

June 1975

toastmaster



LETTERS TO THE EDITOR



Sharing Membership Opportunities

I wonder how many Toastmasters became weary of TI's emphasis on membership "sales" campaigns over these many years? Ours is an educational organization, not a marketing group selling a material product.

We've gone through "Project Fun" and "Golden Growth" when many members literally "sold" Toastmasters to many people. And yet, membership continued to decline.

I wonder how much these "super-salesmen" benefited by bringing in these new members—some of them in excess of 100. While most of us joined Toastmasters to selfishly seek self-improvement through the development of our communication and leadership skills, this cannot happen in a club that adds twenty-five or fifty new members as the result of a membership sales program.

However, it appears that TI is finally recognizing the true need for bringing new members into a Toastmasters club—to expand our learning experiences and opportunities. "Sharing Membership Opportunities" has been designated as the membership building program for 1975.

Just imagine what happens to a club that takes in, for example, five new members: it begins to make more effective use of the TI programs which will, ultimately, increase interest in the club by new and old members alike; the conduct of every meeting will be improved as

assignments are shared by more members; evaluations will improve and offer more divergent opinions and ideas; participation in Speechcraft and Youth Leadership Programs will become more productive as the responsibilities are shared; and the club will realize more fun and fellowship than ever before.

Past President Dave Corey once said that "Toastmasters is education, fun and fellowship." Sharing Membership Opportunities can make this a reality in your club.

Let's take some of the emphasis off those "sales" campaigns and think selfishly on how we can benefit by sharing our educational opportunities with a friend.

Carleton J. Smith, DTM
District 47 Governor
St. Petersburg, Florida

Quantity vs. Quality

The perennial problem facing many of the clubs in Toastmasters is that of membership (lack of it). At the same time however, we are told by Santa Ana and other sources that the formation of new Toastmasters clubs is a good thing and, in fact, helping to establish new clubs is built into the requirements for obtaining an ATM or DTM award.

We have, then, the peculiar situation where many clubs are struggling to keep afloat while there is encouragement to start new clubs. Yet, if anyone suggests merging two weaker clubs to form one strong club, the suggestion is invariably condemned as "negative thinking."

This fixation on sheer size—sheer numbers—has been shown to be soleite in many areas. Quantity does not equal quality, unfortunately, automatically producing quality—often quite the reverse. For example, many people now realize that the bigger the city—the bigger the problems; the bigger the car—the bigger the energy drain; etc.

When will Toastmasters get off its rusting quantity bandwagon and aim for quality?

Colin G.
Hamilton, Ontario

A Learning Experience

In preparation for January/February Advertising Months, District 52 purchased two Advertising Kits and developed a plan in which to use them.

The plan consisted of assigning each area in our district one television or three radio stations to contact for possible air time, along with providing them with some ideas on how to get involved in advertising Toastmasters during the period.

Thanks to January/February Advertising Months, we learned much about our program that will enable us to be much more effective next year. Perhaps perhaps more important—we learned much about the effectiveness of the Advertising Kit.

Rudy Valle,
Canoga Park

"Letters to the Editor" are printed on the basis of their general interest and constructive suggestions. All letters are subject to editing for reasons of space and clarity and include the writer's name and address.

TOASTMASTERS INTERNATIONAL is a non-profit, educational organization of Toastmasters clubs throughout the world. First Toastmasters club established October 22, 1924. Toastmasters International was organized October 4, 1930 and incorporated December 19, 1932.

A Toastmasters club is an organized group, meeting regularly, which provides its members a professionally-designed program to improve their abilities in communication and to develop their leadership and executive potential. The club meetings are conducted by the members themselves, in an atmosphere of friendliness and self-improvement. Members have the opportunity to deliver prepared speeches and impromptu talks, learn parliamentary procedure, conference and committee leadership and participation techniques and then to be evaluated in detail by fellow Toastmasters.

Each club is a member of Toastmasters International. The club and its members receive services, supplies, and complete guidance from World Headquarters, 2200 N. Grand Ave., Santa Ana, California, U.S.A. 92711.

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Dr. Ralph C. Smedley
Founder, 1878-1965

Vol. 41 No. 6

June 1975

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Will Rogers is often remembered as a brilliant man who could hold his own in practically any field of discussion. Although he was never guilty of the dried pabulum of academic theory or psychological "mumbo-jumbo," he often spoke of success and what is needed to achieve it, saying: "You gotta know what's cooking; you gotta love what's cooking; you gotta believe in what's cooking. Success is just as simple as that."

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Today's Youth — Your Club's Greatest Asset

by **John F. Diaz, DTM**
International President

Of all the experiences afforded me during my 18 years as a member of Toastmasters, there is one that particularly stands out in my mind—the opportunity to work with and, hopefully, help young people in my community. I'm sure it's the same for you.

There's little doubt that the youngsters who have been exposed to our programs have, for the most part, vastly improved their ability to communicate and have developed that inner-confidence that is so important to all of us—young or old. But what of those Toastmasters who have given so much of their time to these young people? What do they get in return?

Speaking for myself and, I'm sure, for many of my fellow Toastmasters, the feeling of satisfaction you receive is one that will not soon be forgotten.

Like a sculptor molding a piece of clay into a fine work of art, you are helping to shape the lives of these young individuals by providing them with the basic tools necessary to become tomorrow's men and women of influence.

At the same time, you truly enrich your Toastmasters experience when given this opportunity to organize and provide the necessary leadership for these young people. And so, there are two major benefits



involved with your participation with young people. But there is also a third.

When you become involved in a Youth Leadership Program or any of the other youth-oriented programs developed by Toastmasters International, you are doing a great service to your community and its people. You are helping to shape the future of that community by preparing its young people for the task that eventually, fall upon them. In addition, you are helping to spread the name of Toastmasters throughout your community, as well as its dedication to the improved understanding of the communication and leadership principles. You are offering your community a better education for its young people. There can be no greater gift.

So how do we start? There's no better time than now. Get involved in your Toastmasters club and see if they have any plans for conducting a Youth Leadership Program. If they don't, make some plans to become involved in your community and determine what program will best suit the needs of its youth. Then plan that program accordingly. But most of all, get involved! Believe me, there's no greater thrill than to have a young person who has just given an excellent speech walk up to you and say, "Thank you for your time. I couldn't have done that alone." □

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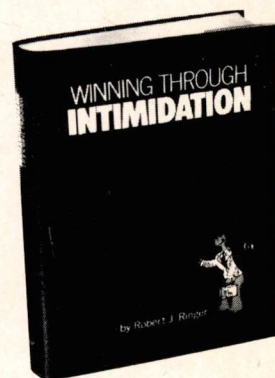
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TO BE INTIMIDATED OR NOT TO BE INTIMIDATED? — THAT IS THE QUESTION

IF YOUR DAY-TO-DAY ACTIVITY INCLUDES DEALING WITH BANKS, INSURANCE COMPANIES, GOVERNMENTAL REGULATORY AGENCIES, OR ATTORNEYS, AMONG OTHERS...

IF IT INCLUDES NEGOTIATING DEALS, WHETHER SUCH DEALS INVOLVE THE ACQUISITION OF A \$100 MILLION COMPANY OR THE PURCHASE OF A SMALL BUSINESS; SECURING LONG-TERM FINANCING FOR A MAJOR CORPORATION OR OBTAINING A RELATIVELY SMALL BANK LOAN; DISPOSAL OF A LARGE BLOCK OF STOCK TO A BIG INSTITUTIONAL CLIENT OR THE SALE OF 100 SHARES TO AN INDIVIDUAL CUSTOMER; FINALIZING A 50-STORY OFFICE BUILDING TRANSACTION OR LEASING A NEIGHBORHOOD COMMERCIAL BUILDING...

WE STRONGLY RECOMMEND THAT YOU READ THIS BOOK *BEFORE* YOUR NEXT MEETING.



And that *includes* the Chairman of the Board of General Motors. Had he read **WINNING THROUGH INTIMIDATION**, he would not presently be in the ludicrous position of having people sitting on his Board whom he has no need for, and Ralph Nader would probably be running a harmless little law practice in Duluth, Minnesota.

Because of the very fact that you're a successful person, you may not even be aware that you are, on occasion, being subtly intimidated. You may only recognize the result: A loan that isn't granted, an acquisition that falls through, an insurance policy that's rejected, a real estate sale that blows up—in short, *a deal that doesn't close!*

WINNING THROUGH INTIMIDATION, an expensively illustrated, beautifully bound 238-page hard-cover book, explains—in terms candid enough to make you wince at times—*what* intimidation is, *why* you become intimidated, and *how* you can avoid the mental lapses that occasionally cause even the most successful people to inadvertently, and unknowingly, become intimidated.

Intimidation is the common thread that runs through every business transaction, regardless of the size of the deal. After clearing away all of the academic nonsense—all of the irrelevant fat—intimidation is, plain and simple, the crucial factor that decides the outcome of most business affairs.

CASE IN POINT... THE ATTORNEY: MASTER INTIMIDATOR/MASTER DEAL-KILLER

Have you ever had a deal blow up solely because of an attorney? Kind of a silly question, isn't it? **WINNING THROUGH INTIMIDATION** explains, in vivid detail, how to handle this master intimidator.

There is no way that any attorney worth his salt is going to just sit back and allow a deal to close without at least putting up a fight. In fact, many attorneys subconsciously believe that their survival depends upon

their ability to kill deals (could they be right?)

Regardless of what business you're in, you must face the reality that attorneys have been, are, and, unfortunately, probably always will be a major obstacle in just about every significant business transaction that takes place (unless the business world as a whole can somehow get it through its head that a lawyer is nothing more than a college graduate with a special diploma granting him

the right to openly practice intimidation).

If you wish to avoid being caught off guard, you *must* develop specific techniques—like those outlined in **WINNING THROUGH INTIMIDATION**—for protecting your flanks from the deal-killing expertise of the other side's attorney.

...so much for the legal counselor. He is just *one* of the many realities fully exposed for the first time in **WINNING THROUGH INTIMIDATION**.

IT WOULD BE A PRUDENT MOVE TO PLACE YOUR ORDER NOW.

TO: LOS ANGELES BOOK PUBLISHERS CO., Dept. 14-0601
8930 Sepulveda Boulevard
Los Angeles, California 90045

Please rush me a copy of the myth-shattering, tradition-shaking 238 page book, **WINNING THROUGH INTIMIDATION**. Enclosed is a check money order (please do not send cash through the mail) in the amount of \$9.95 (California residents add 60¢ sales tax). **30-day full refund privilege, of course.**

NAME _____

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Regardless of your business, there is, above all, one reality that you should face up to right now: "*The results a person obtains are inversely proportionate to the degree to which he is intimidated. It's not what you say or do that counts, but what your posture is when you say or do it.*"

If you heed the realities exposed in **WINNING THROUGH INTIMIDATION**, you'll find that there will be fewer occasions when you'll be scratching your head and trying to figure out why a deal that was seemingly "in the bag" ended up not closing.

You Can't Heat An Oven With Snowballs

by Cavett Robert

"You gotta know what's cooking; you gotta love what's cooking; you gotta believe in what's cooking. Success is just as simple as that."

Every person treasures some outstanding experience in his life that is forever to be remembered.

I was privileged to be at a small dinner in September of 1935 where Will Rogers made his last speech. Shortly thereafter, he and Wiley Post started their flight around the world and met with the fatal accident in Alaska.

Though a brilliant man who could hold his own in practically any field of discussion, Will Rogers was never guilty of the dried pabulum of academic theory, nor did he ever participate in psychological "mumbo-jumbo."

On this particular occasion, Mr. Rogers began his speech thus: "I don't know what you folks do for a living but please take my advice. You can't heat an oven with snowballs."

He then went on to say that one must use the firewood of knowledge, love and belief.

Said he, "You gotta know what's cooking; you gotta love what's cooking; you gotta believe in what's cooking. Success is just as simple as that."

Why is it that most people find that if something is not complicated it is not important? We forget the divinity of simplicity.

I heard a person say the other day, "If the safety pin had been invented in this generation, no one would use the dern thing unless it had six moving parts, two transistors and had to be serviced twice a year." Will Rogers exemplified the

greatness of simplicity. He walked with kings, yet never lost the common touch.

Our whole approach to learning has taken on a new concept. It is hardly accurate today to speak of a "knowledgeable person." Information is accumulating so fast it is impossible for one individual to absorb it all—even in his restricted field. The greatest compliment today that we can give an individual is to say that he is a student of his particular endeavors, constantly seeking to learn.

I keep a cartoon on my office wall showing an old halfwit farmer standing in the middle of his field with a rope in his hand. As he scratches his head, looking like a tree full of owls, he can't remember whether he has lost a cow or found a rope.

Unless we are constantly studying and learning in order to keep pace with changing times, we shall soon be like that farmer. We shall be wondering whether we have lost our economical directional compass or whether we have found ourselves in a new world of circumstances we do not understand.

Success: A Journey

Success is a journey—not a destination. When we cease to grow we begin to die. We cannot train ourselves, put it in a bottle and put it on a shelf. What was right and plausible yesterday is questionable today and might even be wrong tomorrow. We cannot operate today with yesterday's methods and even be in business tomorrow.

I love the statement of the "dear old feller" in his 80s who said, "Whatever the confusions of yesterday, the uncertainties of tomorrow or the frustrations of today, this I know to be true: When I cease to grow, I'll begin to die. And when I can run, I'll run; when I can walk, I'll walk; and when I can only crawl, I'll crawl. But with the will of God, I'll at least always be moving forward."

The advertising executive for Rolls-Royce, Ltd., once presented the president of the company with a new advertising program for the future. It was a beautiful picture of the inside of a Rolls-Royce with this slogan: AT SIXTY MILES AN HOUR, THE ONLY NOISE IS THE TICK OF THE CLOCK ON THE PANEL. To the disappointment of the advertising executive, the president remained silently only frowning. Finally he said, "We must do something about that clock!"

The Progressive Caterpillar

Growth and progress are impossible without change; let's not fight it. The past is a "guidepost," not a "hitching post." However, we all have something of the processionary caterpillar within us. We like to follow in line with everyone else—never deviating from the established path.

As creatures of habit, we find new, easier ways more difficult for us simply because they are different.

When, of necessity, we finally do change, we only do it after going through certain phases of mental and emotional gymnastics.

First, we are astounded that there could ever exist those sacrilegious forces that would even question the time-honored methods of the past.

The second phase is found in our secret resentment when it becomes obvious that the changes proposed by those violators of tradition are proving to be for the best interests of all—embarrassingly enough, even for ourselves.

In our third phase, we modestly concede to a select few that, in reality, we had been in favor of the changes all the time and, while staying in the background, had worked diligently and tirelessly for their adoption.

Finally, when the changes have become popular, we loudly proclaim to the world that in the face of discouraging opposition and insurmountable obstacles, we had led the fight, almost single-handedly, and brought about the long-needed changes.

Yes, in the courtroom of our conscience, we only have witnesses for the defense.

Will Rogers, the great man who never met a man he didn't like, went on to say that it is as impossible to separate love of your work from love of people as it is to separate the sun from sunshine.

Yes, to Will Rogers every stranger was just a friend he hadn't met yet. It was he who first made the classic state-

ment so often repeated these days: "There is a law of life as strong as the law of gravity. If you want to live a happy, a successful, yes, a fulfilled life, you must *love* people and things, not *use* people and love things."

Five Minutes to Live

Someone once asked me what I thought would happen if everyone on this earth suddenly found out that he had only five minutes to live. I wouldn't even hazard a guess. He went on to say that while he wouldn't know for sure, he was positive of one thing. Every telephone booth in America would be jammed by people desperately calling others to tell them they loved them.

One of the worst tragedies that can befall anyone reading this article is to lose interest in your job to the extent that you no longer can lift people up to your plateau of excitement, but rather you gravitate down to their level of complacency. When this happens, my friend, you are already dead while you are still alive. I've known people in their twenties and thirties who are dead—people in their fifties and sixties very much alive. Hardening of the arteries may kill you physically, but hardening of attitudes will just as certainly kill you mentally and spiritually.

I have a friend who prays every morning, "Dear Lord, please never let me die until I am dead."

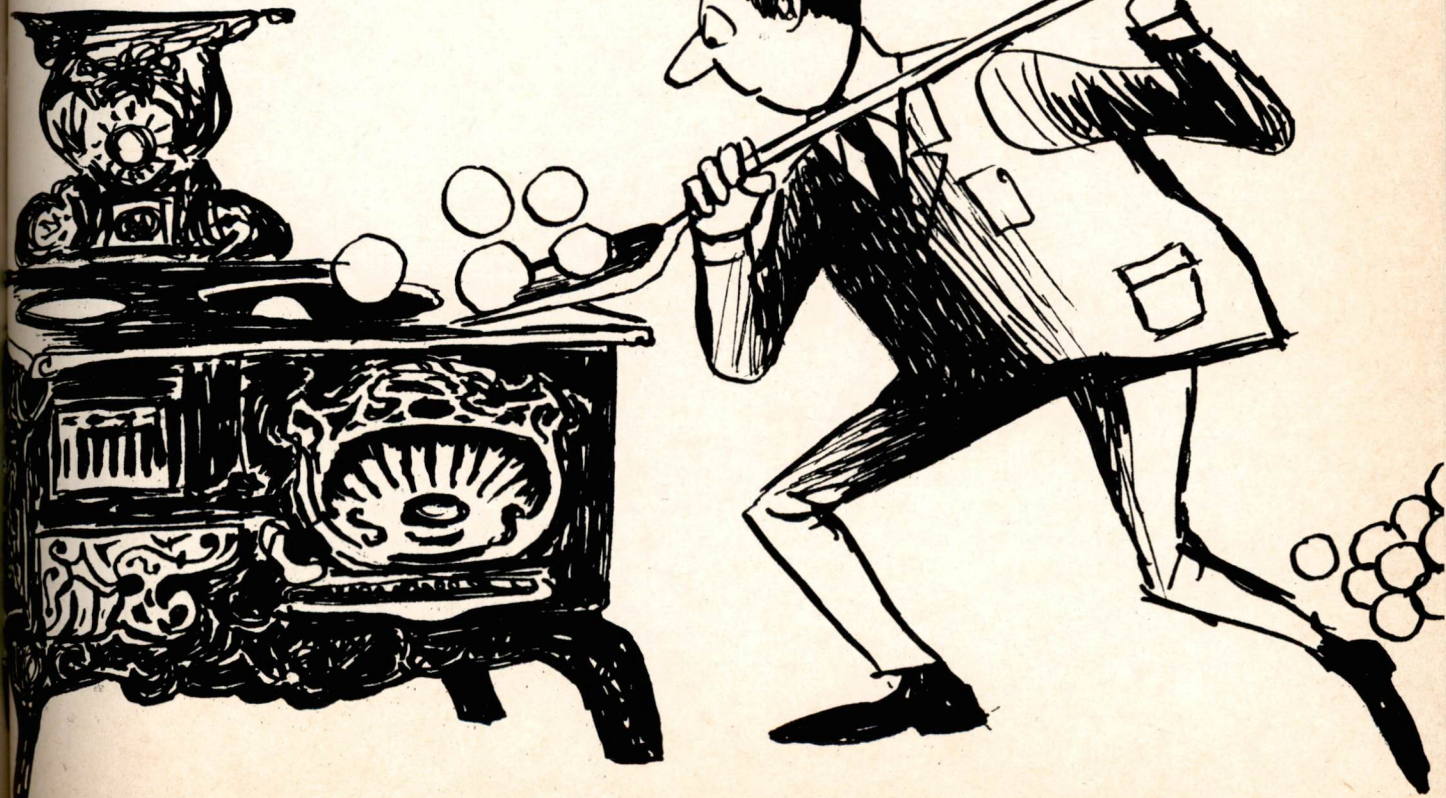
The richest man on the face of this earth is the person who is having a love affair with his job. Why? I'll tell you why—because he never works another day as long as he lives. He looks forward to Mondays as much as Fridays. He's like the old tramp drinking a toast out of the beat-up tin can: "Here's to the holidays—all 365 of them."

Will Rogers said, "Whatever you are doing, it ain't work if you wouldn't rather be doing something else."

The great Charles Kettering once said, "I don't want a man who has a job. I want a man whom a job has—has so completely that it's the last thing he thinks about at night, the first thing he thinks about each morning, sitting on the side of the bed, beckoning him to rise and fight to win."

We've heard the story of the three little boys waiting in the doctor's office for their "shots."

The doctor went up to the first one who was reading *Popular Mechanics* and



said, "Johnny, what are you going to be when you grow up?"

Immediately Johnny said, "I'm going to be a mechanic. I want to fix autos and make airplanes fly."

He then went up to Tommy who was reading *Field and Stream*.

"Tommy, what are you going to be?"

Tommy, without hesitation, said, "I want to be a hunting and fishing guide. Yes, that's what I want to be."

The doctor then went over to little red-headed, freckle-faced Billy who was carefully examining *Playboy*.

When asked the same question, Billy thought for a moment and then said slowly, "I don't know what you call it, but I can hardly wait to get started."

Just Passing Through

Unless we love our jobs to the extent that each day we can hardly wait to get started, we have no permanent attachment anyway. We are carrying a ticket in our pocket that says we are just passing through.

Will Rogers, for the first time in his speech, discarded his soft, casual style when he said, "You gotta *believe* in what's cooking."

"If you really believe in what you are doing," Mr. Rogers said, "you have everything. If you don't, regardless of what you have, you ain't got nothing."

I'm sure everyone reading this article agrees that the very heart of persuasion, the driving shaft that causes the other fellow to act, is found in this statement: People are persuaded more by the depth of our conviction than by the height of our logic—more by our own enthusiasm and beliefs than by any proof we can offer.

If I had to confine the definition of persuasion to one sentence, this would be it—and I know I would be right. It is converting people, no, not to our way of thinking, but to our way of feeling and believing.

It has been said that words are the fingers that mold the mind of man. People can refuse words, but they can't refuse an attitude.

My Christmas card one year was an old tramp lying on a bench in a park, knees out, needing a shave—hair look-

New Department Manager



Tomas Escamilla

Tomas Jose Escamilla has been named by Toastmasters International's World Headquarters as the new manager of Membership and New Club Development Department.

A graduate of Whittier College, Whittier, California, Mr. Escamilla received his bachelor's degree in political science, with special emphasis on public administration. He also minored in speech communication, with special emphasis in forensics, and biology.

While at college, Tom was a member of the Whittier College Forensics team and received various awards and trophies for competing in the Persuasion and Expository divisions of the Pacific Southwest Forensic Association.

Before coming to Toastmasters, Escamilla was employed by Ross Laboratories as a territory manager and by Prince Matchabelli, with a specialization in personnel motivation and professional sales. □

ing as though it had been combed with an egg beater.

A Rolls-Royce was going by, with a man in a tall silk hat being driven by a chauffeur. The tramp, chewing a straw, looking very philosophical, lazily pointed to the limousine and said, "There, except for me, go I."

The only chains and shackles that hold any of us back from our dreams, ambitions and goals in life are those chains and shackles which we, ourselves, forge in the fires of doubt and hammer out on the anvil of lack of belief.

Yes, the last admonition, a true legacy which the great Will Rogers left to us, is found in this homely advice:

"You can't heat an oven with snowballs. You gotta know what's cooking; you gotta love what's cooking; you gotta believe in what's cooking. Success is just as simple as that." □

Cavett Robert, a former recipient of the Golden Gavel Award in 1972, received his B.A. degree from the University of Mississippi and a degree in law from Washington and Lee University in Virginia.

Recognized as one of the top speakers in the field of Human Engineering and Motivation, he has been a vice executive and director of one of the largest sales organizations in the United States.

Author of the popular book *Human Engineering and Motivation*, as well as several other books and over a dozen inspirational and instructional recordings, he has held sales schools and conducted courses in Sales, Human Engineering, Personal Development, and Management for many of the nation's outstanding companies.

The Great Sand Island War of 1896

by Ted Stokes
Club 1516-7

I was recently asked by the student body president at a nearby high school to present a talk with the accent on local history. "Why me?" I thought.

While talking before 350 high school students would certainly be a real challenge, I had only been a Toastmaster for about two years and had only made presentations before my local Toastmasters clubs. However, the more I thought about it, the better I liked the idea.

In studying for the situation, I realized that these youngsters must have been subjected to more dull than good presentations throughout their school years and I became determined to accept the challenge. I decided that I would not just give the same old "history talk," but would pick something of interest to them... I hoped.

Since history has always appealed to me, the task of picking a subject that would be of interest to these youngsters became a challenge in itself. But that problem was soon overcome.

I found my subject in a presentation made by a historian from the Oregon Historical Society to patrons of the Astoria Library in Astoria, Oregon — the Sand Island War of 1896. This topic would surely interest my listeners, since they would be acquainted with this local island.

I looked up this "war" in the micro-filmed copies of the *Daily-Astorian*

newspaper and found a full account of it in the spring of 1896 editions.

It seems that both the states of Oregon and Washington claimed possession of Sand Island because of the rich fish traps and heavy salmon flow on the shorelines. Fishing fleets sailed against fishing fleets, tempers flared, people were murdered, and a fish strike was called. The Washington National Guard moved in and took possession of the island and, as a result, the Oregon National Guard was ordered out to dislodge them from the island.

Finally, U.S. Army troops of the 5th Regular Artillery from Fort Canby, Washington, were landed on Sand Island and Major David Hunter Kinzie, the commanding officer, ordered the Washington National Guard off the island. They obeyed and fell back to Ilwaco, Washington.

Here was a story I felt would appeal to the high school students. But I was faced with another problem. Should I just tell the story or should I dramatize the event? Since these high school students would, more than likely, greet me with somewhat of a closed mind, I realized that a mere talk on this so-called war would not hold their attention like dramatic action. Therefore, I decided to give the commands of the military leaders and act out the dramatic sequence to the best of my ability.

I arrived at the high school and was given a fine introduction by the student body president. Over 350 students looked at me with some or no interest and I realized that I was right. They had been bored in past years by their other speakers.

I told myself to speak loudly and realized that I was taking a chance at attempting to dramatize this talk on the Sand Island War. When I was called to the speaker's stand, I yelled out my title: "The Sand Island War of 1896!" Since they all knew where Sand Island was located, I immediately had the attention of the entire student body.

I told the story by playing the parts of the various characters — military commanders, mayors, and town folk of 1896. I did not just say the soldiers danced at military balls — I actually did the dance and hummed the music that was popular in 1896 in Oregon and Washington. This was indeed a gamble on my part. But I was rewarded.

The effect was electric! The students cheered and yelled and, when I finished the 30-minute talk, gave me a standing ovation. One teacher came up and said that she had been in the school for seven years and had never before seen the student body give a speaker a standing ovation.

But that was not all. Word got around and I was asked to give the same talk at Youth Night at the Elks Lodge in Astoria. Although my conception of the presentation was one that was directed at young people, bids from such groups as Kiwanis and Rotary clubs began to come in. One Rotarian said that this presentation on the Sand Island War was the finest talk he had heard at Rotary in 40 years.

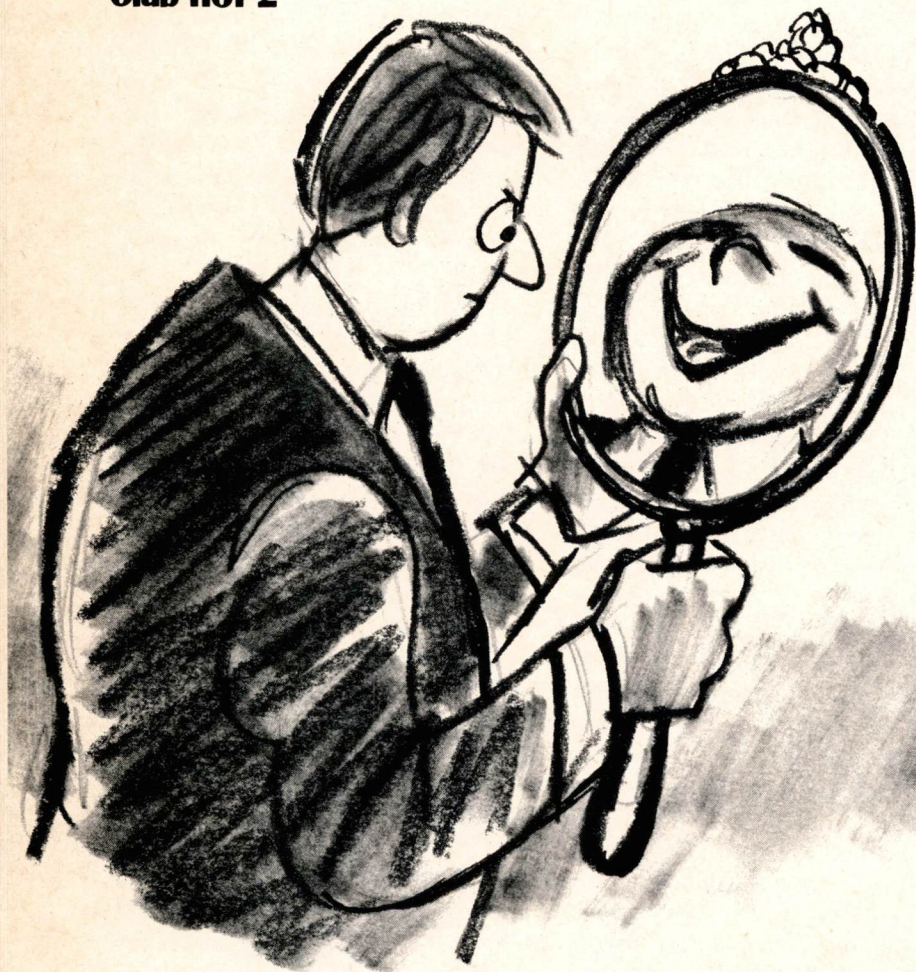
Actually, my talk was really no better than any other Toastmasters presentation, but I injected the simple act of drama into it. Instead of just telling what happened, I played the part.

All it took was a little research and a little practice. You could do the same. □

**More "How to"
— page 28**

Let's Take Laughter Seriously

by Harry K. Wolfe, ATM
Club 1161-2



Fifty years ago, Toastmasters pun-
ctured one myth. It's time that we dem-
olished another.

For years, that old cliché about
speakers being born and not made was
taken as a fact of life. Literally inter-
preted, I suppose this is a true statement.
However, given the current state of the
art of people being born in hospitals,
I would have to question the interpretation
that a new baby, immediately upon being
born, is an expert speaker.

For the past 50 years, it has been gen-
erally recognized that people join Toast-
masters clubs to improve their communi-
cative abilities through learning by doing.
Isn't it odd that nobody dared to ques-
tion that myth before by asking the
mother of Daniel Webster whether her
child actually made a speech instead of
crying when the doctor slapped his but-
tom at birth? We earthlings do take so
many old sayings for granted.

The next myth that should be sched-
uled for early demolition is: "Humorous
speakers are born—not made." People
still think that when Bob Hope was born
he immediately had the doctor in stitches.
While I suppose only his mother would
know for sure, I would wager that even
the most successful comedians did not
start telling jokes immediately after they
were born. (That's not what it means
when you say he has a good delivery.)

A Special Gift

When you consider the money a good
stand-up comic makes in Las Vegas these
days, I don't blame anyone for perpetu-
ating the idea that he possesses a special
gift—it reduces the competition from
two hundred million to maybe a couple
of thousand in this country alone. What
needs to be accepted, especially by Toast-
masters, is that people who join the orga-
nization can become humorous speakers
through the "learning by doing" experi-
ence offered by the Toastmasters club.

The next time you are asked to make
a humorous speech, remember this: Don't
say, "I just can't make a humorous
speech," or "I'm not in a funny
mood." Remember that, until you try,
you couldn't make any kind of a speech.

OK. Admit it. You *can* learn to do
it. But is it worth doing? If making a bun-

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JOKES for SPEAKERS!

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

An up-to-date **monthly** joke-bulletin with approximately 100 funny and topical one-liners, zingers, and stories. Created by top Hollywood comedy writers. Provides a continuous source of professional material to humorize your speech for any audience...any occasion. Only \$60 a year for 12 issues. Sample copy \$5.00. Send check or money order to:

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make fine music. Granted, many effective leaders do not make much use of humor, but the same may be said for any other single item in the leadership "bag of skills."

Humor can make work recreation, while lack of it can make leisure a chore. Putting greater productivity and earnings aside, we can all use the greater joy in social situations brought by humor. Learn to lead it gracefully into conversations. What good is it for the Toastmaster to entertain his club members for 63 minutes a year if his 12,000 minutes of outside conversations are totally devoid of anything he has practiced in the club?

But enough of the "why" for this time; let's get a few words in here on the "how." For starters, you might try telling a joke that you have heard or read. From there, try weaving a series of jokes on a single theme into your next speech. Using this method, you're sure to feel a sense of success with a minimum amount of creative effort. As you will be working mainly on effective delivery, the enjoyment of the jokes as you hear and tell them will offer you a practical demonstration on the rewards of humor.

Next, try creating a humorous speech out of your own head. This is where your ability to think funny is cultivated.

Priming the Pump

Prime the pump by reading some humorous material to get you "in the mood." Suspend all those dearly-won faculties of logic, judgment, and criticism and enter a world of exaggeration,

contrast, surprise, absurdity, mistakes, and just plain foolishness. Be light, airy, relaxed and happy, rather than ponderous, dignified and prepossessing. Your initial efforts at a speech in this direction may not be uproariously funny—but they can hardly escape being entertaining. Try it—you'll like it!

While you're at it, experiment with different styles of delivery too, such as enjoying the jokes along with the audience or being dead-pan and oblivious to what the others are finding so funny.

You have undoubtedly noticed that the point that is often the central part in any discussion of comic skill is what is invariably called a "superb sense of timing." To acquire this admired mark of genius, you simply, in rehearsing your humorous speech, try to locate those places where a pause will heighten the effect (and where it will not) and decide how long a pause will have greatest impact.

Anyone who can make a speech can make a humorous speech. It is enjoyable and good for you to do it. And, after all, how many things in life are both enjoyable and good for you? □

Harry K. Wolfe, ATM, is a registered architect and professional civil and structural engineer. A Toastmaster since 1953, Mr. Wolfe is a member of the Northeast Club 1161-2 in Seattle, Washington.

THE 7 SECRETS OF SUCCESS

by
Carl Shafer, EdD

The secrets I'm going to share with you will not be found in any book. They aren't in a book because I have drawn them from twenty years of teaching, employment and personnel work. They are secrets because I have not shared them before. They will remain secrets for some readers, because your motivational pattern will keep you from using them.

Over the years, I have hired several hundred men and women into the Dow Chemical Company and participated in the personal development of dozens of men and women. I have given many job performance reviews, and have been fortunate to have had many good JPRs myself. I have observed success and I believe I know some of the qualities that make for success.

I am not talking about success at the top, but success further down in the organization, where most of us are.

Assuming your goals are compatible with your organization, it is doing the common things uncommonly well that brings success. Let me underscore this main point: *It is doing the common things uncommonly well that brings success.* But what are those common things which need to be done well? And what are the secrets of success in business? Let me share some of them with you:

Secret One—Learn how to write for business.

Many newcomers to the business world write as they were taught to write in college, using a "term paper" style that is often encumbered with footnotes. Just when the writing threatens to be-

come readable, the newcomer inserts several statistical tables which mathematically confuse the issue.

For some reason, garden variety, simple English makes the newcomer feel naked and unprotected. Some people mistake obscurity, through compound sentence structure and unnecessary words, for brilliance. Nothing could be further from the truth.

The higher you go in business and management, the more your writing has to be boiled down. The fellow who says, "I didn't have time to write a short letter—so I wrote this long one," just hasn't done his homework. If you can't say it on one page—or at the most two pages—you haven't done your homework.

In these days of the paper explosion and information overload, your readers will appreciate your brevity and readable writing. I highly recommend Rudolf Flesch's *Say What You Mean*, and books of similar insight.

Secret Two—Become expert in speaking and using visual aids with business audiences.

In your speaking, as well as your writing, organization and brevity are crucial. Know what you are going to say, get up and say it well, and then sit down. I am greatly impressed with Toastmasters

clubs because they master in teaching these skills of organization and brevity.

Edward Everett, a famous orator of the last century (take my word for it, no footnote needed), once gave an address which lasted an hour. Another man, at the same time, gave a speech just 266 words. Even though this speech was short, it is still remembered. The second speaker's name was Abraham Lincoln, and the speeches were given at Gettysburg.

If visual aids will help you make points in your presentations, then use them. Charts, overheads, passouts, a chalkboard, models, and even products can be of great use to you when you plan to use them properly.

Secret Three—Be decisive.

If you can't be decisive on small things, it is doubtful that management will allow you to be decisive on large things. Learn to size up the situation and give your best educated decision the direction that should be taken. Sometimes you will be right; sometimes you will be wrong. But more often than not you will be right in your decisions as you gain experience.

I have seen far too many young men and women crippled by their inaction. Their lack of confidence keeps them from venturing a decision and acting upon it. Determine what the priorities are, be decisive, and develop the priorities. Management wants action, not inaction.

Secret Four—Help your boss succeed.

If you help your boss succeed, you

eed too. You are not only working your boss on your current job, but are preparing for all the other jobs he and other management personnel create. Remember: The job you want tomorrow may not even exist today. I proved that several times during my career.

When you pick a good boss, or a good secretary picks you, the job is easier. But no matter how bad the boss may be, you should always try to help him succeed. I haven't observed anyone who has succeeded by being devious or unsupportive of his boss.

And if you have a successful boss, be a good student. Pick his or her brains, and carefully watch how they handle the job. Carefully, if you are a careful underling and are fortunate enough to have a boss coach your performance, you will succeed as your boss succeeds.

Secret Five—Hire and develop a good secretary.

A good secretary will be an invaluable asset to you in your success, and her career success will be advanced as you work together. Help your secretary to develop. Give her extra training, enrich her job, and make her truly part of your team. If you have a secretary that cannot be depended on, transfer her and get someone worth spending your time with.

Your secretary is *you* whenever you are not there. She answers the phone, files your letters and is the front office for you in many ways. I have seen too many people come off poorly because of the questionable image projected by a secretary—and they have not stepped up to the problem and corrected the situation.

Secret Six—Be positive, creative, and distinctive.

We tend to conform to what is going on around us, often for fear of rejection. We think that our conforming will lead to popularity or success. But it's the positive or creative person who usually stands out from the crowd, while the conformist gets lost in the shuffling masses. Those who dare to be positive, creative, and distinctive in their work are usually

the ones who experience the pride of success and, ultimately, the pride of leadership.

Secret Seven—Be kind and gracious to everyone.

As people rise up in any organization, they can very easily forget those lower in the organization. At some time or other, a secretary, a janitor, the people in the cafeteria, or other working associates need a kind word from you. It is tough enough in the business organization without your looking down on others. A word of compliment or encouragement goes a long way. The "I'm O.K.—You're *not* O.K." attitude will, in the end, detract from your true success. Certainly, one cannot be too busy to show interest, kindness, and graciousness to others.

Your base for success is your performance—doing these common things, which I have called secrets, uncommonly well. Recent studies have shown that the average person in business actually uses 25 to 35 percent of his or her mental capacity. The motivation to improve, to change, and to succeed must come from within.

Will you be a different person in a week . . . six weeks . . . six months . . . or even six years from now? That's up to you. Will you master these secrets—or will they master you? It's all up to you . . . and your ability to do the common things uncommonly well. □

Carl Shafer received his B.S. and M.S. degrees in industrial education from Western Michigan University in Kalamazoo, Michigan, and was awarded the Ed.D. from Michigan State University in 1961. A member of the Tittabawassee Club 1655-62 in Midland, Michigan, he is manager of Personnel Programs for Dow Chemical U.S.A.

new clubs

2741-F SAFEWAY CLUB

Downey, California—Tues., 7:00 a.m., Safeway Stores, Inc., 12200 Bellflower Blvd. (923-7531).

2214-1 DCAS-ORATORS CLUB

Inglewood, California—Tues., 11:00 a.m., Elks Club, 317 So. La Brea Ave., (643-1256). Sponsored by Aerospace Club 401-1.

1575-7 UBS CLUB

Portland, Oregon—Mon., 11:30 a.m., Blarney Castle, 3100 N.E. Sandy Blvd., (288-8221 Ext. 2522).

3133-14 SANDY SPRINGS CLUB

Sandy Springs, Georgia—Thurs., 7:00 a.m., Morrison's Cafeteria, 6075 Roswell Road, (255-1012). Sponsored by Dogwood Club 1901-14.

3222-15 FAA CLUB

Salt Lake City, Utah—Thurs., 12:50 p.m., Salt Lake ARTCC, 2150W 700 N. Salt Lake City, (521-8272). Sponsored by Downtowners Club 2696-15.

1784-16 GREEN COUNTRY CLUB

Tulsa, Oklahoma—Thurs., 12:00 noon, R.S.C. # 1, 4th & Boston Streets, (583-1711). Sponsored by Area 1.

3449-22 GOLDEN BELT CLUB

Great Bend, Kansas—Thurs., 6:30 p.m., Suitor's Country Restaurant, (793-3579). Sponsored by Hays Club 2609-22.

1872-28 BLACK SWAMP CLUB

Bowling Green, Ohio—Thurs., 7:15 p.m., Mid American National Bank, Community Room, 222 S. Main St., (354-2142).

3396-36 NAVFAC CLUB

Alexandria, Virginia—Thurs., 12:00 noon, Room 11N41, Hoffman II, 200 Stovall Ave., (325-7340). Sponsored by Springfield Club 1792-36.

1122-39 MT. SHASTA CLUB

Mt. Shasta, California—Tues., 6:30 a.m., Jerry's Restaurant, Lake Street, (926-2762). Sponsored by Yreka Club 3623-39.

3430-42 PONOKA MOOSE CLUB

Ponoka, Alta., Canada—Mon., 8:00 p.m., Ponoka Moose Lodge, (783-4700). Sponsored by TNT Club 2291-42 and The Union of Minds Club 1863-42.

1083-46 BULLS & BEARS CLUB

New York City, New York—Tues., 5:00 p.m., Goldman, Sachs & Co., 55 Broad Street, (676-7272).

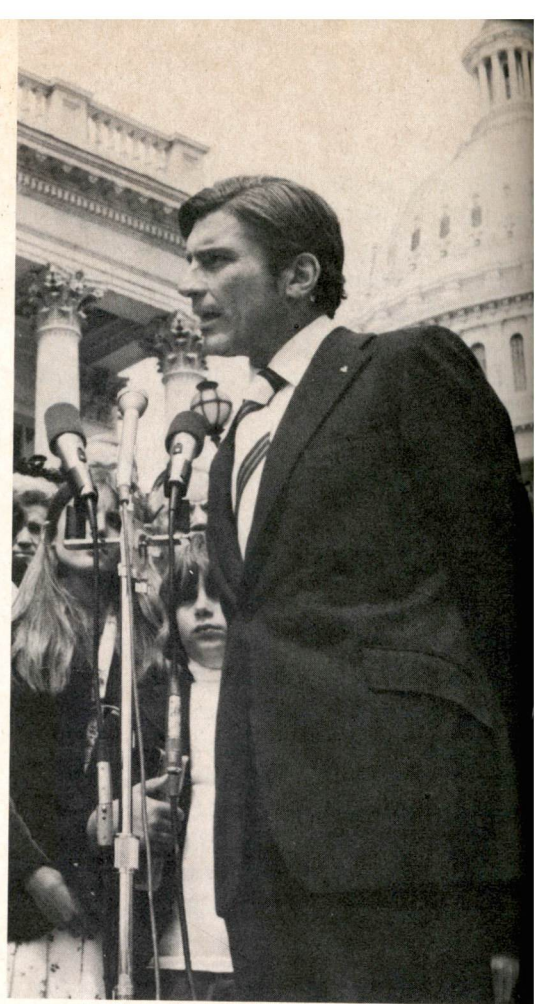
3233-54 ELGIN CLUB

Elgin, Illinois—1st Thurs. & 2nd. Tues., 7:15 p.m., Salvation Army Citadel, 316 Douglas Avenue (741-0500). Sponsored by Fox Valley Club 3399-54.

2272-71 CLONAKILTY CLUB

Clonakilty, County Cork, Ireland—Mon., 8:30 p.m., Fernhill House, (Skibberee 16). Sponsored by Cork Club 1868-71.

John W. Warner to Receive Toastmasters Golden Gavel



John W. Warner, National Administrator of the American Revolution Bicentennial Administration and a former Secretary of the Navy, has accepted the invitation of Toastmasters International to receive its 1975 Golden Gavel Award at the 44th Annual Convention in Washington, D.C.

He will receive the award during the Golden Gavel Luncheon on August 20 at the Shoreham Americana Hotel. A native of Washington, D.C., the 48-year old ARBA Administrator will be recognized for the leadership and assistance he has given to this new independent agency and its goal of developing and coordinating a memorable 200th anniversary for the United States. His recognition as this year's Golden Gavel recipient also stems from his overall contribution to world peace through better communication as Secretary of the Navy.

Mr. Warner received his early education in the public schools in Washington, D.C., and, following a tour of active military service as an enlisted man in the

U.S. Navy during World War II, entered Washington and Lee University in Lexington, Virginia. After graduating with a B.S. Degree in engineering, physics, and mathematics, he entered the University of Virginia Law School, only to have his law training interrupted for a second tour of active military service as an officer with the U.S. Marine Corps in Korea.

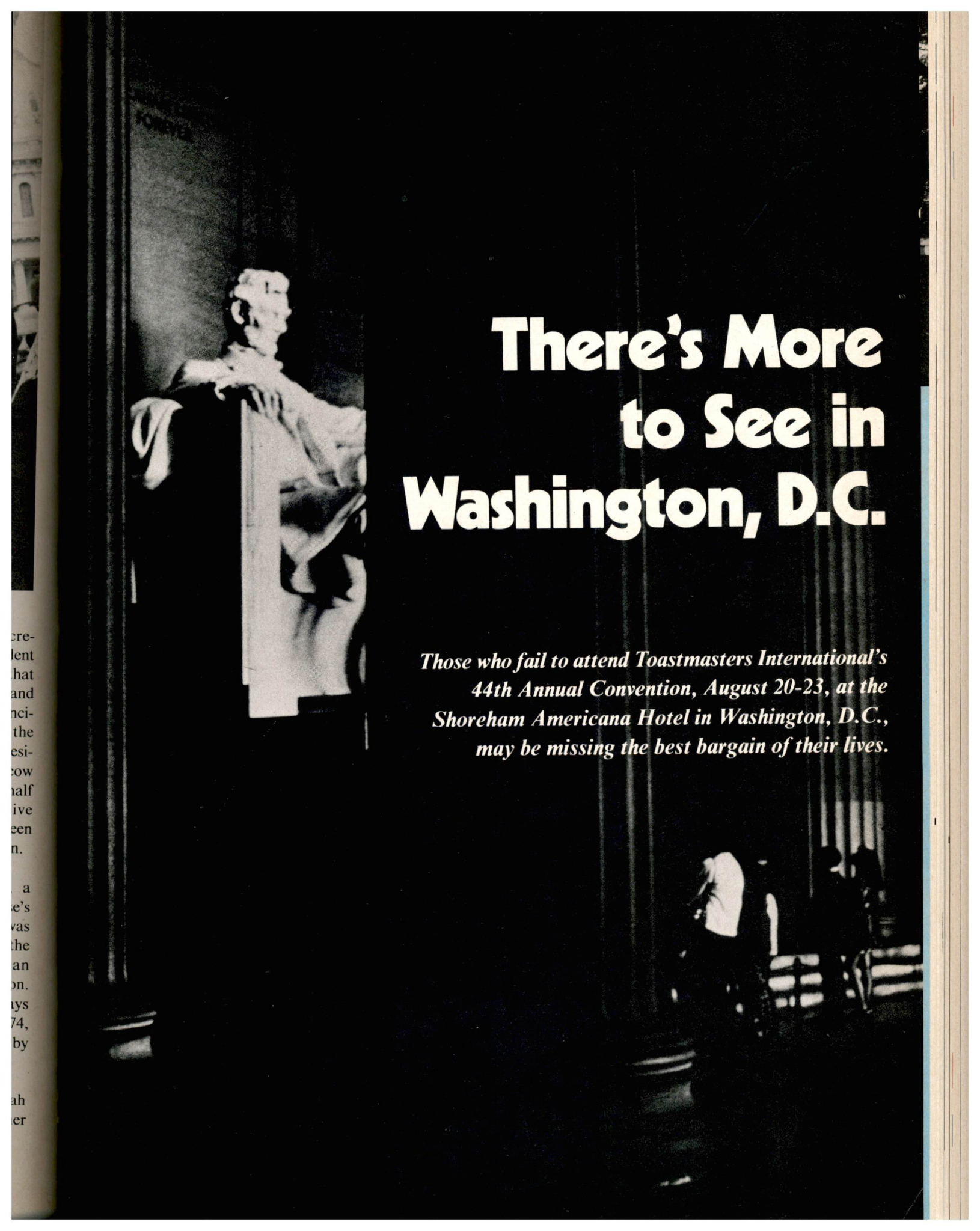
Upon graduation from law school with an LL.B. Degree in 1953, he was appointed law clerk to the Honorable E. Barrett Prettyman, former Chief Judge, U.S. Circuit Court of Appeals, District of Columbia Circuit. A year later, he was admitted to the Bar and, following a brief period in private practice, was appointed an Assistant U.S. Attorney for the District of Columbia, a trial and appellate advocate's position he held for over four years.

In 1960, Mr. Warner returned to private practice, where he remained until appointed Under Secretary of the Navy in February, 1969, and, subsequently, Secretary of the Navy—a position he held for two years.

While serving in the Navy Secretariat, he was designated by President Nixon to head the U.S. Delegation met in Moscow in October, 1971, again in May of 1972, to discuss incidents at sea between the U.S. and Soviet Union. A member of the Presidential Party at the May, 1972, Moscow Summit Meeting, he signed, on behalf of the United States, the Executive Agreement on Incidents at Sea between the United States and the Soviet Union.

In March of 1974, Mr. Warner, recipient of the Department of Defense Distinguished Public Service Medal, was nominated by President Nixon to be the first administrator of the American Revolution Bicentennial Administration. Confirmed by the U.S. Senate two months later, he was sworn in on April 11, 1974, on the house steps of the U.S. Capitol by then Vice-President Gerald R. Ford.

Mr. Warner lives on his Shenandoah Valley farm, Virginia, and is the father of three children. □



There's More to See in Washington, D.C.

*Those who fail to attend Toastmasters International's
44th Annual Convention, August 20-23, at the
Shoreham Americana Hotel in Washington, D.C.,
may be missing the best bargain of their lives.*

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In these inflationary times, few prices have decreased. But who would suspect that this noteworthy anti-inflationary plunge occurred in Washington, D.C. during the Bicentennial celebration—and that you can take advantage of it by planning your family's vacation around the Toastmasters 44th Annual Convention?

"Washington" is blamed for many things, not the least of which is inflation. But in the U.S. Capitol itself, the guided tours are now free (they used to cost 25 cents). In fact, just about every attraction in Washington, D.C., is free, making the city—somewhat ironically—"the freeloader vacation capital of the world."

Washington attracts 19 million visitors annually, more than any other North American city. These visitors spend about three-quarters of a billion dollars annually. That's a staggering amount, but if you divide it out, it's under \$40 per person. That's a vacation bonanza for the inflation-weary tourist.

If you're hampered by a large family, a small budget, or if you're just an experienced freeloader, here's what you can see—free—in Washington, D.C.:

The Capitol—America's most historic building has been the seat of Congress since 1800. It's magnificent, historical, and you can see the government of the United States in action.

The Library of Congress—Look up your family tree, enjoy the exhibits, and

The National Zoo

wonder at the ornate architecture in the world's largest library.

Supreme Court—The Judicial branch of government can provide the most exciting show in town. Most tourists are unaware that court cases are open to the public.

Folger Library—North America's foremost Shakespeare library has an Elizabethan theater and a model of the Globe Theatre. (There's a charge for actual performances.)

National Gallery of Art—The nation's best art gallery has masterpieces by just about every painter you've ever heard of. The collection includes the hemisphere's only da Vinci. You can walk for hours and still not see everything. (The gallery is longer than the Capitol!)

National Archives—The Declaration of Independence, Bill of Rights and Constitution of the United States are displayed.

FBI—See the fingerprint rooms and the criminal-detection labs.

Arts and Industries Museum—Lindbergh's plane is here, and so is the first one ever flown, that of the Wright brothers. There's a moon rock, too.

Air and Space Museum—The kids think they're at an amusement park when they enter this participatory museum. There are simulated flights to the moon, for instance.

Old Smithsonian—The famous red-brick "castle" was started in 1846 and today serves as administrative headquarters for the Smithsonian Institution.

Museum of Natural History—The Hope Diamond, world's largest stuffed elephant, and a gigantic whale are highlights.

Museum of History and Technology—Star-Spangled Banner (the real one and only), steam locomotive, government stamp and coin collection, and period rooms are among the countless items displayed in this, the world's most exciting museum.

Bureau of Engraving and Printing—If you're still walking—having begun at the Capitol—turn left and walk a block off the Mall to the place where they make all the money you're trying to save. You

can't take photos in the building you're allowed to cry when you see burning millions of dollars of old bills.

National Aquarium—Back the way, in the Department of Commerce is the nation's aquarium. You can put your face within an inch of a huge shark and try to stare him down.

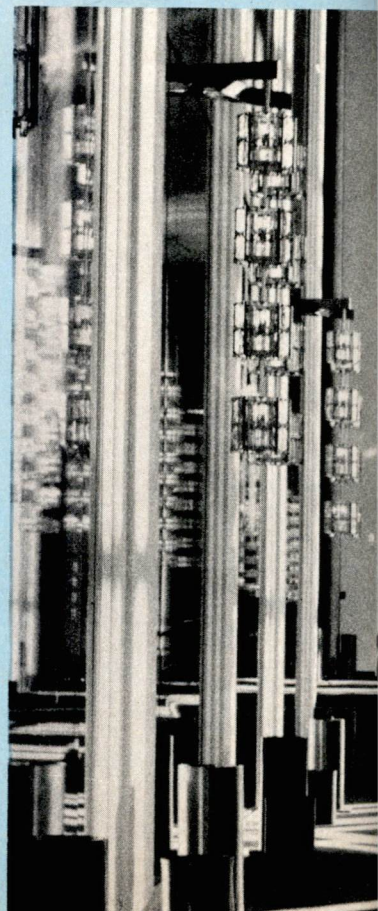
Treasury Department—A good collection includes the largest bills imaginable in size and denomination, plus some "funny money" which the Treasury has collected over the years.

White House—Adjacent to the Treasury is the home of every president since George Washington. The tour is free and takes you into many rooms you've never seen about since you were a kid.

You could have seen all of these attractions free and you have walked only two miles. Now let's look at still more. Not quite so easy to walk to, but within a short cab ride, bus ride, or subway ride.

Lincoln Memorial—This building is well-known inside as it is outside.

Jefferson Memorial—Author of the U.S. Declaration of Independence. The Bill of Rights is honored with this r



The White House

marble memorial on the Tidal
In the spring cherry blossoms add
atic backdrop.

on Cemetery—Visit the grave of
ent John F. Kennedy and the
of the Unknown Soldier.

na Statue—Actually the formal
s Marine Corps War Memorial,
erybody knows it by its familiar

F. Kennedy Center—Nation's
memorial includes an opera house,
theater, film theater, concert hall
ree restaurants. Tours are free, but
ve to pay at the facilities, of course.

etown—Historic section of Wash-
is a century older than Washing-
here are plenty of restaurants,
ng, and interesting houses.

ington Cathedral—The only
cathedral under construction in
rld is in Washington. And it prob-
ill be the last one ever built. It's a
n-a-lifetime chance to see a cathe-
nder construction. Teddy Roose-
id the cornerstone in 1907 and the
dral has been in continuous use
912. Its final spires should be done
mid-'80s.

nal Zoo—Don't forget to look in



on Ling-Ling and Hsing-Hsing, the panda
celebrities. They're the only pandas in
the hemisphere. Other residents include
Smokey the Bear. (Sometimes the zoo
charges \$1 for parking, depending upon
the phase of the moon, or some other
mysterious factor.)

Ford's Theater—The theater looks just as
it did in 1865 when Abraham Lincoln
was shot. In the basement is a free mu-
seum which displays the fatal weapon. In
1968 the theater reopened for live per-
formances, and there is a charge for
these.

House where Lincoln died—Just across
the street from Ford's is the former resi-
dence of William Petersen, who gave his
bedroom to the dying Lincoln.

National Portrait Gallery—Portraits of
all presidents are displayed, but the archi-
tecture of the setting—the old Patent
Building—overshadows everything.

National Collection of Fine Arts—This
up-and-coming Smithsonian art collec-
tion emphasizes American art. It shares
the Patent Building with the Portrait
Gallery.

Fort Washington—It was a disaster as a
19th century fort, but a great 20th cen-
tury recreation spot. (It was to have pro-
tected Washington from the British in
1814.) It's in remarkably good shape.
Take a picnic and all your sports
equipment.

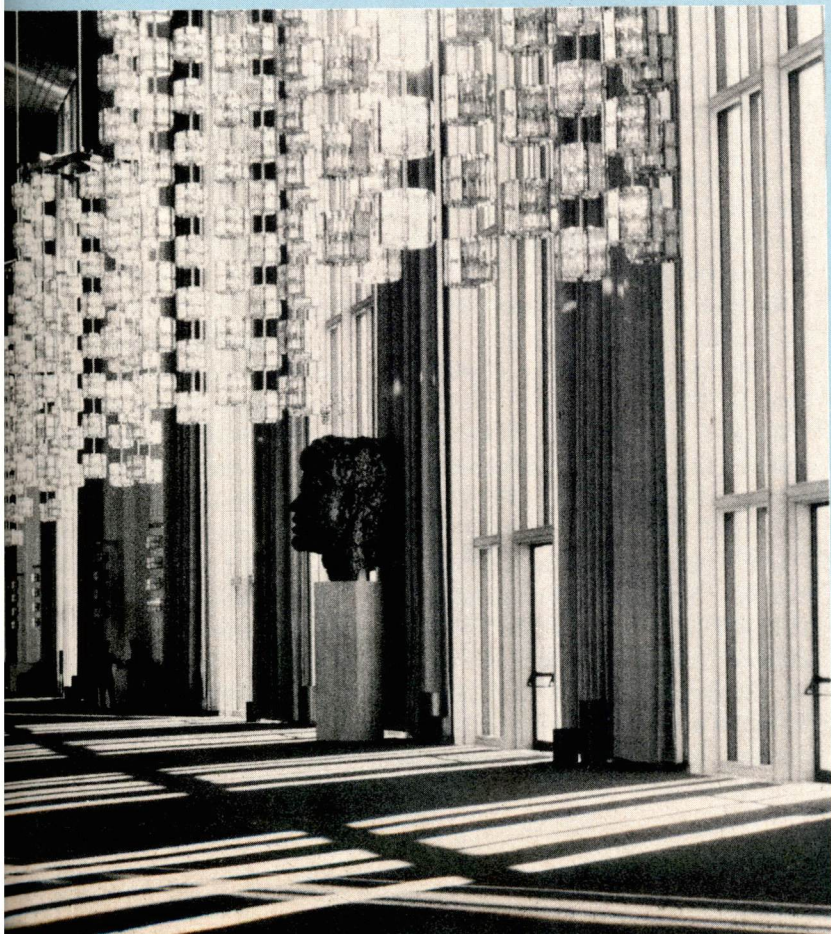
U.S. Naval Museum—History of the
U.S. Navy is chronicled in displays.

Phillips Collection—One of the best
private art collections in the world, it
features works of Degas, Renoir, El
Greco, Goya and Monet.

Fill out the hotel and TI registration
forms on page 31 and treat your family
to an unforgettable vacation in Wash-
ington, D.C., while you attend the Toast-
masters 44th Annual Convention.

By the way, you may have noticed that
we've omitted one outstanding attrac-
tion: the Washington Monument. Un-
fortunately, it's not free. It costs a dime
to ride to the top of the 555 foot obelisk.

But considering that there are 898
steps, it's the best bargain in town. □



TI BOARD REPORT

Toastmasters International's Board of Directors held its third meeting of the 1974-75 administrative year on March 13-15, 1975, at World Headquarters in Santa Ana, California.

After receiving reports from International President John F. Diaz, DTM, and Executive Director Terrence J. McCann, the Board considered and dealt with matters relating to the administrative and educational aspects of the Toastmasters organization.

The following is a summary of those reports and decisions of general interest.

The President's Report—The Board was told of the growing demand from business and industry for a means of improving group communications among their employees and the vital part the Toastmasters program can play if actively promoted. While the current economic situation affects everyone, it especially affects those who receive financial support from their employers for company clubs—some of whom will be required to bear the entire cost of membership. President Diaz also noted the concern of some clubs in seeking more economical ways of providing club meetings at the least possible expense to the member. Mr. Diaz estimated that, during his visits to Districts 4, 44, 32, 18, and 60, he had been extended approximately three hours of television appearances, which roughly computes to a public relations value of \$200,000 to \$300,000 to the organization. In concluding, President Diaz reported that on February 26, 1975, Toastmasters International was presented with a Certificate of Official Recognition as a member of the National

Bicentennial Service Alliance by John W. Warner, administrator of the American Revolution Bicentennial Administration and this year's Golden Gavel recipient.

Educational Accomplishments—C & L Program completions reported for this year totalled 1021, compared to 1432 last year, while the Advanced C & L completions totalled 381, compared to 378—a combined decrease of 22 percent. Three hundred seventy-nine Able Toastmaster awards were made since July 1, 1974, compared to 353 last year, while 36 Toastmasters received the Distinguished Toastmaster award, compared to 33 for the previous period.

Speechcraft and Youth Leadership—Since July 1, 1974, 126 Speechcraft program completions have been reported, compared to 76 last year. Seventy-five Youth Leadership Program completions were reported, compared to 64 for the same period last year.

Membership—Membership trends from July 1, 1974, through January 31, 1975, showed a decrease in new, charter, and transfer members from the same period last year, and an increase in dropped members. While the 1973-74 total membership additions totalled 12,882, the 1974-75 figure was 12,082. Dropped members for the 1973-74 period totalled 16,258, while the 1974-75 figure was 16,882.

New Clubs—Eighty new clubs were added during the period July 1, 1974, to January 31, 1975, compared to 96 for the same period last year.

Revision of Speech Contest Rules—The Board agreed to eliminate the impromptu speech from the Speech Contest Rules for 1976.

Bylaws Amendment—The Board reviewed the proposed amendment that will be presented to the 1975 Convention, which states: "BE IT RESOLVED THAT Article IV, Section 2, of the Bylaws of Toastmasters International be AMENDED to include the following sentence: 'A majority vote of the accredited delegates, delegates at large, and proxies at any Annual Business Meeting and Convention may increase, decrease, or otherwise alter the amount of the per

capita payment, or any procedure method by which the per capita payment is determined or assessed.' " The Board recommends that the amendment not be adopted for the following reasons:

- It is essential that no changes be made in our bylaws without advance notice to the clubs, without careful study by its elected representatives, and without the concurrence of two-thirds of the delegates voting. This protects the interests of the clubs which are being represented at the convention.

- If such an amendment should become a part of the Bylaws, a group of proxy holders could "increase, decrease, or otherwise alter" the amount of the Toastmaster's per capita payment by mere majority vote, with no prior warning or advance study made of the need or absence of need for such increase or decrease.

- While all other Bylaw amendments would still require advance study and recommendation, a 60 day notice to the clubs, and a two-thirds vote of the delegates, the dues-fixing authority would be the only one excepted from this longstanding and salutary procedure amendments.

Board of Directors Guidelines—The Board agreed that potential members of the Board of Directors be provided guidelines on objectives and functions of the directors' role and that the existing orientation manual be rewritten with appropriate guidelines, that it be distributed to all incoming district officers, and that further orientation be extended at the personal request of a candidate.

Nominating Committee—The Board agreed that any candidate receiving one of the recommendations in the opinion poll will be listed on the official ballot and included in the candidates' brochure with an appropriate notation, regarding the number of official nominees. In no case shall a person be qualified for more than one ballot position. (This procedure becomes effective January 1, 1976.)

(Ed. Note: The next meeting of the Board of Directors will be held August 18-19, 1975, at the Shore Americana Hotel in Washington, D.C.)

The Controlling Function of Management—Part 2

by **Beaufort B. Longest, Jr., PhD**

To a manager, the budget is one of the most important control devices he must contend with. In the second part of this article, Dr. Longest looks at this and other control techniques that are essential to the effective manager.

Ultimately, the success of a manager's attempt to control is determined by his effectiveness in getting people to make necessary modifications in their own performance. Although many managers assume that people will automatically act to correct their own behavior when directed to do so, this does not necessarily happen. Individuals may resist attempts to control them for a variety of reasons. Among them:

1. Tendency to disrupt the organization's objectives.
2. Failure to accept the organization's objectives.
3. Believing that the expected standard of performance is too high.
4. Believing that standards are irrelevant to, or, at least, an incomplete measurement of, the organization's objectives.
5. A person may not object to the controls themselves, but to the assignment of control authority to particular people in the organization.
6. When informal group norms are consistent with control objectives, there

will be a higher degree of acceptance of the control devices than when norms are contradictory to control objectives.

Each of the reasons for resisting controls has its counterpart in a line of action that a manager might take to reduce the source of resistance. In addition to this, however, there is a general point of view which, when applied, enhances the likelihood that people will work toward the objectives of the control effort. It is this: in terms of personal acceptance of control procedures, it is generally the case that the more intimately a person is involved in the control decisions, the more likely it is that he will accept and support them.

Budgets are the most general control devices the manager must contend with. Therefore, it is essential for a manager to be familiar with the general aspects of budget making and budget control. A budget is a means of control insofar as it reflects the plan against which actual

performance is measured. It provides information which enables the supervisor to take action, if necessary, to bring results into conformity with the plan.

Budgeting

The term "budgeting" usually refers to making a plan to cover operations for a definite period in the future. A budget states anticipated results in specific numerical terms. Although the terms usually are of a monetary nature, not all budgets are expressed in dollars and cents. There are also personnel budgets, which indicate the number of workers needed for each skill level and the number of man-hours allocated for certain activities.

The making of a budget, whether it is financial or otherwise, contributes to improved planning, since budget plans must be qualified and stated specifically. Considerable effort is involved in budgeting, since it means that a manager must quantify his estimates about the future by attaching numerical values to

specific budgetary plans. Figures placed in the final budget become the desired standard for achievement. Thus, every manager has a vital concern and interest in the budget.

It is natural that people resent arbitrary orders; thus, budget allowances and objectives should be determined with the cooperation of those who are responsible for executing the plan. The manager should have an opportunity to participate in the making of the budget under which he is to work for the coming period. At the departmental level, it is usually established for one year, although it may be for a shorter period of time. Higher management may have other budgets which extend for some years in advance.

It's Just a Guide

A budget is merely a guide for management and not a substitute for good judgment. It should not be so detailed that it becomes cumbersome. Further, it should allow the manager some freedom to accomplish the objectives of his department with a reasonable degree of latitude and flexibility. To avoid having

a budget become a straitjacket, enlightened management will assure its flexibility by reviewing it regularly so that actual performance can be checked and compared with the budget. If operating conditions have appreciably changed, and if there are valid indications that the budget cannot be followed in the future, a revision of the budgetary program is in order.

Budgets: A Must

Budgets do represent restrictions, and for this reason some managers do not like them. They may have a defensive approach to budgets, an approach which has been acquired through painful experience. A budget represents a barrier to spending; it may prohibit a raise in salary. Thus, in the minds of some managers and employees, it becomes associated with "top management's miserly behavior," rather than with planning, directing, and controlling. The manager should try to understand that budgeting is an orderly and disciplined approach to problems, and that there is enough flexibility built into a budget system to

permit common sense departures in order to serve the best interests of the organization. Whatever can be done without a budget usually can be done better without one.

Besides a budget, the manager may have other control devices at his disposal, such as certain scientific tools and statistical analyses. Statistical data usually can be presented in the form of tables, charts, or graphs. Various types of pictorial or graphical presentations also can be used for controlling purposes. A discussion of most of these techniques would be beyond the scope of this article. If the manager wishes to explore some of the more scientific approaches, he would do well to consult someone within the organization who is familiar with mathematics and other statistical controlling procedures.

A Controlling Summary

The following requirements point out much of what we have said about controlling thus far:

1. Controls must reflect the nature and needs of the activity. All control systems should reflect the job they are to perform. This is merely a requirement of reflection of plans: The more that controls are designed to deal with and reflect the specific nature and structure of the plan, the more effectively they will serve the interests of the organization.
2. Controls should report deviations promptly. The ideal control system detects projected deviations soon after they actually occur. In any case, the information must reach the manager in a timely manner so that he can head off failures.
3. Controls should be forward looking. As in certain electronic controls, the flow of managerial life include a time lag between the deviation and corrective action. Perhaps the key point of control in assuring achievement of objectives is that its task is to detect potential or actual deviation from plans early enough to permit effective corrective action. Therefore, the manager, in striving to apply this principle, would surely prefer a forecast of what will probably happen a week or next month (even though

contains (accurate the past, 4. Contrage ment elements is doing a matter Where c ager's or influence accurately explaini their pe standard up-to-da Effective accurate. 5. Contr must re changed stances, to rema changes their sele 6. Contr at critic quires at to perfo manager on excep the resul 7. Contr must be require often co difficult trol syste costs. E benefits activity, pense th sence of system c 8. Cont Some sy upon m break-ev compute able to t Sometir stand th learn to underst

anniversaries

40 YEARS

Lee Emerson Bassett Club 33-4
Palo Alto, California

35 YEARS

First St. Paul Club 167-6
St. Paul, Minnesota
Kemper Countryside Club 169-30
Long Grove, Illinois

30 YEARS

Los Caballeros Club 322-1
Santa Monica, California
Seattle General Club 277-2
Seattle, Washington
Capital City Club 321-6
St. Paul, Minnesota
Eli Lilly Club 311-11
Indianapolis, Indiana
Nampa Club 324-15
Nampa, Idaho
Billings Club 319-17
Billings, Montana
Business Mens Club 281-24
Omaha, Nebraska
Cook Du Page Club 290-30
Hinsdale, Illinois

Beaver Dam Club 310-35
Beaver Dam, Wisconsin
Centennial Club 313-64
Winnipeg, Man., Canada

25 YEARS

Gardena Evening Club 861-1
Gardena, California
Brown & Bigelow Club 855-6
St. Paul, Minnesota
Grants Pass Club 852-7
Grants Pass, Oregon
Whitehall Triangle Club 242-13
Pittsburgh, Pennsylvania
Sidney Club 825-17
Sidney, Montana
Spencer Club 856-19
Spencer, Iowa
Downtown Club 99-22
Kansas City, Missouri
Quannapowitt Club 849-31
Boston, Massachusetts
China Lake Club 855-33
China Lake, California

(please turn to page 29)

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techniques or impatience in learning them, the effect is the same: The control system will not function.

9. Controls should lead to corrective action. A system that detects deviations from plans will be little more than an interesting exercise if it does not show the way to corrective action. An adequate system will disclose where failures are occurring, who is responsible for them, and what should be done about them.

10. Controls should reflect the organization pattern. Organization structure, being the principal vehicle for coordinating the work of people, is also a major means for maintaining control; and the manager is the focal point of control, just as he is the focal point for the assignment of tasks and the delegation of authority.

We have seen that controlling is the regulation of activities in accordance with the requirements of plans. Control-

ling consists of three steps: (1) establishing standards, (2) measuring performance and comparing actual results with standards, and (3) correcting deviations from standards.

There are different types of standards and there are a number of techniques which can be useful in setting standards. The manager's personal observation is the best way of measuring performance. Should the manager find that corrective action is necessary, he should view it as a means of improving the performance of his subordinates. He should keep in mind that, generally, the more intimately a person is involved in the control decisions which are made, the more likely it is that he will accept and support them. □

Dr. Beaufort B. Longest, Jr., is an assistant professor in the Institute of Health Administration at Georgia State University.

1975-76 Officers

The following report of the 1975-76 International Nominating Committee is presented in accordance with Article VIII, Section 1, of the by-laws of Toastmasters International.

The Nominating Committee submits the following candidates for election as officers of Toastmasters International at the annual business meeting, to be held at the 44th International Convention in Washington, D.C., August 21, 1975. Director candidates will also be elected at this time. Their names will be placed in nomination at the eight regional conferences held this month.

It is the duty of all clubs to vote either by proxy or through their representatives at the International Convention. Because the officers elected will direct the activities of Toastmasters International for the coming year, members should give careful consideration to the qualifications of each candidate.

Additional nominations for all International offices may be made from the floor at the business meeting.

1975-76 Nominating Committee—Russell G. Herron, *Chairman*; Alex P. Smekta; Donald W. Paape, DTM; Marvin E. Kline, ATM; C.C. Petersen; A.W. Stillwell, ATM; N. Wm. Hamlin, ATM; Adam F. Bock; Frank J. Hurst, ATM; William O. Miller, DTM; John P. Lister, DTM.



FOR PRESIDENT

George C. Scott, DTM. Senior vice-president of TI and a 1968-70 International director. Mr. Scott is a partner in the firm of Niemi, Holland and Scott, CPA's, Portland, Oregon. A Toastmaster for over 22 years, he has served as 1973-74 chairman of the Educational Committee, 1972-73 chairman of the OPA Committee, 1965-66 District 7 governor, and is a member of the S. M. Chanticleers Club 622-7 in Portland, Oregon. Mr. Scott has served two terms as director of the Oregon Society of CPA's, is a school board member, and is vice-president of the Portland Boys Club's Board of Trustees.



FOR SENIOR VICE-PRESIDENT

Robert W. Blakeley, DTM. Senior vice-president of TI and a 1969 International director. A Toastmaster for 17 years, Mr. Blakeley is Chairman of the Office of Administrative Services, U.S. Army, and is the 1974-75 chairman of the Educational Committee. He was 1965-66 District 36 governor and a member of the Challenger Club 1642-36 in Arlington, Virginia, and the Castle Club 3056-36 in Washington, D.C. Mr. Blakeley is also a member of the American Institute of Parliamentarians and a recipient of numerous community and professional awards.

6 International r Candidates



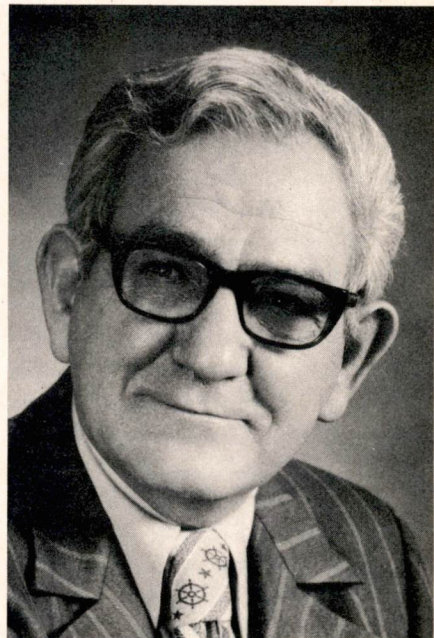
FOR SECOND VICE-PRESIDENT

Wood E. English, DTM. Third vice-president of TI and a 1971-73 international director. Mr. English is business manager with General Dynamics, San Diego, California. A Toastmaster for 12 years, he is the 1974-75 chairman of the OPA Committee and served as 1969-70 District 5 governor. He is a member and past president of the Mt. Helix Club 126-5 in La Mesa, California. Mr. English is also a member of the International Management Association, the Little League Board of Directors, and the Thalian's Social Club Board of Directors.



FOR THIRD VICE-PRESIDENT

J. Robert Gaul, ATM. Toastmasters International director 1971-73 and 1970-71 District 60 governor. A former president of the Burlington Club 3074-60, Mr. Gaul is plant manager of the Swift Chemical Company in Winnipeg, Manitoba. He was presented with a distinguished service award by District 30 in 1973 and is now an active member of Speakeasies Club 2750-64 in Winnipeg. A Toastmaster for over nine years, Mr. Gaul is Prairie Chapter Director of the Packaging Association of Canada and has been closely involved with the U.S.A. National Alliance of Businessmen.



FOR THIRD VICE-PRESIDENT

Jack M. Hartman, DTM. Toastmasters International director 1972-74 and 1970-71 District 39 governor. A Toastmaster for over nine years, Mr. Hartman is principal of the Folsom Represa Adult School at Folsom State Prison in Folsom, California. He is a member of the El Dorado Club 1390-39 in Sacramento and the A-R Club 1481-39 in Fair Oaks. Recognized by TI as an Outstanding Area Governor in 1969-70, Mr. Hartman is a member of the Association of California School Administrators and the Folsom Cordova Administrators' Association.

Ever Given A Naked Speech?

by Bruce A. Newman

Have you ever given a naked speech? Well, the odds are pretty good that you have—even without realizing it.

By a naked speaker, I am not referring to one who faces his audience wearing nothing but a smile, but rather to the individual who is thrust in front of an audience without a stitch of security. Unlike a speaker at the average Toastmasters meeting, the naked speaker does not have a physical object to grab onto to cling to, or to hide behind. He is fully exposed. Needless to say, the naked speech demands special communication skills and is one of the most difficult kinds of speeches to master.

At some time or another, all of us will be called upon to give a speech in a setting that does not provide for the luxury of a security screen and usually involves standing in front of a group of anywhere from seven to twenty people—all of whom are in fairly close physical contact. Some of the particular problems challenging the speaker in this situation are:

- Choosing a suitable approach to the audience.
- Finding a comfortable position for hands and feet.
- Overcoming a fear of some glaring physical defect.
- Preparing to speak without reliance on notes.

A physical barrier, especially an e

vated with an over the speaker finds the completely frequently and a y propriat has ass using r tion wo conver hand, t agains “folksy of audie for a me

The naked s comfortable feet. Th difficult hands.

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ated platform, provides the speaker with an instant psychological superiority over the audience. However, the naked speaker shares no such advantage and he knows that his human frailties are completely visible at first glance. Consequently, he must select a tone of voice and a variety of gestures which are appropriate for the informal pose which he has assumed. For example, an approach using rhetorical questions and exhortation would generally be awkward in a conversational setting. On the other hand, the naked speaker must guard against the tendency to become too "folksy" when the subject matter, type of audience, or physical setting may call for a more formal approach.

The second problem confronting the naked speaker is that of finding a comfortable position for both hands and feet. The longer the speech, the more difficult it becomes to control your hands.

Obviously, the speaker should not use hand gestures continuously. If he did, they would become meaningless and distracting. He should experiment and then choose a basic holding position which is comfortable, but not distracting or in poor taste. Try dropping both arms straight down next to your body and pressing your thumb against one finger. This position will help release nervousness as you apply pressure on the fingers.

The feet present a special problem. Never stand like a statue, but use some deliberate movement when making a point or addressing different portions of your audience. In any event, avoid shifting from one foot to the other because this is unsightly and most distracting. Good posture is the product of self-discipline—and control comes only from experience.

Have you ever stood in front of an audience with a hole in your pants or your suit wrinkled? Doesn't it seem as though everyone is staring at you and all the laughter is directed your way? This is a natural reaction, since most of us tend to be self-conscious. However, this fear is particularly heightened in the naked speech because everyone is, in fact, staring at you. The speaker can and must develop complete self-confidence by taking reasonable precautions to eliminate such obvious sources of embarrassment as spilled food or missing buttons. If you cannot change the condition, joke about it and convert the embarrassment into an asset.

Someone once said that people don't plan to fail, they just fail to plan. Even the best of speakers can be caught off guard when they discover that no lectern or podium has been provided. Notes are notoriously out of place here and any use of them stands out like a sore thumb. Those jokes and brilliant quotations that

you have inserted into your speech had better be committed to memory for the naked speech. Remember: Always prepare for the worst—and it will probably happen.

Speaking before a group without a security shield is not an easy skill to develop, but once mastered, the speaker will have conquered his physical environment.

It is very dramatic and down-to-earth for a speaker to step down from the podium and present himself to his audience. It makes the speaking engagement a much more intimate affair because the audience immediately assumes that the speech is coming from the heart—and not from some book. That alone makes a positive first impression.

Since this posture provides a more informal kind of speaking arrangement, it is wise to seek out these opportunities so you can develop these much needed skills. This kind of speech and the self-confidence that is so vital to it can only come from experience. Next time, shock your audience and yourself—give a naked speech. □

Bruce A. Newman is a partner in the law firm of Crawford and Newman. A member of the Greater Flint Club 2826-62 in Flint, Michigan, he is a member of the Board of Directors of the Genesee County Bar Association.

Unlike an average speaker at a Toastmasters meeting, the naked speaker does not have a physical object to grab onto, to cling to, or hide behind. He is fully exposed.

by
David L. Johnson

It has been said that Toastmasters has something for everyone. As members, we are all aware of the opportunities made available to us to improve our ability to communicate. But Toastmasters has much more to offer than that.

For some, Toastmasters means improving leadership abilities by becoming involved in one or more of the various officer positions. For others, it is a way to expand social contacts. However, the

with speakers from other areas.

□ You quickly learn to speak under pressure. (Remember your first competition?)

□ You improve your ability to express yourself, so others can relate to what you are talking about.

Add to these benefits the excitement of progressing through the various levels of competition and you have one of the great opportunities offered by Toastmasters.

How many of you have entered a Toastmasters Speech Contest? Now — how many of you have *won* a contest?

While it's been my privilege to partici-

cult. However, this misconception usually changes when it is explained that you have 420 seconds to gain the attention of the audience, to present your facts in logical sequence, and to close with an appeal for action. I further explain to them that during this time you are being judged by a group of selected Toastmasters who would put a Marine Drill Sergeant to shame as they pick you apart, your speech apart. "This," I tell them, "is the primary difference between a regular meeting and a competition."

During a regular meeting, you are assigned an evaluator to provide constructive suggestions for your personal improvement. But during a competition the judges are concerned with the shortcomings of your speech — and they have to be if they are to pick a "best speaker." Needless to say, speech contest judges are placed in a difficult position.

As the competition progresses, the speakers tend to become rather equal in ability. It is assumed that the speaker will use good eye contact, gestures, and other mechanics that are so important

How to Write a Speech...

ranks of Toastmasters is filled with frustrated competitors — I happen to be one of them. Thankfully, Toastmasters has also thought about us.

Each year, the general membership is given the opportunity to participate in the International Speech Contest, starting in each individual club. The winner of the contest at the club level is eligible to compete in the subsequent area, division, district, regional and International contests. Last year, the International Speech Contest was attended by over 1000 people. That alone should be adequate enticement to a real public speaker.

Let's consider for a moment the benefits of participating in a Toastmasters Speech Contest:

□ You're given the opportunity to speak before new audiences. (Perhaps you aren't getting any better as a public speaker — just more comfortable within your club.)

□ You speak before larger audiences. (Think for a moment about an audience of 600-1000 people.)

□ The speech contest affords you the opportunity to compare your abilities

with speakers from other areas. (Remember your first competition?)

□ You improve your ability to express yourself, so others can relate to what you are talking about.

Add to these benefits the excitement of progressing through the various levels of competition and you have one of the great opportunities offered by Toastmasters.

How many of you have entered a Toastmasters Speech Contest? Now — how many of you have *won* a contest?

While it's been my privilege to partici-

pate in the International level of competition for the past two years, it has also been my dubious distinction to finish second in both years. (Many people have told me that, by now, I should have second down pat.) Although the purpose of this article is to share the ideas and information I have gained during two years of competition, I sincerely hope that it may also provide the stimulus needed for you to join in the excitement.

As I talk with non-members about the advantages of Toastmasters, the discussion invariably gets around to the Speech Contests and, quite often, the comment is made that it all doesn't seem too diffi-

... Good for Second Place

a good speech. With this in mind, the phrase "little things mean a lot" becomes very important.

If the competition is close, the following suggestions could be worth several points on the judge's ballot:

□ Wear your Toastmasters pin. This may be a throwback to the military idea of wearing your "brass," but some judges may drop points for failing to wear it.

□ Wear conventional clothing. The idea that seems to prevail is that the Toastmaster who has been in the organization for several years is the best qualified to judge. If you are inclined toward

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wearing the modern dress, it could cost you. This is especially true if the judge believes that anything other than a dark suit, white shirt, and tie is improper attire. You may have the choice of being dressed to suit yourself (no pun intended) or picking up points.

□ The speaking slot you draw is also very important. Unfortunately, it is all chance. Most judges will give the first speaker a moderate score, to allow scoring up and down on the speakers that follow. Anything from six down is good in a contest with eight speakers. It also helps to have your strongest competition in front of and following your speech. This will keep the three speeches fresh in the judges' minds.

□ Your speech needs a gimmick—something that will send the audience home “humming” your speech. I still have people commenting on my “Rudolph The Rednosed Reindeer” speech—and that was only good enough for second.

□ Since the judges will be located throughout the room, be sure you “scan” your audience. You don't want to risk losing points because one of the judges left left out.

□ The location of the contest is important. I can assure you that a speech knocking Leif Ericson would not be well received in Minnesota. Don't take a chance of alienating your audience by poor subject selection.

The final point is, in my opinion, the most important factor in your preparation. I believe that you have won or lost as soon as you have selected your subject. Judges are directed not to judge based on the subject, but on delivery and the other speech mechanics. I can assure you that, in spite of this, a speech on the sex life of the Pacific Ocean Sponge will not score too well... or maybe it would. Whatever the case, the subject you select should be strong in the following points:

□ It should be current and topical. It must have an H.I.Q. (High Interest Quotient).

□ It must be of interest both to men and women. Remember—your speech will probably be given in front of an audience that is almost 50 percent women.

□ It must not be controversial in nature. Be careful not to make your audience mad at you.

□ You must have the necessary knowledge to research the material you will need.

Now let's suppose that you have selected your subject. How many of you write your speech from beginning to end? What other way is there, you ask? I would like to introduce you to the “Johnson Theory” for writing a speech. It may not win—but it should be good for second place.

The theory was developed as a result of my stay in the United States Army. It was there that I learned that I was not David Lee Johnson, but Johnson, David Lee. The Army's theory is that the last name is the most important, then the first, and last is the middle name. The same is true of the “Johnson Theory.”

1. Select your subject. Be sure to evaluate it so you can be sure that it qualifies as a good, strong selection.

2. Decide the purpose of the speech. Why are you going in front of the audience? What is your purpose? This should be your close—your appeal for action.

3. Find a real attention-getter for your opening. A thought-provoking question that is related to the closing is a strong way to start. It will also help your score if your opening and closing are tied together.

4. Next, you will need to carefully assemble your facts and arguments to tie your speech together. These points should be presented in a logical sequence,

which will enable your audience to follow the story you are presenting.

5. Select the humor that will help you to emphasize your main points. The ballot your judges will have has a space for scoring humor. It asks if humor was used, was it in good taste, and was it used to make a point?

6. Have a sample of the ballot in front of you as you prepare your speech. By knowing exactly what the judges should be using as a basis for voting, you will be better prepared to gain the important points.

7. Tape your speech and play it back. This will help you to pick up the main points and provides the best way to focus on these points.

8. Practice.

I am always surprised when I meet a member of Toastmasters who has never entered a speech contest. To pass up the benefits of these opportunities seems almost unreal. My only hope is that this short article will serve as the impetus to induce you to join the competition.

But just remember one thing—second place belongs to me! □

David L. Johnson is a member of the Washington Club 237-13 in Washington, Pennsylvania. The president of DIR/COMM Associates in Pittsburgh, Pennsylvania, he has been the second place winner in the International Speech Contest for the past two years.

Become A Club That DOES

by
Michael C. Migliaccio
District 38

Someone once said that there are three types of people: those that do, those that don't and those that wish they did.

Permit me to take this statement and apply it to Toastmasters.

Now it can be said that there are three types of Toastmasters clubs: those that do, those that don't, and those that wish they did.

To begin with, let's look at a "club that do (pardon my grammar)." Here is a club *that does* make good use of the *Communication and Leadership Manual*, a club *that does* use the *Officer Training Manual* (plus related texts to

instruct its leaders), and a club *that does* make effective use of Toastmasters membership building programs. What does this result in?

We now have a club whose members gain the most from the Toastmasters program, a club that runs efficiently because the officers *know* their jobs and *do* them well, and a club that continues to grow because it realizes that there are proven advantages to the Distinguished Club Plan, Speechcraft, and many other excellent programs offered by Toastmasters. This kind of club does, indeed, exist—I've seen them in action. But all is not well.

Let's reflect on a second type of club "the club that doesn't." A good example of this type of club may be found in the response I got from a Toastmaster who asked what C & L manual assignments he was on. "Oh," he said, "there are just a few of us in the club so we don't use the manual. All we do is sit around and go over each other little table topics all evening long." See if you can guess why there are "just a few" members in that particular club.

Before we go on to the next classification, ask yourself this question: Does your club have an effective membership building program and does it incorporate organizational structure with training officers? What do you think?

If your answer is "no," your club may fall into the third category—"the club that wishes they did."

A club in my area recently had a serious membership problem. I offered my advice and told them to sponsor a Speechcraft program while they still had the time.


"Never," they said. "It's a poor and ineffective program—and besides—we don't have our own membership program."

Today, that club with "our own" style, homemade, membership program is merely a statistic with a 25-year-old charter lying in state for all to mourn. Here is a club that wishes they *did* use Speechcraft—a club that wishes the officers knew and did their job through the training available from World Headquarters.

Toastmasters International has researched, written, and released programs designed to facilitate administrative education and motivation in each level of the Toastmasters organization.

The club that *doesn't* utilize the available resources is wasting its time, energy, and money—thus threatening its own existence by denying others the advantages of communication and leadership.

If your club is a "club that does" keep striving to maintain its excellent standing. If your club is one that "doesn't," be sure to take the necessary action—unless you want it to become "a club that wishes they did." □



MOVING?

Paste current address label in space at left and complete the following. Mail to World Headquarters as soon as possible: P.O. Box 10400, 2200 North Grand Avenue, Santa Ana, CA 92711.

Club No. _____ District No. _____

NEW ADDRESS _____

_____ Zip _____

If you are a club, area, division, or district officer, indicate complete title:

Name _____

Present Address _____

City _____

State/Province _____

Zip _____

Oconomocook
Oconomocook
Potomac
Washington
Beechwood
Colorado
Stockham
Birmingham
Bloomington
Bloomington
Skyline
Winnipeg
YMCA
New Orleans
Johannesburg
Johannesburg

20
Roundtable
Phoenix
Downtown
Santa Cruz
Sunrise
Salinas
Yavapai
Corvallis
Tri-Cities
Pasco
Bedford
Bedford
Albany
Albany
Poncha
Poncha
Greater Nevada
Newark
Marshalltown
Marshalltown
Columbus
Columbus
Tally Ho
Fremont
Lake Zurich
Lake Zurich
Civil Service
Washington
Natural Gas
Amesbury
Summit
Summit
Schofield
Wahi
Palolo
Honolulu
Kaneohe
Kaneohe
Kailua

more anniversaries

Oconomowoc Club 834-35
Oconomowoc, Wisconsin
Potomac Club 827-36
Washington, D. C.
Beechwood Club 859-40
Columbus, Ohio
Stockham Club 818-48
Birmingham, Alabama
Bloomington Club 850-54
Bloomington, Illinois
Skyliners Club 831-64
Winnipeg, Man., Canada
YMBC Club 842-68
New Orleans, Louisiana
Johannesburg Club 113-U
Johannesburg, South Africa

20 YEARS

Roundup Club 1839-3
Phoenix, Arizona
Downtown Club 1803-4
Santa Cruz, California
Sunrise Club 1829-4
Salinas, California
Yawners Club 982-7
Corvallis, Oregon
Tri Cities Club 274-9
Pasco, Washington
Bedford Club 574-13
Bedford, Pennsylvania
Albany Club 1827-14
Albany, Georgia
Ponca City Club 1846-16
Ponca City, Oklahoma
Greater Newark Club 1833-18
Newark, Delaware
Marshalltown Club 1857-19
Marshalltown, Iowa
Columbus Club 744-24
Columbus, Nebraska
Tally Ho Club 1826-24
Fremont, Nebraska
Lake Zurich Club 1837-30
Lake Zurich, Illinois
Civil Service Club 1847-36
Washington, D. C.
Natural Gassers Club 1875-44
Amarillo, Texas
Summitt Club 1781-46
Summitt, New Jersey
Schofield Club 1775-49
Wahiawa, Hawaii
Palolo Club 1780-49
Honolulu, Hawaii
Kaneohe Bay Club 1805-49
Kailua, Hawaii

Burnt Club 914-52
Van Nuys, California
New London Club 1782-53
New London, Connecticut
Gavel & Glass Club 1693-60
Toronto, Ont., Canada
Beaver Club 1744-60
Toronto, Ont., Canada
Quebec Club 1838-61
Quebec, Que., Canada

15 YEARS

Lake Norconian Club 1583-F
Corona, California
Wallingford Club 252-2
Seattle, Washington
Parke County Club 550-11
Rockville, Indiana
UTOY Club 810-14
Atlanta, Georgia
Box Elder Club 794-15
Brigham City, Utah
Border Club 2710-20
Crosby, North Dakota
Liberal Club 2229-22
Liberal, Kansas
C P A Club 3094-36
Washington, D. C.
Annandale Club 3122-36
Annandale, Virginia
AMCATS Club 3151-36
Alexandria, Virginia
DESC Club 2781-40
Dayton, Ohio
Plains Club 3144-42
Regina, Sask., Canada
Teletalkers Club 1625-43
Memphis, Tennessee
Bristol Club 3153-53
Bristol, Connecticut
Capitol City Club 2048-56
Austin, Texas
Rock Hill Club 2040-58
Rock Hill, South Carolina
Merrimac Club 3125-66
Portsmouth, Virginia
Chesapeake Club 3142-66
Portsmouth, Virginia
Laemthong Club 1635-U
Bangkok, Thailand
Tainan Taiwan Club 3102-U
Tainan, Taiwan

10 YEARS

Flour Club 124-1
City of Commerce, California
Kirkland Congreg Club 822-2
Kirkland, Washington

Granada Club 1772-3
Tucson, Arizona
Roadrunners Club 3850-3
Tucson, Arizona
Milpitas Club 2038-4
Milpitas, California
Emerald Club 3892-7
Eugene, Oregon
Pleasant Valley Club 2560-10
Independence, Ohio
Steel City Club 3811-11
Gary, Indiana
Meadville Club 1206-13
Meadville, Pennsylvania
Morgantown Club 2526-13
Morgantown, West Virginia
Old Economy Club 2682-13
Ambridge, Pennsylvania
Bristlecone Club 3901-15
Ely, Nevada
John Deere Club 1116-19
Moline, Illinois
Laramie Club 2546-26
Laramie, Wyoming
Tribune/Today Club 2630-30
Chicago, Illinois

Auburn Elks Club 3887-32
Auburn, Washington
A B Speechmasters Club 3891-35
Milwaukee, Wisconsin
K of C Club 3860-36
Washington, D. C.
Coshocton Club 561-40
Coshocton, Ohio
Dinosaur Club 3503-42
Brooks, Alta., Canada
Huntington Club 1964-46
Huntington, New York
Gatur Club 3915-47
Gainesville, Florida
Satellite Beach Club 3921-47
Satellite Beach, Florida
Huntsville Club 3235-48
Huntsville, Alabama
Lairs Number 2 Club 3924-52
Los Angeles, California
LRL Microcentury Club 2797-57
Livermore, California
Executive Club 3009-62
Muskegon, Michigan
Rotorua Club 3353-72
Rotorua, New Zealand

hall of fame

DISTINGUISHED TOASTMASTER (DTM)

Toastmasters International highest member recognition, the Distinguished Toastmaster award has been presented to the following:

John W. Barham, Progressive Club 264-16 and Gilcrease Club 1384-16, Tulsa, Oklahoma; Robert W. Blakeley, Challenger Club 1642-36, Arlington, Virginia, and Castle Club 3056-36 in Washington, D.C.; R. Dick Buntrock, Kettle Moraine Club 2098-35, Kewaskum, Wisconsin, and West Bend Club 2098-35, West Bend, Wisconsin; Emil J. Di Lorenzo, Jeannette Club 233-13, Jeannette, Pennsylvania; Charles T. Gagel, Communicators Club 1129-11, Louisville, Kentucky; Paul W. Glass, Warren Club 1476-10, Warren, Ohio; Milton L. Laflen, Valley Club 3354-3, Phoenix, Arizona; Patrick A. Panfile, Postprandial Club 3259-65, Rochester, New York; Ed Peine, Daybreakers Club 839-56, Houston, Texas; Sol H. Putzel, Jr., Maple Drive Club 2789-14, Atlanta, Georgia.

ABLE TOASTMASTERS (ATM)

Congratulations to these Toastmasters who have received the Able Toastmaster certificate of achievement. Dr. Lulsegg Alemayyehw, Blue Nile Club 2192-U, Addis Ababa, Ethiopia; Eddie Amond, Downtowners Club 2944-11, Indianapolis, Indiana; Frank Anderson, Del Rey Club 2665-11, Anderson, Indiana; Philip R. Anderson, Belmont Club 530-4, San Carlos, California; R. A. Dick Bateman, Kitowin Club 2928-42, Red Deer, Alta., Canada; Armin J. Bauerle, First Braille Club 341-52, Los Angeles, California; James Blackman, Newburgh Club 3331-53, Newburgh, Connecticut; Wilbur F. Boese, Ft. Myers Club 1702-47, Ft. Myers, Florida; Barney A. Brady, Rocket City Club 1580-23, Holloman AFB, New Mexico; Robert L. Brandt, Toastmasters Breakfast Club 2866-3, Phoenix, Arizona; Daniel B. Brinson, Mon-

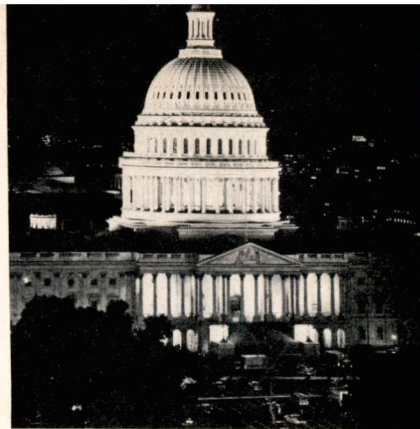
(please turn to next page)

more hall of fame

day Six-0 Club 1312-37, Charlotte, North Carolina; **Marvin A. Brotherton**, Chaparral Club 1205-23, White Sands Missile Range, New Mexico; **Bernard F. Brown**, Boulder Early Riser Club 3022-26, Boulder, Colorado; **Carlton E. Burley**, West End Club 2661-66, Richmond, Virginia; **Jim Cecil**, Vapor Trails Club 203-5, San Diego, California; **Larry G. Chambers**, Portage Lake Club 2362-35, Houghton, Michigan; **Raymond D. Chavez**, Amistad Club 3179-36, Washington, D.C.; **Charles M. Chesebro**, Space Center Club 2189-1, Inglewood, California; **Anthony N. Ciancio**, Rome Club 1271-65, Rome, New York; **Patrick R. Commins**, Wanderers Club 2305-U, Johannesburg, South Africa; **Riley B. Cordell**, Piedmont Club 1214-37, Hi Point, North Carolina; **Arthur Cormier**, Embassy Diplomats Club 3492-61, Ottawa, Ont., Canada; **Ernest H. Cowen**, Calliope Club 2821-47, Orlando, Florida; **Reed G. Croft**, Waterloo Club 101-19, Waterloo, Iowa; **Thomas J. Crowley**, Grand Rapids Club 404-62, Grand Rapids, Michigan; **Vincent B. Daal**, Rocky Mountain Club 739-26, Denver, Colorado; **David J. Davidson**, Downtowners Club 3801-26, Denver, Colorado; **Walter N. Dean**, Kekianga Club 899-11, Fort Wayne, Indiana; **Henry D. Delony, Jr.**, Randolph AFB Club 2845-56, San Antonio, Texas; **Peter DiNicola**, Lockheed Club 1653-52, Burbank, California; **Noel E. Donlin**, Mason Dixon Club 2186-48, Huntsville, Alabama; **John N. Donnellon**, Albuquerque Club 122-23, Albuquerque, New Mexico; **William E. Doughty**, Tecumseh Club 3111-11, Fort Wayne, Indiana; **Arnold A. Dudley**, Perry Point Club 3132-18, Perry Point, VA. Hops., Maryland; **Charles R. Easley**, Newport Club 3880-7, Newport, Oregon; **Frederick S. Elligsen**, Pendleton Club 154-9, Pendleton, Oregon; **Cyril Engleden**, Podium Club 2303-60, Toronto, Ont., Canada; **Don Ensch**, Woodland Club 3051-33, Santa Barbara, California; **Bill A. Findley**, Bacchus Club 3791-15, Magna, Utah; **Howard O. Firror**, Santa Ana Toastmasters Club 991-F, Santa Ana, California; **Marvin R. Fitzpatrick**, State Farm Illinois Club 3228-54, Bloomington, Illinois; **Robert E. Fox**, Twin City Club 1356-37, Winston Salem, North Carolina; **Feliberto Gallegos**, Albuquerque Club 122-23, Albuquerque, New Mexico; **William Garner**, Eye Opener Club 1675-33, Lancaster, California; **Alvin B. Geddes**, Bow Valley Club 1494-42, Calgary, Alta., Canada; **Hugh C. R. Granger**, Aylesbury Club 762-71, Aylesbury Bucks, England; **Kenneth W. Gray**, Waterloo Club 101-19, Waterloo, Iowa; **Harold L. Halcome**, Saturday Morning Club 2035-37, Charlotte, North Carolina; **Richard Hall**, USDA Club 3294-36, Washington, D.C.; **Thomas T. Hawkes**, Paul Bunyon Club 922-6, Brainerd, Minnesota; **Paul H. Hawks**, Tallahatchie Club 2431-43, Oxford, Mississippi; **Virgil E. Heidbrink**, Trinity Club 1190-25, Dallas, Texas; **James A. Herriott**, Ames Club 569-19, Ames, Iowa; **W. Frank Hester**, Daybreakers Club 839-56, Houston, Texas; **Robert I. Hibbs**, Monday Morning Club 1557-44, Amarillo, Texas; **Jack Holt**, Reveille Club 2971-25, Ft. Worth, Texas; **Richard E. Howe**, 1210 Toastmasters Club 3375-46, Bound Brook, New Jersey; **Donald N. Hulbert**, Fireside Club 2281-65, Louisville, Kentucky; **Raymond E. Hurtienne**, Ames Club 569-19, Ames, Iowa; **Thomas C. Jacobsen**, Lamplighters Club 449-9, Spokane, Washington; **Vic Jendruska**, Tri City Club 1332-64, Winnipeg, Man., Canada; **Arthur L. Kaeser**, Aquinas Club 2159-40, Springfield, Ohio; **Donald E. Kinney**, Sleeping Giants Club 1296-

26, Steamboat Springs, Colorado; **Louis M. Kiriazis**, Silverton Club 3559-30, Chicago, Illinois; **Marshall A. Kotlicky**, Irving Park Club 2069-30, Chicago, Illinois; **Eric B. Lappoehn**, Twin Cities Club 735-39, Marysville Yuba, California; **Andrew C. Latter**, Permian Club 1509-44, Midland, Texas; **Fred D. Lazzelle**, Will Rogers Club 1032-16, Oklahoma City, Oklahoma; **Jerry L. Leonard**, Bayou Pierre Club 2485-25, Shreveport, Louisiana; **Paul N. Liberto**, Elgin Club 1508-5, San Diego, California; **Harold E. Lockwood**, JS Club 3116-56, Houston, Texas; **Walter J. Marston**, Elmhurst Club 1604-30, Elmhurst, Illinois; **Emmett T. Matthews**, Mare Island Club 2839-57, Vallejo, California; **Otto W. McCallister**, Del Rey Club 2665-11, Anderson, Indiana; **Keith E. Meyer**, Fred H. Rohr Club 2518-5, Chula Vista, California; **Mason J. Miller**, Murat Shrine Club 1211-11, Indianapolis, Indiana; **L. O. Mosher**, Richmond Breakfast Club 635-57, Richmond, California; **O. J. Nanik**, Los Haberdosores Club 1952-4, Sunnyvale, California; **Henry R. Nash**, Los Caballeros Club 322-1, Santa Monica, California; **Charles Nickas**, Saturday Morning Club 2840-47, Jacksonville, Florida; **Gerald O'Toole**, Elmhurst Club 1604-30, Elmhurst, Illinois; **Dudley Pearch**, VA Gaveliers Club 2920-36, Washington, D.C.; **Hanns J. Pilz**, Ft. Lauderdale Club 2004-47, Ft. Lauderdale, Florida; **Alan R. Porter**, Ft. Collins Club 375-26, Ft. Collins, Colorado; **Van D. Psimitis**, Cape Girardeau Club 2072-8, Cape Girardeau, Missouri; **D. R. Puri**, Bangkok Club 2010-U, Bangkok, Thailand; **Dr. Halibur Rahman**, Manama Club, Manama, Bahrain; **James J. Egan**, Indianapolis Club 385-11 and Checker Flag Club 2007-11, Indianapolis, Indiana; **Curt Roemer**, Providence Club 1330-31, Providence, Rhode Island; **Robert W. Root**, Padres Club 1742-5, San Diego, California; **Robert T. Ross, Sr.**, Midland Club 1532-31, Midland, Texas; **Clyde Rudd**, Greensboro Club 439-9, Greensboro, North Carolina; **David Sand**, Douglas Aircraft Club 1497-1, Long Beach, California; **Martin J. Segesketter**, Upton Club 1458-56, Houston, Texas; **E. H. Serveson**, Cosmopolitan Club 2655-46, Whippany, New Jersey; **Gurman S. Sidhu**, L. Microcentury Club Livermore, California; **Eldred F. Smith**, Acton Club 3046-16, Oklahoma City, Oklahoma; **George E. Spier**, Crosswinds Club 3708-39, Vacaville, California; **John L. Stearns**, Tejas Club 966-56, Austin, Texas; **R. L. Stephens**, Fred H. Rohr Club 2518-5, Chula Vista, California; **James B. Storey**, Hub City Club 660-44, Lubbock, Texas; **Robert W. Straiton**, Floyd Valley Club 1753-19, Le Mars, Iowa; **Glen H. Swanson**, Valley Club 3628-1, San Jose, California; **Alexander J. Szigeti**, Great Eastern Club 3879-28, Toledo, Ohio; **Thomas J. Taafe**, Buriem Breakfast Club 2543-2, Buriem, Washington; **Thomas T. Teague**, Art O Rhec Club 2604-43, Memphis, Tennessee; **Robert H. Thomas**, Cosmopolitan Club 2655-43, Whippany, New Jersey; **Joseph W. Tracy**, New York Club 324-15, Nampa, Idaho; **Raymond F. Trappen**, Capitol Club 639-62, Lansing, Michigan; **Justus M. Tucker**, Twin City Club 1357-37, Winston Salem, North Carolina; **Owen T. Turner**, Tri City Club 1332-64, Winnipeg, Man., Canada; **Jacques H. Upton**, Utoy Club 810-14, Atlanta, Georgia; **Roy B. Vickery**, Trinity Club 3902-53, Springfield, Massachusetts; **Ruben S. Vogel**, Valley Club 3354-3, Phoenix, Arizona; **Lenoard Van Regenmorter**, Engine Club 185-6, Minneapolis, Minnesota; **Marcus R. Walker**, Marquette Club 1441-3, Phoenix, Arizona; **Stephen V. Webb, Jr.**, Hamlet Club 3759-65, Hamburg, New York; **David S. Wegner**, Wisconsin Club 3490-35, Milwaukee, Wisconsin; **Myron A. Williams**, Sheppards Club 3205-42, Calgary, Alberta, Canada; **Chong Wing**, TM Club of Singapore, Republic of Singapore; **Larry Wood**, Servetus East Club 253-7, Portland, Oregon; **Vicki Wood**, Plantation Club 2582-47, Plantation, Florida, and Early Bird Club 3659-47, Fort Lauderdale, Florida; **Howard M. Woodward**, Coral Gables Club 1695-47, Coral Gables, Florida; **Martin L. Zander**, Cherokee Club 3690-19, Cherokee, Iowa; **M. R. Zimmerman**, Motor City Speak Easy Club 1660-28, Plymouth, Michigan; **Edward T. Zutell**, Tampa Noonshiners Club 3909-47, Tampa, Fla.

Toastmasters 44th Annual Convention August 20-23 Shoreham Americana Hotel Washington, D.C.



Mail to: Toastmasters International, 2200 N. Grand Ave., 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 1975-76.)

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 packet and tickets to the following meal events waiting for me at the Convention Registration Desk.

_____ Member Registrations @ \$8.00	\$ _____
_____ Spouse Registrations @ \$2.00	\$ _____
_____ Youth Registrations (9 years and older) @ \$1.00.	\$ _____
_____ Tickets Golden Gavel Luncheon @ \$9.25 (Wednesday, noon, August 20)	\$ _____
_____ Tickets "Party 200" Fun Night @ \$12.50 each (Thursday: Dinner, Dancing and Entertainment)	\$ _____
_____ Tickets President's Dinner Dance @ \$15.00 (Friday: Dinner, Dancing and Program).	\$ _____
_____ Tickets International Speech Contest Breakfast @ \$6.00	\$ _____
TOTAL	\$ _____

Check enclosed for \$ _____ (U.S.) payable to Toastmasters International. **All advance registrations must reach World Headquarters by July 18. Cancellation/reimbursement requests not accepted after August 1.**

(PLEASE PRINT) CLUB NO. _____ DISTRICT NO. _____
 NAME _____
 SPOUSE'S FIRST NAME _____
 ADDRESS _____
 CITY _____ STATE _____ ZIP _____
 NO. CHILDREN ATTENDING (Elementary School Age) _____
 (Jr. High School Age) _____ (Senior High Age) _____
 If you are an incoming district officer (other than district governor) please indicate office: _____

Mail to: Shoreham Americana, Connecticut Avenue at Calvert St., NW, Washington, D.C. 20008. (202) 234-0700. Reservation requests must reach the hotel on or prior to July 20, 1975.

Circle the rate you desire. If that is not available, you will be assigned next higher rate. Suites are available from \$70 to \$200. Please contact the hotel directly for specific suite information. 6% District of Columbia sales tax will be added to all rates. All rates European Plan (no meals included).

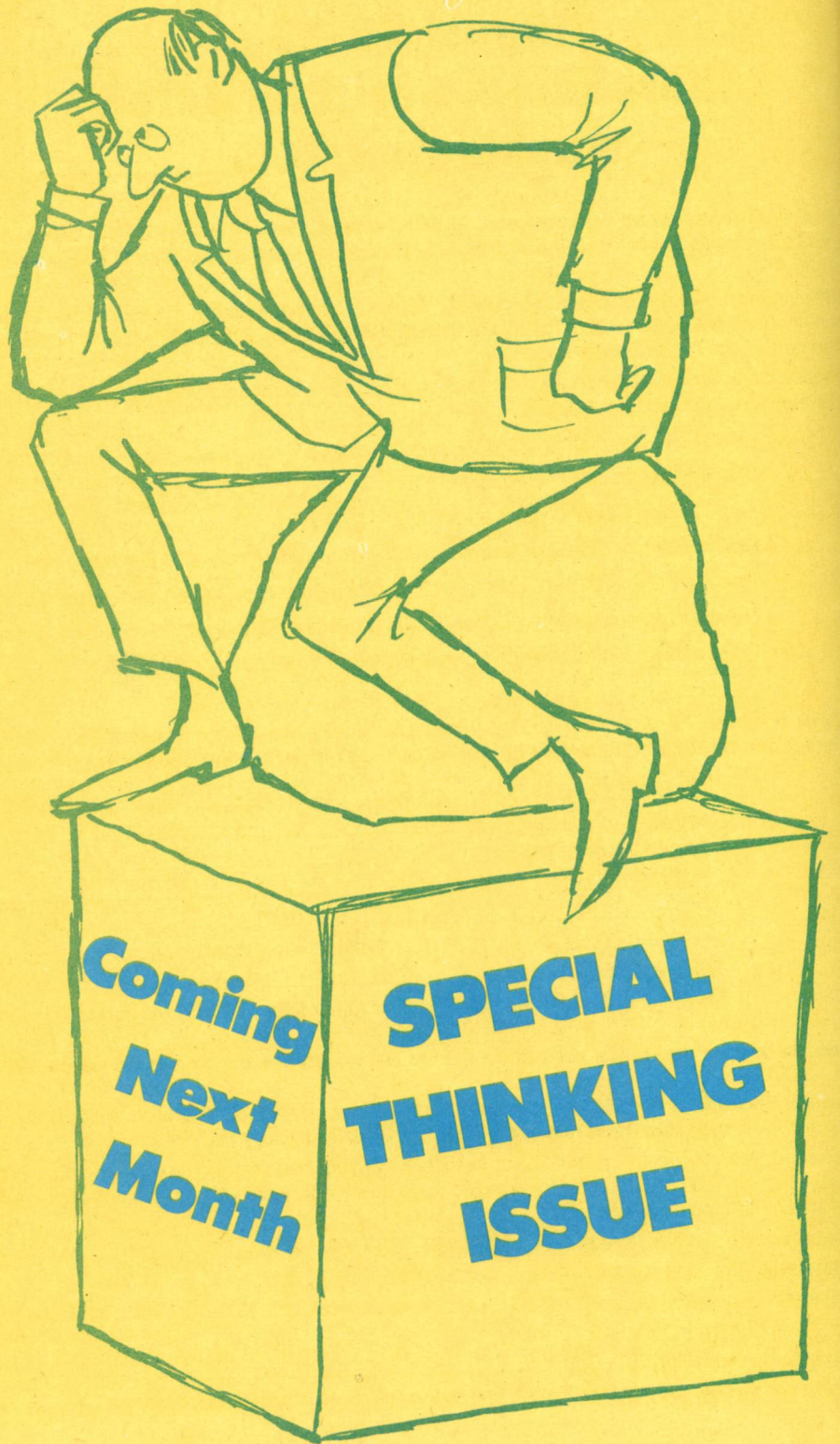
Please reserve _____ single room(s) at \$30 \$32 \$34 \$36 (circle one)
 Please reserve _____ twin room(s) at \$36 \$38 \$42 \$46

I will arrive approximately _____ a.m. _____ p.m. on August _____, 1975. (Check enclosed to cover first night for arrival after 6:00 p.m.) I will depart on August _____, 1975.

I am sharing room with _____
 Rooms will be held only until 6:00 p.m. unless the first night is paid in advance.

NAME _____
 ADDRESS _____
 CITY _____ STATE _____
 COUNTRY _____ ZIP CODE _____

Toastmasters International Convention, August 20-23, 1975, Washington, D.C.



QUIET

Coming
Next
Month

**SPECIAL
THINKING
ISSUE**