intimately. In my college days I used to make it a point to be in the audience whenever and wherever he lectured. I had many visits with him and a good deal of correspondence passed between us on the processes involved in the dissemination of ideas. No one will deny that as the son of chiropractic's discoverer, D. D. Palmer, B. J. sowed the seeds of chiropractic around the world, built the profession's first formidable college — in Davenport, Iowa — founded radio and television stations, and was hailed as an orator of uncommon stature. Friend and foe alike were swept away by his platform presence.

He was certainly conscious of the impact of his personality. His Van Dyke beard, long, flowing hair and penetrating eyes gave him a messianic presence. With this to go on and overfull of information, he developed a technique that was totally in keeping with his nature: He literally set himself on fire.

He insisted it was not a contrived

technique, but a commitment. Perhaps it was. Other accredited speakers have said the same thing: "I set myself on fire and people come to see me burn." And yet, even after the pyrotechnics they never seemed entirely burned out. B. J., at his best, ignited the plethoric potential in the hearts of his listeners. He was the one who during an impassioned lyceum presentation stopped abruptly during his upbeat address to single out a mother with a bawling baby in her arms. In a stentorian flourish B. J. let it be known that "Crying children remind me of New Year's resolutions. They should be carried out!"

I said of B.J. that though he disavowed the theory of contagious disease, the contagion of his platform passion was caught and copied by many a chiropractic student and is kindled by many speakers in the profession today. They set themselves on fire but are not consumed by their own flames.

All of which is interesting because other equally persuasive speakers exist whose style is as far removed from conflagration as dawn is from the noonday sun. They are cool speakers. They project no special heat, but reflect an inner light. They present their message so subtly, so tenuously that it seems their life itself is speaking, bringing a message beyond the spoken word. Albert Schweitzer, the jungle doctor of Lambarene, Africa, was one of these.

Talented man that he was, his fame centered more around his sixty years of service in Gabon, than in his writings, music or scholarly dissertations. But to those of us who heard him speak at universities in Europe and in the United States, or who visited him at his jungle hospital compound, it was in this sharing that he became the great communicator. He once remarked, "Those who have not seen me in Africa have never seen me." To me this was only partially true, for the Schweitzer spirit certainly came through no less impressively in the lecture halls.

If the Father Divine technique was

"sounding the gong" and Palmer's approach was "setting myself on fire," then Schweitzer's secret was "living the life and letting it tell its own story." This kind of technique, as stated earlier, is essentially a matter of commitment. In the mind of the audience, what is known about the speaker adds to what a speaker knows. Schweitzer's writings in his best-selling books emphasized a "reverence for life," and as people listened to the man from Lambarene they discovered within themselves something of his quietude, his sensitivity, his selflessness.

Here was a man who spoke without gestures, without dramatic flourishes, seemingly without conscious persuasion. He was rather being himself, creating an empathy with his audience by touching the uncommitted potential in the listener's mind and heart. I learned from him the challenging secret of being oneself as much as possible, true to one's inner nature without actorial overtones. Let people catch on, rather than trying so desperately to catch on to people.

Schweitzer's references to himself were always in good taste. He related personal stories objectively, as if they might have happened to anyone, especially to the listener. I recall how he related that as a boy in his home town in Gunsbach, Alsace, he went with a companion during the closing days of Lent to engage in the common sport of shooting birds with a slingshot. So armed, they crept close to a tree in which the birds were gathering. His young friend raised his weapon and waited for Albert to do the same. Schweitzer said he automatically loaded the slingshot and took aim. Just then the bells of the nearby church, his father's church, began to ring. The sound was "like a voice from heaven" and obeying it, he sprang to his feet. With characteristic candor he reported in his lecture that the angelus that day "drove deep into my heart the command 'thou shalt not kill.'"

Inner Compassion

The black populace who knew Schweitzer in the regions of the Ogoone River in Africa called him the

Grand Docteur. In my graduate days at the University of Iowa, I met a professor who reminded me so much of the style and quietude of Schweitzer that I often thought of him as a *Grand Docteur*, not of medicine, but of the healing quality of faith. He was Howard Thurman, a guest professor at SUI (State University of Iowa, Iowa City) and everyone who took courses in religious philosophy under him was inspired as much by the man as by his knowledge. He must, by all odds, be accounted as one of the most impressive speakers on any college circuit. In fact, his track record for receiving honorary doctorates, invitations for guest appearances, and recipient of student acclaim is unmatched. One need only review his record in *Who's Who in America* or *Blacks in America* to realize the man had both a secret commitment and a technique.

Like Schweitzer, he was a communicator of deep inner compassion. His classroom presentations were finely sculptured works of art with words. He not only taught students, he inspired them. Greater than the honors and degrees that he received from schools was the tribute paid to him by members of his classes who, after his lectures, frequently stood in silent ovation.

Then there is the speaker who is sheer intellect but without pretense of superiority, who makes audiences feel their greatness and awakens in the listener a new outreach of mind by virtue of his Socratic wisdom and skill. Such a one is Manly P. Hall, founder and director of the Philosophical Research Society, an international organization of study groups in the field of ancient and contemporary worlds of thought.

The first time I heard Mr. Hall at the P.R.S. headquarters in Los Angeles I had the feeling he was wired for sound. There he sat, an attractive hulk of a man, relaxed, reassuring, reflective, as if alone in his living room instead of on the platform of a crowded lecture hall. His subject on this occasion had to do with the early esoteric schools of Greece and Rome, and the impact of their initiates on the life of their time and ours. This could have been heady stuff but for the lucid, impeccable discourse of one who might himself have been an adept in some previous incarnation. The green upholstered gestational chair in which he sat, the flow of language with not a

note or cue sheet in or out of view, the poetic style and natural conversational tone created an unforgettable mystique of the power of the spoken word.

Ralph Waldo Emerson once said, "A new person is to me a great event and keeps me from sleep." This is how I react to Mr. Hall. In Emersonian fashion he puts the relationship of our stay on earth into a universal perspective and does it quietly, humbly and with enviable confidence.

A communicator must be able to touch heart and mind with people and cultures everywhere.

Through the years I learned much about Mr. Hall's technique and realized that it was tied unalterably to a commitment: international partnership in the realm of ideas. International oneness in the quest for truth. International understanding through reconciliation of both humanity's likenesses and differences. To get this way, a communicator, in whatever the field, must be able to touch heart and mind with people and cultures everywhere. If, as the saying goes, "Prejudice is a judgment twister," then philosophy is the leveler for the unprejudiced mind.

I recall, in this connection, a story Mr. Hall told of an American traveler who met a tourist gasping for breath beside a lake in Switzerland. The traveler inquired of the tourist the cause of his apparent wretchedness.

"I am dying," the latter said. "I am really dying. I was so hot and thirsty that I drank water out of this lake. When I sat down and consulted my French guidebook, I learned that the water is poisonous. I can feel the poison running through me. I really am a goner."

"Let me see the guidebook," said the traveler. The tourist opened it with trembling hands to the line that said, "L'eau de lac est bien poissonneux." (The water of this lake abounds with fish.) Assured of the proper meaning, the tourist made a most remarkable recovery.

"Tell me," the traveler suggested,

"what would have happened to you had I not come along?" The tourist said, "I would have died from an imperfect knowledge of the French language."

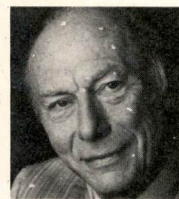
When Mr. Hall translated this analogy into philosophical and cultural misinterpretations between individuals no less than nations, the lakeside encounter assumed significant overtones. Impressed upon the audience was the fact that a great many of our botched up dialogues are the result of cultural, linguistic and emotional misunderstandings.

Timeless Words

Great communicators are, or should be, patient clarifiers of beclouded issues. Varied though their techniques and personalities, speakers should help eliminate overreaction by way of detailed thinking. Their views should be universal rather than parochial. Their quality should inspire statesmanship and diplomacy rather than prejudiced political or partisan positions. The timeless view, the inner perception, the infinitude of knowledge, the vision of the oneness of all living things, these are issues that are real and sound.

Before the days of instant media communication in all its sight, sound and fury, there was the axiom that the pen is mightier than the sword. Today the spoken word may well be mightier than the pen, for it is becoming increasingly apparent that what is *said* is interpreted not only in the language in which it is spoken but is weighed by the quality and character of the speaker. Subject matter is adjudged by in which it is presented and by the listener's faith in the integrity and spirit of the communicator.

In speaking of speakers and the power of the word, we must remember that we are all transmitters, listened to more than we realize and quoted and acted upon more than we know. 🗣️



Dr. Marcus Bach is a writer based in Palos Verdes Estates, California. He is the author of more than 20 books based on his research into world religions and holistic healings. In addition to having a Ph.D. from the University of Iowa, Dr. Bach has five honorary degrees from other American universities.

Putting It Nicely

by Yvonne Lewis Day

Our language is beset by a strange new form of prissiness — what some call “creating a positive image.”

Hershiser's First Rule: Anything labeled NEW or IMPROVED isn't.

Hershiser's Second Rule: The label NEW or IMPROVED means the price went up.

Hershiser's Third Rule: The label ALL NEW, COMPLETELY NEW, or GREAT NEW means the price went way up.

Everyone blames Victoria, but heaven knows it wasn't her fault. The Good Queen didn't invent euphemisms, despite her penchant for them. All languages have words that are taboo in polite conversation. The taboos vary from culture to culture. In Western society, the forbidden words have traditionally related to body functions, sex and death. Somewhere, I'm sure, there's a culture that discusses these things quite bluntly, but absolutely forbids anyone to mention green veggies. Boiled spinach, you'll have to admit, is more obscene than any conjugal act you can name.

Long before Victoria ascended to Her Highness, the English language contained polite words coined to get around social restrictions against the baser terms: Prohibitions against using the name of the deity “in vain” led to the creation of harmless oaths such as *golly*, *gosh* (in lieu of God), *gee*, *geez*, *jeeppers* (*Jesus*), *by jingo* (*by Jesus*), and *drat* (*God rot some object*).

Today, there are fewer and fewer restrictions on profanity and bluntness in speech and writing. As the old euphemisms fall by the way, our language is beset by a strange new form of prissiness — what some call “creating a positive image,” and what others (bluntly) call a lie.

Half-truths

The late Senator Everett Dirksen

was one of the first to spot the new breed of euphemism and denounce it for what it is. To illustrate how modern euphemisms hide or distort the truth, Dirksen related to the Senate the true story of an applicant for a life insurance policy. One of the questions on the form was, “How old was your father when he died and what was the cause of death?” The man's father had been hanged for murder, but the applicant — after great deliberation — wrote this answer: “My father died at age 39 at a public function when the platform on which he was standing gave way beneath his feet.”

That's not a lie, but it isn't the truth either. That's the trouble.

Trouble like this began where a lot of other big headaches got their start — in the government. At the turn of the century, the State Department called certain nations “backward.” Someone decided that was too blunt, so the nations became “undeveloped.” Later, they were declared “underdeveloped,” then “developing,” then “emerging,” and finally “Third World.” Conditions in these countries haven't changed in a century — only the bureaucratic terminology. But how do you explain that to a nine-year-old who asks what became of the Second World?

In the Vietnam and Watergate debacles, government agencies gave us sanitized terms for some very nasty business. Illegal acts were “inappropriate,” lies were merely “inoperative statements,” and killing people was dismissed as “executive action,” “neutralizing” or “termination with prejudice.” Breaking and entering was either an “intelligence-gathering operation” or an “unconsented physical search.” Whether it was “limited air interdiction” (moderate bombing) or

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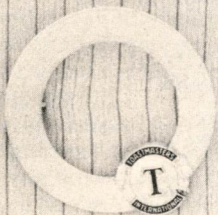
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Without it . . .



You're just
another face
in the crowd!

"mutual assured destruction" (annihilation of the human race), the Pentagon created a suitable euphemism to serve the public.

If the practice had remained within the halls of government, there would be less cause for complaint. But the habit has spread to every corner of our society. Students no longer fail; they underachieve. People aren't poor anymore; they are deprived, underprivileged or merely disadvantaged. A lot of undesirable elements (people you don't like) in depressed areas (slums or ghettos) engage in escalated interpersonal altercations (murder and assault) and, unless they are the walking wounded of the mind (mentally ill), end up in correctional facilities (prisons that don't correct).

Upgrading the Image

In a society plagued with waffling (what the unstable economy does) and a vast number of the involuntarily leisured (unemployed), there are all kinds of new problems: antisocial behavioral patterns (murder), bibliophilistic pilferage (stealing books), emotional drainage (cursing), recreational drugs (marijuana and cocaine), recreational tools (guns), and lots of recreational therapy (fooling around). No wonder the police are being trained in confrontation management (riot control).

Universities are concentrating more on manipulative techniques of goal attainment (ways of getting what you want) while restructuring the organization (cutting costs) and converting the infirmary into a wellness resource center, the library into an instructional materials resource center, and librarians into centrists.

Consumers speak authoritatively about leatherette (plastic/vinyl), men's furnishings (belts and ties), previously owned automobiles (used cars), textured meat alternatives (synthetic meat), and the smoker's requisite (a pipe).

Joining the domestic engineers (housewives) who have upgraded their image are automobile dismantlers and recyclers (junk dealers), flushologists (plumbers), and grief therapists (morticians).

Sex is more of a mystery than ever. From the antecedent to interpersonal attraction (foreplay) to educational sex group dynamics (an orgy), sex has become (circle one): a cosmic process, the epitome of intimacy, a pleasure immersion experience, a meaningful episode of life, and the duality of human separateness and connectedness.

Today, the man who wants his home to be his castle had better learn to

decode real estate euphemisms such as these:

- charming (a house so small only Tom Thumb would be interested)
- modest (slightly larger than "charming")
- Victorian elegance (utility bills out of sight)
- quaint (more impractical than "Victorian elegance")
- rustic (must rebuild from the ground up)
- rural setting (you can't get to the driveway in spring rains)
- low taxes (scheduled for urban renewal or rezoning as a parking lot)
- homesite (a postage-stamp lot)
- secluded (ten miles to nearest daylight or paved road)

Uncovering the meaning of euphemisms, even when you've had years of experience at it as I have, takes a lot more than a manually operated humus excavator (shovel). Right now, I'm digging into "mentally evaluative dimensions of vehicular interactions." No one knows what that means, but it doesn't sound good. It's from a federal study on motorists' attitudes toward big trucks.

But I'll get to the bottom of it yet. It took a while, after all, to determine that a resources control program for

Today we read about domestic engineers, automobile recyclers and grief therapists.

agriculture is the poisoning of rodents. I may be forced in this case to gather manipulanda (the feet and wings of birds, according to a Pentagon news release) and resort to black magic. I am determined to know, though it be the terminal living (death) of me. 🗣️



Yvonne Lewis Day is a writer, editor and lecturer with 15 years' experience in business and professional writing. A consultant/lecturer to business and industry, she has written several handbooks

on the craft of writing and conducts workshops and seminars on the subject for executives in business and government, for office personnel, and for various professional groups. Besides editing or writing more than 500 technical reports, she writes fiction and satire and has just completed her first novel.

THE TOASTMASTER

Reinvigorating Club Meetings

by Gary Millam

Matt's evaluation was scathing: "This was a poor example of a meeting, and everyone is at fault. I'm glad I didn't bring a guest. For the last several weeks no one has made an effort to do his job. Membership is down, and I was thinking of quitting myself. I don't learn much from a meeting like this."

Then he named names — "Paul, you blamed the absent jobholders for a haphazard meeting, but as Toastmaster it was your job to make the meeting work, to get substitutes if necessary. Rudy, your speech was an open one and unrehearsed, wasn't it? It shows. Your speeches can inspire this club when they are up to par."

Matt's comments provided the jolt that the club needed. After the meeting several of the members got together. We realized that Matt was right. The club was in trouble. If we were going to keep our club growing, or even holding its own, we would have to make changes.

At some time, most clubs face a similar crisis. The enthusiasm and energy that brought members into the club seems lacking. Jobs are filled at the last minute, meetings drag and excuses replace preparation. Membership begins to drop. This is a bad sign, and YOU may have to be the "Matt" who points it out. Fortunately, you can reverse such a situation.

Forcing Change

The way our club handled these problems worked, and worked quickly. One month after Matt's evaluation, our group was dynamic and the members eagerly involved. One year later, the meetings were still exciting, members were progressing and the club had grown considerably.

What did it take to turn the club around? A short-term, concentrated effort by a few members whose planning has kept us moving forward. It involved simple steps which you can follow if your club reaches such a troubled point.

First, four of the experienced members got together with the educational vice president and arranged to act as Toastmasters for the next four meetings. Then they promised each other to

make their meetings count by taking several actions:

- The Toastmasters began early preparation of their programs. They filled out their schedules in a way which placed members on whom they could count in the positions of table topics leader, speaker and general evaluator. In this way they insured well-planned meetings for the club.

- Each Toastmaster set a theme for his meeting that would involve *all* of the jobholders. They notified the jobholders well in advance of each meeting, ensuring that there was enough time to incorporate the planned theme into each part of the program.

One Toastmaster, for example, set a theme of "Soap Operas." The table topics leader followed through by asking members to forecast the next episode of various soap programs. The timer played his role by calling for station breaks, and the general evaluator used a movie type "CUT" board to "cut out" problems in the program. The topper was the Toastmaster himself when he appeared at the meeting with a cardboard box resembling a television set over his head.

The other Toastmasters had equally entertaining themes and tried to outdo each other throughout the four meetings. Their efforts resulted in thoroughly enjoyable programs which stimulated the imaginations of the other members. As the four meetings progressed, members began to take full responsibility for their parts in future programs. We all began to look forward to meetings again.

- The Toastmasters called *all* members a day or two before the meetings. They made special efforts to reach members who had missed several meetings, and, where possible, tried to get these members to take a part in the program. Members were also encouraged to bring guests.

Meetings began to expand. Members disappointed in past performance came back to give the club another chance and were delighted with what they found. That there were more members than usual at the meetings did much to spark renewed enthusiasm. Everyone performs better with a large, responsive

audience.

- Area and district officers were asked to attend the meetings. Several did, and brought with them a wealth of suggestions and encouragement. Their interest and participation encouraged the club officers to exert an extra effort to make the club all that it could be. Inviting these officers had the added benefit of bringing our club into closer contact with other clubs in the area. We began to exchange ideas and visit each other's clubs.

- The four Toastmasters worked closely together, filling in for one another whenever a vacancy occurred at the last minute. This meant more work preparing a speech or table topics "just in case," but the effort was worth it. The meetings ran smoothly, without uncomfortable gaps.

Competing With the Best

When the four-meeting sequence was over, our club was sailing on a higher level. Members expected well-prepared meetings and jobholders responded. Evaluators were quick to jump on sloppiness in any form. Toastmasters now competed with the excellent examples of the last few weeks rather than the doldrum meetings of the past.

The carry-over from the efforts of these four Toastmasters has been long-lasting. Many of the members had not experienced the power of a well-run meeting and were eager to try their own ideas — and they now knew how to go about it. Of course, the veteran Toastmasters continued to provide encouragement and examples.

If your club is dragging, you can use the sequence described to reinvigorate it. Effort is required, but change can happen quickly.

You probably joined Toastmasters with a goal in mind. A well-run club can help you achieve that goal. The energy you put forth towards creating consistently good programs can make your club the challenging, educational experience that you know it can be.

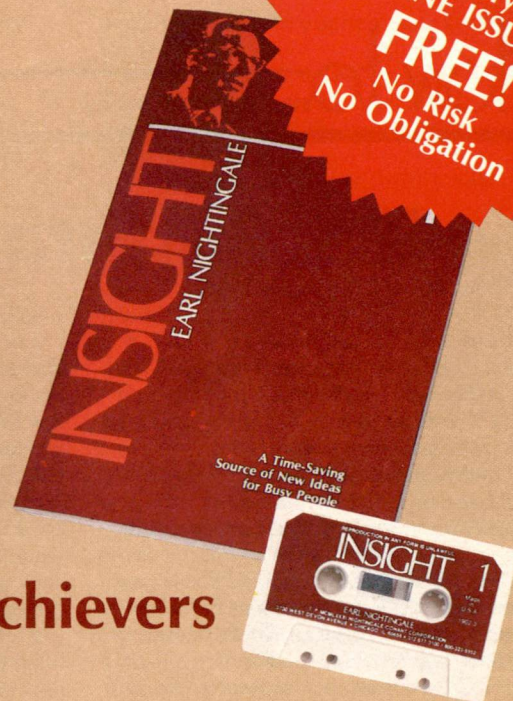
Gary Millam is a member of Flagstaff Toastmasters Club 323-3 in Flagstaff, Arizona.

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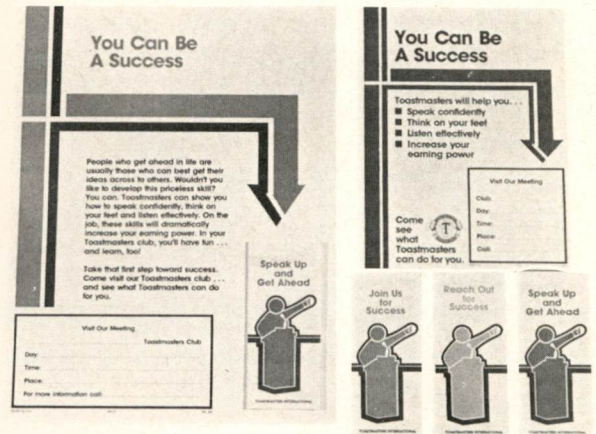
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367-368. New TI Posters. These eye-catching works of art will help you get your message across quickly and eloquently. Two sizes available. The smallest (367), is 11" x 14". The color scheme is navy blue and white and there's space for your club's name, meeting time and place and phone number. Set of 10: \$2. The large red, white and blue poster (368) is 22" x 17" and comes with a plastic stick-on brochure holder. Set of three: \$4.

99-101. New Brochures. Toastmasters has completely revised its promotional brochures, giving them an attractive design that compliments the new posters. The new bro-

chures include *Reach Out For Success* (99), which tells prospective members what Toastmasters is all about; *Join Us For Success* (100), which includes statements from prominent persons who have been helped by Toastmasters; and *Speak Up and Get Ahead* (101), which is tailor-made for company clubs that want to promote their programs within their organizations. Clubs may request up to 15 of the above brochures at no charge. Additional copies are 2 cents each. Contact World Headquarters' order department for details on quantity prices for orders of 1000 or more.



267. Communication Achievement Award. Now your club can honor a local dignitary for outstanding communication achievements and gain valuable publicity at the same time! Comes complete with a handsome award plaque ready for engraving and a helpful "how to" booklet with valuable tips on who to select, how to present the award and how to gain the needed publicity. \$22.00



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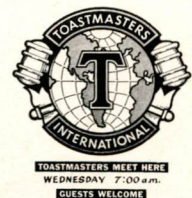
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369-370. TI License Plate Frames and Bumper Stickers. Carry Toastmasters with you wherever you go... or give these popular items as gifts. Let everyone know how proud you are to be a Toastmaster. License Plate Frames (369) sold only in sets of two — \$2.50, plus \$1 postage and handling (U.S.). Bumper Stickers (370) come in sets of two — 70 cents each.



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See the Supply Catalog for more promotional ideas. When ordering, add 20% postage and handling for all items unless indicated. (California residents add 6% sales tax.) Be sure to include your club and district number with your order. Send to Toastmasters International, P.O. Box 10400, Santa Ana, CA 92711.

“Score” Your Speech

—And Score With Your Audience!

by Mark Bruce

Don't leave to chance the way you read your speech.

How do newspeople do it? How do they sit in front of a television camera or a radio microphone and read typewritten stories — yet sound so conversational?

How do they do it — especially when most people sound so wooden when they're reading a prepared speech?

Part of it, as you might expect, comes from talent and professional experience. But the best announcers leave nothing to chance. They use special marks on their copy that tell them what inflections to use, what words and phrases to highlight, when to speed up or slow down, when to pause, when to be forceful or ironic or emotional. Quite literally, they “score” their copy much like musicians will chart the notes they'll play.

The comparison between speakers and musicians is a good one. Both deal in the medium of sound. Both should care about how that sound affects their audience. Both are trying to carry a message to the audience by using sound.

But a musician is trained from the start to chart the way the notes will sound. Speakers often leave this important area to the whim of the moment.

Ground Rules

You don't need a music degree — or years as a broadcaster — to be able to score your speech effectively. Actually, all you need to learn are a few simple rules and a handful of markings.

Before learning how to prepare and mark your speech, a few ground rules will help you right off.

First, to avoid delivering your speech in a monotone, remember to let your inflection go down at the end of every sentence that isn't a question. In normal conversation, most of us will start a sentence with a rising inflection and go down at the end. Then we pause slightly before starting the next sentence.

This is a natural punctuation that allows the listener to follow your ideas in an orderly manner. The downward inflection of the last word and the slight pause that follows it tells your listener that the phrase which began with the rising inflection is now complete and you are going to move to another thought.

Next, it's important to remember as you read your speech that you can't let your pronunciation mistakes throw you. If your tongue gets tangled around a word and you can't seem to extricate yourself from it, stop a moment, look at the word and say it slowly. Then continue speaking as if nothing happened. Your audience will forget it — if you do.

**Forget you've ever
seen a comma.
You'll mix it up
with a period.**

If you are making too many of these errors — if you are stumbling over some words and accidentally skipping others — then you are reading too fast. Slow down.

Third, try to know your speech well enough so you can look up at your audience for the last three words of every sentence. This means that as you are reading the speech you might have to scan ahead to catch the last three words of the sentence.

Eye contact is crucial when reading a speech because it helps you gauge the effect your words are having on the audience — and it keeps them listening. The last three words of a sentence are usually a logical conclusion to a thought. They're easier to remember

than a word or two in the middle of the sentence. It's also easier to find your place at the end of a sentence when you look back down at your manuscript.

Preparing the speech manuscript (or “copy,” as it's known in broadcasting) is an art all its own. First, let's look at how it should *not* be done.

You shouldn't prepare your copy in handwriting — at least not the copy from which you're going to read. How many times have you watched speakers who have been galloping to a fiery conclusion get tackled by a hastily scribbled word that they were sure they would remember when they wrote it down? Type your speech copy, always.

You shouldn't type your speech in lower case letters, either. When you get to the podium and your blood pounds and your eyes suddenly blur as you face your listeners, those tiny letters will be a hazy mass of dancing figures to you. You'll end up concentrating more on reading the little letters than delivering your speech. Use capital letters for your speech copy. It's much easier to read.

It's also easier to read if the copy has been double- or triple-spaced.

Try to avoid typing your speech on a full sheet of typing paper. Tear the page in half. It's easier to find your place if you get lost on a half sheet than on a whole one. The half sheet also has a psychological advantage. It makes the speech look much shorter and more manageable. It's also easier to handle — especially if there isn't a podium on which to rest your copy.

Typing Tips

To properly time your speech, set the typewriter margins for 60 spaces. If set this way, each line of typewritten copy will equal four seconds of time. Count the total number of lines in the speech and multiply by four. Divide this number by 60 and you'll know

How To Read a Speech So It Doesn't Look or Sound Read

by Robert P. Levoy

Audiences expecting a speech are disappointed to hear reading instead.

Yet on some occasions a speech must be read. When, for example, each word becomes so important that a speaker cannot risk any chance of deviation. When the timing of speech is critical. When a speaker feels more comfortable reading a speech word-for-word than talking off-the-cuff from notes.

One way of holding an audience's attention and interest while reading a speech is to read it — without making it look or sound as though it is being read. From the success files, here are some recommendations:

- **Be thoroughly familiar with the speech.** Read it over and over and over again until you know it by heart. Only then can you achieve an extemporaneous effect.

- **Speak slowly.** One of the problems in reading a speech is the tendency to read it too fast. Most people read much faster (300 to 500 or more words per minute) than they speak (100 to 150 words per minute). If you talk as fast as you can read, your words will run together and you will soon tire your audience, if in fact, they can even follow what you're saying.

You may read too rapidly for several reasons. You may be excessively nervous. You may feel you have more material than time allows and so you read it faster and

faster in an attempt to say it all — before your time is up. You may be overly emotional and excited about your topic or the occasion. You may be a fast talker, even in everyday conversation. Or, you may just want to get your speech over with, and sit down.

To compensate for any tendency you may have to read a speech too rapidly, speak deliberately and thoughtfully. Write the words *slow down* in capital letters at the top of each page of your speech. Type your main points in-this-style-using-dashes-between-words-as-a-reminder-to-slow-down.

- **Divide difficult-to-pronounce words or names into syllables or spell them phonetically in your script.** For example, if you were to refer to the medical speciality of otolaryngology in your speech, make it easy for yourself by having it typed oto-larygn-gol-ogy. If it's a name such as *Chairman Mao-tse-Tung*, have it spelled phonetically — *Mou-tsi-toong*.

- **Don't staple your manuscript.** Leave the pages loose so you can slide the completed pages to one side. Doing so will focus less attention on the fact that you are reading from a script.

- **Make sure you have a slant-top lectern on which to put your speech.** This will allow you to look ahead at your audience and drop only your eyes, not your head, to read your speech.

- **Use gestures.** They will make you look and sound more animated and spontaneous. If appropriate, pound the podium. Slice the air with your extended palm. Point a single finger in the air when announcing an important point. Hold two fingers in the air when announcing an important point. Hold two fingers in the air to signify the two solutions you're offering, then dramatically lower one finger to announce the first.

Gestures create interest and visually reinforce your remarks.

Tip: So as not to lose your place, keep a finger or pencil on the line you are reading and gesture with the opposite hand. A little practice will perfect this technique.

- **Look at your audience.** If you have read and rehearsed your speech often enough, you should be able to finish sentences after seeing only the first few words. Maintaining eye contact with your audience will result in a more natural, person-to-person presentation.

These are the ways to make an audience forget or even care that you are reading a speech.

Robert Levoy has conducted over 2500 management and sales training seminars for business and professional groups, government agencies, universities and firms. He is the author of over 300 articles and two books published by Prentice-Hall, Inc.

how many minutes your speech will run.

Type your manuscript on one side of the paper only. Number the pages. Don't staple them together. Leave them unattached so you can lay them aside when you're finished with them.

You can do a few other things while typing the manuscript that will help you avoid stumbling over punctuation marks while speaking.

First, try to forget you've ever seen a comma. When you're reading a speech before an audience, it's sometimes hard to tell the difference between the little dot that's a period or the little dot with a tail on it that's a comma. If you mix them up you might mix up your listeners, too. There's a big difference between the spoken comma, which indicates the thought is

not finished, and the spoken period, which indicates it is.

So when you come to the place you'd use a comma in your manuscript, use an ellipsis (three dots...) instead.

For instance, if you want to say, "I happened into the room then, a little bit scared" type this:

"I HAPPENED INTO THE ROOM
THEN...A LITTLE BIT SCARED."

Titles should be treated the same way. If you want to say, "Our third speaker, John Smith, has been with us..." then type:

"OUR THIRD SPEAKER...JOHN
SMITH...HAS BEEN WITH US..."

Don't abbreviate words like *captain*,

department, *avenue*, *junior*, or *director*. On the other hand, abbreviations like *Mr.*, *Mrs.*, and *Dr.* are so widely used that you might trip over them if you spell them out (*Missus?*). Those three are just about the only exceptions to the abbreviation rule, though.

Also, if you use initials like *F.B.I.* or *U.S.A.*, put a dash between each letter: *F-B-I...U-S-A.*

But organization acronyms like *UNESCO* or *NATO* that are normally said as words (rather than initials) should be typed out like words.

All of these things will help you understand your speech as you read it. They'll keep you from tripping over words or putting the pauses in the wrong places. They're much like the lines and bars in a musical manuscript that organize the notes so the musi-

cian doesn't have to stop and figure out where a note or a pause should be inserted.

Highlighting

Now it's time to actually score the speech.

First, pick out all the things you want to highlight. Are there any special phrases you want to stand out from the rest? Any names — of people, products or places — to which you want to attract attention? Any arresting statistics you want the listener to bring home with him or her?

Underline it. Underline it *twice*. And when you come to it in the speech, pause briefly, say that underlined part a little slower than you've been speaking, pause again, and finish the sentence.

For instance, read this phrase with and without the highlight:

"STUDIES SHOW THAT EIGHT
OUT OF TEN PEOPLE HAVE
NEVER EVEN HEARD OF
AMALGAMATED FLANGE."

With the extra emphasis on the highlight, those eight out of 10 folks sure leap out at you, don't they? The short pause, the slower speaking, the

The pause is a powerful weapon. Don't run right over a spot where you had planned to use it.

additional pause, all signal the audience that this is extra-important information you're giving them. Unconsciously, they listen a little closer for this interval.

If you want to make sure you use a rising inflection on one phrase, insert what musicians call a crescendo mark above it:

AND HOW LONG HAS
THIS BEEN GOING ON?

If you want your inflection to fall on a phrase, use the opposite mark, the diminuendo:

AND EVERYTHING WE DID
WAS JUST RIGHT.

Actually, musicians use these two marks to indicate an increase or decrease in volume. The actual musical notes indicate when the musical inflection rises and falls. Their use for the speaker — the crescendo and di-

minuendo, that is — is thus different than the musical definition.

For increases or decreases in volume (louder or softer, to the layman) a simpler technique can be used for the speaker. Simply circle the passage where the change occurs and write "loud" or "soft" in the margin:

AFTER ALL THAT TIME AND
EFFORT...AFTER ALL THAT
AGONIZING WORK...

IT FINALLY PAID OFF. — soft

To indicate that a passage should be slower or faster than the pace of the rest of the speech, bracket the section and write the word "slow" or "fast" above it:

BY THE TIME WE ARRIVED...
slow
IT WAS ALL OVER. |

Leave your margins wide enough to place marks and notations such as "build to a climax" or "with feeling" or "ironically" for whole passages. This will give you advance warning of an important passage coming up so you can deliver it perfectly.

Actually, it's a good idea to divide your manuscript into sections and place a small cue line or word at the top of the page explaining what the section is about. This will allow you to keep track of where you are in the speech, and of what's coming up.

Finally, indicate pauses with a pair of slash marks. The pause is a powerful weapon — provided it isn't overused — and you don't want to run right over a spot where you had planned to pause dramatically. The slash marks will catch your eye in time to save the pause:


YOU DON'T UNDERSTAND...SHE
SAID // I'M THE BOSS.

These are just a few of the marks and rules that broadcasters — and good speakers — use when they're preparing their copy. They look simple because they are simple. Yet using them will improve your speaking tremendously.

So don't leave the way you read your speech to chance. Score your speech — and score big with your listeners!



Mark Bruce is a writer and radio announcer based in Eureka, California. He's been master of ceremonies for dozens of shows, worked for a singing telegram company, and had his own public service show on a local FM radio station. He also does over 60 different voices and impressions.



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Making the Most of Your Job

by Helen Diamond



Your present position may offer more opportunity than you realize.

The work world has changed. Because of the serious economic decline which has decreased the number of available positions, job security is highly desirable in today's job market. Mobility is no longer looked upon as the way to advance or improve one's work situation. When jobs were plentiful, many workers looked toward changing firms as their means of upgrading their positions. Today other means must be found. One alternative is to make the most of your present job by turning it into a growth experience.

There may be many opportunities in your job that you've overlooked. The first one is to do your job well. Learn all there is to know about what you're trying to accomplish in your position. Can you improve on some things? Can you add something? Is there some procedure that can be streamlined? After you have investigated the gamut of possible changes, put them into practice. Help yourself by increasing your knowledge and improving your skills. Then you're ready to look to other jobs in your firm.

Be Multi-faceted

Look around you and assess the situation. Assist others when you can; it expands your experience. Your co-workers might be performing functions new to you. Working with them provides an excellent opportunity to learn new skills. It may also be the chance you need to improve your own skills in accumulating and organizing financial and statistical data, preparing charts, and writing letters and reports.

The more jobs you learn, the more valuable you are to your company. In times when employers are budget conscious and are terminating employees as an austerity measure, they will keep employees who can perform more than one job.

Take advantage of every opportunity available for additional training at your present position. Many companies have educational assistance programs that pay for any courses you take which will improve your job-related skills. The armed forces knows what a great enticement free educational programs can be for recruitment. Most organizations have similar programs; take advantage of them.

FEBRUARY 1983

Many educational programs may be available right at your place of work. Classes may be taught on site and special seminars presented.

You may also attend professional meetings that are geared toward educational improvement. These meetings can be extremely valuable not only for the additional knowledge they offer, but for the networking they allow. Meeting with others in this type of setting can give you a broader perspective of what is happening in your field, increase your contacts and widen your frame of reference.

Get on the good side of superiors. Volunteer for special activities that concern personnel, such as company baseball teams or picnics. Or help with your boss's favorite charitable endeavors. In addition to the new experiences, these activities will make you more visible. People will begin to notice you.

The more jobs you learn, the more valuable you are to your company.

Volunteer for jobs no one else wants. Whenever possible, help the boss with special projects or unusual problems. If practical, recruit others to join you in the project; it makes your position more important. Make yourself visible as a person interested in company progress. You might even get your new position in the organization chart. You should be assertive, but unobtrusive.

These additional opportunities allow you to improve skills that will help you advance. Capitalize on them to improve your communication skills in writing business letters and proposals and making oral presentations. All of these expanded experiences help improve your ability to work with others, a most valuable asset for any employee.

Acquiring a Mentor

Another way to advance your posi-

tion is to look for role models. What person in your company do you think does a particular job well? Try to learn from that person.

You can also learn how *not* to do things from those who perform poorly. Become a keen observer and learn from the actions of others. Make a careful analysis of failures and determine what went wrong. You might offer help in correcting the situation. You don't know when you might be in a similar position!

A mentor, if you can find one, can offer additional benefits. Mentors are usually people in your company who can identify with you — they see something in you that reminds them of themselves when they were younger. Be alert for persons who might fit this category — it could even be your boss. Whoever it is, show him or her that you are a worthwhile candidate for his or her interest by asking intelligent and thoughtful questions, by being eager and able to learn, and by showing you are fully committed to advancement.

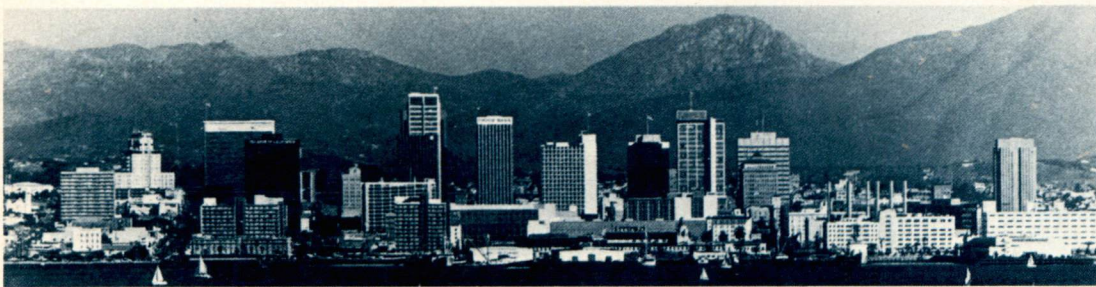
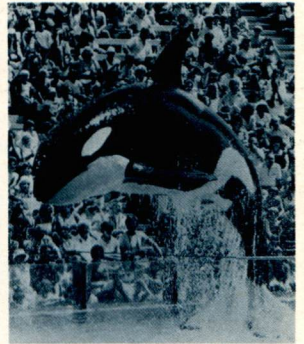
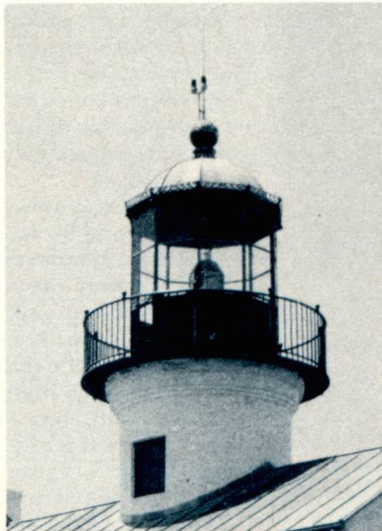
Be careful to choose a mentor of integrity, and beware of awkward situations. Handle this association carefully, keep the business at hand the foremost subject of discussion and make sure he or she understands you are accepting the relationship on a business basis only. Mentors can help with general counseling and advice. They can also assist with decision making and supply background information about the company and its policies.

Investigate the possibilities your present position holds. Take advantage of all the opportunities that are offered. Expand your experience, widen your frame of reference, get visibility in the company, become known as a person who can be counted on and someone interested in advancing. You will be able to make more of yourself if you're able to make the most of your job. 🗣️



Dr. Helen Diamond is a professor of business administration at Citrus College in Azusa, California.

SAN DIEGO



SPLENDOR IN THE SOUTHLAND — (Clockwise, top left) The Old Point Loma Lighthouse, built in 1855, is part of Cabrillo National Monument. Mission San Diego de Alcalá, founded in 1769 and rebuilt in 1781 at a new site just east of San Diego, is the oldest of California's Spanish missions. Shamu, the two-ton killer whale who performs at Sea World, will entertain Toastmasters at a special "fun night" party during the 1983 Convention. The Stately California Tower rises above a formal garden in San Diego's Balboa Park. San Diego's scenic setting, sunny climate and resort atmosphere make it a popular vacation destination.

— Gateway To Adventure

by Tom Dell

Sunshine, sandy beaches and lots of attractions make this year's convention city the best ever!

Most San Diego residents think they live in America's finest city. And if you're one of the 1500-plus Toastmasters who will attend this year's 52nd Annual Convention, August 17-20, you may be inclined to agree.

Superb weather, a spectacular location, exciting tourist attractions, an international atmosphere and an active, energetic population — San Diego has it all. If you add to these amenities an outstanding convention program and a convivial army of Host District 5 Toastmasters anxious to make you feel welcome, you've got all the ingredients for a truly memorable convention.

The Sheraton Harbor Island Hotel, scene of Toastmasters' 1983 convention, is a fully equipped resort in the heart of North America's tenth-largest city. Located on a man-made peninsula that juts into beautiful San Diego Bay, it features magnificent views from every room, as well as fine restaurants, excellent convention facilities and a full range of recreational offerings. It's a special hotel in a very special city.

What makes San Diego so special? For one thing, its climate is as close to perfection as Mother Nature can create. Sunshine is abundant throughout the year. Rainfall is scant — practically nonexistent in summer. Temperatures are mild; in August, Toastmasters' convention month, the

average daily high is 77 degrees, while the low averages a balmy 65. Smog, thanks to the prevailing ocean breezes, is only an occasional visitor to San Diego.

In addition, few cities can match San Diego's physical setting. Water is everywhere. The city center hugs the shore of San Diego Bay, one of the world's finest natural harbors, in the lee of 400-foot-high Point Loma. Just to the north is Mission Bay, San Diego's aquatic playground. Along the city's coastline are 70 miles of public beaches.

From the ocean and the two bays, the city extends inland — an amalgamation of several distinct communities, each with its own individual character. In concert with its geography, San Diego sprawls across hills, mesas, valleys and canyons. Some of its residential neighborhoods are among California's most fashionable and attractive.

These natural blessings have made San Diego a showplace for the "California" lifestyle: sunshine, sandy beaches, casual living and enthusiasm for outdoor recreation. Whatever your recreational preferences, you'll find it here — swimming, diving, surfing, boating, fishing, waterskiing, golf, tennis, bicycling, jogging or just relaxing in the sun. If you're a spectator sports fan, you'll find major-league action at San Diego's Jack Murphy Stadium, where baseball's Padres and

the city's pro soccer team, the Sockers, appear during the summer months.

Despite being best known as a year-round resort, San Diego is also a major metropolis — a busy center for business, industry, commerce, education and scientific research. Its downtown skyline bursts forth new high-rise office buildings on a regular basis. Its harbor bustles with commercial shipping, U.S. Navy activities and the world's largest tuna fleet.

A Tour of San Diego

For the visitor with a car, an excellent orientation to San Diego can be had by taking the 52-Mile Scenic Drive, which connects most of the city's top tourist attractions, historic landmarks and scenic highlights. Signs depicting a white seagull on a blue-and-yellow background appear at quarter-mile intervals along the route, which can be joined right outside the front door of Toastmasters' convention hotel.

From Harbor Island the scenic drive leads westward past the massive U.S. Naval Training Center (open to the public on weekdays) to Shelter Island, another man-made peninsula with a scenic bayside setting and a nautical motif. The route then climbs atop Point Loma. At the tip of this narrow finger of land separating San Diego Bay from the Pacific Ocean is Cabrillo National Monument, which commemorates Juan Rodriguez Cabrillo's dis-

Getting To The Convention

Long gone are the days when the most common directional advice for San Diego-bound travelers was "Go to Los Angeles, then turn left."

Toastmasters' 1983 convention city has become a major transportation hub in recent years, so whether you prefer to travel by air, rail, bus or car, it's easy to get to San Diego. And if you make your travel plans early, you can take advantage of excursion fares or other discounts.

- **By Air** — San Diego's Lindbergh Field is just a stone's throw from the Sheraton Harbor Island Hotel, and the hotel provides free shuttle service for guests. San Diego is served by 12 carriers, including American, Continental, Delta, Frontier, Northwest Orient, Ozark, PSA, Republic, Southwest, TWA, United and Western, with direct service to 60 North American cities. If you're traveling to San Diego from outside the United States, you'll find convenient connections available through New York, Chicago, Dallas-Ft. Worth, Los Angeles, San Francisco and Honolulu.

- **By Rail** — Amtrak's *San Diegan* plies the Los Angeles-to-San Diego route seven times daily, making the trip in just over two hours.

- **By Bus** — Both Greyhound and Trailways offer convenient motor coach service to San Diego. Mexicoach connects San Diego with Tijuana, Mexico.

- **By Car** — Three major U.S. interstate highways begin in San Diego (or end there, depending on your point of view). Interstate 5 connects San Diego with Los Angeles, northern California and the Pacific Northwest; Interstate 8 leads to San Diego from Arizona; and Interstate 15 provides a direct route from Las Vegas and Salt Lake City.

No matter how you like to travel, plan now to be in San Diego August 17-20 for a great convention!

covery in 1542 of what is now California. Here you'll find a visitor center, a museum, the historic Point Loma Lighthouse and a panoramic view of the city and the bay.

After retracing your route for a couple of miles, you descend to the Pacific, driving past intricately carved Sunset Cliffs to Mission Bay Park. Once a marshy mud flat, Mission Bay is now a 4600-acre aquatic park with 27 miles of shoreline and facilities for swimming, boating, sailing, waterskiing, fishing and picnicking. Here, too, is Sea World, one of San Diego's premier visitor attractions (and scene of a special Toastmasters "fun night" party Thursday, August 19). The oceanarium's star entertainer is Shamu — a two-ton killer whale. Also featured are marine exhibits, aquariums and other shows with performing animals.

From Mission Bay the 52-Mile Scenic Drive leads northward past Mission Beach and Pacific Beach, then climbs inland to the summit of 822-foot Soledad Mountain — a spectacular viewpoint above the scenic shoreline. Next stop on your San Diego tour is La Jolla, a prestigious seaside community where magnificent homes overlook rugged cliffs and the ocean. In its business section are exclusive shops, boutiques, art galleries and restaurants. Also here is the Scripps Institution of Oceanography, one of the world's leading centers for marine research; its Aquarium-Museum is open to the public.

After passing beautiful La Jolla Cove, the scenic drive turns southward and returns to Mission Bay, then heads east, bringing you to Old Town. This is the site of California's first permanent European settlement. San Diego's nucleus was shifted from here to the present downtown site in the mid-1800s, so Old Town has remained relatively untouched by modern developments. Many of its original buildings still stand. A state historic park, Old Town is a compact complex of historic landmarks, museums, shops and restaurants.

On a steep hill adjacent to Old Town is Presidio Park, where San Diego and California were born. Here, in 1769, Spanish colonizers founded an adobe-walled *presidio*, or military fort, and the first of California's famous missions.

Neither remains, but the park offers a pleasant enclave of greenery, as well as the Serra Museum, headquarters of the San Diego Historical Society.

The next attraction on the 52-Mile Scenic Drive is beautiful Balboa Park — one of America's largest and finest urban parks. Two world's fairs were held here (in 1915-16 and 1935-36), and the handsome buildings con-

Visitors to San Diego also have the chance to visit Old Mexico.

structed to house the fairs' exhibits now contain museums, art galleries and theaters. Worth seeing are the San Diego Museum of Art, Timken Art Gallery, Museum of Man, Natural History Museum, Aerospace Museum and Reuben H. Fleet Space Theater and Science Center. Formal gardens, stately eucalyptus trees, lots of grassy space and excellent recreational facilities add to the park's charm.

Just off the scenic drive in the north end of Balboa Park is San Diego's most famous attraction — the zoo. This is, quite simply, the world's largest and best wild animal collection, containing over 5,500 animals of 1600 species. Thanks to San Diego's mild climate, the animals are displayed outdoors year-round. Tropical landscaping and enclosures without bars enhance the setting. The zoo is huge. Allow plenty of time, and wear comfortable shoes. Tram tours and an aerial tramway provide relief for tired feet. In the Children's Zoo, kids can pet and play with some of the tamer creatures.

From Balboa Park, the 52-Mile Scenic Drive takes you to downtown San Diego. The downtown skyline is one of the nation's most modern, with most of its skyscrapers having been erected during the past 20 years. The scenic drive takes you down Broadway; to the north are the shopping and financial districts, while south of Broadway (between 4th and 6th Avenues) is the picturesque Gaslamp Quarter.

At the foot of Broadway is the

Embarcadero, a busy waterfront area with several worthwhile attractions. They include the Maritime Museum, where you can climb aboard three colorful ships. The *Star of India*, launched in 1863, is the oldest merchant vessel afloat. At Broadway Pier, U.S. Navy ships hold open house every weekend. Also here is the debarkation point for San Diego's Harbor Excursions — narrated one- and two-hour cruises on San Diego Bay. Just south of Broadway Pier is Seaport Village, featuring several restaurants and speciality shops. From the Embarcadero, it's a short drive along the bay shore to Harbor Island and Toastmasters' convention hotel.

For visitors without their own cars, public transportation is available to many sites along the scenic drive, although San Diego's public transportation system is mediocre. However, special tours can be arranged at the Sheraton Harbor Island Hotel.

Sightseeing in Mexico

A special attraction for San Diego visitors is the opportunity to visit Old Mexico. Just 15 miles south of downtown San Diego is the international border, where California ends and Latin America begins. Once across, you're in Tijuana — Mexico's fastest-growing city and a mecca for shoppers.

There are three ways to reach Tijuana: by car, bus or trolley. From San Diego, Interstate Highway 5 leads directly to the border; you can either drive into Mexico or park at the border and walk across. Bus service is provided by Greyhound and Mexicocoach. Or, you can take one of the bright red trolley cars that connect San Diego's Amtrak Station with the international border.

The most popular tourist activity in Tijuana is shopping, and careful shoppers can find tremendous bargains in the city's shops (Tijuana is a duty-free zone). English is widely spoken, and many shops welcome U.S. money and even credit cards. Tijuana also offers bullfights, horse racing, dog racing and jai-alai. Visitors who wish to look deeper into this colorful, hospitable country can take a scenic 70-mile drive (via a four-lane toll highway) to Ensenada, a busy seaport and popular resort.

With all the sightseeing and recrea-

Mexico Travel Tips

If a visit to nearby Mexico is part of your 1983 Toastmasters convention plans, here are some things you should know:

- **Crossing the Border** — U.S. and Canadian citizens do not need a passport or visa to enter Mexico, but it's advisable to carry proof of citizenship, such as a birth certificate or voter registration card. If your visit will last 72 hours or more, or if you're planning to travel beyond the border zone (south of Ensenada), you'll need a tourist card, which is available free from Mexican Consulates, Mexican National Tourist Council offices or border authorities; you must also have your car validated at the border or at the check station just south of Ensenada. Citizens of other countries should check with their own immigration authorities regarding travel to Mexico.

- **Returning to the United States** — You may bring back a maximum of \$300 worth of goods purchased in Mexico without paying duty. U.S. residents 21 years or older may bring one liter of liquor into California from Mexico. Note: The Tijuana border crossing is often quite congested with returning tourists on weekend afternoons; to avoid delays, plan your return for a different time.

- **Tourist Assistance** — Baja California's State Tourism Department has offices at the border, on Calle la at Avenida Madero in Tijuana and in Ensenada at Avenida Lopez Mateos 13B. Its main office is

in Tijuana's Centro de Gobierno; telephone (706) 683-1013. Also, the state government has a special office to assist tourists who experience legal difficulties while in Mexico; phone (706) 683-1655 in Tijuana, or (706) 674-0142 in Ensenada.

- **Driving in Mexico** — Automobile insurance issued by most U.S. and Canadian companies is not valid in Mexico. If you plan to drive in Mexico, you should purchase a special Mexican policy, available on a daily basis at several agencies near the border. If your car isn't paid for, you'll need notarized permission from the lienholder or legal owner to take the vehicle into Mexico. Gasoline is readily available south of the border at stations operated by PEMEX, the Mexican government oil monopoly. *Extra*, in the silver pump, is unleaded; *Nova*, a low-octane leaded fuel, comes from a blue pump. Diesel fuel is sold at most PEMEX stations. Gasoline prices are comparable to those north of the border; however, many Mexican stations do not accept U.S. currency. Competent, qualified mechanics are abundant in Mexico.

- **Currency** — With the exception of some gasoline stations, most merchants in the border zone welcome U.S. currency; many even prefer it. Most prices in shops frequented by tourists are given in dollars, rather than Mexican *pesos*. If you wish to convert dollars into pesos, you'll find several exchange firms on the U.S. side of the border.

tional activities available in San Diego, you're sure to work up a hearty appetite. Fortunately, the city has restaurants to suit every taste. Whether you prefer meat and potatoes, fresh seafood, Mexican dishes or international cuisine, you'll find several fine eateries from which to choose. Many offer waterfront views along with your meal.

Nightlife isn't neglected, either. Concerts, ballets, operas, plays, movies, shows, dancing to live music

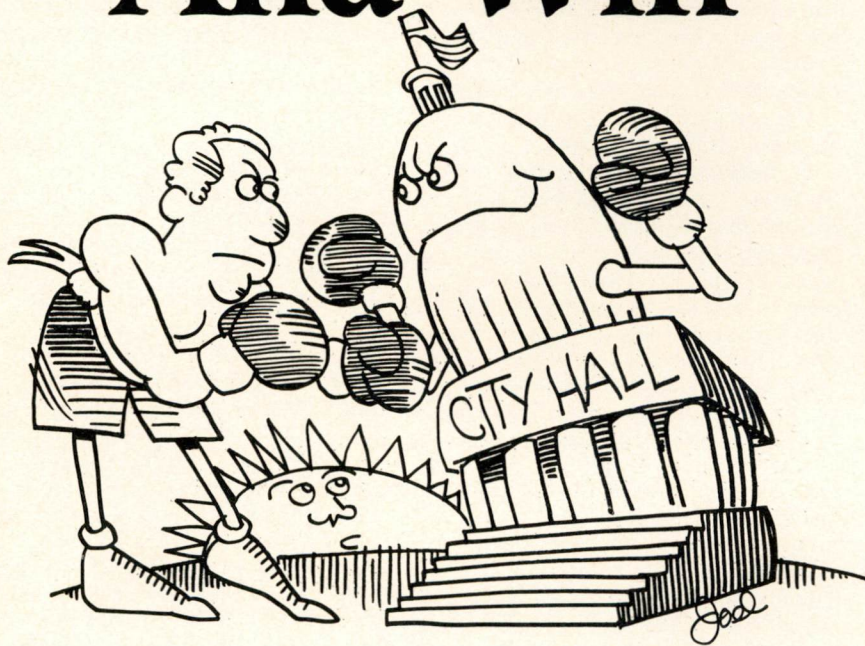
and quiet lounges where you can sit back and relax — they're all here.

A great city and a great convention, it's a combination you can't afford to miss. Make your reservations early. You'll find a convention registration form in next month's issue (and subsequent issues) of *The Toastmaster*.

See you in San Diego. 🗣️

Tom Dell is manager of the Education Department at World Headquarters.

You Can Fight City Hall — And Win



by Sandra Block

The keys are a well-researched, logical presentation and, of course, your Toastmasters skills.

Maggie Hill had a problem. Everytime it rained the storm sewers in her neighborhood clogged up and flooded her basement. When her basement filled with water four times in one month, she decided to take her grievance before her local city council.

Her presentation was tearful, full of recriminations and over 25 minutes long. By the time she was finished the city clerk had fallen asleep, most of the reporters had gone home, and no one had solutions for her problem. The mayor mumbled something about a shortage of funds and said he would "keep in touch."

Today, Maggie still mops water out of her basement every time it rains and tells everyone who will listen that "you can't fight city hall."

But she's wrong. You can fight city hall — if you arm yourself with a well-prepared, well-researched, logical

Your goal is to convince officials your problem warrants immediate attention.

presentation.

Your goal is to convince officials your problem warrants immediate attention. In order to achieve that end, you must become thoroughly familiar with the problem long before you make your presentation, and you must know how to make an effective presentation.

You should begin by talking to other people who are affected by the problem. These discussions will help you determine how widespread the problem is and may also help you gain new insights into the nature of your grievance.

Find out how long the problem has existed and if any efforts have been made to deal with it. Be prepared to tell officials what could happen if the problem is not solved. For example, if your neighborhood is plagued with crumbling sidewalks and curbs, find out how that problem could affect property values.

If your problem will cost money to solve (most problems do), investigate possible sources of revenue available. Many cities receive annual federal entitlements, which can be allocated toward eligible projects, or have access to grants at both the state and federal level. Your own councilman or other official may be able to help you with this. Back issues of your local newspaper are another source of information.

Finally, you may find it helpful to attend a meeting of the city council before you make your actual presentation. By attending a meeting, you'll get a better idea of how the meetings are conducted, and you'll also get the opportunity to familiarize yourself with officials. If possible, meet some of them. You'll be more comfortable when you appear before them if you are acquainted with some of the members.

Moral Support

When you're ready to make your presentation, contact the organization's clerk at least a week before you plan to make your appearance. The clerk can then put you on the agenda for the meeting, and a time will be allotted for your presentation.

On the night of your presentation, you may want to bring along moral support, particularly if many other people are affected by your problem. City officials in particular will probably not ignore a good crowd of prospective voters in the gallery, so bring along as many people as possible.

Resist the temptation to allow several members of the group to talk. Too often, this results in repetition and causes the meeting to drag on unnecessarily. If a group is involved, one

representative should gather suggestions and comments from all those involved and act as a spokesperson for the entire group.

When you approach the "hot seat," bring along notes containing the information you collected while researching the problem. Write the pertinent facts and figures on note cards so you can refer to them when necessary. You may think you have the information indelibly imprinted on your brain, but even the most reliable memories have been shown to fail in high-stress situations. You may not need your notes at all, but you'll feel more confident if you have them with you. If your fears get the best of you and your mind suddenly goes blank, your notes can be a real lifeline. In addition, having your research finding on hand will enable you to answer questions that may be asked after you complete your presentation.

A simple statement of fact can be more effective than a deluge of tears.

Don't Dramatize

You should be sincere when you give your presentation because you want your audience to believe you care about the problem. After all, if you don't, they won't either. But do not become emotional or dramatic — no matter how upsetting the problem is to you. You can hit your audience on an emotional level without putting on a performance. If a dangerous intersection has created a hazard for children in your neighborhood, make sure your audience knows that children's lives are at stake. A simple statement of facts can be far more effective than a deluge of tears.

A final guideline, and possibly the


most important one to remember, is: Keep it short. Meetings are usually held at night, and most officials have been working all day. The longer you talk, the more their minds are apt to wander. Make your point as quickly as possible, answer any questions they may have, and return to your seat. They'll love you for it.

While your presentation may be the most important step in seeking a solution to your problem, it shouldn't be the end of your efforts to see the problem solved. If an official shows a marked interest in your problem, take note. He or she may prove to be a valuable ally in the future. If the problem is referred to a particular department, make sure you know the name of the head of that department, and make an effort to meet him or her. The more contacts you make, the better.

Even if all you hear is a "we'll look into it," you should follow up on that promise. Check back to insure they have investigated the problem, and if so, what they intend to do about it.

Many people are afraid to bring their grievances before the city council because they are intimidated by local government officials. Don't let this happen to you. Your tax dollars pay city officials' salaries and their job is to serve you. Therefore, you have every right to demand that they meet their obligations.

One of the most common complaints among officials is that few citizens are really involved in their communities. They hear grievances all day long, but rarely hear workable suggestions from individuals who know what they are talking about and are willing to work to improve the city. A well-researched, logical and rational presentation is your first step toward proving to officials that yours is a legitimate problem that should be solved — soon.

So don't shy away from fighting city hall. You have nothing to lose and everything to gain by trying. 

Sandra Block is a writer based in Wheeling, West Virginia.

Hall of Fame

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MWD Watermasters 445-52, Los Angeles, CA

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Pajaro Valley 2373-4, Watsonville, CA

Arthur Laser

Saturday Savants 623-5, El Cajon, CA

Irene Elizabeth Miller

Saturday Savants 623-5, El Cajon, CA

Don L. Harrington

Loquacious Nooners 3121-5, San Diego, CA

Stephen L. Garman

Expressions Unlimited 4130-5, Carlsbad, CA

Gene Patrick Welch

Speakeasy 1789-6, Golden Valley, MN

Allan W. Gillespie

Winged Word 1903-8, St. Louis, MO

Kenneth J. Hill

Executives 1940-9, Spokane, WA

Michael B. Butkiewicz

Akron 151-10, Akron, OH

Lawrence E. Ball

Lunchtime Linguists 1472-10, Warrensville Heights, OH

Robert W. Zahirsky

B & W Orators 3530-10, Barberton, OH

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Pioneer 17-11, Indianapolis, IN

Keith N. Hood

Hi-Noon 1165-11, Ft. Wayne, IN

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Goshen 2549-11, Goshen, IN

Georgia A. Burrows

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Capital 1412-19, Des Moines, IA

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Colorado Springs 555-26, Colorado Springs, CO

Stanley B. Myers

Hewlett- PKD Spokesters 3539-26, Colorado Springs, CO

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North Suburban 612-30, Glenview, IL

Peter L. Agostinelli

North Suburban 612-30, Glenview, IL

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Abbott 2679-30, North Chicago, IL

Raymond J. Snay

Raytheon MSD 4604-31, Bedford, MA

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Agricultural Res., Ctr. 3039-36, Beltsville, MD

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Annandale 3122-36, Annandale, VA

Louis J. Belliveau

HDL 3323-36, Adelphi, MD

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West Rowan 2225-37, Cleveland, NC

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Richard Gregg

Woodland 2777-39, Woodland, CA

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Triangle 1223-40, Covington, KY

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Seven Seas 3296-42, Saskatoon, Can

William T. Harris

Federal Employees 2287-43, Little Rock, AR

Danny Smith Duncan

Sunrise 3035-43, Memphis, TN

Jess M. West

Plainview 763-44, Plainview, TX

Roger W. Wilber

Jose Gasper 3668-47, Tampa, FL

Joseph S. Mandoky

Burbank 125-52, Burbank, CA

John T. Habicht

Greater Springfield 3902-53, Springfield, MA

Joan S. Horton

Sundstrand Blue Blazers 1977-54, Rockford, IL

John M. Fry

Sunrise 2468-56 Houston, TX

Lester L. VanHorn

Greenway 2280-56, Houston, TX

Lawrence M. Waddy Jr.

Randolph AFB 2845-56, Randolph Air Force Base, TX

John Milton Patrick

Southwestern 2995-56, Houston, TX

Florence "Dickie" Baxter

Kalmia 1239-58, Aiken, SC

R. Theodore Fields

Palmetto 2070-58, Greenville, SC

Murray D. Smith

Meridian 1220-60, Toronto, Ont., Can

Jerold Snay

Farm Bureau 2836-62, Lansing, MI

Roger O. Boggs

Tuesday Toasters 3004-63, Kingsport, TN

Howard W. Robinson

Winnipeg 250-64, Winnipeg, Man., Can

George W. Grant

VIP 3036-64, Winnipeg, Man., Can

Marvin Leonard

Lafayette 2678-68, Lafayette, LA

John Barry Reay Cook

Hawera 1464-71, Hawera, NZ

Graham James Geddes

Timaru 3474-72, Timaru, NZ

Jesus O. Dy

TM Club of Davao 3854-75P, Davao City, Philippines.

New Clubs

608-F Denny's

La Mirada, CA — Thurs., 7 a.m.,
Denny's Inc. World Headquarters, 16700
Valley View (739-8100).

5009-6 Early Achievers

Brooklyn Park, MN — Mon., 7 a.m.,
Denny's Restaurant, 7600 Brooklyn Blvd.
(566-3186).

5003-14 Spring Street Speakers

Atlanta, GA — Thurs., 11:30 a.m., 1100
Spring St., NW, Rm. 200 (881-2436).

3606-16 Northside

Tulsa, OK — Mon., 7 p.m., Sea King
Restaurant, 129 Mohawk Blvd. (832-3849).

5007-16 Speak Easy

Oklahoma City, OK — Thurs., noon,
Liberty National Bank, 100 N. Broadway
(231-6359).

5006-24 Valmont

Valley, NE — Tues., 7 a.m. Valmont
Industries, Inc., Highway 275 (359-2201, x
3302).

2718-26 First Edition

Denver, CO — Thurs., 11:30 a.m., Elks
Lodge, 2475 W. 26 Ave. (892-5495).

5004-30 NALCO

Oak Brook, IL — 1st & 3rd Wed., 5:30 p.m.,
Nalco Chemical Co., 2805 Butterfield Rd.,
2nd floor (887-7500).

5010-35 TOSA/Medical

Wauwatosa, WI — 2nd & 4th Wed., 5:30
p.m., Curative Rehabilitation Center, 9001
Watertown Rd. (873-8059).

3720-37 Stanly

Albermarle, NC — Tues., 7 p.m., Golden
Corral Steakhouse, Troy Road at 24/27
(983-3836).

3834-43 Possum Town

Columbus, MI — Tues., noon, Best
Western Motel, 312 Main (327-2075).

5002-43 Jacksonian

Jackson, MI — Fri., bi-weekly, 11:45 a.m.,
Le Fleur's Restaurant, 4800 I-55 N.
(982-0111).

5011-44 Lubbock Professional

Lubbock, TX — Tues., noon, The Lubbock
Club, 1500 Broadway (795-1870).

1004-46 XON

Florham Park, NJ — Tues., bi-weekly, 5
p.m., Exxon Corp., Bldg. 102, Rm.
B-57 (765-7109).

3466-47 Treasure Coast

Stuart, FL — 1st & 3rd Tues., 7:30 p.m.,
Floriday National Bank of Martin County,
E. Ocean Blvd., Boardroom (287-4200).

1804-46 Elks

Westchester, NY — 1st & 3rd Thurs., 8:30
p.m., New Rochell Lodge BPO Elks 756, 19
The Boulevard (961-5399).

3352-52 Successmasters

Canoga Park, CA — 1st & 3rd Thurs.,
noon, Henri's Restaurant, 21601
Sherman Way (341-7579).

3987-52 Educator Too

Los Angeles, CA — 2nd & 4th Thurs., Los
Angeles Board, Rm. C-2, 450 N. Grand
Ave. (268-0176).

3271-68 Over The Hump Bunch

New Orleans, LA — Wed., 4 p.m., Naval
Reserve Personnel Center, 5th Fl., Rm. 594,
4400 Dauphine St. (948-5394).

5008-74 River Park

Joannesburg, Transvaal, RSA — Wed., 7:15
p.m., River Park Country Club, Adrian
Street Rembrandt Park (833-1630).

4403-75P Toastmasters Club of Metro Davao

Davao City, Philippines — Fri., 8 p.m.,
Maguindanao Hotel, Claro M. Recto Ave.

5005-75P Knights of Columbus Manila Council 1000

Intramuros, Manila, Philippines — Fri.,
Beaterio St.

Anniversaries

45 Years

Century 100-F, Santa Ana, CA
Modoc 98-7, Klamath Falls, OR
Pioneer 97-26, Casper, WY

40 Years

Miles City 239-17, Miles City, MT

35 Years

Faribault 372-6, Faribault, MN
Magic City 572-48, Birmingham, AL

30 Years

Mainliner1213-4, South San Francisco, CA
Blue Ox 1235-7, Portland, OR
Nora 1183-11, Indianapolis, IN
Scenic City 682-19, Iowa Falls, IA
Shelton 1236-32, Shelton, WA
West Hills 1249-40, Cincinnati, OH
Mid-South Navy 1228-43 Memphis Naval
Air Station, TN
Freeport-Hempstead 1105-46,
Freeport, NY

25 Years

Foothill 116-F, Glendora, CA
Papago 2694-3, Phoenix, AZ
Gainesville 2520-14, Gainesville, GA
Jay Cee 2446-17, Havre, MT
Cosmopolitans 2655-46, Whippany, NJ
Toowoomba 1688-69, Toowoomba, Qld.,
Aust

20 Years

Leisure World 2230-F, Seal Beach, CA
Saratoga 3572-4, Saratoga, CA
Alcoa 1092-13, Pittsburgh, PA
Thunderbird 1566-16, Tulsa, OK
Guymon 1680-16, Guymon, OK
Irving Park 2069-30, Chicago, IL
Mother Lode 1581-33, Sonora, CA
Suitland Federal 3349-36, Suitland, MD
Arsenal 2264-38, Philadelphia, PA
Breakfast 3581-62, Muskegon, MI

15 Years

Pajaro Valley 2373-4, Watsonville, CA
Daniel Boone 3536-8, Saint Charles
County, MO
Capital Nevada 1813-39, Carson City, NV
Skyline 3258-41, Rapid City, SD

10 Years

Seattle Spikes 3278-2, Seattle, WA
Bootstrappers 2397, Salem, OR
Engineering Society 2686-18,
Baltimore, MD
Blackhawk 444-19, Waterloo, IA
Abilene 1071-44, Abilene, TX
Selma 2791-48, Selma, AL
Mohawk 3597-60, Hamilton, Ont., Can
The Pas 2237-64, The Pas, Man., Can
Taumarunui 2053-72, Taumarunui, NZ

Classifieds

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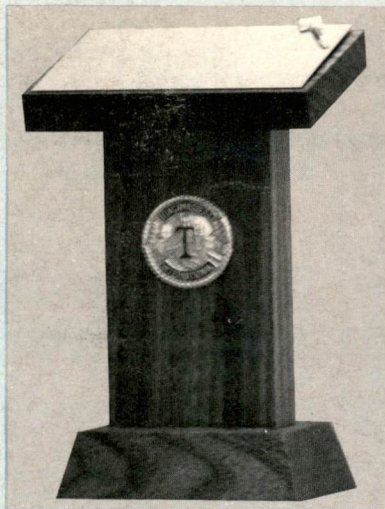
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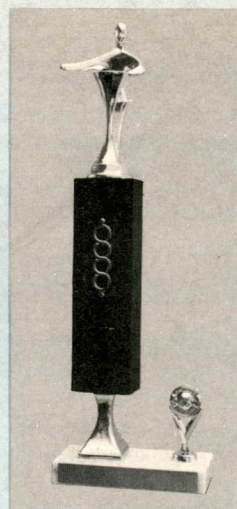
1810



1840



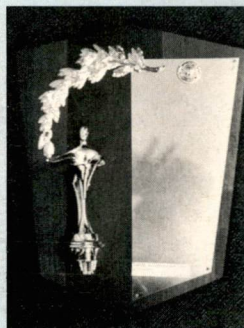
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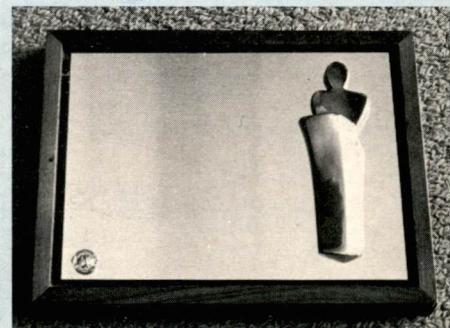
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