

Motivating Achievement

Club Leadership Training Program





Motivating Achievement



THE MISSION OF THE CLUB

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.

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Training Club Leaders... A Vital Function

As a coordinator for club leadership training, you have one of the most important roles in Toastmasters. The quality of a club meeting determines whether people join and stay in our organization. For a Toastmasters club, success lies in the ability to provide an environment that fosters meaningful self-development for all members. This is where officer training comes into play. Club officers must know their roles and responsibilities. The trainer's job is to explain this and make sure all officers understand why their roles are so important for the overall success of the club. By the end of the training session, the members of your audience will be familiar with the standards for this office. Your effectiveness as a trainer can make the difference between success and failure for a Toastmasters club.

Preparation is the key to a good training session. Review the manual, then study the training program thoroughly. Inject your own personality and experiences to create a session that is educational, enjoyable and motivational. Helpful tips to help you prepare are provided in Part I. Part II is the training script while Part III has handouts, including an evaluation form, to distribute. Part IV contains copy for your visual aids. **This entire training program, including handouts and PowerPoint slides, is available for downloading on the Toastmasters International Web site, www.toastmasters.org.** Be sure to check the availability, condition and instructions for all electronic equipment prior to your training session. What would you do if your computer didn't work? What if you didn't know how to operate their brand of data projector? Be prepared with backup visuals, such as a flipchart, in case of technical failures. And be sure to arrange for help with any technical questions well before the event.

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PART I: Preparing for the Training Session

Three Steps in Planning a Successful Training Program

1. Prepare the training agenda.

The information in the following script should be the core of your training session and should take about an hour to present. However, you may want to devote additional time to some subject areas or add other subjects for discussion, depending on the needs of the clubs. You should discuss your agenda with the Lt. governor education and training to ensure your program is appropriate.

2. Obtain and prepare materials.

- ▶ Prepare visuals using the master copies found in Part IV or on the Toastmasters International Web site. If a flipchart will be used instead of computer-based visuals, prepare it in advance: Write the information on every other flipchart page, using a marking pen and making sure all letters are large enough to be clearly visible to participants. Tips for effectively using visual aids are also included.
- ▶ Confirm the availability of computer equipment. If you are planning to use computer-based visual aids at the training site, you should know that providing such equipment is a locally-based decision, and not all districts have them on hand. So you may need to bring your own laptop computer and data projector. Also, some training locations may offer Internet access, so you can present the PowerPoint slides directly from the Toastmasters Web site. A better idea is to download the materials onto your computer before the event. This will protect you from annoying interruptions if your Internet access disconnects.
- ▶ Duplicate the handouts and evaluation form in Part III, along with any additional handouts you will distribute.
- ▶ Assemble reference materials. These may be available from the district, or you can order them through the Toastmasters International online catalog. Be sure to allow adequate time for shipping. If you are conducting training for a specific club officer, be sure to have a copy of the manual for that office. You'll refer to it throughout the training session.

3. Select training assistants.

You may want to have someone assist you in conducting the session (distributing handouts, etc.). Select that person in advance and explain what type of help you will need.

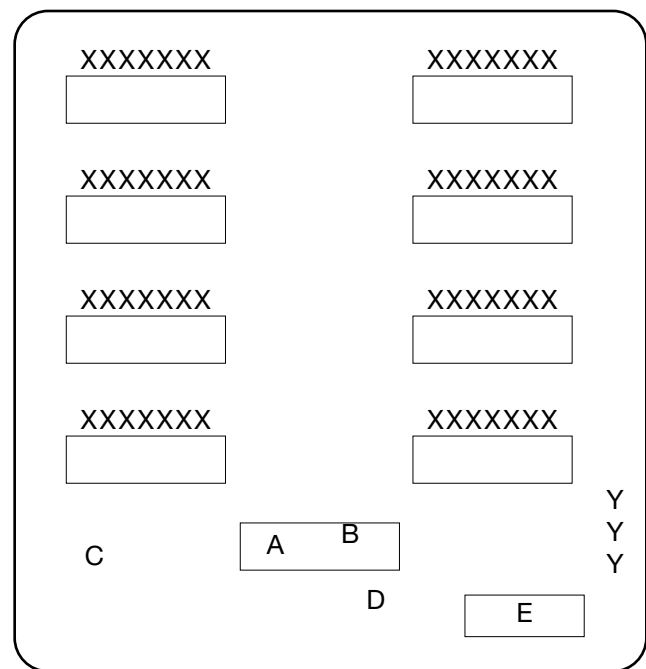
The Training Environment

A satisfactory physical environment is essential for an effective training session. In advance, arrange for your meeting room to be properly set up. You will need a room large enough to comfortably seat the attending officers. Ideally, it should have space in the back for coffee breaks as well as enough room in front to accommodate any electronic equipment and a work table for materials and supplies. Make sure you have a data projector, computer and screen if you are using computer-based visuals, and don't forget to include a spare bulb and extension cord.

The chart below illustrates an ideal physical setting for a training session.

KEY

- A** lectern and gavel
- B** projector and laptop computer
- C** flipchart
- D** screen
- E** table for materials and supplies
- X** participants
- Y** training assistants



Upon arrival, check the room temperature. A room that is too hot or too cold is distracting and uncomfortable. Finally, greet and chat with as many participants as possible before beginning the session.

How to Use the Program Script

The training script in Part II is simple to use but requires considerable preparation. Its design allows presenters the opportunity to be flexible and creative and at the same time provides structure and ensures the important elements are emphasized. Because there is a lot of information, you may not be able to cover it all during the allotted time.

Interspersed throughout the script are boxed segments, offering explanations and guidelines for conducting group exercises and other portions of the training session. In the right column are keys to visual aids and space for your own notes.

When presenting the script, do not read it. Instead, become so familiar with the topic that you can paraphrase and embellish it to suit your own presentation style. Remember, new officers may not be familiar with Toastmasters jargon and acronyms such as CC and DTM.

Keep two things in mind when preparing for your training session:

- ▶ Fit your planned discussion to the time allotted.
- ▶ Allow ample time for group discussion and participation.

Manage your time from the start by asking your group which topics are most important to them, then cover those topics first. If time remains you can address the remaining topics. This means you may have to skip around in the script instead of following it in order.

Mention at the end of the session that they can find information on all of today's topics in their officer manual and point out other available resources on their "Resources List" handout.

Part III consists of handouts and an evaluation form to distribute during the session, as marked in the script. Be sure to make enough copies for everyone.

Part IV contains the basic visual aids for the program. Each is designated in the script in the right column as V #. PowerPoint visuals are available on the Toastmasters International Web site, or you can copy the text on a flipchart.

Checklist for Club Officer Training

- ___ Training assistants appointed
- ___ Projector, computer, screen, spare bulb and extension cord set up and tested
- ___ Web access confirmed, if needed
- ___ Flipchart and easel available, along with marking pens
- ___ Visual aids ready
- ___ Handouts reproduced and available
- ___ Room arranged and well-lighted
- ___ Coffee and refreshments ordered
- ___ Supplies and reference materials on hand
- ___ Notepads and pencils available for each participant

Evaluation and Follow-up

Ask the participants to fill out the evaluation form at the end of the session. Use this information in planning future training sessions.

Evaluate the trainees' use of materials. Be sure to follow up with club leaders throughout their term. Keep in mind that learning is a continuous process. Hold formal or informal review sessions as frequently as possible. If necessary, hold a make-up session for those who were unable to attend.

PART II: Presentation of the Training Session

PRESENTER: Welcome the group and mention the length of the training, the location of the rest rooms and telephones, and other pertinent information. But remember, time is precious and must be controlled carefully throughout the session.

Once a person hears about Toastmasters and decides to explore the possibilities of membership, visiting a club is easy. Most people live or work close to a club location. One-half of Toastmasters clubs, in fact, are sponsored by companies and meet conveniently within the workplace.

When a guest decides to become a Toastmaster, joining a club is also a relatively simple process. After the guest completes the membership application, is voted in, and the club submits the membership application online, World Headquarters sends a New Member Kit within 48 hours upon receiving the application. From that point on, achievement and success are bound to flow naturally. At least that's what most of us believe will happen.

Becoming a Toastmaster is a comparatively effortless way to build speaking and leadership skills. Joining a club, however, does not automatically guarantee success. It is simply the first step toward that goal. Any type of achievement takes continued effort on the part of the individual. But achievement also must be encouraged and motivated. When individual members achieve, the entire club benefits. Individual member achievements often determine whether the club will be recognized in the Distinguished Club Program.

The club atmosphere is invaluable. From an early age, we are more likely to succeed when those around us offer encouragement. Parents, teachers, friends – without their smiles and words of praise, we would have learned very little. The same principle holds true within a Toastmasters club. Having access to the tools necessary for achieving our goals is extremely important, but without the encouragement and support of others it is easy to lose sight of those goals.

The ability to motivate members is a key element in a successful Toastmasters club. As officers, one of your most important responsibilities is to motivate your fellow members toward achieving their goals. This can happen once you are aware of the many possibilities participation offers.

COMMUNICATION AND LEADERSHIP TRACKS

The educational program is the heart of your Toastmasters club. It is divided into two tracks – a communication track and a leadership track. The tracks are not mutually exclusive. Members can work in both tracks at the same time. These tracks changed as of July 1, 2006. Let's review the two tracks now.

MO-V #1

COMMUNICATION TRACK

The core of the communication track is the *Competent Communication* manual, previously titled the *Communication and Leadership Program* manual. The 10 speech projects remain the same, however. The manual helps members develop the basic skills needed to prepare and present an effective speech. Members completing the 10 projects receive the Competent Communicator (CC) award.

After completing this manual, members can continue in the communication track, enhance their skills even more, and receive more awards. There are three advanced

communication awards: the Advanced Communicator Bronze, Advanced Communicator Silver and the Advanced Communicator Gold.

Advanced Communicator Bronze Award

To be eligible for the Advanced Communicator Bronze award (previously the Advanced Toastmaster Bronze award), a member must:

- ▶ Possess the Competent Communicator award (formerly the CTM award)
- ▶ Have completed any two of the 15 manuals in the *Advanced Communication Series*

Advanced Communicator Silver Award

To be eligible for the Advanced Communicator Silver award (formerly the Advanced Toastmaster Silver award), a member must:

- ▶ Possess the Advanced Communicator Bronze award (formerly the Advanced Toastmaster Bronze award)
- ▶ Have completed any two additional advanced manuals (may not be those completed for any previous awards)
- ▶ Have conducted any two programs from *The Better Speaker Series* and/or *The Successful Club Series* (may not be those conducted for any previous awards)

Advanced Communicator Gold Award

To be eligible for the Advanced Communicator Gold award (formerly the Advanced Toastmaster Gold award), a member must:

- ▶ Possess the Advanced Communicator Silver award (formerly the Advanced Toastmaster Silver award)
- ▶ Have completed two additional advanced manuals (may not be those completed for any previous award)
- ▶ Have conducted a Success/Leadership program, Success/Communication program, or a Youth Leadership program (may not be those conducted for any previous awards)
- ▶ Have coached a new member through his or her first three speech projects

By the time a member earns the Advanced Communicator Gold award, he or she will have completed six of the available Advanced Communication manuals and will have learned many valuable speaking skills.

MO-V #2**LEADERSHIP TRACK**

The leadership track helps members learn and practice leadership skills. By serving in club meeting roles and club and district leadership roles, members develop such skills as planning, motivating and managing.

The core of the leadership track is the *Competent Leadership* manual. This manual debuted in January 2006. It contains 10 leadership projects, which members can complete while serving in various club meeting roles. Members completing the manual are eligible for the Competent Leader award.

After completing this manual, members can continue in the leadership track, enhance their skills even more and receive more awards. There are two advanced leadership awards: the Advanced Leader Bronze and the Advanced Leader Silver.

Advanced Leader Bronze Award

To be eligible for the Advanced Leader Bronze award, a member must:

- ▶ Have achieved the new Competent Leader award
- ▶ Have achieved the Competent Communicator award
- ▶ Served at least six months as a club officer (president, vice president education, vice president membership, vice president public relations, secretary, treasurer or sergeant at arms) and participated in the preparation of a Club Success Plan while serving in this office
- ▶ While serving in the above office, participated in a district-sponsored club officer training program
- ▶ Conducted any two programs from *The Successful Club Series* and/or *The Leadership Excellence Series* (may not be those completed for any previous award)

Advanced Leader Silver Award

To be eligible for the Advanced Leader Silver award, a member must:

- ▶ Have achieved the Advanced Leader Bronze award
- ▶ Have served a complete term as a district governor, lt. governor, public relations officer, secretary, treasurer, division governor or area governor (A complete term is defined from September 1 through June 30)
- ▶ Have served successfully as a club sponsor, mentor or coach
- ▶ Have completed the *High Performance Leadership* program

The *High Performance Leadership* program (Item 262) is a great manual for developing leadership skills. The five-pointed program requires you to select a leadership project of your choice and use it to develop such vital leadership skills as:

- ▶ Developing a vision
- ▶ Goal setting and planning
- ▶ Developing strategies
- ▶ Team building

A guidance committee gives you feedback on your efforts. The program may be completed within your Toastmasters club or district, and even within your company or community.

MO-V #4

Distinguished Toastmaster Award

The Distinguished Toastmaster award is the highest award our organization offers, and it recognizes both communication and leadership skills. To be eligible for the DTM award, a member must have:

- ▶ Achieved Advanced Communicator Gold award (formerly the Advanced Toastmaster Gold award)
- ▶ Achieved Advanced Leader Silver award (formerly the Advanced Leader award)

To apply for any award, members should complete the appropriate section of the awards application. Applications are available in the club president and vice president education manuals. The vice president education or other current club officer can then submit the application online through the Toastmasters Web site,

www.toastmasters.org, or mail the application to World Headquarters. Members receiving the CC, AC, CL or AL award will receive a certificate and, if they wish, World Headquarters will send a letter to their employer about their achievement. Members receiving the Distinguished Toastmaster award receive a plaque and mention in the *Toastmaster* magazine. World Headquarters can send a letter to their employer about their achievement, as well.

MO-V #5**WHY EARN AWARDS?**

Some members may question the necessity of earning awards. They enjoy attending meetings, assuming various meeting roles, and even occasionally giving a speech, but they seem ambivalent about working in the manuals. When asked how far they are away from achieving an award, the response is something like, “I’m not really sure, but why earn awards anyway? I’m comfortable with the way things are now.”

Feeling comfortable in a Toastmasters club is, of course, half of the battle. But a battle half fought does not equal victory. Eventually each Toastmaster must step outside his or her comfort zone and take some necessary risks. Working through the manuals provides an excellent safety net for those ready to take risk; completion of the manuals signifies the victory.

Completing manuals and earning awards offer several benefits:

- ▶ **Increased self-confidence and poise.** As members work through the communication and leadership manuals, positive results happen. Those who were shy or embarrassed feel more comfortable when expressing themselves in front of others and serving in leadership roles.
- ▶ **Better speaking and leadership skills.** Sometimes new members find delivering a speech or serving as Toastmaster of the meeting rather daunting. Use your skills as

an experienced and knowledgeable member to motivate them toward achieving the CC and CL awards. Review with them the reasons that brought them to Toastmasters in the first place, then reinforce that original commitment. Were they fueled by a desire to overcome nervousness in front of an audience, a wish to develop self-expression, or an interest in assuming a leadership role at work or in the community? Whatever the motivation, remind your fellow club members that these goals are attainable if the manuals are followed.

► **More opportunities.** With their newfound skills, more opportunities will open up for members both inside and outside of Toastmasters.

Occasionally a new member will start out strong by giving several speeches and serving in some meeting roles, then suddenly lose momentum. You've probably heard a number of reasons people delay in giving the next speech or assuming a harder meeting role. They may say, "I want my next project to be perfect, so I'm taking extra time," or, "I have too much going on at work right now—I'll let you know when I'm ready." There's nothing wrong with wanting to do one's best, and it's understandable that other responsibilities and interests can delay the scheduling of a speech or leadership project. But sometimes the reasons mask other concerns. As an officer, you must be aware of the individual mental road blocks and key your incentives accordingly. Offer assistance to any member who wavers when committing to a specific date for completing a manual project. Often you may be able to provide solutions to concerns that have as yet gone unvoiced. If the member needs a rehearsal audience or constructive feedback, arrange to do so. Or arrange for a more experienced member to serve as his or her mentor. Always congratulate each member on his or her latest speech or meeting role, and be sure to discuss the benefits of achieving the next award. Display the member's progress on a Member Progress Wall Chart.

ADDITIONAL INCENTIVES

Anticipation of recognition, of course, can be a very powerful motivator. Acknowledgment from World Headquarters is gratifying to receive, but be sure also to make a practice of recognizing your members at the club level.

Though all club officers should contribute to this effort, the vice president education is in an excellent position to congratulate club members for their educational achievements in the Toastmasters program. In fact, the manual entitled, *When You Are the Vice President Education* (Item 1310B), specifically instructs this officer to focus on providing incentives to club members for educational accomplishments.

- ▶ **Publish educational achievements in your club newsletter.** One of the best reasons to publish a newsletter is to recognize member achievements. Whether your club members have given their Ice Breaker, achieved a CC or Advanced Communicator award, celebrate the event in print.
- ▶ **Publish educational achievements on the club's Web site.** Beyond checking meeting schedules and speaking tips, your club's Web site can also be a place where those who achieve speaking and leadership milestones receive additional recognition for their efforts. Use an electronic newsletter to list all the achievements of your club members, from contest awards to educational awards. The benefit of an electronic version is that the recipients have the option to e-mail the address of your club's Web site to their friends, business associates and relatives to share in the excitement of the accomplishment. If your club doesn't yet have a Web site, you may suggest creating one as a project for club members who wish to practice online communication.
- ▶ **Publicize achievements at area and district levels.** Many area and district publications or Web sites publish the educational achievements of local Toastmasters.

Explore the possibility of having your club members recognized by notifying area and district public relations officers.

► **Hold recognition ceremonies.** Consider holding special recognition ceremonies for those who attain their goals. Celebrate these milestones by presenting gifts that symbolize their achievements.

► **Present special tokens of recognition.** Many suitable gifts such as pins, desk accessories and Toastmasters International apparel are available through the supply catalog. Familiarize yourself with the variety of reasonably priced items available in its pages; many make wonderful incentives and motivators for members who might otherwise lose sight of their goals. Many clubs, for example, award certificates or ribbons to recognize categories such as improvement and enthusiasm. The supply catalog offers a wide selection of these items, as well as anniversary tags and certificates for members who have belonged to a club for three years or longer.

Keep members aware of continued opportunities. Never underestimate the appeal of future projects. Always keep members informed of the opportunities for greater personal growth that increase as a member continues through the program. Become familiar with other projects such as the advanced manuals, Speechcraft and the Success/Communication and Success/Leadership modules, *The Better Speaker Series*, *The Successful Club Series* and *The Leadership Excellence Series*, and display copies of these materials at every meeting. From time to time have a more experienced club member give a presentation on the opportunities that are open to members once they have achieved their CC or CL. Keep members coming back for more.

Finally, be sure to read *The Leadership Excellence Series*, particularly Motivating People (Item 319), which offers helpful suggestions on how to be sensitive to your club members' needs and create an environment that will motivate them.

Case Study for Motivating Achievement Recognizing Educational Achievements

Presenter: How do clubs recognize educational achievement?

Objective: To help leaders brainstorm ideas and activities that will motivate club members to achieve educational goals by recognizing their achievements.

Time: 10 minutes

Process: Ask, “How does your club recognize member achievement? How much would you like to recognize achievement in the upcoming year?”

FOR A GROUP OF LESS THAN 10 PEOPLE:

Hold a question-and-answer session. Allow the entire group to make suggestions. Record them on a board, if possible.

FOR A GROUP NUMBERING MORE THAN 10:

Have everyone form groups of three or four to discuss their ideas for a five-minute period. Each group should have one person make note of the major discussion points. They may wish to use the extra space on the handout to write. Another person should report these ideas to the entire audience afterward. Record all of the ideas on a board, if possible.

Some people find change exciting. Others consider it intimidating. Like it or not, however, change is inevitable, and odds are that your club will undergo a number of membership changes during your term in office. That's why experienced officers usually cite membership and club building as the most critical factors in their club's ability to succeed.

No doubt you've noticed that time constraints and interruptions in job status, residence and lifestyle often affect members' attendance and participation. So even if your club is in a comfortable membership zone, it's a good idea to continue bringing in new members. Clubs that do so will retain or renew their vitality and enthusiasm, despite any wild cards they might be dealt in the upcoming year.

MEMBERSHIP BUILDING

One of the most important responsibilities during your term as a club officer will be your ability to motivate membership building. By networking with your vice president membership and other officers, you can discover some excellent methods of inspiring fellow club members to bring in guests and attract the attention of those unfamiliar with the benefits of being a Toastmaster. Additionally, Toastmasters World Headquarters offers several helpful kits, manuals, fliers and pamphlets on the subject of membership building. For example, you may order *Membership Building 101* (Item 1622) for no charge beyond postage. This flier is also available at no charge on www.toastmasters.org. Other membership-building resources include, the *Membership Building Kit* and the *Membership Growth Manual*. With all of this information, you can find great success in building your club's membership.

There are some steps you can take on your own, beforehand. First, set realistic goals. Your club could decide, for example, to add at least one new member a month.

The next step? Conduct a Speechcraft program.

▶ **Speechcraft Starter Kit** – Speechcraft (Item 205) is a speech training program that will bring prospective new members into your club to see what Toastmasters is all about. The program can be presented either as an integral part of your club meeting or as an outside-the-club seminar. The Speechcraft starter kit contains all the material you will need to conduct the program for five participants, including complete instructions for you, the coordinator.

▶ **Additional Materials** – Information about Speechcraft is in the brochure *An Opportunity to Succeed* (Item 207). If you are interested in presenting a Speechcraft program, we suggest you purchase the Speechcraft Promotional Kit (Item 203) which contains several of these brochures and explains the benefits of the program to potential participants. You also may wish to review the information in the manual, *When You Are the President*.

▶ **To Order** – Please contact our Orders Department at 949-858-8255 or use our online store at www.toastmasters.org to place your order for Speechcraft materials.

This program is an excellent way to help the public become aware of your club and the benefits it offers. You can use it in combination with other steps, too.

MO-V #7

Plan a membership-building contest. Under the direction of the vice president membership, hold some brainstorming sessions until you have worked out a plan that will complement the abilities and strengths of your current membership. Finally, get involved in at least one of the following membership-building contests sponsored by Toastmasters International:

▶ **Annual Membership Program** – What’s a good way to motivate greater involvement from current members and bring new members into your club? Consider promoting the Annual Membership Program: since it’s in effect every day of the year, the possibilities for achievement are unlimited. Members who sponsor five or 10 new members during the July 1 to June 30 program year will qualify for a special Membership Building pin; sponsors of 15 new members will qualify for their choice of a Toastmasters necktie or ascot scarf.

MO-V #8

▶ **Smedley Award** – Birthdays are best celebrated with a number of guests in attendance, so what better way to mark the founding of Toastmasters International than by holding a special membership drive? Named in honor of the respected educator and Toastmasters International founder Dr. Ralph Smedley, the Smedley Award commemorates the beginning of our organization on October 22, 1924. Clubs that add five or more members during the months of August and September receive a ribbon for their club banner. Recognized clubs also may select one module from *The Better Speaker Series*, *The Successful Club Series* or *The Leadership Excellence Series*. In addition, district governors are notified when clubs within their district receive this award; these clubs may be recognized at the ensuing district conference.

▶ **Talk up Toastmasters** – This membership promotion program recognizes clubs that add five members during the months of February and March, a great time to add members to any club. The club will receive an award suitable for display on the club banner. The club also may select one module from *The Better Speaker Series*, *The Successful Club Series* or *The Leadership Excellence Series*.

Your district governor will be notified if your club receives this award and may wish to recognize your club at the next district conference.

► **Beat the Clock!** – When your club adds five new, dual or reinstated members to its roster between May 1 and June 30, it will receive a ribbon for the club banner. The club also may select one module from *The Better Speaker Series*, *The Successful Club Series* or *The Leadership Excellence Series*.

Details about all of these membership-building programs are available in the Annual Membership Building Flier (Item 1620), available free of charge through World Headquarters, and at www.toastmasters.org.

CLUB BUILDING

Membership levels aren't the only issue of importance in the development and care of a Toastmasters club. Sometimes the club itself needs assistance in order to evolve or grow.

Toastmasters who help other clubs by acting as sponsors, mentors and coaches deserve special accolades for their efforts and dedication.

MO-V #9

► **Club Sponsors.** Have you ever wondered how your club began? Before a club charters – even before the group of would-be Toastmasters holds its first tentative meeting – a club sponsor's talents are required. In fact, every Toastmasters club owes its existence to one or two sponsors who were willing to interest prospective members, establish regular meetings, handle the initial paperwork and organize the charter presentation.

Sponsoring a new club involves a great deal of planning and coordination, but it also can be exceptionally rewarding. Aside from the satisfaction that comes from helping to charter a club and providing opportunities for self-growth to a new group of Toastmasters, sponsors are acknowledged for their considerable efforts by

their district as well as by World Headquarters. Sponsoring a club, for example, fulfills one of the requirements for the Advanced Leader Silver award. Sponsors also are presented with a special certificate from their district governor.

MO-V #10

- ▶ **Club Mentors.** New clubs frequently are comprised of enthusiastic but relatively inexperienced Toastmasters eager for guidance and answers to their questions. Special club-building mentors can provide the guidance and information the members of these newly chartered clubs require. For the first six months of a new club's existence, the mentor serves as a valued resource, overseeing each meeting, providing help as needed and, in general, keeping the club on track. Such efforts do not go unrecognized: Like club sponsors, club mentors also receive a special certificate from their district governor as well as credit toward the Advanced Leader Silver award.

- ▶ **Club Coaches.** Every club experiences ups and downs. When a club is new, the members are enthusiastic and eager to learn. As time goes on, members often become content with the status quo and much less likely to be self-critical or interested in change. Productivity declines, guests rarely decide to become members, and the club begins to experience a downward slide in membership numbers and quality. At this point, it is necessary to call for the assistance of a club coach, an experienced Toastmaster from outside the club who will serve as an advisor and trouble-shooter and help the club work toward becoming a Distinguished Club. Serving as a club coach is, generally speaking, the most challenging of the three roles we have just discussed. A weak club can be difficult to revive and takes all the skills, energy and patience a skilled Toastmaster can muster. However, the challenges of rescuing a club are matched by the rewards. Those who are successful not only experience the satisfaction of saving a club and revitalizing the Toastmasters experience for a number of members, but also receive credit toward their Advanced Leader Silver award.

Case Study for Motivating Achievement Help Clubs Plan for Membership Building

Objective: To encourage ideas and activities that will motivate clubs with membership building.

Time: 10 minutes

Process: Ask: “How has your club encouraged membership-building in the past?” What types of membership building activities will your club find useful during the current club year?”

FOR A GROUP OF LESS THAN TEN PEOPLE:

Hold a question-and-answer session. Allow the entire group to make suggestions. Record them on a board, if possible.

FOR A GROUP NUMBERING MORE THAN 10:

Have everyone form groups of three or four to discuss their ideas for a five-minute period. Each group should have one person write down the major discussion points and another person report these ideas to the entire audience afterward. Record all of the ideas on a board, if possible.

Aside from fulfilling basic executive responsibilities, one of your most critical obligations as a club officer will be inspiring your fellow members to achieve their own personal goals as active club participants.

MO-V #11

► **Immediate recognition.** While awards for long-term service and achievement are wonderful to receive, nothing is better than the immediate appreciation of those who have observed, firsthand, your abilities, hard work and growth. Think of an occasion when a few unexpected words of praise brightened up your day. Sometimes, that's all it takes – a brief but heartfelt compliment, accompanied by a smile or a warm handshake – and you feel ready to take on the world!

Clubs need members who are willing to devote their energies and talents for the betterment of the group. But no one wants to feel as if their efforts have taken place in a vacuum. Acknowledgement is vital. As an officer, you are in an excellent position to offer encouragement and motivation. Agree to set aside some time as needed during the meeting to make announcements of individual achievement. Take a few minutes during the week to make a phone call or write a note of appreciation.

MO-V #12

► **Acknowledge personal milestones.** Always acknowledge personal milestones with written or verbalized congratulations. Whether it's a birthday or the birth of a child, express your interest. And if a member receives a promotion at work or is finally able to purchase a new home, be sure the club recognizes his success. Each club officer needs to be aware of individual member accomplishment and make a point of congratulating those who work within the best of their abilities. But

effective motivation is really a two-way street. In addition to your regular responsibilities, you will find that offering praise and encouragement to club members is not only a powerful way to motivate their future endeavors, but also an honor and a privilege for you and your fellow officers to bestow.

Though all club officers should make an effort to recognize club members for their accomplishments, the vice president public relations is in an excellent position to do even more than offer personal congratulations. In fact, the manual entitled, *When You Are the Vice President Public Relations* (Item 1310D), specifically instructs this officer to promote the club by publicizing achievements of club members.

- ▶ **Recognize in print.** After expressing congratulations for a job well done, recognize the accomplishment in your club newsletter. If area and district publications publish such news, make sure to submit the information to their editors.

And don't forget to contact local community publications. Toastmasters International's publicity and promotion handbook, *Let the World Know* (Item 1140), provides information about writing and sending news releases. Or you may wish to order the Public Relations and Advertising Kit (Item 1150), which includes the handbook as well as a number of other helpful publicity tools such as sample pamphlets. Whatever your decision, these materials—combined with your own ingenuity and creativity—are a positive way not only to bring the message to potential Toastmasters, but also to applaud the efforts and achievements of those already in your club.

- ▶ **Recognize online.** Though your Web site should not become an advertising ground for club members' businesses, it can be more than a place to check meeting schedules and speaking tips. Your club's Web site can also be a place where those who achieve personal and business-related milestones receive additional recognition for their efforts. Post announcements on the Web site or use an electronic newsletter to list all the achievements of your club members, from contest awards to

educational awards. The benefit of either electronic version is that the recipients have the option to share the news with their friends, business associates and relatives, either by forwarding a newsletter or by e-mailing the address of your club's Web site.

If your club doesn't yet have a Web site, you may suggest creating one as a project for club members who wish to practice online communication.

CASE #3

How do clubs recognize individual achievement?

Time: 10 to 15 minutes

Objective: To encourage club officers to plan new and better motivational strategies to help foster personal growth in active club members.

Process: Divide the group in half. Assign the following discussions:

GROUP A – 1ST HALF OF THE TRAINEES:

Discuss motivational awards and incentives that you have personally received over the years. Which have worked the best in motivating you to reach for new goals? Choose one person to write a list of the items discussed. If possible, use a whiteboard or flipchart to record the list.

GROUP B – 2ND HALF OF THE TRAINEES:

Discuss motivational awards and incentives that you have used in a club/area/district officer role. Which of these have been the easiest

to arrange? Which have been the most challenging? Which have garnered the strongest reactions from the recipients of these awards? Choose one person to record three sections: 1. Easier 2. More challenging 3. Strongest reactions. If possible, use a whiteboard or flipchart to record the three lists.

After a 5- to 10 minute discussion, help the two groups compare notes. If possible, place the lists near each other to compare answers from Group A with answers from Group B.

CONCLUSION

Even if your club members tend to be self-starters with clear-cut goals and objectives, you still need to motivate and inspire them throughout your term. Take the time to familiarize yourself with the many program opportunities offered by Toastmasters International. Encourage members to go beyond basic participation, and network with fellow officers so you may present the best program possible. Be accessible, and remember that both long- and short-term goals need reinforcement and reassurance. One of the most important advantages of learning with a group of like-minded individuals is the mutually supportive atmosphere. As an officer, you can take pride in motivating your members!

PART III: Handouts

The following handouts may be reproduced for distribution to your training session participants. Make certain you accurately project the number of attendees so you have enough.

Feel free to revise the material to suit your own style.

TOASTMASTERS RECOGNITION

Members can earn the following communication and leadership awards:

COMMUNICATION TRACK

Competent Communicator (CC)

(formerly *Competent Toastmaster [CTM]*)

To be eligible for this award, a member must have:

- Completed the *Competent Communication* manual

Advanced Communicator Bronze (ACB)

(formerly *Advanced Toastmaster Bronze [ATMB]*)

To be eligible for this award, a member must:

- Have the Competent Communicator award (or “old” CTM award)
- Have completed any two of the 15 Advanced Communication manuals

Advanced Communicator Silver (ACS)

(formerly *Advanced Toastmaster Silver [ATMS]*)

To be eligible for this award, a member must:

- Have the Advanced Communicator Bronze award (or “old” Advanced Toastmaster Bronze award)
- Completed any two additional advanced manuals (may not be those completed for any previous awards)
- Conducted any two programs from *The Better Speaker Series* and/or *The Successful Club Series* (may not be those conducted for any previous awards)

Advanced Communicator Gold (ACG)

(formerly *Advanced Toastmaster Gold [ATMG]*)

To be eligible for this award, a member must:

- Have the Advanced Communicator Silver award (or “old” Advanced Toastmaster Silver award)
- Completed two additional advanced manuals (may not be those completed for any previous award)
- Conducted a Success/Leadership program, Success/Communication program, or a Youth Leadership program (may not be those conducted for any previous awards)
- Coached a new member with the first three speech projects

LEADERSHIP TRACK

Competent Leader (CL)

(new award)

To be eligible for this award, a member must have:

- Completed the 10-project *Competent Leadership* manual

Advanced Leader Bronze (ALB)

(formerly *Competent Leader [CL]*)

To be eligible for this award, a member must:

- Have achieved the new Competent Leader award
- Have achieved the Competent Communicator award (or “old” Competent Toastmaster award)
- Served at least six months as a club officer (president, vice president education, vice president membership, vice president public relations, secretary, treasurer, or sergeant at arms) and participated in the preparation of a Club Success Plan while serving in this office
- While serving in the above office, participated in a district-sponsored club-officer training program
- Conducted any two programs from *The Successful Club Series* and/or *The Leadership Excellence Series* (may not be those completed for any previous award)

Advanced Leader Silver (ALS)

(formerly *Advanced Leader [AL]*)

To be eligible for this award, a member must:

- Have achieved Advanced Leader Bronze award (or “old” Competent Leader award)
- Have served a complete term as a district officer (district governor, lt. governor, public relations officer, secretary, treasurer, division governor, or area governor). A complete term is defined from September 1 through June 30
- Have completed a High Performance Leadership program
- Have served successfully as a club sponsor, mentor, or coach

Distinguished Toastmaster (DTM)

To be eligible for this award, a member must have:

- Achieved Advanced Communicator Gold award (or “old” Advanced Toastmaster Gold award)
- Achieved Advanced Leader Silver award (or “old” Advanced Leader award).

Distinguished Toastmaster is the highest recognition a member may receive

See award applications for details about requirements for all awards.

HO #2

CASE STUDY #1

CASE STUDY FOR MOTIVATING ACHIEVEMENT: Recognizing Educational Achievement

How does your club currently recognize members' educational achievements? How would you like to recognize educational achievements in the upcoming months?

For the next five minutes, work with your group to brainstorm answers to these questions. Be prepared to report your ideas to the entire audience.

Use this space to write your responses.

HO #3

CASE STUDY #2

CASE STUDY FOR MOTIVATING ACHIEVEMENT: Planning for Membership Building

How has your club encouraged membership building in the past? What types of membership-building activities will your club find useful during the current club year?

For the next five minutes, work with your group to brainstorm answers to these questions. Be prepared to report your ideas to the entire audience.

Use this space to write your responses.

HO #4

CASE STUDY #3

CASE STUDY FOR MOTIVATING ACHIEVEMENT: Recognizing Individual Achievement

GROUP A

What motivational awards and incentives have you personally received over the years? Which worked best in motivating you to reach for new goals?

GROUP B

In your role as a club, area or district officer, what motivational awards and incentives have you offered in the past? What worked? What didn't work?

For the next five minutes, work with your group to brainstorm answers to these questions. Be prepared to report your ideas to the entire audience.

Use this space to write your responses.

HO #5

RESOURCES LIST

Motivating Achievement

QUANTITY		TOTAL
_____ 1212	Education Program Descriptions	\$ <u>N/C</u>
_____ 1310B	When You Are the Vice President Education manual \$3.00	\$ _____
_____ 319	Motivating People \$4.50	\$ _____
_____ 1622	Membership Building 101	\$ <u>N/C</u>
_____ 1620	Membership Building Contest Flier	\$ <u>N/C</u>
_____ 1150	PR and Advertising Kit \$20.00	\$ _____
_____ 1140	Let the World Know – Toastmasters Publicity and Promotion Handbook \$2.50	\$ _____
		TOTAL \$ _____
		CA clubs add 7.75% \$ _____
		TOTAL AMOUNT \$ _____

Mail to: Toastmasters International
P.O. Box 9052, Mission Viejo, CA 92690 USA
or telephone 949-858-8255, Fax No. 949-858-1207

PAYMENT MUST ACCOMPANY ORDER

___ Enclosed is my check in the amount of \$ _____ (U.S.) or

___ Please bill against my MasterCard / VISA / AMEX / Discover (Circle one)

See current catalog for International rates.

Credit Card No. _____ Expiration Date _____

Signature _____

Name _____

Club No. _____ Club Name _____

Address _____

City _____ State/Province _____

Country _____ Postal Code _____

E-mail _____ Phone No. _____

HO #6

Evaluation Form

Date: _____ Program Name: _____

Facilitator: _____

On a scale of one to five, five being the highest rating, please rate the course and facilitator on the following items by circling the number you find most appropriate:

- | | | | | | |
|--|---|---|---|---|---|
| 1. How relevant was this session to your job in Toastmasters? | 1 | 2 | 3 | 4 | 5 |
| 2. Rate the following: | | | | | |
| Course content | 1 | 2 | 3 | 4 | 5 |
| Course material | 1 | 2 | 3 | 4 | 5 |
| Facilitator | 1 | 2 | 3 | 4 | 5 |
| Activities/exercises | 1 | 2 | 3 | 4 | 5 |
| 3. Were the objectives clearly stated? | 1 | 2 | 3 | 4 | 5 |
| 4. How was the lesson plan organized? | 1 | 2 | 3 | 4 | 5 |
| 5. Did the instructional methods clearly illustrate the instructor's plan? | 1 | 2 | 3 | 4 | 5 |
| 6. To what extent did the visual aids add to your understanding of the presentation? | 1 | 2 | 3 | 4 | 5 |
| 7. How were the meeting facilities? | 1 | 2 | 3 | 4 | 5 |
| 8. What are two things you learned that will make you a more effective club officer? | | | | | |

Additional Comments:

PART IV: Visual Aids Copy

Materials on the following pages are designed specifically for the presenter to use in conducting the training session. To use them as a PowerPoint show, you will need a laptop computer, data projector and screen, and slides that you can download from the TI Web site. Alternatively, you can reproduce the slides as transparencies for use on an overhead projector, or handwrite them on a flipchart.

In the right-hand column of the script are keys for visual aids. Their placement indicates the points at which they should be displayed. Each is numbered. For example, M-V #1 stands for “the first visual.”

Tips

1. Show the visual aid only while you are talking about it. If you're using PowerPoint, click on the next slide when you are ready to discuss it.
2. Be sure everyone in the audience can see the visuals clearly. Visibility to the people at the rear of the room is your guide.
3. Talk to the audience, not to the visual. Maintain eye contact even when your listeners are looking at the visual. This will help you judge their understanding.
4. Don't overdo it. You need not illustrate every point in the speech.
5. Rehearse. Nothing is more important than adequate preparation. Know how and when you will use the visual, and practice so you will make a smooth presentation. Anticipate all possible problems, especially when electronic equipment is involved.
6. Remember...be as professional as possible.