

CLUB LEADERSHIP



*Achieving Success as
Sergeant at Arms*



TOASTMASTERS
INTERNATIONAL

T R A I N I N G P R O G R A M

THE MISSION OF THE CLUB

The mission of a Toastmasters Club is to provide a mutually supportive and positive learning environment in which every member has the opportunity to develop communication and leadership skills, which in turn foster self-confidence and personal growth.



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TRAINING CLUB LEADERS . . . A VITAL FUNCTION

As a coordinator for Club Leadership Training, you have one of the most important roles in Toastmasters.

The quality of a Club meeting determines whether people join and stay in our organization. For a Toastmasters Club, success lies in the ability to provide an environment that fosters meaningful self-development for all members. This is where officer training comes into play. Club officers must know their roles and responsibilities. The trainer's job is to explain this and make sure all officers understand why their roles are so important for the overall success of the Club. Your effectiveness as a trainer can make the difference between success and failure for a Toastmasters Club.

Preparation is the cornerstone of a good training session. Take time to review the handbook, 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 essential points of the session while Part III provides you with handouts, including an evaluation form, to distribute. Part IV contains copy for your visual aids. **This entire training program, including PowerPoint slides, is available for downloading on the Toastmasters International Web site, www.toastmasters.org.**

This program is your comprehensive guide for preparing and presenting an effective Club officer training session for the office of Sergeant at Arms. By the end of the session, the members of your audience will be familiar with such basic competencies as understanding the importance of punctuality in setting up the meeting room, arranging the room and equipment for each meeting, greeting all guests and members, arranging for food service at meal meetings, maintaining all Club equipment and materials, and preparing their successor for office.

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PART I: PREPARING FOR THE TRAINING SESSION

A. THREE STEPS IN PLANNING A SUCCESSFUL TRAINING PROGRAM

1. Prepare the Training Agenda

The information in this manual should be the core of your training session and should take about an hour to present. However, you may want to devote additional time to some subject areas or add other subjects to be discussed, depending on the needs of the Clubs. You should discuss your agenda with the Lt. Governor Education and Training to ensure your program is appropriate.

2. Obtain and Prepare Materials

- ▶ Prepare overhead transparencies using the master copies found in Part IV or on the diskette or download the PowerPoint slides from the TI Web site. If a flip chart will be used to replace the overheads, prepare it 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 included on page 25.
- ▶ Duplicate the handouts and evaluation form in Part III of this program, along with any additional handouts you will distribute.
- ▶ Assemble reference materials. These may be available from the District, or you can order them through the Toastmasters International Supply Catalog. Be sure to allow adequate time for shipping.

3. Select Training Assistants

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

B. THE TRAINING ENVIRONMENT

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

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

KEY

A - lectern
and gavel

B - overhead
projector

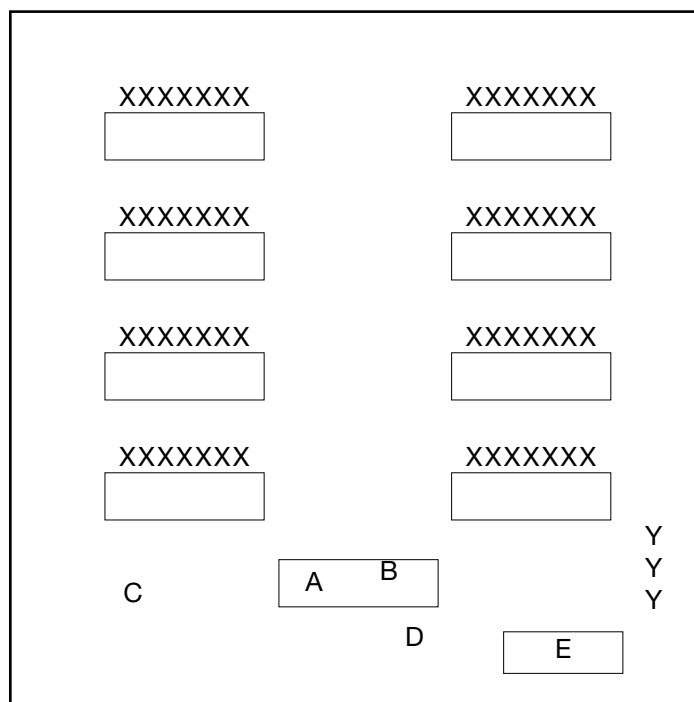
C - flip chart

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, and a distracted and uncomfortable audience won't be able to focus on the presentation. Lastly, make it a practice to greet and chat with as many participants as possible before the session is called to order.

C. HOW TO USE THE PROGRAM OUTLINE

The training program is simple to use, but it requires considerable preparation. While designed to allow presenters the opportunity to be flexible and creative, it also provides structure and ensures the important elements are emphasized.

Notice how the training outline is structured. Interspersed throughout the outline are **boxed segments**, offering explanations and guidelines for conducting group exercises and portions of the presentation material. In the right-hand column are keys to visual aids, as well as space for your own notations.

Part II provides a training script. When presenting the material covered in Part II, do not read the outline as a script. Instead, become thoroughly familiar with each topic, then paraphrase and embellish it to suit your individual presentation style. Remember new officers may not be familiar with Toastmasters jargon and acronyms such as ATM and DTM. Keep two things in mind when preparing for your training session. First, fit your planned discussion to the time allotted. Second, allow ample time for group discussion and participation. If you find you are going overtime or the program is too lengthy, do not delete entire topics; rather, address them briefly and tell participants what resources they can use to get additional information. (The officer handbooks, for example, are an excellent resource for incoming officers.)

Part III provides handouts and an evaluation form to be distributed during the session according to the script. Be sure to make sufficient copies.

Part IV of this booklet contains the basic visual aids for the program. Each is designated in the right hand column as OH # ___ in the outline. It is best to reproduce these visuals on a transparency for use with an overhead projector; if this isn't possible, before the session copy them onto a flip chart or posterboard.

D. CHECKLIST FOR CLUB OFFICER TRAINING

- _____ Training assistants appointed
- _____ Visual aids reproduced
- _____ Handouts reproduced
- _____ Room arranged and properly equipped
- _____ Coffee and refreshments ordered
- _____ Supplies and reference materials on hand
- _____ Overhead projector, spare bulb, and extension cord available
- _____ Flip chart and easel available, along with marking pens
- _____ Notepads and pencils available for each participant

E. EVALUATION AND FOLLOW-UP

- A. Session Leaders: Ask the participants to fill out the evaluation form at the end of the session. Alter your material as needed based on feedback you receive.
- B. Club Application: Evaluate trainees' use of materials. Be sure to follow-up with Club leaders throughout their term. Keep in mind that learning is a continuous process.
- C. Refresher Sessions: Hold formal or informal review sessions as frequently as possible. If necessary, hold a make-up session for those who were unable to attend.



PART II: PRESENTATION OF THE TRAINING SESSION

***PRESENTER:** Welcome the group and present a brief opening address focusing on the importance of the Club experience in the personal development of members. The address should be positive and highly motivational in nature, emphasizing a commitment to member service in all aspects of the Toastmasters Club. Also mention the length of the training, the location of the rest rooms and phones, and other pertinent information. But remember: Time is precious and must be controlled carefully throughout the session.*

Serving as Sergeant at Arms is a great opportunity. You are responsible for arranging the meeting room, maintaining club properties, and establishing a warm environment for members and guests. You will learn and practice interpersonal communication skill, customer service, event planning, and inventory management skills that you can use in all aspects of your life.

Today we're going to discuss your role as Sergeant at Arms and how to fulfill your responsibilities. Every Club officer, including you, has performance standards to be met. These standards help officers clearly understand their roles and provide a point of reference for Club members to better understand what to expect from Club officers, to evaluate current leaders and candidates for office, and facilitate communication when expectations differ among Club officers and members. The

standards identify performance members should expect from Club officers outside of each Club meeting and performance they should expect from Club officers at the Club meeting. In the next hour we're going to review your standards as Sergeant at Arms and discuss the steps you can follow to meet these standards. Later you'll be participating in some exercises to practice what you've learned.

HO #1

Your standards outside of the Club meeting are to:

1. Schedule the meeting location
2. Maintain Club equipment and supplies
3. Arrange for a replacement if you are unable to attend a Club meeting or for assistance
4. Prepare your successor for office.

Your standards at the Club meeting are to:

1. Arrange the room before the meeting begins
2. Greet members and guests
3. Greet visiting officers
4. Arrange for food service

5. Ensure the meeting starts on time
6. Collect ballots and tally votes for awards

Please keep in mind it's impossible to cover every detail of your responsibilities as Sergeant at Arms today. Our goal in this session is to provide you with a basic foundation as well as with resources available from World Headquarters and the District. Feel free to ask questions. And remember to attend other sessions. All are intended to help you be successful during your term of office.

The purpose of a Toastmasters Club is to provide an environment in which members can learn communication and leadership skills. As the Sergeant at Arms of your Club, you influence that environment. You serve as part of a team that consists of the President, Vice President Education, Vice President Membership, Vice President Public Relations, Secretary, Treasurer and Sergeant at Arms. Each one of you is responsible for making your Club dynamic and enjoyable for all members by working together as a team and for making sure the Club is recognized at least as a Distinguished Club in the Distinguished Club Program. You can accomplish this by holding regular and productive Executive Committee meetings and through careful goal-setting, planning, and monitoring of progress. The Distinguished Club Program recognizes Clubs for achievement in education and membership growth and will be discussed in greater detail during a separate training session.

Now let's discuss some of the standards mentioned earlier.

Standards Outside of the Club Meeting

OH #1

Like other Club officers, some of your responsibilities occur outside of Club meetings, such as:

- ▶ **Schedule the meeting location.** Without a meeting room, your Club can't meet. You are responsible for working with those who manage the meeting site to secure the room for Club meetings. Some Clubs schedule their meetings a month or two in advance, while others schedule them six months or more in advance. Follow your Club's custom. Be sure to confirm the room reservation before each meeting and let meeting site management know in advance if the Club's plans change. Such courtesies help maintain a good relationship with the meeting site management.

- ▶ **Maintain Club equipment and supplies.** After each meeting, pack up all Club property and store it in a secure place. Some Clubs have storage space at the meeting place in a closet or on a shelf. In other cases, the Sergeant at Arms keeps it between meetings. Make sure the timing light is in good repair. If the supplies of name badges, ballots, or other items are low, ask the Club Secretary to order more.

- ▶ **Arrange for a replacement or for assistance.** Occasionally you may not be able to attend a Club meeting or you know you will be late. In these cases, arrange for someone to handle your tasks for you. Otherwise, someone else will be rushing at the last minute to prepare the meeting room in your absence. As a result, the meeting may start late and not proceed smoothly. Likewise, if you know you will be tardy, ask someone to do your tasks until you arrive. And if the Club has a special event which requires extra attention, arrange for someone to assist you.

- ▶ **Prepare your successor for office.** As you gain experience during your term, take notes and think of how you will prepare the person who will come after you. Give all necessary records and materials to your successor and offer to assist the new officer as he or she is learning the Sergeant at Arms duties.

Standards at the Club Meeting

Your standards at the Club meeting include:

- ▶ **Arrange the room before the meeting begins.** Just as actors rely on a production staff to supply scenery, lighting, and sound effects, Toastmasters Clubs rely on their Sergeant at Arms to set the stage properly. Arrive at least

10 or more minutes early to provide ample time to arrange the tables and chairs. Once the seating is arranged, set out your Club's lectern, gavel, banner, timing lights, ballots, and any other item or material required. Be sure to place a table near the door to display your Club's guest book (Catalog No. 84), promotional brochures (Catalog Nos. 99, 100), name tags (Catalog No. 231), and other visitor-oriented materials. For example, if some of your members belong to more than one Club, encourage them to donate their extra copies of *The Toastmaster* magazine. Guests appreciate being able to take something home to review.

- **Greet members and guests.** Remember the first time you visited your Toastmasters Club? You weren't sure what to expect, but from the moment you entered the room, someone was there to greet you, introduce you to others, and perhaps explain a little about the Toastmasters organization before the meeting began.

Now, as Sergeant at Arms, it's up to you to present that vital first impression.

Anxious visitors should relax once they shake your hand and hear your welcome.

Current members appreciate your reliability and depend on you to create a

friendly and comfortable atmosphere that will allow them to stretch and develop

their abilities.

All members should be encouraged to welcome visitors and fellow members to each meeting. As Sergeant at Arms, however, it is your official duty to extend this courtesy and set an example for other Club members. Smile and welcome everyone as they enter and pay special attention to guests and new members. Ask guests to sign the guest book and make sure each receives a name tag to wear during the meeting. Then introduce each guest to at least one other member, and arrange for both guests and new members to sit with experienced members who will answer any questions that may arise during the meeting. During the meeting, sit near the door so you can welcome late arrivals, prevent interruptions, and do any necessary errands. Try to anticipate situations before they occur. Always be ready with extra chairs, meeting agendas, and any other materials necessary to the meeting.

- ▶ **Greet visiting officers.** Occasionally the Area Governor or other District officer may visit your Club. Welcome the officer, introduce yourself, and escort him or her to the Club President.

PRESENTER: Take some time to conduct a brainstorming session with the audience. What are some ways the Sergeant at Arms can open a conversation with a guest? Discuss some of the questions the Sergeant at Arms might ask, such as whether the guest has attended a meeting before, and how that person first heard about Toastmasters. If time permits, invite some role playing. Have one person play the part of the Sergeant at Arms and ask others to portray people who might visit a Toastmasters Club: the shy, nervous introvert; the business person eager for advancement; the corporate worker who feels somewhat antagonistic since his manager has required him to join a Club; the Toastmaster returning after a lapse in membership; the Toastmaster who has just relocated to your area and wishes to transfer her membership.

- ▶ **Arrange for food service.** Some Clubs hold their meetings at restaurants and plan a meal as part of the pre- or post-meeting agenda. Other Clubs schedule events apart from their regular meetings that take place at a banquet hall or restaurant. If your Club includes breakfast, lunch, or dinner as part of its proceedings, it is your responsibility to determine how many and what kind of meals must be prepared and to notify the restaurant. Often this involves the collection of payment from members. Plan to collect all money before the meeting begins or during a break. Arrange to

OH #3

have coffee and tea available at each table so members will be less likely to move around while someone is speaking.

- ▶ **Ensure the meeting starts on time.** The Toastmasters educational program teaches meeting leadership and management. One important point we stress is that meetings start and end on time. Members, guests, and Club officers often socialize before the meeting begins and do not pay attention to time. Your role is to pay attention to time and warn the Club President several minutes before the meeting is scheduled to begin. Your efforts will help the meeting to begin on time.

- ▶ **Collect ballots and tally votes for awards.** If your Club presents awards to the “Best Speaker,” “Best Evaluator,” and others during most Club meetings, you also will be responsible for the voting process. Keep a supply of blank ballots (Catalog No. 163) on hand and distribute them before the meeting begins. When members have marked their ballots, collect them and count the votes for each award. Give the results to the Toastmaster, or announce them yourself when called upon for the results.

Sometimes trying to do all of these things during a short time can be difficult.

Instead of facing “burnout,” you may organize a committee to help you share the

various tasks. Other members then have a chance to contribute and you, as committee chairman, have the opportunity to practice leadership skills.

PRESENTER: Take some time to conduct a brainstorming session with the members of your audience. What special challenges do their meeting areas present with regards to seating and arrangement of materials? Other than the items just mentioned, do they have other materials or equipment that must be considered in the set-up procedure? Have each person think of three items that add to the Club's atmosphere or promote the educational purposes of Toastmasters, then share them with the rest of the group.

PRESENTER: This handout is a list of resources.

HO #2

PRESENTER: Continue with the following case study. The participant section is located in Part III for copy and distribution. Afterward, if you have time, answer questions and perhaps give a short motivational closing.

CASE STUDY

*Case Study for Sergeants at Arms:**Preparing for the Meeting*

Objective: To deal with obstacles that might prevent you from doing your job.

Time: 15 minutes

Process:

- 1. Distribute copies of the case study sheet in Part III to the training session participants.*
- 2. Divide the participants into groups of three.*
- 3. Have each group brainstorm two problem-solving solutions. Record one idea from each group on a flip chart.*

Recommended Solutions:

- Talk with the restaurant management and try to work something out. If this proves to be futile, bring up your problem at your Executive Committee meeting. The committee may decide to change the time or meeting place once they have conferred with Club members.*

HO #3



PART III: HANDOUTS

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

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

SERGEANT AT ARMS STANDARDS

Outside of the Club meeting...

1. Schedule the meeting location
2. Maintain Club equipment and supplies
3. Attend Club Executive Committee meetings
4. Attend District-sponsored Club officer training
5. Arrange for a replacement if you are unable to attend a Club meeting or for assistance
6. Prepare your successor for office.

At the Club meeting...

1. Arrange the room before the meeting begins
2. Greet members and guests
3. Greet visiting officers
4. Arrange for food service
5. Ensure the meeting starts on time
6. Collect ballots and tally votes for awards

RESOURCES LIST

Achieving Success as Sergeant at Arms

Following are some materials you may want to order to ensure a successful term as Sergeant at Arms:

Quantity			Total
_____	1310G	Sergeant at Arms Handbook	\$ 2.50 \$ _____
_____	1111	Distinguished Club Program/Club Success Plan	\$ 1.25 \$ _____
_____	163	Ballots and Brief Evaluations . . . Perforated form with ballots for best speaker, evaluator, and Table Topics Speaker, with space for brief comments (Quantity 500)	\$12.95 \$ _____
_____	1205	Supply Catalog	\$ 1.00 \$ _____
_____	1205A	Catalog Order Blanks	N/C \$ _____
_____	84	Guest Book	\$ 8.95 \$ _____
_____	231	Guest Badge – Visitor’s Card (set of 25)	\$ 3.50 \$ _____
_____	1550	Club Reference File	\$55.00 \$ _____
		TOTAL	\$ _____

S&H = Shipping and handling

CA clubs add 7.75% \$ _____

TOTAL AMOUNT \$ _____

Mail to: Toastmasters International

P.O. Box 9052, Mission Viejo, CA 92690 U.S.A.

or telephone (949) 858-8255 Fax No: (949) 858-1207

PAYMENT MUST ACCOMPANY ORDER

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

_____ Please bill against my MasterCard/VISA (Circle one)

Credit Card No. _____ Expiration Date _____

Signature _____

Name _____

Club No. _____ District No _____

Address _____

City _____ State/Province _____

Country _____ Postal Code _____

TOTAL ORDER		SHIPPING CHARGES	TOTAL ORDER		SHIPPING CHARGES
\$0.00 to	\$2.50	\$1.65	35.01 to	50.00	\$7.75
2.51 to	5.00	3.30	50.01 to	100.00	9.00
5.01 to	10.00	4.00	100.01 to	150.00	12.00
10.01 to	20.00	4.75	150.01 to	200.00	15.00
20.01 to	35.00	6.75	200.01 to	—	Add 10% of total price

For orders shipped outside the United States, see the current Supply Catalog for item weight and shipping charts to calculate the exact postage. Or, estimate airmail at 35% of order total, though actual charges may vary significantly. Excess charges will be billed. All prices subject to change without notice.

Order online at www.toastmasters.org

CASE STUDY

CASE STUDY FOR SERGEANTS AT ARMS: PREPARING FOR THE MEETING

Your Club meets at 7 a.m. every Thursday, and as Sergeant at Arms, you have decided to arrive at 6:30 a.m. to set out Club materials and equipment. However, you have difficulty getting into the restaurant where your meetings are held because the restaurant staff has been late consistently for the last couple of weeks. As a result, your meetings are starting late because you are still setting up the room at 7 a.m.

EVALUATION FORM

Date: _____ Program Name: _____

Facilitator: _____

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

1. How relevant was this session to your job in Toastmasters?

1 2 3 4 5

2. Rate the following:

Course content 1 2 3 4 5

Course material 1 2 3 4 5

Facilitator 1 2 3 4 5

Activities/exercises 1 2 3 4 5

3. Were the objectives clearly stated?

1 2 3 4 5

4. How was the lesson plan organized?

1 2 3 4 5

5. Did the instructional methods clearly illustrate the instructor's plan?

1 2 3 4 5

6. To what extent did the visual aids add to your understanding of the presentation?

1 2 3 4 5

7. How were the meeting facilities?

1 2 3 4 5

8. What are two things you learned that will make you a more effective Club officer?

Additional Comments: _____



PART IV:

VISUAL AIDS COPY FOR THE TRAINING SESSION

Materials on the following pages are designed specifically for the presenter to use in conducting the training session. They are arranged for reproduction in the form of viewgraphs (transparencies) for use on an overhead projector, or they can be handwritten on a flip chart. PowerPoint slides are available for downloading from the TI Web site.

In the right-hand column are keys for visual aids. Their placement indicates the points at which they should be displayed. Each is numbered. For example, SA-OH #1 stands for “the first overhead.” You also may use the right-hand margin for making notes.

TIPS ON USE:

1. **Show the visual aid while you are talking about it.** Cover the projector or turn it off when you want attention directed back to you. Your audience cannot concentrate on both at the same time.
2. **Be sure everyone in the audience can see the aids clearly.** Visibility to the people at the rear of the room is your guide.
3. **Talk to the audience, not to the visual.** Maintain eye contact even when your listeners are looking at the visual. This will help you judge their understanding.
4. **Don't overdo it.** You need not illustrate every point in the speech.
5. **Rehearse.** Nothing is more important than adequate preparation. Know how and when you will use the visual, and practice so you will make a smooth presentation. Anticipate all possible problems, especially when machines are involved.
6. **Remember . . .** Be as professional as possible.



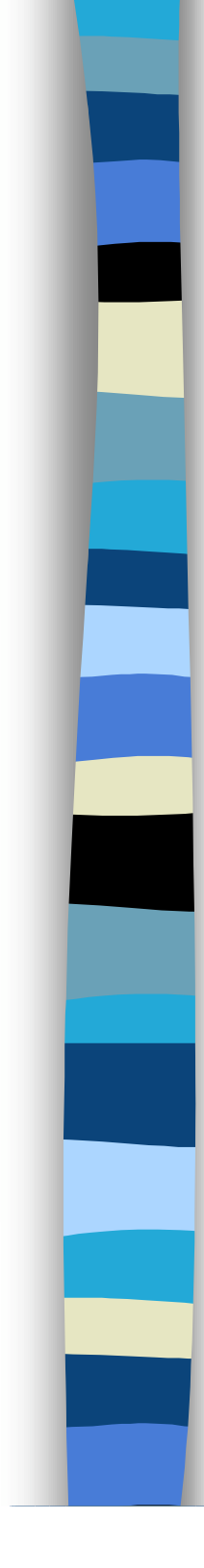
Standards Outside of Meetings

- Schedule meeting location**
- Maintain equipment / supplies**
- Arrange for replacement / assistance**
- Prepare your successor**



Standards at Meetings

- Arrange room**
- Greet members / guests**
- Greet visiting officers**

- 
- Arrange for food service**
 - Ensure meeting starts on time**
 - Collect ballots / tally votes**