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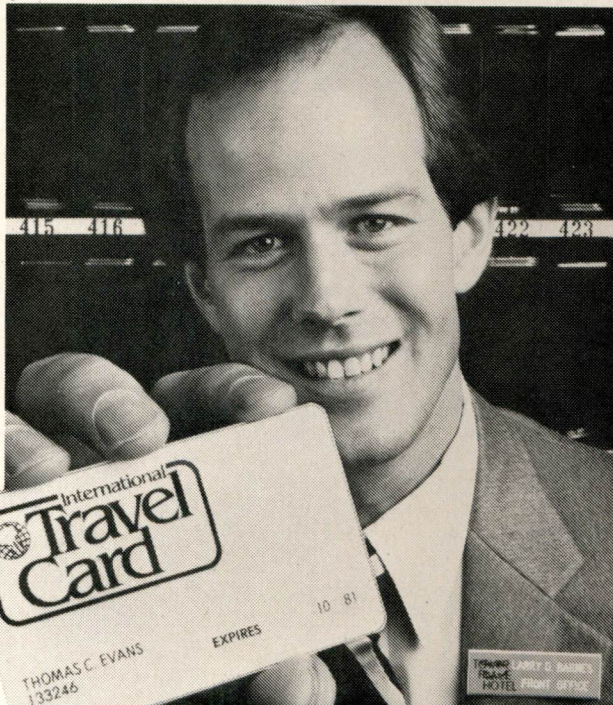
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MAY 1980

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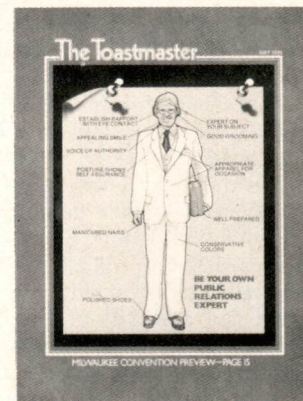
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COVER

Do you have a solid, respected public image in your community? Do local organization leaders remember you when they need a speaker with your background and knowledge? They will if you have effectively used public relations strategies to create a demand for yourself as a speaker. The most important step is building a positive image and a reputation as a leading expert in your field. In this issue's special cover story, Dorrine Anderson Turecamo tells you how to accomplish that through a self-styled public relations campaign that will guarantee you success on the speaking circuit.



Published monthly to promote the ideals and goals of Toastmasters International, an organization devoted to improving its members' ability to express themselves clearly and concisely; to develop and strengthen their leadership and executive potential; and to 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. Copyright 1980 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 or circulation should be addressed to THE TOASTMASTER Magazine (ISSN 0040-8263), 2200 N. Grand Ave., P.O. Box 10400, Santa Ana, California 92711. Phone (714) 542-6793. Non-member price: \$6.00 per year. Single copy: 50¢.



Fostering Friendship in Toastmasters

There are many ways to find happiness in life. Through your involvement in Toastmasters, you've no doubt discovered that the pursuit of self-improvement, knowledge and understanding can bring new dimensions of excitement and satisfaction to your life. But Toastmasters offers still another dimension that provides immeasurable benefits — fellowship.

Like many Toastmasters, I joined this organization because I was committed to self-development. But I've become just as interested in creating new friendships and maintaining the ones I've formed with Toastmasters across the world. Toastmasters has clubs in nations on every continent and members representing nearly every race, religion and culture in the world. Each club has members with a wide variety of backgrounds, careers and special interests. Much of the growth I have achieved through Toastmasters has resulted from my direct involvement with the highly motivated individuals who give our organization the momentum to keep extending this broad-based membership. For that reason, fellowship with Toastmasters has become a high priority in my life.

As International President, I have a special opportunity to experience the rewards of fellowship with Toastmasters throughout the world. During the past eight months, I have traveled throughout the North American continent on behalf of our organization. On each trip, I have promoted our communications program in meetings with key business, civic and government leaders. While I have found those contacts interesting and stimulating, the most satisfying experiences I've enjoyed on these excursions have involved meeting and developing friendships with other Toastmasters. Today I have many close friends throughout the world because Toastmasters has given me the opportunity to develop lasting friendships.

The main reason we get together at district and regional conferences and the International Convention is to exchange ideas and gain knowledge. But many Toastmasters attend these events primarily to renew and foster friendships they have developed over the years.

The meaning of fellowship in Toastmasters is perhaps best described by the member who made this comment during a recent International Convention: "You know, Eric, this is the 14th International Convention I have attended. I probably won't ever stand out as one of the great leaders in our organization. I'll never be a district leader or a great speaker. But there's something about this organization that makes me feel truly great and important. I know that I can have fellowship with the greatest people I've ever known.

"It has been my privilege to bring many members into our organization. They have turned out to be more successful than I ever will be, but as I look at them today, I have this tremendous feeling of pride to have been part of their success."

When you've experienced the joy of helping a friend succeed, you'll know what real friendship is all about. Toastmasters offers us many opportunities to develop the kind of friendships that last forever. As we become better communicators, we build a strong foundation for successful personal relationships. Deep friendships grow out of open, honest communication, which Toastmasters promotes by teaching us how to express ourselves effectively.

As modern technology advances societies to higher levels of mechanization, fellowship may become Toastmasters' greatest dimension. Today, it is certainly one of the strongest motivating forces behind membership retention and growth. So the next time you meet an individual who expresses an interest in our organization, invite him or her to join in the fellowship of Toastmasters International. Tell them how our members help each other succeed. Show them the real meaning of friendship.

Eric K. Stuhlmueller, DTM, International President

Does Duke Belong in THE TOASTMASTER?

While the February article on John "Duke" Wayne was a fitting tribute to a noted actor and personality, I have some additional comments on it:

- I fail to see how the Duke relates to Toastmasters or to leadership.

- I think Mr. Bell misuses his space. He periodically pays homage to the Duke, but just as often injects his own philosophies and beliefs. These opinions, in turn, are then indirectly attributed to the Duke.

- I do wish Mr. Bell would refrain from using such emotionally charged phrases as "pointy-headed intellectual critics." Who does he have in mind? To me, someone like William Buckley comes to mind. Another such phrase is "flabby liberal doctrine." What is that? Is there an equally flabby conservative doctrine?

- I think it is emotionally healthy, not regrettable, that we now have fewer heroes. Hero-worshipping is an adolescent state appropriate for people either unwilling or unable to form their own values and make their own hard decisions. As evidence, you will note that heroes are most often present in underdeveloped countries.

- Finally, I question the choice of the Duke as the best subject for an article. Perhaps more deserving would be George Meany or William Douglas.

Leon Mitrani
New York, New York

For the last year or so, *The Toastmaster* has noticeably slipped in quality of articles and evidence of mature thought. The February issue takes the prize with its cover story on John Wayne. You have institutionalized dumbness in our very own magazine. What connection all that has to good speaking or communication is totally obscure.

Allen Thomas
Raleigh, North Carolina

Worthwhile Reading

I've been a Toastmaster for more than three years and I've read *The Toastmaster Magazine* regularly since I joined. The magazine content has

improved significantly within the last year. Articles are timely, concise, and just what most of us Toastmasters need.

Congratulations and thank you for a most worthwhile magazine.

M.A. Petrilli
St. Louis, Missouri

Health Issue Lacks Scientific Viewpoint

I appreciate your efforts to emphasize the relationship between health and being a better speaker in the March 1980 issue of *The Toastmaster*; however, instead of heeding the advice of Dr. Pasch in the "Letters" column of that publication, you got into more controversial issues of food and nutrition. Issues which, in general, are supported by myths and self-proclaimed nutritionists on one side and basic scientific facts on the other.

This publication was incomplete in presenting the scientific facts from qualified food and nutrition professionals. It is difficult to understand how you can choose one popular movement such as "The Holistic Approach" over the hundreds of others which have equally fantastic claims, although the Holistic approach is representative of the vagueness and lack of scientific support found in most of these popular movements.

For example, in the 10th approach, Mr. Hill points out that "scientists are discovering that the abundant plant growth in the sea has life sustaining qualities." This is nothing new — fish have apparently known for millions of years.

In Mr. Hill's 12th approach called "Fletcherizing" — named after Horace Fletcher, who died in 1919 at the age of 70 — he uses the standard advertising slogan, "Experiments were conducted at one of the leading Eastern Universities." How far East and leading in what? Why not tell the readers what university and let them determine if it was leading? Incidentally, I was unable to find Horace Fletcher mentioned in five reputable textbooks on human nutrition, but he is thoroughly exposed in Ronald M. Deutsch's book, *The Nuts Among the Berries*.

I recommend that *The Toastmaster*

Magazine continue with their excellent articles on communication and leadership and leave the field of food and nutrition to the qualified professional. At least give the qualified professionals an opportunity to present their views.

Charles T. Bourland, Ph.D.
Houston, Texas

Discovering New Dimensions to Fitness

Thank you for the March issue of *The Toastmaster*. Both the content and the format were wonderful. It's one of the few times I've read a magazine in its entirety.

Most everyone is acquainted with physical "diet," proper food and proper exercise, but few are even aware of mental and/or spiritual diet.

Arthur B. Heiberg
Green Valley, Arizona

Convention Memories

It is now almost nine months since my wife and I returned from the International Convention in Minneapolis. Looking back on the convention, it would be no exaggeration to say that it has marked a turning point in our lives. The overwhelming welcome, the electrifying enthusiasm, my third place award in the International Speech Contest all exceeded our most optimistic expectations.

Since then, what I had regarded as a rewarding hobby, a worthwhile interest, has become a total commitment — the desire to excel in the whole field of verbal communication. I have no doubt that to officers of Toastmasters International such sentiments are anything but new. Yet, from men such as "Dobby" Dobson and Eric Stuhlmüller we gained the impression that no matter how often such sentiments are expressed, they still provide fresh inspiration and renewed enthusiasm for the work to which we are dedicated.

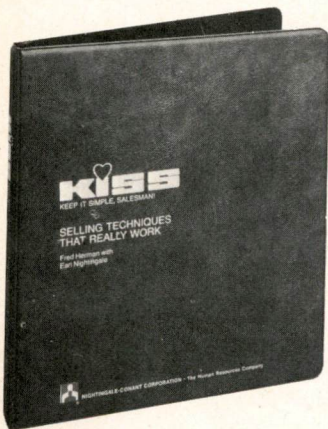
Regrettably, as I said with complete sincerity when accepting my speech contest trophy, no words of mine can ever convey what it has all meant to us.

Ted Mathew
Brisbane, Qld., Australia

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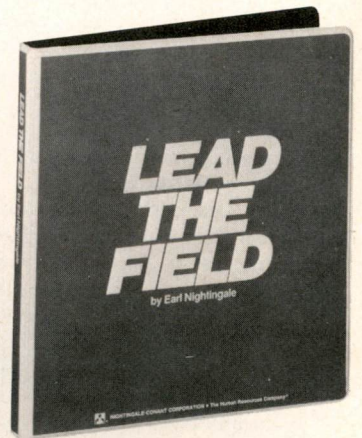
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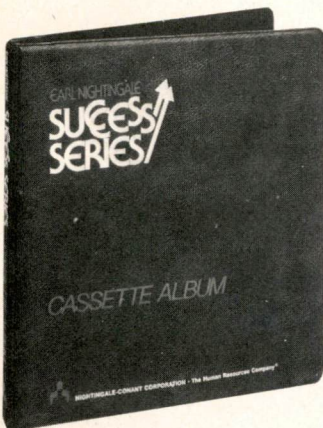
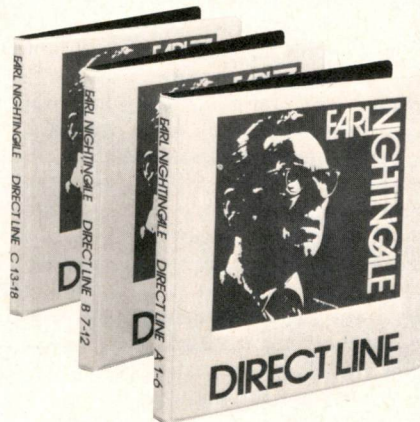


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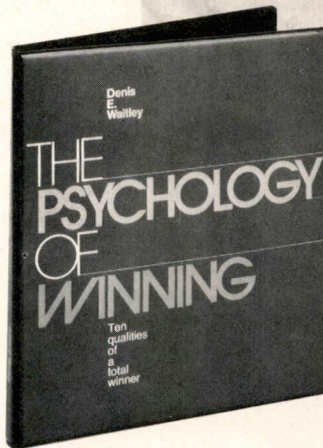


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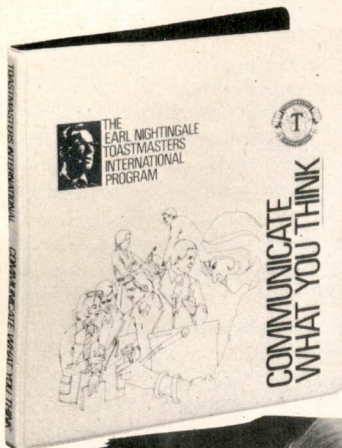
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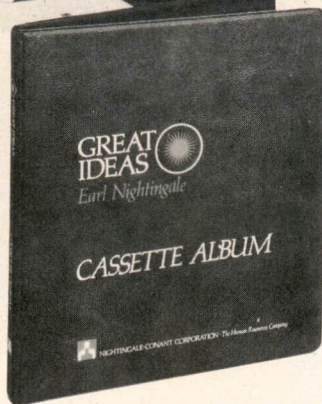


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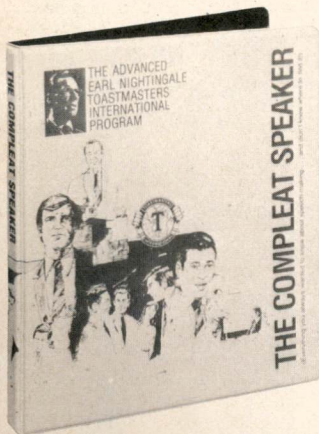


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CIRCLE 24 ON SUCCESS-GRAM

Did you know that there are more than 900 radio and television stations in cities of 250,000 or more, 425 Chambers of Commerce in cities of 50,000 or more and 5500 associations and unions that are eagerly searching for new, well-informed, interesting speakers? And that's not all. There are also hospital auxiliaries, professional groups, civic and church organizations, schools and colleges, charity drives, the YMCA, scouting organizations, homemaker's clubs, fraternal societies . . . and the list goes on and on.

How can you let these groups know you're an exceptional speaker with a fascinating subject? The same way increasing numbers of doctors, lawyers and other professionals across the country are selling themselves: You employ good public relations that will build a solid, respected image.

If you want to save yourself the \$2000-a-month retainer fee the best firms readily agree they demand, you can learn to be your own public relations expert. Once you've determined what your subject is and how you're going to present it — and yourself — the next question any public relations professional would ask is, "Who is your audience? Who are you trying to reach." There's no point in publicizing yourself through all the local homemaker's clubs, newspaper columns and radio shows if your message is strictly for the business executive.

The local level is the strata that's most eager for news fillers, speakers and guests, so it's a good place to begin. But is a "prophet without honor in his own town?" Must an expert be "a man who is 50 miles from home?" Not if he or she is an expert in good public relations. And not if he or she truly is an

Creating a demand for yourself as a speaker.

BE YOUR OWN PUBLIC RELATIONS EXPERT

by Dorrine Anderson Turecamo

expert — one who adds to his or her knowledge persistently and doesn't rest on laurels from another decade.

Getting Public Exposure

Who is the person who automatically comes to mind when the subject of roses or flower arranging comes up in your town? Signe Olson, of course — the woman who consistently wins the national rose competition. She also happens to be an active officer of the local garden club. You've seen her name on brochures promoting the speaker for at least three seminars sponsored by women's organizations in the past few months. The television news featured her in a picture story when the residents of the Sunshine Years Senior Citizens Home were invited to have refreshments in her beautifully landscaped yard for Mother's Day. Signe also offers floriculture classes every spring and fall for the continuing education classes at the local shopping mall.

For Memorial Day, Signe designed and presented three elaborate floral arrangements for the American Legion's outdoor community program. At Easter, she was photographed by the local newspaper as she showed crippled children how to create and care for beautiful indoor window gardens. Through a well-planned personal campaign, she has made her name synonymous with flowers.

George Stuart, purchasing coordinator for a large hospital, writes a weekly financial column for his suburban newspaper and occasionally contributes

articles on current financial issues to national family magazines. These same articles provide ready-made outlines for his lectures. "Teaching Your Child How to Manage Money" recently drew sincere applause from a PTA audience. Stuart presented "Techniques of Investing" for the Junior Chamber of Commerce and "How to Make Your Money Stretch" for the local library's annual open house. He also volunteered

Everything associated with you affects your public image.

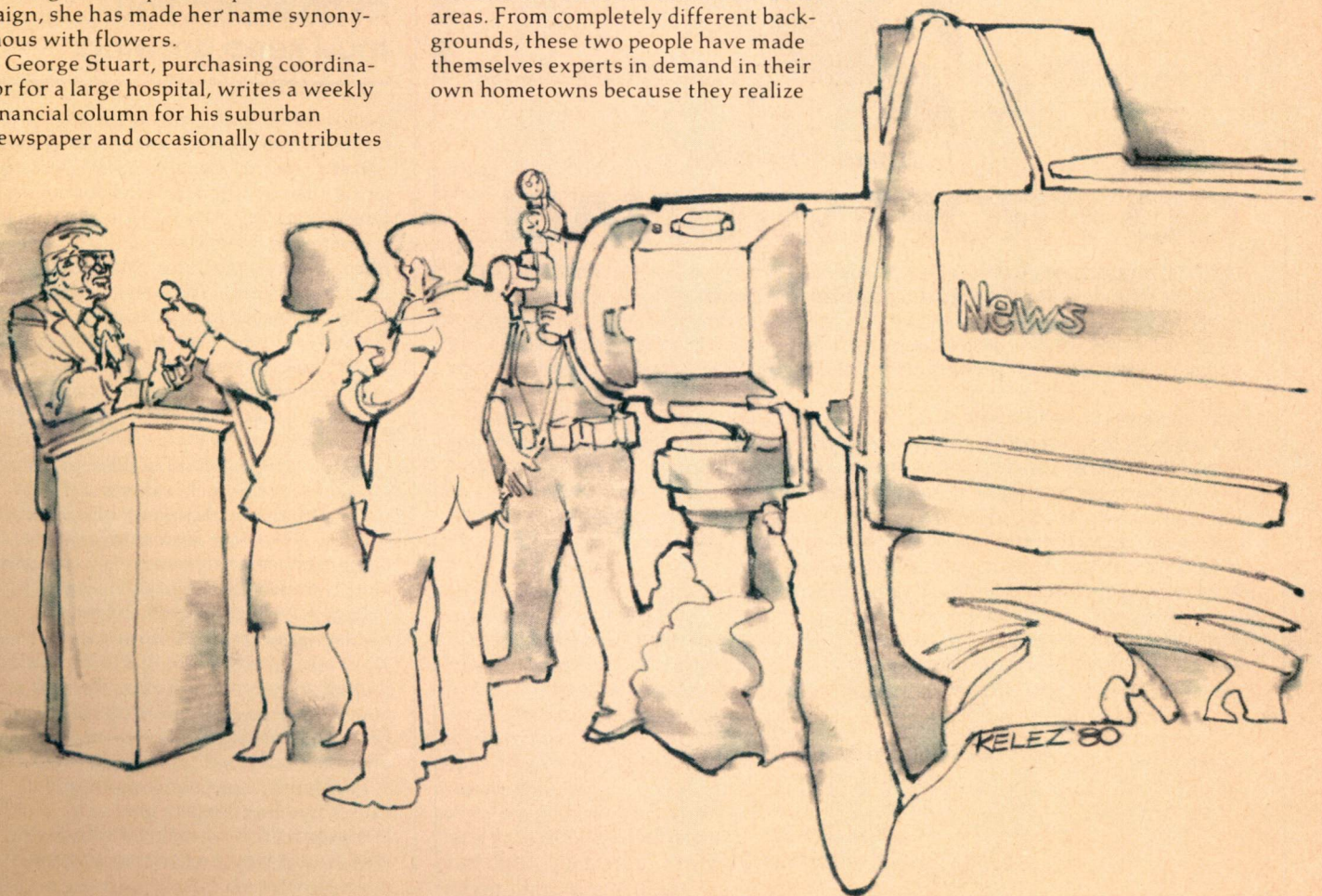
— and was warmly welcomed — to be a guest on several local television talk shows.

Both George Stuart and Signe Olson spend a lot of time collecting current information on their specialized subjects. They subscribe to the most respected publications in those fields, read the latest books and take extra courses or seminars whenever possible. The seminars, which are often held out of town, offer opportunities to get new information, add extra credits to their resumes and establish contacts in other areas. From completely different backgrounds, these two people have made themselves experts in demand in their own hometowns because they realize

the value of public relations and they have learned how to sell themselves. Whenever a current news item relates to George's area of expertise, he comments on it in a letter to the editor. Letters columns are more widely read than any other section of the newspaper, and it's a place where the writer can feel free to express even the most unpopular opinions.

The bigger the city, the publication or the radio station, the harder it is to establish yourself as a leading expert in your field. Begin your campaign by checking with the program directors of your local radio and television stations to find out which shows feature guests. Tell them what you'd like to talk about and what your qualifications are. Every show needs a variety of interesting stories and good speakers, but — even for the smallest audience — your message must be timely and must have a wide appeal. "The Eating Habits of Terrestrial Snails" wouldn't draw much general enthusiasm, but "How to Make a Million Dollars in Your Spare Time" is sure to attract an audience.

Follow up your phone call by sending your press kit — an attractive but inexpensive folder containing a one-



page introductory letter, a resume, a photo of yourself (black and white glossy), copies of any recent new clippings about you, letters of recommendation, sample questions for the interviewer and your business card.

Image Building

Up to 80 percent of our purchases are determined by the way a product is presented for our first visual reaction. Top marketing experts realize how important "window dressing" is to successful packaging. "Image building" is the current term for human packaging. Just as a product must look good if it is to be marketed successfully, your image must be visually pleasing. And it must

agree with your subject. A person striving to be recognized as a fashion expert should always be seen in the *latest* clothes and hair designs; a football coach who gives motivational lectures will be expected to appear relaxed, uninhibited and casual; a conservative business executive should always be impeccably groomed and dressed in Ivy league fashion. But the packaging doesn't stop there. Everything associated with you — including your home and the car you drive — affects your image.

Details Are Important

"Never explain, never complain," says one of my favorite editors. "If you've

gone to the trouble to do everything to the best of your ability, there's no room or excuse for explanations. If you haven't, explaining won't help either." I remembered that advice the day I had to leave my car at the garage for repairs on the way to a seminar I was conducting on "Women in Management." The participants who walked with me to the parking lot at the end of the day looked shocked as they watched me leave — with good reason. Wearing my high-heeled shoes, tailored suit and hat, I stepped into the cab of a red pick-up truck and skillfully put it into gear. (It was the only vehicle the mechanics could lend me for the day.) Without trying to explain, I drove off confidently, enjoying a hearty laugh.

It takes more than a tailored suit to create the appearance of success. One flaw — a battered briefcase, unmanicured fingernails, poorly designed stationery (or a red pick-up truck for a polished executive) — can destroy your overall image.

Whenever you're going to speak, appear as a guest or accept an honor, send a one or two page, typed (double-spaced) press release to your local newspaper. The secret to getting these releases in print is making them *news-*



GO PROFESSIONAL!

Let Toastmasters launch you into an exciting career as a professional public speaker. The new **Accredited Speaker Program** will give you all the tools you need to become a success on the speaking circuit. The program is designed especially for individuals who have demonstrated outstanding speaking skills in major presentations beyond the club level.

You will qualify if you have:

- Given 25 major addresses during the three years preceding your application date.
- Demonstrated excellent speaking skills in the following categories: informing, motivating, inspiring, entertaining, leading seminars and discussion groups and dealing with management problems.
- Earned an Able Toastmaster (ATM) award.
- Maintained current membership in a Toastmasters club.

Applicants will be required to make two 45-minute presentations, which will be judged by a Toastmasters International Review Board. To learn more about how you can benefit from this unique program, write to:

Toastmasters International
Accredited Speaker Program
Education Department
2200 N. Grand Ave.
P.O. Box 10400
Santa Ana, California 92711

To stay in demand as an expert, you must keep growing.

worthy. Remember, your message is the news; you are just the carrier. Focus the editor's attention on your message with a title such as "Expert Tells How to Draw Family Closer Together" or "Supporting Your Boss Is the Key to Success, Says Authority." If your subject is appropriate for a regular feature on business, gardening, fashion, finance, pet news, entertainment or any other topic, most columnists will appreciate receiving new ideas and comments from you. Ask them to give you credit for each quote they use.

News stories generally fall into one of three categories: general news (the closing of an area hospital), unique or off-beat news (the woman who has a singing chicken), or human interest (the elderly man in New York's Greenwich Village who searches out and helps needy young men). Photo stories always attract attention. A skilled photographer who can also write has a good chance of generating publicity. Feature an ecology subject with a picture of someone removing a small animal from a trap, show a sailing expert building his own boat or a Wedgewood China authority displaying new discoveries. An editor or television news director isn't likely to ignore or

discard a well-written story with a unique angle and an eye-catching photo.

Representatives of your local newspapers, hotels and restaurants can help you develop a list of active clubs and organizations and their program chairmen. Call these program planners. If they express any interest, send them a press kit. Wait a week and then call again. Don't worry about being too persistent. Your tenacity is sure to win respect and attention.

Your "contacts" file, which should include editors and program chairmen, is one of your most valuable possessions. It should be kept up-to-date and everyone listed should be contacted regularly. The program chairmen will be happy to write a short letter of recommendation for you after you've done an outstanding job for them. Don't be shy about asking for this; it's almost standard procedure. And these letters provide powerful messages for your press kit.

Avoiding Ego Inflation

"For the elected politician, there is no such thing as indecent exposure," says Myra MacPherson in *The Power Lovers*. People in the entertainment world must keep their names and faces before the public constantly. Their success depends on their ability to attract and hold the attention of their audiences. Speakers face the same challenge. However, your publicity approach must be in keeping with your desired image or the exposure you gain may be destructive rather than productive. Don't settle for just any kind of publicity. Aim for good, solid public relations. Keep your feet on the ground and your ego intact so you can truly stand for something. It's a tragic fact that many people who suddenly find themselves in the public eye become egotistical. Some make fools of themselves and become objects of ridicule. Others get so much exposure that they lose their appeal. Today's audiences are fickle. They tire of headlines quickly — unless your publicity convinces them that your ideas are fresh even though your face is familiar.

The Need for Caution

Mr. P., chairman of the board of an international real estate and broadcasting conglomerate, is one of many who have been burned by the press and now strive for anonymity. After much persuasion, Mr. P. had allowed a young staff writer for a national magazine to follow him around for a week, conducting and making observations for a profile article. When the story appeared, Mr. P. was appalled by its inaccuracy.

"It almost destroyed me," he said. "Both personally and professionally, I was shattered. It has taken over three years to overcome the harm that article did."

MAY 1980

JOKES for SPEAKERS!

For Toastmasters, Business Executives, Club Officers, Banqueteers, or anyone who has to talk.

An up-to-the-minute topical Joke-Bulletin with approximately 100 funny one-liners, stories and roast lines. Created by top Hollywood comedy writers. A great source of fresh professional material to humorize your speech for any audience; any occasion. Current issue: \$5.95. Send check or M.O. to:

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A turn of a phrase or the use of the wrong word can change the meaning or flavor of an entire story. Avoid publications or writers noted for their bad reporting and insist on seeing anything written about you before it appears in print. Newspaper editors will seldom promise this because they work under tight deadlines, but at least your request will make them aware of your concern.

It's also important to be cautious about becoming involved in drives, causes or organizations you know little about. These associations can be valuable publicity vehicles, but investigate them carefully before you make any commitments so you can be sure they will help you create the kind of public image you want to project.

To maintain the expert image, especially in your own hometown, make it obvious that you're continuing to grow. Never stop expanding your expertise. There are many ways to continue your education, including reading, traveling, interviewing others in your field and attending school. What you learn from these activities will become imprinted in your mind and remain a part of you. As the old adage says, "What you fill your

mind with, that you are becoming."

Speakers who are always in demand give their all to every performance, no matter how small or insignificant it might seem. They never give a second-rate showing. If they know they won't be able to do their best, they don't accept the engagement. Reputations that took years to build can be lost in a minute; your last performance is the one that's remembered.

An expert, according to the *Britannica Dictionary*, is "one who has special skill or knowledge, a specialist." *Roget's Thesaurus* offers this definition: "an advisor, a motivator, guide, teacher." If you assume this role with dignity and promote yourself with effective public relations strategies, you will always be in demand in your own hometown and as far as you choose to spread your message. It's all in your own hands. 🗣️



Dorrine Anderson
Turecamo is a New York
management consultant,
speaker and talk show
hostess.

How Toastmasters can help you develop the expertise and versatility to handle any speaking situation.

Using Manuals to Advance Your Speaking Skills

by Robert M. Tucker

On the average, about one person in 10 has what it takes to be a success. These are the self-motivated achievers — the people who lead the remaining 90 percent who want success, but lack the motivation to work for it.

By joining Toastmasters, people demonstrate that they intend to be in that select 10 percent. The single most significant characteristic of this group is the ability to communicate effectively, and the Toastmasters club is the ideal setting in which to develop speaking skills.

In planning the program agenda for your club meetings, it's important to remember that your Toastmasters club is not a classroom. It is a workshop in which members learn through experience with assistance from a group of friends. Just as the club is not a classroom, the basic and advanced *Communication and Leadership Manuals* are not textbooks. They are workbooks. No one project is self-contained. As a member progresses through the manuals, he or she is expected to use all the skills learned in preceding projects.

The main function of a Toastmasters club is to meet the educational needs of its members. The promotion of educational growth is critical to the success of your club as well as the progress of individual members. If you don't have a strong educational program, your club will not attract new members and you'll have to struggle to keep current members from losing

interest. Unfortunately, many members remain in the organization only a short period of time, perhaps as briefly as a year or two. Each member has specific personal objectives and the time spent in Toastmasters will vary accordingly. Strong educational programs encourage members to set higher goals as their objectives are reached. By continually increasing learning opportunities, at the club level, we can motivate members to stay active in Toastmasters indefinitely.

Public speaking is an artistic endeavor. In that respect, it's much like playing the piano or hitting a tennis ball. Just as musicians and athletes develop skill through practice, so do speakers. Nothing can take the place of first-hand experience. That's how the experts get good enough to make it look easy. And that's what the manual projects provide — an opportunity to learn by doing.

Every Toastmasters club meeting should include at least three manual speeches. But individuals can't measure progress by the number of manual speeches they give. Completing the basic and advanced manuals to earn an ATM, while highly commendable, is no guarantee of satisfaction or success. If you are presenting speech after speech just to fulfill assignments on a club schedule, you are not getting maximum value from the time spent preparing and presenting those speeches.

You will naturally want to do each project well. But don't look upon your

speeches as independent exercises. View them as a series of lessons which, over an extended period, will build consistency and versatility into your speaking — consistency demonstrated in a high level of quality in each performance and versatility reflected in your ability to handle any speaking situation. This goal can be accomplished if you use your speech assignments — your practice time — in ways that will sharpen your speaking skills. Here are some suggestions to help you maximize your potential for learning in the Toastmasters club environment:

- If you aren't satisfied with your most recent speech, repeat it on the next assignment, incorporating the suggestions offered by your evaluator. Try a different approach to the topic or arrange the material in a different manner. Perhaps another style of delivery would be better. Don't be afraid to experiment. Above all, practice.
- Instead of presenting your speeches as a sequence of unrelated projects, deliver a series of talks on the same general topic. This may require some additional work, but it will give you an opportunity to develop your research and organization skills by ex-

Practice is the best route to success in public speaking.

ploring a topic in considerable depth.

- There are many *real life* situations that require some form of public speaking. If you make sales presentations, chair a committee, head an association or civic group, give an after dinner talk, introduce another speaker, give a briefing or status report or motivational talk, or speak to an audience on behalf of your company, you will exercise your speaking skills. Why not practice for those situations in the club environment? Whether you use actual material or simulate those activities, evaluations from your fellow Toastmasters are sure to be helpful.

The new advanced *Communication and Leadership Manual* system has been designed to correspond to those many speaking situations you will encounter outside the club environment. Many projects go beyond the usual seven-to-ten-minute time limit because many real-life speaking situations require lengthier presentations.

Each of the advanced manuals in the series assumes that you already know the fundamentals of speechmaking. With a solid foundation in the basics, you'll be ready to get the most out of the advanced program, which includes the following manuals:

THE TOASTMASTER

The Entertaining Speaker

Entertainment is a universal human need, more in demand today than ever before. As a speaker, you will often be asked to help fill this need, and this manual will help you prepare for that challenge. The speakers who assume that entertaining is easy usually end up boring their audiences. The techniques in this manual will show you how to project the lighthearted spirit audiences love. The skills used in speeches given purely for entertainment can and should be incorporated into all of your talks. The dash of wit or the exciting story will help whet the audience's appetite for any message.

In entertaining, your goal is not to give the audience deep understanding but to provide an interesting diversion. As a speaker, your first objective is to attract and hold the attention of your audience.

Nothing can do this better than the effective use of humor. Another important objective humor helps you reach is audience goodwill. Whenever you speak to strangers, you must earn their support before they will listen receptively. Humor eases the initial tension that sometimes blocks communication. Other reasons for using humor in any speech are:

- Humor helps make your points more memorable.
- Humor allows you to make a sensitive point without offending an audience.
- Humor helps you deal with unexpected accidents that may occur during your talk.
- Humor convinces the audience you are one of them, rather than one who feels superior.

The learning projects in this manual also include giving a dramatic talk and handling the after-dinner engagement.

(*The Entertaining Speaking* is automatically sent to you with your CTM award. You may select two other manuals at no charge. Additional manuals can be purchased at \$1.25 each plus 20% shipping and handling. *Speeches By Management* will not be available until August 1980.)

Speaking to Inform

We are in the midst of an information explosion. It has been said that the average person absorbs more than 20,000 words of information every day from sources ranging from television to cereal boxes. Our problem is not to acquire more knowledge, but to organize and communicate the information we already have. As a public speaker, you are in a unique position to meet that need. The speech to inform is by far the most common type of talk. The ability to present such a speech effectively can advance your career and increase your influence in your community. The skills you develop for presenting informative speeches can be

used in many other types of speeches as well because there is an element of new information in almost every talk you give.

Public Relations

Almost all of us are in the public relations business. Our "public" may be large or small. We may represent a large corporation or just ourselves. In either case, the need is for effective communication. Whenever you apply for a job, make a sales call on a customer, try to impress someone of the opposite sex or promote an idea to your boss, you are engaged in public relations.

Other people judge you by the way you communicate. It's important to learn the skills of public relations speaking in order to create a positive image for yourself and those you represent. Development of these skills can lead to a promotion or even a new career. The demand for your skills will increase if you can express your company's message in a way that causes people to respond favorably.

In public relations speeches, you will attempt to build goodwill with your listeners and persuade them to accept your point of view. This manual emphasizes techniques of accomplishing both of those goals. Information alone rarely changes people's opinions. Public relations — as taught in this manual — works on the "hidden" levels of thought, focusing on audience psychology as much as on verbal appeals.

Specialty Speeches

This manual offers training for the five "specialty" situations speakers most frequently encounter.

As a Toastmaster, you understand that to be a success in life you must present yourself and your ideas effectively. That's why it helps to be prepared in an impromptu situation with a *hip pocket* talk. You may be asked, "What are your feelings?" or "What have you got to add?" You want to be able to respond knowledgeably and eloquently. The most common misconception about



**ADVANCED
COMMUNICATION AND
LEADERSHIP PROGRAM**

the impromptu speech is the notion that it involves no preparation. When you've mastered the techniques in this manual you'll always be prepared.

As a Toastmaster, you may be asked to serve as a spokesman for a cause. The *speech to inspire* expresses the audience's beliefs and values with the kind of truth and courage that motivates others to change emotionally, if only for a short time. The speaker must project confidence and authority, using voice modulation and word pictures for a dramatic effect. This manual project provides you with the tools to meet the challenge of this demanding kind of speech.

This manual will also teach you methods of making effective *sales presentations*. You will learn how to create a unique selling proposition and how to handle objections.

Practicing techniques of *interpretive reading* will help you improve your voice control and pacing. You'll also gain insights into the process of analyzing written works from this section of the *Specialty Speeches* manual.

In the fifth section of the manual, you'll learn how to effectively *introduce another speaker*, using skills of great importance to anyone who must get up before a group of people.

The Conference Speaker

All the other advanced manual pro-

jects require you to stand up alone before your club and deliver different kinds of speeches. The presentations you will give from this manual are not lectern speeches. They will teach you a variety of different methods for leading group discussions.

The importance of becoming a good discussion leader can't be overestimated. There will be many occasions at your office, at school or civic functions and at gatherings of friends or family when you will be called upon to preside over a group meeting. The experience you gain from this manual (also called *The Discussion Leader*) will prepare you to lead those meetings with sensitivity and skill.

Speeches by Management

One of the most important responsibilities of a manager is to speak in a way that *fosters understanding*. A manager's effectiveness rest largely on his or her ability to communicate with employees as well as other groups.

Not only among the ranks of employees, but also among the general public there is a desire and a demand for strong leadership. Managers today are being asked to address a variety of audiences on topics of current interest. They must be able to speak in a way that strengthens their credibility with stockholders, employees, consumers, vendors and other groups such as stu-


dents, professional groups and government officials.

The projects in this manual, which will become available in August, are designed to give you experience in handling five types of management speeches:

- The Briefing
- The Technical Speech
- The Motivational Talk
- The Status Report
- Confrontation: The Adversary Relationship

Tools for Success

Toastmasters' *Communication and Leadership Program*, composed of both the basic and advanced speech manuals, is designed to enable members to develop and perfect the valuable speaking skills necessary for good communications.

Manual speeches act as building blocks to prepare Toastmasters to concentrate on the finer aspects of speech preparation. Most important, they are tools to help you get what you want from life. 



Robert M. Tucker is manager of the Education and Club Administration Department at World Headquarters.

WE'RE WORTH SHARING

Toastmasters' 1980 Membership Campaign

Bring new members into your Toastmasters club this year!

Sponsor 5, 10 or 15 new members and you will automatically receive special recognition — no forms to fill out!

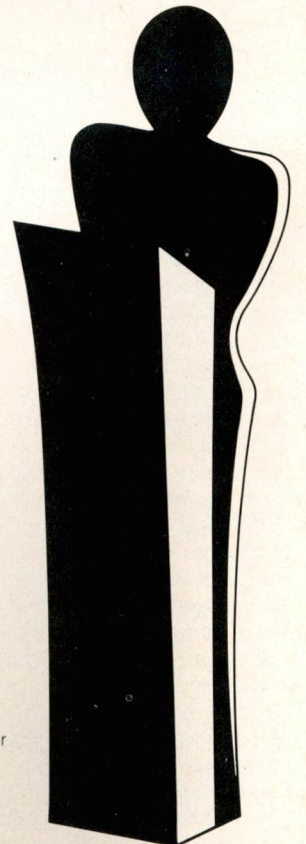
Sponsor more members and you may be in the running for top awards. The most successful membership builder receives the "President's Sponsor" plaque, and nine runners-up each receive "President's Circle" plaques.

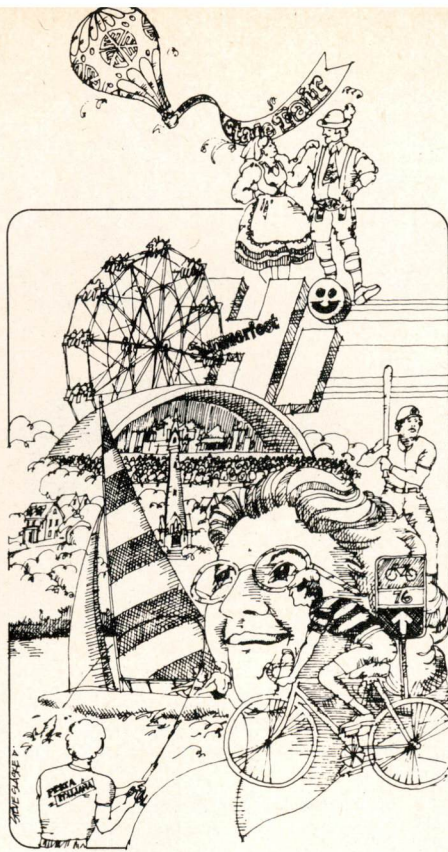
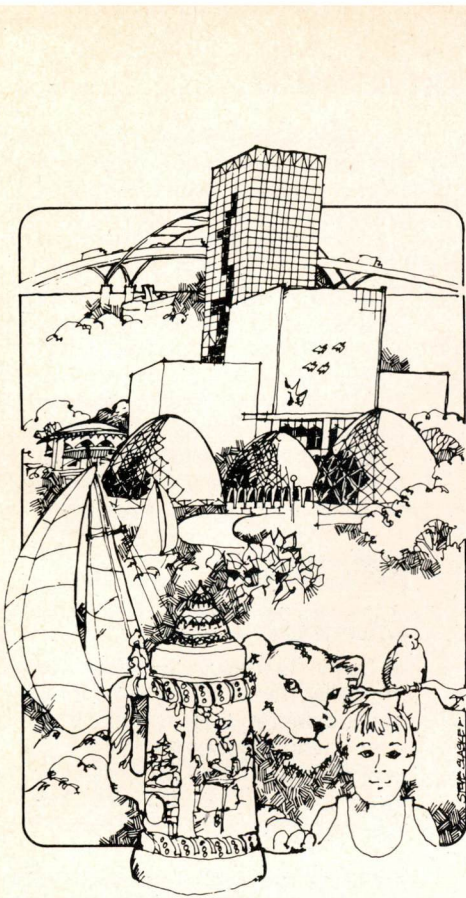
These great prizes can also be yours:

- **5 new members** — A Toastmasters "Shadow Figure" tag
- **10 new members** — "Reach Out for Success" coffee mug
- **15 new members** — Choice of Toastmasters tie or ladies brooch

This contest applies only to individual new members who join existing clubs. New, dual and reinstated members count, but transfers and charter members do not. For the sponsor to receive credit, his or her name must appear on the Application for Membership (Form 400); no changes may be made after the application is submitted. The new member must join during 1980, and the application must reach World Headquarters no later than December 31, 1980.

Complete contest rules can be obtained at no charge from World Headquarters; request the Annual Membership Program Flyer (1620).





TOASTMASTERS' MILWAUKEE CONVENTION

Discover the Meaning of Greatness in Public Speaking

There's nothing in the world quite like a Toastmasters convention! Each year more than 1000 members from all over the world gather to share ideas, increase their communications knowledge, elect international officers and watch the exciting competition to see who will be the world's champion public speaker.

This year's International Convention at the Marc Plaza Hotel August 20-23 promises to be the biggest and best in a 49-year series of hits.

As always, the convention agenda will be packed with outstanding educational meetings and seminars and informative and inspirational addresses by some of the world's leading authorities in the fields of communica-

tion and leadership. There will be special events for the spouses — this year highlighted by a new attraction, the "Dress for Success" fashion program Wednesday at noon. And everyone will have a chance to sample Milwaukee's premier attractions on tours to such famous sites as the Milwaukee Zoo and the city's breweries.

Another new event will be Toastmasters' Film Festival — your first chance to view the exciting new movie, "Speaking Effectively . . . To One or One Thousand." In addition, host District 35 is planning an "Oktoberfest" costume ball featuring a lavish buffet and after-dinner dancing.

The Marc Plaza is an elegant location for our convention. Special features include an indoor pool, sauna

and family fun center, Le Bistro restaurant, hotel shops and free parking for guests (contact hotel for information on recreational vehicle parking). A variety of shops, theaters and restaurants are just steps away from the Marc's front door.

Milwaukee is easy to get to, and you'll find that the experience of participating in a Toastmasters convention is well worth the trip! A detailed summary of the week's activities and forms for convention registration and hotel reservations appear on the following pages.

Something special is brewing in Milwaukee this August. Be a part of it!

TUESDAY AUGUST 19

1 to 4 p.m. and 7:30 to 9 p.m. Registration. Advance registrants may pick up their ticket and information packets. Others may register and purchase meal event tickets. The table reservations desk will also be open during registration hours. Register early. Your packet will be ready! The Host District Hospitality/Information Center, the Education Center — Bookstore and Candidates Corner will also open at 1 p.m. Tuesday.

6 to 8 p.m. — Film Festival. Those arriving early will have their first opportunity to preview the exciting new film, "Speaking Effectively . . . To One or One Thousand" just released by Sunset Films and produced in cooperation with Toastmasters International. The 28-minute film will be shown continuously during Film Festival hours.

8:00 p.m. — Proxy Prowl. An informal no-host bar/reception for early arrivals. Your chance to meet this year's international director and officer candidates.

WEDNESDAY AUGUST 20

9 a.m. — Convention Opening Ceremonies. A spectacular pageant featuring the traditional Toastmasters Parade of Flags, greetings from District 35 and the host city of Milwaukee, the keynote address and annual reports from International President Eric K. Stuhlmüller, DTM, and Executive Director Terrence J. McCann.

• **Keynote Address — John Wolfe: "The Pride of a Pro."** One of the world's leading experts in sales training and development, John Wolfe will kick the convention off to a rousing start, packing his keynote address with motivational messages. A former Toastmaster, John is one of the top professional speakers in the world today . . . and you'll see why!

Noon — Special Program for Spouses: "Dress For Success" luncheon. The International President's wife, Mrs. Lil Stuhlmüller, will be hostess for this interesting, informative program.

1:30 p.m. — General Education Session: "Communication Showcase." Past International President Durwood English, DTM, moderates this group of highly talented Toastmasters. This will

be a unique opportunity to listen to six exciting speakers that will make you laugh, cry and bring you to your feet. You'll hear these great Toastmasters:

- Michael Aun II
- Joe Eden, DTM
- Adelle Elkins
- Al Friedrich, DTM
- Bob Gelfand, DTM
- Dr. Randal Womack

• **J. Terry Bechtol: "Putting It All Together."** Wrapping up the day's packed schedule is J. Terry Bechtol, Chairman of the Board of the U.S. Jaycees. The dramatic vitality in his motivational messages was developed through his involvement in Toastmasters, and today he is one of the busiest speakers in the country.

4 p.m. — Caucuses. Officer and director candidates will give presentations before the various caucus groups.

Wednesday Evening — This is the only free night for sightseeing in Milwaukee. The Host District Hospitality/Information Center will provide you with information on restaurants and other attractions.

THURSDAY AUGUST 21

8 a.m. — Annual Business Meeting. Be on hand to participate in the election of your 1980-81 International Officers and Directors. Several important by-laws changes will also be voted on.

11 a.m.-2 p.m. — Film Festival. Your last chance to view the new film on public speaking, "Speaking Effectively . . . To One or One Thousand." During Film Festival hours, the motion picture will be shown continuously.

Noon — Golden Gavel Luncheon. Dr. Kenneth McFarland is known as "The Dean of the American Platform." His outstanding career has encompassed the fields of education, business, agriculture and he is a recognized authority on law enforcement. As a guest lecturer for the General Motors Corporation, he is a tireless spokesman for Americanism throughout the nation. Another highlight of the luncheon will be the honoring of Governors of President's Distinguished Districts, Select Distinguished Districts and Distinguished Districts for 1979-80.

2:30 p.m. — Hall of Fame Pageant. An impressive ceremony often called the "Academy Awards of Toastmasters International." Outstanding individual, club and district achievements will be recognized.

6:30 p.m. — Reception. An informal, no-host reception where you can relax and catch your breath. The reception sets the stage for the evening's big event . . . "Oktoberfest."

7:15 p.m. — "Oktoberfest" Fun Party. In Milwaukee (where else?) you can get into costume and into the spirit of Oktoberfest — in August yet! This colorful evening includes a fantastic buffet dinner and stage show featuring the Castle Family singers and starring comedian Billy Kelly. Stay after the show for dancing until midnight.

FRIDAY AUGUST 22

All Day — General Education Session. The collection of speakers, panelists and leadership experts assembled for this convention tops them all. These sessions are packed with information that will give you a wealth of ideas to take home from the convention.

• **Will Johnson, ATM — Keynoter.** The winner of the "World's Championship of Public Speaking" in 1976, makes his triumphant return to the convention platform. Since winning our championship, Will has become a prominent speaker in great demand by many groups.

• **Panel — "The Roles People Play."** Immediate Past International President Hubert Dobson, DTM, hosts this panel of excellent Toastmaster speakers who will each look into the future to focus on areas of speech development which are becoming more important every day. You'll hear:

John MacLaren, ATM — The past District Governor of District 62 will explore the techniques people involved in business and politics must be prepared to use in the '80s.

Jim Medeiros, ATM — This North Carolina Toastmaster will tell you how dramatic gestures can add spirit and style to your speeches.

Norm Maier, DTM — This past International Director will show you how to use humor to get your point across and lighten up the serious speech.

• **Dr. Arnold Abrams: "Body Language . . . You Are An Open Book."** You'll be delighted to watch, listen and learn from Doc Abrams, a master of body language. He has delighted audiences everywhere with his relevant observations, his quick wit and genuine warmth.

Bob Leiman, DTM: Meetings Management Clinic. Bob was rated as one of the top speakers at last year's International Platform Association convention and returns to the Toastmasters Convention with a special "how-to" program on how to make your meetings more effective. This down-to-earth, nuts-and-bolts presentation will provide techniques you can surely take home and use in your club. Bob's talk is designed for an intimate audience, so he will be presenting it twice, at 11 a.m. and 1:30 p.m.

► **Dr. Don Kirkpatrick** — Dr. Kirkpatrick is professor of Management Development at the University of Wisconsin/Extension in Milwaukee. A nationally known expert in the training field, he will teach you how to evaluate speeches inside and outside the club environment.

► **Dick Ward, DTM: "The Art of Listening."** A past International Director, Dick was one of the favorite speakers at last year's convention. His presentation will show you how to get more out of life by learning how to distinguish the difference between hearing and listening.

5:30 p.m. — Royal Reception. All attendees are invited to this no-host reception preceding the convention's Grand Finale evening.

7:30 p.m. — President's Dinner Dance. Past International President Hubert "Dobby" Dobson, DTM, will preside as Toastmaster of the Evening as the newly elected officers and directors are installed. Dancing to the music of the Stephen Swedish Orchestra will follow the installation ceremonies.

**SATURDAY
AUGUST 23**

8:15 a.m. — "The World's Championship of Public Speaking" and International Speech Contest Breakfast. Nine of the finest speakers in the world will give their all in pursuit of the "World's Championship of Public Speaking." This exciting event is bound to be a sell-out, so send in your convention registration today! While the judges' decision is being made, a special invitation to the 50th Annual Convention in Phoenix will be presented. After the speech contest winners are announced, a special closing ceremony will bring down the curtain on a most successful convention.



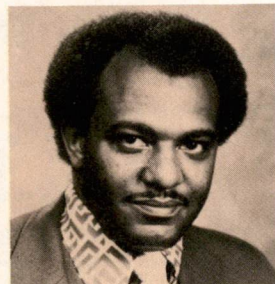
John Wolfe



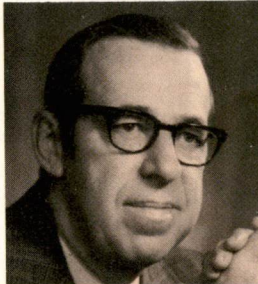
Michael Aun II



Dr. Richard Ward, DTM



Will Johnson, ATM



Dr. Donald Kirkpatrick



J. Terry Bechtol



Bob Leiman



Terrence J. McCann



Durwood English, DTM



Dr. Kenneth McFarland



Hubert Dobson, DTM



Eric StuhlmueLLer, DTM



Billy Kelly



The Castle Family



Toastmasters' 49th Annual Convention

August 20-23, 1980

The Marc Plaza Hotel

Milwaukee, Wisconsin

Mail to: Toastmasters International, 2200 N. Grand Avenue, P.O. Box 10400, Santa Ana, California 92711. (This form is not to be used by International Officers, Directors, Past International Presidents or District Governors elected for 1980-81.)

Registration will be required at all general sessions on Wednesday, Thursday and Friday. Pre-register and order meal-event tickets now! ATTENDANCE AT ALL MEAL EVENTS WILL BE BY TICKET ONLY. Advance registrants will receive a claim ticket for a packet of Toastmasters materials.

Please have my advance convention registration and tickets to the following meal events waiting for me at the Convention Registration Desk. **All advance registrations must reach World Headquarters by July 10.**

_____	Member Registrations @ \$15.....	\$ _____
_____	Joint Registration: Husband/Wife (both Toastmasters) @ \$20	\$ _____
_____	Spouse/Guest Registrations @ \$5	\$ _____
_____	Youth Registrations (Free).....	\$ _____
_____	Tickets: "Dress for Success — Ladies Luncheon" (Wed. noon, Aug. 20) @ \$8.75	\$ _____
_____	Tickets: Golden Gavel Luncheon (Thurs. noon, Aug. 21) @ \$9.50	\$ _____
_____	Tickets: Oktoberfest (Thurs. Aug. 21, Dinner, Dancing & Program) @ \$19.00	\$ _____
_____	Tickets: President's Dinner Dance (Fri., Aug. 22, Dinner, Dancing and Program) @ \$19.00	\$ _____
_____	Tickets: International Speech Contest Breakfast (Sat., Aug. 23) @ \$6.25	\$ _____
	Total.....	\$ _____

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

(PLEASE PRINT) Club No. _____ District No. _____

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

To WHQ

Mail to: The Marc Plaza Hotel, 509 W. Wisconsin Ave., Milwaukee, Wisconsin 53203 / (414) 271-7250. Reservation requests must reach the hotel on or prior to July 28, 1980.

Please circle room and approximate price desired. (If rate requested not available, next highest price will prevail.) 9% state/local sales tax will be added to all rates. All rates European Plan (no meal included).

	Double	Queen-Twin-Db/Db	King
1 Person	\$35.00-\$45.00	\$39.00-\$49.00	\$42.00-\$52.00
2 Persons	\$47.00-\$57.00	\$51.00-\$61.00	\$54.00-\$64.00
Parlor and 1 Bedroom	\$105.00-\$115.00		
Parlor and 2 Bedrooms	\$140.00-\$150.00		
Add \$10.00 each additional person (above 2).			

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I will arrive approximately _____ a.m. _____ p.m. on August _____, 1980

(check enclosed to cover first night for arrival after 6 p.m.)

I will depart on August _____, 1980. Arrival by car other

I am sharing room with _____

Room will be held only until 6 p.m. unless first night is paid in advance.

Toastmasters International Convention, August 20-23, 1980.

To Hotel

Mobilizing contemporary workers
with incentives that match
shifting employee values.

MOTIVATION FOR THE NEW BREED

by Bill Stewart
and Linda K. Wirtanen

If, as a manager, you're beginning to suspect that your tried-and-true motivators are letting you down these days, you're probably right. If you sense that your employees aren't responding to pep talks, scolding, success stories, sales contests or threats, you're right again. And you may well have come up against what consultant Daniel Yankelovich considers the greatest single challenge facing modern management: the task of finding new, appropriate incentives to motivate what he's calling a "New Breed" of employees — people whose approach to work and life is so radically different from that of their predecessors that, according to some researchers, they could well transform the character of work in America.

Who are these people? They are, first and foremost, a new fact of life in the American workplace. Teachers and testpilots, superintendents and salespeople, they work in schools, in factories and in sales.

Author Thomas Wolfe calls them the "Me Generation," but we like to think of them as New Value employees. Many of them are under 30, but they are actually all ages because they are less determined by age than by attitude. Some of them are probably on your staff. As a manager you need to know that. You also need to know what these employees want. They represent a puzzling challenge to administrators, many of whom are still operating on old, outdated management models. Yet perplexed as these New Value employees are, it is possible for management to keep pace with them and to help them maximize their potential and boost their creativity.

In the past, even the recent past,

motivation has been regarded as the responsibility of management. Managers were seen as the keepers and bestowers of employee drive and energy. Motivation was viewed as a commodity — something that management could give, grant, somehow impose on workers. It was also believed

Self-esteem is more important than money to many employees.

that money and "executive privileges" (e.g., washroom keys, plush carpeting) would automatically and permanently motivate people. Those ideas have since gone by the boards.

As values continue to shift and management is forced to realign its views and approaches, it's becoming apparent that the only real motivation is self-motivation, and that it involves a need for self-realization. It cannot be applied or administered.

Neither can it be bought. While a graduated commission scale for salespeople can be an effective short-term incentive, most managers are beginning to realize that such programs are poor

and inadequate substitutes for other, more effective, rewards. Offering money to someone hungry for challenge and growth is about as effective as giving a book or painting to someone who is starving.

Environmental Motivators

As a manager, you cannot provide motivation; however, you can provide the means for motivation. That's what this article is about — how responsible, creative management can generate an environment conducive to productivity and create a context for employee success.

Like all workers before them, New Value workers want success. But they're likely to define that success in unconventional terms, in ways that management may not necessarily expect.

They value self-esteem, many of them, above economic security. They are concerned with self-fulfillment, based on the process of exploring and building the self. While leisure is important, they are nonetheless capable of working hard, and many of them find much of their identity in what they do. At the same time they don't hold conventional loyalties or cling to the orthodox sense of organizational belonging, and they are quick to change jobs and leave work that compromises their integrity or thwarts their need for challenge, growth, esteem and recognition.

In some jobs, there can be found built-in motivators — elements inherent in the work that are by nature attractive to New Value employees and automatically satisfy certain of their needs. A lot of these are intangibles; a lot of them involve avoidance of the "dailiness" — that is, the boredom, the

routine, the assembly-line blues, the sameness — that accounts for slumps and motivational problems among many traditional employees. A career in sales for example, can provide autonomy, flexibility, independence, self-determination, freedom in scheduling, the opportunity for challenge, self-pacing, creativity. The salesperson is a self-regulating professional. As a manager you can and should remind your staff of that status. They are professionals with unlimited freedom and unlimited opportunity.

But, no matter what line of work you're in, there's more you can do to help establish an environment that will encourage and support higher motivational levels among your workers. By "environment" we refer to the entire spectrum of conditions and events that comprise the workplace. It is made up of these basic components, all deserving careful attention from management. These are: the *physical* environment, the *social* environment, and — possibly the most important of all — the *psychological* environment. We'll look at each of these factors separately and suggest areas where managers can be an active and influential force in maintaining motivation.

Physical Influences

Recent research has revealed that the physical environment can have a large effect on worker satisfaction. Plants, paneling, colors, furniture, lighting and office layout all exert a subtle but significant influence on employees as well as clients. Books and articles, as well as private consultants, are available to advise and provide solid suggestions for creating an environment that suggests comfort and professionalism and encourages worker morale.

Social Interaction

The social environment involves, among other things, "schmoozing" — a term coined by writer and Ford Foundation executive Robert Schrank to describe office interchanges, kaffe klatsches, watercooler socializing, the mingling that he believes builds morale and boosts motivation.

According to Schrank, who authored the best-selling *10,000 Working Days*: "When people say they enjoy their work, what they really mean is that they like the people they work with; they like talking and joking and socializing. Schrank even goes so far as to suggest ways for encouraging optimum schmoozing among employees; for example, replacing individual coffeepots with a communal urn and placing water coolers in central locations. His theories are supported by recent studies in which workers ranked affable, agreeable colleagues and pleasant surroundings as among the top components of job satisfaction.

We certainly don't advocate nonstop

chatter, and it is true that excessive amounts of "schmoozing" can inhibit productivity. But there are acceptable degrees of inter-office communication and we believe managers should encourage the healthy camaraderie that leads to a valuable sense of team spirit.

While one of the New Value hallmarks is preoccupation with self, people still need to feel that they're part of something. A good manager will realize that and emphasize the individual worker as a member of the "community," the successful organization. Recognition is one way of promoting and reinforcing a sense of identity with work. Relatively small investments of time and money can pay big dividends to companies that sponsor award dinners, recognition banquets, picnics and after-office get togethers. These seemingly small gestures have large payoffs in terms of loyalty and esprit de corps.

Another way of fostering a sense of community is the substitution of cooperation for competition; for instance, replacing traditional sales contests with group competitions that pit team against team and downplay one-on-one gamesmanship. This format encourages more people to try, since it

Today's workers are less willing to accept the status quo.

allows more of them to win, and at the same time, new staff members and lower producers are spared that hopeless, why-bother feeling.

Psychological Support

The psychological surroundings form possibly the most important part of the work environment. Today's workers are better educated than ever before and, subsequently, less willing to passively accept the status quo. They want a voice in policy and decision-making. They want a forum for their opinions and a measure of self-determination. They want to be heard. They don't want orders patly handed down to them. Instead, they want the satisfaction that comes from active participation.

Meetings can be utilized as a means for encouraging worker participation. Managers might set aside a period of time during the meeting for open discussion, gripes, suggestions, problems.

Communication is the real key to a positive psychological environment, and it is imperative that managers periodically analyze their communication styles. Ask for staff feedback: Do I dictate or discuss? Do I tell or suggest? Do I listen?

There is no substitute for skillful

listening. By that we don't mean to imply that managers should be professional comforters or parent figures, but your staff should be aware that you are available to listen objectively, a sounding board for their opinions, ideas and problems.

Make it a point to know your staff. What are their goals? What directions do they hope to take, both personally and professionally? Where are they now? What's their background?

Because depression — in even one person — can breed defeatism and undermine a positive office environment, managers are often called upon to be emotional troubleshooters — spotting staff slumps early on and attempting to unravel and remedy them as soon as possible.

Today's workers want attention. And whether that attention is forthcoming through private conversation, through group dynamic exercises or through communication workshops led by professionals, employees need to know that management is as interested in their psychological well-being, their viewpoints and their personal development as it is in their work record.

And since success generally corresponds to levels of personal satisfaction, it's in the best interest of management to provide psychological as well as professional nourishment for staff members.

It's important for managers to realize that motivation is as much an art as a science, and something that more often than not eludes hard and fast rules.

In terms of New Value workers, the best motivational approach is probably an honest interest in both the employee and the task at hand. A good manager will balance a concern for the organization with a concern for individual employees — and never tip the balance at a cost to the company good.

Managers are not motivators, but they are the agents of motivation. While they are not directly responsible for providing motivation, they are responsible for recognizing employee needs and acting on that recognition.

Above all, they must be flexible. Whoever said it was right: The only certainty is change. People change, values change, roles change, and, to ensure success, management must remain open and alert to that change. That can be accomplished by making an honest attempt to humanize the workplace, by providing environments that meet contemporary worker — and human — needs and by finding and applying incentives that match shifting employee values. ●

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How parliamentary
law protects your right
to participate.

The Rights in Robert's Rules

by Tom McClintock

The current edition of *Robert's Rules of Order* lists some 82 separate motions guiding the conduct of business at meetings. The rules cover nearly 600 pages of detailed instructions. And anyone who has ever tried to use a "quick reference chart" while under pressure of conducting a meeting knows that even the most ingenious of them blurs into a hopeless mess of arrows, astericks and italics.

No wonder parliamentary procedure seems so intimidating at first. And no wonder it has an undeserved reputation as the ultimate example of bureaucracy run amuck. But for all its formality and detail, parliamentary procedure is the

only simple, logical and orderly way to guide a diverse group of people into a common course of action.

Does that sound incongruous? It shouldn't, because the thousands of rules which seem impossible to remember or even grasp spring from a very small number of individual rights. And once you understand those basic rights, the rules of parliamentary procedure take on a refreshing simplicity.

Let's take a look at those rights:

The Right to Speak

It goes without saying that the central right in any meeting is the right to speak, for it alone provides the mechanism for compromise and fair

hearing, which are the objectives of democracy. However, as anyone who has endured lengthy debates on minor issues knows, the right to speak must sometimes be subject to limits.

How can this important right be regulated? First, you can ask the group to refuse to discuss a particular question by "objecting to consideration." Or you may want to stop all the chatter and initiate a vote by "rising to the previous question." Or perhaps you merely want to limit the time available for debate.

There are other ways to circumscribe the right to speak, including motions to close nominations for elections. There are enough such motions to make your head swim, but they all focus on changing the rules of debate. And, oddly enough, they are all handled in much the same way. For instance, it's nonsense to debate the question of debate, isn't it? Then don't be surprised that, as a rule, none of these motions are debatable.

While taking advantage of these opportunities to restrict debate, we mustn't forget the importance of the right to speak. This freedom is so important that it takes a two-thirds vote to adopt any motion affecting

Even absentees have rights under parliamentary law.

debate. That rule might make it difficult to interrupt a discussion that seems unproductive, but it's a vital safeguard for every individual's speaking rights.

The Right to be Consulted

When you miss a meeting, you risk losing your vote on important decisions, but you still have the fundamental right to know about debates on issues of long-term significance. Anyone who has returned from an absence to find higher dues or a new officer should take note: When any decision affecting basic organizational structure or procedure is being deliberated, extraordinary safeguards insure every member an opportunity to participate.

Members must be notified in advance of debate on every bylaws amendment, every proposal to reverse an official decision and every change in the rules by which business is conducted. And since such issues cut to the very core of the consensus that holds the club together, such actions as bylaws amendments often require extra-large majorities — usually either a two-thirds vote or a majority of the *entire* club.

The right to be consulted is the right not to be surprised. When a decision affects the fundamental operation or character of a club, the right to debate is

absolute and parliamentary law provides strong safeguards for absent members.

The Right to Go Home

Anyone who has attended a meeting that stretched into the early hours of the morning can appreciate the right of an assembly to go home or to finish a particularly bothersome piece of business.

When a group has had enough and wants to close the meeting, or just take a break, all business normally stops, and the motion is ushered through without delay.

The most important motions in parliamentary procedure are arranged in a hierarchy known as precedence, with the most pressing proposals getting priority over lesser ones. Oddly enough, the motions for the right to go home head the list.

For instance, if you want to set up another meeting in order to end the current one, this motion gets absolute priority. The motion to adjourn comes next in the line of merciful respites for restless members, followed by the still less drastic motion to recess. After all, even Henry Robert got tired once in a while.

There is an urgency about this right that won't tolerate the delay of debate. No one can hold back a majority on this issue.

But what about simply "getting on with it" — an often heard plea to dispose of some persistent piece of business that ought to wait for some other time? Perhaps, for example, you want to "table" a motion and just not think about it until the next meeting. This also is a high priority item, undebatable and passed by a majority.

The Right to Know

There is one ultimate right — a right so absolute and overriding that it can bring business to a dead halt. It is the right of every individual to be fully informed.

When business is moving at a fast clip, or the acoustics are poor, or tempers hot, it's easy to lose track of the business at hand until suddenly the vote is taken and the matter is closed. But nothing brings business to a halt faster than when a member rises and says: "I have a question."

Questions, doubts or requests involving proceedings are the one class of motions which are so urgent and important that, with a few exceptions, they can interrupt business or speakers practically anytime and anywhere. And not only is the right to be informed undebatable, normally it is not even subject to a vote — it is simply acted upon by the chair.

Are you uncertain that the rules are being enforced? Raise a point of order and tell the chairman about it. Are you unsure of some fact important to the

debate? Raise a point of information and ask. Do you doubt the outcome of a voice vote? Any member may demand that a standing vote be taken.

And most important and useful of all, if you're unsure of the proper procedure to use, if you're reluctant to make a motion, if you simply don't understand what you're voting upon, raise a point of parliamentary inquiry and ask. Whenever you're unsure of where business is going or how to work your will upon it, speak out. Then watch how fast everything stops until you're sure you understand what's happening.

Four basic rights. And from them grow most of the tangled roots of parliamentary procedure. But perhaps they aren't so tangled after all:

- The right to speak means that any motion affecting debate requires a two-thirds vote and is not itself debatable.
- The right to be consulted on decisions affecting the structure of the club requires that all members receive notice of any attempt to make basic changes. In most cases a two-thirds vote is needed to take this kind of action.
- The right to go home or otherwise expedite business can't be denied the majority and is normally urgent enough

The right to know is the most important of all.

to be voted on immediately.

- The right to know what's going on is the most important of all and normally isn't debated or voted upon. Such requests may interrupt just about anything and stop just about everything until you are again secure with the deliberations.

As a general rule, motions not springing from one of these roots are likely to be acted upon by a majority after ample debate and amendment. They'll also tend to be lower-ranking motions, which can't be made while one of the basic four rights is being exercised.

Of course, these principles are simply foundations of parliamentary procedure, and mere foundations make poor shelter when the winds of contention begin to blow. But with these basic principles, perhaps the next time you open Robert's ponderous rulebook, the italics will look a little less foreign, the asterisks a little less numerous and the arrows and lines a little less chaotic. 🗨️

Tom McClintock is a professional parliamentarian registered with the National Association of Parliamentarians. He also is a former member and president of Conejo Valley Toastmasters Club 1864-33 in Thousand Oaks, California.

Promoting Growth Through TV Talk Shows

The responsibility of getting publicity for a club may be one of the toughest jobs a Toastmaster can be assigned to, but — as International Director Helen Blanchard would tell you — it can also be great fun.

Helen, a member of NFL Club 2539-5 in San Diego, California, recently appeared on a local television



International Director Helen Blanchard, seated at left, discusses the Toastmasters movement with talk show host "Danuta" on Sun-Up, a local television program based in San Diego, California.

talk show featuring a half-hour program on Toastmasters. Using slides from the many countries where Toastmasters clubs are active, she made a presentation which she called, "A Trip Around the World with Toastmasters."

That's the kind of publicity that has launched and sustained Toastmasters' recent surge of membership growth. And for Helen, it was an invaluable — and unforgettable — speaking experience.

Irish Speaker Wins First Bid for Political Office

The Irish legislature has gained a Toastmaster — a young woman who exemplifies the image of success our organization fosters through its many exciting self-development programs. Myra Barry, a member of Fermoy Club 2846-71 in Fermoy, Ireland, was elected to a seat in the Irish House of Representatives in her first attempt to win a political office. The 22-year-old school teacher, whose father is also a member of the Irish legislature, is a dedicated Toastmaster who finds the organization "entertaining as well as educational." She also observes that Toastmasters offers, "an opportunity to listen to the ideas, values and beliefs of others, giving you a deeper insight into life in general."

"It is a place where one comes to see criticism as valuable and positive,"



Myra Barry

she says, "Toastmasters is basically about people. It is the variety of individuals involved in the club that gives it character."



Devon Arora, president of Tokyo Toastmasters, presents a Communication Achievement Award to Takamiyama Daigoro, a champion sumo wrestler.

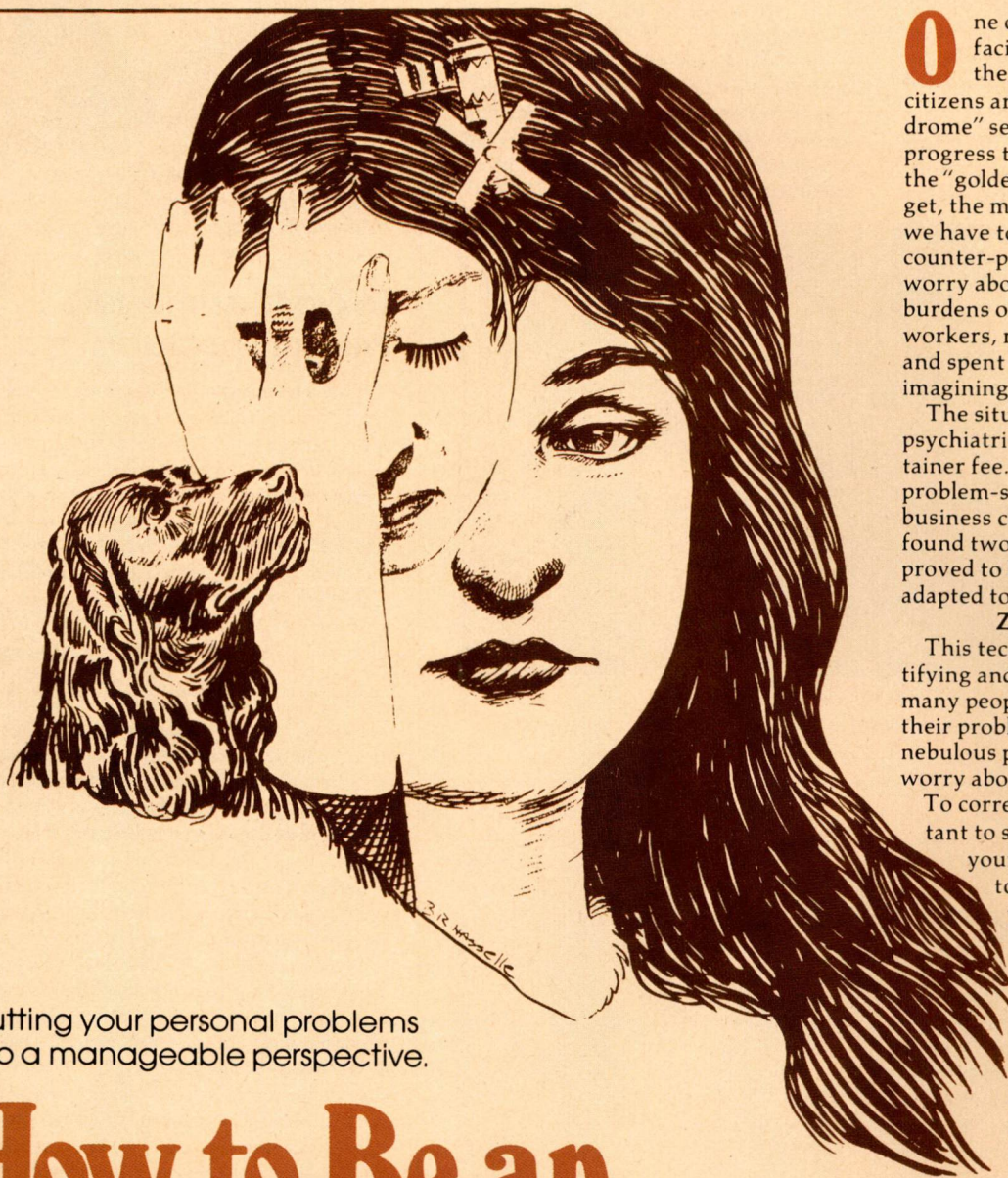
Tokyo Toastmasters Present Special Award

The connection between wrestling and communication may seem obscure to most people, but that's only because they don't know Takamiyama Daigoro — the recipient of the first Communication Achievement Award presented by Tokyo Toastmasters Club 1674-U.

Takamiyama, a Hawaiian, won Japan's 1972 sumo wrestling championship, becoming the only foreigner to claim the title in the competition's 300-year history. Takamiyama spent years preparing for that event. At the same time, he took on another difficult challenge — communicating with his Japanese wrestling competitors in their native language.

Takamiyama's ability to cross the language barrier and establish a rapport with the Japanese people is what caught the attention of Tokyo Toastmasters. In accepting his award during a recent club meeting, Takamiyama expressed great respect for Toastmasters' educational program, saying he was particularly impressed with the ability of members to organize their thoughts intelligently and speak persuasively in the two minutes allowed for Table Topics.

Members of the Tokyo club, which recently celebrated its 25th anniversary, are now searching for future award recipients in an effort to encourage excellence in communication while generating publicity for Toastmasters. If you want to increase your club's visibility by recognizing leading communicators in your community, order a Communication Achievement Award (267) from World Headquarters.



Putting your personal problems
into a manageable perspective.

How to Be an Effective Worrier

by Marvin M. Klein

One of the major problems facing our country today is the amount of worrying our citizens are doing. The "worry syndrome" seems to start with teenagers, progress through middle age and on to the "golden years." In fact, the older we get, the more we know and the more we have to worry about. All this is counter-productive. I know — I used to worry about *everything*. I took on the burdens of Jimmy Carter, my fellow workers, my close friends and family and spent countless of sleepless nights imagining what *might* go wrong.

The situation got so serious that my psychiatrist threatened to raise his retainer fee. That's when I turned to the problem-solving techniques taught in business courses and seminars and found two management systems that proved to be enormously helpful when adapted to my needs.

Zero-Based Worrying

This technique simply involves identifying and categorizing problems. Too many people worry about only half their problems. Others worry about nebulous problems. And still others worry about *more problems than they have*.

To correct this imbalance, it's important to start from scratch. Consult your family, friends and advisors to find out what they think you should be worrying about. (This is an important technique I have developed called *participative worrying*.) Concentrate on every possible problem. Write each one down. My most recent list of worries had 14 items on it. However, since you have not yet progressed to my level of worry/effectiveness, your list will probably be much longer.

Keep a pad of paper by your bed. We often think of problems during the night. If we don't write them down immediately, they may be forgotten. So if you get a worry, don't just toss and turn — write it down. Your problem will be waiting for you in the morning, and you'll sleep better knowing you

won't have to think about it until then.

After your list is complete, prioritize it, starting with the most urgent and pressing problems. The next step is to divide them into two categories:

(1) those worth worrying about and (2) those beyond your control. Let's call them "Possible Worries" and "Impossible Worries." To show you how this system works, let's review the first three worries on one of my recent lists. You can quickly see which are "Possible" and which are "Impossible":

- Skylab will fall on my house.
- My dog will not come when I call him.
- My boss keeps threatening to fire me if I don't stop wasting time.

Do you worry about more problems than you really have?

It would have been difficult to do anything to prevent Skylab from falling on my house. After a construction firm told me how much it would cost to move my house to the next block, I felt certain this worry belonged in the "Impossible" category. Once I had separated this worry from the "Possibles," I was ready for the next — and most satisfying — step: Crossing off all the "Impossible Worries" and forgetting them. When you can identify your "Impossible Worries," you will be able to erase them from your mind as quickly as you cross them off your list. You will thus eliminate at least one-third of the concerns that have been causing you distress. Some of my worried disciples report that this one method solved *all* their problems.

Worrying-by-Objective

This brings us to the second management system that can be effectively adapted to serve as your personal problem-solving guide. Divide a sheet of paper into four columns with these headings:

- Your "Possible" worry
- What to do about it
- Time needed to accomplish goal
- The club (or the carrot)

At this point, we are formalizing our

plan, setting up a time frame for action and giving ourselves a guarantee that we will take action. Too often, we know how to solve our problems but fail to take action. Consequently, problems perpetuate themselves, becoming increasingly difficult to solve. You could end up worrying about the same problems for years. Don't allow that to happen. Identify the problems you can solve and take action immediately.

For guidance in developing an action plan, try the system of Worrying-by-Objective. It has helped me overcome many problems, including one of the "Possible" worries on my most recent list: "My dog doesn't come when I call." Certainly, you can understand what this does to a man's ego. It caused me a great deal of anxiety — until I started outlining possible solutions. I discovered the answer was relatively simple:

- Send the dog to obedience school where they'll step on his toes if he doesn't come when called.
- Make sure that every time the dog responds to your call, you reward him with a biscuit.

Now for the next column — time needed to accomplish the goal. Since the obedience school offers a four-week course, it was safe to conclude that these two programs could be easily completed within eight weeks.

At this point I needed a "club" (or a "carrot") — a key to making this system effective. Too many worriers are also procrastinators. They *know* what should be done but never do it. In business, management gives us a goal and a deadline for completion. The need for action is obvious. When we have no one but ourselves to report to, we often need a punishment or reward to ensure action.

Select a "club" or a "carrot" that will inspire — or frighten — you to do whatever is necessary to reach your goal. For example, I decided that if I didn't train my dog to come when I called within eight weeks, *I would eat the dog biscuit.*

A word of caution: Some overly zealous followers of my system have

made the "club" or punishment so awesome that they had to immediately add this fear to their "Possible Worry" list. This, obviously, is counter-productive. Make the punishment fit the worry or — better yet — use the "carrot" technique. Give yourself a reward (such as a vacation) if you complete the necessary action on time.

Of course, training a dog is a relatively simple worry. So let's consider an action plan for the other problem on my list: My boss keeps threatening to fire me. It seems that I had only a few options:

- Do a better job (in my case — impossible).
- Look for another job.

Too many worriers know what should be done, but never take action.

- Take the offense and ask the boss for a raise.

In football, they say a good offense is the best defense, so I chose this option. But asking for a raise under these circumstances was a difficult task. I was anxious to get it over with so I decided on a one-week time limit. My "club" was a promise that I would quit the job if I didn't ask for a raise within one week. With the bills I had, quitting was a drastic action. So you can be sure that once I had clearly and calmly planned this course of action, I was determined to meet my deadline.

By now, I hope you can see how the processes of Zero-Based Worrying and Worrying-by-Objective can help you solve the problems that are keeping you up nights. You'll be amazed at how fast your list of worries will dissipate when you face your problems thoughtfully, courageously and creatively.

One final note for those who are wondering what happened when I asked my boss for a raise: He fired me. But his response proved the value of my system — it launched my career as a problem-solving consultant. 🐾

Marvin Klein is a member of Niles Township Club 665-30 in Skokie, Illinois.



Applying winning football strategies to the development and delivery of effective technical presentations.

Touchdown... for the Technical Speaker

by Will Johnson

It's one minute before starting time. As you wait for your name to be called, you pace nervously, stopping occasionally to wipe the sweat from your brow. You must do more than perform well today, you tell yourself. You must score; you must win. Every mental and physical resource at your command must be used to keep you one step ahead of the opposition. Months of practice have conditioned you for this moment; you are prepared.

The sound of your name interrupts your thoughts. You take a deep, revitalizing breath and stride into the arena, a confident professional ready for action.

Who is this performer? A football superstar waiting to start a crucial game? A super-intelligent scientist about to begin a critical presentation?

It could have been either. Surprisingly, those two professionals face many similar challenges and anxieties, including the excruciating emotional turmoil that characterizes their mental preparation.

Even more surprising, scientists or engineers who want to improve their technical presentations can learn much from professional football players — not by watching the superstars' television commercials and imitating their voices or mannerisms, but by adapting seven of the personal characteristics and strategies upon which professional football players depend.

Having a Burning Desire

One of the qualities that makes outstanding football players successful is a desire to be the best. A burning desire to win made Mike Curtis one of the most feared defensemen in the National Football League (NFL), even among his own teammates. Mike once tackled his team's quarterback with such ferocity that the coach banished him from the practice session.

Burning desire propelled Jim Brown into the opponent's backfield with the momentum of a searing cannon ball. Burning desire forced O.J. Simpson to pick himself up each time he was

knocked down. In the words of NFL referee Jim Tunney, "O.J. knew that when he didn't want to get up . . . he wouldn't run with the football again."

Tunney's observation capsulizes the plight of technical idea presenters — when they don't want to get up, they won't give a satisfactory presentation. Successful presenters of technical ideas have a burning desire to make the best speech they can deliver. They're excited about their projects, their ideas and the opportunity to share their knowledge with others.

The successful speaker's enthusiasm is contagious. Every setback, every defeat becomes an investment for the future. Every success, every victory becomes a challenge for tomorrow.

A common bond between the successful football player and the successful technical idea presenter is the burning desire to perform well, the burning desire to beat their best.

Know Thyself

The professional football player knows his strengths and weaknesses. Without this knowledge, success would be impossible for him. Self-delusion is a risk he can't afford.

Joe Namath's strength was his rifle-powered passing arm; his weaknesses were bent, folded and mutilated knees. Joe never set his sights on the NFL rushing record, but he never stopped aiming for the NFL passing record.

Garo Yepremian's strength was his powerful kicking foot. But what real football fan will ever forget that infamous moment in superbowl history when Garo abandoned his strength and operated from his weakness? The snap from the center was bad; precious seconds were lost getting the ball into position. Too late — the Redskins thundered upon Garo with the timidity and grace of a herd of stampeding buffalo. An irrational thought ran through Garo's mind. *Pass.* Why not? Had he not seen Bob Griese complete passes many times under similar circumstances? Garo threw the best pass he could — into the outstretched hands of an astonished opponent. TOUCHDOWN . . . for the opposition.

Like the football player, a presenter of technical ideas must have full knowledge of his or her assets and liabilities. Successful technical speakers know it's impossible to convince others if they're fooling themselves.

The presence of strengths and weaknesses isn't nearly as important as the individual's response to them. Failure to recognize your strengths and weaknesses — or ignoring them — will guarantee you a performance that's less than your best.

Scout the Target

Knowing his own strengths and weaknesses doesn't satisfy the professional football player. He also wants

to know the strengths and weaknesses of his opponent. Films and scouting reports help players assess the opponent's capabilities and vulnerabilities. New plays are often implemented to fortify the player against the opponent's strengths and to capitalize on the opponent's weaknesses.

The technical idea presenter can profit immensely from a similar strategy. Technical presentations are given for one of two reasons: to *inform*

or *convince*. Either of these two objectives can be accomplished easier with prior knowledge of the ages, needs, educational levels, professional responsibilities, pet peeves, favorite projects and special interests of the audience members.

How does one acquire this knowledge? By using the same technique long practiced by the professional football player — scouting the target.

A few simple questions and a little

advance thinking enables the speaker to choose the words and visual aids that will have the greatest impact. Football games and technical presentations are always more interesting if the players have advance information on the opposition — and use it.

Master the Playbook

The professional football player's most valuable possession is his playbook, which contains the full repertoire of plays his team normally executes. It

Preparing for the Technical Speech

by Michael L. Wardinski, DTM

Few rewards could be more satisfying to a public speaker than immediate feedback indicating that the audience truly understands. Nods, looks of concentration and interest and responsive questions are particularly rewarding when the speaker has given a technical presentation requiring the audience to assimilate detailed information and abstract concepts. How can you make this kind of speech understandable — and interesting?

A good place to start is with the audience. No matter how hard you try, you probably won't be able to reach every listener. So direct your message to a select group of "key listeners" — the people you most want to reach.

It's important to identify those people early in your preparation because you need a thorough knowledge of their interests and backgrounds in order to organize your message intelligently — that is, to decide what information to include, what to leave out and in what sequence to present your material.

In the audience analysis phase of your presentation for a technical speech, you must determine whether or not the audience has a frame of reference for assimilating your message. If not, it's vital to develop your presentation in a manner that takes this lack of background knowledge into consideration.

In *Principles of Effective Speaking*, the authors (Sanford and Yeager) suggest that: "To get the attention of the audience, it is necessary for the speaker to make use of the *elements of interest*. These are the *vital*, the *familiar*, the *varied*, the *striking* and the *specific*." In other words, we should proceed from what is known to the unknown, from the simple to the complex, from the concrete to the

abstract, from the general to the specific. This is especially important when dealing with technical materials.

The material you select for this type of presentation must be able to stand on its own — contributing to, not confusing your presentation. For example, it would take a great deal of explanation to effectively use a quote such as: "They shall beat their swords into plowshares, and their spears into pruning hooks." You may have heard that phrase — or one like it — from the Old Testament's *Book of Micah*, used to support an argument for peace. On the other hand, "hawks" can turn to the *Book of Joel* and find the words, "Beat your plowshares into swords, and your pruning hooks into spears."

You can't take those sentences — or similar ones — out of context and expect your message to be understood. The stage has to be set for the audience with some orientation on the background that precipitated those words and the meaning they were intended to convey. In your preparation, you must make sure the material you select is appropriate to the presentation and expresses the meaning you intend. Be aware of the temptation to add facts and data or quotes and illustrations merely because you like them. Don't try to "force fit" them into your speech, using them as transition thoughts, gap-fillers or one-liners. Whatever you use should relate and contribute to the central theme of your presentation.

Often, the speaker can help audiences see this theme through the use of visual aids (i.e. charts, slides, chalkboard drawings, transparencies). By taking the audience step-by-step through a series of meaningful, well-developed graphics, the speaker can reinforce his or her words. (It

works! How many television commercials can you see in your mind's eye with the television off?) In *Business Ideas: How to Create and Present Them*, Stephen Price, a communications and broadcasting consultant, says: "Whatever helps you visualize will help your audience to see and understand more clearly during the presentation. What you can synthesize and boil down to a clear-cut contrast will aid the others in visualizing what you mean. And this is the desired result of concretely supported presentations."

You shouldn't hesitate to use technical or illustrative materials in your presentations. You should, however, understand that several aspects of your preparation for technical speeches must receive more than the usual amount of emphasis. The audience analysis, for example, can't be taken for granted or accomplished in a hasty manner. Furthermore, additional emphasis must be given to the selection of appropriate facts, illustrations and quotes.

In our work-a-day world, very little can be isolated into the non-technical category. And the technical revolution is still underway. Therefore, we — as Toastmasters and speakers and communicators — should use technical materials, supported by visual aids, in our speeches. They provide a change of pace and, more important, they give us the opportunity to become more involved in our world as it is today and will be tomorrow.



Michael Wardinski, DTM, a United States Army Colonel, is a member of Pentaf Club 2014-36 in Washington, D.C., and Mount Vernon Club 3336-36 in Alexandria, Virginia.

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takes hours of intense study and practice to master this detailed manual. Failure to do so results in a frantic search for the proper position when a play is called. A player who doesn't learn the strategies in this book risks being cut from his team's roster.

The presenter of technical ideas must master the repertoire of "plays" available to communicators. Mastery of the technical subject is obligatory; mastery of the fundamentals of public speaking is wise.

Academic training, professional experience, technical seminars and personal curiosity are the best resources for developing and maintaining technical competence. Toastmasters, Dale Carnegie and the American Management Association are excellent sources for training in public speaking.

Although few speaking courses are slanted toward the technical presentation, mastery of the basics will provide a solid foundation for both technical and non-technical speeches. Once the basic ideas have been learned, technical specialists can augment or improvise to satisfy their own needs.

For both professional football players and the technical idea presenter, failure to master the playbook is failure to master the fundamentals. Failure to master the fundamentals can only result in failure.

Plan Options

The quarterback kneels to give his teammates coded instructions silently and quickly. The players break the code, then advance to the battleline. As the quarterback strides to his position of command, he mentally monitors battle-field conditions. He realizes the defensive strategy is not the one he anticipated and he calmly barks an "audible" to his stooped comrades. Each player mentally prepares to obey the new command.

Audibles are an integral part of every quarterback's game plan and must be an integral part of every technical presenter's strategy. The advance information you received may not be completely accurate; the audience's position on the subject may have changed. Effective communicators always have a back-up plan. When they find the front door closed, they move toward the back. When obstacles appear too high, they go under them. When resistance becomes too strong, they go around it. Effective communicators, like great football players, are hard to tackle. They are determined and flexible — determined to reach their goals and willing to use any approach necessary to meet those objectives.

Flexibility is only possible with planned options. Much advance thinking must be devoted to exploring alternative ways of presenting your case. A quarterback's mental computer

is programmed to alert him of the need to alter the game plan. Similarly, the speaker's mental computer must be programmed to sound an alarm when it's necessary to change the planned presentation strategy. Only fools continue to follow a predetermined plan when the situation calls for a new strategy; only fools restrict themselves to a single option when they could have several.

Develop Personal Style

Lenny Moore was unique among Baltimore Colt players. His deceptive moves often left defensemen asking themselves, "Who was that man?" Lenny has his own trademark among NFL players — white spats. Even under the most demanding playing conditions, it was possible to identify Lenny Moore among the players. Jim Brown had a unique way of returning to the huddle after being tackled by the opposition — with a slow, seemingly painful gait. Gayle Sayers will always be remembered for the sheer excitement he brought to open field running. Bill Cosby contends that Sayers was solely responsible for the NFL rule that prohibits a player from splitting himself into two parts to avoid being tackled.

Lenny Moore, Jim Brown and Gayle Sayers brought individuality to the

**Effective speakers are
flexible. They always
have a back-up plan.**

game of football. Talent enabled them to get into and to stay on top of the football profession. Personal style gave them a unique place in the minds and hearts of football fans.

Personal style should be as apparent in technical presentations as it is on the football field. You were asked to make a technical presentation because someone believed you could do it better than anyone else. Doing it better than anyone else means doing it differently. If deviation from tradition is required to insure audience acceptance and understanding, the end more than justifies the means.

Keep the Goal in Mind

The brutal Cowboy-Rams battle draws to a close. The Cowboys have dominated the game from the kickoff. As the Rams dropped passes and sacked quarterbacks, the Cowboys executed well, piled up yardage and controlled the ball.

But when the referee's gun blasts the game into history, it's the Cowboys who carry the burden of defeat while the Rams bask in victory. The game statistics flash across the scoreboard:

	Cowboys	Rams
First Downs	15	2

Passing	235	78
Rushing	192	50
Total	427	128
Score	0	7

There's a valuable lesson for presenters of technical ideas in those statistics. They, like professional football players, must do more than look good or play well. They must reach a predetermined goal; they must score. The strategic Cowboy game plan, the impressive yardage statistics, the apparent domination of the game did nothing to enhance the team's position in the NFL standings. Mastery and execution of the fundamentals serve no useful purpose if the goal is not achieved.

The speaker's presentation goal must be determined early in the preparation process. The goal must remain crystal clear in the presenter's mind. Once the goal is known, every visual aid, every statement, every physical action must strategically advance the presentation toward that objective. The speaker must remain alert throughout the presentation. Feedback from the audience must be monitored and analyzed. Positive reactions must be reinforced, negative reactions counteracted and neutral reactions intensified.

It is in this phase of the presentation process that mastery of the previous six points becomes mandatory. Technical idea presenters equipped with these strategies are able to become chameleons in any speaking environment. They can change their approach to the goal to accommodate the dynamics of the moment.

These strategies aid technical idea presenters in the same way the pass, the running game and the field goal serve the professional football player — they are tools to increase the probability of reaching the goal.

You listen to the audience's enthusiastic applause, savoring the immediate sense of accomplishment their obvious appreciation gives you. Your presentation went even better than expected. You shared your technical knowledge with others and convinced them that your conclusions were valid. You earned the admiration and respect of your peers. And this success came easily. You followed the strategic approach used by the professional football player; you added seven points to your score.



Will Johnson, winner of Toastmasters' 1976 International Speech Contest, is among many top speakers who will appear at Toastmasters' 49th International Convention in Milwaukee in August. He is a member of Harford Club 1914-18 in Bel Air and Susquehanna Club 3898-18 in Aberdeen, Maryland.

MAY 1980

The Idea Corner

Special Award Generates Publicity

Looking for a way to promote your Toastmasters club? Try joining forces with another organization in your town — preferably a highly visible, popular organization that has some connection with verbal communication. The Sharpstown Club of Houston (2243-56), for example, is doing a bit of teamwork with the Derrick Dolls, professional cheerleaders for the Houston Oilers football team.

As **Linda Posey**, editor of the *The Forum 56* (District 56's bulletin) tells the story, it started when Sharpstown Club members **Bob Robinson** and **Bill Kreps** decided to liven up the all-male club's officer installation ceremony by inviting some special guests. With football season almost over, they decided it would be the perfect time to honor the Derrick Dolls for communicating so effectively with the Oiler fans at every home game. To show appreciation for these efforts, the Sharpstown club created a Derrick Doll of the Year award to be presented at the installation banquet.

The winner, **Rennette Hundl**, was selected by the entire club on the basis of a taped interview emphasizing the importance of enthusiasm. Accepting her trophy at the banquet, this vivacious 24-year-old secretary responded with a well-received extemporaneous speech and then led the Toastmasters in a few cheers.

If your club doesn't have a nearby professional cheerleading squad to honor, don't let that stop you. You can reward a member of any local group whose work captures the Toastmasters spirit.

The Derrick Doll of the Year award was such a success that the Derrick Dolls have asked the Sharpstown Club to make it an annual event. Next year, the club hopes to make the award even more attention-getting by presenting it during half-time in the Astrodome before thousands of fans!

Speech Demonstration Motivates Prospects to Become New Members

Growing Toastmasters clubs are always in the market for ideas to help them recruit new members. Here's one from **Warren Hempstead**, ATM, a member of Harlingen Club 860-56 in Harlingen, Texas:

Hempstead's club has recently sponsored three Speechcraft seminars for the general public. Each program attracted new members, provided useful speaking experiences for current members and created a greater awareness of the Toastmasters program in the entire community.

To promote attendance, club members sent invitations to television and radio stations and daily newspapers and displayed handbills on community bulletin boards. They also appeared before organizations whose members would be interested in participating (the Jaycees and Lions clubs among others). In addition, personal invitations were sent to prospective members.

The program itself consisted of two parts — a 30-minute speech titled "How to Speak Successfully" and a sample Toastmasters meeting.

The speech was delivered in all three seminars by the club's oldest and most experienced member. This is the heart of the program. Extreme care should be taken to present public speaking as a skill that can be mastered by everyone in the audience.

The second part of the Speechcraft seminar has featured a sample Toastmasters meeting in abbreviated form.

For the seminar as a whole, the club insisted upon a snappy place, starting on time and completing the entire program in just under an hour and a half.

Each seminar was offered free of charge, but participants were asked to complete a registration form with spaces for name, address and phone number and a place to indicate interest in joining Toastmasters.

These speech seminars have generated great enthusiasm for Toastmasters in the Rio Grande Valley. According to Hempstead, they're not only good for our organization as a whole, they also promote the self-development efforts of individual members.

Hempstead says: "We have found speech seminars an effective way of building our membership, fine publicity for Toastmasters and excellent speaking experience for our members."

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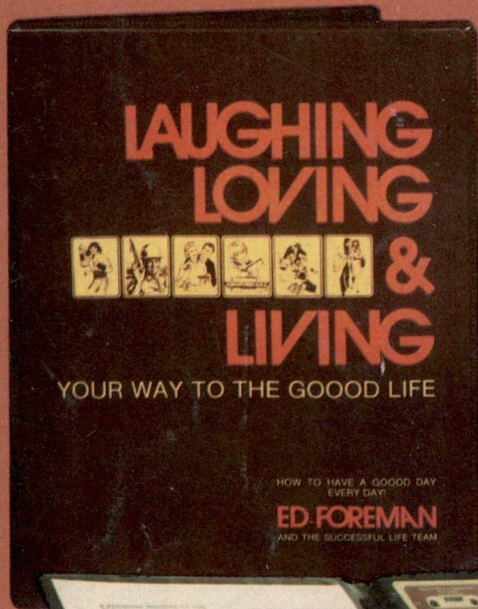
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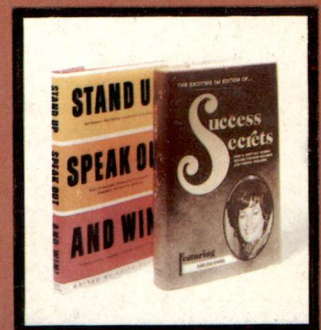
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