

# **How to Rebuild a Toastmasters Club**

*A Step-By-Step Guide*



# How to Rebuild a Toastmasters Club



*Toastmasters International recognizes the efforts and words of the many Toastmasters who have contributed to the creation of this manual.*

**Toastmasters International**

23182 Arroyo Vista, Rancho Santa Margarita, CA 92688 USA

or

PO Box 9052, Mission Viejo, CA 92690 USA

949-858-8255 • Fax: 949-858-1207

[www.toastmasters.org](http://www.toastmasters.org)

©2006 Toastmasters International. Educational materials produced and distributed by Toastmasters International are intended for use as part of the Toastmasters educational program only. This publication is produced by Toastmasters International and may not be used outside of the Toastmasters program nor reproduced in full or in part without written permission from World Headquarters. The name "Toastmasters International," "Toastmasters" and the Toastmasters International emblem are trademarks protected in the United States, Canada, the European Union, Australia, Bahrain, China, Hong Kong, India, Indonesia, Japan, Jordan, Kuwait, Malaysia, Mexico, New Zealand, Oman, Philippines, Qatar, Saudi Arabia, Singapore, South Africa, Taiwan, United Arab Emirates, and most other countries where there are Toastmasters clubs. Clubs may use these trademarks on stationery, newsletters and other printed matter intended for communications purposes. However, these trademarks may not be placed, engraved or otherwise used on items such as trophies, certificates, plaques, badges, banners, clothing, ties, jewelry, mugs, or any other items without the express written consent of the Executive Director. All club and district officers are asked to report to the Executive Director all instances of illegal reproduction of copyrighted materials and illegal use of Toastmasters International trademarks. Toastmasters International will pursue full legal recourse for any unauthorized use of its copyrighted materials and trademarks.

# Table of Contents

<b>Introduction</b> .....	4
<b>Why Are Clubs Rebuilt?</b> .....	4
<b>When Does a Club Need to be Rebuilt?</b> .....	5
The Club Coach .....	5
Club Coach Program Requirements .....	6
The Distinguished Club Program .....	6
<b>Who Is Going to Do the Work?</b> .....	7
<b>Building the Club Rescue Team</b> .....	7
<b>Available Resources</b> .....	8
<b>Action Plan</b> .....	8
Assessment .....	8
Using the Assessment Tool .....	9
Writing the Action Plan .....	9
Internal Actions .....	9
Meeting Time, Place and Location .....	9
Club Programming .....	9
Guests .....	10
Officer Preparedness .....	10
Distinguished Club Program .....	11
Meeting Participants .....	11
Encourage and Recognize Accomplishment .....	12
External Actions .....	12
Attracting New Members .....	12
Membership Programs .....	12
Public Relations .....	13
Other .....	14
The Club's New Climate .....	14
<b>Appendix A – Club Coach Troubleshooting Guide</b> .....	15
<b>Appendix B – Available Resource Materials</b> .....	18

## Introduction

If you're reading this, you have made a commitment to help rebuild a Toastmasters club, or you are considering it. Walking into a club in need without preparation can be a difficult experience. You need the desire, the knowledge, the tools, the team, the acceptance, and the support of those whom you are helping.

This manual will take you step-by-step through the stages of rebuilding a club:

- ▶ Understanding why clubs are rebuilt
- ▶ Determining when a club needs to be rebuilt
- ▶ Identifying who will do the work
- ▶ Building the club rescue team
- ▶ Determining available resources
- ▶ Developing an action plan

By following these recommendations, virtually any experienced Toastmaster can help a club rebuild itself. Not all possible solutions are listed in this manual – each club is different and therefore has different needs. The members of some clubs desperately want to keep the club going, but don't know how. Some clubs may not still be meeting, and you may need to track down the last members of the club and motivate them to continue with the club.

The task before you is challenging – probably the most challenging Toastmasters activity that you will undertake. Prepare yourself by studying this guide and the materials that are available to you.

*Good Luck!*

## Why Are Clubs Rebuilt?

A Toastmasters club needs to be rebuilt because, for some reason, its existence is in jeopardy. This may occur because the club has lost its leadership base to natural attrition or other circumstances. In many clubs, one individual is the key behind the club's success, and if he or she leaves the club, a motivation, organization and leadership vacuum occurs. The community or company where the club is located at one time needed and supported the club. It is likely that the need still exists. Sometimes, the need no longer exists, as when a company closes a production site, population has dwindled, or the demographics of a community have changed dramatically.

One reason many Toastmasters choose to serve as a club coach is to satisfy a requirement for Advanced Leader Silver (ALS) recognition. The experience that you will gain while serving as a club coach is invaluable. You will have the opportunity to use all the communication and leadership skills that you have learned as a Toastmaster. You will be recognized as a person who gets things done.

## When Does a Club Need to be Rebuilt?

Most Toastmasters clubs experience a life cycle. The club's level of educational productivity generally follows a bell-shaped curve.

The first phase in a club's life occurs during and just after it is organized. The club's educational program is expanding and improving. The members are motivated and their enthusiasm generally makes up for their lack of experience. As the educational program improves, productivity increases and the club moves toward the peak of the curve.

As the club matures into the second phase, the educational program reaches a high level of productivity and successfully meets members' needs. The original club members are now relatively experienced Toastmasters. New members join the club and quickly become assimilated into the club's culture. The length of time spent at the top of the curve varies from club to club.

At the beginning of the third phase, members become content with the status quo and resist change and new influences. Guests are greeted, but the club's internal cliques are sometimes difficult to break into. New members have a hard time fitting in and don't stay long. Productivity declines, and the club slips from the top of the curve and begins a downward slide. Attendance drops, the educational program falls apart and guests do not join the club. Members may be more concerned with socializing than learning.

If the club continues its downward slide and nears the bottom of the curve, something needs to be done to keep the club from dissolving. In many cases a club coach is appointed to help the members revitalize their club. If the effort is successful, the productivity will increase, and a new life cycle begins.

### The Club Coach

The club coach is a Toastmaster who is not a member of the club and not (yet) familiar with the club or its members. This perspective allows the coach to objectively view the club. The coach is a counselor, a source of knowledge and a fountain of ideas. As a coach you will need all of your speaking, thinking and listening skills—as well as hard work, determination and patience—to be successful.

The following is a summary of what a coach must do:

- ▶ Build a rapport with the club leadership and members.
- ▶ Assess the environment... observe, analyze and recommend solutions.
- ▶ Develop a plan with goals for improvement.
- ▶ Implement the plan, ensuring that the changes are performed by the officers and members as much as possible.
- ▶ Instill enthusiasm, loyalty and a sense of responsibility for the club's future.

These simple statements quickly summarize a large amount of time and dedication. Each of them is discussed in detail later in this manual.

## **Club Coach Program Requirements**

A club coach is appointed by the district governor to assist a club that is experiencing difficulties building and maintaining membership. The coach's goal is to help the club become a Distinguished Club. Up to two coaches may be appointed to each club. The appointment lasts to June 30 of the current club year if the club becomes a Distinguished Club or better by that date, or to June 30 of the following year if Distinguished Club status or better is not reached in the current club year.

The coach may not be a member of the club at the time of appointment, but may join the club after being assigned. The club must have 12 or fewer paid members at the time of the appointment. A coach receives a pin upon assignment and a certificate upon successful completion of the assignment. A successful coach also receives credit toward the Advanced Leader Silver award.

## **The Distinguished Club Program**

The Distinguished Club Program is an annual program, running from July 1 through June 30. The program consists of 10 goals a club must achieve during the year. World Headquarters tracks the club's progress and at year-end recognizes the club based on the number of goals achieved and the number of members it has.

To qualify for recognition, a club must meet a membership requirement. At year-end (June 30) it must have at least 20 members or a net growth of at least five new members. It also must achieve at least five of the following 10 goals:

1. Two CCs
2. Two more CCs
3. One ACB, ACS, or ACG
4. One more ACB, ACS, or ACG
5. One CL, ALB, ALS, or DTM
6. One more CL, ALB, ALS, or DTM
7. Four new members
8. Four more new members
9. Minimum of four club officers trained during each of two training periods
10. One semiannual dues renewal report and one club officer list submitted on time

Clubs that meet the membership requirement and achieve the specified number of goals below are eligible for Toastmasters International recognition at year-end:

	<b>RECOGNITION ACHIEVED</b>
Achieve five of 10 goals	Distinguished Club
Achieve seven of 10 goals	Select Distinguished Club
Achieve nine of 10 goals	President's Distinguished Club

If the club earns one of these three awards during your assignment, you are a successful club coach and will receive a certificate and credit toward the Advanced Leader Silver award.

Like any award program the Distinguished Club Program has rules. Be familiar with all of them to ensure you and the club are not disappointed at year-end. Program rules are available on the Toastmasters International web site, [www.toastmasters.org](http://www.toastmasters.org).

## Who is Going to Do the Work?

Not just you! That's the good news. To be successful, you'll need some help. The club's officers and members, the club coaches, the area governor and other district officers make up the Club Rescue Team, and must all work together if the venture is to be successful. In most cases, the two club coaches will coordinate the actions that are to be taken.

Ensure that the changes are performed by the officers and members as much as possible. Remember, you will not be in this position forever. You want to be sure that when you leave, the club will be able to carry on in your spirit. If you do it all, the club will have learned little and may return to its former state.

## Building the Club Rescue Team

Build a personal rapport with the club leadership and members. It is important that you establish this relationship early. Visit the club and become acquainted with the officers and members. Gain their respect and trust by actively participating in the club and setting a good example. Don't formally join the club until after you have been appointed by your district governor and the appointment is recognized by World Headquarters.

Upon appointment by the district governor, contact the club president and arrange for a meeting with the club's executive committee. During this meeting you should:

- ▶ Discuss with the officers the purpose of the club coach program, review the role of the coach in their club, offer your assistance as a coach and ask for their support;
- ▶ Discuss with the club's leadership their perceptions of the club's strengths and weaknesses; and
- ▶ Formulate an action plan, following the guidelines in this manual, and set up a continuous review of the progress being made.

The area governor and all other members of the team should attend this meeting. This will demonstrate your commitment to the club, and will take the club one member closer to its goal. You should continue to be an active, participating member and not simply a counselor or critic.

Remember, you are there to help them rebuild their club. All team members must support the rebuilding effort. Be careful not to alienate them. Avoid "telling" them what to do or criticizing them. Gently guide them toward achieving club excellence. Be optimistic, friendly and positive.

All the individuals on the team have something at stake: the club officers and members have the time and money they have invested in the club, the area governor is working to achieve Distinguished Area status, and the two club coaches are probably motivated to take on this task in order to achieve Advanced Leader and Distinguished Toastmaster recognition.

## Available Resources

Your experience as a member of a successful Toastmasters club is your greatest asset. The first time you attend a meeting of the troubled club, you will probably be able to determine at least one reason why the club is having problems.

Many promotional and educational materials are available from Toastmasters International. A list of these materials appears in Appendix B. You may also wish to look through your old copies of the *Toastmaster* magazine. Each issue is full of club and membership building, meeting planning and educational program suggestions and ideas. Share these with the members of your Club Rescue Team.

Another valuable resource is the marketing department at World Headquarters. The staff will assist by suggesting materials and tactics to use in rebuilding your club.

## Action Plan

### Assessment

To understand fully the problems of a troubled club, you must first know the characteristics of a successful one. The mission of a Toastmasters club is to provide a mutually supportive and positive learning environment in which every member has the opportunity to develop communication and leadership skills, which in turn foster self-confidence and personal growth. To do this, a club should hold weekly meetings and have a well planned educational program during which members give manual speeches, all in a friendly atmosphere. This may seem easier said than done, but surely you have belonged to or visited a club that meets these simple criteria.

As a specific tool, use the Club Coach's Troubleshooting Guide (Appendix A) to assess the club's success in meeting the needs of its members. Observe two or three meetings to determine the true nature of the club before you attempt this analysis. As you consider each portion of the assessment, objectively rate the performance on the scale. Don't be too negative or too positive; just be as realistic as possible.

## **Using the Assessment Tool**

Examine the results of the club assessment. How does the club rate? What areas need improvement? Your next step is to plan ways of solving the club's most serious problems. Each recommended action is a summary of possible solutions to existing problems. You may wish to add your own ideas and recommendations. Assign top priority to those areas you've assigned a "1" rating, followed by those you've given "2" ratings. Your immediate objective should be to help the club reach a rating of "3" or higher in each category.

## **Writing the Action Plan**

Working with the executive committee, develop an action plan, including a set of goals designed to bring the club to excellence. Remember, membership decline is only a symptom of the problem. What needs improvement is the quality and attractiveness of the meetings so that people who visit the club as guests will want to join. Help develop a well-run, fun and educational club meeting. Be sure all officers have a copy of the plan.

The plan should include:

- ▶ A statement of goals which, at a minimum, pinpoints levels of growth and a timetable;
- ▶ Specific actions and programs to be undertaken, including a time table, along with persons responsible.

Establish a special relationship with the club officers, especially the president. Encourage optimism. Let them know their efforts are valued and appreciated. Encourage club officers to ask questions and try new ideas. Get them involved in area and district meetings (conferences, speech contests, etc.). It is vital that the officers attend the officer training sessions conducted by the district.

## **Internal Actions**

### **Meeting Time, Place and Location**

Does the club meet downtown in the late evening? In the morning in a bedroom community? Is the building easily accessible? Is the parking lot well lighted? Too many steps? Bad neighborhood? Too noisy? Often changing the meeting time, place and/or location has a major positive impact on the club's rebuilding efforts.

### **Club Programming**

In a successful club meeting:

- ▶ Club officers are responsible, dedicated, and effective.
- ▶ The meeting begins and ends on time.
- ▶ Club programs are well planned and well executed.
- ▶ All meeting participants arrive on time and are prepared.
- ▶ Members and guests alike are greeted as they arrive and are made to feel welcome.
- ▶ The program is fast-paced, interesting and fun.
- ▶ Transitions between segments are smooth.
- ▶ All members present have an opportunity to participate.
- ▶ Evaluations are helpful, constructive and contribute to members' personal growth and improvement.
- ▶ The club places high emphasis on educational development (i.e., CC, ACB, ACS, ACG, CL, ALB, ALS, or DTM accomplishment, program progress charts).

- ▶ Members are enthusiastic and are enjoying themselves and it shows.
- ▶ Meetings are varied, dynamic and enjoyable.
- ▶ Members receive positive support and recognition.
- ▶ Members are encouraged to get involved in Toastmasters activities outside the Club.

Consult the *Master Your Meetings* (Item 1312) handbook. This contains the information needed to conduct a good club meeting. In it, you will find:

- ▶ How to create the right environment.
- ▶ The elements of a club meeting.
- ▶ The roles of club officers.
- ▶ The roles of program participants.
- ▶ Program ideas.

### **Guests**

Make guests feel welcome! The first steps of your action plan will bring prospective members to your club. But getting them to the club meeting is only the first step. If they are to return and join the club, they must receive personal attention. You should:

- ▶ Greet them enthusiastically, being sure to repeat their name and to welcome them to your meeting.
- ▶ Introduce the visitor to an experienced member who will explain Toastmasters International and the meeting program.
- ▶ Have the club president welcome each guest at the beginning of the meeting. Give the guest the opportunity to participate in Table Topics.
- ▶ If guests arrive late, introduce and welcome them at the earliest break.
- ▶ Give each visitor a packet containing a brochure (“All About Toastmasters”– [Item 124] – is an excellent choice), a welcome note from the president, a calendar of upcoming club events, the meeting program and a membership application form.
- ▶ Have the guests sign your club’s guest book.
- ▶ Ask the guests for comments at the end of the meeting.
- ▶ Write or call the guests and thank them for attending your meeting. Invite them back to the next meeting.

Remember – today’s guest is tomorrow’s member! Recall how you felt at your first meeting. Make sure each guest’s visit is enjoyable!

### **Officer Preparedness**

Encourage the use of the club officer handbooks, supply catalog and other manuals to solve problems. Be sure the club officers are thoroughly familiar with all educational and promotional material and that they understand the proper handling of important administration tasks, such as semiannual reports, club officers lists, etc., which must be completed and submitted to World Headquarters on time.

## **Distinguished Club Program**

Encourage the club officers to use the Distinguished Club Program/Club Success Plan as a guide for planning and goal setting. If the club isn't presently using the Distinguished Club Program, explain how it works as a planning tool and offer assistance in setting goals, identifying strategies and achieving results, and monitoring progress toward goal attainment. The Distinguished Club Program/Club Success Plan handbook is available from World Headquarters (Item 1111) and on the Toastmasters International web site, [www.toastmasters.org](http://www.toastmasters.org). You also can conduct The Successful Club Series program, "How to be a Distinguished Club," (Item 299) for the club. It explains the program and the benefits it offers.

## **Meeting Participants**

**Toastmaster** – The Toastmaster of the meeting acts as a genial host and conducts the entire educational portion of the program. He or she enthusiastically introduces the speakers and other participants and creates a pleasant atmosphere. This role requires much preparation.

**Speaker** – Most of each meeting revolves around the speaking program. Three or more members present prepared speeches based on projects from the *Competent Communication* manual or the Advanced Communication manuals. Each speech from the *Competent Communication* manual lasts from five to seven minutes, those in the advanced manuals last eight or more minutes, depending upon the assignment. Each speaker should present manual speeches, giving them in numerical order.

**Evaluator** – An evaluation, based on the project evaluation form provided in the *Competent Communication* or *Competent Leadership* manuals, is given for every prepared speaker and for members serving in various meeting roles during the meeting. The evaluator completes the form, then presents a verbal evaluation before the club. In addition, the evaluator gives the speaker or meeting role participant a written evaluation. The evaluation includes positive comments and helpful suggestions about what could be done better. Good evaluations are critical; through evaluations members are able to improve their speaking and leadership skills.

**TopicsMaster** – The Topicsmaster presides over the Table Topics portion of the club meeting. Table Topics provides those members not assigned a meeting role an opportunity to speak during the meeting. During Table Topics, the table topics master gives each member a subject, and the speaker gives a one- to two-minute impromptu talk on the subject. Table Topics helps members learn to think and speak "on their feet."

**General Evaluator** – The general evaluator evaluates everything that takes place during the meeting. In addition, the general evaluator is responsible for the speech evaluators, making sure they know their responsibilities as evaluators, and for the timer, grammarian, and ah counter. Normally an evaluator is assigned to each speaker; however, sometimes evaluations may be done by panels. The general evaluator may set up any evaluation procedure desired, but must make sure each evaluation is brief yet complete.

**Timer** – One of the purposes of Toastmasters is to teach people to express thoughts within a specific time interval. The timer is responsible for monitoring time and emphasizing the importance of time to everyone. Each segment of the meeting is timed, and each speech is timed. The timer operates the timing device, which indicates to the speaker how long he or she has been talking.

**Grammarian** – Another purpose of Toastmasters is to help people improve their grammar and use of words. The grammarian introduces new words to members and encourages their use and comments on members' language use during the meeting.

**Ah Counter** – When speaking people often use such “crutch” words or fillers as “ah,” “um,” “you know,” “well,” etc., or they repeat a word or phrase, saying, for example, “I, I said...” or “This means, this means...” These words and sounds can be annoying to listeners. The ah counter notes these words and sounds and helps the speaker become aware of them.

For more information, please see pages 16-22 of the *Master Your Meetings* handbook (Item 1312) or the pamphlet “A Toastmaster Wears Many Hats” (Item 1167D).

### **Encourage and Recognize Accomplishment**

Stimulate recognition for achievers. Encourage club members to make manual speeches and to work toward CC, AC, CL, AL and DTM awards. Work with the club in building a solid educational program and an appropriate recognition system. Ensure that accomplishments are valid. Don't let the club fall into the trap of pushing accomplishments and sacrificing the quality of the educational experience.

As you work with the club, keep your district officers informed of the progress you are making. If you have special problems or questions, contact your district officers or World Headquarters for assistance.

## **External Actions**

### **Attracting New Members**

All low membership clubs share one thing in common – too few members! Part of your responsibility in rescuing these clubs is finding new members. Here are some ideas to help you attract the new members your club needs.

First, and most importantly, make sure your meeting location is suitable for a dynamic meeting. It should be convenient, have adequate space, and be free of distractions such as music and other noises. Place a “Toastmasters Meets Here” plaque (Item 384 or 1979) in the entrance hall.

Get involved with other local clubs. Communicate frequently with the area and division governors. Attend area and division council meetings, district and regional conferences, and the international convention. Invite other clubs to your meetings and attend other clubs. You may wish to encourage a “sister club” type of relationship with a strong club in the area.

### **Membership Programs**

Toastmasters International sponsors several programs each year that motivate members and clubs to build membership. A complete description of these programs appears in the “Membership Programs” flyer (Item 1620).

In addition, each club should sponsor its own membership building program. Successful club membership building programs have the following items in common:

#### **▶ Objectives**

Determine the club's current membership level, then set a goal for the number of members the club must have by the end of the program.

▶ **Awards**

Experience shows that providing some type of incentive to top performers enhances productivity. Some clubs give simple, inexpensive items. Others split the club into teams and the top team is treated to dinner by the others.

▶ **Calendar**

To be measurable, the program must have specific time limitations. Short programs (three months) tend to be best for clubs.

▶ **Promotion**

If they're going to participate, members must know about the program and understand its objectives. A simple one page flyer and frequent reminders in Club meetings can be very beneficial.

▶ **Success**

Someone must set the example and make it happen. This demonstration of success will inspire others to participate and contribute.

### **Public Relations**

Don't forget the press! Send press releases to local newspapers, and radio and television stations. Use the Public Relations Kit (Item 1150) for materials, ideas and formats for articles. Be consistent and persistent in submitting press releases. If your articles do not appear, keep submitting them. Eventually, your news will get out. Don't forget your local "throw-away" papers. Many of these will run your press releases as a community service. You also may list your club in the free community calendar services in local newspapers and community Web sites. Don't forget your local cable TV company. Many of these have a public access channel and will run a short advertisement for free!

List your club with the local chamber of commerce, public library and other community service boards.

Put Toastmasters International posters (Item 367) on bulletin boards at your business, the local shopping center, public libraries and municipal halls. Make sure your club information is listed clearly and professionally displayed. Add a map to direct people to your club's location. List a telephone number and e-mail address where potential members may contact you or a club officer for more information. Also display brochures at local stores, public libraries and waiting rooms (after seeking permission). Be sure your club's name, location and contact information are prominently displayed on the poster and brochures.

Leave your extra copies of the *Toastmaster* magazine in the waiting rooms of doctors, dentists, and company staff rooms. *Note: Additional issues of the Toastmaster magazine are available at no charge (except postage) from the Orders Department at World Headquarters.* Put a label with your club's name, location, meeting time and contact information on each magazine.

Take advantage of local events, outdoor shows, etc. by putting up an information booth. Have both male and female members present to answer questions. You may wish to have a current member act as an inquirer, asking prearranged questions at the booth. Have plenty of brochures (Items 99 and 101) and fliers (Items 114 and 115) available for handouts.

## Other

- ▶ Conduct a Speechcraft program for community groups and companies in the area. Other modules in the *Success/Leadership* and *Success/Communication* series provide opportunities to participate in seminar style events with subjects such as leadership, parliamentary procedure and thinking.
- ▶ Invite a newspaper columnist or editor, local politician or other noteworthy local personality as a special guest or speaker. Promote the visit to your local publications.
- ▶ Give the Communication and Leadership Award (Item 1972) to a local non-Toastmaster who has a high profile in your community. The Communication and Leadership Award brochure (Item 1972A) is available at no charge from World Headquarters. This brochure describes the guidelines for presenting the award.
- ▶ Put on a demonstration meeting for the community. Send out formal invitations to area businesses and community organizations. Promote the event to the local press and display posters and flyers in local businesses, libraries and community service boards. Hold the demonstration meeting using your best motivational speakers. Invite your district officers to attend and promote their attendance. Hand out brochures to everyone attending. Be sure all guests are greeted and warmly welcomed. Arrange time for socializing and refreshments so your members can meet all the guests.
- ▶ Judge a local school, college or university debate. Or, host a community debate on an item of local interest – the candidates in a local election campaign, a proposed change in legislation that affects your community, or other community related issues.

## The Club's New Climate

Periodically, you should re-evaluate the club using the Club Coach Troubleshooting Guide (Appendix A). Do this as objectively as possible. Compare these to your original evaluation, then note improvements and areas still requiring work. After four to six months, the club should be functioning normally. The scores will be much improved.

Some of the club's veteran members may not think the changes being made are to the club's benefit. Change is difficult, especially when it is a required course of action. If drastic change wasn't required, you wouldn't have been needed in the first place.

• • •

# Appendix A

## Club Coach Troubleshooting Guide

CIRCLE ONE

- |   |   |   |   |   |   |  |
|---|---|---|---|---|---|--|
| ■ Members sincerely want their club to be successful. | 5 | 4 | 3 | 2 | 1 | Members don't seem to care whether their club succeeds or fails. |
|---|---|---|---|---|---|--|

**Corrective Action:** Convince members that they will gain meaningful benefits from membership in a successful Toastmasters club.

- |  |   |   |   |   |   |  |
|--|---|---|---|---|---|--|
| ■ Members are willing to work together to solve the club's problems. | 5 | 4 | 3 | 2 | 1 | Personality conflicts and bickering are barriers to problem solving. |
|--|---|---|---|---|---|--|

**Corrective Action:** Urge members to get together to eliminate conflicts, and embrace a common, worthwhile goal.

- |   |   |   |   |   |   |   |
|---|---|---|---|---|---|---|
| ■ Members are enthusiastic about Toastmasters and their club. | 5 | 4 | 3 | 2 | 1 | Members have a negative attitude about Toastmasters and their club. |
|---|---|---|---|---|---|---|

**Corrective Action:** Help inject enjoyment into meetings. Demonstrate how Toastmasters has helped you and others improve the quality of their lives.

- |  |   |   |   |   |   |  |
|--|---|---|---|---|---|--|
| ■ The club's meeting place is convenient and offers a good environment for meetings. | 5 | 4 | 3 | 2 | 1 | Membership growth is hampered by an inconvenient or inadequate meeting facility. |
|--|---|---|---|---|---|--|

**Corrective Action:** Encourage the club to relocate to a more convenient or adequate facility.

- |                                   |   |   |   |   |   |  |
|-----------------------------------|---|---|---|---|---|--|
| ■ Meetings begin and end on time. | 5 | 4 | 3 | 2 | 1 | Meetings often begin late and/or run overtime. |
|-----------------------------------|---|---|---|---|---|--|

**Corrective Action:** Help officers construct a detailed meeting timetable, and encourage them to implement it.

- |  |   |   |   |   |   |  |
|--|---|---|---|---|---|--|
| ■ Meetings are fun and club programs are varied and dynamic. | 5 | 4 | 3 | 2 | 1 | Meetings are dull, lacking in variety and enjoyment. |
|--|---|---|---|---|---|--|

**Corrective Action:** Suggest programming ideas that will make meetings more exciting and enjoyable.

- |  |   |   |   |   |   |   |
|--|---|---|---|---|---|---|
| ■ The key participants at each meeting are prepared and phone participants in advance. | 5 | 4 | 3 | 2 | 1 | Participants usually "wing it." Speakers and evaluators are never contacted in advance. |
|--|---|---|---|---|---|---|

**Corrective Action:** Find role models to aid you in demonstrating the benefits of preparation for each meeting function. Urge members to phone speakers and evaluators in advance.

- |   |   |   |   |   |   |   |
|---|---|---|---|---|---|---|
| ■ All members are expected to speak from manuals. | 5 | 4 | 3 | 2 | 1 | Members frequently present non-manual speeches. |
|---|---|---|---|---|---|---|

**Corrective Action:** Convince members that CC, ACs achievement is a worthwhile goal. Encourage use of the advanced manuals.

- |  |   |   |   |   |   |  |
|--|---|---|---|---|---|--|
| ■ Speakers are well prepared and deliver each speech to the best of their ability. | 5 | 4 | 3 | 2 | 1 | Most speeches reflect hasty or inadequate preparation. |
|--|---|---|---|---|---|--|

**Corrective Action:** Find role models to aid you in convincing members that thorough preparation is the key to self-improvement.

CIRCLE ONE

■ Evaluations build self-esteem and offer positive direction for improvement. **5 4 3 2 1** Evaluations are often overly harsh or overly glossy.

**Corrective Action:** Be a role model in demonstrating effective speech evaluation. Present a speech on how to evaluate effectively. Conduct the programs "The Art of Effective Evaluation" or "Evaluate to Motivate."

■ Members are supportive of one another and take pride in each others accomplishments. **5 4 3 2 1** Members are primarily concerned with their own self-development.

**Corrective Action:** Encourage use of the Member Interest Survey so that members can share their goals and needs with the club. Urge the clubs to warmly recognize members who achieve.

■ Club officers perform their tasks dilligently. **5 4 3 2 1** Officers frequently fail to fulfill their responsibility.

**Corrective Action:** Urge the club president to set a positive tone for all officers. Make sure all officers are trained.

■ Club officers thoroughly understand their roles and responsibilities. **5 4 3 2 1** Officers don't understand what they are expected to accomplish.

**Corrective Action:** Ensure that all club officers receive thorough training and have a copy of the club officer hand-book that corresponds to their office. Demonstrate your ability to answer questions and help them solve their problems.

■ Officers use the Distinguished Club Program/Club Success Plan as a tool for planning and goal setting. **5 4 3 2 1** Officers are either unaware of the DCP or are unwilling to use it.

**Corrective Action:** Explain the purpose, benefits, and workings of the DCP, and motivate club officers to use this valuable management tool.

■ There are guests at most meetings. **5 4 3 2 1** Guests rarely attend club meetings.

**Corrective Action:** Urge all members to invite guests to meetings. Publicize club activities.

■ Guests are warmly received and made to feel welcome. **5 4 3 2 1** Guests are left to fend for themselves.

**Corrective Action:** Convince club members of the importance of treating guests cordially and ensuring that they enjoy themselves and their questions are answered.

■ Each guest receives a follow up invitation to attend the next meeting. **5 4 3 2 1** No follow up is made.

**Corrective Action:** Show the club how a simple follow up note or phone call can increase the chance of a guest returning.

■ Most guests who attend meetings eventually join the Club. **5 4 3 2 1** Guests rarely return for a second time.

**Corrective Action:** A dynamic, enjoyable meeting is a club's best sales tool; encourage programming that makes guests want to join.

CIRCLE ONE

---

■ New members are enthusiastically welcomed, and given special attention and support.

5 4 3 2 1

New members do not feel welcome in the club and receive little attention.

**Corrective Action:** Encourage use of Toastmasters' New Member Orientation Kit for Clubs. Urge the club to provide each new member with an orientation interview, induction ceremony and mentor. Ensure new members become actively involved in club programs immediately. Encourage the club to use Toastmasters "Spirit of Success" award.

---

**Additional Comments:**

# Appendix B

## Available Resource Materials

During your service as a club coach you will find the following materials to be useful. Look for complete product descriptions and specific shipping information in the Toastmasters International Catalog and in the online store at [members.toastmasters.org/shop](http://members.toastmasters.org/shop). For more information contact:

**Toastmasters International** • P.O. Box 9052, Mission Viejo, CA 92690  
 Phone: 949-858-8255 • Fax: 949-858-1207 • [www.toastmasters.org](http://www.toastmasters.org) • [members.toastmasters.org](http://members.toastmasters.org)

ITEM	DESCRIPTION	PRICE
226A-O	Advanced Communication Manuals . . . . .	\$ 4.00 ea
124	All About Toastmasters . . . . .	\$ .25
400	Application for Membership . . . . .	N/C
210	Articles of Incorporation and Bylaws . . . . .	\$ .50
163	Ballots and Brief Evaluations (set of 500) . . . . .	\$ 12.95
103	Clear Communication. Your Organization Needs It. . . . .	\$ .50
234	Club Banner . . . . .	\$ 85.00
210C	Club Constitution and Bylaws . . . . .	\$ .50
384	Club Meeting Plaque . . . . .	\$ 10.00
393C or 393P	Club Officer Badges . . . . .	\$ 4.00 ea
225	Competent Communication Manual . . . . .	\$ 6.00
265	Competent Leadership Manual . . . . .	\$ 6.00
1111	Distinguished Club Program/Club Success Plan . . . . .	\$ 1.25
292	Evaluate To Motivate . . . . .	\$ 4.50
108	From Prospect, To Guest, To Member . . . . . 3 FREE, each additional	\$ .25
84	Guest Book . . . . .	\$ 8.95
363	Highway Sign (18 Inch) . . . . .	\$100.00
363A	Highway Sign (30 Inch) . . . . .	\$145.00
299	How To Be A Distinguished Club . . . . .	\$ 4.50
121	How To Build A Toastmasters Club A Step-By-Step Guide- . . . . .	\$ 2.00
236	How to Conduct Productive Meetings . . . . .	\$ 28.00
5753	Large Membership Pins (less than 12) . . . . .	\$ 3.50 ea
	(12 or more) . . . . .	\$ 3.25 ea
1312	Master Your Meetings . . . . .	\$ 3.00
1328	Member Achievement Record . . . . .	\$ .50
1159	Membership Growth Manual . . . . .	\$ 2.50
1620	Membership Programs Flier . . . . . 3 per club	N/C
1162	New Member Orientation Kit for Clubs . . . . .	\$ 5.50

405	New Member Profile Sheet (set of 10)	\$ 1.00
237	Parliamentary Procedure In Action	\$25.00
1314	Patterns In Programming	\$ 3.00
379	Portable Wood Lectern	\$70.00
900	Program Assignment Notice (set of 75)	\$ 2.75
1150	Public Relations and Advertising Kit	\$20.00
1151	Radio Spot Announcements	\$12.00
B30	Robert's Rules of Order	\$18.00
1167D	A Toastmaster Wears Many Hats	\$ 1.00
1173	Speech Contest Manual	\$ 2.00
1171	Speech Contest Rules	\$ 1.50
203	Speechcraft Promotional Kit	\$ 2.50
205	Speechcraft Starter Kit	\$20.00
251	The Art of Effective Evaluation	\$38.00
1315	Think Fast! Table Topics Handbook	\$ 1.00
1167	Toastmasters and You	\$ 3.25
114	Toastmasters: Because Public Speaking Skills Aren't Debatable	
	Fliers (set of 50)	\$ 2.50
115	Toastmasters Can Help Fliers (set of 50)	\$ 2.50
1205	Toastmasters Catalog	Up to 4 FREE, each additional \$ 1.00
1310A	When You Are the President	\$ 3.00
1310B	When You Are the Vice President Education	\$ 3.00
1310C	When You Are the Vice President Membership	\$ 2.50
1310D	When You Are the Vice President Public Relations	\$ 2.50
1310E	When You Are the Secretary	\$ 2.50
1310F	When You Are the Treasurer	\$ 2.50
1310G	When You Are the Sergeant at Arms	\$ 2.50
1310H	Club Officer Manual Set (1310 A- G)	\$15.00
354	Your Membership Provides Fliers (set of 25)	
	.....1 set FREE, each additional	\$ 1.50





**TOASTMASTERS**  
INTERNATIONAL