



# Training Club Leaders

Your guide for planning and  
presenting club officer training

A Toastmasters International Program

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## The Mission of the District

The mission of the district is to enhance the quality and performance and extend the network of the members clubs of Toastmasters International within the boundaries of the district, thereby offering greater numbers of people the opportunity to benefit from the Toastmasters educational program by:

- Focusing on the critical success factors as specified by the district educational and membership goals.
- Ensuring that each club effectively fulfills its responsibilities to its individual members.
- Providing effective training and leadership-development opportunities for club and district officers.

### **Toastmasters International Vision**

Toastmasters International empowers people to achieve their full potential and realize their dreams. Through our member clubs, people throughout the world can improve their communication and leadership skills, and find the courage to change.

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# Training Club Leaders



**T**oastmasters International is an incredible organization. In a little more than 80 years it has helped more than four million people around the world become confident, more effective speakers and leaders.

But it is not a school. It employs no teachers or trainers. It has no campus. It issues no grades. And it is inexpensive. It relies on volunteers to conduct the program in club settings, and these volunteers—who are our members—learn from one another.

More than 250,000 members comprise Toastmasters International. Each year more than one-third of these members leave the organization and are replaced by new members. Each member stays only about two years.

This means that most of our more than 60,000 club officers are new and inexperienced. Yet we rely on these officers to conduct the Toastmasters program and keep their clubs healthy and successful.

If we want them to be successful, we have to make sure they have the knowledge and tools they need. Club officer training provides the knowledge and tools. Trained club officers can result in more satisfied members, more exciting club meetings, more new members, more Distinguished Clubs and more Distinguished Districts.

## STEP 1: When to Train

Districts must conduct club officer training twice yearly. The first training must occur between June 1 and August 31, when officers begin their terms. The second training must occur between December 1 and February 28 (or 29). Clubs that have at least four officers attend training during each of these training periods receive credit toward the training goal in the Distinguished Club Program. But getting club officers to attend training is a challenge. Club officers have many things competing for their time outside of their regular Toastmasters club meeting—jobs, family, friends, hobbies. Surveys have shown they are willing to attend a training program of four hours or less, and it has to be at a time and place convenient for them. They also want the training to provide value.

If you want club officers to attend your district's training, you have to provide a convenient, quality product that provides value to participants. This means

devoting some time to planning it. This manual addresses the steps in planning your club officer training programs for maximum attendance.

## STEP 2: Planning the Curriculum

This step is simpler than it sounds. World Headquarters has scripted training programs ready for your use:

- **Achieving Success as a Club Officer (Item 1311A)** covers the duties of the club president, vice president education, vice president membership, vice president public relations, secretary, treasurer, and sergeant at arms.
- **Attracting New Members (Item 1311B)** discusses how clubs can increase their membership.
- **Charting a Course for Club Success (Item 1311C)** covers the Distinguished Club Program.
- **Motivating Achievement (Item 1311D)** reviews the recognition opportunities available to members.

A visual aid and handout are included with each script. These modules are the core of your training.

These training programs may be downloaded at [www.toastmasters.org/COTmaterial](http://www.toastmasters.org/COTmaterial).

**Trainers must use these training programs.**

They provide:

**Quality.** The material covers what officers need to know to do their jobs and create successful clubs. Additionally, the material references helpful resources available to club officers. The material is presented clearly, concisely and logically.

**Consistency.** Using the modules assures that all officers receive the information they need, no matter who conducts the training.

Best of all, you and your trainers do not spend valuable time reinventing the wheel. Why create training programs from scratch when they are already available?

Of course, you can add to these programs. Presenting modules from *The Successful Club Series* and *The Leadership Excellence Series* can help clubs and officers function more effectively. You could also offer a session on how to conduct speech contests or how to judge a speech contest. A list of other suggestions for sessions is in the appendix.

### STEP 3: Selecting the Format

Training can follow one of two formats:

- **Traditional.** One or two trainers train all club officers as a group in one room during an evening or weekend training session lasting about four hours. Districts usually choose this format when training is done locally by area or division governors, or for make-up training sessions held for those who were unable to attend a Toastmasters Leadership Institute (TLI).

This training format is easier to organize and requires minimal meeting space. In some situations, all of the training programs are presented consecutively, which means a club officer spends quite a bit of time listening to information that may not apply to his or her specific role. Or trainers break up the group by office for part of the training. For example, a trainer may welcome everyone and conduct the training program “Charting a Course for Club Success,” then ask all club presidents to sit together at one table, all vice presidents education to sit together at another table, and so forth, where each group is trained on its specific office role and responsibilities. A sample agenda is in the appendix.

- **Toastmasters Leadership Institute (TLI).** Many districts have found success using this format, in which training programs are conducted concurrently as courses. In addition to the 10 programs provided by World Headquarters, you can create additional courses, such as ones on evaluation, contest judging and leadership. However, the course schedule and content must guarantee that each club officer has the opportunity to get the training necessary for success in his or her specific role.

TLIs provide value to:

- The schedule and courses offered make it flexible for club officers.
- Club officers can choose their electives, so they can attend sessions that are of special interest to them.

A TLI requires more presenters, more planning and a larger facility with many meeting rooms to accommodate the concurrent sessions. More information about organizing a TLI is in the appendix.

### Second Training

Some club officers complain because, to receive credit toward one of the goals in the Distinguished Club Program, at least four club officers must attend a district-sponsored training program twice a year. Sometimes the officers of clubs electing annually don't believe attending a second training is necessary.

Attending training a second time has several benefits. Clubs often experience mid-term turnover of officers, so the second training gives replacement officers an opportunity to learn their roles. But training has benefits for continuing officers as well:

- Club officers have an opportunity to discuss any problems they may be having.
- District officers have the opportunity to follow up with performance challenges.
- Club officers have the opportunity to meet with officers of other clubs and share best practices for improving their own clubs.

When building the curriculum for this second training, be sure to provide opportunities for club officers to discuss problems and network with other officers. Provide additional training in certain areas, if needed. For example:

- If clubs have difficulty retaining members, you could conduct *The Successful Club Series* program, Moments of Truth, as a training session, giving officers the chance to analyze their own clubs and discuss how they can improve.
- If clubs aren't progressing in the Distinguished Club Program, arrange a special session on the program. Download the latest reports for the individual clubs from the Toastmasters International Web site, distribute the reports to their respective officers, and

review and discuss the reports and what actions the clubs can take to improve their progress.

- If clubs need help attracting new members, conduct *The Successful Club Series* modules Finding New Members for Your Club and Closing the Sale.
- Are clubs experiencing conflict among members? Conduct *The Leadership Excellence Series* program Resolving Conflict so officers can learn how to handle such problems.

## STEP 4: Choosing the Dates and Places

Once you've determined your curriculum, you can then calculate the number of training rooms you'll need to accommodate it. Then you can find the facilities that will meet your needs and the days and times for the training sessions.

A TLI usually requires one large room for general sessions, plus enough smaller rooms for concurrent sessions (usually three to four additional rooms). If you're using a traditional training format, you may need only one large room. If you plan to serve a meal as part of your training, you will need a facility that has a cafeteria or other type of food service. If you plan to serve refreshments, such as coffee and soft drinks, be sure to allow for the extra space and to make arrangements for providing them.

Be sure to make the training convenient for most clubs. If you use only one site, make it centrally located so it is accessible to as many members as possible. If you are using multiple sites, as may be the case in geographically larger districts, then select strategically located sites to maximize attendance. Officers don't want to travel more than 20 or 30 minutes to attend training.

When selecting a site, consider facilities other than hotels, such as community centers, colleges and libraries, as these are often much less expensive. Remember, that your district governor must review and approve any decisions on site arrangements and any commitments, such as facility contracts.

Also, select dates and times that are convenient. Saturday mornings or afternoons may work well for many club officers. Officers of corporate clubs in big cities, where everyone commutes, may prefer weekday evenings. Avoid scheduling training on holidays or on days that conflict with Toastmasters or community events.

Be sure to offer make-up training programs for those who can't attend the initial training. But avoid sending trainers to train clubs individually. If you do this, clubs will learn quickly that they need not attend the initial training since you will come to them! This is not a good use of trainers' time and district resources.

Remember, no matter what day, time and place you schedule for training, someone will be unable to attend. It will be impossible for you to accommodate every officer's individual schedule. Plan your training to accommodate the majority. Officers who cannot attend may complain that their club will not receive credit in the Distinguished Club Program. The training goal is just one of 10 in the DCP. Even if the club cannot achieve this goal, it still has the opportunity to achieve nine others and be recognized as a Distinguished Club.

## STEP 5: Selecting Your Staff

The staff you need may vary, depending on your training format. Following are some suggestions:

- **Chairman.** This person is responsible for the overall arrangements and works closely with and under the supervision of the district governor and Lt. governor education and training. The chairman:
  - 1) Develops the schedule and any extra training programs offered in addition to the ones provided by World Headquarters.
  - 2) Selects trainers and instructors to conduct training sessions.
  - 3) Works with LGET to ensure that training information is sent to World Headquarters so club officers attending receive appropriate credit in the Distinguished Club Program.
  - 4) Works with the finance chairman to develop a budget, control costs and provide a detailed accounting of the event after its conclusion.
  - 5) Appoints other chairmen and committees as needed.
- **Finance chairman.** This person should be experienced in budgeting and controlling costs. In some districts the district treasurer may serve in this capacity.
- **Site selection chairman.** This person inspects and recommends sites for the training, subject to review and approval by the district governor.

- **Arrangements/hospitality chairman and committee.** These staff are responsible for training room layout and setup, audiovisual equipment, signage, any refreshments that may be available, a hospitality room (optional) where those attending the event can gather and socialize, crowd control, and safety (aisles and walkways are kept clear of audio or video records, handbags, electrical cords or other hazards).
- **Registration chairman and committee.** These volunteers are responsible for handling pre-registration and on-site registration. They ensure all attending club officers register, attend the appropriate courses at a TLI and make sure attendees pay any fees. If the district awards certificates to those attending, often this committee may prepare them and submit club officer training report forms to World Headquarters.
- **Promotions chairman and committee.** This staff person publicizes the training. Some districts have the public relations officer fulfill this responsibility.

### Choosing Trainers

Who your trainers are is just as important as the training curriculum. You want trainers who are:

- **Experienced.** Ideally, trainers should have outstanding presentation skills and some experience in training.
- **Knowledgeable.** Trainers should have special skills or expertise in some area, such as an accountant who has served as club treasurer or a past club president who led the club to President's Distinguished Club.
- **Entertaining.**
- **Committed to using the Toastmasters International training materials.**

Select your trainers carefully. Outgoing and incoming division governors and area governors, past district and international officers, and even past club officers can be good trainers. Regardless of how experienced and knowledgeable they are, require all trainers to attend an orientation session, where you review expectations, discuss the training curriculum, and update them on current policies, procedures, guidelines and changes in the district and in Toastmasters International. When possible, conduct *The Success/Leadership Series* program From Speaker to Trainer (Item 259) for session leaders.

Be sure to:

- **Get their agreement to use the Toastmasters International training materials.** If the curriculum will include additional sessions, work with the trainers to develop those content areas.
- **Always retain control over the content of every training session.**

Trainers must be prepared. Remind trainers to review and rehearse well before the day of the event, and to make sure they have enough handouts for all participants. Also instruct them to dress professionally. Trainers are role models.

Encourage trainers to personalize the Toastmasters International training materials. They should use their own experiences to illustrate some of the points made. They should also encourage participants to ask questions and to share their own experiences. Training can be more effective – and interesting – when participants have an opportunity to interact.

As in any presentation, time is important. Emphasize to trainers that sessions must begin and end on time. Keep discussions focused.

Require trainers to distribute training evaluation forms at the end of every training session they conduct, then make sure training participants complete them and give them to the district. A sample form is in the appendix. Review the completed forms to determine successes and challenges. This feedback will help you select trainers in the future.

### STEP 6: Promote

You can put together the best training ever, but it won't matter if no one attends.

Our members are busy people. If you want them to come to training, you have to advertise early. The week of the event is far too late – you should publicize training six to eight weeks in advance so club officers can plan their schedules around it.

Where you publicize is important. Develop a promotion plan. Think of the many avenues you have for publicizing training and determine how and when you will use each one:

- **District Newsletter.** Provide information on training dates and places and the schedule of courses offered. Publish it in at least the two issues prior to the training.
- **E-mail.** Send e-mail to incoming club officers giving them information about the training. Follow up with reminders.
- **Area Governors.** Ask your area governors to contact their clubs and promote the training programs.
- **District Web site.** Publish training information on the district's Web site.
- **District Executive Committee meetings.** Provide information and details during district executive committee meetings.
- **Telephone.** Personal telephone invitations often can be the deciding factor in a new officer's decision to attend training.

Be sure your promotions include:

- The name of the event and an explanation of what it is.
- The day, date and time of the training.
- The facility's name and address and a map with directions.
- A program description or schedule, length of sessions and, if a TLI, listing or schedule of courses offered and their content, as well as the course requirements for each club officer.
- The cost, if any, to attend and what the cost covers (sessions, materials, coffee/meals, etc.).
- Recognition, Distinguished Club Program credit and other benefits.
- The name, address and telephone number of a contact person and where to send completed registration forms.

In all your promotions, make training appealing by:

- **Selling the trainers.** In your promotional materials include the biographies of the trainers along with their training topics. Briefly explain why a trainer is qualified to speak on that topic and any other information that establishes the trainer's credibility. Make your trainers sound exciting.
- **Selling the benefits of attending.** Tell club officers what they can learn and point out that some of it will be useful even outside of their clubs.

## STEP 7: Provide Recognition

You may want to provide training participants with a certificate of completion or certificate of participation, presenting them at the end of the training session or TLI, or mailing them to participants after the training is over. Require all club officers to sign in when they arrive at training, providing their name, club number and office held. You can then use this list to make the certificates.

Please note that districts may not establish any educational awards or certifications. For example, the district may not award diplomas, degrees, or certify competencies (e.g., certify speech contest judges, trainers, officers, etc.) Districts are only to recognize the participation in or completion of training. You can order appropriate certificates from World Headquarters.

### Distinguished Club Program Credit

Clubs receive credit in the Distinguished Club Program for officer training, which is another reason to have club officers sign in on arrival at training. Please review the Distinguished Club Program manual at [www.toastmasters.org/DCPmanual](http://www.toastmasters.org/DCPmanual) for details. After club officers have been trained, use the sign-in sheets to complete the necessary club officer training information online via the Toastmasters International Web site to ensure each club receives appropriate credit. Your district should develop a clearly understood procedure for submitting these forms.

### Registration Reminders

Keep your registration process efficient and easy to understand. Districts are not responsible for tracking club officer attendance at training over time. Districts should instead establish a simple method for documenting a club officer's training attendance that particular time, and for ensuring that the club receives appropriate credit in the Distinguished Club Program. A sample registration form is in the appendix.

Use a straightforward sign-up sheet or registration system that requires the person's name, club number and club office held. If you are having a TLI, you may want to assign a number to each course, and make sure that each club officer signs up for and attends the session(s) required for that office. **A district cannot establish a transcript system which records which sessions an individual attends from one TLI to another.**

## STEP 8: Get Feedback

After training is over, you'll want to know how effective it was. Before the training concludes, distribute evaluation forms and ask participants to complete them, then collect the forms before participants leave. Use the feedback to determine how to improve the next training session and to select future presenters. A sample evaluation form is in the appendix.

## Five Tips for Success

As you plan your training, keep these tips in mind:

- **Focus on helping the clubs, not the district.** Too often districts will take the attitude that clubs exist to help the district meet its Distinguished District goals and training revolves around what the clubs can do to make the district Distinguished. The average club oftentimes doesn't realize it is connected to a district. A club is focused on itself and its members and their personal growth. The district exists to serve clubs, helping them to function more effectively. Your training must focus on the clubs' interests and how each club can better serve its own members.
- **Reinforce the Distinguished Club Program.** Healthy, successful clubs do well in the DCP because they are focused on the right things: helping members improve their speaking and leadership skills, and building membership. Throughout your training, encourage clubs to follow the DCP. Remember, when clubs do well in the DCP the district benefits as well.
- **Appoint a training coordinator.** Training requires careful planning and thought. A training coordinator can bear much of the responsibility for organizing training and selecting trainers. The coordinator also can train the trainers, orienting and supervising them.
- **Assign training teams.** Pair more experienced trainers with less experienced trainers. You will have better sessions and more experienced trainers from which to draw next time.
- **Use training to identify future leaders.** District leaders started out as club leaders. You should use club officer training as an opportunity to become acquainted with club officers. Identify those who have the potential to be good district leaders and cultivate them! Be their mentor and give them opportunities to become involved in district activities. Your district's future depends on this.

## Conclusion

Your clubs' success depends on the success of your training. Use the Toastmasters International materials to ensure your club officer training programs are the best possible. Keep training focused on the clubs' needs. Train your trainers. Commit yourself to quality training and every club will be Distinguished.

### Who can attend training?

Current and incoming club officers should be invited and encouraged to attend. Toastmasters members not holding club office but interested in learning about or improving their Toastmasters leadership and communication skills can attend. This applies to guests of members as well.

### Can a district conduct personal development seminars for members?

Districts may not conduct separate, additional training events which are unrelated either to the training of district and club officers, or unrelated to the mission of the district or club.

### Can district funds be used to conduct training?

District funds may be used for any club officer training as appropriate and should be a top priority when developing the district's budget. However, district funds cannot be used to subsidize separate communication and leadership training for non-officers held at club officer training events.

### Can districts call their training a "college" or "university?"

Districts may not use the terms "college" or "university" in conjunction with any training.



# Appendix

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## Sample Training Program Schedules

Four hours is the minimum time it takes to effectively conduct club officer training in a traditional or TLI format. However, if one or more general sessions, a luncheon or breaks are included, it may be practical to allow at least five or six hours. The maximum schedule should be no longer than eight hours. Following are sample four-hour and eight-hour schedules for traditional and TLI formats.

### Traditional training

#### *Four hours*

0:00 – Registration  
0:30 – Training begins  
    Welcome/Introductions  
    Charting a Course for Club Success  
    (General session)  
    Achieving Success as a Club Officer  
    (Concurrent sessions by office)  
    (Break)  
    Motivating Achievement (General session)  
    Attracting New Members (General session)  
4:30 – Adjournment

#### *Six hours*

0:00 – Registration  
0:30 – Training begins  
    Welcome/Introductions  
    Charting a Course for Club Success  
    Achieving Success as a Club Officer  
    (successive)  
        President  
        Vice President Education  
        Vice President Membership  
    (Break)  
    Vice President Public Relations

Secretary

Treasurer

Sergeant at Arms

Motivating Achievement

Finding New Members

6:30 – Adjournment

### Toastmasters Leadership Institute

#### *Four hours*

00:00 – Registration/orientation  
01:00 – Courses/concurrent sessions (50 minutes)  
02:00 – Courses/concurrent sessions (50 minutes)  
03:00 – Courses/concurrent sessions (50 minutes)  
04:00 – Adjournment

#### *Eight hours*

00:00 – Registration/orientation  
01:00 – Courses/concurrent sessions (50 minutes)  
02:00 – Courses/concurrent sessions (50 minutes)  
03:00 – Courses/concurrent sessions (50 minutes)  
04:00 – Lunch  
05:00 – Courses/concurrent sessions (50 minutes)  
06:00 – Courses/concurrent sessions (50 minutes)  
07:00 – Courses/concurrent sessions (50 minutes)  
08:00 – Adjournment

## Sample TLI Class Schedule

- 01:00 The Club President (Required for president)  
Room 1 (TM 100)  
Educational Excellence  
(Required for vice president education)  
Room 2 (TM 110)  
Effective Evaluations  
Room 3 (TM 200)  
Be a Better Contest Judge  
Room 4 (TM 210)
- 02:00 The Vice President Membership  
(Required for vice president membership)  
Room 1 (TM 120)  
Public Relations Techniques  
(Required for vice president public relations)  
Room 2 (TM 130)  
Motivating Achievement  
Room 3 (TM 220)  
Club Quality: The Moments of Truth  
Room 4 (TM 230)
- 03:00 The Secretary/Treasurer  
(Required for secretaries and treasurers)  
Room 1 (TM 140)  
The Sergeant at Arms  
(Required for sergeant at arms)  
Room 2 (TM 150)  
Discovering *The Successful Club Series*  
Room 3 (TM 240)  
Attracting New Members  
Room 4 (TM 250)
- 04:00 Motivating Members through the  
Communication and Leadership Tracks  
Room 1 (TM 260)  
Exploring *The Leadership Excellence Series*  
Room 2 (TM 270)  
Charting a Course for Club Success  
Room 3 (TM 280)  
Conducting Quality Speech Contests  
Room 4 (TM 290)

Each club officer should be required to attend the session for that particular office. For example, club presidents should be required to attend the session for club presidents. You may also require club officers to

attend other sessions. For example, you could require vice presidents education to attend the session for vice presidents education, the session about the Distinguished Club Program, “Charting a Course for Club Success,” and two other courses of their choosing.

Include a list of TLI course titles, numbers and a brief description of each course’s content and/or objectives with promotional and registration materials. Be sure to include the minimum number of courses club officers are required to attend and indicate the required course(s) for each club office.

## Additional TLI Sessions

Club officer training must use the club leadership training materials provided by Toastmasters International and available online at

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

- Achieving Success as a Club Officer, which includes scripts for training club presidents, vice presidents education, vice presidents membership, vice presidents public relations, secretaries, treasurers and sergeants at arms
- Attracting New Members
- Charting a Course for Club Success
- Motivating Achievement

Toastmasters International also has other materials you can use for training:

### The Successful Club Series

- The Moments of Truth (Item 290)
- Finding New Members for Your Club (Item 291)
- Evaluate to Motivate (Item 292)
- Closing the Sale (Item 293)
- Creating the Best Club Climate (Item 294)
- Meeting Roles and Responsibilities (Item 295)
- Mentoring (Item 296)
- Keeping the Commitment (Item 297)
- Going Beyond Our Club (Item 298)
- How to be a Distinguished Club (Item 299)
- The Toastmasters Education Program (Item 300)

### The Better Speaker Series

- Beginning Your Speech (Item 270)
- Concluding Your Speech (Item 271)

- Controlling Your Fear (Item 272)
- Impromptu Speaking (Item 273)
- Selecting Your Topic (Item 274)
- Know Your Audience (Item 275)
- Organizing Your Speech (Item 276)
- Creating an Introduction (Item 277)
- Preparation and Practice (Item 278)
- Using Body Language (Item 279)

**The Leadership Excellence Series**

- The Visionary Leader (Item 311)
- Developing a Mission (Item 312)
- Values and Leadership (Item 313)
- Goal Setting and Planning (Item 314)
- Delegate to Empower (Item 315)
- Building a Team (Item 316)
- Giving Effective Feedback (Item 317)
- The Leader as a Coach (Item 318)
- Motivating People (Item 319)
- Service and Leadership (Item 320)
- Resolving Conflict (Item 321)

**You could also have sessions on:**

- The High Performance Leadership program (Item 262), which requires a member to complete a leadership project of his or her own choosing following the instructions in the manual.
- Speech contest judging, using the Speech Contest Judges Training Program (Item 1190).
- Conducting speech contests, using the training program “Conduct Quality Contests”.
- Clubs’ progress in the Distinguished Club Program. Download the latest DCP reports for each club from the TI Web site, distribute them to their respective officers during the session, review each club’s progress and discuss how each club can achieve goals.
- Resolving conflict. If some clubs are having conflicts among members and/or officers, discuss how to resolve conflict and achieve harmony.

**Report club officer training online at  
[www.toastmasters.org](http://www.toastmasters.org)**

# Training Evaluation

Please share your feedback on this session? We'd like to know. Your thoughts will help us provide the best possible presentations in the future. So, please take a moment to complete this form.

Name (optional): \_\_\_\_\_

1) Date: \_\_\_\_\_

2) Location \_\_\_\_\_

3) Trainer(s) \_\_\_\_\_

4) Your overall evaluation of the course:

Content	<input type="checkbox"/> Excellent	<input type="checkbox"/> Very Good	<input type="checkbox"/> Good	<input type="checkbox"/> Fair	<input type="checkbox"/> Poor
Objectives clearly stated	<input type="checkbox"/> Excellent	<input type="checkbox"/> Very Good	<input type="checkbox"/> Good	<input type="checkbox"/> Fair	<input type="checkbox"/> Poor
Organization	<input type="checkbox"/> Excellent	<input type="checkbox"/> Very Good	<input type="checkbox"/> Good	<input type="checkbox"/> Fair	<input type="checkbox"/> Poor

5) Your overall evaluation of the trainer(s)

Knowledge of subject	<input type="checkbox"/> Excellent	<input type="checkbox"/> Very Good	<input type="checkbox"/> Good	<input type="checkbox"/> Fair	<input type="checkbox"/> Poor
Preparation	<input type="checkbox"/> Excellent	<input type="checkbox"/> Very Good	<input type="checkbox"/> Good	<input type="checkbox"/> Fair	<input type="checkbox"/> Poor
Responses to questions	<input type="checkbox"/> Excellent	<input type="checkbox"/> Very Good	<input type="checkbox"/> Good	<input type="checkbox"/> Fair	<input type="checkbox"/> Poor
Encouraged participation	<input type="checkbox"/> Excellent	<input type="checkbox"/> Very Good	<input type="checkbox"/> Good	<input type="checkbox"/> Fair	<input type="checkbox"/> Poor
Referenced other sources	<input type="checkbox"/> Excellent	<input type="checkbox"/> Very Good	<input type="checkbox"/> Good	<input type="checkbox"/> Fair	<input type="checkbox"/> Poor

Please rate the facilities  Excellent  Very Good  Good  Fair  Poor

6) What part of this training was most helpful to you?

7) What part was least helpful to you?

8) What two things did you learn that will make you a more effective club officer?

9) What other topics would you like to have had addressed during training?

Please use other side for additional comments.











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