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# SPEECHES AND TOASTS
AND
# THE CHAIRMAN'S GUIDE

# SPEECHES AND TOASTS

AND

# THE CHAIRMAN'S GUIDE

AND

## SECRETARY'S COMPANION

INCLUDING

*HINTS TO SPEAKERS*

AND

*MODEL EXAMPLES FOR ALL OCCASIONS*

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# SPEECHES AND TOASTS

# SPEECHES AND TOASTS

## HOW TO MAKE AND PROPOSE THEM

### CHAPTER I

### HINTS TO SPEAKERS

#### PUBLIC SPEAKING IN GENERAL

THIS handbook is intended as a guide to those who, at social, public or business meetings, wish to express themselves in a clear and persuasive manner. It is designed to assist those not naturally gifted with the powers of oratory. "Can *anyone* learn to speak?" is a question frequently asked. The following paragraphs will furnish the reply.

With hard work and persistence a measure of success is assured to everyone. Every diligent student can learn to conquer his nervousness and to communicate his thoughts audibly, grammatically and coherently to audiences large or small, and indeed to master all the technique of public speaking. Beyond that everything hangs upon the student's personality. If he is muddle-witted no power can make him argue clearly on the platform, or anywhere else. Speaking is the art of self-expression by means of words, and if the self to be expressed is bumptious, unimaginative and insincere every one of these vices and defects will be apparent in the speaking. There are fluent speakers who have conquered their own nervousness only to become a source of nervousness to audiences, who are seized with something like a panic when the bore rises complacently "to fill a gap while the more capable orators following me are arranging their thoughts." Out of the abundance of the heart the mouth speaketh. A fluent fool is an offence, but a wise man eloquent is a joy to his fellows. Well, there you have it.

If you are a churl you must change your nature if self-expression is to be desirable. That can be done also.

*Sincerity and Earnestness.*—But if the reader is a good fellow, as we like to believe, he can become a good speaker upon any subject that he has at heart. As to whether any amount of practice will make him an orator—that depends. Oratory implies a touch of genius. Earnestness has this in common with genius—that both are inspirations, but an inspired conscience doesn't produce great works of art (and a fine oration can be classed with these) unless there is also exceptional imagination. Consider, for example, this flight of impassioned oratory taken from a speech delivered in the House of Commons by John Bright shortly after the beginning of the Crimean War:

"The Angel of Death has been abroad throughout the land: you can almost hear the beating of his wings. There is no one, as when the first-born were slain of old, to sprinkle with blood the lintel and the two side posts of our doors, that he may spare and pass on."

So strongly did these words appeal to the imagination that many of his hearers looked up, as though to see a visible apparition. A good unimaginative man, however inspired by earnestness, however accomplished in the technique of rhetoric, could not have done that. The visualization of such a tremendous personification could only have been achieved by a man of genius, a maker, a poet.

> "The little more and how much it is!
> The little less and what worlds away!"

Most important is it that the speaker should have clearly outlined in his mind what he is going to say. This seems almost superfluous advice, but it is a fact, as a well-known statesman has reminded us, that there are some speakers who have not the least idea of what they are going to say when they stand up, of what they are saying when they are speaking, or of what they have said when they sit down. It cannot be too definitely laid down that clear thinking is, above all things, essential to clear speaking; ideas cannot be distinctly conveyed to an audience unless the speaker has them ordered and prepared in his mind. Having achieved this he must next strive for clear expression. He must state plain facts, clearly and concisely—call a spade "a

spade "—and remember that simplicity of speech obtains immediate approval.

Mere "wordiness" throws too much onus upon the audience, they have to follow and unravel long and involved sentences and in so doing miss the first half of the speaker's next sentence, and lose the thread of the argument. The good speaker will use short sentences, each composed of a dozen to two dozen words, and varied in length to avoid monotony. A speaker may know his subject thoroughly, but if he uses long and involved sentences his audience will find it hard to arrive at his meaning and the effect will be sacrificed.

*Qualifications of a Successful Speaker.*—From this it is easy to deduce the qualifications which a speaker must possess to be successful: he must have a command of language with an exact appreciation of the value of words: this he can get by reading; he must have a faculty of presenting his thoughts in logical sequence, so that his arguments are cumulative and in the sum convincing: this he can acquire by writing; he must have clearness of utterance, coupled with deliberation of manner and entire self-possession: this he can acquire by conversation and reading aloud. All these things may be achieved by patient study and intelligent application. The crowning quality which differentiates the supremely great orator from the merely competent one, is another matter; it is not to be acquired in the schools; it is the little touch of genius which inspires life into the marble of the sculptor, into the painted canvas of the artist, into the written words of the author, and into the spoken words of the orator; but, although it cannot be taught in the schools, it is bestowed upon the really earnest man much more commonly than is supposed, for something of it is implied in the sincerity of the conviction that compels the individual to give utterance to the thoughts that are in him: inspiration is the word that best describes it.

Earnestness is infectious, and the orator, who at the beginning of his speech convinces his audience that he is himself in earnest, has gone a long way towards gaining their attention and convincing them. The arts which he can acquire by study and by practice will do as much as is humanly possible of the rest. The mysterious power which great orators undoubtedly exercise over their hearers, and which so many people endeavour to explain by such phrases as

nerve-force, personal magnetism, and the like, is, if reduced to its simplest terms, little more than the natural result of mere earnestness.

To sum up, it may be said that public speaking is an art that may be easily acquired by all, if they have the will and determination to study and practise and provided they are content to express simple facts in plain, straightforward language. Indeed, in most cases this simple and straightforward manner will appeal to an audience far more strongly than will the rhetoric of a past-master. We say this to encourage those who feel they really have no gift at all for speaking. A surprising number will find, however, that, if they do not possess genius perhaps, they at least have quite a gift for public-speaking.

## CHAPTER II

## PREPARING THE SPEECH

IT was said long ago that there are only two essentials to good rhetoric; first, have something to say; and next, say it. This short chapter deals with the material, and the next with the delivery of a speech.

Such people as Cabinet Ministers are fortunate in having material of unique interest which all desire to hear, and a thousand listeners are eager for a minute account of their most trivial activities. But to the ordinary speaker material, original in its character and momentous in its import, is not usually available.

*Length of the Speech.*—Unquestionably the first rule is—Be brief. Your speech will be a failure if the attention of the audience is for one moment allowed to flag: it will never be regained. No exact rule as to time is possible except the quite general one that a speech should be long enough to cover the subject and short enough to be interesting. The second rule is akin to the first—Be relevant. Fix upon your point, make it and leave it. The temptation to wander at large through a mass of superfluities must be rigidly suppressed.

Generally it is wise to be content with one point, because two or more too often tend to counteract each other. If, however, more than one is necessary, the several points should be reduced, as it were, to a common denominator, and utilized as closely related aspects of the same truth.

### COLLECTING THE MATERIAL

In collecting the material, first of all give very careful thought to the subject of the speech, remembering always its purpose and aim. Encyclopædias, year-books and other books of reference will furnish information on subjects about which the speaker may not have adequate knowledge.

Having studied the matter from every point of view, decide what is the chief aspect you wish to impress upon the audience, for it is better to take one line and work this up thoroughly rather than confront the audience with a mass of unrelated and perhaps irrelevant facts, which they cannot assimilate. Next take a piece of paper, put down this central idea and under it all facts relevant to it. These should now be arranged in order of importance, or more usually in the order in which they will naturally follow, as the thoughts lead from the one to the other. In an argumentative discussion the latter is the better method, as the arguments will then flow smoothly from one into the other and combine to form a complete argumentation.

## WRITING OUT THE SPEECH

Having collected your facts and figures, and elaborated your argument, put your notes beneath the blotting pad, and write down the main body of your speech with a full pen, slashing down approximations to figures when you are not sure of them, careless of spelling, grammar and phrasing, employing the first word that presents itself, or leaving a blank if the only possible word eludes you. When you have presented your argument your speech lacks only exordium and peroration to be complete. It still, however, needs revision, polishing, and touching up.

*Amplifications and Revisions.*—Probably amplifications of your argument will occur to you. Welcome them, but don't let them push the original matter out, even if intrinsically they should be better than some of the passages in the original draft, for *they* have not arisen spontaneously out of the sentences that preceded them as those first sentences did, and it is this spontaneous growth of one idea out of the other that gives life and movement to a composition, and often the best logic.

*Because* your speech was indited at white heat it is probably stiff with the *clichés* that so easily beset us. Having no time to make phrases of your own it was wise to grasp at these stale, worn-out phrases as stop-gaps. But when you make your maiden speech it must not be cheapened by "slowly but surely's," "not wisely but too well's," "kindly but firmly's," or other *clichés* of this kind.

Do not show off: have your eyes open to detect insincerities

of every kind—that Latin quotation dragged in to show an audience who can't understand Latin that you are a classical scholar—that sham self-depreciation which was meant to exalt yourself, anything that tends to keep your personality before the audience. Even an irrelevant anecdote dragged in to get you a laugh is a form of insincerity.

## THE PREORATION OR EXORDIUM

Every speech, like every dog, should have a head, a middle, and a tail, or, in more imposing language, preoration, discussion, and peroration. The preoration is most important, as its object is to interest the listeners in the speaker, and should show the " why and wherefore " of the speech. Sometimes the attention of the audience is attracted by the speaker explaining quite shortly the special claims which he has to discuss the particular subject under review. Equally, if not more effective, however, is the sudden discharge of a joke, preferably topical, at the heads of the gathering.

It may consist in the self-introduction of the speaker, a well-turned compliment to the chairman, or a reference to some local achievement. This must be left to the last minute, but the intending speaker should manage to slip away by himself somewhere and write down this semi-impromptu verbatim, because sentences in a conversational vein are harder to memorize than rhetoric, rhetoric like poetry indeed having risen out of the necessity for assisting the memory. Even the speaker who can deliver a memorized speech with confidence should have this conversational exordium written out and should read it. Consisting only of a few sentences, it can be read from the palm of one's hand. This type of exordium, however, has the disadvantage of starting the speech in a key too low, and it is hard, sometimes, to make the necessary key change after the conversational prelude.

Another type of exordium is a striking announcement of the subject. This is much safer for any speaker not very confident of himself. He begins right. Occasionally you hear a double exordium, consisting of a rhetorical plunge into the subject, upon which has been superimposed the conversational exordium prompted by the occasion. This method has great advantages and we wonder, sometimes, why it is not adopted more frequently. Having spoken

your few sentences of compliment or graceful banter you then make your true start, assured of not pitching your tone too low.

## THE PERORATION OR CONCLUSION

The peroration is, perhaps, the most difficult part of the speech. For the novice in after-dinner speaking it is no doubt safest to call quite simply upon the company to rise and honour the toast, or if responding to a toast to thank those present for the kind way in which they have received it. Sometimes it may be possible to think of an apt quotation which summarizes the conclusions of the speech in striking and memorable language. The accomplished orator will no doubt be able to finish off his oration by a concise summing up, reiterating with renewed emphasis and sincerity his original premises and leading to a mighty climax never to be forgotten by his hearers.

There is possible so much variety in perorations that one has difficulty in beginning to discuss them, and, having begun, even greater difficulty in stopping. There are your poetical perorations, your abrupt, your anecdotal perorations; indeed perorations can take almost any form.

*The Poetical Peroration.*—Perhaps the finest possible example of the poetical peroration is the conclusion of Joseph Chamberlain's famous speech at Belfast opposing Home Rule—a quotation from Longfellow's "Building of the Ship":

> "'Thou too, sail on, O Ship of State!
> Sail on, O Union, strong and great!
> Humanity with all its fears,
> With all the hopes of future years,
> Is hanging breathless on thy fate!'"

Here some of the effect is due to the happy coincidence that Longfellow had employed the word "Union."

When looking around for a stanza to serve as peroration it is worth while to bear in mind the possibility of lighting upon other coincidences not less happy. For this a work of reference such as Benham's *Dictionary of Quotations* is invaluable. Under the heading of your subject will be, perhaps, scores of poetical passages, one of which will use just the word that brings your audience to its feet as "Union" did Mr. Chamberlain's.

*The Climax of the Speech.*—A very perfect peroration occurred in a sermon by the Rev. R. J. Campbell upon the Prodigal Son, entitled "The Antiphony of Repentance," and was built up on the repetition of these two sentences: "And the son said, 'Make me as one of thy hired servants.' But the father said, 'Bring forth the best robe and put it on him, and put a ring on his hands.'" When the clock struck the hour at which these Thursday midday services close, Mr. Campbell stopped in the middle of his remarks, and grasping each cover of his Bible, began to bring them together, saying, "And the son said, 'Make me as one of thy hired servants.' But the father said, 'Bring forth a new robe and put it on him, and put a new ring on his hands. For this my son was dead and is alive again, he was lost and is found.'" This was the first time the last text had been included, having been kept back as the final word and summing up. Simultaneously with the enunciation of the word "found" the sides of the Bible met, and the preacher sat down.

Whatever form of peroration you prefer it must be prepared; everyone is agreed upon that—think how disastrous a misquotation would have been to any of the perorations instanced. An incidental advantage is that a prepared peroration gives a speaker confidence to know that an effective close is assured. Finally, it compels him to close at the right moment; no tempting by-way of thought can lure him on to anti-climax.

## "FINISHING TOUCHES"

Having erected the framework, it is necessary to give a certain amount of finish to a speech, and a few words may be said regarding the choice of words and the use of humour.

*Style.*—Many volumes have been written on style. The subject has, however, never been dealt with better than by Aristotle. "Good taste," says that great philosopher, "belongs to that style which is at once full of feeling and clearly descriptive, while the words employed are in proper keeping with the subject-matter. To attain this, the language must be neither tinged with levity in matters of importance, nor lofty on matters that are mean: for if a mean thing is decorated with lofty epithets the result is burlesque." Sentences should be kept short—they are effective and easily

understood by the hearers and prevent the inexperienced speaker from becoming involved. Never use words you do not understand, and, above all, *be natural.* Make sure that the construction of your sentences is grammatically correct, for the deliberate delivery necessary to the public speech makes any grammatical mistakes very noticeable.

He who would speak well must observe carefully the speeches of others more experienced than himself and above all read and re-read the great masters of the English tongue. The exquisite selection of the precisely correct word to apply to each thought, is the result of arduous labour and much learning. Much may be done, however, by noting and even memorizing phrases which strike and impress us.

An audience is quickly irritated by the continued repetition of familiar words such as "*good*," "*quite*," "*but*," and especially "*it.*" Not only is the last, if oft repeated, ugly, but it also tends to obscure the meaning of a sentence. Every aspirant to public speaking should, by reading good literature and by the use of a trustworthy dictionary, endeavour to improve his vocabulary, so that alternatives to the much-used words will readily come to mind. At the same time avoid trying to be clever, do not use long words unnecessarily, even if you do know the meaning of them; as said before, simplicity of speech is the ideal at which to aim.

As to quotations from other speakers and from the newspapers, these are good up to a point, but if too many are included in a speech the audience will receive the impression that the speaker has but few ideas of his own and must draw upon the brains of others. In a debating speech quote your opponent by all means and endeavour to show that his arguments are faulty and so score heavily. Poetical quotations are, at times, useful, especially in the peroration, but like all other quoted matter must be used sparingly.

*Humour.*—Humour is, without doubt, most effective when it is topical, and an opportunity often arises from some incident at the meeting. a play on names or a witty retort to some part of the preceding speech is a device not to be entirely despised. There are some stories, though very few, which are so good that it is permissible to go to a little trouble to bring them in. The ordinary funny story, however, should be rigidly excluded unless it is absolutely relevant and appropriate to the occasion. In telling a story come to the

point as soon as possible: it matters little if the man's name was Jones or Smith or whether you witnessed the incident while you were in a car or walking. It is to be remembered that however good your story may be there is certain to be someone who will not find it amusing, and however old it may be someone will not have heard it.

*Vulgarity—Slang—Colloquialisms.*—Vulgarity will often raise a laugh, but it is the bankruptcy of wit, and the man who laughs most loudly at it is often the severest critic of its author. Some men have that happy art of being able to say the most personal things in a way that will delight and amuse the butt of their wit as well as the whole company. This gift is given by the gods to few indeed, and as a general rule personalities of all kinds should not be used.

Slang and swear-words must be shunned in public speaking, and colloquialisms, as *can't* or *isn't*, must be avoided, although quite allowable in conversation.

Bearing the above points in mind the speech should be carefully read over word by word and any adjustments made. The whole speech should then be written out in full, by hand, further to impress it upon the memory. This is excellent training and every opportunity should be taken to commit the speech to paper until the would-be orator feels that he is "word-perfect."

## MEMORIZING THE SPEECH

Well, now, your speech is ready, and your next task is to memorize it. Then comes the rehearsal, in a room by yourself. It will be enough if you say the words below your breath. Carry the speech through to a conclusion of some sort when your memory fails. Don't hark back for a fresh start: you won't be able to do that at the meeting. Having got off the path of your written speech it is capital practice to force your way through obstructions to rejoin it at some point further on in the argument. You are acquiring resourcefulness.

*Timing the Speech.*—Time yourself and see how long it takes you to deliver the speech. You can then cut it or add to it so that its delivery will occupy the allotted time.

Above all things, don't rehearse your speech before others. A meeting is much more receptive than an individual, and domestic criticism is rarely helpful, being merely rich in

suggestion of deletions. If you rehearse your speech round the family all that will be left of it will be a few bones.

## NOTES AND HEADINGS

Although for constructional purposes and to assist the memory it is best to write the speech out in full, the practice of carrying the written speech in the pocket, unless carefully "headed and noted," is a dangerous one, for the speaker may become flurried and not able to find the exact place at which he has arrived in his document, or he is tempted to read long extracts from his manuscript. Such a course may be disastrous to the effect of his speech. Conversely if no notes are used the novice may become unduly nervous while he is making one point, and in consequence may forget another, or may confuse the due sequence of his argument. The happy medium is the use of headings and sub-headings, which come quickly to the eye and thereby afford a sense of security. These headings must not be allowed to grow into long notes which will be worse than useless, for the speaker will lose himself among them; they will be no better than the complete speech. Notes must be clear and concise and set out so that the speaker can find his place and pick up the threads of his speech at a single glance. As explained above, these headings must be closely co-related and flow easily the one into the other.

As an illustration of the use of notes and headings let us imagine a chartered accountant proposing the health of a Society of Architects. The most useful notes might be somewhat as follows:

### NOTES

*Preoration.*—Castles in the air; often built by architects; demolished by accountants.

*Material for Discussion.*—Buildings are: (*a*) The best historians. (*b*) Best symbol of national prosperity. (*c*) Best social reformers.

*Peroration.*—Interdependence of professions. Pay us our fee, and you will never lack purchasers for your beautiful houses.

SPEECH

## THE INSTITUTE OF BRITISH ARCHITECTS

*Proposed by a Chartered Accountant*

It is a pleasure to propose this health of the great Institute whose guests we are to-night: and it is especially pleasant to one of my profession thus to prove that Accountants sha e the gift of speech with other mortals. I can, however, ass.ire you that we have other recreations than taking out trial balance sheets, although it is no doubt necessary that we should sometimes pursue our clients to their castles in the air, and remind them of the more—shall I say—sordid side of life?

The history of a nation is to be read in its architecture, for true art is a mirror in which we can read the moral and intellectual qualities of its creators. The great buildings of cities are imperishable records reminding us not only of the material prosperity of a nation, but also of the taste and refinement of its people. In this respect, speaking humbly as a layman among many eminent members of your profession, I do not think I need hesitate to say that we have no cause to be ashamed of the legacy we hope to bequeath to our children.

But to-day we are also coming to realize the important part that the science of architecture plays in our national life. We read that it was the lofty temples and vast amphitheatres of Rome that astounded and intimidated our ancient forefathers; and it is no less true that modern Empires have seen the necessity of erecting and maintaining in their capitals buildings proportionate to the majesty of their jurisdiction. The inward and spiritual grace of good and sound government is fostered, if not created, by its outward and visible signs.

To-day our great commercial houses are seeking to symbolize their credit and security in material bricks and stone, and it is gratifying to realize that so much of the beautifying and ennobling of our great cities is due to private enterprise of this kind.

But your profession is also taking a noble part in the work of social amelioration and uplift which is so characteristic of to-day. The great care and attention which you bestow

upon the dwellings of the masses will, I believe, foster a ne spirit of pride and self-respect in our working classes. A new type of domestic architecture has arisen which, whatever hard things may be said of it, appears to me a great improvement on the monotonous rows of ugly villas which disfigu so many of our streets. The compact and labour-savir houses which are springing up are a proof, if one were needed that your profession has its finger on the pulse of the people, and is quick to adapt itself to the social changes of our day. That this is so, must be largely due to your Institute, through which the high standard of your membership is maintained, and co-operation within your profession is facilitated.

I am glad that I can proffer my feeble praise without any feeling of disloyalty to my own profession.

All professions are interdependent in these days, and we feel that we take an essential if humble part in the great work you are doing: in fact we feel we do you a double service, for although our fees relieve you of a minute percentage of your millions, we return it to you when we purchase your beautiful houses. Gentlemen, I bid you rise and drink the health of the Institute of British Architects.

*Reading the Speech.*—The full manuscript may, of course, be carried in addition to the notes if the speaker feels more confident with it in his pocket. Only as a last resort, however, should the speech be read; if this must be done, try and repeat from memory long sentences, especially those forming the climax of an argument. This will make the speech far more telling. Don't read too quickly, nor yet in a dull monotonous sing-song; try to read naturally as if talking, deliberately and slowly. When reading a speech many novices hold their manuscripts up in front of their faces and hide them from the audience, a fatal mistake, as all the personal element is at once banished from the speech: on the other hand, don't attempt to hide your notes; read, where you must read, quite openly: the audience will soon detect any dissembling of this nature. If it is not possible to memorize the whole speech, try at least to get the peroration or conclusion fixed firmly in the memory It is the straw at which the novice in distress can clutch, for it tells him when and how to finish, sums up the most telling points in the oration and, as a good finish, will often save an otherwise hopeless effort from complete failure.

## CHAPTER III

## DELIVERY

WITH regard to the actual delivery of a speech, only a few general hints can be given in the limited space available here. There are many books upon elocution to which reference may be profitably made, and it may be said, incidentally, that far too little attention is nowadays paid to elocution.

*The Speaker's Position.*—The position of the head is of primary importance: it should not be held too high or the muscles of the throat will be restricted; it should, in fact, be tilted slightly forward and downward, and for this reason the speaker is usually placed on a platform from which he may look down upon his audience. The speaker should not commence to speak until he is actually standing upright—few things look more ridiculous or pitiable than the nervous speaker discharging a rapid volley of confused and half-heard words, while still in a semi-crouching position. Once on his feet he should make a momentary pause, face the audience squarely, or the chairman if addressing him, and then, but not before, let him commence his preoration.

In debating speeches or at political meetings many speakers pick out some individual who seems to be especially sceptical, and address themselves to this person, for a time at any rate, and use all their powers to convince him. If he is won over the speaker may be pretty sure that he has swayed the remainder of the audience. The head and shoulders—the legs and feet must not be moved—should from time to time be turned to the left or right so that all parts of the audience may be addressed; they will otherwise feel that they are being neglected. The position of the hands worries most novices. They should not rest upon the table in front of the speaker, as this is usually too low, and most em-ha-

tically must the arms not be folded over the chest, as this will impede the breathing. Many speakers grasp the lapels of their coats, but if the back of a chair is handy it will form an ideal support for the hands. Something to grasp seems to give the speaker confidence—never allow the hands to wander about nervously and aimlessly.

*Management of the Breath.*—Proper management of the breath is the fundamental necessity in the effective use of the voice. For public speaking the important thing is to take in as much breath as possible, inflate the lungs to their fullest extent with air, and never exhaust them. Take fresh breaths whenever and wherever opportunity offers. The shoulders should be kept back and the speaker should stand upright with his chest expanded but more or less inactive, as the breath should be controlled by the muscles below the diaphragm and not by those of the chest itself.

*Pronunciation.*—Some control of the breath having been acquired, the next point to consider is its application to the vocal organs in producing speech. "Pronunciation" is simply giving utterance to words, and when clearly and effectively done the vocal act is defined as correct articulation: when many words are spoken successively, with due regard to their emphasis and inflexion, the speaker is said to have flexibility of utterance. Words are formed by the action of the tongue, lips, and nose, and consequently the sounds should be articulated by the organs of the mouth, not by those of the throat.

*Articulation.*—To acquire correct articulation every word should be delivered perfectly finished; neither should words be hurried over and run one into another, nor should they be prolonged or drawled. Especial attention should be given to the due articulation of the final syllables of each word. Too often this is neglected in the case of words ending with "d" and "k" and also in the "g" in the frequent suffix "ing," with the result that the words are "clipped" and the effect is bad. When all the vocal apparatus is subordinated to the will so completely that each organ responds to the production of any tone or variation of sound, "flexibility" has been acquired.

An admirable exercise in articulation has been suggested by one writer on the subject. After describing various exercises, he says: "It would be advantageous to take any

piece and read it backwards. I do not know of any practice more likely to produce clear articulation than this. In performing it, great care should be taken to let each word stand out, above and apart from its neighbours. It will, also, be necessary that each letter in the syllable and each syllable in the word should be distinctly heard. And here we may lay down a very good rule—let every letter and every syllable be distinctly heard, unless there is some good reason against it. Take care to enunciate each word as loudly as conveniently possible. Breathe between each word. It would be a good practice, and would vary the above, to elongate the syllables as much as possible, and also to read in several keys, or, in other words, with the different kinds of pitch of which the voice is capable."

We quote this because a single experiment will convince any ordinary person that his usual articulation is much more faulty than he would previously have believed, and whatever else a sympathetic audience may forgive in the way of harshness of voice, or stiffness of gesture, they will not overlook failure in articulation. If a speaker will not take the trouble to make every word he says clear, he will forfeit the sympathy, and very speedily the patience, of his hearers.

Further, it should not be forgotten that clear articulation goes a long way to compensate for weakness of voice. Speak at first to those at the back of the hall: if they can hear, all can; if they cannot, either pitch the voice a little higher or speak more deliberately. Once the correct pitch is obtained the speaker need not worry further on this point. Medium pitch is the ideal to aim at; too low a pitch will not carry, while nothing is more irritating to an audience than an excessively high-pitched voice. If the audience are interested at the outset, they bring their eyes as well as their ears into use, and catch every word that is perfectly articulated; no pains, therefore, should be spared to make the articulation precise and accurate.

*Tone and "Pitch."*—The would-be orator must guard against artificiality of voice, which will place an undue strain upon him and at the same time detract from the atmosphere of sincerity and naturalness which he would desire to convey. The acoustic properties of many halls, especially banqueting halls, are bad; but difficulties of this kind can be overcome best by using the natural voice which the speaker is accus-

tomed to use in everyday conversation. By developing this voice, the high and low pitch are avoided and the temptation to shout is overcome. The true aim should be to give penetrating power to the natural or middle voice by projecting it forward through the teeth, endeavouring at the same time to keep the tone smooth, round, and full.

*"Time" and "Vocal Punctuation."*—The speaker must further consider the question of "time," the rapidity with which he will give utterance to his words; in this case again he must be guided by the paramount necessity of clear articulation, with which neither speed nor anything else must be allowed to interfere; something of the "time" will be indicated by the nature of the passage to be spoken, an impassioned appeal or a fiery denunciation demanding greater rapidity than a solemn exhortation or a critical analysis of the arguments of the other side. As a general rule, however, rapidity tends to reduce the apparent importance of the subject matter, while deliberate utterance enhances it and makes for effective speech—but the speaker must not be pompous. He must be sincere, and show that he believes every word he is saying. This earnestness will do more than anything to give him the power of persuasive speech. Finally, he must pay due regard to proper phrasing and grouping of his words: this has been well defined as "vocal punctuation," and consists in arranging the words into groups so as to convey their actual meaning, and in separating them by the use of pauses in utterance. The would-be speaker must avoid also the very common habit of dropping the voice at the end of a sentence, especially as this is often the most important phrase, and will probably be left unheard.

To sum up, anyone with a very little preliminary instruction can learn to control and economize his breath, can acquire clear articulation, and practise effective gesticulation; the rest he can learn best by listening to and watching such good speakers as he may have the opportunity of hearing. By taking pains he may soon hope to become a competent and convincing speaker himself.

THE USE OF THE PAUSE.—A few thoughts about the right use of pauses may prove of value.

*A pause must be made after the subject or subjective phrase; e.g.* "Honour—demands the sacrifice."

"The last day of that long year—was drawing to a close."
"Kindness is the golden chain—by which society is bound together."
"Poor, gentle, patient, noble Nell—was dead."

*A pause is made after the inverted phrase whenever the form of a sentence is inverted; e.g.*
"Few and short—were the prayers we said."
"And ever unto me there cometh—an impulse from the sea."
"With his white hair unbonneted—the stout old sheriff comes."
"O'er Longleat's towers, o'er Cranbourne's oaks—the fiery herald flew."
"Within a windowed niche of that high hall—sat Brunswick's fated chieftain."

*Another important pause is that which occurs in every ellipsis; e.g.*
"Though deep—yet clear; though gentle—yet not dull; strong—without rage; without o'erflowing—full."

*A pause occurs both before and after a prepositional phrase; e.g.*
"Once upon a time—of all the good days of the year—upon Christmas Eve—Old Scrooge sat busy in his counting-house."

*A pause is made before relative pronouns; e.g.*
"He is a freeman—whom the truth makes free."
"They also serve—who only stand and wait."

*Pause before and after words in apposition; e.g.*
"John of Gaunt—time-honoured Lancaster."

EMPHASIS.—*The would-be speaker's attention must be drawn to the need for proper emphasis of contrasted verbs; e.g.*
"If you *show* mercy you shall also *receive* mercy."
"That which man *has* done, man *can* do."

*After laying emphasis upon a thing, when it comes to be mentioned again, move the emphasis on to some word relating to that thing; e.g.*
"When I was a *child*, I *spake* as a child, I *understood* as a child, I *thought* as a child.

*Words repeated have an increased emphasis; e.g.*

"Alone, *alone*; all, *all* alone; *alone* on a wide, *wide* sea."

"Scrooge thought and *thought*, and THOUGHT it over, and *over*, and OVER, and could make nothing of it"

*The emphasis of climax comes whenever we have a series of words, and each succeeding word requires a greater stress; e.g.*

"While *stands* the Coliseum, *Rome* shall stand; when FALLS the Coliseum, ROME shall fall; and when ROME FALLS—THE WORLD."

*Elocution by Wireless.*—If you have a wireless set, here is a splendid aid to acquiring elocution by observing and copying good models. The articulation and voice production of the wireless announcers is often perfection itself. Do not be content merely to listen. Repeat their words aloud after them and notice where you come short.

## CHAPTER IV

## PRONUNCIATION

PRONUNCIATION is an important matter, the difference between correct and incorrect pronunciation marking the difference between an educated and an uneducated man. In ordinary conversation the most common errors are due to carelessness, to a slipshod speech, which is tolerated for no apparent reason, and which many parents check in their children only when it degenerates into such glaring faults as omission of the aspirate or its insertion in places where it should not be. In public-speaking, however, correct pronunciation is essential, because failure in this particular exposes the orator to public ridicule.

The rule is that, unless there is some explicit reason to the contrary, every letter and every syllable in a word should be heard, and upon this rule too much insistence cannot be laid, for it is to its breach that all the common errors in speech may be traced. It is unnecessary to refer here to variations in pronunciations so localized as to be known as dialect; outside these altogether there are a few words in the case of which custom justifies alternative pronunciations.

The aspirate is omitted from *heir*, *heiress*, *honest*, *honour*, *hostler*, and *hour*. It should not be omitted when it follows the letter *w*, but should be given its due value. *What*, *when*, *where*, and *whither* are not the same either in sound or sense as *wot*, *wen*, *were*, and *wither*; yet many people make no difference in their pronunciation, although they would never think of pronouncing *who* as if it were the exact equivalent of *woo*. But while in the few cases given above the letter *h* is not sounded, there are no exceptions to the rule that it must never be sounded where it does not exist.

*R* is another letter that is frequently abused. It should never be sounded where it has no place. Yet this is often

done, especially when a word ending with a vowel is followed by one beginning with a vowel: "the *idear* of such a thing" and "I saw *ra* man" are common errors in speech which must be avoided. In what is known as lisping, *w* is sometimes substituted for *r*, so that "around the rugged rocks" becomes "awound the wugged wocks"; this has come to be looked upon as an affectation, but, while it is more strictly speaking an affection, it is a curable one, only requiring a little care and attention.

A few other cases may be profitably given.

Water is boiled in a kettle, not in a kittle; one gets things from shops, does not git them; and people catch fish, do not ketch them. The vowel is sometimes overlooked altogether and we hear *bas'n* for *basin*, *pedle* for *pedal*, and *contry* for *contrary*. *G* is often ill-treated, sometimes being clipped, so that going becomes goin, dancing dancin, and the like; sometimes being converted into *k*, so that anything becomes anythink, nothing nothink, and so on. Another fault, more common, perhaps, in singing than in speaking, is the sounding of the letter *n* before giving utterance to vowel sounds; this is due to failure in "attack" and can be overcome by a little watchfulness. In certain words the vowels *i* or *e* become *a* and we hear civil*a*ty, qual*a*ty, and many other equally ugly pronunciations. Pillar and pillow, principle and principal, necks and next differ in sound as they do in sense; and, finally, many such words as visible, hypocrisy, gospel, goodness, worship, spirit, certain, patience, and others, are marred by having the *u* sound introduced in place of the vowel sounds proper to them respectively, so that visible becomes visuble, worship worshup, spirit spirut, and so on.

## WORDS OFTEN MISPRONOUNCED

| *Word.* | *Correct Pronunciation.* | *Incorrect Pronunciation.* |
|---|---|---|
| Ate | Et | Ate |
| Brusque | Brŏsk | Brŭsk |
| Clerk | Clark | Clurk |
| Decade | Děc'-ade | De-cade' |
| Decorous | Dec-ŏr'-us | Děk'-o-rus |
| Dew | Dew | Doo |
| Diocesan | Dī-os'-esan | Dī-o-ses'-an |

| *Word.* | *Correct Pronunciation.* | *Incorrect Pronunciation.* |
|---|---|---|
| Due | Dew | Doo |
| Facet | Făs'-et | Fay'-set |
| Favourite | Fā'-vor-ıt | Fā-vor-ate' |
| February | Fĕb'-ru-ary | Fĕb'-u-ary |
| Fellow | Fellow | Feller |
| Feminine | Fĕm'-ın-ın | Fĕm'-ın-ain |
| Gondola | Gŏn'-dola | Gŏn-dō'-la |
| Height | Hit | Hitth |
| Heinous | Hay'-nus | Hī'-nus or Hī'-nē-us |
| Illustrate | Ill'-ustrate | Il-lus'-trate |
| Illustrated | Il'-lustrated | Il-lus'-tra-ted |
| Incomparable | In-cŏm'-parable | In-cŏm-pair'-able |
| Institution | Insti-tew'-shon | Insti-too'-shon |
| Learned (adj.) | Learn'-ed | Learnd |
| Lyceum | Lī'-seum | Lī-see'-um |
| Mausoleum | Mauso-le'-um | Mauso'-leum |
| Mischievous | Mis'-chivus | Mis-chee'-vus |
| Nothing | Nuthing | Nuthink |
| Opposite | Op'-posit | Oppo-site' |
| Personalty (Personal Property) | Per'-sonalty | Per-son-al'-ity |
| Politic | Pŏl'-it-ik | Pŏl-ıt'-ik |
| Position | Po-zish'-on | Per-zish'-on |
| Potato | Po-tay'-to | Per-tay'-ter |
| Precedent | Prĕs'-eedent | Pree-see'-dent |
| Primer (Elementary Book) | Prim'-er | Prime'-er |
| Pronunciation | Pro-nun'-siay-shon | Pro-nown'-siay-shon |
| Radish | Radish | Redish |
| Remonstrate | Rem-on'-strate | Rem' on-strate |
| Reciprocity | Resi-prŏs'-ity | Resip'-rosity |
| Secretary | Sek'-retary | Sek'-ertary |
| Superfluous | Soo-per'-floo-us | Sooper-floo'-us |
| Theatre | The'-ater | The-ā'-ter |
| Timbre | Tămbr | Timbr |
| Tuesday | Tews'-day | Toos'-dy |
| Vagary | Va-gar'y | Va'-gary |
| Victuals | Vit'-ls | Vik'-tew-als |

## THE PRONUNCIATION OF DIFFICULT NAMES

Custom changes, spelling exercises a continuous pull, and there is always a tendency for strange pronunciations to lapse into desuetude. This tendency is particularly marked with place names.

A large number of names of musicians have been included in the following list, as these are often a cause of stumbling.

| *Name.* | *Pronunciation.* | *Remarks.* |
|---|---|---|
| Alnwick | Annick | |
| Ayscough | Ascoff | First syllable accented |
| Bach | Barkh | |
| Banff | Bamf | |
| Bayreuth | Byroit | |
| Beaconsfield | Becconsfield | As a place name |
| | Beaconsfield | As statesman's title |
| Beauchamp | Beecham | |
| Beaulieu | Bewly | |
| Beethoven | Baytohven | First syllable accented |
| Belvoir | Bever | |
| Berkeley | Barkley | |
| Bethune | Beetun | |
| Bicester | Bister | |
| Blount | Blunt | |
| Borodin | Borohdeen | Second syllable accented |
| Boscawen | Boscawn | |
| Bromwich | Brumich | |
| Brough | Bruff | |
| Buccleuch | Bucklew | Second syllable accented |
| Burleigh | Burley | |
| Cadogan | Caddugan | |
| Cecil | Secil | Not Seecil |
| Cenci | Chenchy | |
| Charteris | Charters | |
| Cholmondeley | Chumly | |
| Chopin | Showpan | First syllable accented |
| Cirencester | Sisister | |
| Clough | Cluff | |
| Cockburn | Co-burn | |
| Colquhoun | Cōhoon | Second syllable accented |
| Cowper | Cooper | |
| Crichton | Cryton | |
| Derby | Darby | |
| Disraeli | Dizrayley | Second syllable accented |
| Donoughmore | Donomore | |
| Drogheda | Droider | |
| Duchesne | Doushayn | |
| Du Plat | Du Plar | |
| Evelyn | Eavlin | |
| Farquhar | Farkwar | |
| Faulk | Fōk | |
| Fowey | Foy | |
| Glazounoff | Glarzoonnoff | Second syllable accented |
| Goethe | Geuter | |
| Gounod | Gouno | First syllable accented |
| Gower | Gore | |

| *Name* | *Pronunciation.* | *Remarks.* |
|---|---|---|
| Hawarden | Harden | |
| Heine | Hine-er | |
| Heloise | Heloeze | Three syllables |
| Herries | Harris | |
| Hobart | Hubbert | |
| Home | Hume | |
| Irene | Eireenee | Three syllables |
| Keighley | Kethley | |
| Kerr | Carr | |
| Kilmalcolm | Kilmakoam | Third syllable accented |
| Kircudbrightshire | Kerkewbrishire | Second syllable accented |
| Knollys | Knowles | |
| Kussevitzsky | Koossayvitskee | Third syllable accented |
| Launceston | Lawnston | Two syllables |
| Mackay | McKye | |
| Mahon | Mayon | |
| Mainwaring | Mannering | |
| Marjoribanks | Marshbanks | |
| McLeod | McCloud | |
| Menai | Menny | |
| Menzies | Mingies | |
| Meux | x sounded | |
| Millais | Millay | |
| Millet | Millay | |
| Molyneux | x sounded | |
| Mussorgsky | Moossorgskee | Second syllable accented |
| Pall Mall | Pell Mell | Second word accented |
| Pavlova | Pahvlovah | First syllable accented |
| Pepys | Peeps [payee | |
| Pompeii | Pompeyi or Pam- | First syllable accented |
| Ptolemy | Tolemey | |
| Quixote | Cwixot or Kihóté | |
| Rabelais | Rablay | |
| Rachmaninoff | Rach-ma-ne-noff | Second syllable accented |
| Raleigh [name | Rawley | |
| St. John (as a sur- | Sinjin | |
| St. Ledger | Sellinger | |
| Sandys | Sands | |
| Scriabin | Scree-arb-in | Accent on arb |
| Seattle | See-*at*-l | |
| Stravinsky | Strah-veenskee | Accent on second syllable |
| Teignmouth | Tinmuth | |
| Tschaikovsky | Tchakovskee | Accent on kov |
| Tyrrwhit | Tirrit | |
| Versailles | Vairsigh | |
| Wagner | Vargner | |
| Waldegrave | Wallgrove | Two syllables |
| Wemyss | Weems | |

## RULES OF PRONUNCIATION

By memorizing general rules like the following we can materially reduce errors in pronunciation :—

*Doubled Consonants.*

Doubled consonants are generally pronounced as single (*e.g. beginner* as *begin-er*), except in compound words or words with a prefix that can be used separately ; *e.g. cutthroat, outtop.*

*The letter C.*

Before *a, o, u,* or any consonant except *h,* **c** is pronounced hard like *k,* and also when it is the terminal letter of a syllable, unless followed by *e* or *i* in the next syllable ; *e.g. calm, cone, cut, climb, romantic, social.*

**C** is pronounced soft like *s* before *e, i,* or *y* ; *e.g. cell, cigar,* and *cygnet.*

**Ch.** The usual pronunciation of **ch** is as in *chance* ; but in words derived from the Greek it often has the sound of *k,* as in *chasm.* In words derived from French it is often pronounced *sh,* as in *nonchalance.*

*The letter G.*

**G** is hard, as in *gate,* when it forms the terminal letter of a word, and in derivatives of words ending in *g* ; *e.g. dig, digger.* This is true almost without exception whether the *g* is doubled or not. It has the hard sound too before *a, o, u, l,* and *r,* when occurring in the same syllable as itself, and before *e* and *i* in words derived from Anglo-Saxon or German ; *e.g. gate, goat, gut, glance, grand, gelding,* and *gilt.*

**G** is pronounced soft (as *j*) before *e, i* or *y* in words derived directly or indirectly from Latin, except when *g* is doubled before *y,* or the word is a derivative of one ending in *g,* when the rule given above is followed ; *e.g. general, gentle, margin, gypsum.*

*The letters PH.*

The usual sound of **ph** is like *f,* as in *photo.* Sometimes, as in *naphtha,* the *ph* is given the sound of *p* ; but even the *f* sound is not wrong, and indeed is even preferred by some authorities. In a very few words, *ph* is pronounced *v.*

*The letters* S *and* SS.

The usual pronunciation of *s* is as in *sand*. When the *s* is doubled it is pronounced as a single *s*. When preceded by a vowel at the end of an accented syllable *s* is pronounced *z* before *i* or *y*; *e.g. erosion*. *-Sion* is pronounced usually *-shon*; *e.g. session, mission*. *S*, as the final sound of a word, is often pronounced like *z* when we *use* (*uze*) the word as a verb, but as *s* (sharp) when we make *use* (*use*) of it as a noun.

*The syllables -tion and -tial.*

Almost invariably *-tion* is pronounced *-shon* and *-tial* as *-shal*.

*The letter* Y.

An unaccented *y*, when terminating a word, is always sounded like a short *i*, as in *him*, but if accented is long like the *i* in *t me*.

## CHAPTER V

# ERRORS OF THE EDUCATED

## GRAMMATICAL MISTAKES ALL ARE APT TO MAKE

IN this chapter we consider certain besetting carelessnesses of diction from which even our high-brows are not immune. Errors of speech that arise from ignorance of the laws of grammar are not here discussed, as it has been presumed that readers have had a good grounding in elementary grammar.

### "THAT" AND "WHICH"

It is wrong to use the relative pronouns "that" and "which" as if they were interchangeable, and to be varied to meet the demands of euphony. Their provinces are distinct; the boundaries between them well marked. Every defining clause whose antecedent is not a person should be introduced by *that*, every such clause that adds new matter, by *which*. The test of defining clauses is: would the suppression of them render the statement untrue? If so it is a defining clause. "We have rejected all the cases that arrived sea-damaged." Omit the clause and what remains is a falsehood: *all* the cases were not rejected: the sound were accepted. "We have received your statement, which is receiving our attention." Even if this sentence were cut short after "statement," it would be true. The first sentence, therefore, contained a *defining* clause, properly introduced by "that," and the second an added clause, preceded, correctly, by "which."

### "AND WHICH"

"Which" itself can mean "and this." Therefore "and which" is to be avoided except where unescapable, as in: "He gave me a bat, which I accepted gratefully, and which exactly suited me." Delete the second "which" and the

first would be at once the accusative of the verb "gave" and the nominative of "suited," and, grammatically, this must not be. The second "which," therefore, is necessary and it can be introduced in no other way than by "and."

### "That" and "Who"

There is little room for mistake in usage here, because where uncertainty exists either is correct, but this very fact occasions much mistaken criticism. Originally "that" sponsored *all* defining clauses whether the antecedent were a personal noun or not. Shakespeare wrote: "The man that hath no music in his soul," and this is still the practice of many careful writers. The general opinion is that this use of "that" has become archaic, and "who" is now preferable, but superlatives demand the older form: "Jones is the best batsman that the club has ever had."

### Possessives

Personal nouns form the possessive by adding an apostrophe followed by "s" to the singular; to the plural an apostrophe only, whether the terminal letter of the word itself be "s" or not. Thus we must say "St. James's," but "the Smiths' dance." Euphony is responsible for certain exceptions to the rule for double "s" in the singular. When the last syllable begins with the letter "s" or is immediately preceded by "s" the final "s" is not doubled; thus: "Moses' visit to the fair," not Moses's. Similarly with Greek proper nouns, particularly long names, Archimedes for example, but the exceptions are infrequent in ordinary writing or speech. There are no exceptions to the rule of single "s" with plurals, and the violation of it is a solecism, which the breaking of the other rule is not. "The Smiths's dance" might get a man blackballed at a club, whereas "St. James'" would not cause the elevation of a single critical eyebrow.

Neuter nouns form their possessives differently, as: "the binding of the book." We *shouldn't* say "the book's binding," but often we do.

### Gerunds and Active Participles

Good writers sometimes hesitate between "you" and "your" in such a sentence as: "I hope to hear of your visiting the invalid." The answer can readily be found by

mentally substituting a noun for the gerund and seeing what pronoun the noun would demand, which will be correct also for the gerund. Because you can't say "I hope to hear of you visit to the invalid," you mustn't say "you visiting." A handy rule for distinguishing between gerunds and active participles is that with participles no alternative pronoun is conceivable. "I saw you fishing." "Your" is out of the question. Therefore where any uncertainty exists a gerund is present, and gerunds take the possessive pronoun. When in doubt use the possessive pronoun and you will be right invariably.

### Unrelated Participles

The mention of active participles suggests our old friend the unrelated participle. "Entering the field it was evident that the home team was losing." Who was entering the field? We must be told.

### Split Infinitives

No blunder to-day is more sweepingly condemned than the split infinitive, but very few critics seem to understand what constitutes one. They see red about "to immediately go," which *is* a split infinitive, an adverb dividing the parts of the verb "to go"; and about "to be greatly annoyed," which certainly isn't, there being no verb "to be annoyed." The first should be altered to "immediately to go" or to "to go immediately," but the second is correct as it stands, and if changed to "greatly to be annoyed" would be a thing of scorn to real grammarians. To escape the dilemma of having to choose between incurring the wrath of the half-informed and the ridicule of the wise, substitute an adjective for the passive participle and write "very angry."

### "Shall" and "Will"

The confusion of shall and will, being a Scotticism, is pre-eminently an error that an educated person might make. The verb *shall* should be used to express futurity; when intention only and not futurity is implied *will* must be employed. The Scots know the rule, accept it theoretically, although in practice they are apt to follow what must be an older orthodoxy in their country. J. M. Barrie in *When a Man's Single* chaffs his countrymen about this, making a Scots

journalist reply to his editor, who had asked him if he expected ever to get right with his future tenses, "I don't think I ever will."

Very little trouble is taken to avoid an error which carries with it no disparaging suggestion, and even to English ears has only pleasant associations with holidays in the North, but it can be a real cause of misunderstanding when the speaker expresses futurity in terms that grammatically involve intention.

### Adverbs for Adjectives

It being a common error of the illiterate to employ adjectives where adverbs are needed, careful speakers sometimes go to the opposite extreme and use adverbs where they should use adjectives, when some confusing idiom misleads them. "The tea tastes nice." At first glance this seems wrong. "Nice" appears to qualify "tastes," and if so is an adverb and should be "nicely." But does it qualify "tastes"? Is the meaning that the act of tasting is being done well, or is it that the tea itself is nice? Obviously the latter. The idiom is a contraction of "the tea tastes to be nice." A tea-taster tastes nicely (or carefully) and, as a result, the teas he blends taste nice.

### The Noun Clause

The error here is to treat a single word as the object of the verb that governs the whole clause: "I know whom that girl is." Logic should make this impossible. You don't know the girl, but only her identity, who she is. The object of the verb is the whole noun clause, each separate word of which must be written as if the clause were an independent sentence. "Whom do you think will win?" is, perhaps, a more representative example of this mistake.

### Wrong by Choice

Authors will often allow a grammatical error to remain when the correction of it would involve awkwardness. The law of elision, that a verb cannot be dropped unless there is left in charge another verb of the same number, is often thus defied. "His face was badly frozen and his ears, hands and feet." If such a sentence be challenged by a proof-reader or sub-editor the author will withstand him on the ground

that the insertion of the second verb would spoil the sentence. Then recast it. The dilemma arises almost invariably in the patching of loose constructions. Writers whose grammar is impeccable never seem to have any difficulty in avoiding unnaturalness.

Many sin with their eyes open in the use of "every" and "none," following them by a plural verb, which they know is forbidden, to avoid the otherwise inevitable "he and she," as "Everyone must do what they can" in preference to "he or she can." But there is ample warrant for using the masculine as the common gender. If the context makes this impossible, and you can't say "what he can," drop the "everyone" and say "All must do what they can." Our language badly needs a third person singular that means specifically "he or she."

### Over-nicety

At the opposite pole to the failing we have just considered is that of over-scrupulousness. The over-nice are capable of "than who." When a usage is universal and has, moreover, the sanction of our greatest stylists from Milton downwards, resistance is futile. "Than whom" is good English and "than who" isn't, or only good school-marm English, another thing altogether. Of course "than" isn't a preposition and shouldn't govern a relative in the accusative, but it does, and that is all that can be said about it. Explaining that than used to be a preposition or to have prepositional use doesn't really help, because if that were all the answer would be that we must be guided by what words are to-day. Custom rules, and its decree is "than whom."

Another illogicality that we must accept is "can help" in such a sentence as: "Don't make more grammatical blunders than you can help." Sense demands "can't help." The only blunders to be made are those you can't help making, but sense must bow to custom.

## CHAPTER VI

## PHRASEOLOGY

PHRASEOLOGY suffers when we employ words that are weak intrinsically, or good words amiss. The misuse of words is so much more culpable that we shall merely glance at the lesser fault.

Words are wrongly constructed when, like *'scientist,* they are derived in one part from Latin and the other part from Greek. If you are sufficient of a classic to be able to spot these mongrels, chase them from your speeches; otherwise don't trouble. Wrongly constructed adjectives are those ending in "able" that are formed from intransitive verbs. *Likeable* is correct—you can like a person—*reliable* is wrong; you can't rely anyone. Logically the word should be *rely-uponable.* Instead of *reliable* write *trustworthy.* Brand-new words that merely duplicate existing words are nearly always inferior, as: *happening* for *event, lengthy* for *long, meticulous* for *extreme* except where trembling solicitude is meant. If *lengthy* why not *strengthy*?

### GOOD WORDS MISUSED

*Mutual* is rightly used in *mutual service,* but wrongly in *mutual friend.* The latter should be *common.*

*Like* cannot be used with verbs. You are like your father, but you walk *as* he does. Only rustics end sentences with a superfluous like: "he was quite mazed, like."

*Sooner* isn't a right synonym for *rather.* "I would *rather* be a door-keeper in the house of the Lord" is English.

*Individual* as a noun is permissible only when used in opposition to such words as *Government, Committee, Society,* etc.: "A great corporation can take a risk that an individual dare not." In other instances write *person.* "A ragged *individual*" is wrong.

*Perspicuous* means clear to the understanding. A man is *perspicacious.*

Persons can be *big*, things *large.* You must not tell a young mother that her baby is *large.*

*Expect* cannot be used about action that is past. It is absurd to say: "I *expect* the cave man must often have gone hungry." The poor fellow has been dead ten thousand years.

*Vicarious* and *sympathetic* are not synonyms. If you suffer with your friend, your grief is sympathetic; it becomes *vicarious* only when you suffer instead of him. Hence *vicarious* punishment.

*Eke out* is correct when it means supplement with difficulty, *e.g.*: "My present supply *eked out* with the ten cases now en route to me." But it is wrongly used in: "With my present supply I will eke out the demands of my summer trade."

## MISCELLANEOUS MISTAKES

In each case the wrong word is in italics and the correct word is placed in parentheses after the sentence:

"They divided the apples *between* the three." (among) [*Among* is used when speaking of three or more persons or things; *between* when referring to two.]

"That is not *as* large as mine." (so)

"That is a *very unique* picture." (unique)

"He seldom or *ever* comes to see me." (never)

"You are stronger than *me.*" (I) [*E.g.*. "than I am."]

"I spoke to the *Rev. Smith.*" (Rev. Mr. Smith)

"It was none other *but* my father." (than)

"It gives me *lots of* pleasure." (much)

"I saw him *previous* to the wedding." (previously)

"From *now on* you must fight for yourself." (this time forward)

"I hate *those kind of things.*" (that kind of thing)

"I will tell you some time or *another.*" (other)

"He is a *relation* of mine." (relative)

"I spoke to him at Christmas, since *when* I have not seen him." (which time)

"You can't reach it *without* you stand on a chair." (unless)

"*Less* people were present." (Fewer)

"He has no *less* than six horses." (fewer)

"I cannot speak to him but *what* he is rude to me." (that)
"I saw her a few days *back*." (ago)
"A hundred pounds *are* not to be despised." (is)

## CONFUSION OF WORDS OF SIMILAR SOUND AND SPELLING BUT DIFFERENT IN MEANING

In the English language many words are very similar in sound and form, but may differ greatly in meaning. Care must, therefore, be taken not to misuse words of this kind. A selection of the more common of these is included in the following list, and should be carefully studied.

| | |
|---|---|
| **Anti** (pref ), against. | **Ante** (pref.), before. |
| **Beside,** *prep* , at the side. | **Besides,** *adv.* or *c.*, over and above |
| **Bogey,** *n* , fixed number of strokes in golf. | **Bogy,** *n.*, goblin. |
| | **Bogie,** *n* , a four-wheeled truck. |
| **Born,** *p pt.*, brought forth (child). | **Borne,** *p.pt* , carried ; endured. |
| **Calendar,** *n.*, almanac. | **Calender,** *n.* and *v.*, press with heated rollers |
| **Canon,** *n.*, regulation ; Church dignitary | **Cannon,** *n.*, great gun ; (billiards) hitting of opponent's ball and red ball by cue ball in one stroke. |
| **Canvas,** *n.*, sail cloth. | **Canvass,** *v* , solicit votes. |
| **Capitol,** *n* , name of a Roman temple. | **Capital,** *n.*, stock-in-trade ; chief city. |
| **Censor,** *n.*, critic. | **Censer,** *n.*, vessel for burning incense. |
| | **Censure,** *n.*, blame ; *v.*, reprove. |
| | **Census,** *n* , enumeration of population. |
| **Compliment,** *n.*, praise ; *v.* congratulate | **Complement,** *n.*, full number. |
| **Contemptuous,** *a.*, showing contempt. | **Contemptible,** *a.*, mean ; despicable. |
| **Contiguous,** *a.*, touching ; neighbouring | **Contagious,** *a.*, communicable by touch. |
| **Corporal,** *n.*, N.C.O. in Army. | **Corporeal,** *a.*, having a body. |
| **Courier,** *n.*, messenger sent in haste. | **Currier,** *n.*, dresser of leather. |
| **Dependant,** *n.*, one depending on. | **Dependent,** *a.*, depending on. |
| **Depository,** *n.*, storehouse. | **Depositary,** *n.*, one with whom something is stored. |
| **Desert',** *n.*, merit ; *v.*, forsake. | **Des'ert,** *n.*, sandy plain ; *a.*, empty. |
| | **Dessert** , *n.*, fruit after a meal. |
| **Draught,** *n.*, rush of air ; liquor drunk at once ; plan. | **Draft,** *n.*, plan ; money order ; *v.*, draw ; detach. |

## CONFUSION OF WORDS OF SIMILAR SOUND AND SPELLING BUT DIFFERENT IN MEANING

**Effect**, *n.*, result; *v.*, produce; accomplish.
**Envelope'**, *n*, wrapper; cover.
**Errant**, *a.*, wandering.
**Except**, *v*, pass over; exclude: *prep.*, without.
**Exec'utor**, *n*, person appointed to carry out will.
**Fermentation**, *n.*, process of fermenting.
**Forbear**, *v.*, refrain from.
**Fungus**, *n.*, order of plants of sudden, spongy growth.
**Gauge**, *n.* or *v.*, measure
**Genius**, *n.*, spirit, ability; very clever person.
**Gentle**, *a.*, mild; amiable.

**Imminent**, *a.*, impending.
**Immigrate**, *v.*, come into a country.
**Incredulous**, *a.*, unbelieving.
**Ingenuous**, *a.*, open, candid.
**In'valid**, *n.*, sick person.
**Irruption**, *n.*, sudden invasion.
**Licence**, *n.*, leave; warrant.
**Liniment**, *n.*, a soft ointment.
**Loath**, *a.*, unwilling.
**Mettle**, *n.*, courage; spirit.

**Mucus**, *n.*, slimy fluid from nose, etc.
**Observance**, *n.*, act of observing a custom; ceremony.
**Opposite**, *a.*, facing; contrary.
**Ordnance**, *n.*, military stores.
**Pendant**, *n.*, jewel; flag; electrolier.
**Precede**, *v.*, go before.
**Practise**, *v.*, do frequently.
**Principal**, *n.*, chief man; money at interest: *a.*, chief.
**Prophecy**, *n.*, prediction.
**Purpose**, *n.*, design; *v.*, resolve.
**Relict**, *n.*, widow.
**Salvage**, *n.*, pay for saving goods; goods saved.
**Serjeant**, *n.*, legal adviser to certain corporations.

**Affect**, *v.*, touch feelings of; act upon; pretend
**Envel'op**, *v.*, cover; wrap; hide.
**Errand**, *n.*, message.
**Accept**, *v.*, take; agree to.

**Ex'ecutor**, *n.*, one who executes.

**Fomentation**, *n.*, application of warm lotion.
**Forebear**, *n.*, a forefather.
**Fungous**, *a.*, relating to fungus.
**Fungoid**, *a.*, like fungus.
**Gage**, *n* or *v*, pledge.
**Genus**, *n.*, kind; group.

**Genteel**, *a.*, polite; well-bred.
**Gentile**, *n.*, one not a Jew.
**Eminent**, *a.*, exalted.
**Emigrate**, *v.*, go from one country to another.
**Incredible**, *a.*, not to be believed.
**Ingenious**, *a.*, skilful.
**Inval'id**, *a.*, of no force; null.
**Eruption**, *n.*, breaking out.
**License**, *v.*, give authority.
**Lineament**, *n*, feature
**Loathe**, *v.*, dislike greatly.
**Metal**, *n.*, gold, silver, copper, iron, etc.
**Mucous**, *a.*, relating to mucus.

**Observation**, *n.*, remark; notice; act of seeing.
**Apposite**, *a.*, suitable; fit.
**Ordinance**, *n.*, regulation.
**Pendent**, *a.*, hanging.

**Proceed**, *v.*, advance.
**Practice**, *n.*, use, habit.
**Principle**, *n.*, fundamental truth.

**Prophesy**, *v.*, foretell events.
**Propose**, *v.*, bring forward.
**Relic**, *n.*, anything remaining.
**Selvedge**, **Selvage**, *n.*, natural unfrayable edge of cloth.
**Sergeant**, *n.*, N C.O. ranking next above corporal, or next above constable in police force.

## CONFUSION OF WORDS OF SIMILAR SOUND AND SPELLING BUT DIFFERENT IN MEANING

| | |
|---|---|
| **Sew**, *v.*, join with thread. | **Sow**, *v.*, spread seed. |
| **Stationary**, *a.*, fixed. | **Stationery**, *n.*, paper, pens, etc. |
| **Statute**, *n.*, law enacted. | **Statue**, *n.*, image carved from stone, etc.<br>**Stature**, *n.*, height.<br>**Status**, *n*, state or condition; rank. |
| **Successive**, *a.*, running; following in succession. | **Successful**, *a.*, prosperous. |
| **Summon**, *v.*, call; convoke. | **Summons**, *n.* or *v.*, call to appear in court. |
| **Tract**, *n*, short treatise. | **Track**, *n.*, course; *v.*, trace. |
| **Unmoral**, *a.*, having no morals. | **Immoral**, *a.*, vicious; lewd. |
| **Venal**, *a.*, that may be bought. | **Venial**, *a.*, pardonable. |

## REDUNDANCY

In the following list the words in italics are redundant and should be omitted.

| | |
|---|---|
| Another *one*. | Repeat *again* (when one repetition only is meant). |
| Combine *together*. | Return *back*. |
| Converse *together*. | *Very* honest. |
| Decline *to accept*. | *Very* unique. |
| Equally *as well*. | *Very* wrong. |
| Great *big*. | Where are you going *to*? |
| Join *together*. | |
| *Rational* senses | |

## CHAPTER VII

## AFTER-DINNER SPEAKING

THE man who is called upon to make an after-dinner speech is more likely to be unaccustomed to public speaking than one who has to address any other gathering. It is very necessary, therefore, that he should endeavour to overcome any natural nervousness he may feel, and at least refrain from shuffling his feet and gazing at the floor or roof, which are its outward and visible signs. He must not be "put off" by the distracting noise of plate or glass or even of whispered private conversation. A little attention to the rules on breathing already outlined will keep the voice steady: and the feeling of nervousness is often defeated by the thought that he is not called upon to say anything novel or dramatic; but merely to express his thoughts, which are almost certainly similar to those of his neighbours. The nearer his remarks approach the general sentiment of the gathering, the better will his hearers be pleased.

The gaze of the audience should not be avoided, but the speaker should look his fellow-guests straight in the face. In argumentative or persuasive speech it is not a bad thing for the speaker to fix upon one person who looks the most unsympathetic or hostile man in the room and to use all his efforts to convince him. Having gained his assent it may be fairly assumed that he has obtained the approval of the majority of his audience. This method is frequently employed by barristers in addressing juries: an individual is selected for particular attention either because he is thought to possess a strong character liable to influence his colleagues, or because he appears to be specially hostile. In a large meeting it is well to select a man well back in the hall: he can then be used as a test of the penetrative qualities of the voice. The after-dinner speaker should, of course, address his remarks to the Chairman.

Although it is obviously impossible to deal with all the multitudinous topics which may form the subjects of after-dinner-speeches, a few words may be said with regard to the more usual.

*The Chief Toasts.*—The toast list invariably is headed with the toast of the King, and most Chairmen will find it best not to make a speech in proposing it. It may almost be said that it is bad form to do so, except on the few occasions which are mentioned below.

The simple formula: "Gentlemen, the King," is spontaneous and sincere and is also hallowed by immemorial tradition. If the Chairman can command the dramatic touch, the words of Toast 2 (page 95) are very effective. There are occasions, however, when a slightly longer reference to His Majesty is permissible, but it should always be concise and dignified. Thus if the King is associated in some special way, either as Colonel-in-Chief of a Regiment or as Patron of a charity, some mention should be made of this fact on the lines suggested in this book. Great care should be taken to avoid identifying the King with any political opinion, and, on page 96, a form is given which might be found suitable to a political gathering. The above remarks apply also to the rest of the Royal Family: if, however, Royalty are present at the dinner some gracious acknowledgement of the honour thus conferred should be made. The toast of the Royal Family will then virtually become the toast of the member present.

There are other toasts of National scope such as: the Services; His Majesty's Judges or Ministers; the Bishops and Clergy of all denominations; but these, nowadays, are proposed only at public dinners of first-rate importance, when both proposers and responders will be practised speakers who need no coaching in these or any other points. The man in the street who buys "Speeches and Toasts" and to whose needs the specimen speeches *should* be adapted may go through life without ever hearing one of these toasts proposed, and doubtless will go through life without himself ever being asked to propose one. It being our aim to make every page of this book vital and useful we have limited the specimen examples of these toasts of National scope to the bare minimum necessary to make the book representative, and have thus been able to devote more

space to speeches and toasts which the learner, the novice and the aspirant may be called upon to make, propose or respond to.

At annual dinners the toast of the evening is the institution, the regiment, or the firm concerned, and the speech delivered in proposing the toast should always be planned upon a scale commensurate with the importance of the subject; it may refer to the history of the institution, to the place it occupies in the social system, to its method of administration, or to several other aspects of the subject. At dinners given in honour of some particular person, the toast of the evening is "Our Guest," and the speech will, of course, be essentially eulogistic, referring primarily to the events which have directly led to the payment of such a compliment as a dinner in his honour, and, secondarily, to the general career of the guest thus distinguished. In all these cases the speech must be carefully considered and deliberately delivered, for while there is no reason why it should not be happily phrased, and every reason why it should not be heavy, it is intended, primarily, to pay a tribute to the person honoured, and not primarily to entertain or amuse the general company; but always be careful that praise does not degenerate into mere flattery, which will be both absurd and displeasing to the subject of it. Purely social toasts, such as those proposed at sporting dinners, at weddings, and similar occasions, lend themselves to different treatment, and should aim at being light and entertaining.

*The Reply to the Toast.*—What has been said of speeches delivered in proposing these toasts applies, with the necessary modifications, to speeches delivered in response. The art of after-dinner speaking lies principally in adapting one's remarks to the audience, remembering always that there is less formality at a dinner than on other occasions and that the best after-dinner speakers avoid being too serious.

*Points of the After-dinner Speech.*—Dr. Lee, of Johns Hopkins University, in his work, "Principles of Public Speaking," deals with the after-dinner speech, and enumerates the few definite characteristics it should possess.

"First," he says, "it should be brief. Whatever points it makes must glitter like steel and sparkle like the diamond. Wit is also essential, and pathos and fancy should have a place in the scheme. In short, the after-dinner speech,

requiring ten minutes for delivery, needs as careful preparation as the expository address that is designed to occupy an hour in utterance. Nothing should be left to the inspiration of the moment, for the chances are that the banquet room will not have a peg upon which to hang an idea. Not only should the theme be discreetly chosen, but it should be thought out and elaborated until every sentence is clear, and the turn of every word provided for. Let nothing be neglected. Even the anecdotes to be related should be put into the choicest language, and when the speaker begins he should have about him the self-consciousness of ready utterance."

Probably this is as good a description of what such a speech should be as can be given in the space of a paragraph. With regard to the question of preparation, the general opinion will probably be in favour of Dr. Lee's assertion that little should be left to the inspiration of the moment, for the number of speakers who can rely upon finding the happy thought and the apt phrase at the critical moment is not large. But, however careful the preparation may be, there are occasions when it will prove to have been wasted. It not infrequently happens that two, or even three, speakers are called upon to respond to a given toast, and many people must have had the tantalizing experience of finding their choicest ideas, and even their happiest phrases, anticipated. In such a case they must trust to their native wit and readiness to save the situation.

Frank confession of the fact that the speaker has been anticipated, made in a humorous manner, has before now met with the best sort of reception, and a good memory for anecdotes is an invaluable possession. Good humour, tact, and a delicacy of feeling that makes one aware instinctively of the general susceptibilities of one's audience, are perhaps the other attributes that go to make a good after-dinner speaker.

In the following pages will be found speeches and toasts suitable for all sorts of occasions; it must be remembered that they are put forward only as outline drawings, from which the beginner may see how to frame the speech which he may be called upon to make in similar situations; it is not intended that they should be learned by heart and delivered textually; but, properly studied, they may be profitably used as the basis for original orations; at any

rate, no one who has so studied them need be quite at a loss for something to say, however suddenly and unexpectedly he may be called upon to propose a toast or make a speech in reply.

. Finally, it is strongly recommended that the speaker should form his own collection of anecdotes, humorous or otherwise, avoiding, of course, the obvious "chestnut." Nothing contributes more to the success of an after-dinner speech than an apposite anecdote well told and well introduced, though of course great care should be exercised in selecting one suitable to the occasion. The introduction of an anecdote at any stage of the speech may be hateful, nugatory or admirable. If possible it should appear to be welded to the rest of the speech and should never appear to have been "dragged in." All anecdotes are ornaments: some are like bangles "that can be slipped on and off," others are like brooches that, sparkling themselves, hold other things together. These are really the only anecdotes worth while.

## CHAPTER VIII

# THE CHAIRMAN AND HIS DUTIES

A CHAIRMAN is invariably appointed at public meetings, and in all social gatherings of a more or less formal character where speaking is expected. His duties, in the first instance, at public meetings will be briefly considered.

### THE CHOICE OF A CHAIRMAN

There may be some difficulty in the appointment of a chairman, and much will depend upon the choice. The person chosen must be intelligent, ready in speech and decision, and capable of enforcing order and making the chair respected by all. He should be a strong man, for chaos is inevitable when the chair is occupied by a weak man whose authority can be brushed aside at any moment by a vigorous and pertinacious mind among the audience.

When the meeting has assembled, the first business is the appointment of a chairman. It happens generally that the conveners of the meeting come prepared to nominate a suitable man as chairman. But one present may propose another, as several others may; and then the question may have to be decided by show of hands. Some of the proposed candidates may not find seconders, which promptly disposes of *them*. These remarks, of course, apply only to occasions where there is present no chairman *ex officio*.

### DUTIES OF A CHAIRMAN

The first duty of the chairman is to state clearly and distinctly the objects for which the meeting has been called, or, if there has been a previous meeting, to have the minutes of the proceedings of the previous meeting read. He then formally moves, "That the minutes be approved," and when this motion has been carried he signs them.

He will probably read the notice convening the meeting, and proceed to state briefly his views upon the subject in his opening speech. The company will then know enough of the whole matter to be able to take part in the discussion. If the meeting is a political one, he will introduce the chief speaker, remembering that in most cases, brevity is an admirable quality in a chairman. On such occasions there will only rarely be any discussion after the main speech; nothing more than the proposal and seconding of a vote of thanks, followed by a reply from the speaker of the evening, and the chairman will call in turn for the proposer and seconder, who will have been chosen beforehand. But on ordinary occasions—on a public platform or the arena of the Debating Society—the chairman will call on some speaker by name—a matter previously arranged—and a seconder having been found, the question will be put to the audience and discussed.

During the discussion the chairman must keep his attention directed to the point at issue, and if any speaker wanders from the point or introduces personal or irrelevant matter, he must call him to order and to the subject before the meeting, which must not be lost sight of in a cloud of verbiage. The chairman will have to keep order, and, if there is much party feeling aroused, will use his influence to restrain excitement and keep unruliness in check.

At the end of the discussion, the votes or a show of hands will be taken in the usual manner. The chairman, unless a division is demanded, will decide whether the motion is lost or carried, and announce his decision to the meeting. If the number present is small the chairman may exercise his privilege of the casting vote; but this he will not do unless he considers the matter to be one of vital importance to any institution or constitution in which he takes a strong personal interest. In a matter of merely party interest he will do well to abstain from voting on an occasion when the voting shows that the opinion is about equally divided.

If an amendment has been moved to the original motion, it must be voted on first, for, if carried, it will replace the original motion and must itself be put to the vote a second time as a substantive motion: it will now be competent to move an amendment to it.

When the business for which the meeting was convened

is terminated, the chairman will formally declare the proceedings to be at an end; but before he leaves the chair it is the custom for some one present to propose a vote of thanks to him for his conduct of the business. This will find a seconder, and being put to the meeting will, as a rule, be carried by acclamation without question.

The meeting may then be made "special," and various resolutions can be passed according to the terms upon which the Company or Society has been embodied. Another chairman may be elected, or the same man can officiate if requested to do so.

## AT SOCIAL GATHERINGS

The chairman of a social gathering has a different office to perform. He takes his place before dinner and holds it to the end of the evening; though it happens occasionally that as President of a Company he may preside at the dinner and move someone else into the chair when the toasts come to be proposed, after grace has been sung or said. It is usual also to appoint a vice-chairman to do the honours of the table at the opposite end to that at which the chairman sits.

The chairman will propose the toast of the King, and will call upon the proposers of and responders to other toasts, all these details having been settled beforehand; for it is not fair to let anyone be called upon for a toast or a response with no chance of arranging his line of thought or of "*studying his impromptus.*"

It is usual at public dinners for a musical and elocutionary entertainment to be arranged, for which a programme will have been prepared. In the order of the programme the chairman will call for a toast, this to be followed by a song, recitation, or instrumental music; further, it will be the chairman's business by tact, good-temper and management, to maintain the harmony of the evening and to discourage anything in the way of bad taste, and all this he should do in a spirit of good-fellowship. He generally takes wine with the guests, his intention to do so being intimated by the toast-master—if one is present—or by a waiter in ordinary circumstances. There are many little courtesies to be observed by a chairman which will readily suggest themselves to anyone who occupies the position.

The disposal of the guests with reference to the chairman or president is made according to precedence, the Royal Family having the lead, unless a certain personage is to be specially honoured, when he occupies the place on the right hand of the chairman, and the most important representative of Royalty present the place on the left hand. The guest of the evening is always seated at the right hand of the chair, the next in honour on the left, and so on according to rank and standing, distinguished guests being seated also near the top of the table, with notable members of the society or corporation in whose hall the dinner is given.

The toast of the King is usually given as soon as possible after the last course of the dinner is finished. Immediately after this toast the chairman will give out the notice "Gentlemen, you may smoke," or if ladies are present, "Ladies and gentlemen, you may smoke." There must be no smoking before the toast of the King is honoured, and for this reason the chairman should be on the *qui vive* to give "The King" as early as possible. In order that the waiters may clear the table, there is usually an interval of ten minutes between the permission to smoke and the announcement of the first item on the programme.

## CHAPTER IX

## DEBATING SOCIETIES

WHILE there is no royal road to proficiency in public speaking, practice is above all things essential, and for the beginner this is best acquired by joining a good debating club or society, and by frequently taking part in its discussions. He will thus get not only practice in the art of speaking, but much valuable information on a variety of topics; above all, he will in course of time overcome the nervousness that marks the novice and acquire the readiness of speech and quickness of thought that are, perhaps, the chief weapons in the public speaker's armoury.

And for a beginner, too, a debating club is perhaps more useful than a local Parliament; there is less formality, fewer rules and conventions have to be observed, and he is less likely to be overburdened by a feeling of the importance of the occasion or fear of criticism from his audience; moreover, there is more of "rough and tumble" debate, which is excellent in producing readiness and quickness.

When, however, the beginner feels quite at home in his own debating society, and feels, too, that his speeches carry weight there, he should seek a wider field and a different audience, for there is always a danger that, having grown accustomed to one audience and one kind of debate, he may fail to do himself justice elsewhere. It is then that local Parliaments are useful; and the speaker who has emerged successfully from the ordeal of both debating society and local Parliament need not fear to address almost any audience.

### "CONSTITUTION" OF DEBATING SOCIETIES

But though, as has been pointed out, debating societies have rules less rigid and formal than those of local Parliaments, nevertheless, the rules should be sufficiently clear and precise

to ensure the proper conduct of proceedings, and, while allowing for the interruption which enlivens, should check the disorder which reduces debate to chaos. A settled "constitution" and regular officers are therefore necessary.

Dealing with the latter first, the officers are generally :—

(1) President or Chairman.
(2) Vice-President (one or more).
(3) Treasurer.
(4) Secretary.
(5) Committee, which will include all the officers and five or seven elected members.

The PRESIDENT will, of course, take the chair at any meeting at which he is present, and will regulate the progress of debate and see that the rules are observed. His duties may be gathered from the chapter in this volume on the subject. In his absence the senior officer present, and in the absence of all officers, one of the Committee will take the chair.

The TREASURER, of course, has charge of the funds, and it is his duty to see that subscriptions are paid, and—a much more difficult task this—to endeavour to have a small balance on the right side at the end of the year. He is responsible for all payments, and should see that no money is expended except in the manner and for the objects provided by the rules.

The SECRETARY'S duties are manifold. He is in charge of all the Society's official correspondence, he keeps the Minute Book, or arranges with someone else to take Minutes of meetings at which he is not present, he arranges the details of joint debates with other societies, and is charged with the duty of seeing that members receive all official notices and announcements.

In most societies it is the duty of the COMMITTEE to decide all important matters arising within the society, and generally to manage its affairs and select suitable subjects for debate, as well as the leading speakers on each side for each meeting.

## THE ART OF DEBATING

### AN ORDINARY MEETING

After the customary reading and signing of Minutes, the election of new members, and the transaction of any other business that may have arisen, the Chairman will announce the motion or subject of discussion, and call upon the Opener, who will read a paper or make a twenty-minute speech from notes in accordance with local custom. Opinions differ upon the relative merits of these two courses. On the whole we incline to the written speech, otherwise the opening will be left exclusively to the more experienced. An utter collapse of the Opener—and a nervous youth speaking from notes often breaks down—means the spoiling of an evening.

The Opener, be he speaker or essayist, will probably be allowed fifteen or twenty minutes where ten minutes is the limit for ordinary speeches. Custom varies as to the procedure when he finishes. At most societies he is followed by an Opposer appointed beforehand, who is allowed the same time as the Opener; but some throw the discussion open to the meeting immediately, which we think distinctly preferable. Whether the formal reply is read or written it will have been prepared, and the Opposer will say what he has come there to say, whether it directly traverses the arguments of the Opener or not. Thus arguments are "knocked" that no one has set up and the arguments that *have* been adduced are ignored. In one of the famous controversies of the nineties Herbert Spencer wrote: "What I said has not been refuted by Mr. Frederic Harrison. What has been refuted I never alleged."

*Taking an Opportunity.*—Well, the opening is finished, and the formal opposing, if any, and now is the chance of our beginner. Let him jump up at the very first opportunity while his courage holds. It may not be the most suitable moment for the introduction of his particular line of argument, but it is the most suitable moment for *him*. His courage may never again be so high. Intending first speakers grow more and more nervous with waiting until they lose the ability to conquer their fears. Often they come away from a meeting after suffering agonies of stage-fright, to tear up in disgust the undelivered speech to which they have devoted so much pains. These devastating experiences may

be repeated until the aspirant ceases to aspire and abandons his resolve to become a public speaker, to his own great loss and, perhaps, to that of others, for nervousness is often most conspicuous in the imaginative and artistic.

*Overcoming Nervousness.*—There is no panacea for speech-fright. The cure is gradual and effected by experience; therefore the beginner must see that he gets this experience without delay. It will help if he will solemnly resolve before the meeting that he will speak, however cogent the reasons may then seem for abstaining; for these reasons are thoughts "that quartered have but one part reason and every three parts coward." Having risen to his feet, let him stay up, however badly he may be faring. He will have his written speech in his pocket, and rather than sit down wholly discomfited let him read it remorselessly to the bitter end—a partial failure, of course. On the chance of his being driven to read, his exordium should not be along lines that reading would render ridiculous. We remember hearing a nervous youth read this: "Mr. Chairman, Ladies and Gentlemen—Although I have listened very carefully to the Opener I have not been convinced by his arguments." To which the Opener, with cruelty quite uncalled for, replied, that as his critic must have written this before *hearing* the arguments, it was not strange that they had not convinced him.

It is by no means true that all beginners go through the agonies of nervousness and vacillation we have just described. Many escape them altogether. By some fortunate accident they get pushed into the waters of debate before they have had time to baulk themselves upon the brink, and being in and discovering that they can splash about as well as the others, they lose their water-shyness for good and all. Others, before resolution has had time to cool, or before they have formed resolutions, get cajoled into the water by an observant Chairman. There are times when the plunge seems less formidable, and the Chairman suggests the opportunity. A favourable season is after a speech of the business-experience type has been made. Most men feel that here is the kind of speech anyone can make. The facts are there waiting to be stated A kindly Chairman will hold off the experienced speakers here, and give the boys a chance.

These "personal knowledge" speeches can be made by anyone, and are, therefore, useful at the start, but they lead

nowhere, and should be discarded early by the ambitious learner, who after splashing around once or twice in these shallows should strike out boldly into the deeper waters of deduction, keeping his facile and fallible inductions as life-lines to which he may cling when in danger of sinking.

The ironical pushing home of a fairly obvious point—for irony is only safe in oratory when everyone can perceive that it is irony—is sometimes very effective, and the beginner should try a short speech on these lines when he sees an opening.

## ORATORY VERSUS DEBATE

Oratory and debating are different arts, although they have much of their technique in common. Debating can be defined best by elimination. Every form of written or memorized speech is rejected *per se.* Nor is speaking at short notice to a resolution necessarily debating, although the two are often confounded. We once attended a debate upon *Capital Punishment.* Just as the meeting was starting it became known that the opposer wasn't coming. A man seated beside us who had considerable local reputation as a speaker, was pressed into the service, although he hadn't intended to speak. This is how he prepared himself for the ordeal. For perhaps three minutes he listened closely to the opener's speech, after which he gave himself to the preparation of his own. When his turn came he rose portentously.

### SPEECH OPPOSING A MOTION ADVOCATING THE ABOLITION OF CAPITAL PUNISHMENT

Mr. Chairman, Ladies and Gentlemen,—

The mover of this resolution began by recalling an instance of miscarriage of justice. A brilliant young doctor was wrongly convicted of a foul murder and hanged. Twenty years afterwards a man confessed upon his death-bed that he was the murderer. Had the young doctor's sentence been life-long imprisonment instead of the barbarous irrevocable punishment of death, argued the opener, it would have been possible to right the wrong. I should like to be told how. Suppose his sentence had been imprisonment, and that after twenty years he had been released. Picture him as he stands blinking at the sun outside the prison gates;

his poor hands calloused with degrading toil, hands once endowed with a surgeon's incredible skill; his eyes telling of an intellect "like sweet bells jangled, out of tune and harsh," and of a soul seared as by hot irons by twenty years of close intimacy with foul and brutal men. Well, there he stands. What are you going to do with him, Mr. Opener?

> "Canst thou not minister to a mind diseased,
> Pluck from the memory a rooted sorrow,
> Raze out the written troubles of the brain?"

So far he had been debating. The rest of his speech, not being directed to anything that had been said, was not debating, but oratory at short notice. We can say, then, that a speech is a debating speech to the extent to which it is the result of listening. A hundred per cent debater in the position of this man would have listened throughout to the opening, and so intently that his subsequent effort of speaking would have seemed a relaxation.

## HOW A DEBATER LISTENS

If you have ever considered what it means to follow an able speaker, attacking his arguments *seriatim*, you will not need to be told that it implies the ability to think upon one's feet and to fashion sentences and arguments, introduction and peroration as one proceeds. How *can* one make any speech preparation while the opponent is speaking? *He* must have all the debater's attention, and a three-fold attention at that: what is being said must be taken in sentence by sentence; the argument must be weighed as a whole; and the argument itself must be considered in relation to the argumentation of which it forms a part. Further, each particular argument must not only be considered in relation to the argumentation, but it must also be compared with each other separate argument; for if it can be shown that the implications of one argument contradict those of another, the debater will score decisively. The discovery of such a discrepancy changes the whole plan of attack where speeches are strictly limited in time. The *seriatim* method might leave insufficient time to exploit the great discovery. The attack leads off with it prepared to follow the issue to its conclusion, and let, if need be, all else go. If he can make good here the battle is won.

## CORNERING AN OPPONENT

Should the discrepancy be established there is no need for the attacker to try to wring an admission of error from his opponent. The audience have eyes. They can see when an issue is being dodged, and they know that it is tantamount to retreat. Let the beaten foe withdraw from the field. Cornered he may strike back surprisingly. Frederick the Great lost the battle of Kunersdorf by not allowing a Russian Army to get away. There was more fight in these stubborn Russian peasants than he had supposed. But were cornering as safe as it is dangerous, it should have no place in friendly discussions. Win if you can, but why humiliate? When, however, upon a controversy hang great issues, amenities may go by the board. Abraham Lincoln, in a public discussion with Stephen Douglas relentlessly wrung from him an admission favourable to Lincoln's own contention that America could not continue half slave-owning, half free, an admission fraught with tremendous consequences. No great National issues hang upon any debates our readers participate in; we therefore lay it down as a maxim—*avoid cornering.*

## POUNCING

There is in the make up of a truly great debater a touch of the eagle, ever ready to swoop down upon a worthy quarry but leaving field mice and the like to the pouncings of lesser birds. The debater must ignore small game, as, for example trifling errors in chronology. No gentleman would pillory grammatical *faux pas* or mispronunciations. In a district council debate this speech was made:—

"I suggest, Mr. Chairman, that we should act in accordance with the Latin adage: "Suav-i-ter in modo. Fort-i-ter in re." Which elicited this:—

"The last speech was excellent in quality if somewhat open to criticism in the matter of quantity."

This of course is clever and the sting is hidden from the mispronouncer; but who can be sure that he may not have the taunt explained to him by some good-natured friend No, let us keep on the safe side. Flouts and jeers and notable scorns are not permissible. Few of us can hope to become orators, but it is within our compass to prove ourselves men of good-will.

## NON SEQUITURS

*Non Sequiturs* are of two kinds, those arising from confused thinking, and those occasioned by careless speech. A magistrate sentencing a prisoner said :—" You have been brought up in a Christian home, and have enjoyed the inestimable advantages of university and public school, instead of which you go about the country stealing ducks." Now this magistrate wasn't a fool. All unwittingly he has omitted a sentence that was in his mind, such as " By now you should be making headway in some honourable profession." Slips in debate of this nature should be ignored. It is a debater's business, however, to expose confusions of thought, which are the real *non sequiturs*, and fallacies of all kinds.

## DESIRABLE WORDINESS

Critics of the art of writing often assume that the great desideratum is the expression of thought in the fewest words possible. (By this criterion Milton's sonnet upon his blindness must be adjudged of less literary value than a sixpenny telegram.) But an orator's aim is twofold : to express himself and to *impress* himself. This fewest words ideal is wholly inapplicable to oratory, which must be far more explicit and diffuse than writing, because missing a writer's meaning you can look back and capture it, whereas there is no *hearing back*. The spoken sentence uncaught is lost for ever. To prevent this, recourse is had to varied repetitions. The verbal texture of a good speech differs from that of a well-written essay. The speech has a larger proportion of nouns ; elisions are minimized. Verbs and prepositions, far from being bundled out of sight, are brought into prominence. The writer's bane, the way a word already used insists upon suggesting itself as the only word, is the orator's blessing, bringing him many of his best effects, as witness this example : " It is to these unmanly forebodings ; it is to these unworthy apprehensions ; it is to the jealousies, misunderstandings and intolerances that we owe our wars." The unvaried repetition of the connecting little words gives a unity to the passage. These repetitions, valuable to the orator, are to the debater essentials. While his lips are uttering them his mind fashions the phrases they introduce.

## THE ART OF REPLY

In Parliament the right of the opener of a debate to the last word is a privilege highly valued; but in debating and literary societies whose proceedings are limited to two hours duration, it is often waived. Perhaps the Chairman has conveyed a hint by allowing a member, who otherwise would have been shut out from the discussion, to encroach upon the time allotted to the opener's reply. A hurried answer to criticisms being in some respects worse than none, the opener may withdraw gracefully thus:—

"Mr. Chairman, Ladies and Gentlemen,—

"I can see some of you casting anxious glances at the clock. Fortunately it is not necessary for me to detain you. I have been denounced most eloquently, and defended with equal eloquence and better logic. I am quite content, therefore, to leave the decision to the meeting." Of course the opener can't ignore the discussion generally if it has been uniformly hostile.

Closing a discussion you are sure of applause if you balance conflicting criticisms thus. "Mr. A. found me too pessimistic, whereas it was my shallow, insincere optimism that disgusted Mr. B. Mr. C. had almost convinced me that my tariff proposal, if carried out, would reduce grain prices to the ruin of farmers, when Mr. D. rose to demonstrate that these same deplorable measures would *raise* prices to the impoverishment of the consumer. The objections cancel themselves out like one of the cancellation sums of our boyhood—leaving nothing." This will send your own side into ecstasies, and generally will be regarded as a smashing reply and exceedingly brilliant. But it is a fallacy, notwithstanding. All objections are not of equal weight. Close economic reasoning that a certain proposed change would raise prices isn't to be balanced against the guess of an ignoramus that it would lower them. Each argument must be considered upon its own merits. A.'s logic must be met by logic; it cannot be overthrown in any other way. But this cancelling out reply is so popular, and, it may be added, so very easy to make, that it is almost useless to protest against it. Even Cabinet Ministers resort to it. "The member for —— has adduced statistics to prove that my estimates are excessive.

Only yesterday the —— newspaper devoted a leader to showing that they are woefully deficient." The argument is that therefore the estimates in question must be correct. Utter rubbish!

If an easily attained seeming excellence in reply attracts you more than the prospect of learning by hard study and many failures to argue convincingly, this balancing of opposites argument will be your stand-by. But you might spare us the verbal absurdity. No cancellation sum can possibly show for its answer—0.

As a general rule the choice should be made between a fairly full reply or none at all. Your ox won't go into a tea-cup. But if a speaker has been notably long and tedious he can sometimes be annihilated by mere brevity.

## CRUSHING BY CONTRAST

We give two illustrations.

A certain annual chapel meeting was marked by excessive and prolonged criticism. Through it all sat the chairman, his face as rigid as that of a Trafalgar Square lion. At last he rose. "Has any other brother or sister any suggestion to make for improving the ministrations of this chapel? No! Then let us thank God and sing hymn one hundred and three."

If the contrast between length and brevity can crush, so also can that between strength and levity. At the annual business meeting of a cricket and tennis club, a tennis devotee rose to complain that an undue proportion of the club's income was devoted to cricket. He spoke with uncalled-for asperity, and proved by elaborate statistics that, leaving out of count members whose allegiance was divided, there were in the club more tennis players pure and simple than cricketers. He was answered and annihilated thus from the chair:—

"Gentlemen,—

"It is a great satisfaction to me as president of this club to hear from Mr. —— that it contains ninety-seven tennis men who are pure and simple, and eighty-nine cricketers who merit the same encomium."

Nothing more was ever heard of the protest. It had been laughed away.

## SPECIMEN DEBATING SPEECHES

The following debating speeches :—

1. That Wireless is more Important than Aviation ;
2. That Common Sense is more Essential than Genius to the Business Man ;
3. That Sentiment is of Value in Business ;
4. That Personality is an Acquirable Attribute—

will serve to show the reader on what lines debating speeches should be prepared and may be used as models upon which speeches on other subjects can be built up.

### 1. THAT WIRELESS IS MORE IMPORTANT THAN AVIATION

There is, I suppose, no achievement of which science may be more justly proud than the conquest of space. The world is a much smaller place to-day than it ever was, and nations are nearer to each other now than at any time since they were divided at the tower of Babel. The Story of Babel is a very true one, for might not mankind have built a tower reaching to the very heavens themselves had not the strife of tongues rent their forces and divided them into opposing and often hostile camps?

Division of tongues, leading, as it inevitably must do, to differences of manner and custom, forms a most effective barrier between nation and nation. Language is an intimate thing and penetrates those little idiosyncrasies which appear trivial, but are really the core of a people. I am sure my opponent to-night will not deny that the instrument which most effectively overcomes this subtle and intangible dividing line is, for that very reason, the most important discovery of our time.

In my opinion the greatest instrument for establishing true understanding between nations is the wireless. Flying touches only the externals ; it takes a few people from one country and puts them down in another, and all that it has achieved in that operation is to exhibit samples of one nation to another. The visitors see only the externals ; they cannot penetrate into the thoughts, the joys and sorrows, the traditions and aspirations of their host. But it is just this intimate touch which wireless gives us : we can listen to the everyday news—and, what is more important, the nature of

what is called news—of a neighbouring state. We hear their music and the manner of its rendering, we listen to the educational labours of its teachers, the pronouncements of its statesmen, and most important of all, the amusement of its children. A knowledge of the language is not an essential to the formation of some conception of the customs and habits of our neighbours. The mere feeling of proximity alone does its beneficial work.

The conclusion that may be reached is that deep down beneath externals, nations are marvellously similar in the real things of human life: if this is the impression, it is, surely, the surest safeguard against misunderstanding and hostility. It is an impression difficult to gain by short visits to foreign shores, especially in countries where the courtesy of the inhabitants often impels them to provide, as far as possible, the native conditions of their guests. No one could know France through a stay, however protracted, in Paris, for he finds there either a reproduction of his home conditions, or else certain of the least admirable of the French characteristics exaggerated out of all recognition. But a man who from his suburban villa constantly listens in to the programmes designed for the entertainment of the French family circle, might come somewhere near a very real appreciation of French genius.

In these democratic days the inventions of science stand at the bar of the people and are judged by their capacity for adaptation by the masses. We must admit, I think, that flying at present, and even as far as can be ascertained for long years to come, must redound chiefly to the advantage of the rich. The cost of flying exceeds the first-class railway fare, and even with the development of huge planes, the numbers carried must be very limited. The merchandise carried by air must be costly, and is very largely confined to articles expensive because of their rarity and fragility. That hundreds or even thousands have an easy and speedy means of travel must be an insignificant feature in the life of a nation comprising many millions. There must also be many lonely places of the earth where the aeroplane can never penetrate owing to their inaccessibility. Broadcasting, however, from its inception has been democratic. Even good receiving sets are not expensive, and there are apparatuses graded to suit all pockets. A dweller in the depressing streets of a London

suburb can hear the nightingale singing in a country garden, while the lonely farmer in the wilds of Canada can be kept in touch with the activities of great cities.

I have endeavoured to describe the invention of wireless broadcasting as one of the most potent forces working for the moral uplift of mankind and the future peace of the world. Aviation, whatever may be said in its favour, can be turned into the most deadly weapon of human destruction. It is by the flying machine alone that belligerents are enabled to invade the peaceful areas of their opponents, attacking the centres of peaceful cities and scattering death and terror among helpless women and innocent children. The aeroplane removes the horrors of battle from the armies of fighting men and transplants them amongst those who are least able to defend themselves. Such a development is a heavy price to pay for the benefits that can otherwise be reaped.

So far I have dealt with these two inventions from an international standpoint, and many of my remarks have been prophecies of the future rather than records of accomplished facts. Broadcasting, although its province is bound to extend very rapidly, is at present much nearer its infancy than is aviation. The average listener is still for the most part limited to the activities of his own local station.

Even so, however, broadcasting is wielding an influence in the homes of England, be they palaces or cottages, which is far beyond the powers of aviation. The voice of the most learned scientists, the most competent critics, and the most popular musicians brings culture and learning to many who would never have gained it in the rough discipline of the schoolroom. There are, of course, faddists who deplore that the ear of the nation is becoming corrupt by the failure to obtain perfect reception, and undoubtedly many worthy people have suffered financially from the effects of broadcasting. In spite of this, can it be denied that a higher standard of taste and judgment is being set up, almost subconsciously, in the minds of our people? Such faults as exist are certain to be eradicated in time, and the companion invention of television, developed, will do much to remedy some of the more obvious disadvantages under which we labour to-day.

It is a commonplace that in the last century, scientific achievement outgrew the moral advance of Europe: and that while our standards of comfort and efficiency increased,

the advantages that should have accrued therefrom were limited by failure to attain a corresponding moral progress. Commercial competition became keen to the verge of brutality, and wars more ruthless and frequent. In wireless we may find a means not only of increasing our material prosperity, but also of making human nature more as its Creator intended it to be.

I submit that wireless is of greater benefit than aviation to the human race.

## 2. THAT COMMON SENSE IS MORE ESSENTIAL THAN GENIUS TO THE BUSINESS MAN

This is an age of specialization, and to attain success in modern life a man must choose his mark and aim straight for it. I am one who has chosen commerce and am not ashamed to call myself a plain business man. As such I should like to consider what is the best equipment for those who desire to follow the path that for so many years I have had to tread. Much has of late been written about the "Secret of Success," but, in my judgment, the whole matter boils down to two very simple words—"Common Sense."

Do not think for one moment that I disparage what we call "genius"; it is surely to the great intellects of the world that we owe the great discoveries of science which have circled the world with the rings of our commerce. It is again to genius that we are indebted for the sweet music of the singer, the noble vision of the artist, and in fact all those ennobling qualities that have raised mankind above the beast. My point to-night is simply this—that great intellect is not essential or even helpful to the business man, as such.

Now let me define my terms: it is quite true, no doubt, that common sense is only a certain application of brain power: may we define common sense as the average amount of reasoning power possessed by ordinary everyday people. When we speak of a man as possessing "genius" we usually imply, not that others have no brains, but that he has something above the usual amount of grey matter possessed by the man in the street. It is something that marks him out and distinguishes him from the common herd, and therefore tends to hold him rather aloof from his fellows. The same thing occurs wherever a man is unable to place himself

within the very small limit of variation from type allowed by mankind. The giants of old lived, we are told, in caves, while Diogenes sought the seclusion of his lonely tub. Now this is fatal in business. The merchant must be a man of the world with the rumours of the market, the bustle of the docks in his ears. He awaits, with his wares to sell, the stranger is there with gold in his hand—he must bestir himself and meet him. It follows, therefore, that in so far as it is necessary for a business man to be easy of approach, ready to be all things to all men, brains tend to be a disadvantage rather than an asset.

My second point is that the man of brains tends to be a specialist. It must, I think, necessarily be so, for few men, however great their genius, can take, like Sir Francis Bacon, all knowledge for their province. The great mind must work from certain data, just as the carpenter must select his necessary tools: these data will be scientific, mathematical, or literary according to his individual bent. The learned man seldom has aptitude for all these subjects. The mathematician reads the "Paradise Lost" and wonders what it proves, while the poet ignores his Euclid as pettifogging jargon. Such concentration upon one subject breeds abstraction, and the events of everyday life rush by unheeded and unknown.

Not thus is made the business man: more suitable to him is that little knowledge of a host of things, which may be dangerous, but which is, like many dangerous things, extremely useful. He needs his figures in his counting-house; he has to solve his little legal problems; he must have some knowledge of railways and shipping, and some understanding of markets and exchanges: above all he must be a psychologist studying continually the aspirations and ambitions of his competitors and his workpeople. Abstractions he must avoid; he must be quick to note the experience of others and for ever ready to turn the fortuitous happenings of chance to his own advantage.

I expect my friend who is opposing me to-night will tell you I have dwelt upon too low a scale. He will, no doubt, contend that the modern business man requires vision; it is essential, he will say, that the business man should look ahead and be prepared in advance to meet the demands of the future, and at the same time he must be a deep scholar

of the manners and customs of his own contemporaries, with a view to increasing their demand for his goods, and to adjusting his supplies to meet modern requirements. No one would deny the truth contained in this statement, but it is not the true function of the business man to carry it out. Men of genius are necessary in commerce; the inventor, the scientist, the expert and specialist, are all necessary in business, but they are not business men. They are servants hired at wages, and not men venturing their own or other people's money for profit. It is not the function of the business man to discover improvements rendering his commodities more useful to the nation; it is however his duty to take care that these improvements are made and carried out by people able to do it, and that the results of their work are of service to his ends.

The business man is the driving force, inspiring it may be the whole body with his own vitality and activity; but behind him there must be the specialist who is the nerve system of the whole organism. It may be that no really big business man has time to give his wares just that distinction which shall make them excel those of his rival, but there must be someone whose function it is to do so. It takes a clever man to choose his specialists aright, and to make sure that their labours, obscure though their details may be to him, produce the right result in the long run. In other words, he must be a man of supreme common sense.

Thus I think it follows from what I have said that common sense is more necessary than genius in business.

### 3. THAT SENTIMENT IS OF VALUE IN BUSINESS

To-night I want to ask this House to agree with me that sentiment is of value in business. It is a proposition that would have sounded strange in the ears of our fathers. To them, business was business; and nothing was allowed to interfere with what they regarded as the stern economic law of supply and demand. They were encouraged in this view by the then infant science of political economy which insisted on regarding human beings as machines without souls, necessary as other machinery to the production of wealth. Further the State was dominated by the theory of *laissez faire* under which the stern laws of economics were to be pushed to their logical conclusion. It may well be that

in our day we have gone to the other extreme, and many politicians give such importance to what may be termed sentimental considerations, as virtually to exclude sound commercial principles entirely. As a reaction against this prevailing tendency in modern politics, many business men are still inclined to discount the value of sentiment as a factor in business success.

No one would deny, of course, that it is possible to have too much even of a good thing, but in spite of this I am here to contend to-night that sentimental considerations have their place, and a very large place, in modern business.

In business the employer is dealing with men and not machines, and men in all ages have responded more readily to the human touch than to the demands of the most perfectly organized routine. In military organizations this has always been recognized, and the greatest generals are those who in days of hardship and peril have been ready to waive the privileges of their rank and share with their men the heat and burden of the battlefield. A little recognition of long and faithful service, an occasional confession that they too are touched by human frailties, are the most potent means an employer has of gaining the affection of his subordinates.

How happy are the closing days of an employer who knows that he has travelled along the road of life from youth to old age with many of his workpeople and that the bright as well as the dark days have not been entirely unknown to any of them but through good or ill they have stood together in their determination to do their bit by the old firm. Sheer sentiment! My friend may say so, but would business be the worse for it to-day? In these days of combinations and amalgamations, however, it is clearly impossible in most cases for employers to establish such intimate and personal relations with their workpeople. It may indeed only be possible to try to vitalize or impersonify the firm or company as an ideal: and to endeavour to inspire its servants with something of that feeling which the average boy has for his school. If employees can be made to believe that their business house is the best and most efficient organization of its kind, they will not be long in turning this ideal into an actual fact. Where athletics can be encouraged and provided for, the friendly rivalry of the sports field has been found to make commercial competition the healthier. The

establishment of recreation clubs has also a great sentimental value as they provide a pivot around which the affections of the men for the firm can centre: but club premises of this kind must not be dingy and dirty but worthy of the high ideals of the organizations identified with them.

I do not blush to place proposals of this kind before you, when I find them all advocated and adopted by such a great industrialist as the late ——. In the centre of his model village there is not only a noble church but also a spacious hall upon the lofty walls of which are hung the portraits of every employee of long standing and good record. Far wider, however, than the material interest of any one organization is the value of sentiment to commerce in general. In the Middle Ages every trade and calling had its own Guild regulating its own terms of admission, standard of efficiency, and making provision for the care of its members in sickness and distress. Membership of such a Guild bestowed the right to a distinctive dress and badges denoting the skilled craftsman and the apprentice. There was no priority between the different Guilds, and membership of any one of them betokened the highest distinction to which a man could attain.

In this modern unsentimental age, we are accustomed to think and speak of some callings as low and mean and fail to recognize that all honest labour is worthy of equal dignity and honour. If a man thinks his daily labour is mean and unworthy, he will become mean and unworthy himself. If one kind of avocation is believed to be more respectable than another, the normal distribution of labour will be hampered and the work of the nation impeded. Would it not be well that every service should be revitalized by the appreciation of noble traditions of a worthy past and high ideals for a glorious future? This is sentiment in business—I submit we want it!

### 4. THAT PERSONALITY IS AN ACQUIRABLE ATTRIBUTE

If one were asked to quote the best-known line of Shakespeare it would probably be "Some men are born great, some achieve greatness, and some have greatness thrust upon them." To-night I have to ask you to endorse the statement of the immortal bard that "some achieve greatness."

First and foremost let me state that by greatness I do not

mean wealth nor even what some call "success in life.' These are too often the result of mere chance, the luck of life's gamble, and indeed far from revealing greatness they frequently merely reveal to man his contemptible littleness. Greatness is a much more elusive quality: John Bunyan in his prison house, Sam Johnson in his dusty lodging, Napoleon Bonaparte on his Imperial Throne were indisputably "great," and would have been great in rags or in ermine. Greatness is not to be confused with goodness: Satan of the "Paradise Lost" is, as has often been said, a gentleman and a great gentleman, but he was not intended by Milton to be good. Sainthood, however, may sometimes be an indication of greatness as it was in St. Francis, and greatness may even become confused with sainthood as in the case of St. Joan of Arc. The fact is, greatness must have an outlet, and that outlet may be either good or bad: and there remains sufficient virtue in humanity to perpetuate the memory of good great men rather than bad.

It follows, I think, from what I have said that greatness is an illusive quality inherent in an individual and may perhaps approximate to a particular kind of personality.

Now I am willing to admit that the numbers of those who are born great and of those who have greatness thrust upon them must be far in excess of those who achieve greatness: and I shall even agree with my friend who opposes this evening if he contends, as I have no doubt he will, that many have achieved greatness merely because they are born great.

Yet I contend it is still possible for one who has no particular gifts at birth, to achieve by his own volition a distinct personality which in contrast with other personalities may be called great. The personality which is achieved rather than innate, is usually obtained by means of some external agency, and I think I can best illustrate my contention by referring briefly to a few of the many agencies that have produced greatness. One of the most common is the vision of a high ideal. This is not the place in which religion may be discussed, but no doubt instances occur in all religions, disguised though they may be under various names, of the human soul being suddenly enlarged by the vision of the Infinite. The inspiration may be national or political, especially among oppressed people and in hard times. Garibaldi seems to have been an ordinary enough person in his youth until fired by

the vision of a free and United Italy, when he gradually achieved a personality worthy of a national hero.

Secondly, greatness of personality may be achieved by perseverance, and indeed from the dictum that genius is two per cent. inspiration and ninety-eight per cent. perspiration it may well be argued that perseverance is a necessary ingredient of personality. The great actor or judge who has left the impress of his personality upon his profession for all time, has first by unremitting toil and severe self-discipline acquired a complete knowledge of his craft. The human mind shrinks from the weary drudgery of concentration, and is ever seeking to regale itself with scraps and picking from the surface of things. Hence most men subconsciously follow the line of least resistance, or are content so long as they are no worse or no better than their neighbours. It is by the discipline of mind necessary to perseverance that personality is found in one man distinguishable from that of his fellows.

Thirdly, greatness of personality may be possessed by the failures of the world: by the people who are born out of their age. It is most commonly found among those whose lot it is to suffer or to sorrow. Personality comes of that greatness of spirit which refuses to yield but holds valiantly on against myriad foes; which refuses to become crabbed or embittered by adversity, but rises triumphant over every disaster.

Whether personality can be acquired without the operation of any external agency has not to be decided. No man is free entirely from the influence of his environment, or from the reflections of everyday events upon his innermost being. Any man who has become master of his own soul and is at peace within himself has achieved personality and greatness.

## IMPROMPTU SPEECHES

But we visualize a reader who is determined to achieve success by another route. Not for him the written and memorized speech. He has a little experience at proposing votes of thanks to the secretary of the house benefit society, etc., and he knows that he can express his thoughts clearly and forcibly for two or three minutes, without any preparation. He argues that there is no difference in principle between a two minute speech and a ten. He is quite right. Ten minutes upon a subject you understand is no time at all.

A disputant in a railway carriage, if his remarks are not interrupted, will often argue without a break for longer than that, and never once be gravelled for lack of a word. The only thing that prevents us all from speaking upon our feet as freely is lack of confidence. The mere fact that our young friend is attracted towards the extempore method suggests that he has plenty of nerve.

But he must prepare his speech so far as mastering the subject, and he would be well advised to jot down a number of points, but without feeling that he has to speak upon them all. They are useful in the event of his being brought suddenly to a full stop by finding himself in an argumentative cul-de-sac. If he really has confidence upon his feet he will talk much longer upon each point than he had anticipated, so let the most important of the points be written in red ink. Suppose he gets off to a good start, don't let him give a thought to anything but the argument in hand (when that fails he can look at his notes). Let him drive it home with illustrations, statistics, and pleading, for the craving to convince often removes nervousness ; and let him not switch off abruptly from a topic that is going well to another suggested by his notes, upon which he may be floored.

The impromptu-speech evening is invaluable for gaining recruits to the ranks of the society's speakers. The routine varies—a very common plan being to have only one subject, upon which members speak in order determined by lot, being excluded from the hall until their respective turns to speak arrive. We give an example of an impromptu speech delivered under these conditions. The speaker is almost the last to come on. He doesn't know what has been already said, but believes that all have spoken in favour of the project (of which every sensible person must approve) and that affirmative arguments have been repeated *ad nauseam.* Therefore he takes the opposite side, being careful, however, to show by exaggeration that he is talking nonsense.

### IMPROMPTU SPEECH AGAINST ACQUIRING AN OPEN SPACE FOR THE PEOPLE

Mr. Chairman, Ladies and Gentlemen,—

I can imagine the arguments that have been used by the speakers who have preceded me—all of them favouring the affirmative. Every one has begun by saying that open

spaces like this are the lungs of our city. Your laughter shows me that I have guessed aright. Lungs! Why their own stupid metaphor confounds them. A man needs two lungs only—our suburb already is blessed with two spacious commons. Do we want more? Would a man be improved if you gave him an indefinite number of lungs—crowding his trunk with lungs to the exclusion of other organs?

We are warned that unless we raise fifty thousand pounds houses will be built on ——. Mere houses—homes for young couples! Isn't it dreadful? Mere homes!

You, Mr. Chairman, have been heard to boast that in boyhood you used to shoot snipe on the site of the Seven Sisters' Road. Suppose in those days some millionaire had bought up all the land for miles north of Holloway Station, that stood there in those days, and presented it to the public to be kept for ever as an open space. Would this have been a boon to London or a curse? Can we hesitate about our answer? Not even to preserve your snipe-shooting, Mr. Chairman, would we give up our Seven Sisters' Road. Through the beauty spot which some of you would so wantonly preserve, there may (if this atrocious proposal is rejected) in the lifetime of some of my hearers run a thoroughfare as soul-satisfying as the Seven Sisters' Road—as uplifting as Upper Street, Islington, itself. For these reasons I spurn indignantly the proposal of acquiring —— as an open space for the people.

## FOR THIS OCCASION ONLY

"Speech Makers" are addressed, usually, exclusively to people who want to make speeches, ignoring the large class who *don't* want to make speeches, but on some particular occasion are impelled to by obvious self-interest, burning religious conviction, or concern for the welfare of some club or society. We will consider in turn a slave of each of these urges.

Self-interest will make a shareholder who is gravely dissatisfied with the way his company is being run resolve to raise a protest at the forthcoming annual business meeting. Our first word of advice is, prepare your protest, write it out *in extenso*, learn it, rehearse it. This would seem too obvious to be worth stating did one not know that the inexperienced are amazingly trustful of the inspiration of the moment.

Having learnt *how* to make his protest, our friend must ascertain *when* to make it; for a Chairman won't allow the proceedings to be interrupted except at certain stages. He cannot. Failing other means of obtaining information, recourse must be had to the secretary before the meeting begins. While our friend with his notes in his hand, his written speech in his breast pocket, and a sinking feeling at the pit of his stomach sits waiting for the auspicious moment we would whisper this final counsel:—"When you rise, complete the operation before looking towards the chair. We have seen interrupters meet the Chairman's eye when they were in the course of rising, and under its medusa glare they have remained as if turned to stone throughout their futile and feeble remarks, half up, half down, in a position that was neither standing nor sitting, but what the children call 'crookeying.'

"When firmly on your feet turn to the chair and obtain tacit or explicit leave to make your protest. Then immediately look away. It will not help the flow of your remarks to watch the Chairman writing on a slip of paper 'Who is this fellow?' to see the folded note travelling to the Secretary and observe his reply in shoulder shrug that you are one of the ephemera and must be allowed your momentary buzz and flutter before passing out of existence. Keep your eyes off everyone and your thoughts away from yourself (think of next year's dividend which may be passed unless you succeed in shaking up these old duffers) and all will go well."

Or the scene of a first and last appearance may be the Annual Assembly of a great religious denomination. To address such an audience, half of whom are themselves professional orators, is an ordeal indeed, and nothing but a burning conviction that he has a message would nerve a novice to undergo it. But he has this burning conviction. Perhaps he knows that the leaders are working towards union with another denomination, which he thinks would be disastrous. If no one else denounces it he will, he *must*. We will suppose that having been well coached he rises at the right moment, and has been invited by the chairman to make his objection from the platform. He must jump at this, although it certainly does seem more formidable than speaking from the floor. He will find it much less so. Speakers who have graduated from small debating societies

are surprised when they make their debut as platform speakers to find how easy it is. Similarly with singers. Perhaps why one feels less nervous speaking from a platform is because it sinks the audience below you. You can forget them.

Before this much daring novice starts upon the last stage of his perilous adventure, we would say to him, "Walk deliberately. Don't hurry your steps up the aisle. Go over your opening sentences in your mind. This pause is whetting the curiosity of the audience: they are being prepared for you. And as you value your cause, don't open your lips until you are installed on the platform and facing foresquare the great throng whom you hope to influence. A common effect of nervousness is to make men in your position begin to speak as they walk up the aisle. The effect to those behind the walking orator or orating walker, is that words seem to be streaming out through his ears. It always causes laughter and wastes, worse than wastes, the exordium."

Our enthusiast, having escaped these pitfalls, begins his speech with a fair chance of succeeding. If he entirely forgets himself in his message he may be, for just this one occasion, an impressive speaker. In all arts the mystery is the way sincerity enters into and ennobles every detail of execution in public speaking, informing tone, gesture and elocution.

It is a big drop from a great assembly where a man contends for things of the spirit, to a cricket club, and a non-speaker rising to oppose the Chairman's suggestion to re-elect the old committee *en bloc*, but there is the same sincerity. Fresh blood is needed or the club will decline. The situation occurs very often: the speech delivered we report verbatim as likely to help many.

### SPEECH AGAINST ELECTING EN BLOC THE OLD COMMITTEE OF A CRICKET CLUB

Mr. Chairman, Gentlemen,

I wish to oppose this suggestion that has come to us from the chair that we should re-elect *en bloc* our old committee, because I think the old committee is *too* old, and it is time we brought in younger men. I wish to bring others to my way of thinking, which must be my excuse for making a frontal attack upon the suggestion, instead of turning its flank by putting up a new name or new names. They are splendid

fellows, these old Committee Men, but they have ceased to be splendid cricketers. They were both when they came on the Committee, and were elected originally because they *were* both. I want to see elected to-night just such a committee as these old friends of ours formed ten years ago. Our rules contemplate a Committee that includes a fair proportion of match players. To-day not one of the Committee is in the team except when, in the absence of the Captain, he takes command of it, to carry out our rules. How absurd! We play a man who is out of practice—a good man who has lapsed into golf, perhaps, play him for his captaincy alone, when he is the worst of all captains, because, rarely coming down to the nets he knows little about the respective capabilities of his men. We must introduce new blood, Mr. Chairman, if our Club is to continue.

This shouldn't give offence. Silence is not golden when truth is so much less injurious than horrible imaginings.

## SELF-IMPROVEMENT

Having made the first plunge—whether by impromptu speech, business-experience contribution, or more ambitiously by an argument from first principles, does not matter—let our novice press himself upon the Secretary as an opener of discussions, and this without any scruples about his incompetency for such high matters or pity for future audiences. If they can't listen indulgently to public speakers in the making, let them stay away. A debating society is no place for them. This opening may prove less of an ordeal than the first short speech. The announced Opener *knows* that he must speak, and *when*. It is uncertainty that sickens. Let him also make full use of all the auxiliary aids that his society supplies, reciting at all elocutionary meetings, reading essays on the essay nights, and whenever criticisms are invited being quick to oblige with one. He must never miss an impromptu-speech competition, or a business meeting, at the latter being quick to second adoption of report and accounts, to propose Committee men, and to invite the Secretary to express himself more lucidly.

## RULES OF A DEBATING SOCIETY

Each Society will, of course, make its own rules, and these will vary according to circumstances.

The rules generally will come under eight heads.

1.—THE CLUB.—Rules under this head will fix the name of the club, its object, its place and time of meeting.

2.—MEMBERSHIP.—Under this will be provided for the nomination and election of members, entrance fee and subscription, and penalty for non-payment, which is generally suspension after notice, followed if necessary by expulsion.

3.—OFFICERS.—The number and names of Officers will be fixed, their term of office, the method of proposal and election, and their duties when elected.

4.—MEETINGS.—These rules fix the times and days of meetings, providing for a regular or ordinary meeting and for special meetings to be called by the Secretary, on a requisition from a certain number of members, or by the Committee. They will also lay down what business must be transacted at a special meeting—e.g., alteration of rules.

5.—CONDUCT OF MEETINGS.—Here will be described the ordinary procedure. The number of members to make a quorum, the Chairman's duties, his powers, and the order of business at a meeting will be defined. Rules will also be laid down to regulate debate, allotting time for opening speeches and ordinary speeches and reply, and for taking the vote.

6.—SELECTION OF SUBJECTS.—This is generally allotted by the rules to the Committee, though often it is ordered that the Secretary shall keep a suggestion book.

7.—RULES AND ALTERATION.—This section provides for the making of new rules and altering old ones, and contains regulations as to giving notice of proposed changes in the Society's constitution, and making such changes, and for the enforcement of the rules.

8.—MISCELLANEOUS.—Under this head the rules will deal with such subjects as the keeping of attendance books, the duty of members to attend meetings, the admission of visitors, etc.

In conclusion, it should be said that, however informal the proceedings, speakers should be very careful always to get up the subject of debate before the meeting, otherwise they can hope to derive little benefit from it, and, having no fixed scheme in their minds, will be apt to fall into bad habits, such as hesitancy and prolixity.

## CHAPTER X

## LOCAL PARLIAMENTS

THERE are in the United Kingdom at the present time a number of Debating Societies calling themselves "Parliaments," which have been organized to give members the opportunity of ventilating political and social questions on the basis of Parliamentary procedure.

These Parliaments have in many instances been very successful in developing debating talent, and in discovering the party preponderance in certain districts, and therefore in indicating the feeling of the country upon important questions of the day.

It has appeared to the publishers that a brief *résumé* of the chief points to be observed in the formation and conduct of such Parliamentary Debating Societies may be usefully included in the present volume; and they have accordingly had the following rules compiled, principally from actual "Parliamentary Procedure" as set forth by Lord Farnborough, who, as Sir Erskine May, had been the Clerk of the House of Commons.

The Rules and Regulations have been revised and, when necessary, adapted to local parliamentary necessities by an experienced hand. The assistance here given will, the publishers believe, be found useful to anyone engaged in mimic legislative debates.

The following Rules or "Standing Orders" are based upon experience:—

It will be necessary to have a book in which every member must enter his name and address when he pays his subscription for the year, or for the session, as may be decided by the Council. To each member is usually allotted a constituency which he retains either for a year or during his membership of the club.

The OFFICERS of a Parliamentary Debating Society should be as follows, and must be members of the society.

(1) The Speaker.
(2) Chairman of Committees (or Deputy-Speaker).
(3) Clerk of the House.
(4) Deputy-Clerk and Secretary.
(5) Treasurer.

The COUNCIL should consist of seven or nine members, the officers of the House being *ex officio* members of it. The Council may advisedly be selected from different political parties, as evenly balanced as possible. The Council should be elected on the first night of the session, and continue in office until the first night of the ensuing session. A fresh election of Council and Officers will then take place.

The President of the Council is elected by the Council, who in a body have the control of the funds through the treasurer, and the inspection of the accounts, etc., rendered by him. A vacancy in the Council may be filled up by that body at the first meeting after the announcement of such vacancy to the House in session. Five out of nine members form a quorum, and so on in proportion.

Notices of a Council meeting should be sent out by the Secretary at least one week before the date named for the meeting. (For this and other reasons it is advisable that the Secretary should be a paid official and responsible to the Council.)

The MEETINGS of a Local Parliament may be called weekly, at an hour most convenient to the majority of the members. This time should be fixed upon at a preliminary general meeting of the members, who can at the same time elect the officers, etc., of the Parliament. The regulations proposed should be submitted to this preliminary meeting and formulated after full discussion.

The subscriptions being paid, and the members elected being present at the specified time, the first proceeding will consist in *reading the Minutes of the previous meeting*. This must always be done first after the Speaker has taken the chair; or, if considered desirable, the Speaker may put the question to the House that "the Minutes be taken as read." This will save time.

After the reading of the Minutes of the previous meeting will follow the introduction to the Speaker of newly elected

members, and the names of newly proposed members will be recorded.

The newly elected members should be accompanied by their respective proposers and seconders, and should advance up the floor of the House to the Speaker's chair, and be formally introduced to him by name, and as the Members for the Constituencies they have severally elected to represent.

When all the new members have been introduced, then those whose names have been submitted, with their addresses, and the names of their proposers and seconders, are read to the House, and they will be elected by the Council at the following Council meeting if no objection is lodged, and may be introduced as new members at the following meeting of the Parliament.

When any member presents himself at the table to pay his subscription, the Clerk or Secretary shall request him to enter his name and address and Constituency in the Members' Book, and the Secretary or Clerk shall enter his name in the " Constituency " Book ; and if the place has a member already allotted to it, the member must choose another place to represent.

Members take their places to the right or left of the Speaker, according as their party is in or out of office. The front seats on the right are occupied by the Ministry, those on the left by the Leaders of the Opposition.

After the introduction of, and the proposals for, new members have been completed, Notices of Questions and of Motions should be handed in, and either read by the members who wish to bring them forward, or handed in *in duplicate* to the Clerk of the House at the table. He will then read them, and the Secretary will see that the Ministry have the questions to answer by next meeting. The Motions will then be proceeded with in the same way, and when those of which previous notice had been given have been answered or debated, the adjourned debate (if any) will be resumed.

The above is the procedure which will be found perfectly suitable to Local Parliaments and in accordance with usage. It is desirable that all routine business should be conducted as expeditiously as possible, as the members generally will be interested only in the debate. No member is allowed to speak on a subject more than once during each debate.

## RULES AND REGULATIONS FOR LOCAL PARLIAMENTARY DEBATING SOCIETIES

The SPEAKER is the controller of the House: all debate ceases when he rises, and his dictum must be accepted as final. He has a casting vote when parties are equal, and may give it either way; but experience teaches that he gives it to the "Noes." His duty is to keep the debate in the proper channel and to enforce the rules of the House. It is customary to bow to the Speaker when entering or leaving the House, and no member or stranger wearing his hat must sit in the House in presence of the Speaker.

Members must not pass and repass between the Speaker and the member addressing the House.

No stranger must seat himself or be permitted to remain in any portion of the House set apart for members only.

When a member is in possession of the House all the rest should be silent, or at any rate no audible interruption should be made; and no periodical should be read unless for information to be used in connection with the debate.

*Speaking.*—In speaking in the House a member must look to the Speaker and address him, and keep strictly to the point of discussion. He must not allude to previous debates that session unless he wish to move that a question be re-opened, or a decision be rescinded. He must then conclude with a Motion to that effect.

When a Motion has been made and then seconded, after due notice has been given of the member's intention to propose any question for consideration, it is then put to the House by the Speaker; but if the Motion be not seconded it is dropped.

A Motion, if unopposed, may be made without previous notice; but if subsequently anyone objects to it the proposer must withdraw it.

In the absence of the Speaker the chair will be taken by his Deputy; but if it should happen that the Deputy-Speaker also is absent, then the House must elect one of its members to the position. The nomination may be challenged, and a show of hands will decide the point, and so on till a selection be approved.

The Rules for DIVISIONS are those generally in force in the House of Commons, the Tellers being appointed by the

Speaker; and these gentlemen in pairs receive the votes as the members file in to the right or left lobby, according as they are "Ayes" or "Noes." The Tellers then respectively hand the papers to the Speaker, who reads the numbers, and declares which party has the advantage, in the usual way.

We can only thus indicate a few of the leading points to be observed in the formation and arrangement of a Parliamentary Debating Society. Every such society must be influenced more or less by local conditions, which will change; but the chief points to be observed are touched upon above—the details can easily be filled in from any work upon Parliamentary Procedure.

## FORMATION OF A MINISTRY

The "Ministry" should be formed by the elected Leader of the strongest political party, provided their means and opportunities are sufficient to do so. The Government should at first, if possible, be of the same politics as the actual Government of the country. But they may be compelled to resign by the rejection of a Bill, or a Vote of Censure, etc., being carried against them.

The Leader of the Ministerial Party will choose his colleagues, and will nominate them to various posts corresponding, when practicable, to those actually in the Cabinet. These "Ministers" must carefully study the duties and the difficulties encountered by the various departments they represent. He must find subjects for debate, compose the "King's Speech," and introduce Bills and other matter for discussion—in correspondence with the Leader of the Opposition. The subjects put up for debate are generally those at the moment before the House at Westminster.

When the Ministry resigns (or is defeated) the Leader of the Opposition will take office if prepared to do so; or he may permit the hitherto existing Ministry to resume the business and carry on the government until the end of the session, if his party is not sufficiently strong to conduct it. In many Local Parliaments the whole Ministry, save the Prime Minister, is usually changed each year. Fresh talent is then introduced and all members are given a chance to hold higher and more responsible posts.

## A SUMMARY OF POINTS VITAL TO THE SPEAKER

There are certain points that the would-be speaker must remember, for if he does not keep them in mind he can never hope to become an efficient and forceful speaker.

He must remember that—

(1) He should think clearly and decide exactly what he wants to say. If he is muddle-headed he cannot hope to speak clearly.

(2) He must decide what to say and what not to say; that is, he must suit his speech, as far as length goes, to the time available. He should deal with one subject clearly and adequately rather than gloss over several aspects in a perfunctory manner.

(3) He must arrange a good preoration, or commencement, and must *make certain* of a telling ending or peroration. If a speaker knows where, when and how to end, he at least has a straw to clutch at if the worst happens and he forgets his points and comes to a dead end—he can finish.

(4) He should get up on the platform, if possible, and should not commence speaking until he is standing erect and facing his audience squarely.

(5) He must pitch his voice so that those at the back of the hall can hear; then all can hear. He should pick out one person from the audience and should endeavour to convince him; if he is won over the chances are that the rest of the audience will be with the speaker.

(6) He must not hurry, but must speak slowly, deliberately and very distinctly, and should pronounce every syllable in each word.

(7) He should use a natural tone if possible, and should pitch the voice a little low rather than too high.

(8) He must use his notes as little as possible, but if the notes alone are not sufficient to keep him under way, he must read his speech and read it through to the bitter end. He must do it openly, and should not try to hide the fact that his speech is being read.

(9) He should occasionally turn his head and shoulders from side to side, so as to address the audience on either side. He must not move his feet.

(10) Above all, he must be sincere and earnest.

# PART II

# SPECIMEN SPEECHES AND TOASTS

## CHAPTER XI

# ROYAL PERSONAGES AND PATRIOTIC TOASTS

*Note:*—See *The Chief Toasts*, page 53.

THE KING—THE QUEEN, THE PRINCE OF WALES, AND THE REST OF THE ROYAL FAMILY—THE SERVICES, ETC.

### 1. THE KING

*Proposed by the Chairman*

Gentlemen, the King!—

NOTE.—The term Gentlemen has been used throughout this book. It should be remembered, however, that the correct form of address is in the following sequence Your Royal Highness (if a Prince of the Blood Royal is present), Mr Chairman (My Lord Chairman if he is a Peer, or Sir Richard if a Knight), Your Excellency (if an Ambassador is present), My Lords, Ladies and Gentlemen.

### 2. THE KING

*Proposed by the Chairman*

Gentlemen,—

There is one toast which is honoured wherever Britons are gathered together, but nowhere, I am sure, will its reception be more hearty and sincere than here—Gentlemen, the King!

### 3. THE KING

*Proposed by the Chairman at the Dinner of an Athletic or Sports Club*

Gentlemen,—

I rise to propose a toast which sportsmen in all parts of our Empire receive with enthusiasm—that of His Majesty the King. From his earliest days His Majesty has identified himself with the athletic instincts of his people. He represents in himself the best and highest traditions of British

sportsmanship. To-night we honour him not only as our King, but also as a great gentleman and true sportsman. Gentlemen, the King!

### 4. THE KING

*Proposed by the Chairman at a Charity Dinner*

Gentlemen,—

I rise to give you the toast of His Majesty the King. His Majesty claims not only our dutiful obedience as his loyal subjects, but also our sincere affection as individuals. His untiring activity in every charitable and philanthropic enterprise is an example and inspiration to us all.

Gentlemen, the King!

### 5. THE KING

*Proposed by the Chairman at a Time of National Emergency*

Gentlemen,—

I rise to propose the health of His Majesty the King. His Majesty's single-minded zeal and his devotion to public duty is an incentive and inspiration to all his subjects. Our Gracious King has always borne his vast responsibilities and anxieties with fortitude and courage, and has gained not only the affection of his own people but also the admiration of the whole world.

Enthroned in our hearts, His Majesty represents the highest traditions of the past, as well as the ideals we cherish for the future.

Gentlemen, the King!

### 6. THE TOAST OF HER MAJESTY THE QUEEN AT A CHARITY DINNER

*Proposed by the Chairman*

Gentlemen,—

The next toast I have to propose is that of [our Gracious Patron] Her Majesty the Queen.

There is no need for me to dwell upon Her Majesty's well-known zeal in every charitable and philanthropic enterprise. Our beloved Queen is untiring in all good works and is ever ready to sacrifice private inclinations to the discharge of her public duties.

Her quick and womanly sympathy has endeared her to all her people: she is ever anxious to lighten and alleviate the lot of the sick and suffering. Her constant solicitude for the welfare of the working classes and her encouragement of every work of social amelioration is a shining example to all her subjects.

I give you, Gentlemen, the health of Her Majesty the Queen.

## 7. HER MAJESTY THE QUEEN, THE PRINCE OF WALES AND THE ROYAL FAMILY

*Proposed by the Chairman*

Gentlemen,—

The next toast I have to propose is that of our Gracious Queen, the Prince of Wales, and other Members of the Royal Family.

The Royal Family has identified itself with all that is best in our national life, and the picture of domestic happiness which it presents appeals to the hearts of all our countrymen. Our Gracious Queen is foremost in the patronage and assistance of every good work.

H.R.H. the Prince of Wales is beloved by all classes of our great Empire, and has done more than anyone else to bring a truer understanding and sympathy between this country and the other nations of the world.

Gentlemen, I give you the toast of the Royal Family.

## 8. TOAST OF H.R.H. THE PRINCE OF WALES

*Proposed by the Chairman*

Gentlemen,—

I rise to propose the health of our Royal Patron, His Royal Highness the Prince of Wales.

Our Prince is the most popular person of our day, and it would ill become my feeble oratory to attempt any eulogy.

That His Royal Highness, amid the very many claims that are unceasingly made upon him, finds time to take a real interest in our Institution is a source of great pride to us all. His Royal Highness sets a shining example to his countrymen not only in the good work he does, but also in the charm and grace with which he does it.

Gentlemen, I give you H R.H. the Prince of Wales.

## 9. THE IMPERIAL FORCES

*Proposed by the Chairman at a Banquet*

My Lords and Gentlemen,—

Immediately after the toasts in which we express our allegiance to the Sovereign and the Royal Family, we are accustomed to drink to those services which exist for the protection of the King, and the maintenance and safeguarding of our Empire—the Navy, the Army, and the Royal Air Force. In calling upon you to honour the toast of the Imperial Forces, I am using a title pregnant with meaning. No longer are our forces English, no longer British even: during the Great War our brothers came from the remote places of the earth, and every corner of our far-flung Empire gave the Motherland of its best in her hour of need. To-day our loyal Dominions are seeking to bear their share of the heavy weight of imperial defence. The Canadian Army, the Australian Navy are vigorous and worthy children of their proud and fond Mother.

We are men of peace: we hate war, but we trust that right and justice will never lack men to defend their sacred cause. These great principles we have defended with our blood, and shall, if need be, stand for them again. On these sure foundations we have built a brotherhood, banded together in prosperity and adversity. There could be no object lesson more potent for future tranquillity.

The imperishable renown of our Army is celebrated throughout the whole world: wherever the sea stretches, our Navy is silently at work maintaining our communications and safeguarding our trade. Our latest arm, the R.A.F., has achieved in a few years a wonderful record of gallantry and progress

For the Navy I call upon —— to respond; for the Army I am permitted to name ——; for the Royal Air Force, —— I give you the toast of the Imperial Forces, coupled with the names of the distinguished officers I have mentioned.

*Replies to the Foregoing*

## 10. REPLY ON BEHALF OF THE ROYAL NAVY

Mr. Chairman,[1] my Lords, and Gentlemen,—

I have to return thanks to you for the very cordial manner in which the toast of the Navy has been received, and for

[1] Or his name, if he is titled.

the kind way in which my name has been associated with it. Iron and steel may have been substituted for the traditional hearts of oak of our ships, and science may be an increasingly important part of the training of our officers, but when it comes to fighting, it is the men who matter most, and in *personnel* our Navy, as everyone to-day admits, sets an example to the world. Our methods and materials may have changed, but our sailors are true sons of Drake's Sea Dogs, and the spirit of Nelson is still among them. The complexity of modern fighting machines makes a constant demand for greater technical skill and training in our crews; but, though the sailor has become a highly-skilled mechanic, he has not lost in the process his traditional pluck, dash and fighting power, as the Battle of Jutland, and many minor scraps in all the Seven Seas, most amply demonstrated. The Navy has again, as our Sovereign so well said in his message to the Fighting Forces on the conclusion of the Armistice, proved a "sure shield" to the Empire, and the ignominious surrender of the great German Fleet will remain for all time a tribute to its power and influence. It does not come within my province to inquire where or when the next great conflict may come, but Great Britain must never be allowed to forget the well-learned lesson that her very existence depends upon her retaining command of the sea. I am proud of the Service to which I belong, and thank you in its name for the most cordial welcome you have given to this toast.

## 11. REPLY ON BEHALF OF THE ARMY

Mr. Chairman,[1] my Lords, and Gentlemen,—

I feel much flattered at having been called upon to return thanks for the Service to which I have the honour to belong. It is always a pleasant thing on these occasions to find that the Army is remembered, and this good feeling on the part of the public towards the Service is at once gratifying and encouraging; we should, I hope, do our duty without it, but its existence makes the task easier.

Unlike the great military forces of the Continent, our Army is based upon the voluntary system. The loyal service gladly given by free men to their beloved country, is the

[1] Or his name, if he is titled

of our military discipline: and it is the principle on which our comradeship in arms is based. The magnificent moral of our men has again and again won through, though opposed by overwhelming odds in men and guns. It is my belief that our Army is the finest and most efficient fighting force in the world.

Through the long centuries of its history it has an imperishable record of gallantry and heroism: some of its deeds are enshrined in poems and legends, others are forgotten, but who shall say less worthy? Britain has never lacked men ready to uphold her lofty standards, and so long as humanity endures we will pass on unsoiled the Colours our Fathers gave us.

What is true of the Army is also true of the people from whom it is drawn. The Great War taught the world that far from being a degenerate race, Britons are "soldiers all," ready to fight to the last for our King and our Home.

Gentlemen, I am much obliged to you for the manner in which you have received my name in connection with this toast, and on behalf of the Army I thank you for the compliment you have paid us.

## 12. REPLY ON BEHALF OF THE ROYAL AIR FORCE

Mr. Chairman,[1] my Lords, and Gentlemen,—

In the presence of so many distinguished officers of the two great historic Services I rise with some diffidence to return my sincere thanks for the honour you have done the Royal Air Force by receiving this toast with such enthusiasm. You, Sir, have alluded in very generous terms to the work that has been done in the comparatively short period of our existence, and it would be mere affectation to pretend that the Royal Air Force is not proud of its record.

Our gallant young pilots do their duty on land and sea, but their work would be useless without the co-operation of the infantry in the trench, the gunner at his observation post, or the sailor who faces incessantly the perils of storm and sea.

Our part is perhaps a little more showy—that is all. It is none the less a source of great gratification to us that our deeds and our work are always sure of public appreciation.

[1] Or his name, if he is titled.

No one can say precisely what part the Royal Air Force is destined to play in the Age now dawning. Let us hope that our airships and aeroplanes will become bearers of friendship and merchandise rather than of instruments of war and hate. This should be our aim, and it is one which the Royal Air Force can help to attain: for we are constantly turning out trained and experienced men, all anxious that Britain's place in the air shall be worthy of her reputation on sea and land. Gentlemen, I thank you.

## 13. THE ROYAL NAVY

*Proposed by the Chairman*

It is with great pleasure that I rise to propose the toast of the Royal Navy. We are told on good authority that little boys should be seen and not heard: by many of us the Navy is neither seen nor heard, but it does not follow that it is forgotten. We are by heritage a seafaring race, and from the wooden walls of Drake to the ironclads of to-day our Navy has been our greatest national pride.

Like the proverbial strong man our Navy is silent · the monotonous and sleepless patrol of our coasts is effective rather than spectacular · it has given peace upon the seas as the overwhelming strength of ancient Rome gave peace upon the earth.

If Nelson could have seen the High Sea Fleet of the proud German Empire surrender intact to our Admirals, he, I believe, would have acknowledged with pride that in the greatest crisis the world has yet known every man had done his duty.

How different are the duties of the sailor to-day from those of his ancestors at Trafalgar! Then the great wooden battleships were often grappled together, while the marines fought the foe hand to hand on the decks, or fired upon individual officers of the enemy with rifles from the masts. To-day the sailor is the mechanic, the engineer and craftsman as well as the seaman. But come what may, the same fine spirit is there, the same pluck which has ever distinguished our senior Service. It is the boys of the bulldog breed who made old England's name.

Gentlemen, I give you the toast of the Navy coupled with the name of ——.

## 14. THE ROYAL NAVY

*Response to the Foregoing Toast*

Mr. Chairman,—

You have told us that the Navy is silent; so it is as long as it is well treated. After the hospitality you have given us to-night, and the very kind things you have said about us, it would ill become me to violate the traditions of silence which belong to our great Service.

But although we may be silent, we are, like the old lady's parrot, "devils to think," and hidden away in our minds there is no small amount of gratitude to our countrymen for their invariable kindness to our men.

We often fear that our only representative at home is the Chancellor of the Exchequer: and it may be that his particular point of view is not the one which commends itself most to the public. It is, therefore, very gratifying to hear the remarks made by you, Sir, for they express the confidence which we believe the great British Public has in us.

As you very truly said, Mr. Chairman, there have been great changes since Nelson's day, and who knows what may be in store for the future? But whether on big ships or small ships, under water or in the air, the British Navy will not strike—unless it be to strike hard, strike often and strike home.

Gentlemen, I most cordially thank you on behalf of His Majesty's Navy for the magnificent reception you have accorded this toast.

## 15. THE ROYAL NAVY AND THE ROYAL NAVAL RESERVE

*Proposed at a Public Dinner by the Chairman*

The next toast on my list is that of the Royal Navy and the Royal Naval Reserve. This is a toast which requires no words from me to commend it: its cordial reception is assured wherever it may be proposed. There is, I am sure, no section of our countrymen who do not owe, and are not anxious to express, gratitude to our magnificent Navy. To the merchant it assures commerce, to the soldier it secures communications, to the traveller it affords protection, and to our brothers scattered over the lonely places of the earth it brings comradeship and encouragement.

The Great Navy, which in war swept the enemy ships from the vast oceans of the world, secures both in war and in peace the routes by which food is brought from the remote bounds of the earth to feed the hungry of our great cities. Conditions and circumstances change before oncoming years, but of this we may be certain, that an Island Kingdom such as our own, dependent on world markets for the necessities of existence, will never relinquish the supremacy of the sea.

I am glad that in this toast we join with the Royal Navy the Royal Naval Reserve, there are no degrees of gallantry among brave men, and in war as well as in peace the two branches of the same Service are one and inseparable.

Though we as Britons have the sea salt in our blood, we cannot close our eyes to the perils of naval service. Man has subdued so many of the forces of nature, but the great deeps yet remain untamed. Still frequently we have to mourn the loss of gallant lives, or the crippling of our brave seamen through the increased delicacy and complexity of modern machinery.

Not a day but some deed of daring, renowned or unrecorded, adds lustre to the laurels of our heroic seamen.

Gentlemen, let us pay our tribute now by filling our glasses and drinking to the Royal Navy and the Royal Naval Reserve.

## 16. THE ROYAL NAVY AND THE ROYAL NAVAL RESERVE

*Reply to the Foregoing Toast*

As the son of a sailor, born and bred to the sea, it is with great pride and pleasure that I rise to reply on behalf of the Royal Navy and the Royal Naval Reserve.

We do our job, not because we are paid to do it, but because we love it. In spite of long periods from home, of loneliness and monotony, few of us are really happy except afloat . we are too accustomed to the song of the great winds, and the eternal changes of the sea, to desire for long the life ashore.

I am especially pleased to find that the Royal Naval Reserve is included in this toast. I saw a great deal of them during the Great War and was always impressed by their efficiency and keenness. We fought side by side, and the professional sailor soon found how much he had to learn

from his Reservist brother. But the Reservist does a great work in peace. He is our Naval ambassador to the people ashore, constantly reminding them of the Navy and its work for the nation. The soldier marches through our streets, his bands are in our parks, and his barracks in all our big towns but the sailor is away upon the high seas. It is due in no small measure to the Reservist that our claims are not forgotten: and I can assure you that never was the need greater than to-day that we should be backed up in our great work of maintaining freedom and liberty upon the seas. Come what may, our fleet is ready, and our men are splendid.

Gentlemen, I thank you.

## 17. THE ROYAL NAVAL VOLUNTEERS

*Proposed at a County Gathering*

Gentlemen,—

The toast I am about to propose requires few words of commendation from me. We do not hear much of the Naval Volunteers; but whenever the silence is broken we find them efficient and keen in the service of their country.

Nothing is more honourable to our people than that there have always been men of means and leisure ready to give their time and energy to their country. These men, with their technical knowledge and true "sea sense," have become an essential part of our Great Navy. In every emergency they are forthcoming to command and man our coastal motor-boat patrols, and to carry out with courage and enthusiasm the innumerable duties auxiliary to the Great Navy itself. They require no thanks from us, but we delight to acknowledge the debt we owe to them. I couple with the toast the name of ——. Gentlemen, etc.

## 18. THE ROYAL NAVAL VOLUNTEERS

*Reply to the Foregoing Toast*

Mr. Chairman and Gentlemen,—

I believe brevity is generally regarded as the soul of wit, and I may promise that I am about to make, in that sense, a witty speech, for it shall be short. The Royal Naval Volunteers, with whom I have the pleasure to be connected, will be very pleased when they read of the kind way in which

[our Chairman] has proposed the last toast. I can answer for them fearlessly from my experience that they are anxious to perform their duties in a manner second to none in smartness, while their devotion to the country cannot be questioned. You have been good enough, Sir, to refer to our work in the War. We are at least a part of "the silent Navy" in this respect, that we do not wish to boast of our deeds, but everyone is aware that our duties were onerous, and that we did our best to be worthy of our brothers of the Navy, to whom sailoring is a profession. Our sister Services set us an example which we will endeavour to follow; and should duty and the country again call us, I trust—indeed, I have no doubt—that we shall be found once more shoulder to shoulder with our old comrades. I thank you, Sir, on behalf of the Royal Naval Volunteers, for the kind way in which you have received this toast.

## 19. THE ARMY

*By the Chairman at a Public Dinner*

Gentlemen,—

I believe it was the Duke of Wellington who, on inspecting a famous regiment, exclaimed, "I don't know what effect these men may have on the enemy, but, by Gad, they frighten me."

I must confess to you, Gentlemen, that in the presence of such a distinguished gathering of officers as we are delighted to welcome to-night, I feel rather like the Iron Duke, and anticipate the prospect of having to make a speech with not a little trepidation: I am forcibly reminded of those days, long since fled, when I was a raw recruit being put through my paces by an insistent but well-meaning Sergeant-Major.

It may be that any heretical sentiment I may utter will provoke the annihilating cry of "As you were!"

But courage, which is the distinguishing mark of a soldier, is very contagious, and I take heart because long ago I discovered that official austerity is but the mask to hide the kindliest heart and the most magnificent spirit of comradeship that is to be found in the world. This is undoubtedly the secret of the devotion of the British soldier to his officers, and it also explains the popularity of the soldier with the great British public.

In these days we are so prone to dwell upon the devastations of the Great War that it is right that we should sometimes consider the good that has resulted from it. Foremost I should place the greater understanding and sympathy which has grown up between men of different outlook, professions and interests. The spirit learnt by those who fought in the War has spread to the whole country, teaching men to forget the hardships and misfortunes of life in the ideals of loyalty, the strength of comradeship and the sense of humour. It is this which assures us that our Army, and our Nation, will be able to meet every contingency with honour, and with eventual, if not immediate and instant, success.

Gentlemen, I give you the toast of our gallant Army at home and abroad, coupling it with the name of ——.

## 20. THE ARMY

*Reply to the Above*

Every soldier appreciates the great honour of being called upon to reply for the Army, and I am deeply grateful to you, Mr. Chairman, for coupling my name with this toast. It is always a pleasure to know that so many of our countrymen look back with pride and pleasure to the days when they served in His Majesty's Forces. Never has our country needed the lessons of discipline and self-restraint more than to-day: and it is these lessons that the Army has to teach.

The Chairman in proposing this toast referred to the mutual feeling of regard which has grown up between the soldier and the civilian. I believe this is a very real and helpful factor in Army life to-day: the civilian, who in the long run has to pay for the Army, is very often merely a soldier in mufti. If any illustration were required of this it would be unnecessary to go beyond this town: the kindness and goodwill which the residents of all classes have shown to us will long be remembered by the Regiment. I can assure you it is very much appreciated, and will double our regret at leaving, as we must in the near future.

You have spoken, Sir, of the lofty ideals of the Army. Loyalty, devotion, courage—how often have these great aspirations been upheld in war: let us not forget them in the not too prosperous days of peace. If we are true to these ideals now, we shall not fail whatever call may come to us.

I thank you, Mr. Chairman, on behalf of the Army for the kind way in which you have received this toast to-night.

## 21. THE TERRITORIALS

*Proposed by the Chairman*

The next toast is one which I know will be received with enthusiasm—that of the Territorials.

No praise which we can give can be too great for the young men who sacrifice their spare time to keeping fit and training for the service of their country. That, except in the crisis of the Great War, we have never had to adopt conscription is entirely due to the fact that there have always been sufficient men ready to testify to their patriotism by voluntary service. By our voluntary system we are, I think you will agree, able to supply the benefits of outdoor exercise and training without taking men away from their civilian avocation at the time of life which is most valuable either in the professions or in trade. Our great civilian Army is no modern invention: it was handed down to us by our Saxon ancestors, and can fairly claim the parentage of our regular forces.

This historical fact has no doubt sometimes been forgotten, and we have read of the amusement that was caused when the old Volunteers were instituted some eighty years ago. They were the jest of every comedian, the butt of every humorous scribbler: but chaff and ridicule can never kill any movement in which there are the germs of vigorous life. I need not dwell on the magnificent services rendered by the Territorials during the Great War. It is certainly difficult to imagine what might have happened if there had not been a highly organized body of civilians ready trained to feed the regulars in France and to relieve them in such places as India and Egypt. Most important of all, the gap was bridged while the New Armies were training.

However great the past traditions of the Territorials may be, we in these days have got to look to the future, where a magnificent field of work still awaits our nation. The Territorials—affording as they do opportunities of physical development to scores of young men just entering manhood—are fostering, as no other institution can, the spirit of self-discipline, which was never more necessary than to-day.

We can, I know, look forward with confidence: their future will not be unworthy of their glorious past. Gentlemen——

## 22. REPLY TO THE TOAST OF THE TERRITORIALS

Mr. Chairman (or President) and Gentlemen,—

It is with great pride that I rise to reply to the toast of the Territorials. The Chairman has referred to the ridicule which marked the early history of the old Volunteers, and it is no doubt true that fifty years ago the national estimation of a civilian Army was not a high one. It was due, no doubt, to the fact that the nation did not appreciate the difference in the standard of efficiency which one can reasonably expect of professional soldiers and men who have to spend a large portion of their time in commercial or professional pursuits. But I do claim that, starting with no great advantage, the Territorials have attained their present position by sheer hard work and good discipline. That position is now securely established in public estimation and we rejoice that the nation has come to realize to the full the importance of our work.

The civilian soldier owes his popularity primarily to the magnificent part he played in the Great War; but the patriotism of young men who devote so much of their spare time, which might legitimately be given to amusement, to military drills and exercises worthily maintains in times of peace the splendid records gained during war.

We do not desire, even if we could, to rival or compete with the Regular Army: our aim is rather to co-operate with them in every way possible. The kindness and courtesy extended to our officers by Regular officers make it easy for us to do our work: and the debt we owe to our Regular adjutants is enormous.

We desire that every able-bodied man in this country shall be a fair horseman, if in a mounted unit, and a decent shot, whether he may have to put his knowledge into practice or not.

I should also like to bear testimony to the generosity of so many supporters who subscribe so readily to our regimental activities. I often think it would be a good thing if the Government gave more recognition in Honours Lists and

elsewhere to generous benefactors of the Territorials, because it is essential in these days, when so many business houses are providing sports facilities for their employees, that Territorial units should possess suitable playing fields and opportunities for athletics. Speaking as one who can, I think, claim an intimate knowledge of the Territorial movement, I feel certain that any encouragement which the Government can give us will stimulate recruiting and increase the efficiency of a most essential part of our national defence.

## 23. ANOTHER REPLY

*By the Senior Officer Present*

I am deeply indebted to our Chairman for the way he has proposed this toast and for the honour he has done me in coupling my name with it.

The Chairman has spoken of the high ideals upon which the Territorial organization is based: we may not talk a great deal about abstract principles, or perhaps always have them before us, but I am confident they are deeply rooted in the hearts of us all.

Although our immediate objects are to keep fit and to make ourselves efficient, it is a good thing that we should be sometimes reminded of the high ideals which we have set before us.

It is always gratifying and encouraging to know that our work is appreciated by the public, but we do not seek thanks for the performance of what we believe to be our duty. Such service brings its own rewards, among which I should place foremost the magnificent spirit of friendship which binds us together and which few outside the Territorial Army can fully appreciate. Men who are constantly meeting for some common object, find interests and sympathies in common which they had previously little suspected; and since our movement includes men all of widely different upbringing and outlook, I believe that this is a factor which may do much to heal the unfortunate divisions of class which are so harmful to our country. Men do not quarrel if they really understand and appreciate each other's point of view.

From what I have said, I think it is obvious that I wish to emphasize the social side of our work. We wish to give every facility for outdoor sport and athletic exercise. We cannot acknowledge sufficiently the generosity of those who

help financially the athletic side of our organization; and we should not forget the great national service done by employers who give facilities to men who are Territorials, especially with regard to the annual camp. On behalf of the Territorial Army I should like to thank you, one and all, for the manner in which you have received this toast.

## 24. TOAST OF A REGIMENT

*Proposed at a County Dinner by the Chairman*

Gentlemen,—

It is my duty, and, may I add, my pleasure, to propose to you a toast which is closely connected with the County in which we reside. You will doubtless have anticipated me in my announcement of the County Regiment, and I hope you will all fill your glasses and presently unite with me in drinking the health of Colonel —— and the Officers and Men of the Royal ——. The Regiment is, as you are aware, a very old-established one, and although the regulations of the Service do not permit of us seeing much of it, we would gladly have the Regiment more frequently quartered here, for it is composed of as fine a body of men as any Regiment in the Service; the orderly and good behaviour which is invariably maintained by the men is striking testimony to the discipline which has always characterized the Regiment. As a magistrate I have the best reason for knowing how excellently the men conduct themselves: they are the pride of the County, a credit to their officers, and are regarded with affection and admiration by our townspeople. I need hardly say we always welcome our County Regiment when it visits us, and always regret its departure when the exigencies of the Service call it elsewhere. Gentlemen, I give you the toast of the Royal ——, coupled with the name of [Lieut.-] Colonel ——.

## 25. REPLY ON BEHALF OF A REGIMENT

*By the Colonel (or Lieut.-Colonel) of the Regiment*

Mr. Chairman and Gentlemen,—

In response to the call made upon me by my friend Mr. ——, who has so kindly proposed the toast of the ——, I rise to thank him and you for the flattering manner in which

it has been brought before us and received. Gentlemen, I feel deeply grateful for the high opinion which has been expressed, concerning the efficiency of the Regiment which I have the honour to command. During the Great War I know it was the desire of all ranks that we should carry the name of the County not only unstained, but with added lustre. It is good of you to connect my name with this toast, but I need hardly tell you that without energetic assistance and *esprit de corps* no Regiment can be kept together by any commanding officer. It is in very great measure to the excellent company and platoon officers and non-commissioned officers under my command, and, I will add, to the good conduct and zeal of the men, that the efficiency of the unit is due. I am very glad to hear such independent testimony to the character of the Regiment, and I trust it will always deserve the title and prove worthy of the County with which it is associated. Gentlemen, on behalf of the Royal ——, I thank you.

## 26. REUNION (ARMY) DINNER

*Toast to the Old Division*

Mr. Chairman, Gentlemen,—

I rise to ask you to honour the memory of our old Division. There is no event to which I look forward with so much pleasure as our annual reunion. It seems to take us out of the ordinary humdrum existence of life to-day, and for a few brief minutes we are living again our old Army life surrounded by so many of the best pals we have ever known

They tell us time is a healer; I don't know about that, but old Father Time has somehow taken all the rough and terrifying evidence from our memory and left only the thought of the open-air life, the horses and the good fellowship we knew. There were times when we all had the "wind up," but looking back we can merely see the funny side of our funk. Having thus quite forgotten that the Boche ever existed, can anybody blame us for desiring to live again the happy life we enjoyed?

I think this is the place when it is usual to say something about the Staff, but as there are so many "brass hats" here, I am afraid I shall have to cut this portion of my speech. It is enough to say that since the War we have come to see

how necessary and valuable was the work done by the Staff in gingering us up for our own good.

Well, the good old Division got into some tight corners, and was second to none in its keenness and efficiency. I am afraid its *personnel* altered a very great deal and there must have been very few men who went right through with it. But, however composed, it always rendered an excellent account of itself. We still remember with pride our brave comrades who fell and those too who were permanently injured. Those who went under met a soldier's death, and who can say they would have desired otherwise, if thereby Britain and Freedom should have perished?

I desire to couple with this toast the name of General Sir ——, our gallant and popular Divisional Commander, whom we are delighted to see among us again. You all know the magnificent work he did for the Division too well for me to recall it. Not only was he an able commander, but a real friend of the men under him. Each man serving in the Division felt that his interests and comfort were dear to the heart of his General.

Gentlemen, the Old Division.

## 27. REPLY TO THE FOREGOING

I desire to thank Colonel —— for the more than kind manner in which he has proffered this toast.

We all look back on our days in the old Division with a kind of sad pleasure. Sad because of those who fell, and glad that we too did our tiny bit. As Colonel —— has said, it is the pleasant times we had that remain with us: and this is because, no doubt, we came to have a truer conception of pleasure than before. We found our happiness in no small degree existed in unselfish comradeship. This is the spirit the world requires to-day, and whatever our view may be as to the results of the War, the sacrifice will not have been in vain if that new ideal of brotherhood remains.

The old Division was splendid and the men wonderful; it is the greatest pride of my life that I was permitted to command you. I had many failings and defects, but I did my best, knowing that I could rely on the morale and pluck of the men under me.

Gentlemen, I thank you.

## CHAPTER XII

## DOMINIONS AND COMMONWEALTHS

### 28. OUR AUSTRALIAN GUESTS

Gentlemen,—

It is my very delightful duty to propose the health of our Australian Guests: and nobody can talk to one of them for five minutes without marvelling at the wonderful affection they seem to have for the Motherland. We wonder what is the secret of this great fascination the Mother Country appears to exercise over them: it certainly can't be our weather, and we don't suspect it to be either our hotels or our railways, and so we are forced to be conceited enough to conclude it is ourselves.

The blood that joins us is thicker than the water that divides us, and since those dreadful days of war I believe I am right in thinking that there is growing a union of love and sympathy between us that is a greater unifying force even than our kinship. Our Fathers tried to rule the Dominion when there was nothing much to do at home; we find it much more satisfactory to beat them at cricket—when we can!

Gentlemen, I ask you to drink the toast of Our Australian Guests.

### 29. OUR CANADIAN GUESTS

Gentlemen,—

In submitting to you the toast of "Our Canadian Guests," I feel that we are on common ground in such a gathering as the present, for some of us are proud to own ourselves its children—citizens of no mean country, while others are doubtless related to it by bonds of business, if not of blood. It is true we are divided by the vast Atlantic,

but the great ocean can make little difference when there exists the great union of determination to walk along the same road of progress, social uplift and commercial prosperity. We have long trod this road together, it is consecrated by our common blood, its milestones are the gravestones of our Dead, but we believe its goal is the increased happiness and betterment of our great Empire, and of the World. I must resist the temptation to dwell on these themes, however. Rather would I, to-night, dilate on the marvellous beauties of the land, the praises of which are sung by everyone who is lucky enough to visit it. Mother Nature has bestowed on the country pine-clad mountains and smiling rivers and boundless fields and prairies. Canada's wealth in minerals no man can estimate, and if to be rich beyond the dreams of avarice be a legitimate object of ambition, even this can sometimes be gratified in the Dominion. Her fruit and her dairy produce are literally familiar in our mouths as household words. Statesmen have sometimes condescended to discuss what they call Canada's manifest destiny. Of late they have learnt that Canadian folk can manage and mind their own business, and that an honest day's work is the best passport to their favour, while "Hands Off!" is the maxim that expresses most tersely their attitude to those who attempt to patronize them and profess undue solicitude about their future state. The Canadians believe in the man and the woman who can work for the common good, and these are the guests that are always welcome, and of whom it may be truthfully said, "The more, the merrier." I may, indeed, be allowed to adapt to Canada the lines which a poet wrote about another part of the British Empire, because they are equally true of the Dominion:

It's a world of wonders, Molly,
A world without a peer!
And what it has, and what it wants,
We've nothing like it here;
But of all its wondrous things, Molly,
The strangest thing to me
Is that there the working man's the man
Gets first to the top of the tree.

I would not weaken the force of these lines by further comment, but ask you to raise your glasses to "Our Canadian Guests" and the Maple Leaf for Ever!

## 30. OUR NEW ZEALAND GUESTS

Gentlemen,—

It is with the greatest pleasure that I rise to give you a toast which I am sure you will welcome most enthusiastically —that of Our New Zealand Guests. To us on the other side of the world, New Zealand, too often, seems merely a part of Australia; we do not realize the width of water that divides them, nor the difference in outlook of their people. But the Great War was in many ways a great schoolmaster, and we hope that the thousands of young New Zealanders who so gallantly rallied to the old Country do not love her any the less for having seen her and fought for her. I am certain that we here learned to love them, and even after these years most of us have maintained across the world friendships and ties contracted during that period. We of the Mother Country, no longer put on jack-boots and carry revolvers when visiting Wellington, for we think of it now not as a jungle village, but as one of the leading cities of our Empire.

Our Guests are from a wonderful country, where almost every climate and every type of vegetation known to the world can be found: from the temperate conditions of Northern Europe in the South to the almost tropical climate and features of Auckland in the North. Gentlemen, I ask you to fill your glasses and drink the toast of Our New Zealand Guests.

## 31. OUR SOUTH AFRICAN GUESTS

Mr. Chairman, Gentlemen,—

I rise to propose this toast with especial pride. The sturdy independence of our South African friends is a quality which every Englishman can value; we see in it a repetition of those sterling virtues which we have inherited from our own hardy Saxon forebears. There has always been this subconscious link between our countries, and throughout the unfortunate misunderstandings at the beginning of the present century Britons could scarce forbear to admire the pluck and skill of their valiant foes. But war-clouds have long since been swept away, and my only excuse for such an allusion to-night is that such a dark background only increases the radiancy of that bright jewel of loyalty which South

Africa has ever since presented to our common Sovereign. It is not the cheap and flashy loyalty of words alone, but it has been cemented by the blood of our sons shed freely for our common ideals and our common faith. Set on such foundations, our Empire cannot but flourish: and we who have stood together in war, are at one in our firm determination to make the Empire the bulwark of peace and sane democracy.

We at home are staggered by the potentialities of what our Prince has so aptly described as "Your Wonderful Country." The beauty and variety of its scenery, its unrivalled climate are things which too many of us can sigh for but never experience. Your soil yields gold and diamonds, and what is no less precious, abundant corn and luscious fruits. From your forests come the lion's skin of the strong man, and feathers for the adornment of fair women. Surely here is Aladdin's Cave, and here resides that Geni of the Magic Lamp we lost in childhood.

My friends, that you have left this splendid land of yours and have come to visit us under the cold grey skies of old England, is a tribute we can never repay, we can but rise and drink your health with the heartiness it deserves.

## 32. OUR INDIAN GUESTS

Gentlemen,—

We are honoured to-night by the presence among us of several distinguished Indian Guests: and the happy task of proposing the toast of Our Indian Guests has fallen to me.

India is the home of hospitality: and our countrymen who visit its kindly shores return home with vivid tales of the lavishness of the entertainment. The sumptuous palaces of its rulers, the costly jewels of its Princes, the stately ceremony of its public functions will never, I suppose, be forgotten by any who are fortunate enough to have seen them. We Westerns cannot regale our guests with the pomp and circumstance of the glowing East: we are in our manner rough, and sometimes, I fear, in the eyes of Indians even rude, but I am certain that our friends know us too well to judge by mere externals the sincere regard which we feel towards them.

It may be that our friends will experience the same difficulty in understanding England as we do in arriving at any

estimation of India. We can but hope that all they see and hear while among us will make their visit more agreeable and also that they may gain some knowledge which may be of service to them when they once again resume the distinguished positions they hold in their own country. Is it too much to hope that they may gain reassurance of the real interest that Britain has in her vast Indian Empire?

That India may speedily become a great self-governing Empire is the wish of our whole people: but like all real progress the growth of this great ideal must not be checked by over-forcing. Our Empire has given of its wisest administrators to India, and men who are sent out to hold high Governmental positions under the King-Emperor are one and all animated by liberal aspirations, regarding their positions as held in the most sacred trust for the Indian people. But no act of Government can of itself achieve all we desire, and it is to gatherings such as this, at which Englishmen and Indians meet as one around the festive board, that we look to give the most certain assurance of the great future that lies ahead.

Here we meet as man to man. Here we can converse without restraint, and here we learn, as so many of us have to-night, that however far the East be from the West, one touch of nature makes us wondrous kind.

Our Empire does not depend on guns and battleships, it is cemented rather by common aspirations nobly pursued, by united endeavour to bring peace and happiness to mankind. I therefore raise my glass and ask you to be upstanding and drink the health of our Indian Guests.

## 33. REPLY TO THE TOAST OF OUR GUESTS

*A Reply to any of the Foregoing*

It has been well said that he little England loves who only England knows, and it may be that some of us who come from the Dominions have a really greater insight into the greatness of the Motherland than Britons themselves.

We have long ceased to be Colonies: most of our people have never been to Europe and are proud of their independence under the British Flag. But one and all we think of old England as "Home" and we dream of the old-time villages far away where our fathers lived, the fields they tilled and the

quiet churchyards where they rest. But we don't want to make you home folks conceited, and so I must tell you some of the other side as well. Quite frankly, you seem a bit old-fashioned to us: your methods of farming and stock-rearing would be quite inadequate in our vast territories. But we do realize that the Old Country has been the pioneer, and we have followed where you have led and benefited by your experience and your mistakes.

As you say, we stand for a strong, self-supporting Empire. This is no place to enter on the thorny question of tariffs; it is not such a simple question for you as some of our people imagine, and it would not be proper for the daughter to dictate to the mother. Let us try to obtain greater unity and understanding than ever before, and while we study your great problems of armaments and unemployment, we know that you are not without understanding of our racial and colour question.

The sentiments so ably expressed by our Chairman to-night are, I believe, echoed by the whole Empire and are themselves the strongest guarantees of the greatness which the future holds in store for our Empire. We have no selfish desires for our own well-being apart from that of the general prosperity of the English-speaking race.

Gentlemen, I thank you.

## CHAPTER XIII

## ECCLESIASTICAL

### 34. THE CHURCH AND HER DIGNITARIES

*The Dedication of a Church*[1]

Gentlemen,—

It is a privilege to address you on this memorable day, the day which we have all prayed and worked for so long, when our Church, at last completed, has been opened and dedicated by our Bishop.

It is indeed a matter of thanksgiving that our Church has given up the old conservative policy of merely clinging to what she has got: so often in our villages the old Parish Church stands, long ago forsaken by the people who have moved to a new site a mile or so away, or have even migrated into the great industrial areas. To-day the Church must push out to new ground to seek and reclaim her children.

It is, therefore, a great joy that in this rapidly growing district we have been able to build a Church that is not unworthy of the sacred use for which it is designed. Foremost, of course, it must ever be the House of Prayer, but may we not also hope that this Church will become the centre of a healthy and Christian society, giving meaning and purpose to the daily round of labour and recreation which is the lot of most of us?

It has not been, I know full well, without severe self-denial and arduous labour that this edifice has been erected, but it is this very fact that makes our joy. We are not giving what has cost us nothing. We believe that our dedication to-day is only the beginning of that continuous consecration of this building by the service and prayers of ourselves and of generations yet unborn.

[1] This speech can be adapted for use at the laying the foundation-stone of a church.

## 35. OUR BISHOP, MODERATOR OR PRESIDENT

*Proposed by the Chairman at a Dinner or Meeting*

The toast I have to propose is that of the Bishop of this Diocese. I often think that it is the misfortune of laymen like ourselves that we see so little of our Bishops, but we realize that they are men of vast activities, and the burden of our present enormous diocese naturally prevents them from devoting too much time to any particular Parish. Labouring under the disadvantage of overwork, it is gratifying to realize in what high regard our Bishops are held by the community. Their wisdom and insight are rightly monopolized by the great questions arising from the general conduct and guidance of the Church. But what may be the gain of the Church as a whole is our individual loss, and a Bishop remains somewhat of a mystery to ordinary Churchpeople, although we revere his great office. Their discipline is based upon the love and reverence which we feel towards them, and by the respect which every Churchman owes to their holy office.

We are delighted to have our own good Bishop among us to-day: only a few of us can have any idea of all he does for us. Whether he is dealing with the rich and exalted or with the humblest and the poor, our Bishop is the true Father in God, ever ready to share their joys or help in their sorrows. The day that anyone makes his acquaintance is always a memorable one in his life and there are few who leave that gracious and venerable presence without feeling inspired and encouraged. Gentlemen, I give you the toast of Our Bishop.

## 36. THE CLERGY

*Proposed by the Chairman at a County Dinner*

Gentlemen,—

There is, I am sure, no toast more welcome to those I see before me this evening than that I am about to propose, namely, the health of our respected Bishop and of the Clergy of this Diocese. Of the latter I see a goodly sprinkling, and it is with satisfaction that we note the presence of so many of our clergy at social gatherings and meetings in our county, convinced as we are that both we and the Church have much to gain from the intimacy so engendered between them and those under their spiritual charge. As a body of men they

commend themselves highly to our friendship, as ministers of religion they have proved themselves able exponents of its truth. Gentlemen, the Bishop and his Clergy.

## 37. THE VICAR

*Proposed by a Churchwarden at a Dinner of the Parochial Council*

It is my very great pleasure to propose the health of our Vicar. We often hear from the pulpit what our Vicar thinks of us, but this is one of the rare occasions when we can tell him what we think of him. The only difficulty I feel in doing so is that perfect candour might place too great a strain upon his modesty. Truly he is our "Parson," and I like to use that old-fashioned word, meaning as it does "The Person" of the parish around whom all the religious and social activities of the place centre. He is the person who represents our parish to the outsider, and also, as the friend and confidant of us all, he is able to unite us in the strong bonds of friendship and understanding.

Such a man we know our Vicar is, but his quiet and unostentatious manner often make it difficult to appreciate to the full the splendid work he is doing. I know I am only voicing the sentiments of every member of our Council in telling the Vicar that we laymen not only sympathise with him in his work, but are anxious to assist him practically. This can be done in many ways, but one of the most important is in the realm of finance. By relieving the Clergy of the financial anxiety that, I fear, is too often their lot, and by contributing according to our ability to the funds of our Church. Although we shall drink our Vicar's health with the enthusiasm it deserves, let us not forget that there are more practical ways of showing our appreciation.

Gentlemen, Our "Parson."

## 38. THE CLERGY AND MINISTERS OF ALL DENOMINATIONS

*Proposed at a Public Dinner*

Gentlemen,—

To all Christians, whatever their creed may be, the toast which I have to propose must be an acceptable one—it is the Clergy and Ministers of all Religious Denominations.

The time is now past when those of different creeds, if not actually striving the one against the other, were at least highly antagonistic; nowadays, despite differences of doctrine and practice, all creeds are working together for one common end, the bettering of humanity; the fight is the same fight, though the weapons may be different. It is for this reason that this collective toast is a most proper one.

The work of our clergy and ministers demands a thorough knowledge of their fellow-men, ability, and self-sacrifice, and of these, we are happy to think, no single denomination has a monopoly. One cannot help feeling, too, that occasions like this, when ministers of different creeds meet together unprofessionally, so to speak, have done much to foster the spirit of toleration and mutual understanding which is so marked in the Christianity of to-day, and that therefore we have good reason to give them a hearty welcome. It is as fellow labourers in the Lord's vineyard that I call upon you to toast them—the Clergy and Ministers of all Denominations, coupled with the names of the Rev. Mr. ——, and the Rev. Mr. ——.

## 39. THE CLERGY OF THE DISTRICT

*At a Hospital Dinner*

Gentlemen,—

I must ask your indulgence for a few moments while I propose to you a toast to the health of no one individual, but of several hard-working men who spend such a large amount of their time in the service of the suffering and the poor. I refer to the Clergy of this district, without distinction of creed, who in our town, and in our Hospital particularly, minister to the spiritual wants of those who need consolation. All present are supporters of the charity, and as such I see I am addressing individuals of many shades of opinion. We are all, I hope, Christians, and it is as Christians, not as sectarians, that I call upon you to unite with me in the toast. We call ours a Samaritan Hospital; we accommodate the wayfarer, and him that has no friend. Let us emulate the charity of the Good Samaritan, and join heartily in thanking the Clergy and Ministers and Priests of all denominations for their attention during the year. Gentlemen, I give you the toast of the Clergy of the District.

## CHAPTER XIV

## THE LEGISLATURE

### 40. THE HOUSE OF COMMONS

My Lords and Gentlemen,—

In asking you to honour the toast of the House of Commons I ask you to honour an institution of which we are as a nation proud. There is no other similar institution in the world where perfect freedom of debate is so seldom marred by lack of dignity or want of good taste, and as it is composed of representatives of the people so it is itself representative of the best traditions of our national character and demeanour. It would, no doubt, be a comparatively easy task for any theorist to prepare a strong indictment of our existing Parliamentary system; it is very easy to say that the Commons talk too much and do too little, and that the Lords are an anachronism that should be swept away. But, apart from theory and Utopian schemes, I venture to think that the Mother of Parliaments is still in enjoyment of a vigorous and useful vitality, and is as a whole, still capable of transacting effectually the business of the country. There are periods of congestion, no doubt, and occasionally recurring periods of obstruction, but the work is done and well done—and after all that is the best thing one can say of any working assembly. It is a pleasure to us to welcome here to-night a distinguished Member of Parliament, whose name I am permitted to couple with this toast. The Hon Member for —— enjoys a high reputation far beyond the bounds of his own constituency, and requires no introduction from me. As you know, he is a man who has many calls upon his time and I should like to take this opportunity of telling him how much we appreciate his presence among us to-night. I will not detain you longer, but give you the toast of the House of Commons, coupled with the name of the Hon. Member for ——, ——.

## 41. HIS MAJESTY'S MINISTERS

*Proposed by the Chairman*

My Lords and Gentlemen,—

From men who pursue their peaceful way aloof from the storm and turmoil of political strife, a deep debt is due to those who, casting their lot on that troubled sea, guide, in the Sovereign's name, the ship of State. A warm sense of that debt is expressed in the toast I now offer to you—"The Health of His Majesty's Ministers." One of the outstanding facts in our national history is the almost inexhaustible supply of men of high integrity and fine calibre, competent to guide and represent so old and great a Power. However large one individual statesman may loom upon the stage, however rich and varied his gifts may be, however strong and dynamic his personality, however compelling his will, steadfast his purpose, rich his resources,—when his part has been played, his final exit made, and his voice and figure are heard and seen no more, the nation has never yet been forced to confess that he is irreplaceable. When Lord Beaconsfield died, when Mr. Gladstone died, it seemed impossible that the world could go on unmoved, or that anyone could be found to discharge their great functions with the same dignity and skill. So it has been before, and so it will be again. We look at the vacant chair wondering who can be found to fill it, and still our race continues to produce worthy successors to those who have passed into history. The position of a minister is one of great dignity and high honour, but his life is by no means an easy one; so great are his responsibilities, so incessant are the demands on his mental and physical energy that one cannot help feeling that the sacrifice he makes of private ease and leisure is a very great one. He is constantly at the beck and call of his country and can never be certain that the plans he has made for his all-too-scarce leisure moments will not be destroyed by the call of duty. His is a thankless position, for whatever his actions, whatever his words, they will be heavily criticized by one party or another. We are lucky indeed to have so many men patriotic enough to give their services to the Crown and strong enough in character and physique to stand the heavy strain that is the inevitable lot of a Minister of the Crown. We are honoured with the presence here to-night

of one of the Nation's Councillors, so with the Health of His Majesty's Ministers I would couple the name of the Right Honourable ——.

## 42. THE COUNTY MEMBERS

*Proposed by the Chairman at a Dinner to them*

Gentlemen,—

I have now come to the toast of the evening, and I must ask you all to fill your glasses so as to do full honour to the toast—"Our County Members." We have had a stormy session, and after the turmoil and worry of Parliament our Members have come among us to give us an account of their stewardship. I think we are all agreed that the stewardship they hold should not be exchanged for that of the "Chiltern Hundreds." We have noticed, and we shall always, I may add, continue to notice, all that goes on in Parliament; but when we entrusted our interests to Messrs. —— and ——, we did so in full and entire confidence—a confidence which has never been betrayed. Not only that, but we believe that our representatives have the welfare of the community at heart. That they have the welfare of us, their fellow-townsmen and fellow-countrymen at heart, we are satisfied. They have watched over us; they have come amongst us on several occasions lately, and shown the interest they take in our schools and in our sports, in our various manufactures and in our holidays. They have gained our votes, and we trust they will long live to represent the old County in Parliament. I might say a great deal more respecting our representatives, socially and politically, but their acts are patent to us all, and you will, I am sure, endorse the proposal I have to make and drink their health, with all the honours. Gentlemen, I give you the toast of the Members for the County of ——.

## 43. PROPOSING A CANDIDATE FOR ELECTION

*By the Chairman of the Meeting*

Gentlemen,—

I think it is very appropriate that the lot should have fallen to me to introduce my very old friend Mr. —— to you as the Parliamentary Candidate for this Borough.

I have not come here to tell you of his brilliant 'Varsity

record, or of his success, which has surprised none of his friends, in his profession (trade). I have come rather to bear testimony to his sterling qualities as a man. It is said you should always play golf with a lady before you propose to her, for that is the best and quickest way of proving character.

Gentlemen, I have tried this test with your Candidate, and I assure you he has not been found wanting though heavily handicapped. We have also met under the more fiery ordeal of battle. I know him as a real man, and though, I tell you as a deep secret, I do not always agree with all he says, yet I have long found that his wide sympathies and many interests are greater than any rigid, hide-bound party dogmas. He is a candidate of whom any Constituency may be proud ; in fact, he is one of the best, as you will all realize before any of you are much older. It is the personal element that wins elections, and the Party is to be congratulated on having put forward such an admirable candidate. When he becomes your Member, as I am confident he will, I know you will have every reason to be delighted with the choice you have made.

# CHAPTER XV

# LEGAL

## His Majesty's Judges—The Lord-Lieutenant of the County—The Magistrates

### 44. HIS MAJESTY'S JUDGES

Gentlemen,—

The honour of proposing the health of His Majesty's Judges has been placed upon me, and the thought of the many eloquent speeches which are daily addressed to our learned and distinguished guests by the most accomplished speakers of the land is one that troubles me not a little.

An American visitor recently told me that he regarded two of our institutions as being typical of the English character: our Cathedrals and the Zoological Gardens I believe he would have been more correct if he had said His Majesty's Judges, and indeed they combine in themselves the popularity and the comprehensiveness of the one with the dignity and venerability of the other. I have, as a matter of fact, heard the same learned Judge described in the same week as a saint and also as an old tiger—but perhaps I am betraying confidences!

The secret of the respect in which we hold our Judges is not in their robes or in the ceremony which surrounds their office, but in the fact that we feel they possess in a signal degree what many of us most covet, and all of us admire,—an open mind.

It must be a stupendously difficult task to banish from the mind the natural prejudices to which human nature is prone, and reserve any decision until the last tittle of evidence has been given. To bear in mind the cogent arguments of the plaintiff, while watching the slowly rising structure of a convincing defence. I am told that even the most eminent

occupants of the Bench have found this no easy task; it is indeed a quality which takes years of labour to reach its full maturity.

I am very glad that the name of Mr. Justice —— has been coupled with this toast; to his wisdom and courtesy, Mr. Justice —— adds a wonderful patience which has been experienced by many of us here. However dull the case, or stupid the witness, the whole Court is radiated by his personality and charm: everyone feels that his work, however humble and insignificant, is not without its bearing on his deliberations: that may be the reason that the learned Judge gets the best out of everybody, for he inspires them with some of his own genius. Litigants leave his court, not always glad, but invariably feeling that right and common sense have prevailed.

I must not say more of our learned guest, for I feel I may already have committed some indiscretion, which may possibly amount to a felony, or even high treason when committed in the presence of a Judge. I sincerely hope that Mr. Justice —— will not assume the Black Cap forthwith and sentence me to the penalty, I have no doubt, you will think just.

Gentlemen, etc.

## 45. THE LORD-LIEUTENANT OF THE COUNTY

*Proposed by the Chairman*

Gentlemen,—

Next to the Loyal toasts which you have honoured, I have to propose the health of the Lord-Lieutenant of this County, —— ——. It is scarcely necessary for me to assure him of the estimation in which he is held. We who live in the neighbourhood hear much of his kindness and benevolence, and of the manner in which he performs the duties of landlord and neighbour, duties not merely social and not easy of accomplishment, so as to please, as he does, all with whom he comes in contact. Suffice it to say that all our experience of him leads us to wish him many more years in the exalted position he now holds. Gentlemen, let us drink Long Life and Happiness to the Lord-Lieutenant, who by his influence and energy has done so much for the County and those living in it. The Health of the Lord-Lieutenant of the County of ——.

## 46. THE MAGISTRATES

Gentlemen,—

It is my privilege to-day to propose the health of the Magistrates of the County and Borough of ——; and while I gladly comply with the request made of me, I cannot help expressing a wish that the task had fallen to other hands, and a more practised tongue. Fortunately, however, what I have to say has been no doubt anticipated by you all. We here are all aware of the estimation in which the Magistrates are held, the general satisfaction with which their decisions are acknowledged, and the manner in which they devote themselves to a thankless office. Their position lays them peculiarly open to criticism, but I am sure that all must recognize their fairness and impartiality, and if sometimes higher courts hold that they have erred, these errors are due to the complexity of the law, not to any bias on their part. Those gentlemen who have undertaken the administration of our laws are well known to you all; they have served the State before, they have done much good in their generation; and their present work is one that is of the highest importance to the State and all its citizens. Socially and officially we regard them with goodwill and respect. Let us drink their healths in a bumper. "The Magistrates of the County of —— and the Borough of ——."

## 47. REPLY BY ONE OF THE MAGISTRATES

Gentlemen,—

As the hour is getting late I will not long detain you. I have to thank you, Sir, and this distinguished company for the very kind way in which the toast of the Magistrates has been proposed and received. After some years on the bench it becomes, I find, a comparatively easy matter in most cases to determine whether or not the accused is guilty. The difficulty begins when an accused has been found guilty and we have to make up our minds what to do with him. We have always endeavoured to bear in mind that justice is kind and the quality of mercy must not be strained. You may depend upon it that, although hard cases may occasionally crop up, the general tendency through the length and breadth of the land is not on the side of severity but of leniency. We do not forget that mercy is the true interpreter

of justice, but there are cases when mercy would be misinterpreted as fear and would consequently be misplaced. A suitable severity frequently prevents crime. The law is only a terror for evil-doers; no honest citizen need fear it, and therefore, when it is necessary to put the law in force with severity, it is presupposed that the offender is not an honest citizen, but an old hand upon whom leniency would be wasted. On the other side, there are many cases when leniency is true mercy, when a caution will suffice to prevent a repetition of the offence. So when you hear of "Justices' justice," put yourself in their place, hear the evidence in the mass and then decide for yourselves whether, knowing all they know, you would not have done the same. Gentlemen, I will not detain you longer. Once more I thank you very heartily for the manner in which you have received this toast.

## CHAPTER XVI

# SOCIAL TOASTS

WEDDINGS—CHRISTENINGS—BIRTHDAYS—DINNERS

### 48. THE BRIDE AND BRIDEGROOM

*Proposed by an Old Friend of the Bride*

I believe that the custom of making speeches at wedding festivities is going out of fashion, but I am sure that there are many present on this happy occasion who will pardon, and perhaps expect a few words from one like myself who has known and greatly esteemed both Bride and Bridegroom from their childhood. This drinking of healths, with its pretty touch of romance, seems to me specially appropriate in the case of the charming couple to-day.

Let us, therefore, raise our glasses to the Bride and Bridegroom, wishing, as we do from our hearts, that health, happiness, and prosperity may attend them through long years of a married life, graced by the sunlight of a lasting love. May the affection which animates them to-day burn brighter and more steadfastly as time rolls on, so that all of us who have the privilege of being here to-day may be glad in after-years to remember that we assisted at the opening of a happy story of married life.

I can remember the Bride in her sweet and sunny girlhood, and should like to be allowed to say of her, in the words, slightly altered, of Robert Burns:

> "I see her in the dewy flowers,
> I see her sweet and fair;
> I hear her in the tuneful birds,
> I hear her charm the air.
> There's not a bonnie flower that springs
> In all the countryside,
> There's not a bonnie bird that sings
> But minds me of the Bride."

But before I sit down I am tempted to say a few words about the Wedding Ring which has played so important a part in to-day's ceremony:

"And as that ring is rarely found
To flaw or else to sever,
So may their love as endless prove,
And pure as gold for ever."

Ladies and gentlemen, "The Bride and Bridegroom."

## 49. ANOTHER ON A SIMILAR OCCASION

Ladies and Gentlemen,—

It is my privilege to ask you to honour the toast of the day—the Bride and Bridegroom. If a long acquaintance with the young people who have this morning cast in their lot together can constitute a right to propose their health and prosperity, I certainly have a claim. I have known them pretty well all their young lives, and no one rejoices more truly than I do to see their happiness thus assured. They love each other wisely and well. They have every prospect of true happiness—the love and regard of a very large circle of friends, and a sufficiency of worldly goods. We wish them a long and happy life, with silver and golden wedding-days in store for them, surrounded by those they love. Ladies and gentlemen, I need not insist upon your responding heartily to the toast, since you all feel as I do. May every blessing and happiness attend the Bride and Bridegroom, and long life to them!

## 50. RESPONSE OF THE BRIDEGROOM

Mr. ——, and Ladies and Gentlemen,—

My wife and I are, quite happily, beginning our wedded life by starting with an agreement—the agreement being our most grateful thanks to you, Mr. ——, for the very kind and pleasant manner in which you have proposed our health, and to you all for the hearty manner in which you have responded to the good wishes so eloquently expressed by our friend.

I do not deserve all the good things that have been said of me, but I will try to deserve them, and to be worthy of my wife.

In conclusion let me again say that I greatly appreciate your kindness, and my wife—you see I am getting used to her new title—wishes me to thank you most heartily for your good wishes. I am sincerely grateful to you all for your kindness in so cheerily drinking our health.

## 51. REPLY BY THE BRIDEGROOM, INCLUDING THE TOAST OF THE BRIDESMAIDS

Ladies and Gentlemen,—

I thank you very earnestly for the heartiness with which the toast of my wife and myself has been proposed and received to-day, and for your generous good wishes for our happiness. I am sure that *I* shall be happy, and I shall make it my life's highest purpose to make the future for my wife a succession of years of joy and happiness. Please be assured how very deeply and gratefully we thank you. But before I sit down I have the very pleasant duty of proposing to you a toast. There are some ladies here to whom my wife is greatly indebted for the skill with which they helped her to dress this morning. I mean, of course, the Bridesmaids. Quite apart from the very capable manner in which they have discharged their duties, we are all delighted to be honoured with their presence to-day. In my wife's name and my own I thank them for their attention, for the success won by their good taste and their skilful fingers.

Let me specially address the gentlemen present and express my wonder, if with such a wealth of grace and beauty around them they can possibly choose to remain bachelors.

Gentlemen, I am sure you will join me in drinking to the health and "happy-day" prosperity of our charming young friends—the Bridesmaids of to-day and the Brides that should be of a speedy to-morrow.

## 52. RESPONSE TO THE TOAST OF THE BRIDESMAIDS

*By the Best Man*

Ladies and Gentlemen,—

You see before you a man who is both fortunate and unfortunate. Fortunate in being the mouthpiece of so many charming young ladies; unfortunate in being so incapable of giving due expression to their opinions and sentiments.

I am sure they are all delighted to have been of use to-day, only second as ornaments to the Bride herself. I can only guess at their feelings, for I can assure you that I have never occupied so gracious and so important a position as that of a Bridesmaid; but I can imagine that they are glad to see their friend so happily married, and are themselves prepared to follow so good an example when partners turn up after their own hearts. May they all have cause to follow Shakespeare's advice to go down on their knees and thank God, fasting, for a good man's love.

Where the eyes of mankind have been I cannot tell; but I confess it is not saying much for bachelor tastes if they permit my fair friends to be bridesmaids again. For my own part—well—I won't confess too much. Wait and see! Now with this mysterious hint I will close.

## CHRISTENING PARTY

### 53. THE HEALTH OF THE BABY

Ladies and Gentlemen,—

It is with diffidence that I rise in the capacity of Godfather to express in the "vulgar tongue," according to my sponsorship, my feelings on behalf of the fine little fellow who has been the central figure in our ceremony to-day. Although my acquaintance with the young [gentleman] is of the slightest, I am sure he will permit me to speak of him by his Christian name, and to wish all prosperity and happiness to —— ——. With such an auspicious commencement as this has been, under the care of parents of whose friendship we are, as anyone might well be, proud—enjoying such advantages as these—his prospects will not be marred by any imperfection in my utterance of our good wishes for him. May the rosy promises of his young life be more than realized. May he long live to be a source of comfort and happiness to his parents, the companion and friend of their middle age, and the prop and stay of their declining years. It may be that successors will come to these honours of the first-born and I am sure we all most cordially wish everything for our kind host and hostess that may tend to complete their happiness. Fill your glasses, bumpers please, ladies and gentlemen, and drink with all the honours to the health and long life of —— (here mention names). God bless him!

## 54. REPLY TO THE FOREGOING TOAST

*By the Father*

Ladies and Gentlemen,—

The very hearty way in which my old friend has so kindly proposed the health of our little child demands my warmest acknowledgements, and your kindness in coming here to-day to welcome the little stranger and to cheer him upon the first stage of his existence, my wife and I accept as a great compliment and highly appreciate. I scarcely know how to thank you for all your good wishes. Many very handsome and flattering things have been said of my wife and myself which we do not deserve. But there is at any rate one point upon which I can speak, and that is the pleasure it has given us to be able to welcome you here to-day. We are always glad to see our friends, and we hope that we shall see you—if not in similar circumstances, at any rate on many other occasions. We are greatly obliged to the friends who have kindly consented to stand Sponsors for the little one, and we tender our sincere thanks to them and to you all, for your presence and presents, your company and your good wishes. Before I sit down I would ask you to drink to the Sponsors, the Godmother and the Godfathers, here to-day. Their healths and their families—may they all live long and prosper!

## BIRTHDAY PARTY

## 55. THE HEALTH OF THE HERO OF THE DAY

*Proposed by an Old Friend*

Ladies and Gentlemen,—

A very pleasant duty has devolved upon me to-day, and I only regret that I cannot do the subject more justice. I have to propose to you the health of Mr. ——, and to request you to drink the toast, wishing him many happy returns of the day. As one of his oldest friends I may be permitted to say a few words concerning him, and to express to those around me the great pleasure that association with him has given me and all with whom he came in contact. Many of us have special reasons for knowing what a good fellow he is, and all have experienced his kind hospitality and realize he is "one of the best." We recognize many present here who have grown up with our friendship, and it is a

great and sure test of truth in friends when we see year after year the same smiling faces round the board. As a father, husband and friend, Mr. —— has won the esteem of all who have come into contact with him, and both in his public and private life he has set a high ideal before him. Ladies and gentlemen, I am sure you want no words of mine to convince you of our friend's fine qualities, nor will I longer detain you, but at once call upon you to join me in wishing Mr. —— many happy returns of his Birthday.

## 56. REPLY TO THE FOREGOING TOAST

Ladies and Gentlemen,—

My old friend, Mr. ——, has almost taken away my breath by the eulogy he has pronounced upon my unworthy self, for I am but too painfully conscious how far short I fall of the imaginary me he has conjured up for your inspection. But in one sense he is right. I am thankful to have so many kind friends, and very glad to welcome you all. I am not so young as I was, and as we begin to descend the path of life we are brought face to face with many rough steps and many obstacles which we had not noticed before. But even in these circumstances nothing is so cheering as the support of our friends; and the friendship I can fortunately lay claim to, and which I have enjoyed for so many years, is a bright light upon the road. My friend, Mr. —— was kind, too kind, to give me credit for the power of retaining friends. But we must remember that as it takes two to make a quarrel, so it takes two to make a friendship. It is not a one-sided arrangement. To you, my friends, much of my happiness must be ascribed, and by your coming here to-day you have given me much pleasure. Thank you very much for your kind wishes, and I trust we may all be spared to meet here for many a year to come.

## 57. THE HEALTH OF A YOUNG MAN ON HIS TWENTY-FIRST BIRTHDAY

*Proposed by an Old Friend*

Ladies and Gentlemen,—

It is my very delightful task to propose the health of —— on this his twenty-first birthday. Yesterday he was an infant, a very sturdy one perhaps—but still an infant hardly

regarded by the law as existing at all. To-day he has arrived at man's estate with all its privileges, and perhaps I may add, its disadvantages, ranging as they do from a Parliamentary vote to a key of the front door—which of the two he may find the more useless I need not discuss. A twenty-first birthday seems to me to resemble the summit of a mountain: we climb up so slowly to it, and desire it so eagerly: having got there we begin to slide down, going quicker and quicker as the years fly on, and desiring more and more to be back on the top again.

Of course I should not be so foolish as to suggest that some troubles and worries do not lie ahead, but when they come —— will meet them like the fine young fellow he is, for the splendid record he has already established, both on the sports-field and in the more serious things of life, is evidence of the sterling qualities which will carry him to triumph over everything the future may have in store for him.

I cannot pretend to foretell the future by the arts of the phrenologist or the palmist: my art of divination depends upon more reliable portents than bumps or life lines. I look rather to the fact that —— has all the true characteristics of a gentleman, by which I mean a quick and ready sympathy for the opinions and feelings of others, and a mind that has been trained to appreciate what is worth knowing and equipped with the capacity to learn it.

It is for this reason that all his many friends regard ——'s future with confidence and join in the hope, not only that prosperity and happiness may attend him, but that his life may be one of usefulness and service to his country and his friends. Gentlemen, I give you the toast of the evening, ——, which we will celebrate with musical honours.

## 58. REPLY

Mr. ——, Ladies and Gentlemen,—

I don't profess to be much of a speaker, and I am especially at a disadvantage in having to reply to such a kind speech on such a very unworthy and uninteresting topic as myself. I could not give you very much information on the theory of the divisibility of the atom, or the hibernation of gold fishes, but I feel, after listening to the proposer of this toast, that I know much more of these obscure subjects than I do of myself.

Mr. —— has said that yesterday I was an infant, and perhaps I am too near my babyhood to realize all my early errors and precociousness; but I understand that in the future I am to assume the cloak of wisdom which distinguishes my elders and betters. I am afraid I shall take a long time to become accustomed to such a garb, but I trust I shall not prove to be a sheep in lion's clothing. You, Sir, have referred to the future, and perhaps it is natural at twenty-one to look forward eagerly. I know there are many dangers and difficulties ahead, but I hope that, with such kind friends around me, they will only act as a spur to urge me on to better things.

Any little thing that I have done in the past is due entirely to the experience and loving wisdom of my father and mother: I owe everything to their help and devotion, and it is my greatest ambition to be worthy of them in the future. I am determined to do my best, and the very kind things that have been said to-night will be greatly cherished throughout the years to come.

## 59. THE HEALTH OF A YOUNG LADY ON HER TWENTY-FIRST BIRTHDAY

*Proposed by an Old Friend*

Ladies and Gentlemen,—

My task this evening is a delightful one—that of proposing the health of —— on her twenty-first birthday. I have known —— from her earliest years, and I have had few greater pleasures than that of being able to come here to-night and propose her health on this great day of her life.

I remember so well the pretty little baby, sleeping peacefully by day, and waking vocally by night; and how the little crawling mite was never more charming than when she was naughty. Then the curly-headed little maid sitting on my knee devouring fairy stories, and rather more substantial sweetmeats as well. Next came the schoolgirl, solving so easily the problems that have so long puzzled the ages, and poor old people like ourselves.

Now we have the woman, taking her part in the sports and pleasures of life while not forgetful of its more serious calls. She is as kind as she is beautiful, as unassuming as she is clever; the delight of her parents, the joy of her

So, ladies and gentlemen, "uprouse ye" merrily for the glad celebration of this Silver Wedding Day. As by the magic power of an alchemist, the silver will turn into the richer metal of a Golden Wedding Day. The springtime of life may have gone, but the smiling summer remains; and we look forward hopefully to a golden-lined autumn of their lives to come, when the harvest of good deeds shall be attended by troops of friends and loving memories.

I will now ask you to drink with me, in hearty congratulations on this anniversary, to Mr. and Mrs. ——; may health and happiness be with them now and in the future. May they have Many Happy Returns of the Day. God bless them!

## 62. REPLY TO TOAST OF SILVER WEDDING

*By the Husband*

Mr. ——, Ladies and Gentlemen,—

You will, I am sure, pity me in the position in which I find myself. I am not, of course, referring to the matrimonial state, but to the position in which I have been placed by the —as far as I am personally concerned—undeserved praises of my old friend who has so eloquently proposed my wife's health and my own.

Ladies and gentlemen, what can I say to thank you save that my wife and myself do thank you from the bottom of our hearts? For myself I must tell you that I do not deserve the praise you have lavished on us; but I may also tell you she does. No words of mine could express what for more than twenty-five years she has been to me, what help and support in the battle of life she has given me by her love, her sympathy, her tact and power of understanding; and if I have been at all successful, it is to her that the greatest part of the credit is due.

I said for "more than twenty-five years" this influence has been over me. Yes: twenty-seven years ago I first met my wife that was to be, and is! Those were happy days—happy days indeed—foreshadowing the happier ones yet to come.

Ladies and gentlemen, one and all, I thank you in the name of all my family. We are delighted to see you here, and if we are spared we hope that this will not be the last time by any means that we shall have the pleasure of seeing

you at our house. We owe you another vote of thanks for your charming gifts—a kindly remembrance of our wedding-day. For these, much thanks! I am sure you will excuse my not saying more now, but you will quite understand how highly, how sincerely, my wife, my children, and myself appreciate your kind expressions, and reciprocate your good wishes. Ladies and gentlemen, once again we thank you from the very bottom of our hearts!

## 63. THE LADIES

*Generally Proposed by the Youngest Bachelor Present*

Gentlemen,—

It is my duty as the only Bachelor here to-night to propose the health of the Ladies. It is a task which is usually accepted with avidity, and it is only when one rises to one's feet and looks into the faces one is addressing that its difficulties are realized.

Of course, the faces of the men don't matter; they can be divided, metaphorically of course, into two classes: those that feel certain they could do the job much better, and those who thank their lucky stars they have not to do it at all.

But upon the fair faces of the ladies present there sits an almost painful passivity and imperturbability; they know full well that the speaker dare say no word against them. No matter how he has suffered from their whims or from that member which is especially unruly when possessed by women, the speaker still must perform his task. Should he show ignorance he is dubbed a booby, should he show knowledge he is labelled a Lothario. You may think it extraordinary, my fair listeners, that we do not ask you to all our meetings. I can, however, assure you that it is not because we do not desire your company, but because the intolerable dullness of our usual proceedings would so weary you of our society that we should not then be able to look forward to your presence on our Annual Ladies' Nights.

It is at these male orgies that we look forward to basking in that all too unaccustomed blaze of culture and refinement which we gain by your presence here to-night. We are no worse than other men, but we are pretty bad—and we feel that sometimes at least we must recivilize ourselves: this can only be done by the softening influence which the presence of women affords.

I believe that in honouring the toast of our Lady Guests to-night we are really pledging ourselves to civilization and undertaking to cast away the more uncouth practices of barbarism which are so dear to many of us.

Civilization, thy name is Woman, for without her where are our milliners' shops, our ball-rooms, or even our great tobacco industry? Let me finish by quoting from one of our greatest poets—

"When Eve brought woe to all mankind
Old Adam called her woe-man,
But when she'd woo'd with love so kind
He then pronounced her woman.
But now, with folly and with pride,
Their husbands' pockets trimming,
The ladies are so full of whims
The people call them w(h)imen."

Gentlemen, I bid you rise and drink the health of the Ladies.

## 64. THE LADIES

*Proposed by a Guest*

Mr. Chairman and Gentlemen,—

Let me say at once that I am too youthful, too unskilled in the study of the enchanting ways of womanhood to do justice to what is, no doubt, a great and inspiring subject. It is a theme on which I am lamentably ignorant, although not quite without interest, for I once replied "Where indeed!" to the profound thinker who startled me with the query, "Where would the world be without women?"

Gentlemen and Ladies, one thing has always struck me as strange—that it is to a bachelor that this toast of "The Ladies" is generally entrusted. Surely that is wrong, surely some married man who knows more than I can do of the charming sex should propose a toast such as this, and not one who has never met the lady of whom he could say—

"Thou art my life, my love, my heart,
The very eyes of me,
And hast command of every part
To love and die for thee."

The bachelor's knowledge is confined to researches in such works as the *Encyclopædia Britannica*, and from arduous

study I can only conclude that nature has endowed the fair sex with all their many charms and graces for the purpose of making them fit partners for the god-like being whom they marry.

I wonder why no married man ever proposes this toast. Perhaps it is that none can find words eloquent enough. On the other hand, perhaps—again I wonder.

Gentlemen, I would in all seriousness say that any man who has achieved some success will tell you, and justly too, that he owes much, if not all of it, to the mother who watched with tender care over his youth, and to the wife in whom he ever found consolation and repose after the stress of the fight, and encouragement to strive anew. But there is nothing that I can say in praise of the ladies which is not already well-grounded in the heart of each one of you. So I call upon you to drink heartily to the Ladies, in due appreciation of the blessings we possess in our sweethearts and wives. Gentlemen, the Ladies.

## 65. REPLY TO THE TOAST OF THE LADIES

*By the Youngest Bachelor*

Mr. Chairman and Gentlemen,—

The position in which Mr. —— has placed me is rather an awkward one. He confessed just now that (though I believe he is some years my senior) he knew nothing about the sex to entitle him to propose their health! Now what can I, at my time of life, have to say, except to thank you in the names of the whole of the fair sex throughout the world, for the very nice way, the very charming manner, in which the toast of the ladies has been proposed and received.

I like that story of how Adam slept and had his best rib taken away to form woman. Though science may endeavour to throw doubt upon it, it is certainly true that woman has ever since been the "side bone" of man. And there is something in every man that bears witness to it, for when he places his hand upon his heart, where the space between the ribs is widest, he feels that vacuum which nature abhors, and is not satisfied until the dear creature that was taken from that spot is restored to it.

Gentlemen, I thank you sincerely on behalf of the Ladies for the way you have received this toast.

## 66. ANOTHER REPLY

*By a Lady*

Mr. Chairman, Gentlemen,—

On behalf of the other ladies present and on my own behalf, I thank you very heartily for the way this toast has been proposed and honoured. And we thank you particularly for having dropped the silly custom of putting a man up to answer for us, as if men hadn't enough to answer for without this. Why we have had to wait all these ages for so obvious an extension of fair play is a mystery considering women's traditional love of having the last word. We are not averse from having the first word, either. Two neighbours were discussing a young married couple who had come to live near them. Said neighbour Number One, "The Smythes are an ideal couple—they think alike about everything." Neighbour Number Two replied, "Yes, but I notice *she* usually thinks it first." Well, that is the way of our sex; we think quickly, so we want the first word, and because we are always right—I defy you ever to force from a woman an admission that she is wrong—we must have the last word.

I am particularly grateful to the proposer for not contrasting the brightness and cleverness of women to-day with the insipidity of Victorian women. That always annoys me. These Victorian women were our mothers and grandmothers —our equals in most things, in some our superiors. If women now for the first time were asserting themselves one would deem it a mere flash in the pan. No, we women are as we always were: it is you who have changed. We are not cleverer than our mothers: you *are* more generous than your fathers; you encourage manifestations of feminine superiority where they denied or sneered. There has been a vast increase in masculine intelligence, one manifestation being given to-night in your letting the ladies find their own responder. Again I thank you all.

## 67. THE GUESTS

*Proposed by the Vice-Chairman*

Mr. Chairman and Gentlemen,—

Before we separate I would ask you to join with me in drinking the health of our Guests. It has been a great pleasure to have them with us, and we owe them this meed of thanks

for the compliment they have paid us by their presence, and for the geniality and good feeling they have diffused. Many of the Guests are already old friends, and all the others, we hope, will become so. [Some graceful allusion should be made to the more prominent of the Guests, particularly, of course, to the responder.] I know you will cordially drink with me the toast of their good health.

## 68. REPLY TO THE TOAST OF THE GUESTS

*By One of Them*

Mr. Chairman, Mr. Vice-Chairman and Gentlemen,—

You have entertained us royally, you have lavished kindness and hospitality on us, and just when we are wondering how to thank you, you take the breath out of our mouths by thanking us. Why you should do so, we cannot guess, but as we cannot be so rude as to contradict our hosts we must believe that in some way hidden from us we have conferred a favour upon you by having a good time as your charges. Well, I can only say that I shall be happy to confer the favour again, and as often as you like. In all sincerity we are very much obliged to you for honouring this toast so warmly and for the generous hospitality of which it marks the close. If the test of a good host is the enjoyment of his guests, you may claim that title, for we one and all have enjoyed ourselves. In the name of the Guests I thank you very much, and congratulate you upon the success of the function at which we have been honoured by being allowed to assist.

## 69. FAREWELL AND PRESENTATION TO A FRIEND

*At a Dinner*

Gentlemen,—

The occasion of our meeting here to-night is both a sad and a happy one—sad because we are met to say farewell to an old friend, happy because he is going away to take up a better position. It is, therefore, with very mixed feelings that I rise to give you the toast of "Our Guest" and to wish him, on your behalf as on my own, every success in his new life; we are very glad, indeed, that he is going to a position where his energy and abilities will have fuller scope, even while we are sorry to lose him from amongst us.

Gentlemen, I am not going to sing his praises—that would be at once impertinent and unnecessary—I shall only say that during his stay here our friend has endeared himself to us all by his never-failing kindness, hospitality, and consideration, as well as by his constant cheerfulness, good-fellowship and sympathy, qualities which will make him friends wherever he goes.

heThough he will be no longer with us, I am sure that neither racnor we will soon forget our friendship, the pleasant comtreasurip and intimacy of many years. These things will be will forgememories to us all, and it is not in any fear that he us this [——ha', we ask him to accept as a parting gift from gifts are valuabtoken of our great regard and esteem. If then this one, in according to the feelings of the givers, more to him than itself trifling, will perhaps commend itself it is the gift of frother more precious objects solely because

Now, gentlemenends.

he goes he takes w I shall add no more than this—wherever whenever he returith him our goodwill and our friendship, Raise your glassesns he will find us ready to welcome him Prosperity to ——.and drink "Long Life, Good Luck and

## 70. REPLY TO THE FOREGOING TOAST

Old Friends,—

I have no words

not only for the kin which to express my thanks to you, but also for this magd things that have been said about me, my most treasured nificent gift, which will always be amongst

It was not witho possessions.

made up my mindut much very careful consideration that I happy and have m to leave a place where I have been so opportunity comesade so many real friends, but, gentlemen, when she comes, sh but seldom, and if you do not grasp her it to my wife and e may never return, and I felt that I owed I say how sad I a family not to let this chance slip. Need how much it costsn to lose so many good and true friends, leaving a part of me to go from you to strangers?—it is like happy one—and i myself behind. If my life here has been a your company, t has—it is to you, to your friendship and never forget youhat I owe it all. Be assured that I shall are always welc, and remember that, wherever it is, you me to my home; nothing could hurt me

more than to know that any of you should be within reach and fail to visit me.

For your good wishes, too, I thank you from the bottom of my heart; in return will you accept my own? May you prosper and be happy as you deserve. I can say no more but this,—Again and again I thank you.

## 71. ON THE OCCASION OF A DINNER IN HONOUR OF A FRIEND AFTER LONG ABSENCE ABROAD

Gentlemen,—

The circumstances which have brought us together to-night afford us a golden opportunity of spending a pleasant and truly jolly evening. These dinners are always delightful functions, but to-night our pleasure is twofold—not only do we see the faces of our friends and neighbours, but we have amongst us Mr. ——, our guest, who not so many years ago occupied such a prominent and responsible position in our midst and whose close and enduring friendship to many of us meant so much in our daily lives No longer perhaps are we entitled to refer to him as a neighbour, nevertheless we claim him, and with good reason, as one of our oldest and most trusted friends. Those of us who had the privilege of knowing him while he lived here have never forgotten his many acts of kindness to all sorts and conditions of people, his unfailing charm of manner, his cheerful disposition, and above all, his unfailing support of every movement which was for the benefit of the neighbourhood. Time cannot erase these things from our memories, and we are proud to think that our friend has not forgotten old times in the heyday of success. Gentlemen, let me tell you that one of his first thoughts on his return to the old country was to seek an opportunity of visiting the scenes of his earlier days. The ties of neighbourliness are often material, but the bonds of friendship are made of more lasting stuff, which neither time nor space can destroy. So, gentlemen, although our friend has been separated from us for a long time we somehow feel to-night that he has always been present with us.

Gentlemen, in bidding him welcome back to his old home —I am sure he feels that he is at home—I would remind you that he left at the call of duty—duty to his family and to himself. With all our hearts we congratulate him on his brilliant success, so honestly sought, and so well deserved.

Gentlemen, fill your glasses and drink the health of our guest, and bid him—"Welcome home."

## 72. REPLY TO THE FOREGOING TOAST

Gentlemen,—

I am so overwhelmed with the warmth of your reception, that I am wholly at a loss to find adequate words to express my thanks to you. I must ask you, therefore, to excuse my shortcomings in this respect, and to believe me when I say how deeply grateful I am, not only for the kind things which have been said about me on this occasion, but for all the good things which you have done to me in the past.

Gentlemen, although it is idle for me to deny that my life abroad has been happy and successful, I can honestly say that I was looking forward more than words can tell to a visit to the old home, and to this reunion with my old friends. Success I have had—perhaps more than I deserve—but I feel I can truly say that I never envied the success of anybody else.

Gentlemen, I will only repeat that I am glad to be with you once more, and again thank you from the bottom of my heart.

## 73. ABSENT FRIENDS

*Proposed at a Dinner*

Ladies and Gentlemen,—

The toast I am about to propose is one that, even on the most festive occasions, provokes a touch of sadness, yet it is one which we would not willingly let pass unhonoured. I give you "Absent Friends." It means much to us, this simple toast. Some of us have left home, family and friends in the old country to find a new home and new friends here, and on occasions such as this our thoughts must for a moment turn across the waters to those dear ones who are far away. Others will think of those of their family who have gone to other lands in pursuit of fame or fortune; hardly one of us but has kith or kin far away to whom his thoughts will turn as he lifts his glass to drink this toast. All of us have friends whom we miss, scattered in the far parts of the earth, severed from us by miles of land and leagues of ocean, but with us, we believe, in spirit. In silence let us drink to them—"Absent Friends!"

## 74. AT THE ANNUAL DINNER OF A LITERARY SOCIETY

*Proposal of a Vote of Thanks to a Distinguished Chairman*

Gentlemen,—

I rise to propose a vote of thanks to our Chairman, and I regret that the lateness of the hour compels me to be brief. Already some of you are looking at your watches and making calculations relative to the speed of taxis, and the catching of last trains. I could say a good deal about our Chairman. He is, as you know, a prominent publicist, an admired writer and a pillar of British finance. That such a man should give up a whole evening to us is a compliment that we appreciate. Our proceedings have taken on a new dignity from his presence, and our speakers have surpassed themselves owing to the keen and appreciative hearing that he, a past-master in after-dinner oratory, has given them. It must have been an inspiration to address him.

A poor widow was mourning the recent death of a husband. "Such a husband as he was. Husband! he was more like a friend than a husband." Recalling this banquet we shall be able to say, "Such a Chairman —— —— was. Chairman!—he was more like a friend than a Chairman." Gentlemen, I ask you to drink the health of our Chairman —— ——.

## 75. REPLY TO THE FOREGOING TOAST

I thank you, gentlemen, for drinking the toast of my health so cordially, and you, Mr. ——, for eulogizing me so mistakenly—for praise is pleasant, even when undeserved. Your reference to me as a master of after-dinner oratory made me glad that the lateness of the hour forbade my being asked to give a sample of my alleged powers. You were within the mark, however, in saying that I listened with close attention to the speeches that have been delivered to-night. I did, and enjoyed every one of them. I love good speaking, and so do you all, although my young friends, probably, keep in the fashion by professing to be utterly bored by oratory of every kind. Despite the hoary antiquity of cave drawings, persuasive speech is the oldest of the arts. As compared with music, which competed with it to-night for your favour, oratory is the more distinctively human. A nightingale, unless it be a broadcasting bird, outsings any

prima donna, who is delighted if told that she sings like a nightingale, whereas it is a left-handed compliment to declare that an orator talks like a parrot. I have enjoyed your hospitality, and I am glad to hear that you think my presence has contributed to the success of this most interesting gathering. Gentlemen, Mr. ——, I thank you.

## 76. MEETING OF A MASONIC LODGE

*Proposing the Health of a Worshipful Master*

Brethren,—

To be chosen as your mouthpiece to wish health and continued prosperity to our Worshipful Master is to me a great honour—the highest that has fallen to me during my Masonic career.

To express concerning him the full meed of our admiration, respect, and affection, would sound, to one who did not know him, as an effort of fulsome flattery, and would be unnecessary; for we who are not strangers to him, and are conscious of the good influence of his life, are able to regard him as a Mason in the highest, noblest sense of the term; and what that implies we are all of us aware.

We see in this world so much of bitterness and rivalry, jealousy and bad feeling, that it is for mankind to be sure that in this our great and mystic Brotherhood a system exists which creates and encourages kindly sympathy, cordial and widespread benevolence and brotherly love; for the true Mason thinks no evil of his brother, and can cherish no evil design against him.

Further, I may say, and to this you can all bear witness, that Masonry is a religious system. In the Masonic Lodge the Bible is never closed and Prayer is habitually used. If the whole human race could be guided by the principles of Masonry, for ever would be banished those selfish and hard feelings which divide and distract society, and fill the world with unrest To say that the Brotherhood of Man is the principle of Masonry is not to proclaim from the house-tops any secret of that widespread Society. Its principles were proclaimed in King Solomon's time, and found their perfect expression in the Sermon on the Mount; its Sacred Light shines in every Lodge throughout the world.

Gentlemen—Brothers—it is my proud duty, my pleasure, to give you the toast of the health of our greatly honoured

Worshipful Master. May his light and influence to guide and help us.

## 77. A SMOKING CONCERT

*Opening Remarks by the Chairman*

Gentlemen,—

Much to my satisfaction, and no doubt to yours also, a formal speech will not be required of me this evening. Although silence may be golden on an occasion such as the present, yet I should not be doing my duty as a Chairman if I did not say a word or two of the pleasure of the Committee, and especially the promoters and managers of the Concert, at your presence here this evening. In their name I bid you welcome and hope you will enjoy the items indicated in our programme; and I am sure it is right to relieve the strain and stress of the bustle and worry of our life by relaxation and an occasional "night off"; and he was a wise rhymester who penned the lines,—

'A little nonsense now and then,
Is relished by the wisest men."

I was reading the other day of two civic dignitaries, the retiring Lord Mayor and his successor, who were present, in 1800, at the usual festivities at the Mansion House. The outgoing Lord Mayor was known as a lover of his pipe and one was, accordingly, placed on the table before him. The incoming Lord Mayor had the good nature to share in the humour of his predecessor, and they were observed, after dinner, lighting their pipes (long clay ones known as churchwardens) at one candle, like the two Kings of Brentford in the old play, who placed their two old heads together and solemnly smelt at one nosegay.

Some gentlemen are already filling their pipes. Let me follow their good example. I will now call upon —— to open the programme.

## 78. AT THE END OF THE PROGRAMME

*The Chairman Again*

Gentlemen,—

The best of friends must part and so must we. But before we sing a verse or two of "Auld Lang Syne," it is my pleasure and privilege to offer our warmest thanks to

ve contributed so generously to our amusement
.. You have, indeed, at various stages of our pro-
ıme shown your appreciation of their services, but you
.ould, I am sure, wish me to emphasize your applause, expressing to the different artists your sincere gratitude. I daresay that they, on their part, are fully aware of the support you have given them by your presence as well as your approval, for a "full house" makes the rendering of a song or other number considerably easier. I have never been able to forget *Punch's* picture of the comic man struggling with an unsympathetic audience, and I do really believe, therefore, that our artist friends to-night probably thank you almost as cordially as you thank them. [Add here if necessary: Gentlemen, I have the greatest pleasure in proposing a hearty vote of thanks to the artists.]

## CHAPTER XVII

## SPORTING TOASTS

### 79. AT A CRICKET DINNER—"OUR OPPONENTS"

*Proposed by the Captain of the Victorious Eleven*

Gentlemen,—

As Chairman of this very pleasant gathering, I have a toast to propose to you which, after what has already passed to-day, and judging by the good feeling apparent among us, I am sure the team of which I have the honour to be captain will drink with much pleasure. The toast is the health of the —— Eleven, our courteous and able opponents in the field. We have had an excellent game, and if by the glorious uncertainties of Cricket it has so happened that our team has won the match, we are quite ready to acknowledge what trouble we had to make the runs, and to avoid the ready hands in the field, and keep up our stumps, before bowling such as our friends can command. I am glad for the honour of our club that we won, though I am sure—if my friend the captain of your team will permit me to say so—that if close fielding and steady work deserve success (as they do) we shall not win again in a hurry nor easily. Now, gentlemen, I need not detain you much longer.

Winners and losers alike, we have had a good game and enjoyed it, and I trust we may have many others. Gentlemen, I give you the —— Eleven, coupled with the name of Mr. ——, that most able captain and cricketer, and my very good friend.

### 80. RESPONSE TO THE FOREGOING TOAST

*By the Captain of the Opposing Team*

Mr. Chairman, Mr. Vice-Chairman, and Gentlemen,—

Your Captain has proposed our health in such very com-

plimentary terms, and expressed himself so kindly towards his beaten but not humiliated adversaries, that I cannot quite decide in my own mind which to admire most—his prowess with the bat and in the field, or his courtesy and eloquence off it. At any rate I need not try to decide now. I have to thank him for the manner in which the toast was proposed, and you, gentlemen, for the way in which it has been honoured. You won a well-contested match, and we have no excuses to make for our defeat; we can only say that the best team won. But we are not going to sit down and accept this issue as final. We do not intend—and I think my friends will agree with me that we are right—we do not mean to give in. We hope you will meet us again, and on our own ground, where if we cannot entertain you as hospitably and as generously as we have been entertained here—though we will try that too—we will certainly be delighted to meet you and do our very best to beat you handsomely. From our games I think we get not only pleasure but considerable profit—for it is always a good thing to keep fit—and when the time comes when the pavilion and not the playing field is our place, we shall remember with pleasure many a hard-fought game and, no doubt, tell a younger generation how play has gone off since "our time" Gentlemen of the —— Cricket Club, I will only add my thanks and those of my colleagues for the very kind reception you have given us.

## A CRICKET CLUB ANNUAL DINNER

### 81. SUCCESS TO THE —— CLUB

*Proposed by the Chairman*

Gentlemen,—

You are doubtless anticipating the usual speech from the chair, and I will not keep you in suspense very long nor tire your patience. The report of the club, showing its financial position and the result of the last season's working, has already been placed before you. You will have noticed that the matches in which the club [and ground] engaged were more numerous last season than in the previous years. The receipts from members, and subscriptions, have increased, and there are two very satisfactory points connected with the past season, viz., the funds are in good condition, we

having a very respectable balance in hand, and the club has won [nine], lost [four], and drawn [three] of the matches it has played against other elevens.

I am glad to welcome so many new members to our ranks; but the number must necessarily be limited. We have not accommodation for more than a certain number, and on one or two occasions already some dissatisfaction has been expressed at the want of accommodation. Well, gentlemen, the committee have done all they can, and have succeeded in keeping the club solvent. But if more accommodation for match days is to be provided—and the committee were glad to see that ladies mustered in larger numbers to encourage them, they would suggest a slightly increased entrance fee upon big match days, or the issue of season tickets to friends of the members duly introduced. This would give them a fund to draw upon and entitle the holders to seats

There have been no accidents of any consequence, and some excellent cricket has been shown. We have now a very excellent eleven, and I am happy to be able to announce that there are some promising "colts" in the district, who will have an opportunity of trying their mettle on an early day in the ensuing season.

I am glad to see that our national game still keeps its hold upon the country. I do not think cricket was ever more popular. We have seen teams from both hemispheres giving a good account of themselves, showing great patience when an up-hill game had to be played, and by brilliant dash and rapid scoring eventually pulling a game "out of the fire." What man has done man may do, and I hope the day is far distant when matches between England and her children will cease to be played. Especially must we learn to take defeat in as sportsmanlike a spirit as victory, for both are equal tests of character, and to rejoice that our kindred beyond sea have such a relish for the old English sport, and prove so readily that they are real chips of the old block, possessing all the good qualities of the race of Englishmen. There is a good deal to be said about the game, but as so many of you here are much more familiar with the practice than I am, I will spare you my theories as to the mode of playing it; and my moral reflections I am sure you will be content to take, like the report, as read. Gentlemen, I have now only to give you the toast

I rose so long ago to propose, and for which you have so kindly waited. I will try your patience no longer. Success to the —— Cricket Club, and I will couple the toast with the name of the Hon. Secretary, Mr. ——, to whose exertions the club owes so much of its success.

## 82. RESPONSE TO THE FOREGOING TOAST

*By the Hon. Secretary of the Club*

Mr. Chairman, Mr. Vice-Chairman, and Gentlemen,—

It is very gratifying to me to hear my name coupled with the success of the —— Cricket Club, and the feeling ought to be—but, alas! for poor human nature, is not—diminished by the reflection that the honour is in great part undeserved. The Committee, of which I am only a member and the mouthpiece, has really done all the work, but what I have done I can assure you I have done very willingly. I am very fond of the game, and at one time took some little part in it. Should circumstances and occupations permit, I may again be able to put aside the pen for the ball, and sing, "Oh, willow, willow," when I grasp my old bat once more, and go in to score yet another "duck." I am very glad that the club is in such a flourishing condition, in the ledgers as well as in the scoring books, and I heartily endorse the proposal, put forward by our Chairman, that we should increase the accommodation for match days. Rather than increase the entrance fee I would advocate the issue of season tickets to a limited number of the friends of members. The matches have been won by sheer hard work and careful coaching, and for this increasing success the club is mainly indebted to Mr. ——, our energetic captain. The success is his, and his men have "backed him up" well. He has been bold as a bowler, and his manner of "driving" shows how well he is fitted to handle a "team." We all have recognized his "powers of defence," and have never known him "stumped" in argument or repartee. With such qualities he appears *cut* out for the position of captain, and I hope that the time is *long off* when he will retire. That he will make a *point* of *long stopping* with us, and leading the eleven to victory, for many more seasons, is, I am sure, our heartfelt wish. Gentlemen, in thanking you for the honour you have done me, I would crave permission to propose the health of Mr. ——, the Captain of the Eleven.

## 83. RESPONSE OF THE CAPTAIN TO THE FOREGOING TOAST

Mr. Chairman and Gentlemen,—

My friend the Honorary and honourable Secretary has made a speech so bristling with cricket terms as to be almost *wicked!* and I feel in danger of following his example in that sense—but I forbear. I am quite unable to meet him on that ground; he may claim to score off me there. But I am none the less grateful to him, gentlemen, for the very clever and pleasant manner in which the last toast was proposed and to you for the way in which it was received. "The labour we delight in physics pain," and I really cannot lay claim to all the good qualities which my friend attributes to me, for I am so fond of cricket, and I may add of the club, that any inconvenience or trouble falls from me when the necessities or the demands of the game or the club make themselves known, or are made known, as they generally are, to me by my friend your unwearying secretary. The eleven last season was a very good one, and I must in mere fairness remark that if our men had not displayed pluck and determination, if they had not worked so well together, my labours as captain would have been immensely increased. It is always a grateful theme with me, and when we have such men in the eleven as ——, and ——, there need be no misgivings when we take the field; and no fear of bad seasons, with ordinary luck, while we possess such bowlers as ——, and such sure fieldsmen as ——, and ——. It is an honour to captain such a team, and I feel it so, I assure you. Gentlemen, I thank you heartily for your good wishes, and for the kindness with which you have listened to my imperfect oratory.

## AN ASSOCIATION FOOTBALL CLUB DINNER

### 84. THE —— CLUB

*Proposed by the Chairman*

Gentlemen,—

It has been suggested that I should say a few words about the history of Association Football for the benefit of young players, but it would occupy more than the few minutes allotted to me to give even a condensed history of our great

game. I can, however, briefly indicate three important stages in its development.

First, the introduction of the off-side rule, an innovation that transformed the game, changing it almost beyond recognition, as all will allow who remember how in the past it was the custom for an opposing player to wait upon the sorely-tried goalkeeper and charge him without mercy when the forwards bombarded the goal. Secondly, the introduction of Cup Ties came as an inspiration, and increased tenfold the interest of the public in the "Soccer" game; while the creation of League Football proved of intense importance in captivating the minds of enthusiasts right away from the beginning of the season to the end.

Objection is often raised by purists to the system known as the purchase of players, by professional clubs, by which a weak team is strengthened through the inclusion of new blood brought in from across the Border or elsewhere; and certainly this trade of buying and selling seems a blot on the scutcheon of a great game. To see a number of ruddy-haired players issue from the dressing quarters of an English club, and hear them revealing their ancestry in a dialect made immortal by association with Bobbie Burns and Walter Scott, gives one cause for wonder whether we are indeed out to watch an English League game. But even in this direction matters are not so bad as they were; and, after all, these players from Scotland delight us with their knowledge of the game and their great skill. They have undoubtedly improved English Football by the introduction of their methods and ideas, and most of the leading English players have been quick to seize upon the points that matter and incorporate them in their own game, and we who love the splendid game know that English Association has been improved by the recognition of the Scottish element in our English clubs. Association Football is a great and noble game, and we welcome all who try to improve it, whether they come from the far north or hail from counties further south. When I rose to-night I mentioned our young players. We have in the club quite a number of youngsters of promise and they are all exceptionally keen. This augurs well for the club and I am confident that we need have no fears for its prosperity in the future.

Gentlemen, I will conclude by asking you to drink with me to the continued prosperity of the —— Football Club.

## A RUGBY FOOTBALL CLUB DINNER

### 85. THE —— CLUB

*Proposed by the Chairman*

For many years it has been the custom of the Chairman of our Club on this occasion of our Annual Dinner to propose the toast of the —— Club, and to deliver himself eloquently—or, as in my own case, otherwise—on matters of special interest to Rugby Football So much has been said on the subject that, as this evening approached, I began to fear that I should be "gravelled for lack of matter." Then, luckily for me, a schoolboy came to my rescue—or rather the ghost of one, for the boy would have lived close upon a century and a half had he survived to this day.

It was in 1823 that William Webb Ellis, a Rugby schoolboy, while taking part in a game, caught the ball, and so far from observing the practice of that time, of retiring back and either kicking it himself, or placing it for someone else to kick, rushed forward with the ball in his hands towards the opposite goal. This action of Ellis struck the fancy of his own and other schools, and became, after a few years, so generally followed, that, about 1840, it was officially recognized as a legitimate part of the game, and became so generally accepted by Rugby men that, on the wall overlooking the School playing-fields, a tablet was placed with an inscription, of which I have a copy—"This stone commemorates the exploit of WILLIAM WEBB ELLIS, who, with a fine disregard for the rules of football, as played in his time, first took the ball in his hands and ran with it, thus originating the distinctive feature of the Rugby Game, A.D. 1823."

The incident seems to have set players thinking of possible developments of the game, and may no doubt be accepted as marking the start of the distinctive feature in Rugby Football.

From a crude, and no doubt rather brutal pastime in its earliest stages, the game has so developed that to-day it supplies not only a vigorous and healthy exercise but also a splendid discipline. It calls for strength and pace, quickness of eye, hand and foot, intelligence to seize an opportunity in attack, and pluck and resource in times of pressure. While by some old folks it may still be regarded as nothing

more than an outlet for the native savagery of the race, to those of us who have played the game it has become something of a religion. We know its good effects upon the youth of the race, and we realize that so long as it is played in the proper spirit, its possibilities for good are far-reaching.

We are proud of the game and we love it, and I know you will readily respond to the toast of continued prosperity to the —— Football Club, especially as I couple with the toast the name of Mr. ——, our Hon. Secretary, who has done so much for our success.

## A GOLF CLUB DINNER

### 86. CONTINUED PROSPERITY OF OUR CLUB

*Proposed by the Chairman*

Gentlemen,—

It is always easy to propose the welfare and success of ourselves, for, practically, that is what such a toast as this comes to. But in this case it is a pleasure also, for everyone who plays the Royal and Ancient game of Golf knows that to it he—and I am happy to think I must also say she—owes perfect relaxation from the cares of life and the worries of the household, as well as the increased enjoyment of health and strength, and this, whether he has a *plus* handicap or still remains amongst the unhandicapped. For golf is not only a game of skill but a life-giving pastime. The exercise it affords is in no sense violent, but it is complete. The revival of the game is one of the extraordinary facts in the history of Sport. Golf links in England in the mid-Victorian period might almost have been counted on the fingers, to-day they are found everywhere. One of the greatest advantages of golf is that it can be played at any season of the year. There is no need to fix up your team some time ahead, as in the case of cricket or football. Somebody willing and eager to " have a round " will nearly always be found waiting at the club.

Our club has shared in the general prosperity of the game, and we will do our best to maintain and even increase its well-being.

I will couple the toast of Prosperity to our Club that I have now the pleasure to propose with the name of our deservedly popular Secretary, the genial Mr. ——.

## 87. REPLY TO THE FOREGOING TOAST

*By the Secretary of the Club*

Mr. Chairman,—

You have spoken of our game in terms that all golfers will accept without question, but the scoffer, perhaps, would remind you that you said nothing about the language with which it is supposed to be decorated, or, rather, with which players are occasionally tempted to adorn their strokes. Even the cloth cannot always resist this temptation, as witness the story of the reverend gentleman who, whenever he foozled a stroke, was wont to exclaim angrily "Sennar!" explaining to any who inquired why he did so, that it was "the biggest dam on earth." Yet despite this, and after making every deduction, even the scoffer cannot deny that golf is one of the grandest outdoor games ever invented. And, moreover, it does teach some moral discipline. Look at its familiar maxims—"far and sure," "keep your eye on the ball," "don't press," and the like; have they no bearing on every-day life? Do they not teach us to "keep a straight line" in life as on the course? Consider, too, the lessons to be learned in a bunker: is there anything more calculated to teach patience and perseverance than a series of well-placed bunkers.

As to the immediate subject of the toast, I think my fellow-members need have no anxiety. Our club is going along very comfortably, we have a competent and obliging professional, who keeps the course in good order, and we have the real club spirit among our members; these should be sufficient to ensure its continued prosperity. In the name of the club, I thank you all for the very hearty way in which you have received this toast.

## A MOTOR CLUB

## 88. THE —— MOTOR CLUB

*Proposed by the President at the Annual Dinner*

Gentlemen,—

The toast of the —— Motor Club which I now rise to propose is certain to receive a hearty response from you, however inadequate my words in proposing it may be. Motoring

has long ceased to be the pastime of a few privileged ones, and although I suppose many of you here can remember the days when the motorist was regarded as a danger to society and cars had to be preceded by a red flag, a great deal of water has flowed under the bridge since then. The motoring trade has developed into a great industry, giving employment to many thousands of hands throughout the world. The man or woman who does not motor is now rather the exception, not the rule, and the all-conquering motor-car has crossed the Sahara and the arid wastes of Australia; in fact, there seems to be no limit to the capabilities and utility of the motor-car.

Clubs such as ours afford opportunities of pleasant social intercourse, and the periodical club run or hill-climb serves to take us into the fresh air and to present the opportunity for a most useful exchange of ideas to all who are wise enough to take part in them. I venture to say that there are many places of interest within a radius of one hundred miles from this room which many of us would never have visited but for the club pilgrimages. It is a theme upon which I should like to dilate, but even if I were more competent to do so than I am, it would be unnecessary to an audience who, I am sure, regard it with as much enthusiasm as I do. Gentlemen, I give you the toast, "Prosperity to the —— Motor Club."

## AT A REGATTA DINNER

### 89. SUCCESS TO THE REGATTA

*Proposed by the Chairman*

Gentlemen,—

We have come to the toast of the day, and, as you will readily admit, it is an interesting one to all present. The occasion of the —— Regatta cannot possibly be dismissed in a few words. It is now an annual institution, and its success or failure means a good deal, not only to those immediately interested, but to all who are connected with the —— Club. I am glad to be able to chronicle a marked success to-day. We have seen some good and close racing; and if our crew did not carry off many laurels, they were, if defeated, certainly not disgraced, and we would rather see them win upon

other water than their own. We prefer our visitors to carry off the prizes if they can. We are as pleased to see them win as to win ourselves, and the best men must win—of that we feel assured. We have done fairly well, but might have done better, and while condoling with the unsuccessful we can warmly congratulate the victors upon their success.

Let me now say a few words respecting the club and the business side of the question. The finances are in a pretty good condition, and even if I did not tell you you could see from the beaming face of the Treasurer that we have a balance in hand, after providing for all expenses; it amounts to £——. [*Insert here any remarks as to future plans, finances, etc.*]

The general arrangements of the club have been much improved, and the success of the arrangements is in a great measure, if not altogether, due to the untiring efforts of Mr. ——, our most efficient honorary secretary. To him we all owe a deep debt of gratitude, and with his name I will conclude my remarks. I will call upon you all to drink to the health of Mr. ——, to whose tact and patience the prosperity and popularity of the club are in a great measure due. Gentlemen, raise your glasses, please, for the Honorary Secretary.

## 90. A REGATTA DINNER

*Reply of the Hon. Secretary*

Mr. Chairman and Gentlemen,—

I trust you will excuse me if, in my endeavours to thank you for your kind reception of the last toast, I fail to make myself as intelligible as I wish. The honour you have done me is unexpected, and all the more embarrassing to me on that account. It is very generous of our Chairman to speak of me in such terms. Though I have endeavoured to do my duty I have never done more; and therefore, conscientiously speaking, I have no claim to your thanks. But it is very gratifying, nevertheless, to feel and to hear that in the estimation of one's friends, and in the opinion of the Chairman, one has succeeded in one's endeavours. The Club House has been a very pleasant rendezvous, but not all the efforts of the Committee and Secretary would have accomplished everything without the hearty co-operation of the members. The

Committee have been indefatigable and untiring in their efforts to make the club and its arrangements successful; and we think we have in a measure succeeded. Gentlemen, I thank you all very sincerely for the way you have drunk my health.

## 91. THE HEALTH OF THE COMPETING CREWS

*Proposed by the Chairman*

Gentlemen,—

I am going to propose a double toast, and one which you will, I know, be glad to honour. I mean the health of the two competing crews in the chief race. We were much interested to-day in the races for the Grand Challenge Cup, the final issue of which, as you are aware, was limited to the two boats whose crews are here present. We were beaten, and—well, not badly beaten. We accept with resignation our defeat, but we intend as soon as possible to reverse the verdict, if possible, and claim the Cup. There will be opportunities for us to retrieve our laurels soon, and we intend to try and regain some of them at any rate. Meanwhile I call upon you to drink first to our guests, the —— Crew, who have so well and honourably defeated us; and secondly, I will ask you to keep a little cheer for our own Eight, who struggled so gamely to pick up the race. Gentlemen, though they are opponents in these contests, I couple in all friendship and with all good wishes the toasts of the —— Crew and the Eight of the —— Club.

## 92. REPLY TO THE FOREGOING TOAST

*By the Stroke of the Successful Boat*

Mr. Chairman and Gentlemen,—

It is with some diffidence that I rise to reply to the toast which you, Sir, have so handsomely proposed, and to which all your members have so kindly responded. I can assure you we think we are very lucky in having carried off the prize; and if anything can add to our satisfaction in having wrested it from such a fine crew, it is the generous and sporting manner in which that perhaps temporary defeat has been taken and our success welcomed. Such kindness as we have met at your hands increases the value of the prize fourfold. We appreciate it all, I assure you, and although I cannot—

and you will not expect me to—say I hope you will regain it, I am certain of one thing: that never was a losing race more pluckily rowed, and never was a defeat more admirably taken nor more courteously acknowledged.

We have had many pleasant meetings during the period in which I have been stroking the Eight of the —— Club, and it has fallen to my lot, I am glad to say, to have been partly the means of winning some prizes; but we value our prize to-day most highly. We trust your crew will pay us a visit at our regatta, and in the name of our club, the ——, I may say that you will be very welcome. Gentlemen, once more in the name of the Eight of —— I thank you for the honour you have done us in drinking our healths.

## CHAPTER XVIII

# BUSINESS TOASTS

### 93. CHAIRMAN'S SPEECH

*Annual General Meeting*

Ladies and Gentlemen,—

Before proceeding to the formal business of our meeting, it is my melancholy duty to refer to the loss we have sustained since we last met through the death of Mr. X., one of our Directors. His whole-hearted devotion to the interests of the Company and the knowledge and skill he brought to bear on its problems won the admiration of his colleagues, just as his considerateness and geniality won our warm regard. His personal qualities were such that we feel we have lost a sincere friend, and we express our own sorrow and our deep sympathy with the members of his family.

You will see that the share capital has increased from £—— to £—— owing to the issue of —— shares last year. Loans from Bankers—secured by deposit of Debentures—which were £—— last year, have been reduced to £——. We are writing off £—— for depreciation. The profit for the fourteen months is £——, which is again a record for the Company. The assets show freehold land and buildings£——. The rolling stock has been increased by additions to £——. Plant, stock and furniture have all been rigorously written down to present-day values and there only remains the goodwill figure of £——.

The profit, after making provision for taxation and depreciation, Directors' fees and Managing Directors' remuneration, is £——. The dividend on the Preference shares for 19—, takes £——, leaving £——. A dividend of 10 per cent. on the Ordinary shares will absorb £——, leaving a surplus of £——. Of this surplus it is proposed to carry to Reserve Account £——, and the balance of £—— is added to our carry-forward, making the total £——.

Given the absence of industrial trouble during the coming year, we may be able to reap more fully the fruits of the labour of the last few years, and also be able to devote still closer attention to increasing our sales and to the more economic handling of goods.

As we have branches in all the chief towns of the Kingdom, our business may fairly be represented as covering the whole country. The success of every branch has been well maintained, and it is with great pride that we pay a well-deserved tribute to the loyalty and business ability of our branch managers who worthily uphold the great traditions of our Company. It is hoped that in the ensuing year our representatives will visit Canada and Australia and that these visits will lay the foundation of a successful Colonial export business.

As we look back on the past year our thanks are once again due to our Managing Directors for the able manner in which they have guided our affairs through a time of unprecedented difficulty. They have the loyal and able support of a most excellent staff and efficient workpeople, both at headquarters and in the branches, whom also we thank for their splendid contribution to the success of another year.

## 94. ELECTION OF A DIRECTOR OF A COMPANY

*Proposed by the Chairman or Managing Director*

Gentlemen,—

Always excepting my privilege as Managing Director of this important Company when I am able to declare a dividend high enough to be regarded as satisfactory by all concerned, there is nothing that gives me more pleasure than to be the mouthpiece for proposing that honour be conferred upon one of our members whose high character, sound business ability, and devotion to our service have very rightly won our whole-hearted appreciation.

In moving that a Directorship in this Company be awarded to Mr. ——, for many years our most untiring and able Secretary, I must say that I feel, just for the moment, as if in the position of a monarch conferring a title upon some worthy citizen; only with this difference, that I am more intimately aware than any king could be in the case of a newly-made knight how deserving our Mr. —— is of the distinction the Company desire to bestow upon him.

From the day he became connected with the business he set himself to become master of every detail concerning it, and each stage of his advancement has been evidence of the efficiency he untiringly cultivated with such marked success.

My colleagues and I have the fullest confidence that it is in the best interests of the Company that he should fill the double rôle of Secretary and Director, and I feel sure that the proposition now put forward, that he be elected to a Directorship in the Company, will readily find a seconder.

## 95. RE-ELECTION OF DIRECTOR

*Proposed by the Managing Director of a Company*

Gentlemen,—

As you will have seen by the Report and Accounts already in your hands, the Company has good reason to feel happy about its ability to maintain its prosperity; at the same time it must be recognized that changes are in progress among other firms following an industry similar to ours, and that these changes are not altogether a good omen. For example, some important rival Companies are accepting foreign contracts at a figure that leaves a margin of profit perilously low if all goes as they hope, and no profit at all, but a thumping loss, should conditions prove adverse. I believe this is spoken of as a good progressive policy. So it is for the foreigners who benefit thereby. As your Directors, gentlemen, and the custodians of a valuable property, we have set our faces against such wild adventures. There is still guidance in the old adage—"Safety first."

Before passing on to a personal matter of great interest to myself, and I am sure to most who are present at this Annual Meeting, I will move the Adoption of the Report and Accounts, and the proposed payment of a dividend of —— per cent., less tax, on the Ordinary shares. I understand Mr. —— will second the motion. . . . For, ——; Against, ——; Carried unanimously.

Now I turn to the subject of personal interest. which is to move the re-election of Mr. —— as a Director. He has for a number of years been in close personal association with me, and I have knowledge of his worth as a man and of his rare judgment as a business official. If I know bedrock necessities, practical impossibilities, and varied contingencies

peculiar to the various sides of the business, I am sure Mr. —— knows them too. All the Directors are profoundly convinced that the co-operation of Mr. —— on the Directorate is most valuable and very desirable.

## 96. RESIGNATION OF A DIRECTOR

*Regret Expressed by Chairman of Company*

Gentlemen,—

Since the distribution of the printed Report to the Shareholders, Mr. —— has informed me, to my great regret, that owing to his election to the chairmanship of a great public body he will be compelled to resign most of his directorships, and among them that of our Company, so that he is unable to present himself for re-election.

I should like to take this opportunity of expressing on behalf of the shareholders, as well as of his fellow-Directors, our deep appreciation of the many services he has rendered to the Company during his long connection with it, and further to express the hope that, should it become possible in the future, we may welcome him once more to our Board.

## 97. VOTE OF THANKS TO MANAGING DIRECTOR AND STAFF

*Proposed by the Chairman*

Gentlemen,—

Before the meeting ends I should like to take the opportunity of expressing, on behalf of the Directors, our thanks for the loyal, useful, and devoted services which the whole staff, from the managing Director, the managers, and the Secretary downwards, have rendered during the past year. I am sure that such a vote will be appreciated, and I can say from my personal knowledge that it is no more than their due.

In the upper grades, and in the general staff, we have a team of men who are loyally devoted to the interests of the business. It is a great comfort to me in my responsibilities to know that I can rely upon such support, and I wish to express to them my personal thanks. By the earnest efforts of all they have succeeded in making the Company prosperous, and the success we have achieved is due to the combined endeavours of our staff from the heads of departments down to the most recently appointed juniors.

## 98. THE FIRM

*Proposed by One of the Employees*

Mr. Chairman, Mr. Vice-Chairman and Gentlemen,—

By an honour of which I am fully conscious it devolves upon me to propose to you the health of the Firm with which we all, or nearly all, are associated—I may say proudly associated. In the presence of our principals I will not dilate upon our many reasons for pride in their service—firstly because they themselves would object to my doing so, and secondly because such detail would be superfluous, as there is not one of us but can recall kindnesses and encouragements which have made working for these gentlemen a pleasure and the identification of our interests with theirs not merely easy but inevitable.

We can imagine what pleasure the Directors of a Firm feel when their business succeeds. When the manufacturer successfully launches a novelty on the sea of trade, or the merchant makes a *coup*, when the lawyer wins a case or the publisher introduces a "best seller," a Firm naturally rejoices in such an event; but it means much more when all the servants of the Firm rejoice as well. I have always liked Sir Walter Scott the better since I read the story of his gamekeeper who, when his master remarked that it was likely to be a good season for the crops, replied, "Yes, master! and I hope it will be a good season for our books."

I am certain that mutual regard and consideration between employers and employed are invaluable in the running of a great Firm such as this. No masters will be so well served as those who are both loved and respected, whose censure is just, whose criticisms, while not lacking at times in severity, are not sparing of praise where it is due.

Gentlemen, such employers are ours, and in that belief I call upon you all to drink health and prosperity to the Firm of Messrs. ——, and to thank them for the pleasant "outing" (or good dinner) to which they have invited us to-day.

## 99. REPLY TO THE FOREGOING TOAST

*By the Senior Partner Present*

Mr. Vice and Gentlemen,—

Being the Chairman I cannot address myself; but I have an indulgent Vice ready to listen to me, and perhaps to

prompt me. We are—I speak also for my partners—we all are very sensible of the kindness with which the toast of our health has been proposed and received. It is true, as Mr. —— said just now, that mutual consideration and esteem are invaluable between employers and employed, as indeed they are in all human relations; and we are delighted to hear from him that you all feel thus towards ourselves. Believe me the respect and regard are mutual. We have a staff to be proud of. Nothing pleased me more than a comment made by one of our visitors last year—"What a splendid body of men you have here!"

There is one point in the speech just delivered which I must touch upon—the importance of praising. I don't think Mr. —— quite realized—or if he did his realization went unexpressed—the impossibility of there being any verbal recognition of every bit of work well done. We are willing and anxious to do all possible in this respect, but we can't spend the day patting worthy employees openly on the back; but this I will claim—that though much faithful work goes perforce unpraised none goes unrecognized. We are not blind, my partners and I, to what goes on, and each and all of you can rest assured of receiving credit where credit is due, even if no verbal bouquets are handed to you.

We are pleased that we can annually enjoy our holiday together as we have to-day. And now I will detain you no longer. There are many other toasts to come, I perceive, so I will at once resume my duties as Chairman after again thanking you for the toast which has been so ably proposed by Mr. —— and received in a manner so highly gratifying to the Firm.

## 100. THE EMPLOYEES

*Proposed by a Junior Director*

Mr. Chairman, Mr. Vice-Chairman and Gentlemen,—

It is my pleasing duty to propose the health of the Employees of the Firm. In all large houses there must be a head and hands—just as in the human body we have a directing brain and limbs to obey the brain's directions. But unless the hands work with the head, unless the limbs respond quickly and willingly to the intellect, they are practically useless.

On the other hand, if the brain commands wrongfully,

the man is vicious or even criminal; a curse to society and to himself. Perfection either in a man or in a machine implies clearness of head and capable, obedient members. This is the secret of success: honesty and ability in command, obedience and loyalty in service. These I maintain we have had, and to them we attribute the great advances our Firm has made.

We are glad to take this occasion to thank our staff not for their efficiency and loyalty alone, but also for their keenness, their constant concern for the Firm's good, for that extra bit of "snap," if I may use the word, that distinguishes the zealous worker from the merely competent. You, gentlemen, have shown that you have your hearts in your work, and we are grateful to you. In proposing the health of the Employees of the Firm, I couple with the toast the name of our valued servant and friend, Mr. ——.

## 101. REPLY TO THE TOAST OF THE EMPLOYEES

Mr. Chairman, Mr. Vice-Chairman, and Gentlemen,—

The employees have reason to thank you, Mr. ——, for the kind things you have said about us all, and the other Directors for their spontaneous and obviously sincere endorsement of them. In their name I do thank you all most heartily and also for your abounding hospitality to-day. Our annual dinners are anticipated early and looked back upon with extreme pleasure by us all, and to-day's, which I think is the most successful of the whole series, will certainly be no exception.

Touching the efforts of my colleagues, I believe they have all done their duty to the best of their abilities, willingly, conscientiously, and zealously. A great deal has been accomplished, and we are glad to know that the balance sheet shows that our efforts and yours, Sirs, have not been unfruitful, and that the old House, for which many of us have worked so long and so pleasantly, continues to prosper. We trust that our efforts in the future will be at least as satisfactory, and that the mutual esteem and regard which influences all in the House will be even more firmly cemented.

Gentlemen, in the name of the employees I thank you for your goodwill.

## 102. FAREWELL AND PRESENTATION TO A BUSINESS COLLEAGUE UPON HIS RETIREMENT

Gentlemen,—

Our task this afternoon is at once pleasing and melancholy. We are saying farewell to a very old, a highly respected, let me add a deeply loved colleague, with whom some of us have worked for more than half a lifetime. The pleasant aspect of this gathering is that we are wishing our dear friend health and happiness and presenting him, in token of our esteem, with this grandfather clock. The appropriateness of the gift is not overwhelming, for with a man's retirement the importance of correct time-keeping departs. This morning to Mr. —— the catching of the 8.28 was all-important. Tomorrow the 8.53 will serve equally well. But the selection was made by our friend after consultation with his family, and no doubt it will be appreciated. If gifts are valued according to the affection that prompted them, this grandfather clock will be a treasured possession indeed.

We are taking farewell of Mr. —— as a colleague. As that we shall never greet him again. But I expect he will often drop in upon us as a friend—or meet some of us at the old accustomed haunts for a cup of tea together or a game at dominoes, and whenever and wherever he meets one of us there will be a glad welcome. Old colleague, farewell. Dear old friend, we hope and expect to see you often.

## 103. ANOTHER SPEECH

[On these semi-informal occasions more than one may be asked to testify, so it is well to go prepared.]

Gentlemen,—

I don't know why, at the very last second, I am called upon, except as the successor of Mr. —— to the headship of the —— department. In case I should be called upon the staff under me asked me to say that Mr. —— has always been respected and loved in his department. I can endorse this, and if, when it comes to my turn to retire, I leave behind me as fragrant a memory, I shall be a proud man. Mr. —— would never ask anyone to do a thing he could not do himself. To this his success was due; he knew the work of his department from top to bottom, and was in a position to see that every one knew and *did* his job. Mr. ——, your old department wishes you all happiness.

## 104. REPLY TO THE FOREGOING

Mr. ——, Gentlemen,—

I thank you from my heart for the very kind things you have said and thought about me. Yes, I have been encompassed with kind wishes. I was conscious of them all the time Mr. —— was speaking. And I am grateful for this very handsome present, which *will* be valued in proportion to the kindness behind the gift of it. And I thank Mr. —— for undertaking to have it delivered at my door in one of the Firm's vans. You were wondering how I could get it home, and if I should have the experience of a man who, moving to a new home a hundred yards or so from the old, started out to carry his grandfather clock. The day was hot, the clock heavy, and he had to set it down on the pavement to rest himself. An inquisitive stranger addressed him: "Don't you think, sir, that in this hot weather you would find a wrist-watch more convenient? It would tell you the time equally well, and you would not have to impede the traffic when you needed to consult it." It would, and perhaps a wrist-watch would tell me the time as accurately as this noble present of yours—that is, if I ever have need to know the time, which Mr. —— doubts. But this grandfather clock will tell me, as no other timepiece in the world could, of good friends and well-wishers at ——; and that it is time I looked them up. Thank you again. In a few minutes I shall walk out of this building for the last time as an employee. I recall the first morning I entered it in that capacity. The years have slipped away quickly, and on the whole very pleasantly.

## 105. PRESENTATION OF A WEDDING PRESENT TO A YOUNGER COLLEAGUE

Gentlemen,—

We have assembled here at the beginning of our lunch-hour for a very interesting ceremony—to congratulate our young colleague, Mr. ——, upon his approaching marriage, to wish him and his bride a long and happy life together, and to present him with a tangible token of our goodwill. This is a momentous step he is taking, one that has daunted older men than he, some of whom are with us this morning; but apparently it has no terrors for Mr. ——. "Getting married,

Mary," said a minister to his servant, who was giving notice for the best of all possible reasons, " is a very serious matter." " But it is not so serious as remaining single," was her reply. I am sure that is Mr. ——'s opinion. He has been going about recently as if a great weight of responsibility had been lifted from his shoulders, the overwhelming burden of bachelordom. On the whole, we think he is right. Many happy unions are represented in this gathering, and we are confident yours, Mr. ——, will add to the number. Cobbett, in his famous and unjustly neglected *Advice to Young Men*, says that among married men there exists an unacknowledged freemasonry, that because he *is* married a man is advantaged in his dealings with other benedicts. If there is such a freemasonry we shall have pleasure in admitting you to it. And now I am going to ask you, in the name of all present, and of our four travellers, whose duties forbid their presence, to accept as a wedding gift this fitted travelling-bag. It will come in handily on your approaching honeymoon, and perhaps on many subsequent happy journeys with your wife.

" The gods forbid
But that your joys and comforts should increase
Even as your days do grow."

## 106. RESPONSE TO THE FOREGOING

Mr. ——, Gentlemen and Colleagues all,—

I thank you sincerely for your very handsome gift, which comes in the nick of time. I was about to buy a bag, but it would not have been nearly so handsome and expensive as this. I do thank you for your goodwill and for giving it such kindly expression. Mr. —— pulled my leg cleverly for not concealing my satisfaction at the turn my affairs have taken. Mr. —— expressed the same criticism more bluntly by saying that he would be glad when I got away, because he was sick of seeing me around " grinning like a Cheshire cat." Well, I admit that I am very happy, and it is pleasant to be assured by experienced matrimonialists that I have good cause for self-congratulation. I must not keep you from your lunches any longer. Lovers can live upon bread and cheese and kisses, but if I speak any longer there won't be left any time for even bread and cheese. I feel that I haven't thanked you enough for this princely bag.

## CHAPTER XIX

## IN AID OF CHARITY

### 107. IN FAVOUR OF AN EXTENSION OF A HOSPITAL

Ladies and Gentlemen,—

I am sure that you recognize that it is our duty to provide means for the adequate treatment of the diseases and accidents to which we are all liable. The poor, especially, have a strong claim upon our sympathy and help. Nothing can be more distressing than to see a loved one on a bed of pain and sickness, and to know that he or she is unable, through want of family means, to get the benefit of the best advice and the best appliances. Even in the homes where money is more plentiful we know, some of us from bitter experience, how much a single case of illness upsets the routine of a household, and we may readily imagine that the difficulty is increased a hundredfold in the small houses and cottages of the working classes. It is really imperative, then, that our public authorities should provide ample accommodation for the careful and considerate nursing of our sick poor. Nor, ladies and gentlemen, can we evade our own responsibility in the matter. The care of our fellow human beings in physical distress is your business and mine, no less than it is that of the governing bodies of our town. And I am certain that no person in this room desires to shirk his or her share in carrying out this necessary work. When one hears, as one occasionally does, of hospitals being compelled to close wards through lack of funds, the question naturally arises whether the management of these institutions receives the support from other organizations in the town and country that they are entitled to expect. It is not as if we can ever hope to eradicate illness, or render liability to accident impossible. Great things have been done during the past and present

generations to improve public health by giving closer attention to sanitation and inspecting more thoroughly the buildings that are being erected for dwelling-houses. But no matter what steps may be taken to minimize the risks of disease and danger, we know that, in a sense, they will be ever present. On the double ground, therefore, of helping those who, through no fault of their own, are unable to assist themselves, and of establishing safeguards against the spread of infectious and other diseases, it is our duty to see that our hospitals never lack the means of carrying on their splendid work. If another wing is needed, it must be added; if more beds are essential, they must be provided; if ever a hospital is required in a town or parish hitherto without one, it must be built on the most approved lines, and equipped with the latest appliances, and a staff of skilled doctors and capable nurses. We are met to-day to consider the immediate wants which have been shown to exist in our own community. They are urgent, and the necessity for them has been demonstrated by the highest authorities. I appeal, therefore, with every confidence for the funds required to remedy these wants. I invite all classes to co-operate. Nor do I expect our sole effort to be made here and now. I wish the endeavours to go on, in season and out of season if I may so express it, until we have wiped out the debt that we owe to humanity. I have much pleasure in proposing the following resolution :—[Here follow the terms of the resolution previously drafted by the promoters of the meeting.]

## 108. OPENING A BAZAAR

Ladies and Gentlemen,—

The organizers of this Bazaar have done me the great honour of asking me to declare it open, and I shall do so as shortly as possible so that I may not keep you long from making yourselves the owners of the many pretty and useful things that surround us. Those who have not actually taken part in the organization of a bazaar can have no conception of the amount of work and forethought necessary to make the function a success. The work that falls upon the stall-holders during the two or three days that the bazaar is open is heavy indeed, but this is almost negligible in comparison with the long hours of preparation and organization. This parish owes a great debt of gratitude to these workers, seen

and unseen. Others who have not been able to spare their time have given donations, either in money or in kind, and these also have contributed greatly to the wonderful display put before you to-day. All of us must sympathize with the object of this bazaar (*naming it*), and all of us must appreciate the efforts of the indefatigable workers, the results of whose labours you see in these well-stocked stalls; you can show your appreciation of their work in no better way than by emptying at once the stalls and your pockets, and if you go home penniless—well, so much the better.

Here you may buy almost anything you want, from a picture or an ornament to a pound of butter, and if you are persuaded by the fair stallholders and their assistants, as I am sure you easily will be persuaded, to buy something you don't want, you will have the satisfaction of knowing that your money is going where it will do good—and you can always give away your purchases.

Now I shall not detain you longer. It is with the very greatest pleasure that I declare this bazaar open.

# CHAPTER XX

# MISCELLANEOUS TOASTS

## 109. THE OPENING OF AN ELECTRIC GENERATING STATION

*Speech by the Chairman of the Local Authority*

Gentlemen,—

We have been privileged to-day to assist in a work which will be of the greatest benefit not only to ourselves but also to our children.

There can be no possible doubt that cheap electricity is one of the highways to national prosperity. It may well be that in past years this country has been somewhat behind our American cousins and continental neighbours in using this great force of nature, but we intend to do our best to remedy this defect in the future.

The romance of electricity lies in the enormous number of uses to which it can be put. It not only fulfils the useful and obvious function of lighting our houses, but it can also be used for heating and cooking: and in these days of labour problems it is increasingly becoming the ever-ready and efficient general domestic servant.

More than that, when the day is done and we seek relaxation and rest, it is electricity that propels through the ether the voices of the singers and speakers from the various broadcasting stations of the country. Thus we are, through this wonderful phenomenon, able to keep our finger upon the pulse of our great cities, while at the same time enjoying all the beauties and delights of country life. In fact nowhere will electricity be more welcomed than in our rural areas. It is very much to be hoped that all our farmers will adopt its use as power wherever possible and that they will be able quickly to appreciate its many advantages both in efficiency and economy over the time-honoured and rather antiquated methods of the past.

We in this country have not the great water-power resources of some of our neighbours, but we are fortunate enough to be rich in coal. It must be remembered, however, that it is essential that we should export as much coal as possible in order that we may be enabled to purchase those foreign goods which are the necessities of our existence. It can be readily understood, therefore, how great is the need to economize and conserve our coal supply. Undoubtedly the use of electricity is the best method of doing this, and by increasing its consumption as much as possible we are performing a great service to our country.

## 110. REPLY TO THE FOREGOING

Gentlemen,—

I should like to thank the Chairman of the Rural District Council for his very able speech.

He has summarized in a very concise manner the great advantages which electricity can bring to this country. You are indeed fortunate in having among you such a public-spirited man who is always in the van of every progressive movement, and anxious to do his bit in setting an example in the adoption of up-to-date methods to his neighbours.

Of course, we, as generators of electricity, have got to win our spurs; we do not expect you to introduce electricity to your works unless you are convinced that very definite benefits will accrue from its use. This it is my duty to demonstrate, and we hope you will make full use of our show-rooms and of the services of our demonstrators, who will be only too happy to suggest improvements suitable to any particular case. Mr. Chairman and Gentlemen, I thank you.

## 111. OPENING AN AGRICULTURAL SHOW

*Speech by the Opener*

Ladies and Gentlemen,—

I am convinced that no annual event is more popular in this district than this Agricultural Show, which you have done me the honour of asking me to open to-day. And it is rightly popular, for, to an agricultural and farming district such as ours, it is a function of the greatest importance. Farming has ceased to be a conservative pursuit; farmers to-day, to be successful, must adopt up-to-date methods and

modern machinery, and it is shows like this, where the products of the one and examples of the other are to be seen, that are the farmer's schools; and by their help mainly he is enabled to keep abreast with the times.

There are some, I know, who think that the money spent on Agricultural Shows, and in particular the prize money,[1] could be devoted to more useful objects, but I am one of those who believe that much of the prosperity of our district has been and is due directly to these shows and to the keen competition in good farming they excite. The farmer, to carry off the prize for the best sample of wheat, for instance, has to learn how best to grow wheat; and to win the trophy for the best fat beast, he must make a science of preparing animals for the market. And unless men could come here and see the results achieved by others by better and later methods, perhaps they would not be driven by the spirit of competition and emulation to adopt those methods and incidentally to benefit themselves and agriculture in general.

Think, too, what shows and competitions have done for our stock. They have induced us to try experiments in breeding to produce the best stock for milking, for killing, for growing wool, and the best beasts of burden, and the best riding horses and hunters. They have enabled men to see together samples, if I may call them that, of various breeds of stock and to judge more or less accurately what breed or mixture of breeds will best suit their own pasturage and local conditions.

In the face of these facts, how can it be maintained that money spent on these shows is misspent?

They have another side, too. I have compared these shows to schools, and we know that almost every school has a playground. So have these shows, and when you have seen the exhibits and the machinery and other interesting things, you may get pleasure and amusement from watching the competitions in the ring; profit, if you are lucky, in judging the weight of the fat pig or bullock, whichever it is; and plenty of fun and jollity at the side-shows.

Now, ladies and gentlemen, I will detain you no longer. I have said, perhaps, more than enough to explain to you why it is a great pleasure to me to declare this show open as I now do.

[1] In giving the prizes, a few words of congratulation should be addressed to each winner.

## 112. THE PRESS

*Proposed by the Chairman at a Dinner*

Gentlemen,—

In asking you to honour the toast of The Press, I am discharging a duty which is particularly agreeable, but to that quite honest statement I must hasten to add the confession that to make a speech upon the subject at all commensurate with its importance is a task beyond my powers. The subject is so vast and appeals to us all from so many varied points of view that I suppose it would be impossible for anyone to deal adequately with even a single aspect of it in the brief limits of an after-dinner speech. The man who invented printing did much more than devise a scheme for the readier multiplication of copies of the Gospels; he found the lever to set free a force fraught with the most tremendous consequences for the whole world, of the ultimate effects of which he could not have had any adequate conception.

But it is the Newspaper Press of this country that we have more particularly in mind in proposing this toast, and we may confidently assert that it compares favourably with the Press of any other country. Nothing astonishes me so much in modern journalism as the mass of information that is daily and nightly poured forth from our newspaper offices for our amusement and edification, and in spite of the speed at which it is produced, presented with literary charm and a singularly accurate perception of the relative importance of things. With the necessity for rapid composition has come a facility of expression that is truly remarkable, and, even in the case of leading articles, which from the stress of circumstances have been written so shortly before the paper has gone to press that their authors have had no time to see a single proof, it is seldom that the most critical eye can detect evidence of the difficult conditions under which they were evolved.

Then, again, our Newspaper Press is something more than merely literary. Upon the whole it is singularly incorrupt. There are plenty of occasions when enemies of England would be only too glad to influence politically even one newspaper of standing, and there have been occasions when unlimited funds were forthcoming to produce the desired result. But I can remember no occasion when in that sense an

English newspaper was found to have its price, and for that alone we cannot honour it too much.

And, lastly, there is the use our papers make of the great power they have acquired by their freedom. Surely it is a good use. Whenever there is a grievance to be remedied or a wrong to be put right, our Newspaper Press may be relied upon to step into the breach and so influence the minds of the people that the matter has to be righted through sheer force of public opinion. Individual mistakes it may be an easy matter to cite, but that collectively our Press is characterized by purity of motive, disinterestedness of purpose, and general incorruptibility I do most confidently affirm. And with equal confidence I call upon you to endorse this very imperfect eulogy of our free and national institution by drinking heartily the toast of The Press and the health of its representatives, coupled on this occasion with the name of Mr. ——.

## 113. REPLY TO THE FOREGOING TOAST

Mr. Chairman and Gentlemen,—

Although I am one of the humblest devotees of journalism I should be quite unworthy of the calling if I did not, at any rate, express my warm thanks for the toast you have just honoured. Believe me, however inadequately those thanks may be expressed, they are absolutely sincere. That I regard journalism as an honourable profession goes without saying, since I am devoting my own life to it, and I wish that I were better able to do justice to a subject which I have so much at heart. Regarded only as a network of commercial enterprise, our Newspaper Press is amazing. I suppose it would be impossible to compile statistics that would approximate to the truth, but the sums invested in the newspapers of the United Kingdom, and all that goes to make them up, must exceed the sums invested in any other business, apart from our great national industries. The purely commercial side of it staggers the imagination; the paper and the machinery that makes it, the type and the machinery that sets it, the ink and the machinery that prints from it; then there is the enormous advertising and distributing trade, and even then one has not begun to consider the contents of the newspapers themselves; the telegrams from all quarters of the globe, the special correspondence, the literary matter,

with all its various departments of politics and literature and finance. Truly, the Press is a marvellous and intricate institution, of which no single man can do more than understand his own little department thoroughly.

The leaders in journalism to-day require qualities which would fit them for leadership in almost any profession: intelligence, courage, both moral and physical, daring, tact, quick decision, resourcefulness and sound judgment; all these attributes, and more, are needed in the service of the Press to-day. The tendency of journalism is towards literature, and it is an old saying that literature is a hard mistress, demanding much from her votaries, but there is little to grieve at in that; what's lightly won is seldom well worth having; the pre-eminence to which our Newspaper Press has attained has been attained only by infinite pains, and that, I suppose, is why we value it so much. You have shown that you value it by your cordiality in drinking this toast, and in the names of my fellow-scribes, I thank you.

## 114. THE MAYOR AND CORPORATION

Mr. Chairman and Gentlemen,—

I rise to give you a toast that is of interest to all of us—the Mayor and Corporation of our town. I have often wondered why these important gentlemen do not receive more attention and notice than they do. I am perfectly aware that several times a year they are the object of the collective curse of the community when the rate collector pays his duty call, but that is not the kind of attention I mean.

How much each one of us owes to them and their work, the slightest reflection will show. Suppose they suddenly "went on strike," where should we be? You would get up in the morning and go to your bath—no water; after washing in that from your water bottle you would go down to breakfast—no electric light or gas, no bacon and eggs, or tea; you would leave your house and slip into a morass where once ran a road, you would find no tram to take you to work, and arriving finally, after many unpleasant adventures on the way, you would be dismissed for being late. In every part of our daily life, then, we feel the influences of these gentlemen and the enterprises they conduct. They watch over our comfort, our health, our very lives, and for all their work, their sacrifice of time and trouble, they get no reward.

It is, indeed, a happy thing for us that we have found men like the Mayor and his colleagues to carry on this work, men of ability and honour who take a pride in making the district an example of good government to all others. They worthily carry on the British traditions of honesty and probity in public and civic life; they are untiring in their efforts for our good; the least that we can give them is our gratitude and our thanks. Gentlemen, I give you the toast of the Mayor and Corporation.

## 115. REPLY TO THE FOREGOING TOAST

Mr. Chairman and Gentlemen,—

Before I heard Mr. —— propose the toast to which you have just given so warm and kindly a reception, my colleagues and I were ignorant of our real importance; I see now that we shall have to get into the way of regarding ourselves as public benefactors.

Seriously, I may say this: that we do our best for the people who have shown their confidence in us by putting us in our present positions, and we do really try to give them as little reason as possible for cursing us when our rate collector reminds them of our existence.

We have many enterprises to conduct, many departments to control, and if, as I think is the fact, things go fairly smoothly as a rule, your thanks are due rather to the capable and efficient staff which more directly manages our various departments than to us. For our own parts, the work is a labour of love, it interests us and we take much pride in our municipality. For my colleagues and myself, I thank you very much for the kind way in which this toast has been proposed and received.

## 116. THE FIRE BRIGADE

*Proposed at a Municipal or other Dinner*

Gentlemen,—

I have been called upon to propose a toast to our Fire Brigade, which from the childhood days when our greatest delight was to see the engines streaming past in response to a call, has always held a place in our hearts. Of the important duties which it so ably performs, it is only neces-

sary for me to say a few words. Although, let us hope, there is no one present to-night who has had occasion to enlist its help, I do not think anybody will dispute that of all branches of the municipal service, none deserves greater credit or more encouragement than the Fire Brigade. We are well aware of the distress and suffering that may result from an outbreak of fire, and it is upon the resource and energy of our Brigade that security of life and property to a large extent depends. And, gentlemen, I may safely say that whenever the services of our firemen have been requisitioned, they have fulfilled their arduous duties most efficiently, and have justified the confidence placed in them. We must not, however, in praising the efficiency of the Brigade, overlook the important factors that have contributed to its splendid organization and discipline, with which we have for so long associated the name of our worthy and respected guest, ——, to whose untiring efforts in this direction, the highest credit should be paid. It is to their undaunted courage and constant readiness to face danger when life and property are at stake, that the popularity and respect that the Fire Brigade have gained are due, and I have the greatest pleasure in asking you to drink to the welfare of the men of the Fire Brigade.

## 117. REPLY TO THE FOREGOING TOAST

*By the Chief Officer of the Fire Brigade*

Mr. —— and Gentlemen,—

I have to thank the proposer of the toast for the too flattering way in which he spoke of the Fire Brigade, and you for the very friendly reception you gave to his remarks. Still, I can assure you that your appreciation of the efforts of the Brigade will greatly encourage the men, and help them to maintain the present standard of efficiency. Without egotism, I may truly say that the members of the Brigade do not spare themselves. It would be absurd to declare that they love their work, but they recognize that it is necessary to the security of the community, and therefore they undertake it with a desire to do it thoroughly. The work is exacting, responsible, and dangerous, and demands pluck, presence of mind, and almost abnormal activity. These qualities, I believe, characterize the present staff, and they

will always be at the disposal of our townsfolk whenever occasion for their display unfortunately arrives. These social gatherings offer an agreeable relief to my duties, and it has afforded me sincere pleasure to know that you have not forgotten the arduous services of your Fire Brigade. Gentlemen, I thank you.

## 118. THE POLICE FORCE

*Proposed at a Municipal or other Dinner*

Mr. Chairman and Gentlemen,—

We are all law-abiding citizens here—at least, I hope so—and the toast it is my pleasant duty to propose is one that cannot but commend itself to law-abiding citizens—it is that of the Police Force.

Candidly, gentlemen, when I reflect how much of our peace and ease of mind is due to the "Man in Blue," I shudder to think what would be our plight if he and his uniform were suddenly to desert our streets. Imagine the horrible contingency of a police strike, with Bill Sikes and all his friends free to work their will on our hapless selves. But I must not introduce horrors to spoil the harmony of the evening; this I shall say, that few of us could be here enjoying our dinner with minds free of care and anxiety did we not know that our homes are under the constable's vigilant supervision! Whether he be indulging in a little nocturnal flirtation with Mary Jane, or holding up the traffic to enable a timid old lady to cross a busy street, or taking under his paternal care the small child "found wandering," or fulfilling sterner functions in "running in" Bill Sikes, Robert carries out his part with characteristic conscientiousness. In these days of industrial unrest our police have most difficult duties to perform—duties demanding the exercise of great tact and discretion. We are delighted to know that our police have stood the test, and have dispelled many an ugly temper by their invariable humour. Their sound common sense has in many cases averted a crisis which threatened to be very serious. Let us then, gentlemen, show our appreciation of their services by raising our glasses in honour of "The Force." To give point to our praise, I ask you to associate with the toast the name of Inspector ——, and to wish him and his colleagues long life, happiness, and prosperity.

## 119. REPLY TO THE FOREGOING TOAST

Mr. ——, and Gentlemen,—

I am quite taken aback by the honour you have so unexpectedly done me. I came here to enjoy myself, to spend a pleasant evening among you, and the last thing I thought I should be required to do was to make a speech. But I must at all events thank the proposer for his kindly and humorous remarks, and the company for their hearty acceptance of them. It is nice to know that the police force have earned the friendly appreciation of their fellow-townsmen. There is, I believe, good authority for the notion that "a policeman's lot is not a happy one." Sir William Gilbert perhaps spoke from a personal experience that may not have been wholly agreeable, or, like King David, he may have uttered his opinion "in haste." For if I were to take him seriously I fear I should have to qualify his remarks with a very large pinch of salt. We know what our duties are and are always ready to take the rough with the smooth. Every man of us has gone through a prolonged course of training, and that enables us to face our daily or nightly round without giving undue thought to the troubles and difficulties that may be in store for us. We know what is expected of us, and it is our constant aim and endeavour to render as good an account of ourselves as we can. Gentlemen, for your considerate and valued approval I thank you.

## 120. A SCHOOL TREAT

*By the Leader of the Excursion*

Ladies and Gentlemen,—

Before we leave this place where we have all spent such a delightful day, I want you to give three cheers for Mr. ——, by whose courtesy and kindness we have been enabled to enjoy ourselves so much. He is not present with us now, but I hope he will understand how fully we appreciate his kindness in permitting us to come here and picnic and enjoy ourselves, as we have all done to-day. We are glad to think there has been no damage done, and that you have all, boys and girls, behaved well and had a thoroughly good time. Such good conduct will, no doubt, influence Mr. ——, if we again wish to spend an afternoon in his beautiful park. By giving him a hearty cheer I hope you will tell him how much

we all appreciate his kindness. I won't ask you to wish him many returns of *this* day; still let us wish him long life and prosperity. Now, boys and girls, three cheers for Mr. ——.

Now, there is another thing—and I hope you are not all hoarse after those cheers, because I may want some more before I have done. There are some ladies and gentlemen present who have, at some inconvenience, but very willingly, come down with us to-day to assist us in our sports, and to make things go smoothly. They have also subscribed very liberally for the prizes you have won, and in many other ways have helped us all to enjoy ourselves. We owe them a vote of thanks, and I am sure you will all unite with me in thanking our visitors very heartily for what they have done, and for the kind way they have assisted us to-day. Now then, all together—three cheers for the Visitors!

## 121. A SCHOOL "SPORTS"

*Distribution of Prizes*

Ladies and Gentlemen,—

I have been requested to give away the Prizes this afternoon, and I have very great pleasure in doing so, particularly as I have watched the sports with great interest, and feel that the winners thoroughly deserve them.

The time has long since gone by when people, and especially parents, thought that no other lessons were to be learnt in school than the lessons of the class-room, and nowadays we recognize that, besides improving a boy's physical development and health, the playing fields teach him many things that he cannot get from books alone. Games teach you how to "keep a stiff upper lip" when you are beaten, not to become "swollen headed" with success, and above all to keep on trying, whether at work or at play. For our whole life is a race—a struggle in which the weakest will fall behind. There is so much competition nowadays in everything, that unless a man is prepared to put every ounce of his energy into his work he cannot hope to reach the top of the ladder of success. So I hope all you young people who hear me will remember how you have gained your prizes, viz., by doing your best. Now, if you carry this idea out in your lives generally, and do your best—not *the* very best, of course, for others may beat you, but your best according to your

abilities and opportunities, you will be astonished how quickly you will come to the front. And you who are beaten to-day, remember that there are other races to win and that in the long run there is always a reward for the man who perseveres and is a "trier."

> "If what shone afar so grand
> Turn to nothing in your hand,
> On again, the merit lies
> In the striving, not the prize."

But no man can be strong in combat or running unless his heart is right, and in the right order for work. So in moral, as well as in physical exercises, the *heart* must be right.

I will not longer detain you. Remember, if you can, my advice. Do your best, and leave the result and the verdict to the Judge. Now, if you please, I will hand the prizes to the successful competitors.[1]

## 122. THE OLD SCHOOL

Mr. Chairman,—

There can be few honours more pleasing to an old boy than to be called upon to propose the health and prosperity of his old school.

Having been an old boy in the eyes of the school for the last thirty years, I fear that I am rapidly becoming an old boy in the eyes of that larger school, the world. And I ask myself to-night, "Can I be the same old boy as the youth who thirty years ago was let loose upon an unoffending and unsuspecting world? Can it be that to-night I have dined with and even spoken to Captains and Prefects, when there was a time when I dare not even have looked. Is it true that I could not answer the simplest question of Latin Grammar and should be floored by a Maths. test that would be simplicity itself to the junior school dunce?" Yes, Mr. Chairman, I fear it is too true, yet altered, disfigured and degenerate as I no doubt am, I know that there still burns in me something of the old school spirit.

Some of us may not have learnt much at school, but we had the best possible Masters—some of them I am delighted to see here to-night. They taught us what was really worth

[1] In distributing the prizes, a few words of congratulation should be addressed to each winner.

knowing, and made us want to know it; they also put us in the right path of learning it. They showed us what the real spirit of the school was—the spirit which has made great men in the past and has made us, if not great, yet proud of our association with it. At the Old School we were taught much more than Latin, French and Arithmetic. We were taught "how to play the game"; we were taught how to control our tempers; we were taught to obey, so that later we might command. Yes, not only have we to thank our Old School for offering us a good knowledge of the "classics" or of "modern" subjects, according to the "side" we took up, but it endeavoured to send us out into the world with the will and the training to be of some use to our Country in particular and to the world in general.

After so many years school friends and associates get scattered. Their interests diverge, some become great in commerce or profession, some labour for the State at home and abroad, and necessarily some fall by the wayside; but of this I am sure, that each one is proud of being an Old —— and wishes he had been worthier of that grand old *Alma Mater* which gave him his first chance.

Gentlemen, the toast is "The Old School."

## THE PERSONAL APPLICATION OF TITLES

THE colloquial application of titles differs materially from the written form.

A British duke and duchess are addressed as "Duke" and "Duchess" by the aristocracy and gentry, as "Your Grace" by other classes.

A British marquis should be addressed colloquially as "Lord B.," not as "Marquis" A marchioness should be addressed by the upper classes always as "Lady B." All other classes should address them as either "My Lord" or "Your Lordship," "My Lady" or "Your Ladyship." This rule applies generally to members of the peerage.

A duke's eldest son and his wife should be addressed as "Lord B." and "Lady B." by the gentry; as "My Lord" or "Your Lordship" and "My Lady" or "Your Ladyship" by all other classes.

The younger son of a duke should be addressed as "Lord

John A." or "Lord Charles A." by the upper classes, and as "My Lord" or "Your Lordship" by others. Their immediate friends would address them by their title and Christian names, as "Lord John" and "Lord Charles," their wives being generally addressed as "Lady John" or "Lady Charles"

The daughters of a duke should be addressed as "Lady Mary A." or "Lady Elizabeth B" by the higher classes; as "Lady Mary" or "Lady Elizabeth" by those intimate with them, as "My Lady" or "Your Ladyship" by other classes.

The eldest son of a marquis should be addressed as "Lord A." by the upper classes, as "My Lord" or "Your Lordship" by other classes; his wife as "Lady A.," "My Lady," or "Your Ladyship"

These rules are followed in the case of the sons of all members of the peerage, the sons' wives, and the daughters of all members of the peerage. The younger sons of earls, as also the eldest and younger sons of viscounts and barons, bear the courtesy title of "Honourable." The daughters of viscounts and barons also bear the courtesy title of "Honourable." This title should never be used personally in speaking: "The Honourable Roderick B," "The Honourable Mrs Roderick B.," and "The Honourable Grace B." would be styled "Mr., Mrs. or Miss Grace B"

Baronets are addressed by their full title and surname as "Sir John B" by the upper classes, by their titles and Christian names by others. Their wives should be addressed by the upper classes as "Lady B." or "Lady C." according to the surname of their husbands. Thus "Sir John B.'s" wife should be addressed as "Lady B." not as "Lady John B."; to do so would be to give her the rank of the wife of a younger son of a duke. Other classes address her as "My Lady" or "Your Ladyship."

# THE CHAIRMAN'S GUIDE

# THE CHAIRMAN'S GUIDE

## CHAPTER I

## ELECTING A CHAIRMAN.

*False Alarms.*—For reasons that often are quite insufficient, most men and women are afraid to let themselves be nominated for the position of chairman, whether of a public meeting, a social gathering, or even of a committee. Partly this is because they exaggerate the difficulties of the office. On this point we can reassure them. There is no reason why any man or woman of equable disposition and ordinary sagacity should not fill the post. It is true that more than this should be sought in a chairman (see Chapter XIV. "The Choice of a Chairman"); but people can't always find what they seek, and the fact that a particular person is offered the position, or a nomination for it, suggests that he is as well qualified to fill it as anyone in sight. Self-distrust arises also from a consciousness of ignorance of procedure; but this defect can be remedied quite easily by a study of our hand-book.

*Election of Chairman.*—We may now proceed to consider the election of a chairman, whether he is chosen for the meeting only, or for the year. The period for which chairmen are appointed to preside over the deliberations of County Councils, Education Committees, Municipal Boards, Boards of Directors of Railways or Companies, and the like, is regulated generally by Act of Parliament, the Standing Orders of public bodies, Articles of Association, or, in less important cases, simply by usage and choice of those assembled.

Chairmen of Town Councils or Education Committees are elected for varying periods; of Municipal Boards, and such-

like offices, commonly for one year; Chairmen of Companies, etc., in accordance with the Articles of Association, and of Ordinary Meetings for the duration of the meeting.

*Choice of Chairman.*—At the first occasion when any members meet to choose a chairman, it is supposed that the majority present have made themselves acquainted with the most fitting person for this office. Perhaps the members present may have agreed tacitly upon the person who shall be chairman, and then, as soon as one of their number nominates him, the assent of the meeting is given in a manner practically unanimous. This method is the simplest, and the person so elected takes his seat accordingly.

*Temporary Chairman.*—If, however, the nomination is objected to, and another name, or more than one, is put forward, a temporary chairman—of course, one not in the running—should be voted into the chair, in order to conduct the proceedings. In the case of conspicuous bodies, such as the London County Council, the rule is that the chairman of the year continues in power until his successor has accepted office and is ready to preside.

*Candidate's Opportunity.*—The person first nominated has now an excellent opportunity to show his fitness for the position he seeks to fill. He should display no disappointment or irritation at the perhaps unlooked-for appearance of rivals. Each candidate may believe himself the best fitted for the office. But the opinion of the Assembly is the crucial test.

*Proposers of Temporary Chairman.*—The temporary chairman is usually proposed by the conveners of the meeting. This is the fair procedure, and is the common-sense rule. They will doubtless elect a proper person for such business. Those who have called the meeting will be most likely t understand the various requirements for its conduct, and i all likelihood are prepared with a temporary occupant of th chair. This is, indeed, essential to avoid sheer waste of time

The person elected is then conducted, as the temporar ruler of the meeting, to the chair. He assumes the reins a once, beginning by calling on a nominator to propose

candidate, and intimating that only a few minutes (say, three) will be allowed for speech. This the proposer does as in Parliamentary procedure, addressing the chair, and is entitled to "the floor" until his time is up. It is quite unusual to see a contest for the chairmanship of an ordinary business or social meeting, as this is ordinarily settled beforehand.

*Nominees should be Present.*—The chairman nominated must be present at the meeting when his name is proposed. The first speaker, having nominated his candidate, moves that the said nominee "do take the chair." This must be submitted formally to the meeting as a motion—viz., "That Mr. —— do take the chair"

*The Motion and Procedure* —The next step is to second the motion, and when this has been done—should no other candidate be proposed—the chairman will put it forthwith, saying in effect that "the question before the meeting, moved by Mr F. and seconded by Mr. G., is, that" etc., etc

*Voting* —On this he will take the sense of the meeting This he must do even when he is aware that the election will not be opposed, for should this form not be observed, it is obvious that the later proceedings might be invalidated. The customary method of voting is by a show of hands.

*No Seconder.*—Should the mover find no one to second his motion, it drops, and another name is introduced. Accordingly, the name of the next candidate upon the list is brought forward, and the same method of procedure is employed.

*Discussion Strictly Limited.*—The temporary chairman must rigidly confine the proposers of several candidates to a time limit. All that is requisite is a few sentences setting forth the qualifications of each man for the post, and for this three minutes is ample. Speaking must be limited to the proposer only.

*Procedure.*—Where more than one name is proposed it is the rule to put up each name as a candidate *per se*, not as an "amendment" upon the previous nomination. This is

only courteous, as each candidate is entitled to identical consideration and treatment by the temporary chairman, and should receive it. As soon as every candidate has been duly proposed and seconded, the temporary chairman will immediately proceed with the voting. The audience must be anxious to get to business, and have made up their minds whom they mean to support. Accordingly the first name upon the list, which will contain the names in the order in which they were proposed, is submitted to the meeting in the usual form of Question—viz, "That Mr —— do take the chair." The voting upon this is by a show of hands. Should the "Noes" have it, a record must be taken of the number of "Ayes" (for a reason that will appear), and the second name on the list put to the meeting. If no nomination is carried, it is the usual procedure at what may be called isolated meetings to call to the chair the candidate who has received the largest number of votes. This is permissible and often advisable. The chairman's occupancy of the position may be for only a couple of hours, all told. People called together to consider some particular subject are rightly impatient to get to it, and intolerant of delay on formalities. But the election of a chairman for a year, or even of a temporary chairman in certain circumstances, is no mere formality—it can be of vital importance. Here, to ascertain the real choice of the meeting, something is demanded more accurate in its working than the rough-and-ready method just described. How unfairly this might work a little reflection will show. A, with only fifteen "ayes" to B's sixteen, might be everyone's second choice, whereas "B" might be absolutely obnoxious to the great majority. This might easily happen if he were advocating some departure generally distrusted. The little clique that voted for him might be more numerous than the supporters of any other single candidate. To prevent such misrepresentation the following procedure is recommended. The name that has secured the smallest number of votes is struck out and the remaining names are put to the meeting as before. If no majority appears, the lowest candidate in the second election is eliminated, and the process is repeated until some one gets a majority or only one name is left, which is the choice of the meeting. Usually a result is reached long before the list has been whittled down to one.

Although the process of elimination is the most accurate way of arriving at the mind of the meeting when no candidate at the first vote gets an absolute majority, it is not essential. A chairman can be duly elected by the "rough-and ready" procedure described on page 18 or by a ballot which has placed him at the top but in a minority of the total votes polled But in this matter, as in others, if the company or assembly has a rule, it must be followed

*Putting a Motion.*—The chairman should be careful when putting any motion to remember that motions always begin with the word "That"

*Decision by Lot*—The chairman has power to decide "by lot" the choice of a candidate if two nominees have an equal number of votes. Indeed, an Act of Parliament legalised this procedure But no chairman in these days would dream of exercising this method of choice. Should hands be equal, he has a better expedient in the casting vote.

*Casting Vote*—A casting vote may be given by the temporary occupant of the chair, and therefore care should be exercised as to the person elected to fill the office *pro tem.* It is unusual, but it may happen, that the temporary occupant of the chair is so highly esteemed and otherwise so popular that he is invited to assume the permanent tenure by general consent.

## CHAPTER II

## DUTIES OF A CHAIRMAN.

HAVING now secured our chairman, the temporary occupant leaves the chair after some one has, for courtesy's sake, proposed a vote of thanks, and this has been accorded to him for his services.

*The Chairman in the Chair* —The chairman is then escorted to the chair, and in some assemblies is formally introduced to the meeting by one of the seniors. He then thanks the audience, and assumes his position.

*His Fitness for the Post.*—Now the measure of fitness of the man for his position will be perceived, and, indeed, it is to be hoped that his suitability has been evident before. Calmness and impartiality will be at once recognised, while any nervous uncertainty will be as quickly commented upon; . though a "new hand," otherwise competent, may count upon the indulgence of his colleagues until he gets into his stride. The chairman's duties are to maintain order, to hold the reins, and, as it were, "feel the mouth" of the meeting. He must not drive furiously, but gently, and keep his hands upon the bridle and the curb. Good temper, tact, courtesy, and firmness are essential to the occupant of the chair. To possess the respect of the audience is to lead it.

*The Chairman's Eye.*—Apart from custom in local self-governing bodies, where the spokesmen are usually readily distinguished—the chairman's practice being to select from members on their feet a speaker from each side alternately—an important duty of the chairman may be to fix upon the proper and the most suitable speakers in a debate or discussion. The knack of seeing and non-seeing may be prac-

tised with much success, and greatly to the advantage of a debate, by a judicious chairman, or by the "Speaker" in Parliament.

It need scarcely be explained that meetings of this description are few and far between, being almost exclusively confined to local Parliaments, in which House of Commons procedure is somewhat slavishly followed. The chairman of an assembly of this kind, therefore, is not likely to need very much "coaching"

*His Position.*—The chairman is, of course, upon a raised seat, so placed that he can command the meeting. He is supposed to be separated from every influence for or against any topic or question. He should in his private capacity communicate on municipal or council business with no one save the clerk, secretary, or other office-bearer, and should strive to put all feeling of sympathy aside, and avoid suspicion of favouritism or advocacy. This is very important.

*Respect Due to Him.*—The chairman being seated, and finding the meeting ready, rises and demands silence. If need be, attention should be called to his rising by cries of "Chair! Chair!" and silence should immediately be observed. If it is not, the chairman should call for it.

*Opening the Proceedings.*—The chairman, having first called upon the secretary to read (or having himself read) the notice convening the meeting, may then briefly and succinctly address the assembly, explaining its object. Having thus put everyone in possession of the *raison d'être* of the gathering, he will call upon some person to speak to the question, naming the person audibly, so that the audience may know who is about to speak. In exceptional cases an agreed rotation of speakers may have been determined beforehand, but generally speaking (and always in public meetings), anyone may rise to speak after a resolution has been moved and seconded. In such event the chairman will require the speaker's name, so that he may announce it to the gathering.

*Reading of Minutes.*—But when there are minutes to be read, the first proceeding is to call upon the secretary

to read them. In meetings which take place with certain regularity, such as committee meetings, etc., the reading of the minutes of the previous meeting is the first item upon the agenda

The chairman having obtained silence, calls upon the secretary accordingly, and he reads the minutes of the last meeting This done, the chairman asks the meeting (or committee) whether these correctly represent the transactions at the last meeting; if so, they will signify the same in the usual manner. The only point which can arise on the minutes is whether the record of this or that transaction is correct or not, and the chairman must on no account permit any other discussion of the minutes

If assented to, the chairman signs them. If an alteration is suggested, and approved, the needed amendment is made and initialled before the minutes are passed. It should be remembered that every alteration of a minute must be initialled by the clerk or secretary.

*General Business of the Meeting.*—The general business according to the agenda is then proceeded with The chairman will call upon the first speaker, either selecting him, or permitting him to rise voluntarily. In any case, as we have already said, he should announce him to the meeting

*Of Speaking of Members.*—It may happen that two or more of those present may wish to address the chair. In such a case the chairman may choose the speaker. Here his tact and acumen will be tested. If he does not select the most desirable speaker, there may be dissent among the audience, which may call for another.

In the House of Commons Mr. Speaker is omnipotent. He rules completely, and the member who catches not the Speaker's Eye may fume and languish until such other time as the traditional Eye beams upon him.

But in General Meetings a cry may arise for a certain speaker to be heard, and even a motion may be advanced by someone, and seconded, "That Mr. Smith be heard" If such a proposition is made, and formally seconded, the chairman must put the question to the meeting, without further debate, in the usual form, "That," etc.

*Motion to Hear a Speaker.*—If the motion is carried, Mr. Smith rises, and the chairman's nominee retires, at any rate for the time being; but if the motion is rejected the person originally called upon will open his speech. It is, however, an extreme proceeding on the part of an audience to interfere thus peremptorily with a speaker who has caught the chairman's eye, and the latter may avert ill-feeling by intimating that he will call upon the audience's nominee next.

*Debate.*—During the debate or meeting the chairman must put down firmly but courteously any appearance of disorder. Now and again a meeting may, unless held well in hand, degenerate into a brawl in which everyone tries to speak at once, and where personalities are, as a consequence, often exchanged.

*Checking Misbehaviour.*—Any tendency to such behaviour must be promptly and sternly repressed by the authority of the chair, and if persisted in, the chairman may declare the meeting closed. All discussion, therefore, which has no actual bearing upon the question before the meeting, should be stopped; but, if permitted, must be formulated. Often an audience anticipates irrelevancy by loud and persistent cries of "Question! Question!" These symptoms should put the chairman on the *qui vive.*

*The Form of Motion* —The chairman should request the speaker to put his views in concluding into the crystallised form of a motion, which will then, if in order, be seconded, and come before the meeting for adoption or rejection. Strictly speaking, such motion should be handed up to the chairman in writing, and he should invariably require this to be done. The next speaker must be someone in sympathy with the first, his speech taking the form of a seconding of the motion. After that the subject is open for general discussion. Although it is convenient that ayes and noes should alternate, and the chairman may try to secure this, his guidance must be persuasive only. But he can be authoritative in making speakers keep to the point and must rule and maintain that no discussion, save upon the motion, is permissible. No person can address the meeting upon a motion until it has

been seconded, either formally or fully. If no seconder is found, the motion cannot be proceeded with.

With regard to amendments, the same practice usually obtains, but not necessarily. The need for a seconder to an amendment is not recognized by law. Unless the regulations otherwise provide, an amendment need not be seconded if put and voted on (see Chapter on amendments, p. 61). A person may second a motion formally by raising his hat, or his hand, or by nodding, and does not thereby forfeit his right of speech at a later period of the debate, should he care to exercise it. The seconder of an amendment has not this privilege.

If no amendment is moved and seconded, the motion will be put to the meeting. Save in Parliamentary practice (which in this case has been replaced by the common sense of many meetings), an amendment shall be put to the vote *before* the motion to which it refers and, should it be carried, it will then become itself the substantive motion and when put, as such, another amendment may be proposed to it.

*Impersonality of the Chairman*.—Throughout the proceedings it is necessary to insist that the chairman shall be impersonal. He is only Mr. Chairman, and must be so addressed, the speaker standing. All other persons should remain seated and silent. If not, the chairman should call them to order, and firmly discountenance any interruptions if the meeting have elected to hear the speaker. But if the man is a bore, or strongly objectionable to the great majority, and if, after an appeal in his favour from the chair, the disturbance continues, then, should it be brought forward, the chairman must accept from the meeting a duly moved and seconded motion "That Mr. —— be no longer heard." This must be put at once and without debate.

"*That the Question be now Put.*"—All partial and irrelevant interruption must be crushed; but if a person rises and the meeting declines to hear him and business threatens to be brought to a standstill, then, unless the obnoxious person gives way, the chairman has no option but to leave the chair and adjourn the meeting where his authority is disregarded, unless someone in the audience shall have moved

and another seconded, and it be carried "that the question be now put"—or "postponed" or "adjourned."

The chairman may insist upon the removal of the offender or offenders if the obstruction is deliberate and confined to one or two persons only. Order must be preserved, and the general sense of the meeting will support the chair. The chairman must, however, listen to any motion made by an obnoxious speaker, if he conducts himself with propriety, and this motion must be brought forward, no matter how unpalatable to some, if it is in order and within the bounds of the objects of the meeting. It may not be seconded, in which case it will drop.

*The Question of Order.*—The chairman must not put any motion that is out of order, and anything which is not relevant to the objects of the meeting *is* out of order. That is why the chairman, or someone on his behalf, sometimes considers it wise at the very start to read the notice calling the meeting, or to explain the objects of it in a brief preparatory speech. Anything studiously offensive, or any motion dealing with subjects that have already been discussed and voted upon, is out of order. In the latter case, some member is likely to direct attention to the point. In this matter great powers rest with the chairman, who can, on his own initiative, rule that a proposition is out of order, and he should not hesitate to use them. Of course, no chairman worthy of the name would rule as out of order a motion which was not actually open to this charge.

*One Man, One Speech.*—When a motion is before the meeting it is permissible for members present to speak for or against it. But no person shall speak to it a second time, unless to correct some error of his own, or of a later speaker, or to answer a question asked in debate.

A member who has spoken to a motion cannot move an amendment but can afterwards speak to an amendment that another person has proposed.

*Right of Reply.*—The proposer of a motion, however, has a right of reply, but this must be strictly confined to points raised in the debate, and must not introduce any fresh matter. No other person whatever possesses any right of reply, and

the chairman must be deaf to all appeals, however pathetic, even "for a little one." It may seem hard, but it is better to give the chairman no discretion in such matters, rather than risk the imputation of favouritism, and perhaps open for a second time the floodgates of debate. As already said, an explanation may be allowed, or a repudiation of an argument erroneously ascribed to a speaker, but beyond this the rule must not be relaxed.

*Putting the Question.*—The mover of the resolution having exercised his "right of reply," as it is termed, or having waived it, the chairman shall close the debate by putting the question to the meeting and obtaining the votes. If a poll is demanded, the tellers (whom the chairman shall nominate before taking the poll) count the ayes and the noes, and hand the result to the chairman, who will declare the numbers for and against the motion, and declare it carried or lost.

*Casting Vote.*—Then the question of the chairman's vote comes in. Not only does he possess a vote, but he may use his vote and give a casting vote besides, as we have already mentioned This practice has become customary in all public bodies. He may even give his first, or deliberate vote, in one way, and his second, or casting vote, in another; but he must be chary of such contrariety. Common law gives the chairman no casting vote. This means that where there is no statute law on the point the chairman has no right to a second vote. But there *is* statute law for limited companies and by this the chairman is expressly given a casting vote (Article 52, Table A in the first Schedule to the Companies Act, 1929). Companies are not obliged to follow these articles; they are allowed to register articles of their own. If a company's articles confer (as they generally do) a second vote on the chairman, that settles it. Public administrative bodies, county and town councils and the like have their procedure fixed by law. Common law, practically, has a very restricted authority where meetings are concerned.

*The Old Point of View*—It used to be thought that to give a chairman the right to his deliberative vote was to give him undue influence; but later experience has admitted

that it is unreasonable to require a man to occupy the chair and at the same time forfeit his undoubted right to express his own opinion.

*Reason for the Change.*—Practically, the chairman never votes unless on very crucial questions, or in the event of an equality of votes. It is, as a rule, quite exceptional to find anyone disposed, intentionally or otherwise, to abuse his position and power. By the necessity of the case, neither the Speaker nor the Chairman of Committee in the House of Commons has a deliberative vote, but both may be called upon to exercise a casting vote.

*The Chairman and the Tie.*—It need not be said that no chairman will give a casting vote lightly. When, however, he holds strong, reasoned views on the question at issue he may, in such circumstance, vote in accordance with his own convictions. In the case of a tie vote on an amendment, it has been held that he ought to vote against the amendment on the ground that, as the numbers are equal and a preponderance in favour of the amendment has not been shown, the original motion may be deemed to "hold the field." But it is impossible to lay down hard-and-fast regulations, although there is something to be said on behalf of the view just enunciated. At the same time even supposing the chairman had voted for the amendment and so caused it to be carried, the debate need not be considered as closed, since, as we have seen, the amendment must itself be again put as a substantive motion, and so opportunity is afforded for another amendment to it, which may enable further light to be cast upon the subject.

*Points of Detail*—The foregoing are the general duties of a chairman in his office at meetings. But there are many details to be considered, many side-lights to be thrown upon procedure, and upon general business. "Motions and Withdrawals," "Amendments," "Closure" and "Polls and Proxies" are given separate chapters.

*Chairman Absent*—There is one point, however, which must not be omitted, even from this first general survey—viz., the accident of the appointed chairman's absence. It

may happen that the usual chairman is detained, or unexpectedly prevented from attending. His non-appearance must be met as follows: If there is a vice- or a deputy-chairman there is no difficulty, as it is unlikely that both of them will also be absent. After waiting a few minutes, in the absence of any information regarding the chairman, the vice- or the deputy-chairman will occupy the chair—the former having the prior claim—and proceed to business in the usual manner. If no vice- or deputy-chairman is present a chairman is elected as described on pages 16 and 17.

Waiting is not compulsory in the absence of any special regulation to the contrary. Business may be entered upon immediately the time fixed for beginning the proceedings has arrived. But as a matter of courtesy a few minutes' "law" is allowed. The chairman thus elected is entitled to retain the chair until the close of the proceedings; but should the statutory, or regular chairman, put in an appearance, it is usual for the temporary chairman at least to offer to vacate the chair.

This contingency, however, arises but rarely. Appointed chairmen usually may be trusted to arrive punctually. If they are not present when their meetings should begin, it is probably because of serious illness or other grave causes (of which the secretaries have been notified) which will keep them away altogether. The habit of punctuality is only what we have a right to expect from them. The despatch of business is made needlessly difficult by a late start.

*Other Formulas Needed.*—The procedure described in this chapter and in the special chapters each devoted to a closer examination of some special phase of it is, for the great majority of meetings, the best possible. There are, however, classes of meetings for which it is unfitted. Included in this category are assemblies called together to draw up the articles of new clubs or associations.

A concrete example will best enable us to make this unsuitability manifest. The employees of a business house, we will suppose, have been called together to inaugurate a contributory pension scheme. When the meeting opens many of those present have no clear idea of what is to be put forward. The proposed scheme is stated. When it is before the meeting for discussion an employee fastens upon some

clause that will, he thinks, work inequitably. The sponsor of the proposal shows that the objection is based upon a misconception. Everyone is satisfied except the objector, who now misunderstands the explanation. A few minutes' give-and-take between him and the sponsor will see him completely satisfied. Can this be denied because the rule of regular debate is "One Man, One Speech?" Of course it can't, and because it can't the chairman often throws the reins on the shoulders of the meeting as if there existed no rules applicable to it. In this he is mistaken, there is a formula entirely suitable, that of the House of Commons in Committee. Under this everyone is allowed to speak without rising from his seat, to speak as often as he likes, and to have any motion he may propose put to the meeting, even if unseconded.

*Debating Society Formula.*—For debating societies (exclusive of local parliaments, which go through the forms of legislating, and follow, almost slavishly the procedure of the House of Commons) the accepted rules of public meetings are unsuitable for reasons precisely opposite to those we have just considered. Instead of the "One Man, One Speech" rule needing to be relaxed, it here needs to be drawn tighter and made "One Speech in the Course of the Evening." With perhaps two hours, all told, at the disposal of the members, it would be intolerable for one of their number to speak both upon motion and amendment or upon two amendments.

In another respect amendments can be a nuisance at debating societies Usually their members are afraid to speak extemporarily. They arrive at the meeting with voluminous notes in their breast-pockets, and can be observed taking surreptitious glances through them while the proposer of the motion is speaking. What is a sympathetic chairman to do if all these intending speakers to the motion are anticipated by some old hand who proposes an amendment? If it is allowed, these precious "notes" are but spoilt sheets of paper, and a dozen prepared and rehearsed speeches must go undelivered. Our own solution of the difficulty would be to appeal to the old hand's good nature, and ask him to postpone his amendment until near the close. We wonder that debating societies do not provide in their rules for the postponement of amendments until the last hour, if not

for their prohibition. There is very little need for them when the *sole* object is the practice of public speaking. This can be had quite well upon the motion announced.

*Platform Propaganda.*—It is not surprising that a set of rules intended to secure free and equal discussion between members whose rights are equal should be inapplicable to gatherings whose avowed object is the triumph of one side, and whose constituents are a few people who have been announced to speak and a larger number who have been invited to listen. Among the latter there prevails a hazy notion that they have all the rights, if they choose to insist on them, of a deliberative assembly, and the chairman, who in effect always suppresses any claim to exercise these imagined rights, has much the same belief, and when he forbids open debate is secretly afraid that he is robbing fellow Britons of their birthright of free speech. Let him be quite easy. If it is right to arrange platform propaganda, and who can doubt that it is, provided the object is worthy, the formula must be conducive to propaganda and not destructive of it. By this test the audience at a platform meeting has *not* the rights of a deliberative assembly or of a company meeting. If anyone in the body of the hall could rise at will and propose an amendment, a handful of malcontents by proposing successive amendments could prevent all but the first two of the announced speakers from obtaining a hearing. On these terms leading men could not be secured for the platform nor considerable audiences for the body of the hall. Oratorical propaganda would cease. Platform meetings, therefore, very properly have a formula of their own. The chairman's first care is that the object of the meeting should be achieved. Consistent with that he allows the meeting all the deliberative freedom possible. And that is all there is to it.

## CHAPTER III

## GENERAL MEETINGS OF COMPANIES.

THE custom of converting small businesses into Limited Companies, which often has many advantages, has become so prevalent that a business man with little previous experience of companies may find himself a director. Should he be offered the chairmanship, let him not be overawed by the responsibilities attaching to the position; for, as chairman, he will be able to protect his financial interests in the company. Presumably he is well acquainted with the operations of the concern (possibly it is his own business which has been converted into the company in question). True he lacks knowledge of Company Law; but although the subject is not altogether simple, he may acquire in these pages, supplemented by reference to a standard authority such as Sir Francis Beaufort Palmer's "Company Law" and to the Companies Act itself, sufficient knowledge for normal needs.

The Companies Act lays down the general law that applies to all companies, but it intentionally leaves many minor but not unimportant details to be provided for by the company's own regulations. These regulations are termed "The Articles of the Company." Nevertheless the Act provides a model set of Articles which apply to any company limited by shares that does not elect to draw up special Articles of its own. This model set of Articles is to be found in Table A of the First Schedule to the Companies Act, 1929, and is commonly referred to as Table A. Companies registered under the Companies Act of 1867, or under that of 1908 and which did not elect to have special articles of their own continue to be governed by the provisions of Table A of the Act under which they were registered.

In the following pages the provisions of Table A of the Companies Act, 1929, will be discussed, but it must always

be remembered that Articles of a particular Company may differ from it.

*Of Company General Meetings.*—General Meetings, at which any shareholder in or any member of a club or company, or society is entitled to be present, are either Ordinary or Extraordinary, the former being those ordered annually to be held by the articles or rules of the society—which is really a statutory requirement. Meetings other than these, or arising out of them, are Extraordinary General Meetings or Special General Meetings, and may be convened by the directors or at the request of shareholders.

The proper notice having been given and the general or special business mentioned, the general meeting assembles at the hour fixed

*Chairman* —"The chairman, if any, of the board of directors shall preside as chairman at every general meeting of the company. If there be no such chairman, or if at any meeting he is not present within fifteen minutes after the time appointed for holding the meeting or is unwilling to act as chairman, the members present shall choose some one of their number to be chairman" (Articles 47 and 48, Table A).

Where a company has its own articles these often provide that in the absence from a general meeting of the chairman of directors, another director (if there are directors present and willing) shall take the chair. If this cannot be done, the members elect one of themselves to the chair.

The chairman of the board, let us say, then occupies the chair, in accordance with customary practice, and he will ascertain the number of shareholders present. If there is a quorum he will proceed.

*Quorum of Members.*—"No business shall be transacted at any general meeting unless a quorum of members is present at the time when the meeting proceeds to business; save as herein otherwise provided, three members personally present shall be a quorum" (Article 45, Table A).

"If within half an hour from the time appointed for the meeting a quorum is not present, the meeting, if convened

upon the requisition of members, shall be dissolved; in any other case it shall stand adjourned to the same day in the next week, at the same time and place, and if at the adjourned meeting a quorum is not present within half an hour from the time appointed for the meeting the members present shall be a quorum" (Article 46, Table A).

(A half an hour being the limit of time allowed for the assembly of a quorum, it is idle to criticize, but in our opinion it is too long for ordinary people. Fifteen minutes' grace is quite enough for any man of business, and we think a half an hour is excessive. The punctual members are punished and unpunctual ones are encouraged, and even then no business may be practicable if the full quorum have not met.)

*Whipping Up a Quorum* —If the number present does not reach the stipulated minimum no power on earth can avail in the transaction of business. The meeting is abortive. It is, however, open to the chairman, of his own initiative, to "whip-up" enough members or shareholders to constitute a quorum. He will not hesitate about this if important business is on hand.

*Quorum of Members and Shares.*—The object of the quorum rule is to ensure that business—which may be of first-rate importance—shall be done neither irregularly nor by too small a number of persons, who might, moreover, abuse their powers. In the case of shareholders, sometimes the number of shares held as well as the holders themselves, count in the direction of a quorum. So a specified number must, in this case, hold a certain amount of the share capital of the company before the quorum is made.

The great majority of companies have articles or rules that lay down the numbers and qualifications that constitute a quorum.

*Preliminaries—Agenda.*—It is an obvious convenience to circulate beforehand, generally in the document summoning the meeting, a memorandum of the topics to be discussed. On the day of the meeting, the secretary must take care to provide the chairman with a full agenda paper of the business, numbered in the order in which the subjects will be taken.

*Formalities and Essentials.*—The necessary quorum being present at the proper time, the chairman states the fact and proceeds to business. He will have the secretary of the company and in many cases the company solicitor beside him to assist in the settlement of any legal questions or in the statement of any matter of business that has demanded, or may demand, the opinion of the solicitor or of counsel. (Throughout the business the secretary never intervenes publicly, save at the call of the chairman, whom he must keep posted in all the necessary details. That is why he usually sits beside the chair.)

*Minutes*—After his declaration that there is a quorum present, the chairman's first step is to call upon the secretary to read the notice of the meeting and then the minutes of the last meeting. This done, the chairman asks permission of the shareholders to sign the minutes. If no question is raised, the chairman signs, and the minutes thus signed and attested are legal evidence of proceedings For this reason the people who had sanctioned the proceedings must be extremely careful to see that their words and directions are correctly recorded. In the event of legal proceedings, it may be necessary to put in the Minute Book as evidence, but the minutes of the last meeting may not have been signed In this case the chairman can sign, for though it is customary to sign at the next succeeding meeting, he is not bound to wait.

If any question as to their faithful representation of the previous proceedings is raised at the general meeting, a discussion will be initiated by the chairman, but strictly and solely to the point at issue In law, minutes once made *and signed* must never be altered by the deletion or addition of anything.

*The Minutes and their Value.*—The minutes embrace all proceedings and resolutions of the committee, board, or company, and their correct entry and neat transcription are absolutely necessary in face of the Act.

(For the form that the minutes should take see page 128.)

*Report and Accounts.*—The chairman will then proceed to business, and if the report and accounts of the company (and

its directors) are to the fore, he will in his speech to the meeting refer to both, and in all probability analyse the accounts. The report having been already circulated, will be "taken as read" on the motion, duly seconded and carried, of someone in the meeting

The chairman should subsequently move "That the report and accounts be adopted." The chairman is the right person to do this since if he is also (as is almost certain to be the case) chairman of the board, he will be more familiar than anyone else (save the general manager) with the details of the matters treated of in the report. Someone will rise and second this motion, and then the question of their adoption will be proposed to the meeting by the chairman. "The question before the meeting is that the report and accounts be adopted." (This is sometimes called "Stating the Question.")

*Discussion by Members.*—Now the time has arrived for the inevitable discussion, and as each shareholder, or member, rises in his place, the chairman must ascertain who he is, and announce him by name, so that those present—or the reporters, if any—may be aware of the speaker's identity.

*Putting the Question.*—When the discussion of the accounts etc, has come to an end—and the chairman will not bring it to an abrupt close—it will be his duty to reply to strictures and criticisms or to acknowledge gracefully congratulation and eulogies. He may have to do both. In concluding his remarks, the chairman will put the question—viz., "That the report and the accounts be adopted. Those who are in favour of the motion please hold up one hand. Those against!"

*The Vote. The Poll.*—The hands will be held up and counted and the chairman will declare the accounts passed or not, as the case may be. Someone might have demanded a poll, but fortunately no one has, thus enabling us to consider that difficult and thorny subject at length in our next chapter.

Table A has something to say about this vote by show of hands (Article 50). "At any general meeting a resolution put to the vote of the meeting shall be decided on a show

of hands unless a poll is demanded . . . . Unless a poll is so demanded a declaration by the chairman that a resolution has on a show of hands, been carried, or carried unanimously, or by a particular majority, or lost, and an entry to that effect in the book of the proceedings of the company, shall be conclusive evidence of the fact, without proof of the number or proportion of the votes recorded in favour of, or against that resolution."

Article 52. "In the case of an equality of votes, whether on a show of hands or on a poll, the chairman shall be entitled to a second or casting vote."

Article 54. "On a show of hands every member present in person shall have one vote

Article 57. "No member shall be entitled to vote at any general meeting unless all calls or other sums presently payable by him in respect of shares in the company have been paid."

These are the articles governing voting by show of hands in companies that do not possess their own articles.

*Other Business.*—The chairman then proceeds to the other business, such as the declaration of dividend, re-election of retiring, or election of new directors, and so on.

Let us suppose that the necessary business having been completed some one wishes to move a resolution, or to submit some proposal to the meeting.

*Permissible Resolutions.*—Without here going into the details of procedure as to motions and resolutions, which form the subject of Chapter VI, it may be as well to remark that every motion brought forward must have relation to the business of the meeting at the time. Any other should be ruled out of order, and no motions other than those for the furtherance and progress of the purposes of the meeting, should be permitted.

The duty of the chairman is herein clear, but by no means easy. "Many men many minds" is a motto which receives much exemplification in a meeting, and the chair may come to loggerheads with members upon the subject of the fitness of the motion for discussion. We have known cases in which the chair has been both appealed to, and remonstrated with,

by other members against, and in favour of, a speaker who had in one instance been challenged by a member, and on another occasion checked by the chairman. There are meddlesome people at most meetings, but the chairman should not hesitate to keep them in order. Controversy with the chair is not only unseemly, but it is likely to be accepted as proof that the president is a weak man.

*Amendments.*—Unless at a special meeting, anyone can move an amendment, though sometimes amendments are purposely excluded by the terms of the notice of meeting. Such exclusion, however, seems of doubtful legality, since there is a *prima facie* right to propose a relevant amendment. The amendment must, of course, keep within the terms of the notice aforesaid. If not it cannot be put from the chair.

A discussion may arise upon this point of Order—whether the amendment be admissible. The company's legal adviser, who should be present upon these occasions, can decide such fine points, and the chairman will do well to be guided by him on all matters involving legal niceties.

*Putting Amendments.*—The amendment is put shortly at company meetings, thus:—

"The original question was, 'That so-and-so.'
"To this an amendment is moved, 'That such-and-such.'
"Those in favour of the amendment hold up one hand.
"Those against the amendment hold up one hand."
Then the verdict is pronounced, and business goes on.

In company meetings the procedure as to amendments is somewhat strictly interpreted. For instance, if, *inter alia*, the notice intimates a proposal to increase the capital by £30,000, an amendment to double this amount would be construed as irregular, since it would be held improper to call members together to consider a definite and limited proposal, and confront them suddenly with a much larger one. The assumption is good that absentee members stayed away because they had no objection to the proposal as set forth in the notice. Where, on the other hand, the proposal in the notice was couched in much more general terms, as, for instance, merely "To increase the capital," this will

afford wide scope for amendment. The chairman must, therefore, examine the notice paper very scrupulously and see that there is no vital variation from it in the agenda or the terms of any amendment which may be handed in during the meeting. He must not refuse a relevant amendment, even if he be under the belief that it is *ultra vires*, since this refusal might invalidate the resolution which the amendment was drawn up to modify. Even if the mover of the amendment omits to challenge the chairman's decision there and then, this omission will not jeopardise his right to impeach the resolution. It is evident, therefore, that at company meetings the chairman, unless himself an expert, should, for self protection, insist upon the attendance of the company's legal adviser. A point that chairmen should keep in mind is that unless the regulations otherwise provide, an amendment need not be seconded if put and voted on (see page 62).

*Withdrawal of Amendments.*—An amendment may be withdrawn on the same terms as a motion (see page 58).

To the question of amendments generally and the form that they should take, a whole chapter is devoted (see pages 61–4).

*Courtesy to Members.*—A chairman is not compelled to give a member a hearing, and of course a meeting can "howl" anyone down if it does not wish to listen to him. But unless in peculiarly warlike circumstances, and in a heated atmosphere, such drastic measures are not often resorted to. "Bear and forbear" should be the motto of every meeting, and "speak gently" that of each member. Moreover, it is clearly the duty of the chairman to do his best to obtain a hearing for every person whom he has permitted to speak If this person promises to be long-winded, a gentle hint from the chairman himself will generally suffice; while if he wander from the point or depart from order, it is the chairman's function to intervene. Prompt, firm, but courteous action on the part of the chairman will often avert turbulence in the meeting. For this reason, therefore, he should never relax his vigilance, but keep a close watch upon the course of events. He should never suffer the control of an assembly to pass out of his hands, owing to the presence of masterful, or, it may be, noisy members in the meeting.

*Vote of Thanks to the Chair.*—We have now sketched the course of an ordinary general business meeting of a company limited by shares, from the announcement of the presence of a quorum through the reading of its minutes, the discharge of its necessary business, and the desultory discussion that often concludes it Nothing remains now but the customary *vote of thanks* to the chairman. This may be signed by the proposer in the minute book, but this act of courtesy, more often than not, is omitted.

Societies, clubs and charitable organizations may with advantage adopt the procedure of public companies, not following it slavishly where different conditions demand a different routine, but, on the other hand, not departing from it except for some very good reason.

*Directors' Meetings*—Table A directs that:— (Article 81) "The directors may meet together for the despatch of business, adjourn, and otherwise regulate their meetings as they think fit. Questions arising at any meeting shall be decided by a majority of votes. In case of an equality of votes, the chairman shall have a second or casting vote. A director may, and the secretary on the requisition of a director shall, at any time summon a meeting of the directors"

(Article 82) "The quorum necessary for the transaction of the business of the directors may be fixed by the directors, and unless so fixed shall, when the number of directors exceeds three, be three, and when the number of directors does not exceed three, be two."

(Article 83) "The continuing directors may act notwithstanding any vacancy in their body, but if and so long as their number is reduced below the number fixed by or pursuant to the regulation of the company as the necessary quorum of directors, the continuing directors may act for the purpose of increasing the number of directors to that number, or of summoning a general meeting of the company, but for no other purpose."

(Article 84) "The directors may elect a chairman of their meetings and determine the period for which he is to hold office; but if no such chairman is elected, or if at any meeting the chairman is not present within five minutes after the time appointed for holding the same, the direc-

tors present may choose one of their number to be chairman of the meeting."

These articles give the law as to election of chairman and quorum at directors' meetings.

*Companies Without Share Capital Limited by Guarantee* — Compared with companies limited by shares these companies are comparatively few. Mutual insurance clubs are companies of this nature. A member does not take shares in order to get a dividend, but to obtain the advantages of pooling his marine risks with those of other members. The great majority of companies that register as companies limited by guarantee, are, however, associations incorporated for the advancement of some public object. The liability of the members of these concerns, whether philanthropic or otherwise, is limited to such amount as they may undertake to contribute to the assets of the company in the event of its being wound up (Companies Act, 1929, Section 1)

The articles of association of such a company are to be found in Table C of the First Schedule of the Companies Act, 1929.

(Article 11) Table C. "No business shall be transacted at any general meeting, unless a quorum of members is present at the time when the meeting proceeds to business; save as herein otherwise provided, three members personally present shall be a quorum"

(Article 12) "If within half an hour from the time appointed for the meeting a quorum is not present, the meeting, if convened upon the requisition of members, shall be dissolved, in any other case it shall stand adjourned to the same day in the next week at the same time and place; and if at the adjourned meeting a quorum is not present within half an hour from the time appointed for the meeting, the members present shall be a quorum."

## CHAPTER IV

## POLLS AND PROXIES.

In our last chapter we ran through the procedure at a typical company meeting and found that it was very much the same as that obtaining at other meetings. We have now to consider contingencies that may arise to perplex an inexperienced chairman or even one of considerable experience if this has not included presidency of meetings of limited companies; for these are features peculiar to such gatherings. Of course, the chairman has the assistance of the secretary (whose efficiency may be assumed), but shareholders can be argumentative, and the chairman who cannot repel a questioning of his rulings without a whispered conference with the official beside him cuts but a poor figure

No one wishes to be as futile as was George Nupkins, Esq., Justice of the Peace, addressing Mr. Pickwick, who had been brought before him. "I call upon you to—I think that's the course, Mr. Jinks?" "Certainly, sir." "To—to—what, Mr. Jinks?" said the magistrate pettishly. "To find bail, sir." "Yes. Therefore I call upon you—as I was about to say, when I was interrupted by my clerk—to find bail." Meetings are quick to detect it when a chairman's omniscience hangs upon such "interruptions." Fortunately there is not a great deal to be mastered, and the law on the subject is stated very clearly by our old friend Table A.

*Demand of a Poll.*—We may suppose a debate closed. All the speakers for and against the motion have had their say, and the question is put by the chairman in the usual manner:

"The question before the meeting is 'That so-and-so' [reading it]. Those who are of that opinion hold up one hand [counting them]. Those who are of contrary opinion hold up one hand [counting them]."

But a poll may be demanded That is, someone in the audience is of opinion that the chairman has erred in his conclusion, or some large shareholder wishes the vote to be taken in a way that gives full weight to his holding and to the holdings of those who have sent him their proxies. This person, therefore, challenges the decision as soon as the chairman has announced it, and demands a poll.

*When a Poll Shall be Granted* —To be effective this demand must come from at least three members, or by one or two members if he (or they) hold not less than 15 per cent of the paid up capital, and be made before or on the declaration of the result by show of hands. Otherwise the vote by show of hands is decisive (Article 50, Table A ) Here as elsewhere in all that concerns meetings of companies limited by shares, the Act applies only when the company does not possess articles of its own. In this matter of poll the articles of a company are likely to be the same as those of the Act with certain qualifications. Person or persons (for in small companies sometimes a single member has the right to demand a poll) must have, let us say, a certain holding or share capital in the company; or certain conditions may be attached to the demand, such as the number of persons who shall demand it, or that it must be made in writing, a precaution which the person demanding usually observes by having the demand already written out in his pocket. Whatever the conditions the chairman must see that they are carried out.

The person or persons will demand the poll in writing, stating their names and holdings of shares, and the motion upon which the poll is demanded.

Their qualifications having been verified by the secretary, for which purpose the share register should be in evidence, the chairman will make the necessary announcement respecting the poll to the meeting.

*Time and Conditions.*—The chairman will then fix the time and the place for the poll, which may be taken immediately, or may be fixed for a future date if it is desirable to have the votes of all the members, or of some members not present at that meeting.

The poll, even if not taken there and then, is to be deemed as part of the proceedings at the meeting, for though another

day is appointed for it, this is not an adjournment. It is, however, not uncommon to adjourn to hear the result. If not completed on the day on which it is begun, the poll must be continued subsequently, for the chairman may not close it so long as voters are coming in.

Five articles in Table A may be quoted.

"If a poll is duly demanded, it shall be taken in such manner as the chairman directs, and the result of the poll shall be deemed to be the resolution of the meeting at which the poll was demanded" (Article 51).

"In the case of an equality of votes, whether on a show of hands or on a poll, the chairman of the meeting at which the show of hands takes place or at which the poll is demanded shall be entitled to a second or casting vote." (Article 52)

"A poll demanded on the election of a chairman or on a question of adjournment shall be taken forthwith. A poll demanded on any other question shall be taken at such time as the chairman of the meeting directs." (Article 53)

"On a show of hands every member present in person shall have one vote. On a poll every member shall have one vote for each share of which he is the holder." (Article 54)

"No member shall be entitled to vote at any general meeting unless all calls or other sums presently payable by him in respect of shares of the company have been paid." (Article 57).

But, generally, the number of votes must depend upon the rules of the company, for Table A is not suited for every company, and nearly every private company possesses its own articles of association, and need not adopt Table A.

*Postponement of Poll.*—If the poll is not immediately taken, it may be very awkward, and so ordinarily the poll is proceeded with at once, and the iron is struck while hot. But, as a usual practice in important questions, the poll is taken on the next day, or the next but one, when members can vote if competent to do so.

*Summary Poll.*—As regards the directions as to taking the poll in such a manner as the chairman directs, it has

been urged that if the poll, as in Table A, is to be taken in accordance with the chairman's instructions, it is doubtful whether it can legally be taken at once. Nevertheless, Lord Justice Buckley, one of the greatest authorities on the subject of company law, entertains no doubt on the matter.

> "If, by the regulation the poll is to be taken 'in such manner as the chairman may direct', a poll may be taken there and then." (Chillington Iron Co., 29 Ch. Div. 29.)

This is the law of the matter.

The chairman must note that though not present when a poll was demanded, a member may nevertheless vote, and, further, that to shut out and exclude a voter may invalidate a poll.

*Method of Polling.*—When a poll is taken, members usually write their names for or against the motion on a list prepared for the occasion by the secretary. This list or form gives the information required respecting the voters, their number of shares, etc., whether by proxy, etc., and the votes, whether for or against the motion.

Anyone can then see at a glance the state of the poll, and whether the proper conditions have been complied with.

Scrutineers are usually appointed by the meeting or the chairman to examine and count the votes and report the result to the chairman. This precaution should never be omitted.

When the poll is "closed," the votes are counted and the report made to the chairman, who will announce the result to the meeting. This is a very simple matter, though in some instances the personal votes and the proxies are taken separately, and then added together.

*Proxies.*—Proxies are permissible under certain restrictions which the articles commonly lay down.

> "On a poll votes may be given either personally or by proxy." (Article 58, Table A.)

The proxy paper is generally impressed with a (penny) stamp; sometimes the stamp is merely stuck on the instrument. The stamp in this form should be cancelled by the person executing the proxy, either by placing his initials

and the date on it, or by otherwise marking it so as to render further use of it impossible. A proxy stamped thus is only available for one meeting or any adjournment of it. If meant for more than one meeting it must bear a ten-shilling stamp.

The form of instrument appointing a proxy is described in Article 61, Table A.

> "The instrument appointing a proxy shall be in writing under the hand of the appointer or of his attorney duly authorised in writing, or, if the appointer is a corporation, either under seal, or under the hand of an officer or attorney duly authorised. A proxy need not be a member of the company." (Article 59. Table A.)
>
> "The instrument appointing a proxy and the power of attorney or other authority, if any, under which it is signed . . . shall be deposited at the registered office of a company not less than forty-eight hours before the time for holding the meeting or adjourned meeting at which the person named in the instrument proposes to vote." (Article 60. Table A.)
>
> "The instrument appointing a proxy shall be deemed to confer authority to demand or join in demanding a poll." (Article 62. Table A.)

Proxies, as such, are not available when voting is by holding up the hand, in the usual manner—a "show of hands" as it is termed. On these occasions members must vote personally.

*Abstention from Voting.*—Numerous instances have arisen in which some members, though present, have not recorded their votes. They have listened to the discussion, but have abstained from voting upon some plea, perhaps thinking that any responsibility is thereby avoided, or being unwilling to vote against a friend or to agree with an enemy. "Trimming" is not wholly without its penalties, however, since it may afterwards appear that the vote, on one side or the other, was of final importance.

In Parliamentary practice, we know, the member must vote if he is present in the House at the Division, and, equally, no member can vote unless he happens to be present when

the Speaker puts the question. But, obviously, this procedure does not obtain outside the House. There is no compulsion in the matter in ordinary meetings.

"*Trimming.*"—Nevertheless, we have known cases in which members, by declining to vote after hearing the discussion, have fancied that they neither countenanced nor disapproved of a measure—members who wished to please both parties, and who had no opinion of their own, apparently, upon the question.

Upon such a matter as this it would be foolish to dogmatise. If a shareholder who has heard both sides of a proposal, has been convinced by neither, he is within his rights to refrain from voting altogether. His vote is a right of property, which he may use as he thinks fit, his judgment being entirely unfettered. It is even possible for him, in some cases, to bind himself to vote, or not to vote, in a particular way. In the last resort he, surely, may be permitted to manage his own affairs in his own way. He will suffer in the event of a mistaken decision.

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## CHAPTER V

## CHAIRMAN AND MEMBERS.

*Chairman's Duty to Members.*—No chairman should resent inquiries—such as are customary at company meetings—as personally offensive or detrimental to his dignity. He should answer questions simply and explain any point (in the Report, we will say) that has been misunderstood or not understood, or have this done under his authority by the company secretary or solicitor. Even if the disgruntled shareholder prove slow to see that his fancied grievance has been explained away, the chairman should not show impatience, but be tolerant of honest stupidity, resisting temptations to score off it. The Johnsonian "Sir, I have supplied you with arguments, but it is not my province to furnish you with the brains to understand them" is a perfect example of how *not* to address a troublesome shareholder.

The chairman should bear in mind that the interrogator's only fault is slowness of understanding. Apart from this his refusal to accept explanations that don't satisfy him is plucky and wise. Nothing is so dangerous in business as to pretend to understand what one does not. Often the man "who wants to know, you know" is a very small holder, and sometimes, we are sorry to say the chair has less patience with him on this account. This is inexcusable.

A shareholder who has entrusted his money to the care of a certain body of men has a legitimate right to inquire concerning the use those men are making of it. To attempt to browbeat him because his holding is comparatively small is cowardly and mean. The shareholder may have invested all he had, and to find fault and be captious, because he seeks information regarding his whole available capital, is not only wicked and contemptible, but in itself almost justifies some amount of suspicion of the company's standing and

prospects. A chairman of this description is rarely encountered, and in many meetings would not be tolerated.

At the same time a chairman has his rights as well as his duties, and if confronted with sheer rudeness and insolence will be expected to uphold the dignity and authority of his position, and to maintain his self-respect.

*Power of the Chairman.*—The chairman of a meeting is rightly invested with very great power and influence, and on that account should be most careful not to lower his office by unseemly conduct. A strong chairman will be strongly supported, because he knows his own mind; and he may rest assured that numerous shareholders who do not know their minds upon a given matter, will follow his lead like so many sheep. 'Tis excellent to have a giant's strength, but tyrannous to use it like a giant.

*Arbitrary Conduct of Chairman* —Nearly always the heat of a discussion is the result of friction between the directors and shareholders. The friction sometimes reaches such a height that a stormy scene ensues, in which personalities and undignified accusations are exchanged.

*"Order!"*—The chairman, supported by his directors, will, of course, exert himself to keep order. Usually it will suffice to call "Order! Order!"; but if there is any official conspiracy to stifle discussion because the company's record is not clean and clear, the meeting will not, and should not, allow itself to be browbeaten by the chair, which is likely to be most arbitrary when the previous mismanagement has been most flagrant.

There is, however, no warrant for this kind of conduct, and shareholders should not allow themselves to be bluffed out of their rights. They will accomplish more by resolute and concerted action at the meeting, and by fully exercising the power that their votes give them than by appeals to the Courts, which are very loth to interfere in the internal economy of registered companies, arguing very rightly that shareholders should be strong enough to act for themselves. As they elected the chairman, let them now depose him. They have the power; let them wield it, and not go crying to their legal protector to save them from their quondam friend.

*The Specious Chairman.*—The chairman, if unscrupulous, becomes even more dangerous when his iniquities are hidden by speciousness and charm of manner. Such a man may hoodwink the shareholders and ruin them, a result to which his high position in society, his apparently unblemished character, his suavity and open-handedness, all and each contribute.

Shareholders who seriously distrust the management should insist that either their doubts be removed or the causes of them, and must not allow themselves either to be cajoled, or to be bullied into uneasy acquiescence. Eternal vigilance is the price of solvency.

*Member's Duty.*—It will now be perfectly plain that every person present at a meeting is, to a certain extent, answerable and responsible for what passes. He countenances the proceedings by his presence, and, therefore, may be held to be a consenting party; even his absence may not wholly purge him of responsibility for untoward events, for, having had notice of the purpose for which the meeting was called, he cannot plead ignorance of the nature of the business to be done. Having had the opportunity to attend, and being acquainted with the business on the notice-paper, he might have been able, by protest and speech, to frustrate any tactics of a doubtful character. Had a prior engagement, or the state of his health prevented his personal attendance, he could, in most cases, have been represented by proxy, or have sent a temperate but reasoned letter with a request that it should be read to the meeting. This request would no doubt be ignored, if everything were not open and above board, but even so, the privilege of a letter to the editor of an influential journal is at his command.

It is therefore a duty, if sometimes an unwelcome duty, to attend the meetings, and to hear the proceedings. No doubt, we can read the report in the newspapers, or in the printed statement of the proceedings, but this may be more exasperating than helpful, especially if it appears that questions were asked and answered in which we were keenly interested, and on which, had we been present, we could have enlightened the meeting.

*The Manners of Members.*—It is not only the chairman who needs a reminder of the desirability of urbanity and fair

play: shareholders have also a duty in this respect. It is incumbent upon everyone to assist in keeping order in the meeting, to preserve silence when silence is desirable, but to insist upon the meeting being treated fairly, and each member impartially.

On the whole, members do behave themselves. The presumption is that they are present to facilitate business and, all being above board, are prepared to co-operate towards that end. Something, however, is often lacking in their tolerance of the unwanted speaker. It is, doubtless, galling to have one's time wasted by incompetent or verbose speakers, but nothing will be gained by yielding to the temptation to "guy" the unfortunate orators, probably unconscious of the sorry figure they are cutting.

*Quenching a Bore.*—The easiest and most dignified manner of quenching the "bore," or the too fluent speaker, or the obnoxious one who is present in nearly every meeting, is to rise and move that the question be now put to the meeting.

If the motion is seconded and carried, the obnoxious one is quenched. If not, the minority must grin and bear it, or leave without voting if they are in a hurry, since, as the votes have proved, a majority holds that the person in question is not a bore—or at least not on that occasion at that moment.

Where a meeting has confidence in its chairman it can safely wait for him to convey a hint to one of his henchmen when patience has been stretched sufficiently.

So far we have been considering the behaviour of shareholders at company general meetings. It will be convenient here to extend the subject to members and audiences generally.

*Unfit Members.*—In local council and similar meetings feelings sometimes get the better of those present; and can any spectacle be more ridiculous and more condemnatory of the unfitness of the rulers to rule when they cannot even govern their own tongues? In the halls where local authorities hold their meetings, one often feels disposed to recommend that the motto "Better is he that ruleth his speech than he that taketh a city," should be boldly displayed.

*A Good Sign.*—Of course, we are not referring to difference of opinion in any meeting, but to the undesirable manner in which controversy is too frequently conducted. A sheep-like docility is always to be deprecated. It is a healthy sign when members rise and contend in honest and considered argument, without personal rancour or anger. But the duty of everyone to his neighbour should be observed, and while sentiments may be held up to ridicule, the expounder of them should be exempt from abuse. To show respect for a speaker and contempt for his opinions is a combination hard to achieve (impossible unless the derision be accompanied by some friendly recognition of the goodness of the motive behind them) but impersonality of reference is a help. "The gentleman who suggested so and so" may in effect be the same as "Mr. Richards," but that gentleman when referred to thus does not feel so acutely that he is being pilloried. Similarly, in the hope of giving an impersonal aspect to discussion we have the House of Commons practice (except in Committee) of describing speakers as the "Honourable Member for this or that constituency," instead of alluding to them by name. To carry on discussion with the most sparing use of personal names undoubtedly keeps it on a higher plane.

*Obedience.*—Again, each member should, as a matter of order, support the chairman. Everyone should remember that the "chair" is the ruler, and that each one is bound to sustain him. No member should dispute the chairman's authority or ruling. By all means let him use every effort to prevent the choice of the same man (if his incompetence is unquestionable) a second time, but for the moment the chairman is supreme, and his office must be respected.

*To the Point.*—The speaker for or against a motion should remember that the time of a meeting is valuable. He should not travel away from the subject he is attempting to elucidate. Let him be clear, well-informed, concise. Let him never insinuate anything against an opponent. Such a line of advocacy brings its own condemnation. The insinuation, like the stab in the back, is deadly; and though it may be denied and refuted, the wound and the effect may remain.

Untrained, heedless, or thoughtless speakers often mar the effect of what might otherwise be a good speech, by the imputation of motive. If they feel bound to denounce a policy or an argument, let them do so with all the earnestness of their nature, but no good purpose will be served by charging their opponent with unworthy motives. It is only the man who has no case, and knows it, who abuses the opposing attorney.

*The Golden Rule.*—The man who speaks only when he has something to say that is worth saying is always safe to command an appreciative hearing. The audience has almost an instinct for the man who knows his subject and can marshal his facts. To such it is ever a pleasure to listen, and frequently fullness of knowledge and an artless display of it will compensate for the want of rhetoric and eloquence.

## CHAPTER VI

## MOTIONS AND WITHDRAWALS OF MOTIONS.

It will be useful to consider in some detail the nature and scope of motions generally, including in our survey not only motions moved at company meetings but also those at meetings of every kind where discussion is open.

*Notice of a Motion.*—Notice is customarily given of motions with the precise terms in which they are to be submitted to discussion. By the necessity of the case no notice can be given of the "Previous Question," nor, as a rule, of a matter of privilege or contempt, which may have emerged, so to speak, "all of a sudden."

*Right to Move a Motion.*—Every member has a right as a member to make a motion, or to second one, and to speak upon it, if he is in order. However unwelcome he may be as a speaker, or however generally unpopular his known views may be to the majority, the chairman must assist him in putting his resolution. If it is not seconded, it drops, so indignant members may calm themselves by the reflection that if there is no other support the infliction will soon be over. A minority, even a minority of one, has rights, and a high-handed denial of them, whether by chair or meeting, may have serious legal consequences.

*Motion must be Relevant.*—The motion is, or ought to be, in accord with the aims of the meeting as set forth in the notice of advertisement calling it. Of this the chairman will assure himself. His ruling upon the subject is final.

*A Motion must Affirm.*—When the mover rises, he should read from a slip of paper his proposition, which he should be careful to frame in the affirmative. A motion must

always affirm, never deny. Something is, or something is to be! "That so-and-so shall," or "is to be," is the framework of the motion. To this rule, that every valid motion shall affirm, there is no exception apart from the "Previous Question" resolution when put in accordance with the present House of Commons formula, and even here we think the affirmative is preferable. (See page 56.)

*A Motion must be Seconded.*—The mover having read the proposition, it must be seconded. This is imperative, but, as already explained, may be done very briefly—either by raising the hat, as in the Commons, or in a brief speech, or by simply rising and addressing the chair with "I beg to second that proposition." If the seconder does not speak, he may exercise his right at a later period of the debate.

The chairman, having seen that the motion has been seconded, reads the motion, or requests the secretary to read it, so that its tenor may be grasped by all. This in the House of Commons is called "proposing the question." In other assemblies, it is often called "stating the question." We consider this preferable. By the unimitiated, "proposing the question" is apt to be confused with "putting the question or motion," *i.e.* putting to the vote.

*Putting a Motion.*—If no seconder is found, the motion lapses at once. But if no one rises to discuss it after it has been moved and seconded, the chairman will put it to the meeting. He must be careful to put the question both "for," and "against," for he must not infer, from the fact that the motion excited no discussion, that therefore it would not be opposed. The opinion of the meeting will be taken by a show of hands, and the majority, of course, decides the question.

If there is no opposition, "carried *nem. con.*" is a safer formula for the chairman to use then in announcing the meeting's decision than "carried unanimously." All may not have concurred, although none has contradicted.

*Motions put "en bloc" and "seriatim."*—The occasion was a general meeting, and the motion was that the Committee of the institution be re-elected—as previously—*en bloc.* This motion was seconded, and the chairman rose to put the

question, when an amendment was made that each member of the committee be elected separately.

This amendment was seconded, and the new question put to the meeting. It was carried, and so seven different motions had to be made, seconded, and put to the meeting, every one of the questions being carried without any dissentient voice, although the alteration in procedure had been carried by a large majority of the meeting.

Of course the incident just alluded to was comparatively trifling, but it might happen that a motion upon a subject includes several clauses, and if so, an amendment might be carried requiring the motion to be put clause by clause, each clause as a separate motion.

In this way a long debate might be initiated and carried on, because anyone could speak upon each new question, as put from the chair, though as a matter of practice the general and, in truth, the real debate takes place upon the first clause of the motion, as speakers to that usually say all they have to say upon the whole subject, and practically whittle the debate down to the discussion upon the first paragraph before them.

Nevertheless, the various clauses must be proposed and put, whatever the chances of the speakers may be in the end regarding the later clauses. This is perhaps an extreme illustration, because greater care is ordinarily shown in the drafting of motions.

*The "Previous Question."*—The "Previous Question," which is often moved, is merely a device for avoiding the decision on the motion proposed without stifling or burking discussion of it. The subject may be of interest and importance, expressions of opinion may be harmless and even valuable, and yet a vote either of "yes" or "no" to the motion now might embarrass the executive. The "Previous Question" rescues them from this dilemma. The embarrassing vote is not taken, the right of free speech is not curtailed, and if the "Previous Question" has been moved, as it should be, not from the chair but from the meeting, supporters of the motion do not feel that there has been any discrimination against them on the part of the management. Of course the mover of the "Previous Question" *may* have had a quiet hint from the chair.

*Procedure on the "Previous Question."*—A motion has been made, let us assume, and seconded in the usual way. The question has been "stated" by the chair, and debate upon it is in progress (or, perhaps, about to begin) when some member who feels that a vote upon it is undesirable rises and says, "Mr. Chairman, I move the 'Previous Question'." He may then, if he likes, discuss the original motion, as may the speakers who follow him, the moving of the "Previous Question" not having affected the course of the discussion, except as regards the right to move amendments. It is the vote not the free discussion that is attacked. No amendment can be made to a motion after the motion for the "Previous Question" has been made. No one may move the "Previous Question" who has spoken upon the motion, or has moved or seconded an amendment to it, nor may it be moved when an amendment is before the meeting. But when the amendment has been settled, and the original or "amended original" motion is again before the meeting for the final vote, the "Previous Question" may be moved. The mover of the "Previous Question" has not the right of reply. When the time comes to put the motion for the "Previous Question" to the vote, the chairman uses this formula. (Another form which we think inferior is described later):—"That the original motion be now put." The proposer of the "Previous Question" and his supporters vote against the resolution. (This is the one and only contingency in which a proposer votes against the motion that he has originated.) If the motion "That the original motion be now put" is carried, the original question again holds the field. But it cannot be further discussed. It must be put to the vote immediately. If the motion "That the original motion be now put" be rejected, the "original question" disappears automatically, and the meeting passes on to the next business. A point arises here as to the possibility of a member reintroducing the original motion at the next sitting; for remember, it has not been actually rejected. Analogy says "No"; the decision of the members that a vote on this motion is inadvisable is entitled to as much respect as any other decision. But as there is no universal rule about this, every society or corporation should make a rule—that the original motion cannot be re-introduced in whatever time period is most convenient. The "Previous Question" can be moved in committee.

*Alternative Formula for "Previous Question" Motion.*—Sir Reginald Palgrave holds that the formula (as given in our previous paragraph) "That the original motion be now put," which until the other day was employed in the House of Commons, is inferior to a still older Parliamentary usage recorded in the Journals of the House—"That the original question be *not* now put"; and his suggestions have been adopted at Westminster. The main advantages he claims for the negative form is that it removes the necessity that supporters of the "Previous Question" were under of voting against their own resolution. To his formula "That the question be *not* now put" the mover of the "Previous Question" of course votes "Aye." Admittedly, this is an advantage, so far as it goes. Against this is the great disadvantage that the phrase "Be *not* now put" breaks the rule to which (apart from this) there is no exception whatever, that every valid motion shall affirm. With all respect to Sir Reginald we hold that the affirmative formula "Be now put" is the better, and in this we have the support of the vast majority of those who have a practical knowledge of the subject.

The rule as to "Previous Question" as explained by Sir Reginald Palgrave is as follows:

> "A motion for the 'Previous Question' (*i.e.*, 'That the question be not now put') shall for all purposes of order be dealt with as an amendment. It shall take precedence over all other amendments." And again:
>
> "The proposal for the 'Previous Question' is prefaced with the words used in proposing an amendment, thus: the chairman says:
>
> "'The original question was this; that, so and so, etc, Since which the "Previous Question" has been proposed. The question is: that the original question be not now put'."

*"That Question" and "This Question."*—People who have only a slight experience of public meetings and deliberative assemblies are sometimes puzzled when the word "that" is substituted for the words "the original question" in the motion put from the chair. The meaning is the same; the "Previous Question", as the most recent is "*this* question," the original has become "*that* question." Nothing is gained by the use of this somewhat pedantic formula. "The original question" is self-explanatory.

*Motion for Adjournment.*—The motion for adjournment has been mentioned, and should be commented on. This motion may be made at any time during a debate, and may be repeated, with some little necessary variations, frequently. It is another method of setting aside an undesirable motion, or of obstructing business, but should not be indulged in by anyone not sustained by the majority, for it is an invidious motion, save when used for the perfectly legitimate purpose of postponing a debate until a more convenient season.

As soon as ever the motion for adjournment of the meeting, or "That the Chairman do leave the Chair," is moved and seconded, the chairman is compelled to put it immediately in the usual form—thus:

"The question is that this meeting be adjourned"; or, "The question is that the chairman do now leave the chair."

If this is carried, the meeting stands adjourned; but sometimes an amendment is moved to fix the time or date of resumption of proceedings. Then the question is again put in the usual formal manner.

*Movement of Adjournment Rules.*—But the motion for adjournment cannot be made or supported by any person who has already intervened in the debate upon the specific motion then before the meeting, nor by anyone who has moved or seconded an amendment to that motion. The same rules apply to motions for adjournment as to the "Previous Question," and until a new question is put, no one who has already spoken in connection with the "present" motion, can be permitted to intervene.

Of course, the very fact that someone has made a motion for the adjournment, and that it has been seconded, releases the former speakers. The embargo is immediately removed, because a new question has been put from the chair, and the original motion sinks out of sight temporarily.

We have, then, considered the manner and the procedure of making a motion. The motion is declared in a sentence, affirmatively, crystallised and preferably short, but it may be split up into several motions, each of which had to be proposed separately, seconded, and put to the meeting.

*Withdrawal of Motions.*—Not infrequently it happens that the mover of a resolution has been completely satisfied,

and, it may be, answered by the turn the debate has taken, and sees no reason why he should press the matter at issue to a division. Now and again it may be deemed necessary to teach a busybody a lesson and give him a thorough drubbing by voting his resolution down by a huge majority. Speaking generally, however, the desire to retreat from an untenable position, or from a line of counsel, conduct, or criticism which has ceased to count is commendable, and no obstacles are interposed. But a certain course of procedure must be followed. The mover has no power to withdraw, since a motion when moved and seconded has passed beyond his control, and, belongs to the domain of the meeting. Nor has the chairman any right of interference. The mover is at the mercy of the meeting. Having intimated to the chairman that he has no wish to go to a vote, and having obtained his seconder's consent, the mover asks permission of the meeting to withdraw his proposition. The chairman thereupon proposes: "That the motion proposed by Mr. —— be and is hereby withdrawn by leave of the meeting." If carried, this will convey the desired freedom to the mover and seconder, and any minutes that may be taken of the incident will merely record that the motion was "withdrawn by leave."

*Mover must Act.*—As described, the method of withdrawal is very simple and, without impropriety, the chairman may facilitate it; but the procedure must originate with the mover. It is a mistake to suppose that his seconder has the right to take the first step, although his consent to withdraw must be obtained and recorded, as was made clear in the previous paragraph. Of course, if the mover is obliged to leave the meeting, he may, by courtesy, intimate his desire, and allow the seconder to continue the negotiation. But the latter can never be the prime mover.

This withdrawal must be arranged and carried out before the original question is submitted to the vote. The mover may be satisfied in the manner already mentioned, or may perceive that his motion has no chance of success, and even that the vote will cast some amount of obloquy or ridicule upon the sponsors.

Why the seconder cannot act may not be evident at once. But a little reflection will make it clear. It is curious but true

that at public meetings some men are prone to yield to sentiment. Thus they often second a proposal, not because they take any particular interest in the subject of it, but because they "feel for" the mover in his solitary position—as it were, "one against the world"—and so they weakly second his motion just to enable it to be discussed. As long as there exists suspicion about the seconder's *bona fides*, so long will he not be suffered to lead.

*Withdrawal of a Motion to which an Amendment has been Moved.*—But what happens if an amendment has been proposed to a motion which the mover wishes to withdraw? To withdraw an original motion to which an amendment has been moved, the chairman must ask the meeting to agree to the withdrawal of the amendment.

Such amendment, if made, cannot be withdrawn, even with the consent of the meeting, unless the mover and seconder (or certainly the mover) of the amendment agree to this course.

The chairman, therefore, upon the expressed desire of the mover of the original motion to withdraw his proposition after the amendment has been made—but not put to the meeting—must obtain the sanction of the audience, with the consent of the mover of the amendment, that it may be withdrawn.

There are thus wheels within wheels; the mover of the amendment must assist in getting his proposition out of the way before the original motion can be backed out.

*If the Amendment is Negatived.*—Should the amendment have been put, and negatived, the way is clear, and the mover of the original motion may proceed to withdraw it by leave, as explained.

*If Carried.*—If, on the other hand, the amendment has been put and carried, of course the original motion is no more and, being non-existent, cannot be withdrawn. In such case, however, it is difficult to imagine its mover asking for permission to withdraw it. He must act earlier.

The chairman should clearly dissociate the arguments concerning the motion for withdrawal from the main question, and permit only the former subject to be discussed (when once it has appeared) until it is settled.

## CHAPTER VII

## AMENDMENTS.

*Object of an Amendment.* The amendment usually substitutes another form of words for the original motion, and is generally framed with this intention. A direct negative to a motion, as cannot be too often repeated, is not a legitimate amendment. Such a refusal, or rejection, is effected by voting against the motion. The amendment modifies, trims, or suggests an alternative to the original motion. Thus someone may move as an amendment, to insert certain words after "That" with which the motion begins. Numerous instances occur in the course of parliamentary debate, of amendments "to leave out certain words" of the original motion, which thus may become an entirely fresh proposition. The amendment must clearly intimate whether its object is to amend or banish the original motion.

*Notice of Amendment.*—We have seen in the last chapter that it is customary to give notice of motions, with the precise terms in which they are to be submitted to discussion. The case is different with amendments. There is no reason why it should be so in those instances in which the exact form of a motion is made known, it may be several days beforehand, and one does occasionally find that notice of amendment to such and such a motion is announced in advance. There is great convenience to all concerned in the practice, which should therefore be encouraged as far as possible. But when the terms of a motion are not stated until the moment of its introduction, it is clearly impracticable for the mover of an amendment, however much he may wish to consult the general convenience, to intimate beforehand the character of his amendment.

Amendments resemble motions in that they must be relevant, must affirm, and may be proposed by any member. As regards the need of seconding there is a difference.

*Seconding Amendments.*—Although, by almost universal usage amendments are refused by the chair if they fail to find a seconder, the necessity of a seconder is not recognised by law. This was settled by the ruling of Sir Francis Beaufort in the Harbury Bridge Case. "Unless the regulations otherwise provide, an amendment at a meeting need not be seconded if it is put and voted upon." But, of course, where the articles of a company require a seconder, no unseconded amendment can be proceeded with. Generally a company or institution has its own rules. But where it hasn't the chairman should beware of refusing to put an unseconded amendment to the vote if the proposer insists upon the opinion of the meeting being taken.

The seconder of an amendment must make his speech, and advance his argument at the time he rises to second the amendment. He cannot by a merely formal seconding reserve his right to speak later in the debate as can the seconder of a motion. He has no right in the discussion that follows his seconding to interpolate any remarks, as arguments. It is, however, permissible for him to speak again when that amendment has been disposed of. For instance: When a new question is raised by an amendment, or by a new motion, and such is proposed by the chairman, it is competent for any member to rise and (if permitted) to speak upon the amendment or the motion newly put. This liberty does not extend to an adjourned debate upon the same question, though it applies to the motion for adjournment which raises a new question.

*"Proposing" or "Stating" an Amendment.*—An amendment is usually brought forward by the chairman, after he has read the resolution—in the following manner:

"Gentlemen,—The original question was this, 'That the salary of the Architect of our Board be increased by an annual sum of fifty pounds,' since which an amendment has been proposed to leave out the word 'fifty' and substitute 'one hundred.' This has been seconded, and the subject is now open for discussion, unless you prefer to proceed at once to the vote."

*Amendments—When Put to the Vote?*—It is scarcely too much to say that except in Parliament, the custom of submitting an amendment to the vote before the motion which it seeks to amend is practically universal. The method is extremely simple and, in public meetings especially, simplicity should be aimed at. Every step in reaching a decision is clear. The amendment is put first and is either carried or lost. If carried, the original motion vanishes, and the amendment itself becomes the substantive motion, *and must be put again as such.* It is now competent to propose another amendment to it (which must, of course, be relevant), and if this is carried it, in turn, will become the original motion, and so the debate may go on until, by a process of exhaustion, the final opinion of the meeting has been ascertained. But if the first amendment is lost, the original motion is still before the meeting, and before putting it to the vote the chairman will ask whether any other amendment is forthcoming, and if not will put the motion itself to the meeting.

Sir Reginald Palgrave condemns the universal custom under the impression that the merits of the original motion are lost sight of when it and an amendment are both under discussion at the same time. He cannot see that supporters of either or both are entitled to lay their views before the audience with such force of argument as they can command. Before the vote is taken all that can be reasonably urged in favour of either proposal has been urged, and if the audience declare for the amendment by an absolute majority on the count of the show of hands, why should a motion which has been thus rejected be still regarded as possessed of vitality? It has been killed by vote, and is rightly looked upon as extinct.

*Amendments to Amendments.*—Occasionally an amendment is moved upon an amendment. In this event the amendment No. 1 is put forward into the position of an original motion—or substantive motion—itself. The true original motion retires out of ken for a while, and the amendment it gave rise to steps into its place. This is a cumbersome and confusing method of eliciting opinion and, though not unknown in Parliamentary practice, is decidedly inferior to the more usual and more popular manner of approach, whereby after one amendment has been disposed of another may be

proposed. Procedure is simplified, and the audience more readily grasps the issue. A chairman should always prefer the customary to the pedantic or academic style.

*Forms of Amendment.*—The amendment may take different shapes. It may be what it purports to be, merely an amending or supplemental form of the motion, modifying either the language or the scope thereof, or it may be more or less contradictory to its principle or objects. So much is familiar to all who attend meetings. But the wording of them, the terms in which they are put, are not so familiar, and we have known listeners become hopelessly bewildered by the various amendments. Such persons often ended by voting for the views against which they had been roundly inveighing a few minutes before. The forms of amendment are given in detail in Chapter IX, "Parliamentary Procedure." A careful reading of these will elucidate the whole matter (which really isn't very difficult) and save the reader from the absurd mistakes to which we have just referred.

## CHAPTER VIII

## CLOSURE.

*The Necessity.*—There is a great tendency to speak inherent in some men. The majority are too diffident to rush in, but if irrelevant matter is permitted or speeches of inordinate length are not checked, business will certainly suffer. It often occurs that a meeting is needlessly prolonged by some person or persons, and sometimes this is done of set purpose to reduce the meeting to impotence. Greatly as we may dislike any limitation of the right of free speech, there must be some formula for dealing with obstructionists and extreme bores.

*The Danger.*—The dangers are apparent. The formula may be abused and employed to suppress not irrelevant speech, but unpopular speech (the telling of unwelcome truths, for instance) to silence not the malicious obstructionists but the too faithful friend. It is particularly the province of the chairman to see that this necessary weapon is not used tyrannically. However unpopular a speaker or his principles may be, the chairman must listen courteously and see that the meeting does the same. In a broad sense the chairman is the guardian of minorities, and must use due diligence to procure fair play. But majorities also have rights, and there are times when it is absolutely necessary for the conduct of business to resort to the Closure—the weapon of majorities.

*The Closure.*—Any detailed discussion of the forms of closure is of necessity academic, because most assemblies and every public meeting have long had an effective method of bringing debate to a permanent or temporary close, without inflicting much hardship upon anybody.

*Closing a Debate Gently.*—If the mind of the meeting is evidently made up, practice sanctions the closure being proposed by means of a motion, "That the question be now put." Anyone may rise and make this motion which, if seconded, must be put to the meeting by the chairman, who will allow no debate and who must not be intimidated or interrupted in this obvious duty, although at the meetings of some public bodies, as distinguished from public meetings, he has a power of veto.

If this familiar form of closure is carried, the amendment or motion under discussion must be put to the vote forthwith.

*Putting the Closure.*—The motion thus made to put the question will necessarily cause an interruption of the person who is then speaking, unless, as is the better and more considerate course (if there is room for courtesy in the circumstances), the motion is made at the close of a speech. But such an interposition is quite within the mover's rights while a member is speaking, and the motion may be made, according to the practice of some meetings, after the debate has been continued for an hour. As to such a proceeding, however, it is very arbitrary, and the chairman must take care not to countenance any high-handed action. It was, no doubt, to avoid anything of the kind that a right of veto was vested in the chair.

*If the Closure is Carried.*—If the motion for the putting of the question is carried by those present, the member who made the original motion under dispute should be called upon to close the debate in reply (ere the closure is acted upon); but he will be wise to do so quickly and cut his remarks as short as possible.

*Right of Chairman to Quench Speech.*—It is within the province of the chairman to warn a member, or speaker, to discontinue his speech if he persists in useless repetition and is evidently engaged in a policy of obstruction. And the chairman may, in certain circumstances, call someone else to proceed with the discussion, and failing him, require the original mover of the question to reply to the discussion, and then close the debate by putting the question in the usual manner.

"*Next Business.*"—Motions for proceeding "to next business," or for the adjournment, as well as for the closure, may also be made, but in all three cases, common sense, and common practice, decree that no speeches be made by the seconders of such motions, while the mover of the first two may not exceed five minutes, and had better be content with a formal proposing. The closure, we have already said, must be put without debate.

*Failure of Closure.*—Should the motion be decided in favour of the continuance of the debate, and the motion for the closure be rejected, a reasonable period must elapse before another motion for adjournment or closure is permitted.

This second motion must be regulated in the same manner as the foregoing, and should not be made and seconded by the same persons who moved and seconded the former question for adjournment or closure. The reason for the latter proviso introduces us to the interesting but unwritten law of the courtesies of debate. It is with a view to avoiding the appearance of persecution that these two motions should not be moved and seconded a second time by the same persons at the same meeting.

*The Chairman's Duty*—The Chairman must, in all circumstances, be firm and decided in his procedure, careful to be within the rules and regulations governing the company or board; and in any legal point he should seek the assistance of the solicitor, who should be present. In the absence of the legal adviser, the chairman should consult the acts, articles, and notice of the meeting, which govern all the proceedings of the meetings of members of Joint Stock Companies. It is hardly necessary to add that order must be strictly observed, and no interruption permitted—points with which we have dealt in an earlier chapter.

*Closure in the Commons.*—In our next chapter on Parliamentary Procedure, will be found on page 72 the rule for putting the question which governs the House of Commons.

## CHAPTER IX

## PARLIAMENTARY PROCEDURE.

WE will now briefly direct attention to certain details of Parliamentary Procedure that throw light upon the subjects discussed in Chapters VI and VII on Motions and Amendments.

*Notices of Motion.*—As most folk are aware, the Orders of the Day in Parliament constitute the Agenda of the House. The Notices of Motion are given by members named by the Speaker in succession from the list before him. When a member is thus called upon, he rises, reads his Notice, and seats himself as soon as convenient. This procedure is repeated until the list is exhausted.

It often happens that the member when called upon does not wish to give the intended Notice, generally because he perceives that the chances of his being heard on that particular day for which he has put down his name are small, in consequence of others being before him.

He, therefore, courteously raises his hat, and bowing to Mr. Speaker, who has called him, thereby intimates that he does not wish to accept the place on the list which has been allotted him.

This position on the list before the Speaker is a matter of chance, for, though each member desirous of giving Notice has written his name on the list—numbered in the margin, and ruled—the calling early or late is a matter of lot.

Suppose a ruled paper with numbers in the lefthand margin. Against each number (say 1 to 40) a member writes his name. There are then duplicate numbers put into a ballot-box, and when business begins the clerk at the table, like Jack Horner, "puts in his thumb" and pulls out a number—whichever he happens to seize. It may be No. 1 or 40, or any intermediate number.

The clerk then announces the number. The Speaker looks down the list for, say, No. 24, as announced, and calls out the name of the member which is written opposite 24 on the paper. He thus gets first choice of the days vacant within a month,—unless Government has appropriated all the time of the House!

*Putting the Question.*—In the House of Commons the division is first taken upon the original motion, and not on an amendment, save in Committee of Supply, when the popular method is followed and the amendment is put first. Suppose a bill is introduced: the original motion is "That the Matchbox Bill be now read a second time," and someone has moved an amendment "That the word 'now' be omitted and 'this day six months' inserted." The Speaker then states the facts as follows—mentioning the title of the bill—in the prescribed form, viz.:—

"The original motion was that this bill be now read a second time.

"Since then, an amendment has been made to leave out the word 'now' and insert the words 'this day six months'."

These words, as all the world knows, are the recognised forms in which the *coup de grâce* is administered to many bills.

*Voting.*—On the original question the House will divide, and as the division goes so is the Speaker's decision. Those members in favour of the proposition "That the bill be now read a second time" (the original motion) will say "Aye!" those in favour of the amendment will say "No!"

The Speaker then declares his impression of the sounds, and whichever side he imagines has the more voices he declares "has it." "I think the 'Ayes' have it," he may say. But the "Noes" deny this, and the House is closed for a division, two tellers being appointed on each side—those on the Government side being the whips, the mover and seconder being tellers for the amendment they made.

*Division in the House.*—Two minutes by the glass is the period allowed for members to come in, and many are at times shut out. The reading-, writing-, and dining-rooms, the smoking-room, and the terrace are deserted when the electric bells ring and the hour-glass is running faster than the

members themselves. Then the cry of "Order!" announces that the sand is run out. The doors are locked, and no one can enter now. Silence in the House!

The question is put to the House—full again—and then the "Ayes" and "Noes" file off into their respective lobbies right and left, the "tellers" in pairs one of each together. The clerks "tick" off the list of the men as they file in. The tellers count the members as they pass into either lobby, and, after the division, state the numbers to a clerk at the table. By and by the result is handed to the Speaker, who announces it to the House.

Should the numbers "tie" the Speaker gives the casting vote. The motion is thus carried or negatived, and the bill is ordered to be read a second time or it is withdrawn.

*Tellers.*—No division can be taken unless there are two "tellers." If only a single member challenge the decision of the Speaker as to the "Ayes" having it, he will be required to name his tellers should he persist in his defiance of the expressed wish of the House.

The Speaker of the House, or the Chairman of Ways and Means, may, in gauging the sense of the House, determine the limit of discussion, and "put the question" if a motion be made to that effect on his suggestion.

The Speaker or Chairman may also stop an irrelevant speech.

Those who desire to read up the subject will find an exhaustive account in the work on "Parliamentary Practice," by Lord Farnborough, who is probably better known to the majority of folk as Sir Thomas Erskine May.

*Amendments.*—The forms of amendments in Parliament are those which omit words of the motion, those which insert words into the original motion, and those which act both ways—viz., leave out some words and insert others.

Students of Parliamentary Procedure will remember the formulæ employed:—

"That the words proposed to be left out stand part of the question."

"It is suggested or proposed to insert so-and-so," etc.

"That the words 'so-and-so' be omitted, and the words 'such-and-such' be inserted instead thereof."

*Amendment by Omission of Words.*—Let us take for purpose of illustration a suppositious motion:—"That the salary of the Medical Officer be increased by a sum of £50 from this date, on approval by the Committee."

An amendment is moved to this to omit the words "on approval by the Committee." The amendment being seconded, the chairman rises and says.—

"The question was that the salary of the Medical Officer be increased by a sum of £50 from this date, on approval by the Committee.

"An amendment has been proposed to leave out the words 'on approval,' etc.

"The question I have to propose is, That the words 'on approval by the Committee' stand part of the question."

The amendment is then open to general discussion.

*Votes.*—When the amendment has been sufficiently discussed, or after it has become clear that no one beside the opener and seconder wishes to speak upon it, the members present will vote, and their votes, for and against, are counted. In the case of an equal number upon each side, the chairman will give a casting vote.

In this case, if the "Ayes" have it, the amendment is, of course, lost. The words remain, and the motion is open for discussion in its original form.

If, however, the "Noes" have it, the amendment is made, the words, "on approval by the Committee" are omitted, and the chairman puts to the meeting the motion. Thus:—

"The question as amended [or the main question as amended] is 'That the salary of the Medical Officer be increased by £50 from this date'."

The voting is then proceeded with, and the officer receives the addition to his salary.

*Amendment by Inserting Words.*—A different formula is adopted when the amendment seeks to insert certain words into the original motion.

Supposing that to the motion an amendment was proposed to insert the words "of the Shillinghill Institution" after the words "Medical Officer," the chairman would proceed in the way already indicated, by stating the original question; then he would say:—

"An amendment has been proposed to insert the words 'of the Shillinghill Institution' after 'officer.' The question is that the words suggested be inserted."

The amendment, if carried, to that extent alters the original motion, which is put as amended.

But if the amendment is not carried, the motion is put to the meeting in the original form.

*Amendment by Substitution of Words.*—Precisely similar procedure to that adopted when the amendment takes the form of omission of words is followed upon the occasion of the substitution of words in lieu of others.

*Closure in the Commons.*—It may be of service if we quote in full the rule for "Putting the Question" which governs the House of Commons:—

> "When it shall appear to Mr. Speaker or to the Chairman of Ways and Means in a Committee of the whole House during any debate, that the subject has been adequately discussed, and that it is the evident sense of the House or of the Committee that the question be now put, he may so inform the House or the Committee; and if a motion be made 'That the question be now put,' Mr. Speaker or the Chairman shall put such question, and if the same be decided in the affirmative, the question under discussion shall be put forthwith.
>
> "Provided that the question 'That the question be now put' shall not be decided in the affirmative, if a division be taken, if, in the opinion of the Speaker or the Chairman of Ways and Means, the motion is an abuse of the rules of the House, or an infringement of the rights of the minority."

But there is this important proviso, which we may state in the words of the editor of Lord Farnborough's standard work, that if "when a division is taken, it appears by the numbers declared from the chair, that not less than a hundred members voted in the majority in support of the motion, it is decided in the affirmative."

## CHAPTER X

## THE CHAIRMAN OF A COMMITTEE.

We do not propose to go into the question of the Chairman of the House of Commons Committee, or Chairman of Committee of the House, who assumes the place of The Speaker, and rules the debate or discussion. Nor, on the other hand, is it necessary to interest ourselves in the ordinary business of the club committee or such assembly, already treated of in the foregoing pages under "Meetings."

*General Committees.*—We propose, with the assistance of the directions laid down by Mr. C. Eales and Sir Reginald Palgrave, to devote a few pages to the proceedings of a committee appointed for some specific purpose by the House of Commons, or other representative body, and to glance at the approved rules which govern such appointments.

*The Chairman.*—As regards the appointment of chairman, we may properly follow the regulations sanctioned by the usage of the House of Commons in the case of Select Committees.

*Special Committees.*—It frequently happens that an investigation by men of varied and extensive knowledge is required. Therefore a special committee of an institution, or of the body of members of a society, is demanded. This assembly will contain men of expert knowledge, capable of weighing evidence, and of framing a report with clerical assistance.

*Selection of the Members.*—The requisite steps are accordingly taken to select the proper men, and this is done either by direct nomination or by selection confirmed at the meeting. The names are submitted to the general body of the members, who approve or disapprove, as they think desirable, until the committee is empanelled.

(As regards committees of directors, or of other committees, see later in this chapter.)

*Quorum of the Committee*.—The committee having been selected, the first question is to fix the number necessary for a quorum. This question of the quorum in Company meetings has already been considered (p. 32). Here one-third of the number of the committee may safely be accepted as the needed quorum. We find that of a special committee of fifteen, five is the number established by custom of the House of Commons, and in no case should less than three, or four, be the quorum when the committee numbers more than eight members. Two constitute an unsatisfactory quorum, and might open the door to collusion.

But the real objection to a quorum of two is that, in case of an insuperable difference of opinion, business will be brought to a standstill.

*Minimum and Maximum*.—Three, therefore, is the least, and twenty the greatest, number of a quorum of a committee ranging between ten and eighty members; one-third being the maximum general standard.

The quorum decided (and, in the case of Select Committees or General Committees of the House of Commons, Parliament fixes the number), the committee first sets itself to select and elect its chairman.

*Order of Reference*.—But there is usually what is termed an "Order of Reference," which lays down the lines upon which the committee's train is to run, and the limits of its conduct. Such an order can, of course, be either permissive or obligatory—that is to say, it can indicate or command the principles upon which the committee shall proceed. The body, or committee, appointing the Select Committee, can thus limit the functions of its creature, or it may give it wide discretion by ordaining that the committee "be empowered to do" such-and-such things. The loophole thus caused tends to widen the prospect of the business, while the decision that "the committee shall" do so-and-so closes up the ground and limits the powers of the members.

["Parliamentary practice ordains that notice should be given both of this instruction and of the Order of Reference. The nomination of a committee, and the names offered in

amendment, or substitution, for those on the list also demand a notice."—*Palgrave.*]

*Powers of the Committee.*—The committee, thus furnished with powers and having its quorum fixed, is ready to elect a chairman. This is done at the first time of assembling.

*Chairman of the Committee.*—In the case of a Select Committee of the House of Commons, the Parliamentary routine, as in the election of The Speaker, is followed, viz., the "question" is put after a motion has been made, or it may be after various members have been nominated.

The secretary, or clerk, will then put the question—or it may be put by a temporary chairman, who occupies the position for the purpose, not being himself a candidate.

*Procedure in Electing the Chairman.*—If there are two or more candidates nominated, the question is put thus:—

"A motion has been made by Mr. ——, and seconded, that Mr. A. J—— do take the Chair of this Committee.

"Another motion has been made by Mr. ——, and seconded, that Mr. J. A—— do take the Chair of the Committee."

On this occasion the secretary or clerk puts the question: the first motion first. The question is—

"That Mr. A. J—— do take the Chair of this Committee." The members then vote in the usual manner, and if the "Ayes" carry the election, Mr. A. J—— ascends to the Chair. If the "Noes" have it, then the second motion is put and (possibly) carried. A third candidate may be proposed if Mr. J. A—— (candidate No. 2) is rejected. Generally, however, an agreed chairman receives the unanimous support of the members. The body being tolerably small, the qualifications of the various members are well known and the most suitable usually emerges by consent.

*No Chairman.*—In smaller committees a chairman may not be elected at all, or if elected may be prevented from attending upon some occasion. At such times a temporary chairman is nominated in his place. The chairman of such a meeting possesses all the rights and privileges of the appointed chairman and decides questions, when necessary, by his casting vote

*Procedure of Members.*—"In Committee" the member is not restricted in speaking, or to motions, as in Parliamentary Debate. He need not rise to address the Chair, as is usual in other Meetings; he can speak as frequently as he has a mind to; and he is not in need of a seconder if he wishes to "move." Thus it will be perceived that members of committee are not so confined in their procedure as members in a general meeting.

Again, a committee may adjourn itself at any time, or arrange to meet at any time the majority of members may decide. The decisions are arrived at by voting in the usual manner—and when arrived at should show no difference of opinion.

*Members' Opinions.*—It is contrary to practice and not admissible for any member to affix a contrary opinion to a report. (We remember an Army Select Committee showed such a deviation from rules; and Commissions are not governed by such a rule—witness the famous Minority Report of the Poor Law Commission.) "But no counter-statement nor protest from the minority should accompany any report."

"If a chairman signs a report it should only be by way of authentication."—*Palgrave.*

*Committee's Report.*—The report of the committee is generally drafted first, and considered, paragraph by paragraph, is subject to amendments as in ordinary cases, and the vote of the members is taken upon the question being put—"That paragraph (No. so-and-so)," or "paragraph (so-and-so) as now amended, stand part of the question."

The original draft is usually entered in the Minute Book, and is then considered to have been "read a first time." When this is accepted, the motion "That the draft report be now read a second time" is made—and is carried, let us say. It is then read as stated by paragraphs, which are successively passed as read or as amended.

[It may be that some other member may move another report. If so, when the motion is made to read the former draft report "a second time," an amendment is moved in favour of Report No. 2, and voted on as usual. It is necessary that both drafts shall be entered on the Minutes under their respective authors' names.]

"If any fresh paragraph be inserted or proposed to be inserted as the report proceeds, each paragraph is proposed as an amendment to the draft report."—*Palgrave.*

The report, when finished, is voted to be sent up to the House, or other body which appointed the committee, in the usual way, the question being put by the chairman of the committee "That the report," etc.

*Fate of the Report of the Committee.*—The report of the committee, whether in draft form or as a series of resolutions, is then sent in to the governing body, who are assembled to consider it—it may be, in general meeting—and it is proceeded with in the usual way, being read by the secretary to the meeting.

The chairman then may move that the report be agreed to, and it may be accepted at once. But strict Parliamentary Procedure decides that the chairman shall move "That the report be read a second time," immediately.

This opens the door for criticism, as the first motion would do, and after the chairman's motion in any case members can disapprove, amend, and criticise the report of the committee, care being taken by the chairman that nothing contrary to the scope and object of the committee's report (and of the original instructions) is permitted to be raised. Only relevant amendments can be considered, and these will, of course, tend either to the upsetting of the report, or to its reconsideration by the same or another committee.

But if the motion of the chairman as to the adoption (or second reading) is carried by the meeting, of course the question is determined, and no further discussion is permissible beyond word-amendments. The meeting has, by its vote, sanctioned the principle of the report, and it cannot be rejected *qua* report. It may, however, be polished up, so to speak, and in some respects modified, but the actual aim and object of the report cannot be altered—the body of it remains.

*Submitting a Report for Consideration.*—The writer has been on committees where such a course was adopted by the chairman on a draft report, which he read to the members. The report had been adopted, but was submitted for improvement, and discussed for effect, paragraph by paragraph,

several verbal amendments being made before the report was finally agreed to.

When this climax had been reached, the meeting set about the consideration of the means to be adopted for carrying out the recommendations of the report. Suggestions were made, considered, and decided on when, but not until, the meeting was satisfied. This is the usual procedure. Attendance is usually pretty regular, and there is usually a sufficient quorum at the appointed hour of meeting.

It may be remarked that in Parliament while The Speaker is addressed by his title, the Chairman of Committees is, when in the Chair, addressed by his name.

### Parliamentary Committees.

*Committee of the House.*—If a measure has passed the second reading, the House considers it "in Committee," which is, to all intents and purposes, the same as considering it in the House—the Committee being "of the whole House," with a difference. The President is a chairman in a chair set for the purpose, and members may speak as often as they choose.

Subsequently the bill is "reported" to the House. This is not a useless formality, for though the Committee is of the whole House, in all probability comparatively few members attend the Committee. This answers to the report stage already mentioned, and the reported bill may be then amended and even rejected. But if accepted by the Commons it must pass the Lords ere it becomes law, subject to the provisions of the Parliament Act.

*Committee of Supply.*—"Committee of Supply" needs no explanation. Its meaning is evident.

Procedure in standing committees is the same as in select committees. The quorum is twenty, the number of members is between sixty and eighty, with certain provisos. The chairman is selected from a certain "panel" of six, or not less than four.

*Standing Committees.*—The reports of standing committees are treated as reports of the "whole House Committee," provided that the provisions of the standing orders shall not apply to bills reported by standing committees.

## Other Committees.

*Sub-Committees.*—When the board of a company meets, it often happens that the members form various committees. A county council divides itself into finance, fire brigade, and numerous other committees, with a view to undertaking certain duties and reporting to the main body the result of the researches. The council then, by the general body of its members, decides upon the course to be pursued.

Such committees relieve the council, or the board which appoints them, of a considerable quantity of routine business and investigation or inquiry, which is not agreeable to everyone, but is of interest to some. To probe and investigate is to them a congenial occupation. So there are members who discharge these inquisitorial functions admirably for the board, or council, and leave the latter free to occupy itself with weighty and important matters, and with the consideration of the reports of the committees.

*Rules for Sub-Committees.*—Articles of Association or regulations sometimes provide that even one director may constitute a committee in himself. More generally the committee consists of three, or perhaps two members, and such committee is appointed by resolution of the board of directors.

A committee may likewise appoint some of their number a sub-committee to ascertain certain points connected with objects they have in view, and give the sub-committee power to deal with the question fully and even to carry out their decisions for the benefit of the society. But in all important business matters a report should be made, and the committee itself, or the board should decide the matters investigated, or submit them to the general meeting, according to circumstances and regulations.

*Table A on Committees.*—Table A (Article 85) provides that "The directors may delegate any of their powers to committees consisting of such member or members of their body as they think fit; any committee so formed shall, in the exercise of the powers so delegated, conform to any regulations that may be imposed on it by the directors.

(Article 86) "A committee may elect a chairman of its meetings; if no such chairman is elected, or if at any meeting the chairman is not present within five minutes after the time appointed for holding the same, the members present may choose one of their number to be chairman of the meeting.

(Article 87) "A committee may meet and adjourn as it thinks proper. Questions arising at any meeting shall be determined by a majority of votes of the members present, and in case of an equality of votes the chairman shall have a second or casting vote.

(Article 88) "All acts done by any meeting of the directors or of a committee of directors, or by any person acting as a director, shall, notwithstanding that it be afterwards discovered that there was some defect in the appointment of any such director or person acting as aforesaid, or that they or any of them were disqualified, be as valid as if every such person had been duly appointed and was qualified to be a director."

These clauses sum up the legal aspect of directors' committees.

## CHAPTER XI

## CHAIRMAN OF THE LONDON COUNTY COUNCIL.

So much interest is taken nowadays in local self-government and so many readers may wish or be invited to bear a share in it—a legitimate and laudable desire—that a recapitulation of the routine adopted by the London County Council, in so far as it relates to the functions of the chairman, will prove useful. There is this advantage in choosing, by way of illustration, the practice of one of the foremost governing bodies, that it may be easily modified to suit the wants of a smaller council. Where necessary the summary is elucidated by comment, which will be found within brackets:—

*Election.*—No business shall precede that of the election of chairman.

(The reason for this is obvious.)

*Term of Office.*—The chairman's term shall be one year, but he shall remain in office until his successor has accepted office and subscribed the usual declaration.

(He himself may be re-elected.)

*Quorum.*—One-fourth of the total membership of the council shall constitute a quorum. If no quorum be present at the expiry of fifteen minutes after the hour at which any meeting of the council is appointed to be held, no council meeting shall be held. If, during any meeting, a member call the chairman's attention to the fact that a quorum is not present, he shall count heads and, if it appear that a quorum is not present, the meeting shall stand adjourned.

(The quorum rule prevents business being rushed through in a "hole and corner" fashion. The short fifteen minutes' grace makes for punctuality.)

*In the Chair.*—The chairman shall preside at all meetings at which he is present. In his absence the vice-chairman shall preside, and in the absence of both the deputy-chairman shall preside. Should all three be absent, then the members present shall elect one of their number to the chair.

(The absence of chairman, vice-chairman and deputy is a very remote contingency, but it must be provided for.)

*Disorder in the Public Gallery.*—If one or more persons is guilty of disorder in the public gallery, the chairman shall take the necessary steps for the ejection of the offenders and for their exclusion for as long a period as expedient.

*Temporary Adjournment* —At the conclusion of any speech, the chairman may accept a motion for the adjournment of the meeting for a period not exceeding two hours, but no debate shall be held on such motion, which may provide that the proposal shall take effect at a specified time not later than one hour after the motion has been made.

*Adjournment by Chairman* —In the interests of order the chairman is empowered to adjourn or suspend a session for a time to be named by him.

*Special Meetings* —The chairman may call a meeting at any time, and shall do so upon receiving a requisition signed by twenty members. If he decline to summon it, the petitioners may thereupon summon it themselves. If he appear to consent but fail to call it within seven days of the requisition, the signatories may then summon such meeting.

*Limits of Business.*—With the exception of matters of urgency brought up in accordance with the council's standing orders, the business of a meeting shall be confined to the items mentioned in the summons calling it.

*Order of Business* —For the due discharge of its functions the business shall be taken in the following order:—(1) Minutes of previous meeting; (2) Petitions; (3) Opening of tenders; (4) Report as to documents sealed since last meeting; (5) Questions; (6) Reports of committees; (7) Notices of motion.

*Advance of Business.*—At his discretion the chairman may bring forward any business at any stage.

*Urgency.*—Matters arising too late to be specified on the summons calling the meeting may be brought forward by the chairman, with the consent of a majority of the whole council, or of three-fourths of the members present.

(Every chairman is fallible, and it is therefore incumbent upon members to see that this action is wisely taken.)

*Notices of Motion* —Notices of motion shall be in writing, and be entered in the Notice Book by the clerk in the order in which they are received, but every notice must be relevant to some question affecting the administration or condition of London. If need be, the chairman shall decide whether or not a motion is in order.

*Demeanour of Members.*—Members shall be uncovered while the council sits, when speaking, shall stand, and shall address the chair.

*Chairman First.*—Should the chairman rise during debate the member then in possession of the House shall resume his seat, and the council be silent, so that the chairman may be heard respectfully and without interruption

(The idea underlying this order is the upholding always of the authority and dignity of the chair )

*Length of Speeches.*—At ordinary meetings and during ordinary business, no member shall speak for more than fifteen minutes, save by consent of the council, which should be given only when the question under discussion is of exceptional importance. The council may extend the period by ten minutes. In very exceptional circumstances, as when the yearly budget is presented, still further latitude may be allowed, but always by leave of the council.

*Irrelevance.*—The chairman shall call any member to order for irrelevance, repetition, unbecoming language, or other breach of order, and may direct such member to discontinue his speech.

(These powers have been bestowed upon the occupant of the chair, partly to preserve the decencies of debate and partly to minimise obstructive tactics by mere talk.)

*Disorder.*—When there is grave disorder or persistent defiance of the chairman, he can direct the offender to retire, either for the remainder of the sitting or for some shorter period. If the offender will not retire, the chairman shall give direction for his removal and any other directions he may consider necessary for restoring order.

*Order of Debate.*—The chairman shall not permit any member to speak more than once to any motion or amendment. Only the proposer of an original motion has a right of reply which, the chairman must see to it, shall be confined to answering previous speakers and shall not introduce fresh matter of discussion.

(Obviously, it would be unfair to suffer the mover to strengthen his case by importing into his reply new particulars which members who have already spoken, and who cannot speak again had no opportunity of considering and, it may be, rebutting.)

As soon as the speech in reply is ended, the vote must be taken.

Procedure in committee is governed by much freer rules. Members may address the committee more than once on the same proposition and, greater latitude in procedure generally is sanctioned.

*Points of Order.*—But it is not a contravention of the regulation just mentioned to allow a member who has already spoken to rise to a point of order, or tender a personal explanation called for by the nature or course of the debate. The chairman shall decide whether the point of order or personal explanation be admissible, and his ruling shall be final and undebatable. Neither the point of order nor personal explanation can be subject of a fresh debate, nor shall either be supported by a speech. The point must be taken clearly and crisply, and the explanation must be strictly limited to the facts of the case.

*Withdrawal of Motion.*—With the consent of the council a motion or amendment may be withdrawn, but no debate on the point must take place. It is usual for the mover of a motion or amendment desirous of withdrawing to obtain the sanction of his seconder to this course.

*Amendments.*—The chairman shall take care that every amendment accepted by him—which must be in writing, and signed by the mover—is relevant. The mover may nominate his seconder, but no amendment can be discussed until it has been seconded. No member can speak more than once to an amendment, and the mover thereof has no right of reply. No other amendment shall be moved until the first one has been disposed of. If an amendment is carried, it (or the motion so amended) shall become the substantive motion to which a further amendment may be moved. No member can move or second more than one amendment to any motion.

(Though many speakers fail to realise it, the negative to a motion is not an amendment, the proper course in such event being always to vote with the "Noes" against the motion.)

*Postponement.*—At the end of any speech a member may propose the postponement of the consideration of the question for a stated period, or *sine die*, but he may not speak for more than five minutes, and his motion shall be seconded without speech The mover of the question under debate shall have a right of reply for five minutes, without prejudice to his ultimate right of reply on the whole debate. The motion shall then be put *instanter*. If the postponement is carried to a fixed date, the question shall have precedence on the list of motions for such date.

*Adjournment of Council.*—At the close of any speech or any business, a member may propose the adjournment of the council, but he shall not speak for more than five minutes, and his seconder shall only formally second the motion. No debate shall be allowed, save that to the mover of the question under debate shall be granted five minutes for reply. The chairman may ask those who support the motion to rise in their places, and if fewer than ten other members stand, the motion shall not be proceeded with. If the adjournment is carried, the matter under debate shall be adjourned until the next meeting, unless dealt with at the stage of unopposed business, which may be taken before the council adjourn. No member may move or second more than one motion for adjournment of the council at the same sitting.

*Adjournment of Debate.*—The debate may be adjourned subject to similar conditions to those obtaining in respect of postponement of a question and adjournment of the council. If carried, the discussion shall be resumed at the next meeting, and the council shall proceed at its then sitting to the next business, the proposition being for the adjournment of the matter under debate and not for the adjournment of the council.

*"That the Question be Now Put."*—At the close of any speech a member may move—without debate, however—"that the question be now put," and, if this is seconded, the motion shall be put forthwith, unless the chairman rule otherwise. Should this be carried, the motion or amendment under discussion must be put to the vote at once. Similarly, any member may propose "That the chairman do proceed to the next business," and if this is seconded and carried, he shall immediately proceed to the next business accordingly.

*Motion to Rescind.*—No motion to rescind a resolution passed within the preceding six months shall be entertained, unless the notice be signed by twenty other members and be specified in the summons calling the meeting. Nor, when disposed of, shall it be competent for any member to bring forward a like resolution for another six months. This order does not apply to motions which are moved by the chairman or other members of a committee.

*Assistance.*—The chairman, whether of the council or of a committee, is entitled to look to the clerk of the council as his principal adviser, and for all necessary information and assistance in the conduct and despatch of business.

*Quorum for Other Public Bodies.*—The law regulates the number that shall form a quorum for borough, district, and county councils and the like; the number varying from one-fourth to one-third, save for special purposes, when it may be as high as two-thirds. It is obviously impossible to lay down a hard-and-fast rule, but the necessity for a quorum of considerable size on the part of public authorities is self-evident. In such a precaution lies the only safeguard against neglect of the public interest.

## CHAPTER XII

## "PLATFORM" AND "LIVELY" MEETING.

"*Forewarned, Forearmed.*"—Save at times when political feeling runs high, or some purely local question has stirred up rancour and strife in a district, most meetings pass off quietly enough.

As we have considered pretty fully the duties and powers of chairmen at the meetings of deliberative assemblies, public companies, and the like, showing, amongst other things how a firm and judicious chairman can keep the meeting in hand, we propose in this chapter to limit the scope of our remarks to what may be called "Platform Meetings," gatherings that have been assembled, not for discussion, but for propaganda; not to debate, but to listen to what some famous orator (backed by one or two lesser celebrities) has to say in support of the views and objects of the society that has arranged the meeting. It is in meetings of this character that disorder has most often to be encountered.

Some men dislike a tame meeting; but there is an essential difference between a "live" and a "lively" gathering. The former goes off well at all points because of the prevailing harmony; the latter leaves an unpleasant impression because everything seems to have been "at sixes and sevens." Occasionally actual disturbance breaks out, and then the chairman's lot is not a happy one. In such circumstances, however, he must hold fast and sit tight. He is the captain on the bridge and must stick to his post until absolutely satisfied that evil passions have obtained the predominance and that a deliberate attempt at wrecking the meeting is afoot. Then, all his efforts to maintain order and keep peace having failed, he shall collect his papers and declare the meeting at an end. Timidity in such a crisis is a fatal policy, as it only tends to precipitate disorder which a firm and resolute

attitude might avert. And the chairman of a "lively" meeting is not without guidance, which we now proceed to discuss.

*Precautionary Arrangements.*—As one never can tell what novelty may, in the legitimate course of business, be sprung upon a meeting—and it is the unexpected, we are told, that happens—the promoters should always take obvious precautions against possible malignants. For a meeting needs to be managed as systematically as any other enterprise, and the chairman is entitled to assume that the preparations have been properly superintended. Take the case of what is called an "open" meeting, that is, one to which admission is free. It may, nevertheless, be prudent to reserve a few of the front rows on the floor of the hall, a charge being made for them or the tickets being distributed judiciously, according to circumstances. When the cost of holding the meeting has been considerable, these reserved-seat tickets are often issued at a stated price to defray part of the expense. But money is not always an object. The presence of many supporters of the cause which the meeting is being held to advocate can only be guaranteed by reserving seats for them. Moreover, it is a great help to the chairman and "platform" generally, to say nothing of the reporters sitting immediately below the rostrum, to have, so to speak, a friendly body-guard right in front. Few things are better calculated to put a chairman out than to have an ill-mannered man just below him, interpolating rude remarks in a raucous voice. Still, the number of tickets at an ostensibly open meeting must not be overdone, as members of the audience, quite peacefully disposed, are likely to resent their being denied seats in good positions at a so-called free assembly. For meetings where the attendance is pretty sure to be large and the demeanour of the audience all that could be desired, it will yet be for the general convenience if a staff of stewards is enrolled beforehand to show people to their seats, to see that the seats are filled and no space wasted, to distribute (and sell, if need be) programmes, and to supply information, it may be, about the objects of the meeting, or the society which has called it. But such arrangements may govern every description of gathering, and precautions more adapted to prevent, not due opposition, but rowdyism, are needful.

*Tickets.*—We have seen that a certain number of tickets may be issued for reserved seats at meetings where no hostility is expected. But occasion may arise when admission by ticket is indispensable. It is very seldom that an engineered disturbance can be "kept dark." Some hint of it is sure to leak out sooner or later, and then the promoters must deal strongly with the situation that confronts them. One safeguard may be adopted which, although not a perfect specific, will go far to embarrass the enemy. No person is admitted except by ticket, on the face of which is printed a pledge that the holder of it will not disturb the proceedings and will accept the chairman's decision. A malcontent who might otherwise create a disturbance will refrain when his very presence is proof that he has used a ticket thereby giving a pledge not to disturb. But, of course, such a consideration will offer no obstacle to a hired and unscrupulous opposition. Then, again, it is possible to forge tickets. One can recall gatherings nullified by a wholesale forgery of tickets, the holders of which came to the meeting determined, by hook or by crook, to spoil it. It is rare that such deep feeling is provoked by any question of the day. Pledge-tickets may therefore be resorted to with reasonable hope of success in the vast majority of cases. Untransferable tickets for smaller meetings can be made a sufficient preventative of rowdyism by two precautions: their endorsement with the name of the person to whom sent, and their signature by the secretary, which makes a forgery of them criminal. This double precaution ensures that the actual user will be a respectable and responsible person. The only drawback is the extra labour entailed upon the secretary of writing perhaps five hundred names and making his own signature as often, in addition to that of despatching the tickets by post.

*The Chairman's Powers.*—Even when disturbance is anticipated, however, the personality of the chairman counts for much. A man of discretion, tact, good temper, and presence of mind may, by the judicious and not too masterful exercise of his personal qualities, accomplish more in the way of repressing unruly members, than by a strict insistence on his technical and legal rights. Just as a referee at football sometimes does more harm than good by "seeing too much," so a chairman may defeat his own ends and play the other

side's game, by taking notice of every interruption. While, on the one hand, he must not expose himself to a charge of cowardice, on the other hand he must not be too eager to restrict the just freedom of his hearers. He must be prepared to cope with disorder or clamour when it really emerges, but it is never wise of him to betray that he believes or knows that disturbance is coming. Perhaps by his urbanity and fair dealing he may avert the threatened demonstration. On the appearance of antagonism, he should boldly intimate that he will take care to give opponents every opportunity, within reason, of asking questions, when the speech in course of delivery is finished. (Some famous orators, Lloyd George, for example, welcome interruptions, and score their greatest triumphs in impromptu retorts. Such masters of dialectics will pounce on interruptions regardless of anything the chairman may rule about a deferred consideration of them. So the chairman will not do any practical harm if he assume that all speakers need to be protected and can only do themselves justice when allowed to pursue the thread of their argument continuously.) An audience likes fair dealing, and hostile folk have speedily responded to the appeal *ad hominem*. Having given his word, however, the chairman must keep it. The bulk of the audience will heartily support the chairman, if he has conducted his strategy so far with scrupulous fairness but undoubted ability. In fact, generalship is a factor of supreme importance to the chairman of a "lively" meeting

But the considerations which we have hitherto discussed do not exhaust the powers behind the chairman in his endeavour to assert his authority and maintain order.

*Some Points of Law.*—If the promoters of a meeting are wise, they will strengthen the position both of the chairman and of themselves, by giving due thought to certain preliminary matters; for the promoters possess some indubitable legal rights. As renters of the hall, or room, for the purposes of the meeting, they and they alone have the exclusive use of it for the time being, whether this be forenoon, afternoon, or evening. All who attend it, therefore, are there on sufferance; they are licensees whose license may be withdrawn at any moment. This furnishes the chairman with a powerful weapon. Supposing he espies the ringleader of the forces

of disorder (and he may fortify his belief by reference to his nearest neighbour on the platform: there will be no harm in obtaining evidence of the fact), he publicly bids the offender leave the premises. His order is ignored both now and when it is repeated immediately afterwards. His next step becomes definite. The culprit has elected to defy the temporary tenant of the hall, whose representative or deputy the chairman is. Accordingly he is a trespasser and, as such, may be evicted by the stewards at the chairman's order. Nor is this fact of tenancy the sole point which may legally assist the chairman.

*Advertisement of Meetings.*—Every meeting is called in one of several ways. It may be advertised in the newspapers and other periodicals, summoned by circular, announced by posters and handbills, paragraphed in the Press, or announced by the B.B.C. In short, whatever publicity experience may dictate or ingenuity suggest may be resorted to. But in certain events, especially when there is reason to fear disturbance, the word "Public" should be omitted from the announcements, whatever their form. In this way the promoters will secure their own rights and make clear the exact position of the audience beyond possibility of misapprehension, if they simply drop the word "Public" from every announcement of their meeting. Thus an advertisement of a meeting in favour of the "Reform of Parliament," or to denounce the "Closing of Churches on Week days," will serve every purpose of the promoters, while the omission of the superfluous word "Public" will leave both formalists and rowdies without a legal leg to stand on. If someone has been invited beforehand to preside, as is almost invariably done, the name of the chairman should also appear in the announcement. This will show that he at least has a prescriptive right to occupy the position he holds. Should it turn out that he cannot attend, owing to ill-health or other reason, and there is no time to publish his substitute's name beforehand, the promoters should still be provided with their own chairman; and the secretary will announce to the meeting that Mr. Blank has been appointed to preside in lieu of Mr. So-and-so, whose letter of regret he may (if it is thought right or worth while) read

*Disturbances.*—Notwithstanding the taking of every precaution some evilly-disposed person or persons may make a more or less desperate effort to provoke disturbance of a serious character. One person can be effectually dealt with, and in his case need not be further considered. Grave disorder certainly points to the operations of a gang, who have either been hired for the purpose or, out of some motive of malice or revenge, have decided upon concerted action.

At a remarkable gathering in the Royal Albert Hall, London, some years ago, presided over by Mrs Henry Fawcett, one of the resolutions was proposed by a well-known Labour M.P. The moment he rose he was assailed by shouts of one kind and another from various parts of the building, by cads who were base enough to jeopardise the success of the meeting by venting their spite and spleen on the speaker. The authorities had evidently anticipated that some such outbreak was on the *tapis*, for handbills were at once circulated throughout the vast throng—"TAKE NO NOTICE: DO NOT LOOK ROUND." The speaker stood to his guns—it was essential he should do so—and said everything he desired to say. Pauses, of course, were numerous, for it was useless to "crack" his voice against the yells of the mob; but by getting in a sentence now and again in the lulls and biding his time, he wore down the bulk of the crazy shouters and finished his speech triumphantly. As soon as he sat down the audience rose to their feet and acclaimed him with rounds of cheers. Then the organist, grasping the situation, played "For he's a jolly good fellow," which the immense multitude sang with great gusto. Here was an example of riot defeating itself. The would-be creators of dissension had only succeeded in provoking an extraordinary demonstration in favour of the object of their hatred and malice. Was Mrs. Fawcett dismayed? Not in the least. She calmly reviewed the exciting scene and allowed the storm to spend itself. This was, in such a place on such an occasion, the wisest thing to do; but had the number of malcontents been larger it is evident that the meeting would have been wrecked, unless the M.P. had bent before the storm. This he could not have done without imminent damage to his career.

We might multiply instances of riotous demonstrations against certain persons, but for whose presence meetings would have been not only completely successful, but wholly

peaceable. In such circumstances the promoters, of course, could not throw the speakers to the wolves, and, what is more, the speakers would not have suffered it.

*The Chairman's Warning.*—Disturbances, however, are, generally speaking, aimed less at persons than at the objects for which the meeting is being held and, in such cases, are infinitely more easy to deal with, the venomous and vitriolic element being absent. Where a disturbance of this sort breaks out, the chairman should remind the audience that the meeting has been summoned by certain persons for a well-defined and legitimate purpose; that these persons being sole lessees of the premises, all others are present only by permission, which will be withdrawn from anyone whatever causing disturbance or annoying others; that such offenders will not be tolerated, but warned off the premises and, on refusal, will be treated as trespassers and forcibly ejected. In making his statement the chairman must be short, sharp, and to the point; he must not betray anger even if he feel it; and on no account must he employ threatening language or use words which might augment the existing tension and precipitate uproar. These cautionary sentences may or may not have the required result. He must "wait and see." If, however, they prove of no avail, he shall then proceed to name or point out any disorderly person, bid him leave and, if necessary, order him to be turned out.

*Stewards.*—Eviction, obviously, cannot be carried out by the chairman, but he is not helpless on that account. "Coming events cast their shadows before," and so, as we said, rumours of premeditated trouble usually reach the ears of the "powers that be." There is only one way of meeting a difficulty of that nature. The truth of the reports must be taken for granted: to hesitate at this stage is to be lost. A few days beforehand the promoters must enrol a body of stewards, the number of whom will depend upon the circumstances of the case. For a small meeting a score of men will suffice; for a gathering of imposing dimensions a small army of volunteers—at least five per cent. of the expected attendance—will be required. The word "volunteers" is used advisedly; they are probably personally interested in

the meeting, and are likely to be much more intelligent than mercenaries. They should be thoroughly coached in their duties and in the legal rights of the promoters, whose servants they virtually are for the time being. Needless to add, they ought to be strong, sturdy fellows, and of exceptionally good temper and very patient. A captain should be chosen (by the men themselves) for every company of twenty, and they ought to be distinguished by a conspicuous badge labelled "Steward," so that it may be known to all and sundry, that they act under authority. No matter how sympathetic the audience may be—and it is practically certain that, barring the disturbers of the peace, they will support the promoters—the task of quelling disorder should be left to the stewards. They are protected by law in what they do, so long as they use no more force than is absolutely necessary in ejecting a rioter, but a private person might conceivably render himself liable to an action for assault and battery. The captains, each of whom will carry a whistle of peculiar *timbre*, will post their men in selected parts of the hall. Probably a well-disposed array of such maintainers of order will of itself hold the rowdy element in check. Should it be necessary to act, however, they must frankly tell misbehavers that, if they do not cease their annoyance, leave to be present will be cancelled and they will be turned out as trespassers. This unpleasant business should be carried out in a workmanlike manner, with the use of as little force as possible. Where offenders lose their heads and are guilty of undoubted violence, they must be "run out," and should the case be very bad, given into the custody of the police. The stewards should observe the faces of the men they handle, and, when they reach the vestibule, obtain, if they can, their names and addresses, in the event of legal proceedings being afterwards taken. Throughout the meeting, they should act, as far as may be, under the direction of the chairman, but as his eye cannot penetrate the recesses of a huge assembly, independent action, under the guidance of their captains, must not be shirked. The captains, of course, will use their whistles (to summon the aid of another company) only in the last resort.

*The Police.*—We have purposely selected an example of the worst type of disorder, that of a prearranged effort on a wide scale to upset the business of an enormous meeting,

because milder cases can be dealt with by a modification of the procedure sketched. Allusion was made in the last paragraph to the police. The presence of two or three constables is commonly solicited as a matter of course at most meetings, even when they promise to be the calmest and best-behaved. But whenever disturbance may reasonably be expected an adequate body of police should be secured by the promoters. If the circumstances are laid before the authorities, they may be left to take the necessary steps, and will send a sufficient body of men to preserve the peace and protect law-abiding citizens. Any person who has wilfully created disorder may be taken into custody on one of three counts, or perhaps on all three, namely, for obstructing the police in the discharge of their duty; for assault; and for deliberate destruction of property. As to obstruction, the constable may act on his own initiative, and, preferably, should do so. In the other two cases, a steward may give the offender into custody. Save in extreme provocation, however, he ought to be satisfied with getting the culprit outside the building and preventing his return. Constables differ, and some decline to interfere until a breach of the peace really occurs; yet it is their duty to prevent breaches and they should at least be required to do so much. However, should a blow be actually struck they will hardly refrain from action, because it is then their imperative duty to exercise their powers, and, in the event of their refusing to act, their numbers should be taken and they should be reported for neglect of duty Speaking generally, and having regard to the inherent difficulties, it is seldom advisable to go as far as a summons for illegal conduct at a meeting. Expulsion, as a rule, may be held to meet the offence. Only an absolutely clear case will justify a steward either in giving a culprit into custody or in summoning him. A spirit of vindictiveness is easily aroused, and much trouble may ensue by an action for false imprisonment, which might or might not succeed, but which anyhow would involve both anxiety and expense. The expulsion of disorderly persons will be all that is needed in the vast majority of cases, and the chairman, promoters, and stewards may rest satisfied in having, to that extent, vindicated the right of meeting without let or hindrance.

## CHAPTER XIII

## THE SOCIAL CHAIRMAN.

*The Dinner Chairman.*—We have written a great deal concerning the "Company" chairman, the chairman of a meeting, and the president of a board; but though these do not exhaust the business activities of Mr. Chairman, it is time we considered him in his social aspect, as, for instance, a dinner chairman.

As compared with the business chairman the social chairman can win more kudos as a speaker, his office permitting the display of the most varied gifts, and if the reader cares to study a little volume which can be strongly recommended,* he will find in it hints, and the framework of after-dinner and other speeches.

The dinner chairman should not go to the function weary or worried. He should, if possible, put aside the business cares which have oppressed him during the day, and attend to his pleasant duties without any disturbing thought. He will then be able to display the cheerfulness which is so desirable in one who has to be at the head of a sociable company throughout a long evening.

*Arrangements.*—It is essential that the details in connection with the dinner should be adjusted several days before. The chairman may lend the committee the benefit of his experience, and, in any case, will communicate to the secretary any matter respecting which he is personally interested, such as the guests (if any) and the toast list. There are secretaries *and* secretaries, and unfortunately some of these officers are past-masters in the art of procrastination. The chairman, therefore, must give the secretary clearly to understand that every detail, even to the most

* "Speeches and Toasts" (Published by Ward, Lock & Co., Ltd.)

minute, must be attended to and finally disposed of before the eventful evening. It is manifestly unfair to the chairman to leave one or more matters of moment until the last. The chairman is entitled to more consideration than is usually paid to him.

Before the guests take their places there should be printed and distributed complete programmes of the after-dinner proceedings, giving a list of all the toasts, with their proposers and responders, and of the musical items to come between them. It is a help to less ready speakers if a musical number is inserted between the proposal of a toast, and the response.

*Duty to Guests*—The chairman should see that his guests are properly seated with reference to himself, and it is as well, in smaller gatherings particularly, that he should be acquainted with the names and standing, both social and commercial, of those around him. Thus informed by the secretary, the chairman will be enabled to say the few words to the guests and others which show him to be a man of the world and familiar with the position and other attributes (on which comment is thus allowable) of his varied guests. A judicious compliment, a happy epithet, will go far to put him on terms even with the strangers who may be present.

This knowledge may be of further service to the chairman in the course of the evening, for during one or other of his speeches, he may make a hit by an apt reference to some of those at table. The less apparent are the efforts in the direction of gaining this knowledge, the better. Any whispered queries, or louder inquiry, sent round as regards the identity of some well-known person may meet his ears, and will not sound pleasantly.

It is, therefore, most desirable that the chairman should know not only who is actually present, but who is who and which is which. Informed of this beforehand he will not have to ask the otherwise inevitable questions, and thus will escape offending those who are tenacious of recognition.

In addition to "who" and "what" the chairman needs to know "where."

*Plan of Dinner-Table.*—It is a manifest convenience (more readily appreciable at large dinners where the attendance exceeds one or perhaps two hundred persons) to have pre-

pared beforehand a plan of the dinner-tables, on which the place of every guest is marked. The secretary had better attend to the drawing-up of the plan. It will cost him some trouble, but the saving of confusion and crushing which it effects will repay him. The plan may either be printed (a copy being given to every diner, with his own name underlined in red, or otherwise distinguished) or, if it exist only in MS., in the form of a large-scale sketch, it should be exhibited on an easel in the reception-room, where each diner may study it and ascertain exactly where he will find his place.

Besides the obvious advantage of being in possession of a key to the board before him, and being able by its means to examine the composition of the tables, the chairman and his guests are, in a fashion, introduced to each other, and conversation may at once be started without risk of *faux pas*.

It is very often judicious for a chairman, if of high standing, or a great favourite, to refer in his speech to my friend Mr. So-and-So, who is seated at "such a table." The person thus honoured and selected for mention will be the more pleased if his acquaintance with the chairman is really slight! The table-plan has thus an advantage which the judicious chairman will seize.

*Toastmaster.*—At important banquets the chairman is customarily assisted by a functionary who, though styled "toastmaster," has to make every announcement which the chairman desires to place before the company. It is, however, more in consonance with the claims of hospitality when the chairman, who occupies the position of host, discharges all the duties of the post. It is more becoming and more gracious for the chairman, rather than a hireling, to play the host. Consequently, should the chairman feel equal to fulfilling all the duties which he would perform (as a matter of course) in his own house, he ought certainly to fulfil them at a public dinner. In that case he should instruct the secretary to intimate to the manager of the hotel or assembly rooms where the dinner is to be held that the services of a toastmaster will not be required.

"*Grace.*"—The chairman having seen his guests seated at his side, and the company in their places, will either request the toastmaster to call "Grace," or, if no such functionary is

present, will himself ask the chaplain or some other clergyman or minister to say "Grace," the company standing. This preliminary duty performed—perhaps by the chairman himself—the company are seated, and dinner is served.

*Dinner Duties.*—While the dinner is in progress the chairman will, of course, naturally concentrate his attention upon his immediate neighbours, who may be either his own guests or the more distinguished visitors who have been invited to attend as the guests, it may be, of the institution or club which is giving the dinner. It is the chairman's prerogative to show especial courtesy to guests who are exceptionally favoured.

An ideal chairman will know the subject best calculated to discover his neighbour's confidence. He will assail him with the topic he best understands, or is most acquainted with, being, moreover, mindful to avoid controversial questions, unless he is absolutely sure of his man. A mistake in this regard will not readily be forgiven.

*Subjects Tabooed.*—As a general rule in social gatherings politics and religion are avoided. To introduce either is considered to be tantamount to casting a firebrand into the "haggart," and the flame quickly spreads if fanned. Let the judicious chairman, therefore, avoid both politics and religion.

*Smaller Functions.*—The same general rule should apply also to the chairman of a small club-dinner, although the smaller the gathering the more difficult it is to entertain. Each one is more or less shy in beginning the conversation, or in making it general. Hence the party is broken up at once into its component parts. Each man who is seated next to an acquaintance turns to and converses with him, perhaps, in a low tone, while the solitary diner sits dumb, crumbling his bread, or reading for the hundredth time the "Menu," which he is probably heartily tired of ere he is half through it prandially.

The chairman should endeavour to allay this uneasiness. Knowing, perhaps, that the solitary diner has a hobby, the chairman may (addressing him by name) question him concerning it, and then by involving the stranger's neighbour in the discussion informally introduce them to one another.

The chairman will now be at ease and, having set "the ball rolling" and made all comfortable, may permit the conversation to flow past him, if he chooses, and let his *convives* assist him.

*As Host.*—In this as in other respects the chairman should play the host rather than the president, and be chary of asserting his personality and of expressing his opinions too strongly, or of dominating the conversation. If called upon to relate an anecdote, let him do so, but he should try to promote the harmony and the sociability of the company generally, rather than to assert himself, except in those duties which, as chairman, he must carry out.

Even in the social gatherings of small clubs which meet infrequently, and at which the members may be comparative strangers, it is fortunately the case that there are usually one or two persons who are disposed to conversation, and who purposely cast a scrap of debatable matter of an innocuous character before them. On this morsel some guest eagerly pounces, and then, like so many hens, the others rush after the fortunate one, anxious to peck at the controversial morsel with him. Thus dullness is dissipated and geniality introduced in its stead.

*"Taking Wine."*—We will suppose the dinner progressing. At a certain time, fairly early in the proceedings, the chairman takes wine with the company. (The phrase "takes wine" is more or less conventional. The chairman may be a strict abstainer and take nothing stronger than ginger ale, yet he will not refrain from using the time-honoured formula.)

If the gathering is small, and most of the guests on friendly terms, the chairman will convey a hint to one of his neighbours, who rises and says:—

"Gentlemen [or Brother Members], the chairman will be pleased to take wine with you."

The company respond, standing up, and the chairman seats himself and the conversation is renewed.

But at large dinners the toastmaster gives the word: "Gentlemen to the right of the Chair, the Chairman [or his Lordship] will take wine with you."

The chairman rises, bows to the right, and the guests on his right respond; and so in turn, shortly afterwards,

he will show similar courtesy to those on his left. Ordinarily this "taking wine" with the company is the only duty of the chairman during dinner.

Other categories will suggest themselves. For example, at a "firm" dinner the chairman (who is usually the employer) will take wine in turn with each of the various departments, counting-house, export, selling, administrative, etc., thereby suggesting to the employees that he is in touch with each of them and that no good work passes unnoticed. It will be well for him to have a list prepared; the accidental omission of one department would be unfortunate and might even seem invidious. The "taking wine" formula has possibilities of humour and chaff which must be resisted at large and formal gatherings, although useful in promoting hilarity on more riotous occasions, such as annual dinners of football and cricket clubs. "The chairman will take wine with the members who have not dropped a catch during the season" will set tongues wagging. But these relaxations should be thought out beforehand, in order that they may be kept free of offence.

*Toasts, etc.*—After dinner the duties of the chairman begin in earnest with the toast of "The King." A soloist will perhaps sing a verse of the National Anthem, the company joining in the chorus, and when the toast has been duly honoured—not before—the chairman gives permission to smoke.

As to the loyal toast, the chairman should note that the better plan is merely to give it (after a full pause for general attention) in the simple words "The King." The loyal toast should precede all other functions of the after-dinner.

One innovation we once witnessed which appeared to meet with general approval. The chairman on the occasion in question was a former Lord Provost of Edinburgh, and his experience at civic functions must have satisfied him that there was nothing really improper in the practice he initiated. After the sweets and during the dessert he rose from his seat as chairman and gave the toast of "The King." The result was that those who wished to dally over the fruit could do so, while those who desired to smoke could, for after the loyal toast had been duly honoured, the chairman gave permission, by consent of the ladies present, to smoke.

*Ladies Present.*—When ladies are present at a dinner, this fact must alter the very first words, and it must also qualify some of the sanctions of the chair. For instance, after the loyal toast at a dinner, leave to smoke is granted; but when ladies attend the function intimation must run somewhat to this effect,—"Gentlemen, I am happy to announce that by gracious permission of the ladies, smoking may now be indulged in." It will be observed that this notice is adroitly framed. Under its terms all men may smoke also those ladies who care to. And, by the by, at this same after-dinner entertainment, if ladies are to be present, let the chairman satisfy himself beforehand that there will be no equivocal stories or suggestive and vulgar songs. This hint is not thrown out idly, or without experience of unpleasant moments In these days of women's activities their presence may be looked for at all kinds of gatherings, and they are doubtless accustomed to take the risks inseparable from some meetings, but they should never be exposed to malice aforethought or the ribald *double entendre.*

*Duty Toasts* —This brings us to the question of the toasts which it is the chairman's duty to propose. They, of course, vary in number, according to the place and the occasion. Generally they number three—"The King and Royal Family"; the Toast of the Evening, which may be "Prosperity" to the institution or club; and "The Guests of the Evening"; though the last is often relegated to another member.

To these may be added others, as may be deemed necessary; but the chairman is usually more than content with three and with "returning thanks" for the Toast of his own health. In some cases the "(Lord) Mayor and Sheriffs," or the "(Lord) Provost and Bailies," and other functionaries must be separately toasted. "The Vicar," "the County [or other] Members," "the Churchwardens," "the Army and Navy," "the Air Force," or "the Territorial Army," and other toasts may be proposed by the chairman, if the function is local, and a "heavy" programme is preferred.

Again, "the Houses of Parliament," "the Bishop and Clergy of the Diocese," "His Majesty's Ministers," "His Majesty's Judges," "the Lord-Lieutenant," "Magistrates," and other dignitaries may have to be toasted upon many and

various occasions by the chairman of public and semi-public dinners and banquets.

*Chairman's Characteristics.*—To perform these duties satisfactorily he must be a man of resource, and must not repeat himself—nor must he be too lengthy in his remarks. Prolixity is fatal to the chairman of a dinner. He must seize the essentials of his subject, hold them, discuss them briefly, not wandering far afield and losing himself so completely as to be unable subsequently to find his way back to his proper theme.

The chairman should, therefore, write his speech out, and con it at home, and, having the notes of it before him, or in his head, deliver it, with such occasional comment and elucidation as may seem demanded by the degree of receptivity of his audience. With an inexperienced speaker this added matter may be absolutely necessary if the argument is to be followed The written speech may have the qualities of good writing rather than those of good speaking, and be too closely knit to be taken in at a hearing. Oratory demands emphasis, and, in places, repetition. The maker of a prepared speech, although he be inexperienced, may have intuition, and be able to feel when what he is saying does not "get across" and therefore needs amplification. Practice makes perfect, and he may soon be able to speak with ease after no more preparation than a writing down of the heads of his intended address. But men are not all alike in this respect. Some of the most practised speakers prepare very fully.

Humour is generally appreciated in a chairman; lightness of touch (whenever the subject admits of it) and sympathy (always) tell admirably with the listeners.

The chairman must keep his eyes open, and exercise his authority whenever it may be called for—in commanding silence, in keeping the waiters out of the room, if necessary, in arranging the programme, and announcing, or calling upon, the artistes to sing or play. All these are important points, and he will take care also to name those present who are connected with any toast he may propose.

The chairman will thus name certain of the guests to reply for "the Houses of Parliament," and pursue similar vigilance in supervising the remaining toasts, at least as far

as that of "the Guests." When artistes are present the chairman should be careful that someone—if not himself—shall propose a vote of thanks for their services and entertainment.

These are the principal duties which the dinner chairman must perform. They vary with the occasion; but as ample notice is usually given, the chairman has only a poor excuse—if he accepts the position—for not performing those duties adequately. A chairman should remember that such an invitation is an honour that, if accepted, entails responsibilities that should be rigorously carried out.

*Non-Attendance.*—To send an excuse at the last moment, unless it be quite valid, is a gross insult to the expectant company, and should be resented. The person guilty of such egregiously bad form would probably be the first—being a selfish person—to complain if some one else threw him over. A golden rule is, "If you promise, perform, unheeding personal inconvenience."

*Punctuality.*—Then, again, punctuality is a virtue everywhere, but nowhere more essential than at dinners. The busiest men are always the most punctual. Your *quasi*-busy man is frequently late, because he procrastinates, and permits interference with his time. There are, of course, cases when breaking a promise is unavoidable; but an engagement made many days before is like a special train; the lines should be clear for it, and it should keep time right royally. To be later than the generally ample margin provided is bad taste, and rude. Unpunctuality throws out the arrangements, and tends to spoil the dinner. The temper of those kept waiting is not improved either; so the chairman who is regardful of his popularity will not keep his *convives* waiting.

*Reception.*—As host it is the duty of the chairman to be present in time to receive every guest. It is little short of a scandal how perfunctorily this duty is frequently performed. Over and over again half of the company arrives before the chairman, and, in such circumstances, how can the welcome he tenders be anything but a farce? The guests wander aimlessly about the room set apart for their reception, and when the defaulting chairman at last arrives, hardly

one of them deems it worth while to go out of the room to make a formal entry. And we cannot be surprised at this. It is incredible that, were the chairman entertaining friends at a dinner-party in his house, he would make his appearance after most of his guests had arrived. He should treat a company of comparative strangers (as the bulk of them must necessarily be) with courtesy at least equal to that which he would show in private life. But for the convenience of a rendezvous where they might all meet, the reception might, in many instances, be abandoned, and guests proceed directly from the cloak-room to the dining salon. Such an innovation would deal a deadly blow at public dinners Every chairman should cultivate the duty of scrupulous punctuality.

*Assistance.*—We have supposed the chairman to make himself acquainted with all the necessary details; but the stewards, or in some cases the secretary, will supply any information. The chairman should therefore always have an office-bearer (preferably the secretary) within call—one who will supply any information he may require, or who will post him in details, if necessary, and communicate to the respondents to the various toasts the duties expected of them.

*Speeches.*—As regards speeches, this is hardly the place in which to discuss or detail them, but examples for various occasions will be given in a later chapter. We can only suggest that the chairman should, as a general rule, be brief and to the point. Of course, in certain circumstances, brevity is not wit, nor the soul thereof. A special subject may demand breadth of treatment and elaboration, but for how long the chairman should speak to it will depend upon many factors. Lord Birkenhead or Dean Inge would be given *carte blanche* for an after-dinner speech, where five minutes from an unqualified person would be too much. On ordinary occasions a bright, happy, unpretentious speech of from five to ten minutes will suffice for a leading toast. The others can be despatched in four or five minutes each with perfect propriety, with justice to themselves and to the speech-maker.

## CHAPTER XIV

## ON THE CHOICE OF A CHAIRMAN.

*A Look Round.*—From a consideration of the manifold duties which the office of chairman embraces, it is apparent that it will not be easy to discover men who are competent to discharge all of them with equal efficiency. Nor, in point of fact, will such a quest ever be necessary. For though we have discussed many varied functions between the boards of this volume, it is most improbable that any one person will be asked to act as chairman of meetings of more than three or four different kinds. A mayor, or provost, or chairman of a council—county, town, district, or urban—may, in virtue of his office and during his term of office, have to preside over diverse gatherings; but his case is entirely exceptional. Nor, so far as his own chair is concerned, will there be any difficulty in selecting a suitable man to fill it, since the choice is vested in his fellow-members, and they have ample opportunities for observing ability and general qualifications for the post on the part of their brethren. We have rather to deal with the more complicated question of the occasional chairman who may hold office for a period or only for a single meeting.

*The Well-to-do Man.*—There is a natural tendency to look to men of good social standing, prosperous, and with plenty of leisure, to play a prominent part in local affairs. Frequently something more than compliment is intended by the choice of a man in what are called "easy circumstances." It is hoped a *quid pro quo* may be forthcoming in the shape of a substantial cheque, a handsome prize, or other gift. Other things being equal, there may be no harm in placing a wealthy person in the chair; though it must not be assumed that when money is wanted for a worthy object, it can only be

had by dangling a social reward before the eyes of a likely patron. Human nature is a great deal better than some cynics imagine, and a man will often give of his abundance merely from a wish to render service, without further thought. For many reasons it is unwise to install a rich man in office simply because he *is* rich. Not only may he assume an equivalent share of power, but if he spends money freely to curry favour, he may frighten off, as possible successors to himself, poor, able men who might have made most acceptable chairmen. It is extremely easy to draw up a list of the qualities one expects in an ideal chairman, but it will be practically impossible to find them embodied in one man. We must be content, therefore, if he possess some of the more essential of them; but it is certain that wealth alone is not a sufficient qualification. In this connection, however, the advice of Tennyson's Northern Farmer to his son recurs to one: "Don't thou marry for munny, but goa wheer munny is."

*The Capable Man.*—But rich or poor, the first desideratum is a man in heart-whole sympathy with the object of the society or the meeting. The value of genuine, well-disciplined enthusiasm cannot be stated in terms of money, and if an enthusiast of that sort, as distinguished from a sentimentalist, can be found willing to accept office, let his name go forward for nomination at once. And when you get him, keep him. The rules of the society may require every office-bearer to be elected annually. Such a regulation is salutary, but take care that this jewel of a chairman, like the phœnix, shall rise again from his ashes. Emphasis is laid upon this, not without reason.

*"Let the Honours Go Round."*—For there is a poor, trumpery saying that is frequently trotted out at annual meetings and works an incredible amount of mischief. On these occasions the man with a grievance is sure to be in evidence. He objects to this and that and talks vaguely of "fresh blood." Having mounted his hobby the busybody gives it full rein, and ere he comes to a stop once more he usually succeeds in quickening the sluggish pulse of men of similarly narrow views. Thus when the question of appointing a chairman is reached, and the proposal to re-elect the tried

and true man is made, he is ready with his protest. "Let the honours go round," is his favourite maxim. Claptrap wears a specious look, and, if the soberer spirits do not hold the hot heads in check, a snatched victory may be gained and a rank duffer installed in office for a year, with detrimental results. Of course, seriously considered, the advice will not bear examination, and should be disregarded as the idle exhortation of a splenetic malcontent. When a society or a committee is so lucky as to secure a good man for any post, let it do its level best to keep him. When it has the misfortune to be served with a weak one, let it release him from office without delay. It is absolutely true that no man is indispensable, but when you have the conjunction of the man and the post, or the post and the man, do not be so foolish as to seek to dissolve the union. Nor is it by any means a healthy sign when business offices come to be coveted as "honours" It is to be hoped that it may always be esteemed both an honour and a privilege to fill the position of chairman; yet let it not be supposed that the post is a sinecure carrying no important business duties, else it may in time (and perhaps soon rather than later) cease to be regarded as an honour. However, when, owing to some deplorable blunder, the round peg has been put in the square hole, the sooner the mischief is undone the better.

*The Everyday Chairman.*—But chairmen of the highest class are not as thick as blackberries, and when a man of this order is not to be had, the services of the next best must be secured—and these, happily, are not so far to seek. When a man is approached with a view to occupancy of the office, too much weight need not be attached to the disclaimer of fitness which modesty may dictate. He must be assured of a reasonable amount of co-operation and the confidence of his colleagues must be generous. Thus backed he will soon acquire self-reliance, and a diligent study of this book will put him in possession of a knowledge of the technical minutiæ of his post. The promises of assistance held out to him in order to induce him to serve must not be kept to the ear and broken to the hope. The secretary must be loyal and play the game. The two should arrange to meet half an hour before business and go over the agenda together, since the chairman can know nothing of the details which pass

through the secretary's hands. The sight of a chairman idly turning over papers and (foolishly) answering questions at a venture may and does discredit him, but it also conveys an imputation of neglect of duty which the secretary may find it difficult to answer satisfactorily. Granted, on the other hand, cordial collaboration between the two office-holders, the average chairman will more frequently than not develop into a capable president and, in time, the work will fascinate him.

*The Working-Man in the Chair.*—In many industrial districts it will often happen that a working-man will be invited to assist in movements for the common good; nor is this unlikely even in truly rural areas. There is nothing connected with the duties of a chairman which an intelligent working-man cannot readily master, and since agencies for the public welfare, in most of which the interests of labour are involved, are increasing, it follows that a decided advantage is gained by securing the co-operation of working-men and women, many of whom, moreover, have distinguished themselves by a special study of economic subjects.

*Specialization.*—In these days when specialization is universal, it is not surprising that some attempt is made to place in the chair specialists in the particular subject to be discussed. No doubt it is exceedingly helpful to have an expert in the chair of, say, a committee on tuberculosis; but there he sits, not *qua* chairman, but because of his unique knowledge and experience of the subject under investigation. Indeed, it is quite conceivable that, as chairman, this specialist might not be nearly so competent as a layman whose opinion on consumption has no value whatever. A specialist who is also an experienced chairman is the ideal man for the position; but, failing this, one accustomed to control meetings but with no expert knowledge of the matter in hand will do better than a scientific authority ignorant of commitee and public-meeting procedure.

*Women in the Chair.*—It is characteristic of the age that women are not shirking their share of the public life of the community. They are members of every kind of board, society, and committee, and now occupy several seats in

the House of Commons. If it is conceded that they are capable of filling the mayoral chair, and of presiding over all manner of social organisations, there is no reason whatever why their services should not be systematically retained to discharge duties ordinarily regarded as the prerogative of man. As has been mentioned in another chapter of this book, the late Mrs. Henry Fawcett many years ago presided over a monster meeting in the Royal Albert Hall, London, and proved herself equal to a crisis the like of which has tested the nerve and steadiness of men, who have not always emerged from their "baptism of fire" so smilingly as did Mrs. Fawcett. Undoubtedly, sex counts for something, and there is a natural tendency, in circumstances when no mercy would be shown to man, to let woman down gently. So far as that makes for decency of manners in public discussion it is all to the good. Therefore the presence of women in the chair is to be encouraged rather than deprecated. The title of "Chairman" appears not to be resented. Doubtless, "chairwoman," in the mouths of many persons of affected pronunciation, would approximate too near to "charwoman" to render its use in meetings and elsewhere at all desirable. Of course, any difficulty that might be felt on the score of accuracy could readily be got over by employing the surname instead. The lady already alluded to could hardly object to a man beginning his remarks "Mrs. Fawcett," and interpolating "Madam," where, in other and less happy moments, he would employ "Sir."

*An Incompetent Chairman.*—Queen Elizabeth, happening to meet Sir John Popham one day, inquired of him "what had passed in the Lower House." The Speaker laconically answered, "Seven weeks, if it please your Majesty," the implication being that the Commons had sat for that length of time without transacting any business. The story illustrates, in another respect, of course (for no reflection is meant on Mr. Speaker Popham), the folly of permitting a hopelessly incapable person to occupy the chair. Readers will be better able to appreciate the intolerable annoyance which this may occasion by a brief description of the course of a meeting held within a hundred miles of the City of London, for the purpose of considering a social project of no small importance. There was a good attendance, as might have

been anticipated, but when the hour struck at which the proceedings ought to have begun no chairman had appeared. Some "law" was allowed him in case of accidental detention through no fault of his own; but time in the capital of the British Empire is precious, and the audience grew weary of waiting. The promoters of the meeting seeming to be panic-stricken, one gentleman after another was proposed for the post, but every nominee (for reasons which it was obviously impossible to verify and which, therefore, had to be accepted) declined to serve.

The situation was rapidly becoming farcial when, to the general relief, someone at length offered to officiate. Alas, the gentleman of good intent turned out to be altogether unequal to his self-assumed task. He committed blunders innumerable, thankfully received the smallest contributions of advice from various members of the audience, now grown dictatorial, and plunged the meeting into a condition of chaos, out of which it was only delivered by a few level-headed men who, for decency's sake and without much regard to form, got the business through somehow. The muddle might have been invented to show the necessity for a book such as this, as well as to demonstrate the prudence of men and women, interested in public affairs, possessing at least a bowing acquaintance with the routine of conducting a meeting in an intelligent, businesslike, and orderly fashion. It is to be feared, however, that the call of duty finds too many men and women unready. Holding, as we do, that a lively sense of public spirit is not only commendable in itself but ought to be encouraged, we suggest that a good citizen, when urged by letter or deputation to place himself at the head of a committee, society, or meeting, of the *raison d'être* of which he personally approves, should consent, and qualify himself for the labours which acceptance of office will entail.

*Personal.*—In reviewing the subject of chairmanship, let us see what we have learned. For committee work—where aptitude is more material than brilliancy—it is not at all necessary that the chairman should be a good speaker: indeed, a man who likes to hear the sound of his own voice may become a nuisance. Though it is preposterous to rush business, as is sometimes done under the totally erroneous impression that hustle is now the accepted hall-mark of a

man of affairs, it is equally culpable to hang it up by endless talk over things that do not count, with the result that really essential matters are scamped from sheer weariness. The model chairman should speak his mind in a few clear, pointed, and appropriate sentences, and then endeavour to induce his colleagues to be equally precise. Guidance and control are the desiderata in the chairman of a committee, but they presuppose a man of tact, judgment, and genial temper, possessed of the knack or gift of coming, if need be, to a sound decision on the spur of the moment. These qualities may appear rare, but they will be discerned if matters are not hurried on unduly at the beginning. A good start does not necessarily mean a premature start. Take time to get the right man in the right place, for the success of a movement, or a meeting, may be assured forthwith, because a man of known weight and influence has consented to take the chair. *Per contra*, a committee may be hampered from its very inception—no matter how unexceptionable the object for which it exists—simply because the leadership of the obvious man was not secured. Punctuality and despatch are of real moment in committee work. The busiest man has most time because he has reduced the utilisation of time to a fine art. He attends every meeting and begins business at the minute. If he is lax, he will find the members grow equally slack. If he misses a meeting now and then, he loses touch with the affairs of the committee, labours under a disadvantage, and his usefulness is impaired. One cannot altogether replace first-hand knowledge even if carefully posted up by an industrious secretary. Eye and ear observe things which cannot always be noted by the pen. As stated in cold print, the factors that go to the choice of a competent chairman may not seem easy of attainment, but it is nevertheless always and everywhere true that "the hour finds the man."

## CHAPTER XV

## TYPICAL SPEECHES FROM THE CHAIR.

*Short Speeches.*—One of several respects in which Mr. Chairman differs from his colleagues is that he is not expected to deliver long speeches. He may have to speak often, but he seldom has to speak at length. The main reason for this is that he is not only the figure-head of the gathering he presides over, but its business head also. When, as sometimes happens, the chief speech at a meeting or at a dinner falls to the lot of the chairman, this will invariably be found to be due to the fact that he is a man occupying a pre-eminent position in politics, art, literature, science, music, drama, commerce, industry, or other sphere of human thought and enterprise. Men of such distinction are exceptions. The average chairman, for whom this book is mainly intended, is not pre-eminent in any walk of life. For him it is wise frankly to recognise that he is the manager of the meeting, that his function is the useful. That is why the part is so frequently given to a man of affairs. Enjoying the exercise of power, and attracted rather than daunted by the responsibility it involves, he is content, having the substance, to leave the appearance to others. The exercise of control is what he really likes, and, for this, much speaking is merely waste of time.

It is not suggested that he is necessarily without ability as a speaker, but that he conceives his speeches on totally different lines from those adopted by orators. His aim is not eloquence but brevity, crispness, lucidity. He will not eschew humour nor shun anecdote, but he will compress what he has to say into a few minutes, while others may run to ten or fifteen minutes and sometimes even longer. But because brevity is the brand of the chairman, he must neither be hurried nor flurried. He must be easy, deliberate, and

comfortable, and if he can wear a smiling face (unless the dividend is down or missing), so much the better. He must not shout or pitch his voice too high. The acoustics of many rooms are exceedingly trying, but when he finds his voice come back to him readily he will know that he is on his right note. A chairman is more effective as a speaker when his remarks appear to be *ex tempore*, and he should at all events avoid reading his speeches. It will be quite proper to make a few memoranda of all that he must say—in fact, this is to be recommended, lest he may forget some important point. When he has occasion to speak at length, as now and again happens, he should certainly think over what he intends to speak about: he may even find it useful to commit the whole of the speech to paper and afterwards to memory. This presupposes coolness and presence of mind, for a foolish question or frivolous interruption may cause him to lose his thread and, in such predicament, his last state may be decidedly worse than his first.

In submitting a few typical speeches, it must be understood that they will serve only as patterns. Even as patterns they are necessarily imperfect. All speeches "in the air" must be. What gives life to a speech, sometimes to even an otherwise poor speech, is the happiness or sincerity of the local allusions. This charity club, association, is not just one of a class. It has a special appeal to you, or presumably you would not be presiding at its meetings. Make this special interest clear, speak about what you have at heart as if you had a heart, and you will have your hearers with you. But the generalities of the following speeches will help you to get started, and, what may be even more important, to get finished. But the core of your speech must be the special circumstance of the occasion.

As financial interests loom largely on the horizon of every man who will probably fill the chair, we begin with a speech as chairman.

### At a Company Meeting.

Ladies and Gentlemen,—My first duty is to ask you to receive and adopt the Directors' Report and the Statement of Accounts which accompanies it. You have just decided that they shall be taken as read, and as they have been circulated for some days I venture to assume that you have

examined them carefully. I daresay you are disposed to think that the picture which they offer has been painted in sober colours, but it seemed to the Board that the wisest course to pursue was to give a faithful representation of the facts. At the same time, I am satisfied that we are at least holding our own, and that is something to be thankful for in these times of unprecedented hustle and competition, growing keener and keener every year. The position has not varied materially since last we met, and if the dividend is not larger, the figures will show you that at least we have divided all we reasonably could. Whatever unremitting attention to your interests could accomplish has been effected, and I assure you that our General Manager has almost surpassed himself in his efforts to meet the requirements of a concern which demands unceasing vigilance and a trained study of the public taste. Perhaps you may consider that our reserve is unduly large. I would ask you to pause before you counsel any departure from the policy which we have consistently adopted in that particular. Those of you who have been behind the scenes will readily agree with me that a substantial reserve is a pillar of strength to such a company as ours. The Board are resolutely opposed to lavish outlay, on the one hand, and unwise economy on the other, but they will never consent to tamper with the staple features which secure our position financially. There is, in some quarters, a tendency to deprecate care for the future. "Move, act, in the living present," the poet tells us. But you cannot ignore the future, even if you would. We cannot foresee the vicissitudes which a year may bring in trade and commerce, and I hold it to be absolutely incumbent upon the Board never to neglect the reserve.

[*Here, if he chooses, the chairman may pick out a few items from the Report or Accounts, and comment upon them*]

It is unnecessary that I should detain the meeting any longer. You will hear other aspects of our affairs from the remaining speakers, but should any shareholder desire information upon any point in the Balance Sheet, I hope he will not hesitate to ask such questions as may occur to him. It will be convenient that this should be done before the resolution is put to the vote. Ladies and Gentlemen, I beg formally to move "That the Directors' Report, along with the Balance Sheet as audited, be received and adopted".

and I will request Mr. ——, who, though he has not a seat on the Board, has always manifested a warm interest in the affairs of the Company, to be good enough to second the motion. After that it will be open to anyone to address the meeting.

Before passing on from finance to social functions, the chairman should be reminded that company meetings are often reported at length, and it is important therefore that his facts and figures should be correctly announced. A common custom is for the company to take its own verbatim report which, after revision, may be supplied to the Press.

### At a Social Dinner.

Ladies and Gentlemen,—You remember the story of the wee Scottish laddie who was sent to the fishmonger's for a haddock. "Please, sir," he said when he got to the shop, "mither wants a haddie," which is Scots for haddock. "Finnan?" asked the salesman. "No," promptly answered the boy, "a thick 'un." Well, Ladies and Gentlemen, I can only hope that you won't find these remarks of mine a trifle thin. We have met here to enjoy ourselves. We have cast business cares and worries to the winds, and some of us would be glad to see them no more for ever. It is said, by way of reproach, that we are a pleasure-loving community, far too devoted to sport and frivolity. For my part, Ladies and Gentlemen, I am inclined to plead guilty, but I hope the jury will add, "with extenuating circumstances," and strongly recommend me to mercy. Business is no longer business; it is all that, and a great deal more to boot. The hustle in which we spend our days, and which our worthy fathers had not the ghost of an idea of, absolutely demands a foil, if the breadwinners [*a laugh*] are not to go down to a very premature grave, broken and bruised men, too old at forty. The musical tinkle of a pretty titter fell on my ear just now. I know what the lady is thinking of. She thinks I have mistaken the sex of the breadwinner, that the breadwinner of moral stories is as extinct as the Dodo. She is both right and wrong. The men are still filling a few situations, and I fancy that their lot has not been made any the easier by the competition of their sisters. I may say, therefore, of both sexes, "we are all breadwinners now," but I decline to apply

to the charming sex any remark which could be remotely construed as meaning that it could in any circumstances be too old at forty. "Age cannot wither, nor custom stale its infinite variety." But as I do not wish to grow serious—perhaps some may imagine I was born so, but I wasn't—I trust we shall all recognise the wisdom as well as heroism of mixing plenty of pleasure with business. Mirth and happiness are the notes I desire to strike to-night, and if we all do our best to promote the general enjoyment, I believe we shall be none the worse for it in the morning. Nor will work suffer—perish the thought!—because we dedicate these few passing hours to—dare I say?—innocent festivities and jollity, to harmony and hilarity. I am now going to ask you to raise your glasses to our noble selves, for that is what the toast I have to propose comes to. In wishing "Continued success and prosperity to the —— Club," I purposely refrain from dealing with the facts and figures of the past year's history. These belong to our annual meeting, and to-night we hold our annual dinner. The two functions are wholly distinct and separate, and what I have put asunder let no man—nor woman either—dare to join together. Whoever does so in any speech this evening I shall denounce as a disorderly person. Ladies and Gentlemen,—"Our Club!"

It will be noticed that a blank has been left for the name of the Club. This can be easily filled in. It may be one of those composite bodies which are (fortunately) on the increase, in which the men play bowls or cricket and the girls tennis, not without the co-operation of their male friends, while a few dances and whist drives help to relieve the tedium of winter. Observe, too, that the phrase "a laugh" has actually been interpolated as if the speech were copied from a newspaper report. This is a familiar trick. It may be that a laugh may really be vouchsafed to the chairman at that moment, but if not he must boldly affect that he heard it. The *raconteur* is very fond of the device. He lugs in the word "story" somehow—by the ears, if need be—and then coolly continues—"Talking of stories, that reminds me," and then he is off, full speed ahead.

Almost every man of influence is sure to be invited to take an interest in local affairs, and we will now imagine him in the chair.

### At a Meeting of Ratepayers.

Ladies and Gentlemen,—To begin at the beginning, allow me to thank you for the honour you have done me in electing me to the chair to-night. I am glad to be with you in any capacity, for I know no subject of greater importance to the householder than local self-government. Some of you may have read of the old days—now, thank God! gone for ever—of vestries and Bumbledom, when a few by no means disinterested persons were good enough to mismanage our affairs. It was our fault, perhaps, more than theirs. Had we been more public-spirited, many of their malpractices, from some of which we suffer even now, would have been impossible. It was the old story: our indifference was their opportunity. The proverb bids us "Live and learn." That is what we in this room have done, and a pretty price most of us have paid for our lesson. But during the last generation or so there has been an amazing improvement in almost every direction. We demand polls now, and vote, as the joker said, as early and often as we can. The public gallery in our council room is usually well patronized by intelligent hearers, who do not scruple to bestow censure as well as praise—and are sometimes ejected for their trouble. The Press reports our debates at greater length, and the able editor—I believe that is the recognised designation—favours us with occasional articles, apparently too caustic at times for our hard-working councillors. And to-night we are actually holding an indignation meeting because our representatives refuse to tax us! The boot commonly is on the other foot, but here we are met—the poor and the rich, the old and the young—to enter a strong protest against the continued apathy of the council in neglecting to provide a public library. We know that that will cost us money, but the best evidence of our sincerity is, that we demand that a poll of the borough be taken and the feeling of the ratepayers tested. We have reason to suppose that the majority of the council are in conflict with the majority of the people whose votes sent them there. So far as the principle of the matter goes, I am heartily with you. To some extent I confess that I came here to learn, and the speakers who will presently advocate our cause will no doubt enlighten me, together with the rest of the audience. I will

just add one or two sentences before proceeding to business. We are painfully aware that our rates are high—too high, in my judgment—and we shall immensely strengthen our case for an additional rate, if some of our freinds address themselves specially to the task of demonstrating how the cost of the equipment and maintenance of a Public Library can be met with no appreciable addition to our burdens. Ladies and Gentlemen, I am anxious that our speaking to-night should be of a representative character, and I trust therefore that intending speakers will keep their remarks as brief as they reasonably can, and each deal with a separate point. In that way I am certain an overwhelming case can be made out for the institution of a public library in our midst; and if the reporters whom I see before me can induce their editors to wield the blue pencil with tender solicitude, I think the sale of next Saturday's papers may reach a record. I call upon Mrs. Constant Reader to propose the first resolution.

With Labour directly represented in every legislative assembly in the British Empire, it is scarcely necessary to say that all artisans and labourers take an intense and intelligent interest in public affairs. Many of them, indeed, are willing and able to assume the duties of chairman.

### At a Workmen's Institute.

Ladies and Gentlemen,—In the name of the committee, who have invited me to preside here to-night, I bid one and all a hearty welcome to this meeting. I am happy to see several women in our midst. Well do I know the conditions under which they serve the community, and the difficulties with which they have to contend in their home-life, and it says much for their zeal and self-denial that they have come to show their practical sympathy with us. This institute has done great things for their men and their boys, and their presence is appreciated because it testifies to gratitude for the past and confidence in the future. And that brings me to the subject with which we shall be concerned at this gathering. It has seemed to many of us that wonderful as the success of this institute has been, its work and usefulness have been, if I may so express myself, somewhat lop-sided. What we have achieved hitherto has been for the advantage

of the men and lads. We have done nothing as yet for the women. God knows, and you will believe me, it was not for want of will. You see a decently-furnished, prosperous institution, but you are not aware of the uphill job it has been to reach this success, of the weary months and years during which progress was so slow that at times we almost lost heart. We have had to labour and have learned to wait. And on such an occasion as this it would be wrong if I did not remind you that we are reaping what others sowed. The men of noble faith and dauntless courage have passed away, but we who have entered into their labours will keep their memory green and fragrant. But we were not white-livered, and by plodding steadily along we have, by God's blessing, been enabled to perform a humble but necessary work. And now—would you believe it?—we ask for more opportunities of extended usefulness. I must not occupy your time unduly, for other speakers will develop our programme, but you have probably gathered what is our next aim. By the open-handed generosity of many friends we are in a position to make considerable additions to this building, and your committee are of opinion that this increased space will afford room for classes for the working girls, and maybe for a kind of club-house for them. Some of the speakers are to discuss the question of co-education, a clumsy word for what seems to be a sensible sort of schooling. But whether we are to adopt mixed classes, or whether the sexes shall be kept apart, will largely depend upon the results of your deliberations to-night. There is doubtless a lot to be said in favour of mixed classes, but, no doubt some consider them undesirable. The only point to which you are definitely committed is that it is the women and girls we are to provide for next; but apart from that you are free to advise as to the best and most expeditious method by which the desire of our hearts may be fulfilled. I call upon our kind and honoured friend, Dr. Alton Locke, to propose the first resolution, which the Lady Bountiful will second.

Among the numerous privileges of wealth may confidently be reckoned an earnest appeal—to which, to their credit be it said, the possessors of riches are rarely reluctant to respond —to preside.

### At a Bazaar.

Ladies and Gentlemen,—When your secretary sounded me, as if I were the deep sea, upon the likelihood of my being at liberty to open this bazaar, I confess I was somewhat taken back. A well-known Eastern traveller once told me about the bazaars in Cairo, what delightful places they are, how quaint and full of interest, where your pockets are relieved of their spare cash, not by light-fingered gentry but by glib-tongued and persuasive merchants, before you quite realise what is going on. So I was disposed at first to be guarded in my answers. But he soon reassured me, informing me that I might leave my notes at home, so long as I brought my cheque-book with me. That seemed to him entirely satisfactory. I next reminded him that bazaars had been the subject of a good deal of adverse criticism; but he promptly replied that that need not deter me, adding that several Acts of Parliament dealing with Rating and other matters had also been criticised in a spirit that was not altogether friendly and had survived the ordeal. I felt there was some force in his argument, that at any rate perhaps I ought not to condemn what seemed to be a popular institution because of an abuse here and there. Accordingly, I undertook to judge of this bazaar on its merits, having been satisfied on my main objection that the articles should not be offered for sale at prices which undercut the shopkeepers in the neighbourhood. And now, with Marshal MacMahon, I may say, "*J'y suis, J'y reste.*" I mean to have a walk round by and by, when I hope I may be followed by a large train of influential and well-to-do people, who have only recently discovered many wants, which shall be supplied at one or other of the beautiful stalls I see around me. I think none of us is under any delusion as to the object with which bazaars are held. They are believed to be an easy way of raising the wind, a figure of speech which explains why we are so anxious to come down with the dust. It is a strange thing that people will part much more readily with kind than with cash. I hope I am betraying no secrets when I say that what I have heard from lady friends leads me to infer that it would be cheaper if they induced their husbands to send a cheque at once and save the money spent

upon materials and the time utilised in the working of them up into cosies and cakes. That is probably a mere man's point of view, for one lady triumphantly retorted "But, then, it's so *nice* to work for the Church!" [*Or Chapel, or whatever the object may be.*] But however that may be, Ladies and Gentlemen, it is a most excellent thing to get rid of debt. Debt is an unmitigated curse. It hangs like a millstone around the neck of its slave, whether church, or chapel, or club, or person. I will not go so far as to adopt and adapt the old saying, "Get out of debt, honestly, if you can, but get out of debt." But I hope your efforts here may end in freedom. So, Ladies and Gentlemen, I declare the bazaar open. Now, let me, like Simple Simon, taste your wares!

Charity has claims which no chairman, *in posse* or *in esse* can resist. With perfect propriety, therefore, we may place him in the chair

### At a Hospital Meeting

Ladies and Gentlemen—To-day we meet on common ground where we are remote from strife and tumult, for we are assembled to consider what can be done to enhance the usefulness of our Hospital and Dispensary. The distractions of the political world have no concern for us, and combatants on all sides will rejoice to take off their armour and put aside their weapons of war, to unite in a combined effort on behalf of the suffering and sick poor. Even as we contemplate the beneficent work before us, we already seem to breathe "an ampler ether, a diviner air," George Gilfillan once wrote that sympathy was better than speech, when regretting his inability to attend a meeting. And, Ladies and Gentlemen, sympathy counts for much, but it is neither the beginning nor the end. We must, in fact, be careful that it does not carry us away. We should present a sorry spectacle if we allowed our sympathy to evaporate in smoke. We are all aware of the truly admirable work which the Hospital is constantly doing, and it would be lamentable were its staff of self-sacrificing and devoted doctors, surgeons, and nurses crippled in their noble efforts merely for want of the increased accommodation admitted to be urgently needed.

. . . . .

[Here speak with feeling about the particular work the hospital is doing.]

In the face of these facts I do not envy the man who is obliged to turn away a case from the doors with the words "No room; every bed full." It recalls the awful despair in Dante's terrible line, which I venture slightly to modify to suit the situation, "All hope abandon; ye cannot enter here." Do I express our feelings too forcibly, Ladies and Gentlemen, when I say that such a calamity must be averted at all costs? It is unnecessary to labour the critical position that confronts us, for we are within measurable distance of that dread day. The time for action has arrived, and I hope that the speeches we are to listen to now will abound with practical suggestions. Briefly, the two chief points which we have to discuss are more wards and more money. They are, of course, intimately related, but can be kept separate in our deliberations. What I mean is that we shall be addressed by some of our medical experts on the one subject, and by some business specialists on the other, who will tell us how we may best organise ourselves with a view to collecting the largest possible sum of money in the shortest possible time. Money! Money! Money! The want of it hampers the noblest works of society. They call it the "sinews of war": far more truthfully it is the sinews of peace. And now, I think, we may proceed to business. The order of debate which I propose to lay down is this: in the first place, we shall learn exactly what accommodation is needed to keep the Hospital and Dispensary abreast of the requirements of the times, and, in the second, having ascertained this and the probable cost of it, we shall be able to deal effectively with the readiest means of procuring adequate financial support. Our first group of speakers will confine themselves to the first topic, our second to the second. That will simplify discussion and help us to turn our meeting to the best possible account. When we come to the second point, I urge that it may be regarded in the spirit of the Apostle's dictum:—"And now abideth faith, hope, love, those three; but the greatest of these is love." Dr. Goodenough will move the first resolution, Nurse Deering will second it, and various members of the hospital staff will speak to it.

Dr. Goodenough!

In northern climes especially, winter, like youth, is the season of improvement. It is the time when the lecture is still one of the leading features of social life. This form of entertainment needs a chairman to "round it off," to give an aspect of completeness to the function. We may, therefore, finish these specimens of typical speeches by listening to the chairman.

### At a Popular Lecture.

Ladies and Gentlemen.—I was reading the other day a story told by the Marquis of Tullibardine about a Highland grand dame who engaged a crofter's son as a page. The lad was, of course, provided with a suit of livery adorned with buttons. One evening a dinner-party was to be held, and, as the hour drew near, the boy put his shock head into the lady's boudoir and said, "Please, ma'am, am I to wear my ain breeks or yours?" Well, that uncertainty need not arise here. You have not met to listen to me, but to our friend on my right, who will, I am sure, amply reward you for the trouble you have taken to attend in spite of the inclement weather. [*Should the evening be delightful, the remark will run otherwise—"in spite of the attractions elsewhere."*] Nevertheless, I crave your indulgence while I address you for a few minutes in my "ain breeks." There was a time, as some of you will remember, when lectures were in universal request. Most churches, chapels, and institutions ran a course, and it was not always easy to keep pace with the demand. But the lecture still holds its own, although it has formidable rivals in the cinema, the dance hall, and the bridge club. I am certain, however, that, so long as we have men [*or women*] like our friend to entertain us, the lecture will remain a standing dish at the feast of reason and the flow of soul. Ladies and Gentlemen, I ask Mr. —— to favour us with his lecture on ——.

*Thanks and Evermore Thanks.*—Of course, the chairman's functions do not terminate with the delivery of an opening speech on the lines suggested in the examples just given. Consequently he must remain alert and vigilant, because in some cases he will have to propose a vote of thanks at the close. This duty, however, is better delegated to someone

else either on the platform or in the "body of the meeting," whom he will call upon by name. (It is fair, though, to send notice of this intention by the secretary or other official, as few persons like to be asked to speak unprepared.) When the chairman undertakes it himself, his best plan is to be brief and cordial. Everybody is anxious to leave, and it is awkward when a visitor or entertainer who is publicly thanked has to express his acknowledgments in the turmoil caused by people putting on their overcoats, and perhaps engaging in conversation *sotto voce*. And the chairman himself must be thanked. Too frequently this is done in a disagreeably perfunctory manner. A voice is heard from the platform crying, "Vote of thanks to the chair!" and then the curtain is rung down. In point of fact, the post of chairman is by no means a sinecure. It may be onerous and responsible, and a great deal of anxiety may go with the conscientious performance of all its duties. He ought, therefore, to be formally thanked, the vote being proposed and seconded in due style, and put to the meeting by the mover of it, who must be careful to call for the "against" votes, as well as for the *pros*, if only to have the gratifying assurance to tender to the chairman that he had been thanked "unanimously and with acclamation." The whole of the little ceremony need not last more than two or three minutes, but it should never be neglected, and every attempt should be made by the promoters of a meeting to keep the house until the chairman has uttered his modest, "Thank you very much, Ladies and Gentlemen."

# THE SECRETARY'S COMPANION

## CHAPTER XVI

## THE COMPANY SECRETARY: MEETINGS.

*Secretary's Duties.*—The duties of a secretary in connection with meetings of shareholders begin earlier than do those of the chairman. He must see that every shareholder without exception receives notice. This he must do whether the meeting is ordinary or extraordinary.

Section 112 of the Companies Act, 1929 says:—

> "A general meeting of every company shall be held once at the least in every calendar year and not more than fifteen months after the holding of the last preceding general meeting."

The above-mentioned general meetings are called ordinary general meetings; other general meetings are called extraordinary general meetings.

To guard against any member's being unnotified, there should be a double check, the first made by some one calling over the members' register while the secretary sees that there is a notice and admission card corresponding to each name, and the second by the assistant calling through the addressed envelopes (into which the admission cards and notices have now been put) while the secretary lightly pencil ticks in the register as each name is called. The totals should then be agreed, and an entry made and confirmed by signatures of the number of notices and the time and place of posting.

*Wording of Extraordinary Notice.*—In summoning an extraordinary general meeting the secretary must be careful that his wording is sufficiently elastic. On page 37 we

saw that the chairman's hands are tied as regards the amendments he may accept—that, for example, if the meeting were summoned to sanction an increase of the company's capital by £30,000, an amendment to increase this to £60,000 would be *ultra vires*. The discussion might show that the smaller amount was thought insufficient by the majority, who would vote down the motion unless amended. This being legally impossible, another extraordinary meeting is necessary. All this trouble would have been saved had the notice been less precise. Instead of "to increase the capital of the company by £30,000," the notice might have run "by whatever amount shall be deemed necessary to carry out such and such improvements" or "by £30,000 or whatever amount, etc." But if the directors are opposed to any alteration of the sum, and would, indeed, rather abandon the whole project than be overruled on this point, the notice cannot be too precise. It will be seen that the wording of the notice of an extraordinary general meeting demands the secretary's very close attention.

*Agenda and Agenda Book*.—When drafting notices of an ordinary general meeting, which will include a summary of the business to be discussed, is a convenient time for drawing up the agenda, a copy of which should be in the chairman's hands some days before the meeting. Now, too, is a good time for making the left-hand column entry in the Agenda Book.

The Agenda Book may be described as a minute book in two columns, in the first of which the secretary enters the matters to be settled at the meeting, beginning with the minutes of the last meeting, and following this with the other points in the order in which he has decided that they shall be taken.

In preparation for the meeting he writes up the left-hand column. In the right he will record the decisions arrived at as they are made. We give an example of the book at the completion of the meeting.

| *Agenda.* | Fourth Ordinary General Meeting — June, ——, of the —— Company, Limited. |
|---|---|
| Minutes last meeting. | Read, confirmed, signed. |
| Report and Accounts. | Adopted. |

| | |
|---|---|
| Dividend. | Proposed by chair and seconded by Mr. —— that dividend of — % be distributed. Carried *Nem. Con.* |
| Resignation of Sir Arthur H—— | Proposed by Dr. B. and seconded by Canon C. that Sir Arthur H. be asked to continue on the Board. Carried *Nem. Con.* Sir A. consents. |
| and so on. | |

After this the secretary will probably refresh his memory by a careful scrutiny of the minutes of the last meeting, which it will be one of his first duties at the coming meeting to read.

*The Minutes and Their Values.*—The general meeting minutes record all proceedings and resolutions of the company's general meetings, whether ordinary or extraordinary. It is of the first importance that they should be kept correctly, without omissions of anything material. In the event of legal proceedings arising, the Minute Book can become decisive evidence. Of itself, however, it is not always nor necessarily decisive. For example, the fact that a resolution alleged to have been passed is not recorded in the Minute Book is not complete proof that it was not. An unrecorded resolution can be proved by verbal evidence, but this must be very clear and strong.

The usual form of minutes is known, but for the benefit of those who have never acted as secretary, we append a form upon which they can model them. The writing should be clear, and sufficiently spaced out to admit of possible alterations, which should be initialled when made, in order to verify the corrections. It is well to leave a margin on one side.

*The Form of the Minutes.*—"Minutes of the Third Ordinary Meeting of the —— Company, Limited, held on the 10th June, 19— at (the registered office of the Company) at — o'clock.

"*Present*:—(Here insert the chairman first.)
"John Smith, Esq., in the chair.

"Messrs. So-and-So, and So-and-So—(in order).

"The notice calling the meeting was read by the secretary.

"The Minutes of the General Meeting held on of , were then read by the secretary, confirmed by the meeting, and signed by the chairman.

"The Report of the Directors, and the statement of the Accounts of the Company were unanimously agreed to, on the motion of Mr. ——, seconded by Mr. ——.

[If the report, etc., be agreed to be taken as read by the meeting, this item of the proceedings should be first recorded in the minutes ]

"Upon the motion of the chairman, seconded by Mr. ——, it was unanimously resolved that a dividend of, etc.

"Upon the motion of Colonel ——, seconded by Mr ——, it was unanimously resolved that Mr. —— be, and he is hereby declared, elected a director of the company in place of Mr. ——, who has resigned."

It is customary to pass a vote of thanks to the chairman before closing the business, and this, too, will be recorded. It is not actually necessary, but is sometimes done, to add a note of the time the meeting has lasted, thus:—"Duration of meeting, 1 hour 15 minutes."

If an amendment is moved after the seconding of any motion, it will appear on the minutes somewhat as follows:—

"It was moved by ——, and seconded by ——, that the Report and Accounts be adopted.

"Thereupon an amendment was moved by Mr. ——, and seconded by Mr. ——, that—[then appears the amendment from the terms of the paper handed to the chairman]. "This amendment, moved by ——, seconded by ——, was put to the meeting by the chairman, and negatived.

"The original proposition was then put and carried, the numbers being —— for and —— against."

The various motions and resolutions should be entered in the following form:—

"It was moved by ——, seconded by ——, and resolved, that"—(here follow the terms of the resolution). If the resolution has passed without any dissentient voice, the word "unanimously," or the Latin phrase *nemine contradicente*

(*nem. con.*), may be inserted. The latter is preferable. "Unanimously" states that everyone approved. Some member may have disapproved silently, and may subsequently protest against the recorded unanimity. *Nem con.* states a fact.

When a report or balance sheet is passed and adopted, it is usual to paste in, or otherwise insert, a copy of the document in the Minute Book, so that the papers referred to may be in evidence. In point of fact, it is a wise precaution for the secretary to insert, at its proper place in the book, every document of importance, so that the minutes may form a complete and authentic record of the salient transactions at the meeting.

The usual resolution of a vote of thanks to the chairman may be signed by the proposer of it in the Minute Book; but this is omitted more often than not.

The foregoing is the general and most easily acquired form. The minutes are compiled from rough notes, or from shorthand taken at the time, care being exercised in the transcription of the copies of the resolutions and amendments, which the chairman handed to the secretary when he received them from the mover.

*Exclusion of Strangers.*—Clerks (one is not enough) should be told off to be at the door to see that no unqualified persons gain admission. The doorkeepers should be furnished with a list of members so that they may tick each name as the shareholder hands in his *signed* ticket. Sometimes entrants are asked to sign the register.

*Messenger at Hand* —The secretary should appoint someone to be at his beck and call while the meeting is in progress, otherwise he may find himself called away to answer the telephone while vital business is under discussion, or have his attention distracted by some trumpery matter that a junior could have settled. The secretary must be there all the time and "all there" all the time.

*Secretary and Chairman.*—The secretary, who usually sits beside the chairman so as to keep him posted, will make his tuition as inconspicuous as possible, because it detracts from the chair's authority to speak obviously under instruc-

tion. For this reason the wise secretary gets the schooling done before the meeting. Knowing the course the business will be likely to take, he anticipates the problems that will confront his chief and supplies him with anticipatory solutions.

*The Secretary Intervenes.*—The secretary never intervenes publicly except at the request of the chair. Called upon to speak, he does so as briefly and dryly as possible, confining himself to statement of fact. For example, a proposal has been made that the chairman believes to be *ultra vires*. He appeals to the secretary. The secretary reads the article governing the question, and sits down. If the article forbids the course that has been suggested it is not necessary for the paid official to say so. The meeting will take the point, or if it does not the chairman will push it home. The secretary keeps outside controversy.

*Procedure at General Meetings.*—This will be found fully described in the first part of this volume. The information in the chapters entitled "Company Meetings," "Polls and Proxies," "Motions and Amendments" is as valuable to secretary as to chairman. Indeed what is there that a chairman should know that a secretary can neglect? If there is a difference, it is that the secretary's mastery of the facts must be more complete; for whereas the chair has some one to consult, the secretary must answer unprompted or admit incompetence.

*Directors' Meetings.*—In sending out notices of a directors' meeting the secretary will see to it that the accompanying agenda lists end thus—"Other business if any." He cannot foresee everything. At the meeting some question he has not thought of will be raised, and if there is no agenda heading that covers it, the discussion may be stopped, or, if allowed to continue, made the ground of complaint subsequently by an absentee. "If I had thought that So-and-So were coming up I should have made a point of attending. But the agenda list's silence on this, combined with its mention of less important matters, distinctly implied that it would not be discussed. I should certainly have been told." And the poor secretary is in hot water.

*Pass Book, etc.*—The secretary will take with him to the meeting the Pass Book, which has just been written up, the Cash Book and a statement he has prepared reconciling their respective totals, showing the paid cheques that have not yet been presented and any received cheques not yet credited. Among his papers, too, will be a statement of all the share-transfers that have been made since the last meeting of the board.

Sometimes it is necessary to prepare statistics showing the comparative business done by the company during the last month and in the corresponding month last year. If he has not had time to post a copy of this to the chairman, he must take the opportunity to give it to him before the meeting begins so that the chairman may himself make the statement should he wish. The last thing a judicious secretary wishes is to appear wiser or better informed than his chief.

*During the Meeting*—As soon as a quorum has assembled it is the secretary's duty to direct the chairman's attention to the fact. The meeting then proceeds to the business on the agenda. The secretary, who better than anyone else knows how essential it is that certain things should be settled that afternoon, will adroitly keep the chairman (and the board too, if need be) up to time. As each new topic arises he will be ready for it, with any documents relating to it in his hands, duly docketed and in the order in which they will be required.

Short of actual incompetence, nothing so gives away a secretary as his fumbling among a mass of ill-assorted papers, or diving into this or that pocket for a letter of first-rate importance, perhaps at the end of this delay having to make the humiliating confession that he "must have left the letter at home."

*Before the Directors Disperse.*—Before the meeting breaks up the secretary will see that all cheques and documents he has brought with him for signature have been signed properly, and that all decisions are expressed in writing by the chairman, particularly if these involve secretarial action. Verbal instructions are *not* enough, inaccuracy both in expression and in apprehension being all too easy. Every director, before he goes, must sign the Directors' Attendance Book.

*Writing Up the Minutes.*—This should be done the same day, while recollection is still vivid, even if it is believed that nothing has been left to memory. Out of the many points settled there may be one on which the written word itself may, after a lapse of time, become ambiguous when all memory of the attendant circumstances has faded. There is this further advantage in writing up the various decisions promptly, that this may remind the secretary of some immediate duty whose execution, otherwise, might have been delayed.

*Separate Minute Book.*—Some secretaries keep the minutes of board meetings at the end of the General Meeting Minute Book. This is not advisable. A shareholder has the right to see the General Meeting Minutes. It is not seemly that he should have access to a volume containing a record of what the directors have decided among themselves. Let there be a separate record, therefore, for the deliberations of the board.

The Companies Act, 1929, Sec. 121 establishes the right of members to inspect the General Meeting Minute Book.

> "The books containing the minutes of proceedings of any general meeting of a company held after the commencement of this Act shall be kept at the registered office of the company, and shall, during business hours (subject to such reasonable restrictions as the company may by its articles or in general meeting impose, so that not less than two hours in each day be allowed for inspection) be open to the inspection of any member without charge."

Members must be supplied, if they demand this, with copies of any such minutes at a charge of sixpence or less per hundred words.

## CHAPTER XVII

## MINISTERIAL AND CLERICAL.

*Secretary a Servant.*—The duties of a company secretary are clerical and ministerial. Unlike the honorary secretary or the secretary (paid or unpaid) of a charity, who is expected to be its dynamic force, the company secretary does not direct or initiate its operations. Its success or failure does not depend upon him, although good work in his department, as in every other, makes for the success of the whole. He does not make contracts, although he may draw up the agreements that arise from them, and his control is limited to the office, and possibly to but a part of that, the accountant's department being sometimes independent. Travellers, salesmen and agents do not look to him for direction, but to general and departmental managers, all of whom, like the secretary himself, being under the authority of the directors. It is roughly true to say that the board of directors is the employer and the secretary their servant. Consequently the secretary's word does not bind the company unless those dealing with the concern have been given some special reason, by past transactions, etc., for believing that the secretary has more power in his hands than his nominal position gives him. In this he is in exactly the same position as a clerk in a private business. Because the secretary's promise does not bind his company, it does not follow that it will have no effect. It may have results disastrous to himself. There may be grounds for action against him. A secretary, therefore, should make no promises, except on express instructions from the board—from the board, mark, not from a single director, however dominant.

But although a secretary is merely a servant in such matters as business undertakings, he has direct personal responsibility for the rendering of statutory returns to the

registrar. The penalty for omission falls upon the secretary himself. He must not take orders, even from the board, that contravene the statutes; if he does he cannot shelter behind directorial instructions. These, however explicit and peremptory, will not exonerate him.

*Duties.*—The duties of a secretary are:—

1. Business connected with general and directors' meetings. (These were considered in our last chapter.)
2. Keeping of registers, and making statutory returns, etc.
3. Correspondence.
4. Preparation of agreements.
5. Control of cash and banking accounts.
6. Signing of cheques and bills.
7. Office control.

*The Registers.*—The keeping of the registers below-mentioned is compulsory, and all must be retained at the registered office of the company. Some, everyone has the right to inspect; others, only the shareholders can see of right; but whatever the regulations, they must be observed, or heavy penalties are incurred.

*Register of Members.*—This records the name, address, and occupation of every member, usually across the top of the page devoted to him, thus:—

Samuel Pickwick Gentleman
34 Goswell Road, London, E.C. (Retired Sugar Broker)

Below this is a ruling in columns, like that of a one-page ledger, the columns on the credit side recording the date of membership, distinctive numbers of shares bought, amount paid; the debtor side showing date of cessation of membership, and particulars of shares transferred.

*Index.*—The Companies Act, 1929, Section 96 says:—

"Every company having more than fifty members shall, unless the register of members is in such a form as to constitute in itself an index, keep an index of the names of the members of the company and shall, within fourteen days after the date on which any alteration is made in

the register of members, make any necessary alteration in the index."

Where there are numerous shareholders, necessitating a many-volumed register, the loose-leaf system is the best, with an index for each letter. The accounts are kept in alphabetical order and numbered, there never being more than one account on a page, an account requiring several pages retaining the same number throughout.

*Annual Summary.*—Every year on the fourteenth day after the general meeting a list embodying these particulars must be made, and a summary showing capital, number of shares, number of shares taken, calls per share, total received from calls, total unpaid, total of shares forfeited, names and particulars of shares held by persons who have ceased to be members since the last list was prepared, etc. This summary must be entered in a different part of the register from that showing each member's individual holding, and must be completed within twenty-eight days after the meeting. A copy must forthwith be sent to the registrar of Joint Stock Companies.

*Right of Access to Register of Members.*—Anybody has the right to inspect this register; shareholders gratis, others on the payment of one shilling or less. (The company's regulations may reduce this charge, but cannot increase it.) Anyone can demand a copy to be made of any part of it at a charge of sixpence per hundred words, but no one may himself make a copy. Actually "a period of ten days commencing on the day next after the day on which the requirement is received by the company." It must be available for inspection at least two hours every working day, except for thirty days in the year, when it may be closed for the preparation of the dividend. The right to inspect the register includes the right to see and use the index. (Companies Act, 1929, Sec. 98.)

Outsiders having these rights, the secretary must not show surliness in granting facilities incidental to them. On the other hand he should not actively assist in any search, for thereby he might be making himself a party to some procedure hostile to a member, or even to the company itself.

Politeness that stops short of effusiveness and a cheerful rendering of what cannot be denied are sufficient. Even if the secretary knows that the object of the inspection is some injury to the company, he must not forbid it.

*Register of Mortgages.*—All that the Act requires is that this should record a description of the property mortgaged, the amount of the mortgage, and the names of the mortgagees. It is customary, however, to make the record somewhat more detailed, in order that it may be of some practical value.

The regulations as to inspection, etc., are the same as those concerning the register of members, except that creditors, equally with shareholders, have the right of free inspection of the register and the copies of instruments creating the charge, and the company is not bound to supply copies. The register is to open "at all reasonable times," and those who inspect may make extracts.

*Register of Debenture Holders.*—Shareholders and registered holders of debentures have the right to inspect this, free. No one else has any right of inspection. The company is bound to supply copies at the rate of sixpence per hundred words, and the register is open for inspection for the same periods as the register of members.

These three registers, namely of members, of mortgages and of debenture holders, are the only ones that persons, beyond the directors and auditors, have any legal right to inspect. No one may deny anything to an Inspector of the Board of Trade.

*Inspection by Board of Trade.*—The holders of one-tenth of the capital have the right to petition the Board of Trade to make an examination into the affairs of the company. If the petition is granted, the inspector to whom the enquiry has been deputed must be shown and told everything he wishes to see and hear. He has even the power to examine the secretary upon oath.

*Register of Directors.*—Changes in the directorate must be entered as they occur, and notice posted within fourteen days to the registrar, to whom also must be sent (included in the

annual return) a list of the names and addresses of persons who at the date of the return are directors of the company, or occupy the position of directors, by whatever name called.

Where one company controls another that company is the "person" who occupies the position of director, and should figure in the list, not the directors of the controlling company. Secretaries are sometimes uncertain about this.

*Register of Transfers.*—It is from the transfer register that entries for the register of members are obtained. The care demanded in dealing with transfers justifies the adjective so often misused "meticulous". The points upon which the secretary when handling transfers will be "careful with fear" are:—

*a.* The production of a proper instrument of transfer, correctly stamped.

*b.* The initialling of alterations (if any) by all parties to the transfer.

*c.* Verification of transferor's signature by comparison with his signature appearing on the transfer deed by which he acquired the shares.

*d.* The recording, on being advised of a shareholder's death or on seeing report of it in a newspaper, of the fact against his name in the register, to prevent the sending out of any dividend or the making of any transfer until probate and letters of administration have been produced.

*e.* The sending of a notice, before a transfer is made, to the registered holder that this is about to be done, in order that he may intervene if any fraud is being attempted.

*f.* The production and cancellation of the transferor's share certificate.

*Lost Papers.*—If the loss of share certificates is reported by the lawful holder, the secretary will make an entry to that effect in the register, and thus prevent any fraudulent transfer; but he will not issue new documents for many months, and even then will demand a letter of indemnity. Dividends, however, will be paid in the meantime as before. Somewhat similarly he will treat inability to produce some of the documents necessary to the completion of the purchase of a new issue—the letter of allotment or the receipts for instalments

paid—demanding a letter of indemnity and insisting on a considerable period of delay.

*Allotment Letters.*—There must be no possibility of omissions in the despatch of these. A method that has been found to work well is for the secretary to have the allotment letters bound in a book with counterfoils upon which can be entered particulars of their despatch. Any steps that can be taken beforehand to facilitate dispatch are desirable, for delay is only less dangerous than error. Until the letter of allotment has been posted the application for shares upon which it is based may be withdrawn.

Within a month of a company's making an allotment full details concerning it must be filed with the registrar.

Notice must be sent to the registrar of any increase of share capital within fifteen days of the passing of the resolution authorizing it.

*Auditors.*—Auditors have right of access at all times to all books, accounts and vouchers, and the secretary should meet any demands of this nature cheerfully. Nor should he resent it if asked to furnish proof as regards his own payments or receipts; for it is one of the maxims of accountancy that no servant's uncorroborated statement on such a point should be accepted. At the same time it is not the duty of an accountant to go to work as if he were opening a criminal investigation, and if by such a misconception of his duties he is upsetting the staff, a tactful word from the secretary may do good. It was wittily said by Lord Justice Lopes in the Kingston Cotton Mill Case: "An auditor is not bound to be a detective, to approach his work with suspicion, or with a foregone conclusion that there is something wrong. He is a watchdog, not a bloodhound."

*Requirements of Companies Act*, 1929.—"Section 122 of the Act declares:—

"1. Every company shall cause to be kept proper books of account with respect to—

"*a.* All sums of money received and expended by the company and the matters in respect of which the receipt and expenditure takes place.

"*b.* All sales and purchases by the company.
"*c.* The assets and liabilities of the company.

"2. The books of the company shall be kept at the registered office of the company or at such other place as the directors may think fit, and shall at all times be open to inspection by the directors."

*Correspondence.*—Letters should be written in English and not in the jargon of the counting-house, and tersely; but if the meaning cannot be conveyed adequately in a few words, more must be employed. Neither the allure of alliteration nor the temptation to give a neat turn to a sentence should be allowed to deflect the writer by a hair's breadth from what he has set out to say. Eloquence and humour are out of place in business communications. If tempted to either, let the secretary imagine himself hearing the contemplated purple passage read aloud at a board meeting.

Writing to a shareholder the secretary must not lose his sweetness and light even when replying to some ridiculous complaint, for this will have proceeded from stupidity, which is an affliction rather than a fault. Whatever the provocation, sarcasm is never permissible.

While on the subject of correspondence with shareholders, it may be as well to remind secretaries that any member has a right to demand a copy of the memorandum of association and the articles (if any) on payment of one shilling.

"Any member of a company whether he is or is not entitled to have sent to him copies of the company's balance sheets and any holder of debentures of a company shall be entitled to be furnished, on demand, without charge, with a copy of the last balance sheet of the company, together with a copy of the Auditor's report on the balance sheet." Companies Act, 1929, Sec. 130.

*Preparation of Agreement, &c.*—This the secretary will see to in connection with the company solicitor. In the very rare event of there being any serious difference of opinion between them on a vital matter the secretary must not lightly give way. It is true that probably he would be exonerated for any step taken on the solicitor's instructions;

but if he is worth his salt, the secretary's first concern is not his own immunity from censure, but the company's welfare.

The secretary's unescapable responsibilities are many and varied. He must see that the documents he handles are sufficiently stamped, and that when adhesive stamps are permissible, these have been properly cancelled by the person who is responsible for this by the writing across them of his initials or those of his firm or company and the true date of his writing them.

When any proxies are sent in, it is incumbent upon the secretary to see that they are stamped properly, that they have arrived in time to permit of their remaining at the registered office of the company for the requisite qualifying period for their use at the coming meeting, and that the signers and holders alike are qualified to act.

*Office Control*—Much, both as regards efficiency and economy, will depend upon the secretary's attitude towards his staff. If he is helpful towards their advancement and not grudging, the office will be run well and as cheaply as it ought to be. Perhaps as cheaply as it *can* be; for the Americans have taught us that high pay to the worker results often in a low cost per unit of work done. Cheap service, almost invariably, is bad service. A clerk won't give his best for your worst, and you, lacking will to reward and ability to punish, can't make him, for you fear the loss of one whom you believe you are defrauding more than he dreads dismissal from a bad job.

Modern office accessories, addressographs, calculating machines, and improved filing systems, soon repay their initial cost, but they are not fool-proof, and it is a mistake to think that anyone can be trusted to run them. The combination of an improved system with an unimproved junior is often disastrous. Don't we know the office whose handsome filing cabinet is the grave of documents consigned to it? Never again can they be brought to light. The fact is that much of the work we are accustomed to think entirely mechanical requires a closeness of attention that comes only by training. Know for certain that your assistant can give this skilled care before entrusting him with the bestowal of papers that must be accessible to you quickly.

Punctuality should be insisted upon, not only because it secures a fair day's work, but also because it helps to develop efficiency all round. The secretary will be best served who is particular but not pettifogging, and more apt to stimulate by example and encouragement than to depress by scolding and threats. As far as possible he should contrive that everyone does *some* work that is educative.

*Discretion.*—Much may hang upon a secretary's reticence. His is a position of trust. Nothing that passes in the office or the board room must be told outside. This, of course, can be said of almost any business situation, but secretaries are confronted by a difficulty more or less unique in having to resist their own shareholders Is it certain that they should be held at arm's length? They own the whole concern; why must its inner workings be kept secret from them? The answer is that any verbal confidences must of necessity be partial in their effect. It would be manifestly unjust, for example, that country shareholders should be anticipated by London in respect to items of good or bad news. On the strength of some secretarial tip London members might buy shares that the more distant in ignorance were selling, or by their free buying might so raise the price of the stock that by the time the distant shareholders heard the good news its market value had been already lost. The opposite would occur if it were a tip to sell. The country shareholders would have no opportunity of selling except at the depreciated price. As regards company confidences, shareholders are treated as the outside public until properly advised simultaneously. Till there's news for all, there's news for none.

Similar considerations forbid secretaries and directors from speculating in their own company's shares. It isn't *fair* that they should skin the cream off the market. We have read of companies whose rule it is that after the board have fixed the coming dividend, directors are not allowed to disperse until a messenger has conveyed their decision to the secretary of the London Stock Exchange.

## CHAPTER XVIII

## SECRETARY OF COMPANIES.

So far we have been considering the secretary as employed by a single company needing all the service that he and a staff of assistants can render it. But there are companies of a humbler sort that cannot afford a secretary apiece, nor have they sufficient secretarial work to keep him employed. So they farm it out to some one who specialises on meeting precisely this need and who, for an agreed annual sum, will not only do all necessary work, but in addition provide an office that will serve as the registered address of the company (as required by the Act) and a place for the holding of all its meetings, board and general.

*Providing a Place of Meeting.*—The secretary's commitments under this head seem very formidable, but, as a matter of fact the accommodation provided is usually quite unpretentious, just a small outer office and an inner room containing a long table round which a dozen directors can sit. For general meetings there are small halls in the city of London that can be hired, but this is seldom necessary, the proportion of shareholders who attend general meetings being incredibly small. We knew a young and optimistic secretary of companies who, having sent out to two hundred shareholders notices of an extraordinary general meeting to consider a quite vital proposal, hired a hall for their accommodation. The directors came—and one shareholder. The canny secretary will postpone hiring until the overflowing general meeting materialises, having ascertained that the adjacent small hall he has in mind will be available if wanted. Usually a room that will hold the directors comfortably will contain the general meeting under pressure.

*Duties.*—The duties of the secretary of companies arising from statutory requirements are not less than those of the company secretary, the smallness of the concerns he serves not releasing him from any responsibilities under the Companies Act. Everything, therefore, in our last chapter is relevant to him, and he will probably, in addition, have to deal, at some time or other, with the starting and the winding up of companies. This we purposely deferred considering as being outside the purview of the average company secretary, who probably entered the corporation he serves as a junior and expects to leave it only as a pensioner.

*Starting a Company.*—If the secretary of companies is to hold his own, let alone make any progress, he must from time to time find new companies, for it is almost certain that some of his clients, sooner or later, will drop out. His opportunity will perhaps come from one of the directors with whom he has been working who is now contemplating the floating of a new company. As this at present has no legal existence, the form the appointment takes is to a secretaryship *pro tem.* with a personal promise that the position shall be made permanent in due course at so much a year. The temporary secretary will attend with his patron a number of meetings in which the details of the proposed company will be discussed and settled. A solicitor will be employed and he will take a leading part in preliminaries. The secretary-to-be will make the fullest use of the lawyer's expert knowledge now and subsequently. Every company has a solicitor and the secretary should not take any momentous step unadvised.

Of these discussions the temporary secretary will make full minutes and have them confirmed. These gatherings being somewhat informal, there is a temptation to omit the customary meeting routine, but the secretary, for his own protection, must see that it is observed.

*Secretary as Trustee.*—In the course of these preliminaries it may become necessary that certain properties should be acquired or undertakings made on behalf of the proposed company. As legally there is at present no company in existence there is no corporate body that can buy or promise. Some individual, therefore, must act as trustee, and it is not unusual for this responsibility to be thrust upon the

temporary official. Whether he consents to accept it or not will depend upon his judgment of the conditions attending the particular case; but always he should, before involving himself, seek the advice of his own solicitor.

*Registration of the Company.*—Preliminaries having been arranged, the secretary is directed to obtain registration. This involves the lodging of certain documents with the Registrar of Companies. First in importance is—

*The Memorandum of Association.*—This being incomparably the most important document there will ever be drawn up in connection with the proposed company, it will have been framed by the promoters in consultation with a solicitor and perhaps counsel. "The Memorandum," says Lord Bowen, "contains the fundamental conditions on which alone the company is allowed to be incorporated." It must state:—

1. The name of the company with "Limited" as the last word of the name.
2. In what part of the United Kingdom the registered office is to be situated.
3. The objects of the company.
4. Statement that the liability of the members is limited.
5. The amount of the capital and how divided.

The Memorandum of Association of a public company must be signed by seven persons (two in the case of a private company) each of whom must state the particulars of the shares he is taking. (They are bound to take up and pay for the shares mentioned.) These signatures must be witnessed.

The Memorandum of Association need not be printed, but in the light of the fact that shareholders have the right to demand copies of it (see page 140) printing is advisable.

*Statement of Capital.*—This must be made out on form 25 and signed by a solicitor engaged in the flotation or someone mentioned in the articles as director or secretary. All the forms mentioned can be obtained from law stationers.

*Declaration of Compliance.*—(Form 41.) This, which declares that all the requirements of the Companies Act have been met, has the same regulations as to signature as the Statement of Capital.

*List of Directors.*—(Form 43.) This must be signed by the applicant. The inclusion on the "List of Persons who have Consented to be Directors" of the name of anyone who has *not* consented is a serious offence.

*Articles of Association.*—If the company means to have its own articles, these must be printed and registered with the Memorandum of Association. The new company, if a small concern, may be content to be ruled by Table A, or by Table A with certain qualifications, to suit its own particular circumstances. In the latter case, a brief document consisting of a statement that the regulations of Table A (full title) shall apply to the company, except articles Nos. So-and-so, and, under headings of subject (e.g.) "Voting" "Meetings," the Articles wanted in their stead.

On the strength of these documents, the necessary stamps having been affixed and the legal fees paid, the registrar will grant a Certificate of Incorporation.

> "A Certificate of Incorporation given by the registrar in respect of any association shall be conclusive evidence that all the requirements of the act in respect of registration and of matters precedent and incidental thereto have been complied with." (Companies Act, 1929, Section 15.)

*The Company in Existence.*—Legally the new company has been in existence from the first minute of the day mentioned in the certificate. It can now act. The secretary should see to it that one of its first acts is to relieve him of any responsibilities as trustee that he may have incurred; and another to confirm the agreement provisionally made with him as to employment, salary, etc.

He, on his part, adds the name of the company to the others on his office door, hangs the Certificate of Incorporation, which he promptly has had framed, upon his walls, and starts the necessary registers. If the new company is quite a small concern, the secretary will do this speedily and easily. At a law stationer's it is possible to obtain all the statutory registers bound together to form different sections of one volume. A company having less than fifty members does not need to keep an index of the names of members. (Companies Act, 1929, Sec. 96.)

*Notice of Registered Office.*—The company now has its registered office to which all communications and notices must be addressed. A writ may be legally served on the company by leaving it at or by sending it by post to this address.

Notice of the situation of the registered office (and of any subsequent change therein) must be given to the registrar. Before the passing of the Act of 1929, notice could be filed any time before the start of business and there was no time prescribed for notification of change.

*Getting New Business.*—In the preceding pages we have shown a company, as it were, seeking a secretary. Too often, it is the secretary who must seek companies, and a hard search he finds it. His one ever-present anxiety is to replace with new concerns such of his companies as are failing in the struggle for existence, and the mortality rate among companies too small to employ secretarial staffs of their own is not low. Where, where is he to find this new blood? Solicitors and accountants have more patronage of this kind in their hands than most people. Sometimes accountants keep secretaryships of companies in their own hands—a sore point this with professional secretaries. In the discharge of his duty to the companies he serves, a secretary meets their auditors and legal advisers, and quite legitimately tries to impress them with his accuracy and diligence, nor can he be blamed for cultivating social relations with them and others of their professions whom he meets locally or in connection with his hobbies. Any business men of position may some day be concerned in the flotation of new companies. The wider a secretary's circle of acquaintances, therefore, the better. Not only must he *know*, but he must also *impress*. And how better can he impress his secretarial ability upon comparative strangers than by serving them, through some association they are interested in, as an unpaid secretary? Honorary secretaryships are of many kinds, political, social, sporting, charitable, etc. The sporting secretaryship is perhaps less valuable than the others as a business-getter. Running an Old Boys' football club that puts out, perhaps, six teams a week, involves much work; but while it introduces one to a fair number of men, it gives comparatively small opportunity for displaying

business ability. Better for the purpose are political associations and charitable institutions. One shrinks from the association of philanthropy with self-seeking; but should the secretaryship of a charity be a-begging, with no one in sight willing, for disinterested reasons, to undertake the very onerous unpaid duties of the position, we see no harm in it being snapped up by an energetic, capable man who sees in it a possible stepping-stone to business advancement, provided that he sympathises with the society's objects and means to promote them by every means in his power.

*The Chartered Institute of Secretaries.*—Anyone who can get the appointments may become a secretary of companies, but it is a great aid to the acquisition of them to have the right to put the letters F.C.I.S. (Fellow of the Chartered Institute of Secretaries) or A C I S. (Associate) after one's name, and the knowledge gained in the preparation for the very searching examinations involved will be of inestimable advantage in filling the positions when obtained. Fellows and Associates may describe themselves as Chartered Secretaries.

*Transference of Company Secretaryships.*—A secretary of companies will be well advised to keep in touch with others of the same calling. Occasionally a group of small companies will be losing its secretary, obliged by reason of age or infirmity to give them up, and his goodwill in them may be purchasable. On the basis of a payment to the retiring secretary of a percentage of the salaries actually received from these companies for a stated period of years, their acquisition may be advisable, as the augmented income will probably be unaccompanied by any increase of office expenditure. Of course, the retiring secretary cannot guarantee that all the companies can be transferred (the directors of some may have other views as to their disposal) but payments of percentage on salaries received meets the difficulty.

In many ways the position of a secretary of companies, combining as it does the salaried certainty of an employee (for a time at least) with the independence of a man in business for himself, is attractive. It would be ideal if company small fry were more permanent and the chance of their replacement less precarious.

## CHAPTER XIX

## THE HONORARY SECRETARY.

THE duties of an honorary secretary are by no means of a trivial character, and the society that is served by a capable and willing worker is very fortunate. The occupant of the post must be prepared to go through a good deal of what may be described as drudgery, and he will not receive a penny piece for his trouble until the day shall come when he retires. Then an illuminated address, or piece of plate, or gold watch, or it may even be a cheque—the fatter the better—will no doubt be presented to him, not as payment (for that is probably impossible) for his services, but in grateful acknowledgement of them.

*Personal Endowments.*—It goes without saying that a man of some education and tact should be selected for the post. The former is essential, because he is commonly entrusted with the correspondence, private and public, of the body for whom he is acting. As a rule, the bulk of his writing will be of a routine nature, mainly confined to entering up the minutes, giving effect to decisions, and letter-writing. Now and again, however, it does happen, in the case particularly of societies established for the discharge of business in which the public are interested, that he may be called upon to initiate or participate in correspondence in the Press. In such an event the secretary's letter would, if time allowed, be first submitted to his committee, whose acceptance or modification of its terms and expressions would relieve him of responsibility. But since it would be absurd, excepting in very rare circumstances, to convene a committee merely to consider the wording and argumentation of a letter, the secretary might have to contribute his quota to the correspondence columns of a daily newspaper, and be prepared, to

shoulder whatever criticism or blame it might provoke. As to tact, it is essential that the secretary should be able to manage men. Nearly every committee contains persons of peculiar temperament, sometimes even a faddist or crank, and the secretary must, therefore, be patient and occasionally appear to suffer fools gladly. He will get his work done most expeditiously—and this is the chief thing—by following the line of least resistance. Naturally, a committee chooses as its secretary a man of good address, for it may be necessary for him to do a certain amount of interviewing. In addition he must be well acquainted with the ordinary forms of business. However unworldly may be the object of the society for which he works voluntarily he must be a man of affairs with a sense of proportion, a practical idealist.

*Summoning a Committee.*—It may safely be assumed that the honorary secretary has to work with a committee. In the case of a society just formed, the first thing the secretary will have to do is to call the members to their opening meeting. Whether the summons will be by letter or postcard may be left to individual discretion. It may be doubted whether anyone in these days objects to receive postcards, but the secretary of course will never issue a summons for the discussion of private and confidential, or other important affairs, save in a sealed envelope. Some secretaries attend to the duty of summoning a committee rather casually, simply calling a meeting for such and such a date at such and such a time and place. But it is obviously over-sanguine to expect a number of men and women to assemble without having received a definite clue to the business to be transacted.

*Minutes.*—When the committee meeting assembles, the first thing to occupy it will be the reading of the minutes of the previous meeting. (Should it be a first meeting, there cannot be any minutes to offer, and in such case the secretary will recite the circumstances in which the committee came to be appointed, and read the full list as constituted.) He will next either send round the attendance-book for members to sign, or himself make a note of those present, the former being the better method, after which the agenda will be gone through systematically. We have dealt elsewhere (pp. 127–8) with this matter of the minute-book,

and it will be unnecessary to repeat what has been said. Though it is the chairman's duty to take notes, in a book supplied to him for the purpose, of the business done and decisions arrived at, the secretary will keep his own notes for his own protection. He need not do this in an elaborate manner, since what is requisite is a record of the salient facts. Save when the matter is of moment and there is serious difference of opinion, he should not note the names of the various speakers and what they said. When decisions are unanimous, it will suffice to enter: "It was unanimously agreed to hold the annual dinner at the Blank Hotel on such a date," and so with other resolutions passed without dissent or virtually so.

*After the Committee.*—Discussion should be followed by action. As soon as the committee meeting has been recorded in the minutes, which is best done at once, the secretary should get to work to carry out the various tasks which have been imposed upon him. If the claims of his own business forbid an immediate start, he should begin as soon as ever he can. Procrastination is easy when a man's working hours are fully occupied with something else. But it must be conquered at least to the extent of getting the new departures well under way before the next committee assembles. Nothing will so discourage the members as to learn that between the two assemblies no progress has been made.

In reporting to the next committee meeting it will be well for the secretary not to go much into detail about what has yet to be accomplished. They have instructed him in general terms; it will be a loss all round if they are led to supplementing the general by the particular. Speaking broadly, a committee prefers to be confronted with accomplished facts.

As compared with his professional brother, the honorary secretary often appears slip-shod and untidy. This should not be. Neatness and method are more saving of time than their opposites and, after the initial effort, quite easily acquired. Let the honorary secretary, therefore, learn to take pride in his work. He will keep the minute-book in "apple-pie" order, entering each minute separately, and inserting in the broad, left-hand margin, which he will rule down every page the name of the topic dealt with in each

paragraph. As minute-books and documents accumulate on his hands, let him provide house-room for them without complaint. If the society or institution of which he is the secretary is permanent, these things will ultimately form its archives, and be of no one can tell what interest to the next generation. If the secretary doesn't preserve them, he may rest assured that no one else can, since the presumption is that, owing to his carelessness, apathy, or neglect, they have been lost stolen, burnt, or dustbinned.

*Should the Secretary Speak?*—As a rule, the secretary should not appear in too many rôles. In committee he cannot help having to talk often, answering questions, and tendering advice, since he holds all the ropes in his own hand. But in public, his duty should be limited to reading letters and making announcements, leaving to others the functions of oratory. He need not fear that he will be a mere figure-head, for he will have plenty to do in coaching others. When he has the requisite ability the secretary must always hold himself ready to fill a gap, or it may be to reply on the spot to an attack on his society or committee. Yet many most efficient secretaries lack the gift of public speech, a gift which is far from being indispensable to the adequate discharge of their office. These men, though not at home in fields of rhetoric, shine in the fulfilment of routine business; and, unable to speak, have skill to equip a chairman or other member of the institution with all the points, and possibly jokes, for a stop-gap speech, or with the facts and arguments for a crushing refutation of hostile criticism. Where there is time for preparation his coaching will be more thorough. In priming another person, the secretary should take the precaution, where possible, of preparing fairly full notes, in logical sequence, of the subjects to be publicly discussed, and be at hand to carry the speaker safely to the close of his oration. For similar practical reasons the secretary is in immediate attendance on his chairman at dinners of the society or committee with a view of posting him in such information as he may want, or even of enabling him to accomplish the customary duties at this social function without a hitch.

*The Secretary-Treasurer.*—As a rule, it is wisest to vest the duties of secretary and treasurer in separate persons.

In small societies, however, where the subscriptions are few, or little more than nominal, and donations from the public are neither solicited nor expected, or where the secretary is obliged to be in constant touch with the members, the posts are often combined, the secretary acting as treasurer and in that capacity receiving and acknowledging subscriptions. In the case of a tennis club, for example, it may be essential that the secretary should know whether members are or are not "clear on the books" before play in a match or tournament begins, and if he happens also to fill the post of treasurer he will be in a position to settle such a point definitely. The convenience of the joint-office is obvious in such circumstances. Whenever a secretary undertakes dual duty, however, he should make it an absolute rule invariably to present a financial statement at every committee meeting. Nevertheless, even when the secretary and treasurer are separate functionaries, the former frequently is required to act as his colleague's jackal. This sometimes arises from the fact that the treasurer, while perhaps of excellent business capacity, is notoriously inefficient in appealing for funds or for the payment of overdue subscriptions. Money being urgently needed, someone must be found to supplement the treasurer's feeble efforts, and who better than the secretary? Though such invidious duties do not fall within the scope of a secretary's operations, strictly regarded, yet where he is asked to discharge them to assist a brother-officer, he can hardly refuse to act.

*The Secretary as Press Agent.*—Publicity may not be so all-important as some people nowadays consider it, but it is important, and no secretary should omit recourse to it wherever he legitimately can. Of course it is essential that the affairs in which his committee are engaged should be of public interest, as this is the only plea to which an editor will give ear. The majority of secretaries, doubtless through ignorance or—dare it be said?—laziness, neglect to use the morning paper for the dissemination of news. Yet a clear and concise paragraph, sent to a news agency on the off-chance and duly circulated by that medium, may come to roost in more than one daily or weekly. Of course there are numerous occasions when the Press will be only too glad to send reporters, as in the case of public meetings. Then it

will be incumbent on the secretary to issue these special tickets and to take care that adequate arrangements are made in the hall for their comfort. It may be that the object of the meeting is not deemed of sufficient importance for the Press to be directly represented; but the secretary need not despair on that account, for he may still communicate his own report to one of the Press agencies and use it as a channel of publicity. The advantage of dealing with an agency lies in the fact that it sends round all accepted matter to its clients, and the secretary's statement may thus be submitted to fifty or a hundred newspapers. The secretary needs hardly to be reminded that he must study brevity, write on one side of the paper only, and steer clear of everything libellous or provocative of litigation. When the function, though not itself public, really justifies and demands publicity, it will always be worth the secretary's while to call at a newspaper-office (giving it in this case what is called "exclusive" information) or agency to ascertain whether a reporter will attend or not. Should it be certain that one or more "pressmen" will be present, he must see to it that they are treated with due hospitality. If it is an open-air function—as a public "demonstration" or athletic or other similar gathering—which the secretary is managing, he must provide a Press tent (furnished with table and chairs), and ought also to arrange for two or three messengers to carry wires to the nearest telegraph station. To him every reporter will come for items of information and he must be duly posted in whatever subjects are likely to appeal to the inquiring journalistic mind. For this reason, too, the secretary must arrange to be personally in evidence for a considerable period, so that he may be at hand when "our own correspondent," or whatever other imposing designation the journalist may affect for the nonce, desires a few sentences of very special "copy". In fact, there is no end to the activities and enterprise for which the secretary must be prepared who seeks the publicity of the Press.

*Parting Advice.*—Every secretary sooner or later recognises the wisdom of certain homely proverbs or aphorisms, such as "If you want a thing done, do it yourself"; "Too many cooks spoil the broth"; and "It is the unexpected which happens". He must, therefore, be chary of delegating his

duties to other than perfectly trustworthy persons. If, for instance, the Police must be notified of expected disturbance at a meeting he is organising, he should attend to this matter himself. It will not do to confess afterwards that he believed So-and-So was looking after it. He should not be too ready to discuss committee business with outsiders. What takes place in secret conclave may be gravely compromised by premature disclosure. He will, it seems scarcely necessary to say, be careful to keep copies of all letters of importance and not to mislay or destroy documents and papers. Nor will it do harm to cudgel his brains for new ideas or "happy thoughts" for the more adequate discharge of his duties. The secretary should not be too hidebound or conventional. Nothing succeeds like success, and departure from precedent may or may not be justified, but a spice of audacity may lead up to a fortunate *coup*. He never need fight shy of legitimate risks, and above all things, should he be saddled with great responsibility, he must, with due tact and discrimination, acquire a proportionate amount of power. A strong, honest, straightforward, amiable and truthful secretary is likely also to be, and cannot help being, masterful as well. And so good luck to him!

# APPENDIX A

*Brief Resumé of Points to be remembered.*

## THE CHAIR.

CHAIRMAN'S authority should be absolute in meeting. When CHAIRMAN is speaking silence must be observed by others present.

When votes are equal on opposite sides the CHAIRMAN gives the casting vote.

When speaking is irregular, out of order, or irrelevant, the CHAIRMAN may interfere—and should do so. The CHAIRMAN may even stop irrelevant speech.

When meeting becomes noisy the CHAIRMAN may leave the chair, and adjourn the meeting; in such event no further business can be legally carried on.

The CHAIRMAN is always addressed by a member standing up.

The CHAIRMAN calls upon the first of two members who may rise. If the meeting call for the other, and the demand seem general, the CHAIRMAN may test the preference by a vote.

The decision of the CHAIRMAN should be obeyed.

## MOTIONS.

All MOTIONS must be in writing, and in the affirmative form. They must be seconded.

[Purely formal motions are exempt from this rule, as regards being handed in in writing.]

No MOTION which has been already decided can be reproduced, whether in the same or other form, at the same meeting.

A MOTION may be withdrawn by the mover and seconder, provided the leave of the meeting has been obtained thereto.

## AMENDMENTS.

All AMENDMENTS must be intelligible and relevant to the motion.

An AMENDMENT may be made to a suggested or proposed AMENDMENT, only in the event of the latter's being carried and put to the meeting as the original motion.

An AMENDMENT to *add words to a motion* can only be made by adding—not by deleting—words. For instance, if an amendment is proposed to a sentence which, it has been decided, "shall stand part" of a question, more words may be interpolated, but further words *cannot be omitted.*

If an AMENDMENT has been made to words in the middle of a motion, and someone seeks to amend the beginning of the same motion, the AMENDMENT to the amended one cannot be put until the way is cleared and the motion is restored to its original state by the withdrawal of the AMENDMENT proposed first.

Only one AMENDMENT should be proposed at a time.

An AMENDMENT may be withdrawn on the same terms as a motion. (*See* page 156)

AMENDMENTS must be seconded, if the rules of the society or company so stipulate, but in the absence of such a rule an amendment need not be seconded (*See* page 62), and should, as a rule, be handed up in writing to the chair.

No AMENDMENT that is substantively the same as a former (decided) amendment may be put at the same meeting. (*See* Motions.)

## SPEAKING.

SPEECHES must be clear, and relevant to the motion before the meeting.

No member may speak twice to the same question. A member may, however, reply to objections and make explanations; and the mover of a motion has the right to reply, but his speech in reply concludes the discussion.

No reply is admissible for the mover of a purely formal motion, such as adjournment, etc. The motion to which the privilege of reply is attached must be "substantive."

No speech can be made after the question has been put, and carried or negatived.

Any member may raise a point of order, it being understood that he rises "to order," but he must put the point concisely and without speech.

No speaker can "call" another to order. The chairman alone can properly do this. A member may, of course, rise to call the chairman's attention to "disorder," but the decision rests with the chair.

No question should be put to the vote so long as any member is desirous of speaking on it, or of moving an amendment to it, except in the special circumstances considered. (p. 66)

## SECRETARIAL DUTIES.

These vary with the company or association in which the secretary is employed. He may be secretary to a Limited Company, a Hospital, or a Club.

All these have a basis of business which helps the official upon his way, but the details are different. The duties, therefore, of a secretary depend a good deal upon the nature of the society and its extent. In all companies the general duties of the secretary are:—

To attend all the meetings (which he, moreover, has summoned) of company, directors, or even of committee if desired.
To read the notice convening the meeting and the minutes of previous meeting.
To keep the Agenda Book and the Minute Book of the company and directors' proceedings.
To issue all notices to members, shareholders, directors, and in small societies to committee-men (of Clubs, etc).
To conduct or supervise all correspondence with the shareholders with regard to shares, transfers, etc., and general correspondence in many institutions.
To keep the company's books, such as the Members' Register, Share Ledger, and Transfer Ledger.
To make due and proper returns as required to the registrar of joint stock companies.

Besides such duties to the directors or committee of institutions or clubs, the secretary or hon. secretary has some social duties to perform in the way of welcoming guests and paying them little courtesies in the temporary absence of their hosts or friends. A good deal of the popularity of a club, particularly a small social club, will depend on the tact and *savoir faire* of the secretary. His duties will include the arrangement of the weekly or monthly dinners, the collection of the annual subscriptions, and the fees; the arrangement of any entertainments of the club or society; and the entertainment of club guests, etc. He will also call the committee together at certain periods, and keep a watchful eye upon the general arrangements of the club—the newspapers, stationery, pens and ink, and so on, so as to make all smooth as far as possible.

These are the general principles on which the secretary should work, and he should be able to prompt, and "coach" the chairman, if necessary, in the agenda and procedure (and the proceedings), of the meeting. He should at a dinner of the society be ready with all lists, and have the places marked, and, in fact, be social, pleasant, and generally useful.

# APPENDIX B

*Forms of Procedure and of Minutes for the use of Chairmen and Secretaries—Agenda.*

I. Memoranda of procedure at meetings, when chairman is seated.

(*a*) To call upon secretary to read the minutes of the last meeting.
(*b*) To inquire if it is the wish of members that these minutes be signed as truly representing the facts of the previous meeting. If assent is given—
(*c*) To sign the minutes.
(*d*) To receive any motions which members may advance. To have them duly seconded, and to put them to the meeting in the prescribed form.
(*e*) Either now or before the hearing of motions to go through the agenda paper placed before the chairman by secretary, and finish *routine* business.

[N.B.—This business is best concluded before any new motions by members are heard.]

(*f*) Close meetings.

II. Memorandum of procedure when no chairman is appointed.
(*a*) Proceed to elect chairman.
(*b*) Chairman, when elected, to read notice convening the meeting, and announce its objects.
(*c*) Proceed as per paragraph (*d*), and sequel, above.
(*d*) Conclude and close meeting, or adjourn it.

N.B.—The agenda should contain all business. The agenda of the House of Commons are termed "The Orders of the Day."

III. Memorandum of procedure respecting the disposal of committee's report.

(*a*) The committee having handed in the report to the chairman of the appointing body assembled in

meeting, the chairman shall call upon the secretary to read the said report.

(*b*) The motion then should be made—the chairman should explain this—"that the report be 'received' or 'adopted'." In the former case (the reception), it is signified that the report is for the meeting; in the second case, the report is for publication.

(*c*) The motion should be seconded in the usual manner, and if the motion is agreed to, the next motion will be "That the report be entered in the minutes"; *or* "That" (if adopted) "the report be printed and published." Either of these motions, when made, must be seconded.

[There is no need to move the entry of an adopted report in the Minutes; that is done as a matter of course as a business transaction; but it is not absolutely a matter of course in the case of reception, though minutes are usually kept. In any case, whether it be or be not necessary to move the entry, the report must be recorded on the minutes.]

(*d*) Before the question is put "That the report be received" or "adopted," any member may move an amendment. Now is the time. Any objections, any suggestions for improvement or relegation to the committee, must be made now; and other members may be moved for—or even a new committee.