



TOASTMASTERS
INTERNATIONAL®

Achieve Success

Standards



AREA
&
DIVISION
GOVERNORS

The Mission of the District

The Mission of the District is to enhance the performance and extend the networks of Clubs, 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 goals and membership goals.
- ▶ Insuring that each Club effectively fulfills its responsibilities to its members.
- ▶ Providing effective training and leadership development opportunities for Club and District officers.



TOASTMASTERS INTERNATIONAL®

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Introduction: Training Area and Division Governors . . . A Vital District Function

The Club is the heart of the Toastmasters program. It provides the environment and support members need to develop their communication and leadership skills.

Featured within the Toastmasters organization are additional levels of assistance which provide support to Clubs. The primary function of Districts, for example, is to help Clubs in their efforts. Area Governors work for the Districts by taking responsibility for the well-being and activities of all Clubs assigned to their Areas. As District officers, Division Governors strengthen this network by offering support and guidance to Area Governors. Effective Area Governors encourage the health and growth of Clubs and insure the success of their Divisions.

The purpose of this Area and Division training program is to explain the Distinguished Area and Distinguished Division Programs. This training program is your comprehensive guide for preparing and presenting effective Area Governor and/or Division Governor training sessions that focus on program goals and planning to achieve those goals. However, since some Districts train Area and Division Governors separately, while others train them together, this training program may be modified by each District as necessary.

Training should help both Area and Division Governors identify the goals they need to successfully serve Clubs and members so that Clubs, Areas, and Divisions all strive to become "Distinguished." After training, Area and Division Governors should:

- ▶ Understand what makes an Area successful
- ▶ Understand what makes a Division successful
- ▶ Know the goals of the Distinguished Division and Distinguished Area programs
- ▶ Recognize the elements of a successful Club and be familiar with the components of the Distinguished Club program
- ▶ Know how to develop a Performance Plan based upon the goals of the Distinguished Division and Distinguished Area programs

The cornerstone of a good training session is preparation. To do a good job, the presenter of a Division Governor training session must be familiar with the District Leadership Handbook (Catalog No. 222) and, additionally, if training Area Governors, the Area Leadership Handbook (Catalog No. 221). The presenter should also review the Distinguished Area and

Distinguished Division Program brochure (Catalog No. 1481). Take time to review these materials, then study the training program thoroughly. Don't forget to inject your own personality and experiences to create a session that is educational, enjoyable, and motivational. Helpful tips to assist in your preparation for this training session are provided in Part I. Part II covers the "meat" or essential points of the session. Parts III and IV provide you with visual aids and handouts.

Remember, training is not finished when this particular training session ends. It's a process that continues throughout an officer's term. Be sure to inform your trainees that if any questions arise during their year in office, the District Governor, Lt. Governor Education and Training, and Lt. Governor Marketing are available to help.

Part I: Foundations for a Successful Training Session

KEEP TRAINING FOCUSED ON THE DISTRICT MISSION

Achievement of the District Mission requires that Districts successfully train Division and Area Governors. Toastmasters International publishes several training programs for Division and Area Governors covering the fundamentals these volunteer leaders need to be successful. Every District is provided several copies of these training programs. The programs are in a modular format and are flexible, yet focused. Each training program also emphasizes an adult learning approach by allowing for discussion and offering practical exercises and case studies.

All Division and Area Governor training must incorporate the core content of the training programs published by Toastmasters International. Here is a description:

Achieve Success Standards (Catalog No. 218-A). This program covers Area and Division Governor Standards and the Distinguished Division, Area, and Club Programs.

Maintain Strong Clubs (Catalog No. 218-B). Fundamental to keeping Clubs and having a net Club gain is building membership. This module addresses building membership and effective Area-Club visits.

Build New Clubs (Catalog No. 218-C). To become a President's Distinguished Division or President's Distinguished Area requires a net gain of one Club. To be a Distinguished Division requires no Club loss. This module teaches District Officers the basics of Club building.

Build a Successful Team (Catalog No. 218-D). Successful Division and Area Governors achieve their goals by involving others. This module teaches officers how to build a team and how to effectively use Division and Area Councils.

Conduct Quality Contests (Catalog No. 218-E). Although not a top District priority, speech contests are important interclub events. The Area speech contest is probably the one District event in which most clubs participate. This program provides instruction, exercises, and a checklist to ensure that contests run smoothly.

Initial Division and Area Governor training must be a minimum of four hours. Division and Area Governors should be trained together in a central location. Geographically large Districts may train Area Governors by Divisions or group Divisions together. One-to-one training is time consuming and should rarely occur.

FIVE STEPS FOR PLANNING A SUCCESSFUL DIVISION AND AREA GOVERNOR TRAINING PROGRAM

1. PREPARE THE TRAINING AGENDA.

The core content of training must incorporate the Division and Area Governor training programs published by Toastmasters International. Initial training must be at least four hours to ensure that Area and Division Governors receive an adequate foundation. A sample training agenda is provided at the end of this section.

2. OBTAIN AND PREPARE MATERIALS.

- ▶ PowerPoint slides are available at www.toastmasters.org or you can prepare overhead transparencies using the master copies found in Part III of each training program. If a flip chart will be used to replace the slides, prepare in advance: write the information on every other flip chart 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 in Part III.
- ▶ Duplicate the handouts in Part IV of each training program, along with any additional handouts you will distribute.
- ▶ Assemble other reference materials. These may be available from the District, or you can order them through the Toastmasters International Supply Catalog. (Be sure to allow adequate time for shipping.)

3. SELECT TRAINERS.

Select the best possible trainers, those who you know will do a good job, be enthusiastic, and be able to motivate participants. Notify the presenters well in advance and keep them posted. After selecting the trainers, provide them with session materials.

4. COORDINATE THE LOGISTICS OF THE SESSION.

- ▶ Select a date that does not conflict with important local events.
- ▶ Plan for enough time to complete your agenda. A minimum of four to six hours is suggested for completing all five of the Division and Area Governor training programs.
- ▶ Select and *secure* a location and facility which will provide a suitable training environment.
- ▶ Arrange for proper setup of tables, seating, and equipment. See suggested room layout in the section titled, "The Training Environment."

5. PROMOTE HEAVILY TO ENSURE ATTENDANCE.

Invite and urge all Area and/or Division Governors to attend the training session, using all available media (District, Division, and Club newsletters, fliers, etc.). Promote early, then follow up by telephone. Your goal should be to maximize attendance, and this

requires a heavy promotion effort. Emphasize how this training will help make Division and Area Governors more effective.

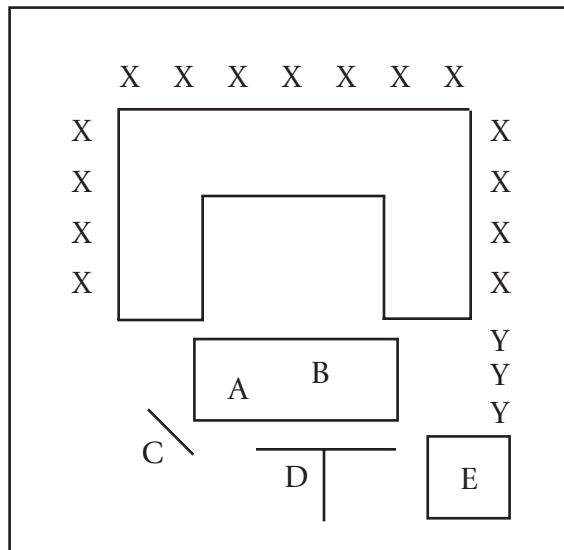
THE TRAINING ENVIRONMENT

A satisfactory physical environment is essential for an effective training session. Arrange, in advance, for the 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 and sufficient room in front to accommodate your audiovisual equipment and a work table for materials and supplies. Make arrangements for a datascreen or overhead projector and screen (including a spare bulb and extension cord).

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

KEY

- A – lectern and gavel
- B – datascreen or overhead projector
- C – flip chart
- D – screen
- E – table for materials and supplies
- X – participants
- Y – training assistants



Upon arrival, check the room temperature. (Nothing is worse than a room that is too hot or too cold; whenever participants are uncomfortable, it's difficult for them to focus on the presentation.) Lastly, make it a practice to greet participants as they arrive, and, time permitting, chat with them.

HOW TO USE THE PROGRAM OUTLINE

The Training Program format is simple to use, but it requires considerable preparation. It's designed to allow presenters the opportunity to be flexible and creative. However, it also provides structure so that the important elements of the program are emphasized.

Notice how the training outline is structured. **The total time for this session is 45 to 60 minutes.** Careful attention to time is essential. Interspersed through the outline are

boxed segments. These are explicit explanations and guidelines for conducting group exercises and portions of the presentation material. In the right-hand column are keys to visual aids and handouts, as well as space for you to make notations. Most of all, it's important to be flexible, since slight differences may exist between your District's practices and the information in this program. Therefore, using the framework presented, you will need to spend time reviewing and adapting this program to your District's needs.

Part II provides a training script. In presenting this material, *do not read the script word for word*. Instead, become thoroughly familiar with each topic, then paraphrase and embellish it to suit your individual presentation style. In preparing for your training session, keep two things in mind. First, fit your planned discussion to the time allocation for each subject. Second, allow ample time for group discussion and participation.

Part III of this booklet contains the basic visual aids for the program. Each slide is designated in the right hand column as "SLIDE #__" in the outline. If you do not have access to the PowerPoint file, a laptop computer and datascreen projector, then it is recommended that you reproduce these visuals on a transparency for use with an overhead projector. If this isn't possible, copy them onto a flip chart prior to the session.

CHECKLIST FOR TRAINING

- ___ Meeting facility selected and secured.
- ___ All participants notified.
- ___ Follow-up phone calls made to each officer.
- ___ Training assistants appointed.
- ___ Visual aids prepared.
- ___ Handouts reproduced.
- ___ Room arranged and properly equipped.
- ___ Refreshments ordered.
- ___ Supplies and reference materials on hand.
- ___ Projector available, with spare bulb and extension cord.
- ___ Flip chart and easel available, along with marking pens.
- ___ Notepads and pencils available for each participant.

SAMPLE TRAINING AGENDA FOR DIVISION AND AREA GOVERNORS

Initial training must be a minimum of four hours to ensure the officers have a solid foundation to do their jobs. This full-day agenda may be modified to a six-hour or four-hour length. However, these Division and Area Governor training programs must be part of any initial training: *Achieve Success Standards* (Catalog No. 218-A), *Maintain Strong Clubs* (Catalog No. 218-B), *Build New Clubs* (Catalog No. 218-C), *Build a Successful Team* (Catalog No. 218-D). If necessary, *Conduct Quality Contests* (Catalog No. 218-E) can be conducted later, but before speech contests begin.

8:00 a.m.	Registration
8:30 a.m.	Welcoming Remarks
8:45 a.m.	<i>Achieve Success Standards</i>
9:45 a.m.	Break
10:00 a.m.	<i>Maintain Strong Clubs</i>
11:00 a.m.	<i>Build New Clubs</i>
12:00 p.m.	Working Lunch *
1:15 p.m.	Break
1:30 p.m.	<i>Build a Successful Team</i>
2:30 p.m.	<i>Conduct Quality Contests</i>
3:30 p.m.	Break
3:45 p.m.	Self-Assessment*
4:45 p.m.	Closing Remarks
5:00 p.m.	Adjourn

* During luncheon, you can cover some other topics related to achieving the District, such as the achieving the District's four critical success factors, the Distinguished District Program goals for Club growth, membership growth, CTMs and ATMs. Toward the end of the training session, the District can conduct a group exercise and distribute the self-assessment tool contained at the end of this section (Part I). Participants can answer the questions and discuss their answers with trainers and peers. This can ensure that trainees have a clearer understanding of the role of the District and their roles in the success of the District and their own success.

Division Governor and Area Governor training is ongoing. Training should be part of every District event, particularly District Executive Committee meetings. Here are some suggestions which can be covered as part of the initial training and ongoing training during the year:

- ▶ **Area Governor Breakout Session.** Area Governors meet together and brainstorm/discuss ideas for achieving Distinguished Area or better.

-
- ▶ **Area/Division Goal Setting.** Division Governors meet with Area Governors. Review and discuss strategies for achieving Distinguished Division and Distinguished Area goals.
 - ▶ **District Governor Motivational Session and Overview**
 - District Mission/Goals (Critical Success Factors)
 - Meaning of achieving Distinguished District, Division, Area, Club
 - Criteria for Area Governor/Division Governor of the Year
 - ▶ **Brainstorm Club Leads.** Generate prospect ideas for building new Clubs in communities and corporations so that every Division/Area has a net growth of at least one Club and achieves President's Distinguished Division/Area
 - ▶ **Question & Answer Session.** Open discussion focusing on critical issues related to Distinguished District/Division/Area Programs, helping Clubs increase membership, rebuilding weak Clubs, building Clubs, making Area-Club visits.
 - ▶ **Successful Past Area Governors Panel.** Successful Past Area Governors share experiences and techniques for achieving goals and answer questions from trainees.
 - ▶ **Role Play Club Visits.** Practice making effective, service-oriented visits to Clubs.

EVALUATION AND FOLLOW-UP

- A. **Self-Assessment Questionnaire** – Toward the end of the training session, distribute the questionnaire on the following pages. Ask participants to complete the questionnaire and take time to discuss responses and answer any other questions or concerns.
- B. **Session Leaders** – Ask the participants to fill out an evaluation form at the end of the entire session. Alter materials as needed based on the feedback you receive.
- C. **District Application** – Evaluate trainees' use of materials. Be sure to follow up with Area and/or Division Governors throughout their term. Keep in mind that learning is a continuous process.
- D. **Refresher Sessions** – Hold formal or informal review sessions as frequently as possible.

AREA GOVERNOR AND DIVISION GOVERNOR TRAINING SELF-ASSESSMENT QUESTIONNAIRE

The following questions can help you assess your understanding of your role as a District officer. Answer the questions as best as you can and discuss your answers with your trainers and peers. If you are unsure of the answer to a question, speak with your trainers and/or fellow District officers.

DISTRICT SUCCESS

Our entire District team's success is measured by its performance in the Distinguished District Program. What are the four goals the District needs to achieve to be successful and be recognized as a Distinguished District?

AREA AND DIVISION SUCCESS

What goals must my Area and Division achieve in order to be a President's Distinguished Area or a President's Distinguished Division?

How will my performance be measured?

What are my primary responsibilities as an Area Governor or Division Governor?

Where can I build a Club or help the District identify a prospect for a new Club?

Where can I get the resources to build a Club in my Area or Division?

Who is on my Area/Division Council and how often should we meet?

CLUB SERVICE AND SUPPORT

Club success is measured by performance in the Distinguished Club Program (DCP). What are the 10 goals in the DCP?

How can I help the Clubs in my Area/Division become Distinguished Clubs?

How do I ensure that the Club officers in my Area/Division attend Club officer training?

How many Clubs are in my Area/Division?

How many Club visits must an Area Governor perform and what are the deadlines for making these visits?

How often should an Area Governor contact Club Presidents?

What are the names of the Club Presidents in my Area?

OTHER

What are my responsibilities regarding speech contests?

Part II: Presentation of the Training Session

Achieving Success Standards

PRESENTER: You may wish to open your program with some brief remarks in your own words. But remember, now and throughout the seminar, time is precious and must be carefully controlled.

INTRODUCTION

People join Toastmasters Clubs for a variety of reasons, but all of those reasons have their foundation in a desire to succeed. In order for individual success to occur, however, it is first necessary for Toastmasters Clubs to provide a strong and supportive setting that will allow achievement to take place.

In this session, we want to cover the following:

SLIDE #1

Identify our District's Mission. We must keep our mission in the forefront if more people are going to benefit from Toastmasters.

Establish Service Standards. We're in the business of serving Clubs. We'll review the service standards expected of Area and Division Governors.

Measuring Success. Your success this year will be measured by whether you achieve Distinguished, Select Distinguished or President's Distinguished Area and Division. We'll make sure you understand how your success will be measured.

Measuring Club Success. You will be successful if your Clubs are successful. We'll overview the Distinguished Club Program which measures Club success. We want every Club in your Area and Division to be a Distinguished, Select Distinguished or President's Distinguished Club.

Plan to Succeed. To be Distinguished, you need to plan to be Distinguished. We'll review the Distinguished Area and Division Plans and conduct an planning exercise.

As a District leader, you can supply the knowledge and backing that will encourage a supportive Club setting and will also fulfill the following objectives of the District Mission:

SLIDE #2

- ▶ to focus on the critical success factors as specified by the District educational goals and membership goals
- ▶ to insure that each Club effectively fulfills its responsibilities to its members; and
- ▶ to provide effective training and leadership development opportunities for Club and District officers.

During this training session, we are going to focus on the standards you need to achieve to be successful.

DISTRICT SERVICE STANDARDS FOR DIVISION GOVERNORS AND AREA GOVERNORS

Districts are the service arm of Toastmasters International. Districts, through their Areas and Divisions, are in the business of extending the benefits of Toastmasters to more people by helping existing Clubs and building new Clubs. To ensure that Clubs get the service they need, Area Governors and Division

Governors have standards they need to strive to achieve. Achieving these standards means Clubs and Club Officers are getting the service they need to deliver the powerful Toastmasters program to their members.

PRESENTER: Distribute Handout #1, "District Service Standards for Division Governors and Area Governors."

STANDARDS FOR AREA GOVERNORS

Let's review the standards each Area Governor should meet during his or her year of service. As Area Governor you must:

SLIDE #3, 4, 5,
6, 7

HANDOUT #1

- ▶ **Focus on membership growth and educational achievements in Clubs so the Area can achieve a minimum recognition of Distinguished Area.** Healthy Clubs have growing membership and trained Club Officers and produce CTMs and ATMs. Achieving Distinguished Area recognition means that the Clubs are healthy Clubs. However, for Clubs to be successful, the focus must be on getting and keeping members. Of course, to get and keep members a Club must deliver Club programming that moves members through the Toastmasters International Communication and Leadership Tracks. Later in this session, we'll explain the goals you need to achieve to be a Distinguished, Select Distinguished, or President's Distinguished Area.
- ▶ **Motivate and assist each Club in the Area to become a Distinguished Club.** Recognition as a Distinguished Club, Select Distinguished Club, or President's Distinguished Club means a Club is achieving its Mission. Everyone is learning, growing, and achieving through Toastmasters.

► **Make at least two Club visits and:**

- assess Club membership and willingness to grow
- assess who will achieve educational achievements and when these will be completed
- evaluate Club quality of meetings, recognition, working with new members and administration
- complete the Area Report of Club Visit form, give a copy to the Club President, and mail a copy to the District Governor by the deadline on the form

Club visits are invaluable opportunities when you can have a tremendous, beneficial impact. You are the “eyes and ears” of the organization. Your visit can help the District understand what is happening in the Club. We’ll discuss how to conduct an Area visit and strategies you can use to help Clubs in another part of our training.

► **Offer to make a presentation during the Club visit on one or more of the following topics:**

- Distinguished Club Program
- Communication and Leadership Tracks
- Membership growth and development

When you visit a Club, speak about one or more of these very important issues. Every Club should be striving to become a Distinguished Club, and we’ll get into goals of the Distinguished Club Program later in this session. If a Club has few or no CTMs or ATMs, take a few moments to explain the Toastmasters International Communication and Leadership Tracks. The requirements for each award are included in your Area Leadership

Handbook and can be found on the Toastmasters International Web Site at www.toastmasters.org. Research shows our members want an audience for their speeches. Present ways to encourage membership growth and development.

- ▶ **Ensure that each Club understands the service roles of Area Governor and the District.** Your job is to ensure that the Club is successful. You and the District are available to help the Club in its efforts to become a successful, Distinguished Club. If the Club needs help in membership building or if educational programming is poor, it's your job to act as a mentor and provide help and/or contact your Division Governor or District Governor to get the help the Club needs.

- ▶ **Contact Club Presidents monthly about:**

- Distinguished Club Program performance
- Follow up on items identified during previous visit or contact
- District training or other District events

Communication is the key to your success and the success of the Clubs in your Area. Checking monthly with Club Presidents keeps you informed. It also can alert you to problems early, before it's too late to help the Club.

- ▶ **Growth**

- Ensure no net Club loss in the Area.
- With help from the Division Governor, build at least one new Club within the Area.

Losing a Club is tragic. When a Club dies, fewer people are getting the wonderful benefits of the Toastmasters educational program. Fewer men

and women are conquering the fear of public speaking or gaining valuable communication and leadership skills. Your Division, District Governor and Lieutenant Governors want to make sure no Club dies during your watch. Keep them updated so they can help you ensure the success of every Club this year.

Building a Club is a fantastic accomplishment. When a new Club forms, more people are getting the chance to learn, grow, and achieve through Toastmasters. Look for places to build Clubs in your Area. As you visit Clubs, identify members who may be good Club sponsors or mentors. Your Division Governor and District leaders are ready and available to start a new Club in your Division and Area.

- ▶ **Hold at least two Area Council Meetings each year and have the following topics on the agenda:**
 - Distinguished Club Program: Club plans, goals, needs for District/Area assistance
 - Attendance at Club Officer training
 - Planning for inter-Club events (e.g., training, time and place of Area speech contests)

Communication is the key to success. Meeting with your Club President, Vice Presidents Education, and Vice Presidents Membership twice yearly is a great opportunity to promote the success of all Clubs and plan events which benefit Clubs.

- ▶ **Participate in District Training for Area Governors, Executive Committee meetings, District Conferences and District Council meetings.** As a District Officer, you are part of the governing body of the District. As

someone who has first-hand knowledge of the Clubs in your Area, you have a duty to participate in the decisions which affect Clubs. You also have valuable experience which can help the District better serve its Clubs.

STANDARDS FOR DIVISION GOVERNORS

SLIDE #8, 9, 10, 11

Let's review the standards each Division Governor should meet during his year of service. As Division Governor you must:

- ▶ **Achieve minimum recognition of Distinguished Division.** This is the measure of your success as a Division Governor. Achieving Distinguished Division recognition means that the Areas and Clubs in your Division are successful and people are reaping the benefits of Toastmasters. It means that you didn't lose any Clubs during your term or that you added one or more Clubs to your Division. Later in this session, we'll explain the goals you need to achieve to be a Distinguished, Select Distinguished, or President's Distinguished Division.
- ▶ **Focus on Area Governor achievement in the Distinguished Area Program so that every Area is a Distinguished Area or better.** Your primary focus is to ensure that every Area achieves Distinguished Area or better. If you invest in the success of your Area Governors, then the Clubs in your Division will benefit and you will be a successful Division Governor.
- ▶ **Contact Area Governors at least monthly.** Communication is the key to success and you need to find out what's happening in the Clubs in your Division so you can provide the support Area Governors and Clubs needs. During each contact you need to discuss:

-
- Progress toward goals in the Distinguished Area Program
 - Follow-up on Club visits
 - Weak Clubs and strategies to make sure there are no single-digit Clubs in any Area
 - Rebuilding all Clubs to charter strength
- ▶ **Ensure that 100 percent of Area Governors are trained.** Work with your Area Governors to ensure they attend training provided by the District. Follow-up after training and provide ongoing support.
- ▶ **Growth: Strive to achieve a net gain of one Club or more per Area.** Look for Club leads and work with your District Governor, Lieutenant Governor Marketing and Area Governors to establish at least one new Club in each Area in your Division (without losing any of the Clubs in your Division).
- ▶ **Hold at least two Division Council Meetings each year, and have the following topics on the agenda:**
- Distinguished Area Program: Area plans, goals, progress, and the need for assistance from the Division Governor and District.
 - Distinguished Club Program: Club plans, goals, progress, need for District/Division/Area assistance
 - Attendance at Club Officer training
 - Planning for Division Speech Contests

You and your Area Governors are a team with the potential to deliver the life-changing benefits of Toastmasters to more people than ever before. Meeting with your Area Governors at least twice yearly is a great opportunity to promote achievement in the Distinguished Division, Area, and Club programs, all to the benefit of so many.

-
- ▶ **Participate in District training for Division Governors and Area Governors, Executive Committee meetings, District Conferences and District Council meetings.** As a District Officer, you are part of the governing body of the District. You also are responsible for the success of the Clubs and Area Governors in your Division. You have a duty to participate in the decisions which affect Clubs in your Division. You also have valuable experience which can help the District better serve its Clubs and help its volunteer leaders achieve the Mission of the District.

MEASURING AREA GOVERNOR SUCCESS: THE DISTINGUISHED AREA PROGRAM

PRESENTER: This section should be presented to both Area and Division Governors. The section that follows, "The Distinguished Division Program," is specifically designed for Division Governors, but can also be presented to Area Governors.

The Distinguished Area, Division, and Club programs are great tools for ensuring those people who are in Clubs reap the benefits of Toastmasters. The programs also encourage bringing more people to Toastmasters so that they, too, can develop life-changing communication and leadership skills. These programs also measure your success as a District Officer.

These programs will also help you become better leaders. Each program sets goals which measure how well Clubs are doing in meeting members needs. The programs also set goals and measure how well Areas and Divisions are

doing in their efforts toward serving Clubs and sharing Toastmasters with others through educational achievements, membership growth, and Club growth.

What makes an Area Governor successful? **Area Governors are successful when their Clubs are successful.** And, to a large degree, the success of individual Clubs depends on the guidance and support they receive from their Area Governors.

What makes an Area Governor successful? To be successful, an Area Governor must plan and achieve:

SLIDE #12

- ▶ Distinguished Area
- ▶ Select Distinguished Area, or
- ▶ President's Distinguished Area

We want each Area Governor to be the leader of a "Distinguished Area." Even better, we want every Area Governor to set a goal to achieve "Select Distinguished Area" or "President's Distinguished Area."

The designation of "Distinguished Area," "Selected Distinguished Area," or "President's Distinguished Area" means that the Clubs in your Area are doing things right and meeting their members' needs; it signifies you are a contributor to your District's success. Most important, it means the Toastmasters in your Area are reaping the benefits of the Toastmasters educational program.

DISTINGUISHED AREA PROGRAM OVERVIEW

SLIDE #13

Every Area containing three or more Clubs in its CLUB BASE is automatically considered in the Distinguished Area Program. CLUB BASE calculations will be explained later in this session.

Your Area can earn the “Distinguished Area,” “Select Distinguished Area,” or “President’s Distinguished Area” designation if it meets goals in membership and educational accomplishments. Goals are set for each Area in the critical achievement categories of October semiannual reports submitted on time, April semiannual reports submitted on time, Competent Toastmaster Award (CTMs), Advanced Toastmaster Awards (ATMs), and Clubs at 20-plus membership. An Area which achieves its goals in at least four of these five critical categories will be honored as a Distinguished Area.

Goals are also set in the achievement categories of Area Report of Club Visit Forms submitted on time and Distinguished Clubs. An Area which meets all five of its critical membership and educational goals, meets its goals for submission of Area Report of Club Visit forms, and meets its goals for Distinguished Clubs will earn the designation of “Select Distinguished Area.” Finally, if all of the Select Distinguished Area goals are met *and* the Area has net growth of at least one Club, then that Area will be awarded the highest designation, the “President’s Distinguished Area” award.

The Area Performance Plan can help you achieve Distinguished Area, Select Distinguished Area, or President’s Distinguished Area status. The Plan helps you establish goals, plans, and strategies that the Area can use to achieve.

In addition, you can use a computerized report system called the **Distinguished Division/Area Report**. The report shows Distinguished Area Program goals for your Area and informs you about progress toward achieving those goals. We’ll discuss these in more detail later.

First, let’s look more closely at the program itself.

***PRESENTER:** As part of your presentation, you may want to refer participants to the Distinguished Area and Distinguished Division Programs brochure (Catalog No. 1481). It was included in the Area Governor and Division Governor Kits distributed by Districts. Also, you may wish to refer to the brochure for additional information about program goals.*

ACHIEVING DISTINGUISHED AREA PROGRAM GOALS

Your minimum Area goals will be established for the year, based on the number of Clubs assigned to your Area. (In general, Areas contain 4 to 7 Clubs.) These minimum goals will be indicated on the Distinguished Division/Area Report, mailed to you in early October. All goal calculations that do not result in a whole number are rounded down to the next whole number. An explanation of the report will be given later.

Distinguished Area. Areas that achieve any four of the five following goals will be awarded the honor of "Distinguished Area."

SLIDE #14

GOAL # 1 — Club Dues Renewals: 75% of Area Clubs must submit a complete October dues renewal which must be received at World Headquarters no later than 5 p.m. PT, November 15. A complete dues renewal includes a Club membership dues renewal invoice and roster and dues payment.

GOAL #2 — April Club Dues Renewal: 75% of Area Clubs must submit a complete April Club dues renewal which must be received at World Headquarters no later than 5 p.m. PT, May 15.

GOAL #3 — CTMs: Average of 1.75 CTMs awarded per Club by June 30. CTM applications must be postmarked on or before June 30, and received at World Headquarters on or before 5 p.m. PT, July 7.

GOAL #4 — ATMs: Average of one ATM for every two Clubs by June 30. As with CTM applications, ATM applications must be postmarked on or before June 30, and received at World Headquarters on or before 5 p.m. PDT, July 7

GOAL #5 — 60% of Area Clubs become Distinguished Clubs. Sixty percent of Area Clubs must achieve Distinguished Club or Select Distinguished Club or President's Distinguished Club recognition for the program year. We'll review the Distinguished Club Program a little later on during this training session.

Select Distinguished Area. Areas that achieve **all five goals** *and* achieve the **following three goals** will be awarded the high honor of "Select Distinguished Area":

SLIDE #15

GOAL #6 — Area Report of Club Visit Forms, First Round: Report of Club Visit Forms for 80% of Area Clubs must be submitted to World Headquarters. Area Governors should first send these forms to the District Governor no later than October 31. District Governors will then submit these forms to World Headquarters. Area Report of Club Visit Forms must be postmarked on or before November 30 and received at World Headquarters no later than 5 p.m. PT, December 10.

GOAL #7 — Area Report of Club Visit Forms, Second Round: Report of Club Visit Forms for 80% of Area Clubs must be submitted to World

Headquarters. Area Governors should first send these forms to the District Governor no later than April 30. District Governors will then submit these forms to World Headquarters. Area Report of Club Visit Forms must be postmarked on or before May 31 and received at World Headquarters no later than 5 p.m. PT, June 10.

GOAL #8 — Clubs at 20+ Membership: At least 60% of Area Clubs will each have 20 or more paid members at June 30. Total paid members in a Club at June 30 equals the number of Club members who paid April semiannual dues for the current semiannual period **plus** the number of new members who joined a Club since April 1. To receive credit, dues renewal or new member payments must be accompanied by the appropriate forms, postmarked on or before June 30, and received at World Headquarters on or before 5 p.m. PT, July 7. Members transferring into a Club **are not** included in that Club's paid membership total until they have paid semiannual dues to that Club.

President's Distinguished Area. The highest honor an Area can earn, "President's Distinguished Area," will be awarded to Areas **that achieve all Select Distinguished Area Goals** *and* the following goal:

SLIDE #16

GOAL #9 — Net growth of one Club or more. An Area must have at June 30 a total of at least one more paid Club compared to the number of paid Clubs in the Area at the beginning of the program year.

HOW TO CALCULATE GOALS

SLIDE #17

Distinguished Area goals are indicated on the Distinguished Division/Area

Report. (A description of this report will be discussed later.) Goals are calculated using an Area's **CLUB BASE** (total number of Clubs in Area, as of July 1).

Let's define **CLUB BASE**:

CLUB BASE (July 1) = Number of Area Clubs which submitted a complete April semiannual report for the prior year *plus* Clubs which chartered from April 1 through June 30 of the prior year. Here is an example of how a **CLUB BASE** would be calculated:

Number of Area Clubs submitting April semiannual report	6
Number of Area Clubs chartered between April 1 and June 30	<u>+1</u>
CLUB BASE (July 1)	=7

SLIDE #18

Your Area's **CLUB BASE** may be adjusted upward during the year if you have a Club which submits its April semiannual report after July 1.

Clubs chartered during the program year (July 1 - June 30) and assigned to your Area **do not** increase your Area's **CLUB BASE**. However, any achievement by a newly chartered Club counts toward Area goal achievement.

EXAMPLES OF HOW AREA GOALS ARE CALCULATED

***PRESENTER:** The following overhead provides two examples of how goals are calculated. For other examples, please refer to the Distinguished Area and Distinguished Division Programs brochure (Catalog No. 1481).*

Let's look at two examples of how goals would be set for an Area starting the year with seven Clubs:

SLIDE #19

GOAL: Average of 1.75 CTMs per Club in Area by June 30.

Goal calculation: CLUB BASE X 1.75; For example, an Area with a CLUB BASE of 7 must have 12 CTMs by June 30.

GOAL: 60 percent of Area Clubs achieve Distinguished Club by June 30.

Goal calculation: CLUB BASE X .60; For example, an Area with a CLUB BASE of 7 must have 4 Clubs achieve Distinguished Club or better by June 30.

All goal calculations that do not result in a whole number are rounded down to the next whole number. Using the CTM calculation on the overhead, multiplying 7 by 1.75 equals 12.25. Therefore, the goal is rounded down to 12.

You Must Achieve Other Goals Set by the District. The Distinguished Area Program recognizes accomplishments of minimum goals. We recommend that you establish even higher goals than those set by the Distinguished Area Program so that your District can become a Distinguished District.

**MEASURING DIVISION GOVERNOR SUCCESS:
THE DISTINGUISHED DIVISION PROGRAM**

***PRESENTER:** This section should be presented to Division Governors and should be reviewed as part of Area Governors' training. Division Governors should already be familiar with material in the previous section, "The Distinguished Area Program." If this is not the case, you should review the material with them.*

What makes a Division Governor successful? Division Governors are successful when their Clubs and Areas are successful. And, to a large degree, the success of individual Clubs depends on the guidance and support they receive from their Division and Area Governors.

Division Governors are successful when:

SLIDE #20

- ▶ **Every Area has Clubs that are thriving and healthy.** To a large extent, Division Governors are judged by how well Area Clubs are doing. Healthy Clubs:
 - are at or above charter strength; In order to keep meetings exciting, varied, and energized, Clubs need to maintain their charter strength of 20 or more members.
 - have great Club educational programming; The Club meeting is the place where Toastmasters learn life-changing leadership and communication skills. Clubs that have great programming are meeting member needs and provide opportunities for continued growth.

- ▶ **In every Area most or all Clubs are Distinguished Clubs.** Through their Area Governors, Division Governors should encourage Clubs to use the Distinguished Club Program's Club Success Plan so Clubs can insure a healthy, active membership and inspire their members to meet their educational goals.

- ▶ **All or most Areas achieve Distinguished, Select Distinguished, or President's Distinguished Area recognition.** Just as an Area Governor is responsible for the performance of his or her Clubs, a Division Governor is responsible for the performance of the Areas in his or her Division. When Areas achieve in the Distinguished Area program, this means that Clubs

are receiving the service and support they need to deliver the benefits of the Toastmasters educational program to members.

- ▶ **Club Growth.** In addition to maintaining healthy Clubs, Division Governors are always seeking out possibilities for new Clubs so that more people have the opportunity to learn, grow, and achieve through a Toastmasters Club.

What makes a Division Governor successful? To be successful, a Division Governor must plan and achieve:

SLIDE #21

- ▶ Distinguished Division
- ▶ Select Distinguished Division, or
- ▶ President's Distinguished Division

We want each Division Governor to be the leader of a "Distinguished Division." Even better, we would like each Division Governor to set a goal to achieve "Select Distinguished Division" or "President's Distinguished Division."

The designation of "Distinguished Division," "Select Distinguished Division," or "President's Distinguished Division" means that the Clubs and Areas in your Division are doing things right. Area Governors are helping Clubs and Clubs are meeting member needs. It signifies that you are a contributor to your District's success. Most important, it means the Toastmasters in your Division are reaping the benefits of the Toastmasters educational program.

MEETING MINIMUM GOALS FOR THE DISTINGUISHED DIVISION PROGRAM

Divisions within the Districts of Toastmasters International are eligible to participate

in the program. Divisions must have at least three Areas. The program begins on July 1 and ends on June 30.

Let's examine what goals your Division needs to achieve to become a "Distinguished Division," "Select Distinguished Division," or "President's Distinguished Division."

DISTINGUISHED DIVISION

SLIDE #22

To become a Distinguished Division requires achievement of these two goals:

- ▶ **No net Club loss:** The number of paid Clubs in the Division on June 30 must equal or exceed the Division's CLUB BASE. For a Club to be counted as paid, its April semiannual report must be complete and it must be post-marked on or before June 30 and received at World Headquarters no later than 5 p.m. PT, July 7. A complete semiannual report includes a semiannual report form, membership list, and dues payment. A Club is also counted as paid if it charters from April 1 through June 30 of the program year. (Goal calculation: Minimum Club paid Club goal equals the CLUB BASE; For example, a Division with a CLUB BASE of 25 must have at least 25 paid Clubs by June 30 of the program year. A Division's CLUB BASE is the total number of Clubs which submitted a complete April semiannual report for the prior year **PLUS** any Clubs chartered from April 1 through June 30 of the prior year.)
- ▶ **50 percent Distinguished Areas:** Fifty percent of the Areas in a Division must achieve Distinguished Area (this includes Select Distinguished Area and President's Distinguished Area). At least half of a Division's Areas Must be Distinguished to achieve this goal. So this goal is rounded upward to

the next whole number. Only Areas with a CLUB BASE of three or more are counted in calculating the goal and goal achievement. (Goal calculation: The number of Areas in the Division multiplied by .50; For example, a Division with 7 Areas would need to have at least four of its Areas achieve Distinguished Area.)

SELECT DISTINGUISHED DIVISION

SLIDE #23

To become a Select Distinguished Division requires achievement of these two goals:

- ▶ **No net Club loss:** The number of paid Clubs in the Division on June 30 must equal or exceed the Division's CLUB BASE. For a Club to be counted as paid, its April semiannual report must be complete and it must be post-marked on or before June 30 and received at World Headquarters no later than 5 p.m. PT, July 7. A complete semiannual report includes a semi-annual report form, membership list, and dues payment. A Club is also counted as paid if it charters from April 1 through June 30 of the program year. (Goal calculation: Minimum Club paid Club goal equals the CLUB BASE; For example, a Division with a CLUB BASE of 25 must have at least 25 paid Clubs by June 30 of the program year. So if a Division loses a Club, it must replace that Club to have no net loss.)
- ▶ **75 percent Distinguished Areas:** Seventy-five percent of the Areas in a Division must achieve Distinguished Area (this includes Select Distinguished Area and President's Distinguished Area). Only Areas with a CLUB BASE of three or more are counted in calculating the goal and goal achievement. (Goal calculation: The number of Areas in the Division multiplied by .75 and rounded down to the next whole number; For example, a

Division with 7 Areas would need to have at least five of its Areas achieve Distinguished Area.)

PRESIDENT'S DISTINGUISHED DIVISION

SLIDE #24

To achieve President's Distinguished Division recognition, a Division must achieve all of the goals for Select Distinguished Division (no net Club loss and 75% Distinguished Areas) and:

- ▶ **Net growth of one Club:** A Division must have a total of at least one more paid Club compared to the number of Clubs in the Division CLUB BASE. For a Club to be counted as paid, its April semiannual report must be complete and it must be postmarked on or before June 30 and received at World Headquarters no later than 5 p.m. PT, July 7. A complete semiannual report includes a semiannual report form, membership list, and dues payment. A Club is also counted as paid if it charters from April 1 through June 30 of the program year. (Goal calculation: CLUB BASE plus 1; For example, a Division with a CLUB BASE of 25 must have at least 26 paid Clubs by June 30 of the program year).

The Division Performance Plan can help you achieve Distinguished Division, Select Distinguished Division, or President's Distinguished Division status. The Plan helps you establish goals, plans, and strategies that the Division can use to achieve.

In addition, you can use a computerized report system called the **Distinguished Division/Area Report**. The report shows Distinguished Area Program goals for your Division and informs you about progress toward achieving those goals. We'll discuss these in more detail later.

MEASURING CLUB SUCCESS: THE DISTINGUISHED CLUB PROGRAM

*PRESENTER: This section should be presented to both Area and Division
Governors.*

The Club is the foundation of Toastmasters. It's imperative that Clubs are healthy and successful. When Club meetings are well run and productive, membership grows; more people benefit from the Toastmasters program. That's why it's important for you to help strengthen Clubs in your Area or Division. If your Clubs are strong and successful, you will be successful. All successful Clubs have several characteristics in common:

- ▶ **Productive and enjoyable meetings.** People learn best in moments of enjoyment. Successful Clubs ensure that meetings deliver the benefits of the Toastmasters program.
- ▶ **Manual Speeches.** Clubs that use the Toastmasters International educational program are the ones that allow members to learn vital communication skills. Manual speeches and effective evaluations are essential foundations for Club success. Manual speeches provide purpose and structure to the learning process.
- ▶ **Every member achieves a CTM and members are moving through the TI Communication and Leadership Tracks.** Clubs must move their members through the Toastmasters International Communication and Leadership tracks. Every member who joins should immediately be started on the path to getting a CTM. Every CTM should begin working toward achieving his or her ATM-B. Successful Clubs don't want their members to stagnate, so they foster achievement through our educational programs.

SLIDE #25

► **Charter strength (20 or more members) and encourage people to join.**

Clubs need enough members to fulfill the educational and leadership roles within the Club. When a Club has twenty or more people, responsibilities can be shared and speakers have an audience for their presentations. Also, Clubs at charter strength have sufficient people resources so that members can mentor, assist, and help each other achieve educational goals.

Growth is critical to the vitality of a Club. New members help combat natural membership turnover. Clubs must encourage guests visits and explain to guests the benefits of Toastmasters membership.

► **Trained and effective Club Leaders.** Clubs must have effective leaders in order to be successful. Trained Club leaders are best able to guide Clubs in planning, programming, membership, and other areas vital to Club health.

DISTINGUISHED CLUB PROGRAM:

TICKET TO CLUB, AREA AND DIVISION SUCCESS

A successful Club is one that has a healthy, active membership and helps its members achieve their educational goals. The Distinguished Club Program is designed to promote achievement in these areas. To ensure that Clubs are healthy, it's important to encourage Clubs in your Area or Division to use the Distinguished Club Program. **Every Club should be a Distinguished Club.** When Clubs become Distinguished, it means that members are learning and growing. In addition, many of the goals necessary for your Area, Division, and District to become Distinguished will be met.

***PRESENTER:** Distribute Handout #2, "Distinguished Club Program," while you review the basic requirements and goals in the Distinguished Club Program. If participants would like additional information regarding deadlines, etc., refer them to the Distinguished Club Program brochure (Catalog No. 1111). This brochure was included in the Area Governor and Division Governor Kits distributed by Districts and it is on the Toastmasters International website at www.toastmasters.org.*

HANDOUT #2

Since the Distinguished Club Program can be the foundation for your Area and District success, let's take a closer look at it .

The Distinguished Club Program is an annual program, running from July 1 through June 30. The program consists of 10 goals a Club should strive to achieve during this time. World Headquarters tracks the progress of the Club toward these goals throughout the year, sending quarterly progress reports to the Club President. At year-end, World Headquarters calculates the number of goals the Club achieved and recognizes it as a Distinguished Club, Select Distinguished Club, or President's Distinguished Club based on the number of goals achieved and the number of members it has.

Following are the goals a Club should strive to achieve during the year:

SLIDE #26

1. Two CTMs
2. Two more CTMs
3. One ATM
4. One more ATM
5. One CL, AL, or DTM

-
6. One more CL, AL, 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 membership report and one Club Officer List submitted on time.

Clubs with at least 20 members OR with a net growth of at least five new members at June 30 which also do the following are eligible for Toastmasters International recognition at year-end:

SLIDE #27

ACHIEVE	RECOGNITION EARNED
Five of 10 goals	Distinguished Club
Seven of 10 goals	Select Distinguished Club
Nine of 10 goals.....	President's Distinguished Club

If the Club earns recognition as a Distinguished, Select Distinguished, or President's Distinguished Club, a handsome ribbon for display on the Club banner will be included with the year-end report sent to the Club President along with a congratulatory letter. The Club's officers also will be invited to attend the Club Leadership Luncheon held during the International Convention in August, where they will be recognized for the Club's achievement.

In October, January, and April the Club President will receive in the mail a progress report (see sample below) in the quarterly account statement from World Headquarters. The report will show the Club's membership base, current membership, and progress toward the 10 goals. Following the June 30 close date, and after all data received has been processed, the Club President will be sent a final, year-end report showing how the Club did and any recognition it earned.

In addition to the quarterly reports the Club President will receive, monthly updates are available on the Toastmasters International site on the World Wide Web: www.toastmasters.org.

CLUB SUCCESS PLAN

The Club Success Plan is part of the Distinguished Club Program (Catalog No. 1111). Clubs use the plan as a tool to fulfill the goals for the Distinguished Club Program. To help Clubs become Distinguished, Area Governors should inquire during visits to see if they are using the plan. Encourage Clubs to use it as it outlines the criteria listed earlier and identifies resources Clubs may use to achieve their goals. It has space to write in assignments, develop timetables, and track accomplishments. This document is for a Club's internal use only; Clubs are not required to submit it to anyone for approval or for review.

***PRESENTER:** Address any questions participants may have regarding the Distinguished Club Program before moving on.*

TRACK PROGRESS USING THE DISTINGUISHED DIVISION/AREA REPORT

***PRESENTER:** Walk the participants through the Distinguished Division/Area Report. Give a brief explanation of each heading, using Handout # 3.*

The Distinguished Division/Area Report is part of the Distinguished Division and Distinguished Area Programs. It is a computerized report which indicates

HANDOUT #3

the goals for each Area and tracks progress during the year. It is mailed to Division Governors each month along with the District Performance Report. It also is mailed to Area Governors along with the District Performance Report in October, January, April, and May, and in July for end-of-the-year results.

***PRESENTER:** Goals indicated on this report are only minimum goals. Districts will often set higher goals than those identified on the report. Districts will also set other goals that are not covered in this report. Encourage Area Governors to communicate with Division Governors and urge Division Governors to speak with the District Governor or Lt. Governors. Refer participants to the Distinguished Area and Distinguished Division Programs brochure for additional information about the report.*

***IMPORTANT:** Although these reports are mailed quarterly, officers can view copies of this report and the DCP report each month at www.toastmasters.org.*

PLANNING FOR SUCCESS

AREA AND DIVISION PERFORMANCE PLANS

***PRESENTER:** If participants have their Distinguished Area and Division Programs brochure (Catalog No. 1481), you may want them to open the brochure to the page that outlines the plan. Then they can follow along while you explain it. Or you may wish to use Handout #3 which is included in this training program.*

Planning is essential for success. In order to become a Distinguished, Select Distinguished, or President's Distinguished Area or Division, you need a **PLAN**. A well-developed Area or Division Performance Plan puts your vision of success into action. It lets team members understand what they need to do to accomplish goals. Additionally, the plan is a guideline describing how team members will contribute to achieving the honor of Distinguished, Select Distinguished, or President's Distinguished Area or Division.

The Area and Division Performance Plans are simple, easy-to-use tools which help your Area achieve its goals. These plans also help outline strategies for goal achievement. The Performance Plan helps incorporate four essential elements necessary to achieve goals —

what,
when,
how, and
who.

If you determine *what* should be done, *when* and *how* it will be accomplished, along with *who* is responsible for doing it — then implementation becomes much easier.

PRESENTER: *Walk participants through the Area and Division Performance Plans. Give a brief explanation of each heading.*

The Plan identifies resources your Area or Division may use in its efforts to become a Distinguished. It has space for you to write in assignments, develop a timetable, and track accomplishments. Following is an explanation of all the headings of the plan.

Activity: Listed under this heading is a general activity which needs to be addressed in order to become a Distinguished, Select, or President's Distinguished Area/Division. For example, an Area Performance Plan would list CTMs, ATMs, Distinguished Clubs, etc. A Division Performance Plan would list Distinguished Areas, Club growth, etc.

Goal: This needs to be a specific, concrete, measurable statement of what needs to be achieved. For example, a good DCP goal for the Distinguished Area Program would be that the Area have "60 percent of Clubs Distinguished by June 30." A better goal would be one that gives the actual number of Distinguished Clubs needed to achieve the DCP goal on the Distinguished Division/Area Report. A good goal for the Distinguished Division Program would be the number of Distinguished Areas needed to achieve the Distinguished Division Program goal.

Situation Analysis: This describes the current conditions in the Area or Division. For example, an Area Performance Plan might indicate, "Last year, only one Club was a Distinguished Club. The Area needs to have at least four Distinguished Clubs to achieve its goal." A Division Performance Plan might state, "Last year, the Division had only one Distinguished Area. The Division needs five Distinguished Areas to achieve President's Distinguished Division."

Strategy: This describes the methods which will be employed to achieve the goal. For example, if the Area goal is to have 60 percent of its Clubs Distinguished, then the strategy might be to "Get each Club President's commitment to achieve the goals necessary to become a Distinguished Club." If a Division's goal is to have net growth of at least one Club per Area, a strategy might be to "Develop at least five new Club leads per Area."

Resources: List here the people, time, materials, and programs necessary to implement strategies and achieve program goals. Enlist the help of Club members. Review the Toastmasters International Supply Catalog for materials which assist Clubs and ultimately help achieve program goals.

Assignment: This is the person or who will be responsible for making sure that actions necessary to accomplish the goal are completed.

Timetable: A place is provided to list when each strategy will start and when it is scheduled to be completed. Space is also provided to indicate actual accomplishment.

Included in Distinguished Area and Division Program brochure is a sample Area Performance Plan and a sample Division Performance Plan like those in the handout. The first few pages of each plan include program goals along with sample strategies, resources, and assignments. Feel free to add goals and develop strategies that will work in your Area/Division.

Blank pages with headings also are included so you can construct a plan which meets the needs of your Area or Division. Photocopy these blank pages and use them to help develop a plan for achieving other goals as well.

AREA/DIVISION PERFORMANCE PLAN EXERCISE

PRESENTER: Conduct a Performance Plan exercise.

PURPOSE: To familiarize participants with the Area and Division performance plans and how to use these tools.

MATERIALS: Performance Plan Handout

TIME: 25 minutes

PROCESS:

1. Have participants form groups of three or four. Or if Division and Area Governors are being trained together, you may wish to divide participants into groups according to the Division to which they belong.
2. Use Handout #3 which has both the Area and Division Performance Plans. You should also give participants a copy of the most recent Distinguished Division/Area Report. This can be obtained from the District Governor or Lt. Governor.
3. Assign each group one of the Distinguished Area or Distinguished Division Program goals. For example, one group of Area Governors may be assigned the goal "60 percent of Clubs at 20-plus membership" and another assigned "60 percent of Clubs achieve Distinguished Club recognition." Similarly, Division Governors may be assigned the goal "Net growth of one Club."
5. Use the exercise overhead as a guide.
6. Give each group 15 minutes to complete the plan for its particular goal. Announce when groups should begin working on each section, how much time is left, etc.
 - * Activity (1 minute)
 - * Goal (2 minutes)
 - * Situation Analysis (2 minutes)
 - * Strategy (3 minutes)
 - * Resources (2 minutes)
 - * Assignment (3 minutes)
 - * Timetable (2 minutes)
7. After the 15 minutes have lapsed, ask one or two groups to take two minutes or less to share the goal, situation, strategy, and assignment they developed.
8. Questions for discussion:
 - * Was the goal specific?
 - * Was the goal measurable?
 - * Were strategies well defined?
 - * To whom were goals assigned, and why?
 - * How will the Performance Plans be used to help achieve Distinguished Area and Distinguished Division?
9. Conclude the exercise by emphasizing that the plan needs to be tailored to meet Club, Area, Division, and District needs. This involves a team effort, using leadership skills to organize the Area and Division teams into action.

CLOSING

Formula for Success: Plan the Work and Work the Plan

PRESENTER: This section should be presented to both Area and Division Governors. The section that follows, "The Distinguished Division Program," is specifically designed for Division Governors, but can also be presented to Area Governors.

Area and Division Governors should work together to develop plans which help achieve Area, Division, and ultimately District goals. Planning is a team effort. Encourage input and cooperation from Clubs and members of the Area/Division team.

SLIDE #30

Every minute spent in careful planning can literally save you hours in efforts to achieve those goals. In a certain sense, planning is like an investment: it can yield great dividends.

After you've developed a plan, work it to the maximum. It can serve as a useful guide and resource to you and the members of your Area and Division teams.

Promote the Distinguished Club program continuously. Not only is it a Distinguished Area and Distinguished District Program goal, it is an extremely effective tool for motivating Club achievement. The Distinguished Club Program can form foundations for healthy Clubs, Areas, Divisions and Districts. As you strive to achieve Distinguished Area Program goals and Distinguished Division Program goals during the year, remember that you are empowering people to realize their potential and achieve their dreams. Every Club you help, every educational achievement you inspire, and every Club you build means that more people are receiving the wonderful, life-changing benefits that only membership in a Toastmasters Club can deliver.

Part III: Visual Aids

Slides on the following pages are designed specifically for the presenter who will be conducting the training session. These slides are available in a PowerPoint file at www.toastmasters.org. If a laptop computer and datascreen projector are not available, slide copy may be used to make transparencies for an overhead projector, or they can be copied onto a flip chart.

Each page is designated as an overhead by a number that corresponds with the training outline (SLIDE #1, SLIDE #2, etc.).

TIPS ON USE:

1. Show the slide while you are talking about it. Turn off the slide when you want attention directed back to you. Your audience cannot concentrate on both at the same time.
2. Be sure that everyone in the audience can clearly see the slides. Visibility to the people at the rear of the room is your guide.
3. Talk to the audience, not to the slide. Maintain eye contact even when your listeners are looking at the slide. This will help you judge their understanding of it.
4. Don't overdo it. You need not discuss every point on the slide.
5. Rehearse. Nothing is more important than adequate preparation. Know how and when you will use the slide, then practice until you can use it smoothly. Anticipate all possible problems, especially when audiovisual equipment is involved.
6. Remember . . . Be as professional as possible.

Session Objectives



- ▶ **Identify Our District Mission**
- ▶ **Establish Service Standards for Area Governors and Division Governors**
- ▶ **Measure Your Success: Distinguished Area and Division Programs**
- ▶ **Measure Club Success: Distinguished Club Program**
- ▶ **Plan to Succeed.**

The Mission of the District



The Mission of the District is to enhance the performance and extend the network of Clubs, 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 goals and membership goals.
- Insuring that each Club effectively fulfills its responsibilities to its members.
- Providing effective training and leadership development opportunities for Club and District officers.

Service Standards for Area Governors



- ▶ **Focus on membership growth and educational achievements in Clubs so the Area can achieve minimum recognition of Distinguished Area.**
- ▶ **Motivate and assist each Club in the Area to become a Distinguished Club.**

► **Make at least two Club visits:**

- **Assess Club membership and willingness to grow**
- **Assess who will achieve educational achievements and when these will be completed**
- **Evaluate educational programming and quality expected of a Club**
- **Complete the Area Report of Club Visit form, give a copy to the Club President, and mail a copy to the District Governor by the deadline on the form**

- ▶ **Offer to make a presentation during the Club visit on one or more of the following topics:**
 - **Distinguished Club Program**
 - **Communication and Leadership Tracks**
 - **Membership growth**

- ▶ **Ensure that each Club understands the service roles of Area Governor and the District.**

▶ **Contact Club Presidents monthly about:**

- **Distinguished Club Program performance**
- **Follow up on items identified during previous visit or contact**
- **District training or other District events**

▶ **Growth**

- **Ensure no net Club loss in the Area**
- **With help from the Division Governor, build at least one new Club within the Area**

▶ **Hold at least two Area Council Meetings each year and have the following topics on the agenda:**

- **Distinguished Club Program: Club plans, goals, needs for District / Area assistance**
- **Attendance at Club Officer training**
- **Planning for inter-Club events (e.g., training, time and place of Area speech contests)**

▶ **Participate in District Training for Area Governors, Executive Committee meetings, District Conferences and District Council meetings.**

Service Standards for Division Governors



- ▶ **Achieve minimum recognition of Distinguished Division.**
- ▶ **Focus on Area Governor achievement in the Distinguished Area Program so that every Area is a Distinguished Area or better.**

► **Contact Area Governors at least monthly and discuss:**

- **Progress toward goals in the Distinguished Area Program**
- **Follow-up on Club visits**
- **Weak Clubs and strategies to make sure there are no single-digit Clubs in any Area**
- **Rebuilding all Clubs to charter strength**

- ▶ **Ensure that 100 percent of Area Governors are trained**
- ▶ **Growth: Build one new Club in each Area**
- ▶ **Hold at least two Division Council Meetings each year, and have the following topics on the agenda:**
 - **Distinguished Area Program: Area plans, goals, progress, and the need for assistance from the Division Governor and District.**

- **Distinguished Club Program: Club plans, goals, progress, need for District / Division/Area assistance**
- **Attendance at Club Officer training**
- **Planning for Division Speech Contests**
- ▶ **Participate in District training for Division Governors and Area Governors, Executive Committee meetings, District Conferences and District Council meetings.**

Measuring Area Governor Success



To be successful, an Area Governor must plan and achieve:

- ▶ **Distinguished Area**
- ▶ **Select Distinguished Area, or**
- ▶ **President's Distinguished Area**

Eligibility to Participate in the Distinguished Area Program



- ▶ **Every Area containing three or more Clubs in its CLUB BASE is automatically considered in the Distinguished Area Program. (CLUB BASE calculations will be explained later in this session.)**
- ▶ **An Area with one or two Clubs in its CLUB BASE is ineligible for inclusion and recognition in the Distinguished Area Program.**

Distinguished Area Goals

ACHIEVE FOUR OF THESE FIVE GOALS:

- ▶ **Goal # 1: 75% of Area Clubs submit a complete October semiannual report to WHQ by November 15**
- ▶ **Goal # 2: 75% of Area Clubs submit a complete April semiannual report to WHQ by May 15**
- ▶ **Goal # 3: Average 1.75 CTMs per Club by June 30**
- ▶ **Goal # 4: Average 1 ATM for every 2 Clubs by June 30**
- ▶ **Goal # 5: 60% of Area Clubs become Distinguished Clubs**

Select Distinguished Area



ACHIEVE ALL FIVE PROGRAM GOALS AND THE FOLLOWING:

- ▶ **Goal # 6: 80% of Area Report of Club Visit Forms for 1st round of visits submitted to WHQ by November 30**
- ▶ **Goal # 7: 80% of Area Report of Club Visit Forms for 2nd round of visits submitted to WHQ by May 31**
- ▶ **Goal # 8: 60% of Area Clubs have 20 or more paid members by June 30**

President's Distinguished Area



**ACHIEVE ALL SELECT
DISTINGUISHED
AREA GOALS AND:**

- ▶ Goal # 9: Net growth of one Club

Goals Are Determined by Using a “Club Base”



Number of Area Clubs submitting a
complete April semiannual report for
the prior year

 **PLUS**

Clubs chartered April 1 through
June 30 of the prior year

Club Base Calculation Example

Number of Area Clubs submitting an
April semiannual report for prior year.....6

PLUS

Clubs chartered from April 1- June 30 of
prior year.....+1

CLUB BASE.....=7

Sample Distinguished Area Goal Calculations

Goal: Average of 1.75 CTMs per Club in Area by June 30

Goal calculation: CLUB BASE X 1.75;

For example, an Area with a CLUB BASE of 7 must have 12 CTMs by June 30

Goal: 60 percent of Area Clubs achieve Distinguished Club by June 30

Goal calculation: CLUB BASE X .60;

For example, an Area with a CLUB BASE of 7 must have 4 Clubs achieve Distinguished Club or better by June 30

What Makes a Division Governor Successful?



- ▶ **Every Area has healthy Clubs**
 - **Charter strength**
 - **Great educational programming**
- ▶ **In every Area, most or all Clubs are Distinguished Clubs**
- ▶ **Areas are Distinguished, Select Distinguished, or President's Distinguished**
- ▶ **Club growth**

Measuring Division Governor Success



To be successful, a Division Governor must plan and achieve:

- ▶ **Distinguished Division**
- ▶ **Select Distinguished Division, or**
- ▶ **President's Distinguished Division**

Distinguished Division Goals



- ▶ **No net Club loss**
- ▶ **50% or more Areas achieve
Distinguished Area or better**

Select Distinguished Division



- ▶ **No net Club loss**
- ▶ **75% of Areas achieve Distinguished Area or better**

President's Distinguished Division



- ▶ **Achieve all Select Distinguished Division goals**
- ▶ **Net growth of one Club**

Successful Clubs



- ▶ **Productive and enjoyable meetings**
- ▶ **Manual Speeches**
- ▶ **Every member achieves a CTM and members are moving through the TI Communication and Leadership Tracks**
- ▶ **Charter strength (20 or more members) and encourage people to join**
- ▶ **Trained and effective Club Leaders**

Distinguished Club Program Goals



- 1. Two CTMs**
- 2. Two more CTMs**
- 3. One ATM**
- 4. One more ATM**
- 5. One CL, AL, or DTM**
- 6. One more CL, AL, or DTM**
- 7. Four new members**
- 8. Four more new members**
- 9. Minimum four Club Officers trained during each training period**
- 10. One semiannual membership report, one Club Officer List submitted on time.**

Recognition

Clubs with at least 20 members OR with a net growth of at least five new members at June 30 which also do the following are eligible for Toastmasters International recognition at year-end:

ACHIEVE RECOGNITION

Five of 10 goals Distinguished Club

Seven of 10 goals Select Distinguished Club

Nine of 10 goals President's Distinguished Club

Performance Plan



- ▶ **Activity**
- ▶ **Goal**
- ▶ **Situation Analysis**
- ▶ **Strategy**
- ▶ **Resources**
- ▶ **Assignment**
- ▶ **Timetable**

Area/Division Performance Plan Exercise

25 MINUTES

- ▶ List activity (*1 minute*)
- ▶ State clear goal (*2 minutes*)
- ▶ Describe current situation (*2 minutes*)
- ▶ Develop strategy to achieve goal (*3 minutes*)
- ▶ List resources/people/materials necessary to achieve goal (*2 minutes*)
- ▶ Assign people to achieve goal (*3 minutes*)
- ▶ Set timetable (*2 minutes*)
- ▶ Group discussion (*10 minutes*)

Plan the work.

Work the Plan.

Achieve Success.

Part IV: Handout Copy

The handouts that follow may be reproduced for distribution to training session participants. Make certain you accurately project the number of attendees so you won't run short of material.

If you wish, feel free to revise the material to suit your own style.

District Service Standards for Division Governors and Area Governors

Districts are the service arm of Toastmasters International. Districts, through their Areas and Divisions, are in the business of extending benefits of Toastmasters to more people by helping existing clubs and building new clubs. These standards can help Area and Division Governors to clearly understand their roles so they can better serve clubs and club officers.

Standards for Area Governors

- Focus on membership growth and educational achievements in Clubs so the Area can achieve a minimum recognition of Distinguished Area.
- Motivate and assist each club in the Area to become a Distinguished Club.
- Make at least two club visits:
 - assess club membership and willingness to grow
 - assess who will achieve educational achievements and when these will be completed
 - evaluate Club quality of meetings, recognition, working with new members and administration
 - complete the Area Report of Club Visit form, give a copy to the Club President, and mail a copy to the District Governor by the deadline on the form
- Offer to make a presentation during the club visit on one or more of the following topics:
 - Distinguished Club Program
 - Communication and Leadership Tracks
 - Membership growth and development
- Ensure that each club understands the service roles of Area Governor and the District.
- Contact club presidents monthly about:
 - Distinguished Club Program performance
 - Follow up on items identified during previous visit or contact
 - District training or other District events
- Growth
 - Ensure no net club loss in the Area
 - Assist the Division Governor in building at least one new club within the Area or Division
- Hold at least two Area Council Meetings each year and have the following topics on the agenda:
 - Distinguished Club Program: Club plans, goals, needs for District/Area assistance
 - Attendance at Club Officer training
 - Planning for inter-Club events (e.g., training, time and place of Area speech contests)
- Participate in District Training for Area Governors, Executive Committee meetings, District Conferences and District Council meetings.

Standards for Division Governors

- Achieve minimum recognition of Distinguished Division.
- Focus on Area Governor achievement in the Distinguished Area Program so that every Area is a Distinguished Area or better.
- Contact Area Governors at least monthly and discuss:
 - Progress toward goals in the Distinguished Area Program
 - Follow-up on club visits
 - Weak clubs and strategies to make sure there are no single-digit clubs in any Area
 - Rebuilding all clubs to charter strength
- Ensure that 100 percent of Area Governors are trained
- Growth: Ensure a net gain of one club or more per Area
- Hold at least two Division Council Meetings each year, and have the following topics on the agenda:
 - Distinguished Area Program: Area plans, goals, progress, and the need for assistance from the Division Governor and District
 - Distinguished Club Program: Club plans, goals, progress, need for District/Division/Area assistance
 - Attendance at Club Officer training
 - Planning for Division Speech Contests
- Participate in district training for Division Governors and Area Governors, Executive Committee meetings, District Conferences and District Council meetings.

Distinguished Club Program

GOALS:

1. Two CTMs
2. Two more CTMs
3. One ATM
4. One more ATM
5. One CL, AL, or DTM
6. One more CL, AL, or DTM
7. Four new members
8. Four more new members
9. Minimum four club officers trained during each training period
10. One semiannual membership report and one club officer list submitted on time

RECOGNITION:

Clubs with at least 20 members OR with a net growth of at least five new members at June 30 which also do the following are eligible for Toastmasters International recognition at year-end:

ACHIEVE

Five of 10 goals
Seven of 10 goals
Nine of 10 goals

RECOGNITION EARNED

Distinguished Club
Select Distinguished Club
President's Distinguished Club

DISTINGUISHED DIVISION/AREA REPORT

The Distinguished Division/Area Report is part of the Distinguished Division and Distinguished Area Programs. It provides a mechanism by which Districts can track and recognize minimum achievement in factors critical to Area, Division, and ultimately District success.

Goals indicated on this report are only minimum goals. Districts will often set higher goals than those identified in the report.

Districts will also set many other goals which are not covered in this report. Division and Area Governors should maintain frequent and close contact with the top District leadership to help determine all the District goals which are appropriate for each Division and Area.

Distinguished Division/Area Report – Explanation of Headings

AREAS

District: The District number appears at the beginning of the report.

Month Ending: Information in this report is for the period indicated (July 1 through June 30 on this year-end sample report).

Div/Area/Club: Each Club is sorted by Division, Area, and Club number.

Membership Dues Renewal In On Time, October: Complete October dues renewal, including dues payment and Club membership renewal invoice and roster should be received at World Headquarters on or before November 15. A “Y” in this column indicates the semi was received on time. After November 15, “N” will appear in this column if the semi was not received by the deadline.

Membership Dues Renewal In On Time, April: A “Y” appears in this column if a Club’s complete April membership dues renewal has been received at World Headquarters on or before May 15. After May 15, “N” will appear in this column if the semi was not received by the deadline.

CTM: The number of Competent Toastmaster Awards (CTMs) achieved in each Club since July 1 is indicated.

ATM: The number of Advanced Toastmaster Awards (ATMs) achieved in each Club since July 1 is indicated.

DGP: Beginning with the April report, a “Y” appears in this column if a Club achieves Distinguished Club or Select Distinguished Club. On the June 30 report “N” will appear in this column if a Club does not achieve Distinguished Club recognition.

Club Visits Nov: Area Report of Club Visit Forms for the first round of visits should be postmarked on or before November 30 and received at World Headquarters by December 10. A “Y” will appear in this

column if a form has been received by the deadline. After the deadline, “N” will appear in this column if a form has not been received.

Club Visits May: Area Report of Club Visit Forms for the second round of visits should be postmarked on or before May 31 and received at World Headquarters by June 10. A “Y” will appear in this column if a form has been received by the deadline. After the deadline, “N” will appear in this column if a form has not been received.

Membership Renewals + New: This column indicates the membership for each Club for the **current** dues renewal period. The total membership for each Club equals membership dues renewal payments (per capita) plus new member dues payments (per capita) for the current membership dues renewal period.

Charter: This designation and the charter date will appear next to Clubs which have been chartered since July 1. These Clubs **ARE NOT** part of the Division or Area **CLUB BASE** and their addition to a Division/Area does not affect the goal calculations. However, any performance by a newly chartered Club during the year will be included as part of the Division and Area performance totals.

AREA TOTALS: Totals are indicated for each column by Area:

DUES RENEWALS IN ON TIME: The totals in these columns show the number of complete dues renewals received by the deadline.

CTM: The number of CTMs achieved to date.

ATM: The number of ATMs achieved to date.

DGP: The total number of Distinguished Clubs in the Area

CLUB VISITS: The totals in these columns show the number of Area Report of Club Visit Forms received by the deadline.

CURRENT DUES PERIOD RENEWALS + NEW: The total number of Clubs currently at 20 or more members.

AREA GOALS: The minimum performance needed to achieve the following goals:

DUES RENEWAL IN ON TIME, OCTOBER GOAL: 75% of October dues renewals must be received at World Headquarters by November 15 (GOAL = .75 x CLUB BASE).

DUES RENEWAL IN ON TIME, APRIL GOAL: 75% of April dues renewals must be received at World Headquarters by May 15 (GOAL = .75 x CLUB BASE).

CTM GOAL: An average of 1.75 CTMs per Club by June 30 (GOAL = 1.75 x CLUB BASE).

ATM GOAL: An average of one ATM for every two Clubs by June 30 (GOAL = .5 x CLUB BASE).

DISTINGUISHED CLUB PROGRAM: 60 percent of Area Clubs must achieve recognition as a Distinguished Club by June 30 (GOAL = .60 x CLUB BASE).

AREA REPORT OF CLUB VISIT FORMS, FIRST ROUND: Area Report of Club Visit Forms for 80% of Clubs must be postmarked by November 30 and received at World Headquarters by December 10 (GOAL = .80 x CLUB BASE).

AREA REPORT OF CLUB VISIT FORMS, SECOND ROUND: Area Report of Club Visit Forms for 80% of Clubs must be postmarked by May 31 and received at World Headquarters by June 10 (GOAL = .80 x CLUB BASE).

MEMBERSHIP GOAL: 60% of Clubs must have 20 or more members at June 30 (GOAL = .60 x CLUB BASE).

All Distinguished Area goal calculations that do not result in a whole number are rounded down to the next whole number.

CLUB BASE AND AREA CLUB GROWTH GOALS/TOTALS:

AREA CLUB BASE: The number of Clubs assigned to an Area which submitted April membership dues renewals for the prior year plus those Clubs which chartered April 1 through June 30 the prior year. The number is used to calculate all Area goals.

PAID CLUB GOAL FOR PRESIDENT'S DISTINGUISHED AREA: An Area must have net growth of one Club (GOAL = CLUB BASE + 1).

TOTAL PAID AREA CLUBS: The total number of Clubs that have submitted complete semiannual reports or chartered April 1 through June 30 of the program year.

ASTERISK (*): An asterisk will appear next to Area totals for DUES RENEWALS IN ON TIME, CTMs, ATMs and Distinguished Clubs when the goal has been achieved. When an asterisk appears next to any four of these five totals on the June 30 report, this indicates a Distinguished Area. When an asterisk appears next to all five totals and next to the totals for November Club Visits, May Club Visits, and Membership Renewals + New on the June 30 report, this indicates a Select Distinguished Area. If an asterisk appears next to all eight totals and also appears next to Total Paid Area Clubs, then this indicates a President's Distinguished Area. If an Area achieves Distinguished, Select, or President's Distinguished Area, this will be indicated at the bottom of the report page.

DIVISIONS

DIVISION CLUB GROWTH: The Division's CLUB BASE, paid Club goals, and paid Clubs are listed under this heading.

DIVISION CLUB BASE: The number of Clubs assigned to a Division which submitted April membership dues renewals for the prior year plus those Clubs which chartered April 1 through June 30 the prior year. This number is used to calculate the Division's Club goal and the Club goal for President's Distinguished Division.

PAID CLUB GOAL JUNE 30: A Division must have no net Club loss in order to be recognized as a Distinguished Division or Select Distinguished Division. The number of paid Clubs in the Division on June 30 must equal or exceed the Division's CLUB BASE. For a Club to be counted as paid, its April membership

dues renewal must be complete and it must be postmarked on or before June 30 and received at World Headquarters no later than 5 p.m. PT, July 7 (GOAL = CLUB BASE).

PRES. DIST. DIV. PAID CLUB GOAL: Net growth of one Club is one of the goals the Division must achieve in order to be recognized as a President's Distinguished Division. At the end of the program year, a Division must have a total of at least one more paid Club compared to the number of Clubs in the Division CLUB BASE (GOAL = CLUB BASE + 1).

TOTAL PAID DIVISION CLUBS: The number of paid Clubs in the Division to date.

DISTINGUISHED AREAS: The number of Areas in the Division, the Division's Distinguished Area goals, and the number of Distinguished Areas in the Division are listed under this heading.

AREAS IN THE DIVISION: The number of Areas in the Division is indicated. Only Areas with three or more Clubs in the Area CLUB BASE are included in the count.

DISTINGUISHED AREA GOAL FOR DISTINGUISHED DIVISION (50%): Fifty percent of the Areas in a Division must achieve Distinguished Area (this includes Select Distinguished Area and President's Distinguished Area). Only Areas with a CLUB BASE of three or more are counted in calculating the goal (GOAL = the number of Areas in the Division multiplied by .50, rounded up to the next whole number).

DISTINGUISHED AREA GOAL FOR SELECT DISTINGUISHED DIVISION (75%): Seventy-five percent of the Areas in a Division must achieve Distinguished Area (this includes Select Distinguished Area and President's Distinguished Area). Only Areas with a CLUB BASE of three or more are counted in calculating the goal (GOAL = the number of Areas in the Division multiplied by .75, rounded down to the next whole number).

TOTAL DISTINGUISHED AREAS: The total number of Distinguished Areas (including Select and President's Distinguished Areas) is indicated.

ASTERISK (*): One asterisk will appear next to Total Paid Division Clubs if this total equals the Paid Club Goal for June 30. Two asterisks will appear next to Total Paid Division Clubs if this total equals or exceeds the President's Distinguished Division Paid Club Goal. Similarly, one asterisk will appear next to Total Distinguished Areas if 50 percent of Areas are Distinguished. Two asterisks will appear next to Total Distinguished Areas if 75 percent of Areas are Distinguished.

A Division is Distinguished when one or two asterisks appear next to Total Paid Division Clubs and one asterisk appears next to Total Distinguished Areas. A Division is Select Distinguished when one asterisk appears next to Total Paid Clubs and two asterisks appear next to Total Distinguished Areas. When two asterisks appear next to Total Paid Division Clubs and two asterisks appear next to Total Distinguished Areas, this indicates a President's Distinguished Division. If a Division achieves Distinguished, Select Distinguished, or President's Distinguished Division, this will be indicated at the bottom of the report page.

DISTINGUISHED DIVISION/AREA REPORT FOR DISTRICT 99
For the period ending June 30

DIVISION B
AREA 24

<u>Club</u>	<u>Club Name</u>	<u>Dues Renewals On Time</u>					<u>Club Visits</u>		<u>Current Dues Period Renewals Plus New</u>	
		<u>October</u>	<u>April</u>	<u>CTM</u>	<u>ATM</u>	<u>DCP</u>	<u>Nov.</u>	<u>May</u>		
1222	City Club	Y	Y	0	0	Y	Y	Y	19	
1470	Deer Country Club	Y	Y	5	3	Y	Y	Y	34	
1530	Smallville Club	N	Y	1	0	N	Y	Y	10	
4096	First Bank Club	Y	Y	0	0	Y	Y	Y	21	
6505	TMI Club	Y	Y	5	0	Y	N	Y	25	
596579	Valley Club	N	Y	2	0	N	N	Y	20	Charter Oct. 30
Area 24 Totals:		4*	6*	13*	3*	4*	4*	6*	4*	
Goals:		3	3	8	2	3	4	4	3	

Area Club Base 5
Paid Club Goal for Pres. Dist. Area 6
Total Paid Area Clubs 6

Congratulations: *President's Distinguished Area*

Division B Club Growth		Division B Distinguished Areas	
Division Club Base	22	Areas in Division	7
Paid Club Goal June 30	22	Distinguished Area Goal for Distinguished Division (50%)	4
Pres. Dist. Div. Paid Club Goal	23	Distinguished Area Goal for Select Distinguished Div. (75%)	5
Total Paid Division Clubs	23**	Total Distinguished Areas	6**

Congratulations: *President's Distinguished Division*

Distinguished Division/Area reports and
Distinguished Club Program reports are also available monthly at:
www.toastmasters.org

AREA AND DIVISION PERFORMANCE PLANS

Planning is essential for success. In order to become a Distinguished Area/Division, Select Distinguished Area/Division, or President's Distinguished Area/Division, you need to have a **plan**.

The Performance Plan helps you incorporate four essential elements necessary to achieve your goals – what, how, when, and who. If you determine what should be done, when and how it will be accomplished, along with who is responsible for doing it – then implementation becomes much easier.

The purpose of the plan is to help you and the members of your team begin the year on the right note and:

1. Set specific goals.
2. Establish strategies to achieve goals.
3. Develop a framework to help you carry out your plan and produce results.

Each page of the Performance Plan has the following headings:

Activity: Listed under this heading is a general activity which needs to be addressed in order to become a Distinguished, Select, or President's Distinguished Area/Division. For example, an Area Performance Plan would list CTMs, ATMs, Distinguished Clubs, etc. A Division Performance Plan would list Distinguished Areas, Club growth, etc.

Goal: This needs to be a specific, concrete, measurable statement of what needs to be achieved. For example, a good DCP goal for the Distinguished Area Program would be that the Area have "60 percent of Clubs Distinguished by June 30." A better goal would be one that gives the actual number of Distinguished Clubs needed to achieve the DCP goal on the Distinguished Division/Area Report. A good goal for the Distinguished Division Program would be the number of Distinguished Areas needed to achieve the Distinguished Division Program goal.

Situation Analysis: This describes the current conditions in the Area or Division. For example, an Area Performance Plan might indicate, "Last year, only one Club was a Distinguished Club. The Area needs to have at least four Distinguished Clubs to achieve its goal." A Division Performance Plan might state, "Last year, the Division had only one Distinguished Area. The Division needs five Distinguished Areas to achieve President's Distinguished Division."

Strategy: This describes the methods which will be employed to achieve the goal. For example, if the Area goal is to have 60

percent of its Clubs Distinguished, then the strategy might be to "Get each Club President's commitment to achieve the goals necessary to become a Distinguished Club." If a Division's goal is to have net growth of at least one Club, a strategy might be to "Develop at least five solid new Club leads."

Resources: List here the people, time, materials, and programs necessary to implement strategies and achieve program goals. Enlist the help of Club members. Review the Toastmasters International Supply Catalog for materials which assist Clubs and ultimately help achieve program goals.

Assignment: This is the person or people who will be responsible for making sure that actions necessary to accomplish the goal are completed.

Timetable: A place is provided to list when each strategy will start and when it is scheduled to be completed. Space is also provided to indicate actual accomplishment.

Tailor Your Plan for Success

Area and Division Governors should work together to develop plans which help achieve Area, Division, and ultimately District goals. Included in this section is a sample Area Performance Plan and a sample Division Performance Plan. The first few pages of each plan include program goals along with sample strategies, resources, and assignments. Feel free to add goals and develop strategies that will work in your Area or Division.

Blank pages with headings also are included so you can construct a plan which meets the needs of your Area or Division. Photocopy these blank pages and use them to help develop a plan for achieving goals which your District may require.

Promote the Distinguished Club program continuously. Not only is it a Distinguished Area and Distinguished District Program goal, it is an extremely effective tool for motivating Club achievement. The Distinguished Club Program can form the foundation for a healthy Club.

Planning is a team effort. Encourage input and cooperation from Clubs and members of the Area/Division team.

Your Area or Division Performance plan is key to becoming a Distinguished, Select Distinguished, or President's Distinguished Area/Division.



AREA PERFORMANCE PLAN

AREA PERFORMANCE PLAN

ACTIVITY	GOAL	SITUATION ANALYSIS	STRATEGY	RESOURCES	ASSIGNMENT	TIMETABLE		
						START	COMPLETE	ACTUALLY ACCOMPLISHED
Competent Toastmaster (CTM)	Average at least 1.75 CTMs per Club. — CTMs must be registered at WHQ to achieve goal.	Area had average of _____ CTMs per Club last year.	<ul style="list-style-type: none"> ■ Encourage Clubs to use manual projects, progress charts. ■ Get commitment from each Club's VP Education to motivate CTM achievement. ■ Get names of potential CTMs during Area-Club visits. 	<ul style="list-style-type: none"> ■ Membership achievement record (Supply Catalog #1328) ■ Club VPs Education ■ ■ 				
Advanced Toastmaster Awards, including ATM Bronze, ATM Silver, and ATM Gold	Average one award for every two Clubs in the Area. — awards must be registered at WHQ to achieve goal.	Area had average of _____ ATMs for every two Clubs last year.	<ul style="list-style-type: none"> ■ Determine members in position to achieve any ATM award. ■ Encourage achievement during Area-Club visits. ■ Be available to answer questions, provide assistance during year. ■ Get names of potential ATMs during Area-Club visits. 	<ul style="list-style-type: none"> ■ Advanced manuals (See Supply Catalog) ■ Club VPs Education ■ ■ 				
Submission of complete October Membership Dues Renewal	At least 75% of Club semiannual dues, report forms and membership lists submitted to WHQ by November 15. — Clubs must submit semis by November 15 to achieve goal.	Clubs are asked to submit reports by October 10 as part of Distinguished Club Program. Reports, including dues, membership lists, are essential to maintain a member's active status.	<ul style="list-style-type: none"> ■ Contact Clubs regularly and encourage prompt submission of reports. ■ Follow up to make sure each report is sent to WHQ. ■ Provide assistance to Clubs as needed. 	<ul style="list-style-type: none"> ■ Club Presidents ■ Club VPs Membership ■ ■ 				

AREA PERFORMANCE PLAN

ACTIVITY	GOAL	SITUATION ANALYSIS	STRATEGY	RESOURCES	ASSIGNMENT	TIMETABLE			
						START	COMPLETE	ACTUALLY ACCOMPLISHED	
Submission of complete April Membership Dues Renewal	At least 75% of semiannual dues, report forms and membership lists submitted to WHQ by May 15. — Clubs must submit semis by May 15 to achieve goal.	Clubs are asked to submit reports by April 10 as part of Distinguished Club Program. Reports, including dues, membership lists, are essential to maintain a member's active status.	<ul style="list-style-type: none"> ■ Contact Clubs regularly and encourage prompt submission of reports. ■ Follow up to make sure each report is sent to WHQ. ■ Provide assistance to Clubs as needed. ■ 	<ul style="list-style-type: none"> ■ Club Presidents ■ Club VPs Membership ■ ■ 					
Distinguished Club Program	60% of Area Clubs must become Distinguished Clubs by June 30. — Clubs must become Distinguished.	Clubs need to be more aware of the program and need to understand its benefits.	<ul style="list-style-type: none"> ■ Make sure every Club is working toward becoming a Distinguished Club. ■ Check Club progress during Area/Club visit. ■ Promote the program during visits and during Area meetings, contests. 	<ul style="list-style-type: none"> ■ Distinguished Club Program Brochure (Catalog #1111) ■ Club Presidents ■ ■ 					
Area visits, first round	Submit at least 80% of Area Report of Club Visit Forms to District Governor by October 31. District Governor submits forms to World Head-quarters by November 30. — Area Report of Club Visit Forms must be submitted to achieve goal.	Club visits are opportunities to help Clubs with membership growth, quality of Club programming.	<ul style="list-style-type: none"> ■ Review Area-Club Visit Standards (see Area Leadership Handbook section on Area-Club Assistance). ■ Set specific objectives for each visit (e.g., help low-member Clubs build membership). ■ Arrange visits well in advance. ■ Follow-up on semis, CTMs, ATMs, membership <i>after</i> visit. ■ 	<ul style="list-style-type: none"> ■ Club Presidents ■ Assistant Area Governors ■ Division Governor ■ ■ 					

AREA PERFORMANCE PLAN

ACTIVITY	GOAL	SITUATION ANALYSIS	STRATEGY	RESOURCES	ASSIGNMENT	TIMETABLE			
						START	COMPLETE	ACTUALLY ACCOMPLISHED	
Area visits, second round	Submit at least 80% of Area Report of Club Visit Forms to District Governor by April 30. District Governor submits forms to World Headquarters by May 31. — Area Report of Club Visit Forms must be submitted to achieve goal.	Club visits are opportunities to help Clubs with membership growth, quality of Club programming.	<ul style="list-style-type: none"> ■ Review Area-Club Visit Standards (see Area Leadership Handbook section on Area-Club Assistance). ■ Set specific objectives for each visit (e.g., help low-member Clubs build membership). ■ Arrange visits well in advance. ■ Follow-up on semis, CTMs, ATMs, membership <i>after</i> visit. 	<ul style="list-style-type: none"> ■ Club Presidents ■ Assistant Area Governors ■ Division Governor ■ ■ 					
Clubs at charter strength (20-plus membership)	At least 60% of Clubs will have 20 or more members on June 30. — Clubs must have 20 members or more by June 30.	<p>— Clubs now have less than 20 members.</p> <p>— Clubs now have 20 or more members.</p>	<ul style="list-style-type: none"> ■ Assist Clubs in retaining current members. ■ Promote membership building efforts. ■ Get Club commitment to achieve 20-plus membership by June 30. ■ 	<ul style="list-style-type: none"> ■ Membership programs ■ Assist Clubs with programming ■ Club VPs Membership ■ ■ 					

AREA PERFORMANCE PLAN

ACTIVITY	GOAL	SITUATION ANALYSIS	STRATEGY	RESOURCES	ASSIGNMENT	TIMETABLE						
						START	COMPLETE	ACTUALLY ACCOMPLISHED				
Club Growth	Net growth of one Club.	<ul style="list-style-type: none"> ■ Clubs in Area are weak and could fold if no action is taken. ■ The District has identified ___ solid new Club prospects. 	<ul style="list-style-type: none"> ■ Get Club specialists assigned to weak single-digit Clubs. ■ Encourage all Clubs to conduct Speechcraft programs. ■ Follow up Club leads. Help District conduct at least one demo meeting by Dec. 31. ■ 	<ul style="list-style-type: none"> ■ District Governor ■ <i>How to Rebuild a Toastmasters Club</i> (Cat. No. 1158) ■ <i>Speechcraft</i> (Cat. No. 205) ■ <i>How to Build a Toastmasters Club</i> (Cat. No. 121) ■ 								

AREA PERFORMANCE PLAN

	ACTIVITY	GOAL	SITUATION ANALYSIS	STRATEGY	RESOURCES	ASSIGNMENT	TIMETABLE		
							START	COMPLETE	ACTUALLY ACCOMPLISHED



DIVISION PERFORMANCE PLAN

DIVISION PERFORMANCE PLAN

ACTIVITY	GOAL	SITUATION ANALYSIS	STRATEGY	RESOURCES	ASSIGNMENT	TIMETABLE		
						START	COMPLETE	ACTUALLY ACCOMPLISHED
Club Growth	No net Club loss. Division must have — paid Clubs on June 30.	Clubs in Division are weak and could fold if no action is taken	<ul style="list-style-type: none"> ■ Get Club Coach assigned to weak, single-digit Clubs. ■ Encourage all Clubs to conduct Speechcraft programs. ■ 	<ul style="list-style-type: none"> ■ Area Governors ■ <i>How to Rebuild a Toastmasters Club</i> (Cat. No. 1158) ■ <i>Speechcraft</i> (Cat. No. 205) ■ 				
Club Growth	Net growth of at least one club Division must have — paid Clubs on June 30 to have net growth of one Club.	— leads have been identified by the District.	<ul style="list-style-type: none"> ■ Follow up Club leads. ■ Help District conduct at least one demo meeting by Dec. 31. ■ 	<ul style="list-style-type: none"> ■ <i>How to Build a Toastmasters Club</i> (Cat. No. 121) ■ 				
Distinguished Areas	50% Distinguished Areas required for Distinguished Division 75% Distinguished Areas required for Select and President's Distinguished Division	All Areas have potential to be Distinguished.	<ul style="list-style-type: none"> ■ Work with Area Governors so that Area goals are clear. ■ Help Area Governors develop Performance Plan. ■ Provide Area Governors with monthly updates from Division/Area Report. ■ 	<ul style="list-style-type: none"> ■ See Distinguished Area Program criteria. ■ See Supply Catalog for resources that can help Areas achieve goals. ■ 				