

# CLUB LEADERSHIP



*Motivating Achievement*



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

**A**s 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. Success, for a Toastmasters Club, lies in the ability to provide an environment that fosters meaningful self-development for 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 an evaluation form to distribute. Part IV contains copy for your visual aids. **This entire program, including PowerPoint slides, is available for downloading on the Toastmasters International Web site, [www.toastmasters.org](http://www.toastmasters.org).**

This program is your comprehensive guide for preparing and presenting an effective Club officer training session on motivating achievement. By the end of the session, the members of your audience will be familiar with such basic competencies as the reasons and requirements for earning Toastmasters International's educational awards, a number of membership building programs, and a variety of ways that individuals can receive recognition from Club leaders.

# TABLE OF CONTENTS SECTION

CONTENT	PAGE
<b>PART I</b>	<b>PREPARING FOR THE TRAINING SESSION</b>
A. Three Steps in Planning a Successful Training Program . . . . .	4
B. The Training Environment . . . . .	5
C. How to Use the Program Outline . . . . .	6
D. Checklist for Club Officer Training . . . . .	7
E. Evaluation and Follow-Up . . . . .	7
<b>PART II</b>	<b>PRESENTATION OF THE TRAINING SESSION</b>
Script . . . . .	8
<b>PART III</b>	<b>COPIES OF HANDOUTS AND EVALUATION FORM</b>
<b>PART IV</b>	<b>VISUAL AIDS COPY FOR THE TRAINING SESSION</b>

# **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. 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 39.
- ▶ 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

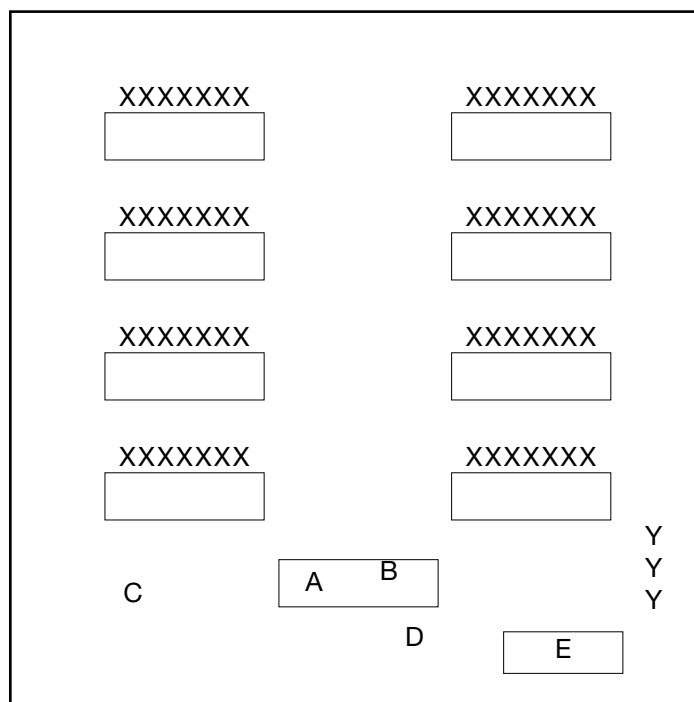
C - flip chart

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. Since slight differences may exist between your District's practices and the information in this program, you will need to spend time reviewing and adapting this program to your Clubs' needs.

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

### **INTRODUCTION**

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

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

Becoming a Toastmaster is a comparatively effortless way to build speaking and leadership skills. Joining a Club, however, does not automatically guarantee

success. It is simply the first step toward that goal. Any type of achievement takes continued effort on the part of the individual. But achievement also must be encouraged and motivated. When individual members achieve, the entire Club benefits. Individual member achievements often determine whether the Club will be recognized as a Distinguished Club in the Distinguished Club Program.

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

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

## **COMMUNICATION AND LEADERSHIP PROGRAM**

Every new member has the opportunity to achieve recognition through the Communication and Leadership Program by completing the 10 speeches in the basic manual. After delivering those 10 speeches, completing the application form

in the manual, and submitting the form to World Headquarters, the member receives a certificate announcing that he or she has achieved the Competent Toastmaster award (CTM).

## **WHY EARN A CTM?**

Some members may question the necessity of earning a CTM. They enjoy attending meetings, taking part in the various meeting roles, and even occasionally giving a speech, but seem ambivalent about working through the Communication and Leadership Program. When asked how far away they are from achieving their CTM, the response goes something like this: “I’m not really sure, but why earn a CTM award anyway – I’m comfortable with the way things are now.”

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

## **ACHIEVING THE COMPETENT TOASTMASTER AWARD:**

- ▶ **Increases self-confidence and poise.** The Communication and Leadership Program manual is designed to help potential speakers develop confidence and skills. As members work through each of the 10 projects, a

number of positive results occur. Those who were too shy or embarrassed to speak publicly will feel more comfortable when expressing themselves in front of others. The person who feels he “never has anything to say” will learn to think on his feet. And the salesperson whose company requires participation in a Toastmasters Club will become poised and relaxed when giving presentations.

- ▶ **Builds speaking skills.** Although the basic manual is structured for both learning and success, new members may find the prospect of delivering 10 speeches rather daunting. This is when your skills as an experienced and knowledgeable Toastmaster come into play. Whether the new member hesitates at giving his Ice Breaker, the third assignment, or the tenth and final inspirational speech, always seize the opportunity to motivate a fledgling member toward achieving the CTM award. Take some time to review the reasons that brought the new member to Toastmasters in the first place, then reinforce that original commitment. Was it a desire to overcome nervousness in front of an audience, a wish to develop self-expression, or an interest in showcasing personal creativity? Whatever the motivation, remind your fellow Club member these goals are attainable if the principles and projects of the Communication and Leadership Program are put into practice.

- ▶ **Opens other doors of opportunity.** Working toward a CTM helps lay the groundwork for future achievement. Once a Toastmaster achieves the CTM award, he or she is eligible to participate in advanced Toastmasters programs geared toward specific career goals and personal achievements.

Occasionally a new member will start out strong by giving an outstanding Ice Breaker, advance with confidence to the second or third assignment – and then suddenly lose momentum. You’ve probably heard a number of reasons why people continue to delay giving that next speech: “I want my next one to be perfect, so I’m taking extra time” or “I have too much going on right now at work – I’ll get back to you later, okay?” There’s nothing wrong with wanting to do one’s best, and it’s understandable that other responsibilities and interests can delay the scheduling of a speech. But sometimes these reasons mask other concerns. As an officer, you must be aware of these individual mental road blocks and key your incentives accordingly. Offer assistance to members who waver when committing to a specific date for completing an assignment. Often you may be able to provide solutions to concerns that have as yet gone unvoiced. If the member needs a rehearsal audience or constructive feedback, arrange to do so. Or arrange for a more experienced member to serve as a mentor to a member. A mentor offers guidance and feedback, helping the member to progress. Always congratulate potential CTMs on their latest speech, and be sure to discuss the benefits of achieving that award. Display the member’s progress on a Member Progress Wall

Chart (Catalog No. 227-B). When members complete basic manual assignments, consider giving special recognition such as ribbons printed with the specific speech number (Catalog No. 417-A).

## **BEYOND THE COMPETENT TOASTMASTER AWARD**

Once they complete the Communication and Leadership Program manual and send the CTM application to World Headquarters, some Toastmasters are tempted to rest on their laurels. They need to be reminded that at this point they can embark on the newest and the most challenging and fun part of the Toastmasters program.

Members with CTM awards can proceed in the communication track, where they further enhance their speaking skills, and/or the leadership track, where they learn and refine leadership skills.

The communication track features three advanced awards. The leadership track features two leadership awards. The Distinguished Toastmaster (DTM) award is the highest award.

The tracks are not mutually exclusive. Members can work in both tracks at the same time. All three advanced awards in the communication track and the first award in the leadership track can be completed within the Club, and requirements for all awards can be completed in a reasonable amount of time.

## COMMUNICATION TRACK

Following are the awards members may earn in the communication track and the requirements for each.

MO-OH #2

HANDOUT #1

### Advanced Toastmaster Bronze (ATM-B)

Applicants must have:

- ▶ Achieved Competent Toastmaster award
- ▶ Completed two *Advanced Communication and Leadership Program* manuals.

### Advanced Toastmaster Silver (ATM-S)

Applicants must have:

- ▶ Achieved new Advanced Toastmaster Bronze award or achieved Able Toastmaster award
- ▶ Completed two additional advanced manuals (may not be those completed for previous awards)
- ▶ Conducted any two programs from *The Better Speaker Series* and/or *The Successful Club Series*.

## Advanced Toastmaster Gold (ATM-G)

Applicants must have:

- ▶ Achieved new Advanced Toastmaster Silver award or achieved Able Toastmaster Bronze award
- ▶ Completed two additional advanced manuals (may not be those completed for previous awards)
- ▶ Conducted a Success/Leadership Program, Success/Communication Program (Success/Leadership or Success/Communication programs may not be those completed for any previous award) or a Youth Leadership Program
- ▶ Coached a new member with the first three speech projects.

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

To apply for any of the Advanced Toastmaster awards, members should complete the appropriate section of the Advanced Toastmaster Award application, Catalog No. 1207-A. Applications are in the back of each advanced manual and in the President and Vice President Education manuals. Applications also are available from World Headquarters and may be downloaded from the Toastmasters International Web site, [www.toastmasters.org](http://www.toastmasters.org).



## LEADERSHIP TRACK

The leadership track continues to help members learn and practice speaking skills while adding a new focus: the chance to work in leadership positions with others.

Following are the awards members may earn in the leadership track and the requirements for each.

### Competent Leader (CL)

MO-OH #3

Applicants must have:

- ▶ Achieved Competent Toastmaster award
- ▶ Served at least six months as a Club officer (President, Vice President Education, Vice President Membership, Vice President Public Relations, Secretary, Treasurer, or Sergeant at Arms) and participated in the preparation of a Club Success Plan while serving in this office
- ▶ While a Club officer, participated in a District-sponsored Club officer training program
- ▶ Conducted any two programs from *The Successful Club Series* or *The Leadership Excellence Series*.

### Advanced Leader (AL)

Applicants must have:

- ▶ Achieved Competent Leader award

- ▶ Served a complete term as a District officer (District Governor, Lieutenant Governor, Public Relations Officer, Secretary, Treasurer, Division Governor, Area Governor)
- ▶ Completed the High Performance Leadership program
- ▶ Served successfully as a Club Sponsor, Mentor, or Specialist.

I just referred to the High Performance Leadership Program (Catalog No. 262).

**MO-OH #4**

This is a great manual to use in developing your leadership skills. The program features five projects offering instruction and practice in such vital leadership areas as:

- ▶ developing a vision,
- ▶ goal setting and planning,
- ▶ developing plans and strategies, and
- ▶ team building.

It also gives you feedback on your leadership skills. The program may be completed within your Toastmasters Club, Area, or District, and even within your company or community.

**DISTINGUISHED TOASTMASTER AWARD****MO-OH #5**

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

- ▶ Achieved Advanced Toastmaster Gold award,
- and
- ▶ Achieved Advanced Leader award.

To apply for any Leadership award or the Distinguished Toastmaster award, members should complete the appropriate section of the Leadership/Distinguished Toastmaster Awards application (Catalog No. 1209-A) and send it to World Headquarters. Applications are in the President and Vice President Education manuals, on the Toastmasters International Web site, [www.toastmasters.org](http://www.toastmasters.org), and also are available from World Headquarters.

Members receiving any Advanced Toastmaster or Leadership award will receive a certificate and, if they wish, World Headquarters will send a letter to their employer about their achievement. Members receiving the Distinguished Toastmaster award receive a plaque and mention in *The Toastmaster* magazine's Hall of Fame. If they wish, World Headquarters will send a letter to their employer about their achievement, too.

**MO-OH #6****MO-OH #7**

## **ADDITIONAL INCENTIVES**

While Club members are working toward their educational objectives, they occasionally may lose their focus or resolve. After all, earning a CTM, or any of the other communication and leadership track awards requires commitment, and even the most determined individual occasionally experiences doubts or setbacks. Personal upheavals and changing work commitments also can disrupt original plans.

As a Club officer, it's a good idea to anticipate the possibility of such situations. In this way you will be ready to redirect a member's energies back toward his or her original goals.

Anticipation of recognition, of course, can be a very powerful motivator.

Acknowledgement from World Headquarters is gratifying to receive, but be sure also to make a practice of recognizing your members at Club level.

- ▶ **Publish achievements in your Club newsletter.** One of the best reasons to publish a Club newsletter is to recognize member achievement. Whether your Club member has given their Ice Breaker, achieved a CTM or Advanced Toastmaster Gold award, or even reached an important milestone outside of the Club, celebrate the event in print!

**MO-OH #8**

- ▶ **Publicize achievements at Area and District level.** Many Area and District publications publish the educational achievements of local Toastmasters. Explore the possibility of having your Club members so recognized by notifying Area and District public relations officers.
  
- ▶ **Hold recognition ceremonies.** Consider holding special recognition ceremonies for those who attain their goals, and celebrate these milestones by presenting gifts which symbolize their achievements.
  
- ▶ **Present special tokens of recognition.** Many suitable gifts such as pins, desk accessories, and Toastmasters International apparel are available through the Supply Catalog. Familiarize yourself with the variety of reasonably priced items available in its pages; many make wonderful incentives and motivators for members who might otherwise lose sight of their goals. Many Clubs, for example, award certificates or ribbons to recognize categories such as improvement and enthusiasm. The Supply Catalog offers a wide selection of these items, as well as anniversary tags and certificates for members who have belonged to a Club for three years or longer.

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

***PRESENTER:** Conduct an exercise addressing how Clubs recognize member achievement.*

***Purpose:** To encourage ideas and activities that will motivate Club members to achieve educational goals.*

***Time:** 10 minutes*

***Process:***

- 1. Ask the questions, "How does your Club recognize member achievement? And how much would you like to recognize achievement in the upcoming year?"*
- 2. If your audience numbers less than 10, hold a question-and-answer session.*
- 3. If your audience numbers more than 10, have everyone form groups of three or four to discuss their ideas for a five-minute period. Each group should have one person write down the ideas and another person report these ideas to the audience afterward.*

## **MEMBERSHIP AND CLUB BUILDING**

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

During the past few decades, societal changes have become increasingly pronounced. No doubt you've seen this reflected in the lives of your Club members as interruptions in job status, residence, and lifestyle often affect their attendance and participation. So even if your Club is in that comfortable category of "40 members or more," it's a good idea to continue bringing in new members. Clubs that do so will retain or renew their vitality and enthusiasm, despite any "wild cards" they might be dealt in the upcoming year.

## **MEMBERSHIP BUILDING**

One of the most important responsibilities during your term as a Club officer will be your ability to motivate membership building. By networking with your Vice President Membership and other officers, you can discover some excellent methods of inspiring your fellow Club members to bring in guests and attract the attention of those unfamiliar with the benefits of being a Toastmaster. First, set realistic

**MO-OH #9**



goals. Your Club could decide, for example, to add at least one new member a month. The next step? Conduct a Speechcraft program. Speechcraft is an excellent way to help the public become aware of our Club and the benefits it offers. Plan a membership building contest! Under the direction of the Vice President Membership, hold some brainstorming sessions until you have worked out a plan that will complement the abilities and strengths of your current membership. Finally, get involved in at least one of the following membership building contests sponsored by Toastmasters International:

- ▶ **Annual Membership Program** – What’s a good way to motivate greater involvement from current members and bring new members into your Club? Consider promoting the Annual Membership Program: since it’s in effect every day of the year, the possibilities for achievement are unlimited! Members who sponsor five or 10 new members during the July 1 to June 30 program year will qualify for a special Membership Building pin; sponsors of 15 new members will qualify for their choice of a Toastmasters necktie or ascot scarf.
  
- ▶ **Smedley Award** – Birthdays are best celebrated with a number of guests in attendance, so what better way to mark the founding of Toastmasters

International than by holding a special membership drive? Named in honor of the respected educator and Toastmasters International founder Dr. Ralph Smedley, the Smedley Award commemorates the beginning of our organization on October 22, 1924. Clubs that add five or more members during the months of August and September receive a ribbon for their Club banner. In addition, District Governors are notified when Clubs within their District receive this award; these Clubs may be recognized at the District Conference that follows.

- **Talk up Toastmasters** – This membership promotion program recognizes clubs that add five members during the months of February and March, a great time to add members to any club. The Club will receive an award suitable for display on the Club banner.

Your District Governor will be notified if your club receives this award.

She/he may wish to recognize your Club at the following District Conference.

Details about all of these membership building programs are available in the Annual Membership Building Flier (Catalog No. 1620), available free of charge through World Headquarters.

## **CLUB BUILDING**

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

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

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

**MO-OH #11**

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

Sponsoring a Club, for example, is an excellent way to receive credit toward the Advanced Leader award.

Sponsors also are presented with a special certificate from their District Governor.

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

MO-OH #12

- ▶ **Club Coaches.** Clubs tend to go in cycles. When a Club is new, the members are enthusiastic and eager to learn. As time goes on, members often become content with the status quo and much less likely to be self-critical or interested in change. Productivity declines, guests rarely decide to become members, and the Club begins to experience a downward

slide in membership numbers and quality. At this point, it is necessary to call for the assistance of a Club coach, an experienced Toastmaster from outside the Club who will serve as an advisor and trouble-shooter and help the Club become a Distinguished Club. Serving as a Club coach is, generally speaking, the most challenging of the three roles we have just discussed. A weak Club can be difficult to revive and takes all the skills, energy, and patience a skilled Toastmaster can muster. However, the challenges of rescuing a Club are matched by the rewards. Those who are successful not only experience the satisfaction of saving a Club and revitalizing the Toastmasters experience for a number of members, but also receive credit toward their Advanced Leader award.

## **RECOGNITION FROM CLUB LEADERS**

Aside from fulfilling basic officer responsibilities, one of your most critical areas of accomplishment will be inspiring your fellow members to achieve their own personal goals and become active Club participants.

**MO-OH #13**

- ▶ **Immediate recognition.** While awards for long-term service and achievement are wonderful to receive, nothing is better than the immediate appreciation of those who have observed, firsthand, your abilities, hard work, and growth. Think of an occasion when a few unexpected words of

praise brightened up your day. Sometimes, that's all it takes – a brief but heartfelt compliment, accompanied by a smile or a warm handshake – and you feel ready to take on the world!

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

- ▶ **Spirit of Success award.** There may be times when you want to show your appreciation of individual members formally. An excellent way to let dedicated members know the Club appreciates their enthusiasm, improvement, and participation is by giving them the Spirit of Success award (Catalog No. 1211). Suggested criteria for this award include high or improved levels of attendance, participation, and speaking skills.
  
- ▶ **Outstanding Member Award.** If you would like to recognize active, enthusiastic members – and maybe even motivate a few others to participate more

in your Club – you may be interested in the Member Achievement Program (Catalog No. 1115). To be eligible for recognition by your Club, a member must meet the minimum point requirements in each of four areas: Communication, Leadership, Training, and Membership Growth. Members keep track of their achievements in these areas during the year using the worksheet provided. Members earning the designated number of points in all four areas by year-end are entitled to the “Outstanding Member” award. They simply sign their worksheets and give them to the Vice President Education for review. If all of the information provided is correct, the Club presents certificates or pins to them during a Club meeting.

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

**MO-OH #14**

And don't forget to contact local community publications. Toastmasters International's publicity and promotion handbook, “Let the World Know” (Catalog No. 1140), provides information about writing and sending news releases. Or you may wish to order the Public Relations and Advertising Kit (Catalog No. 1150), which includes the handbook as well as a number of

other helpful publicity tools such as sample pamphlets. Whatever your decision, these materials – combined with your own ingenuity and creativity – are a positive way not only to bring the message to potential Toastmasters, but also to applaud the efforts and achievements of those already in your Club.

- ▶ **Acknowledge personal milestones.** Finally, always acknowledge personal milestones with written or verbalized congratulations. Whether it's a birthday or the birth of a child, express your interest. And if a member receives a promotion at work or is finally able to purchase a new home, be sure the Club recognizes his success. Each Club officer needs to be aware of individual member accomplishment and make a point of congratulating those who work within the best of their abilities. But effective motivation is really a two-way street. In addition to your regular responsibilities, you will find that offering praise and encouragement to Club members is not only a powerful way to motivate their future endeavors, but also an honor and a privilege for you and your fellow officers to bestow.



***PRESENTER:** Conduct an exercise addressing the ways that Clubs plan for membership building.*

***Purpose:** To encourage ideas and activities that will help Clubs with membership building.*

***Time:** 10 minutes*

***Process:***

- 1. Ask the question, “How has your Club encouraged membership building in the past, and what types of membership building activities will your Club find useful during the current Club year?”*
- 2. As in the previous exercise, if your audience numbers less than 10, you may choose to have an informal question-and-answer session.*
- 3. If your audience numbers more than 10, break into small groups as before, with one person recording the major points of the discussion, and another delivering a brief report to the audience at the end of five minutes.*

## **CONCLUSION**

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

## **PART III: HANDOUTS**

**T**he 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.

# RESOURCES LIST

## MOTIVATING ACHIEVEMENT

### Basic Communication and Leadership Program

225	Basic Communication and Leadership Program manual	6.00
223	CTM application	N/C
227B	Member progress wall chart	2.50

### Advanced Communication and Leadership Program (AC&L) & Leadership Awards

226Z	Set of all AC&L manuals	50.00
226A	The Entertaining Speaker	4.00
226B	Speaking to Inform	4.00
226C	Public Relations	4.00
226D	The Discussion Leader	4.00
226E	Specialty Speeches	4.00
226F	Speeches by Management	4.00
226G	The Professional Speaker	4.00
226H	Technical Presentations	4.00
226I	Persuasive Speaking	4.00
226J	Communicating on Television	4.00
226K	Storytelling	4.00
226L	Interpretive Reading	4.00
226M	Interpersonal Communications	4.00
226N	Special Occasion Speeches	4.00
226O	Humorously Speaking	4.00
1207A	Advanced Toastmasters Application	N/C
1209A	Leadership Awards Application (CL, AL, DTM)	N/C
262	High Performance Leadership	11.95

### Better Speaker Series / Successful Club Series

#### Other Materials

1211	Spirit of Success kit	2.00
1115	Member Achievement Program kit4	4.50
1140	Let the World Know public relations guide	2.50
1150	Public Relations and Advertising kit	18.00

All materials are available through the supplies department at Toastmasters International's World Headquarters. For complete details see a copy of the Supply Catalog (catalog number 1205, \$1.00)

<p style="text-align: center;"><b>ORDER TODAY</b></p> <p style="text-align: center;">PAYMENT MUST ACCOMPANY ORDER</p> <p><input type="checkbox"/> Enclosed is my check in the amount of \$ _____ (U.S. FUNDS)</p> <p><input type="checkbox"/> Please charge my MasterCard / Visa / Amex (CIRCLE ONE)</p> <p>Card No. _____</p> <p>Exp. Date _____</p> <p>Signature _____</p> <p>Mail To: TOASTMASTERS INTERNATIONAL P.O. Box 9052 • Mission Viejo, CA 92690 U.S.A. (949) 858-8255 • Fax (949) 858-1207</p>	<p>Club No. _____ District No. _____</p> <p>Name _____</p> <p>Address _____</p> <p>City _____ State _____</p> <p>Country _____ Zip _____</p>	<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th colspan="4" style="text-align: center;">Standard Domestic Shipping Prices - 2004</th> </tr> <tr> <th style="text-align: left;">TOTAL ORDER</th> <th style="text-align: left;">SHIPPING CHARGES</th> <th style="text-align: left;">TOTAL ORDER</th> <th style="text-align: left;">SHIPPING CHARGES</th> </tr> </thead> <tbody> <tr> <td>\$0.00 to \$2.50</td> <td>\$1.65</td> <td>35.01 to 50.00</td> <td>\$7.75</td> </tr> <tr> <td>2.51 to 5.00</td> <td>3.30</td> <td>50.01 to 100.00</td> <td>9.00</td> </tr> <tr> <td>5.01 to 10.00</td> <td>4.00</td> <td>100.01 to 150.00</td> <td>12.00</td> </tr> <tr> <td>10.01 to 20.00</td> <td>4.75</td> <td>150.01 to 200.00</td> <td>15.00</td> </tr> <tr> <td>20.01 to 35.00</td> <td>6.75</td> <td>200.01 to —</td> <td>Add 10% of total price</td> </tr> </tbody> </table> <p style="font-size: small;">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.</p>	Standard Domestic Shipping Prices - 2004				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
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Order online at [www.toastmasters.org](http://www.toastmasters.org)

# TOASTMASTER RECOGNITION

Members can earn the following communication and leadership awards:

## COMMUNICATION TRACK

### Competent Toastmaster (CTM)

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

- Completed the Communication and Leadership Program manual

See the CTM award application (Catalog No. 223) for details.

### Advanced Toastmaster Bronze (ATM-B)

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

- Achieved Competent Toastmaster award
- Completed two *Advanced Communication and Leadership Program* manuals

See the ATM awards application (Catalog No. 1207-A) for details.

### Advanced Toastmaster Silver (ATM-S)

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

- Achieved Advanced Toastmaster Bronze award (or achieved Able Toastmaster award)
- Completed two additional advanced manuals (may not be those completed for previous awards)
- Conducted any two programs from *The Better Speaker Series* and/or *The Successful Club Series*

See the ATM awards application (Catalog No. 1207-A) for details.

### Advanced Toastmaster Gold (ATM-G)

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

- Achieved Advanced Toastmaster Silver award (or achieved Able Toastmaster Bronze award)
- Completed two additional advanced manuals (may not be those completed for previous awards)
- Conducted a Success/Leadership Program, Success/Communication Program, or a Youth Leadership Program
- Coached a new member with the first three speech projects

See the ATM awards application (Catalog No. 1207-A) for details.

## LEADERSHIP TRACK

### Competent Leader (CL)

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

- Achieved Competent Toastmaster award
- Served at least six months as a Club officer (President, Vice President Education, Vice President Membership, Vice President Public Relations, Secretary, Treasurer, or Sergeant at Arms) and participated in the preparation of a Club Success Plan
- While a Club officer, participated in a District-sponsored Club officer training program
- Conducted any two programs from *The Successful Club Series* and/or *The Leadership Excellence Series*.

See the Leadership/Distinguished Toastmaster Awards application (Catalog No. 1209-A) for details.

### Advanced Leader (AL)

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

- Achieved Competent Leader award
- Served a complete term as a District officer (District Governor, Lieutenant Governor, Public Relations Officer, Secretary, Treasurer, Division Governor, Area Governor)
- Completed the High Performance Leadership program
- Served successfully as a Club Sponsor, Mentor, or Specialist

See the Leadership/Distinguished Toastmaster Awards application (Catalog No. 1209-A) for details.

### Distinguished Toastmaster (DTM)

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

- Achieved Advanced Toastmaster Gold award
- Achieved Advanced Leader award

Distinguished Toastmaster is the highest recognition a member may receive. See the Leadership/Distinguished Toastmaster Awards application (Catalog No. 1209-A) for details.

# 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?

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Additional Comments: \_\_\_\_\_

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# **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, **MO-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.





# Why Earn a CTM?

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- **Increases self-confidence and poise**
- **Builds speaking skills**
- **Opens up opportunities**



# Communication Track Awards

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- **Advanced Toastmaster Bronze**
- **Advanced Toastmaster Silver**
- **Advanced Toastmaster Gold**



# Leadership Track Awards

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- **Competent Leader**
- **Advanced Leader**



# High Performance Leadership Program Teaches:

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- **Development of a vision**
- **Goal setting and planning**
- **Developing plans and strategies, and**
- **Team Building**



# **Distinguished Toastmaster Award**

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**for those who receive  
both Advanced  
Toastmaster Gold and  
Advanced Leader  
awards**



# **Members Achieving a CTM, ATM Bronze, ATM Silver, ATM Gold, Competent Leader or Advanced Leader**

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- **Receive a special certificate**
- **May request a letter sent to their employer**



# DTM Recipients

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- Receive a plaque
- May request a letter sent to employer
- Are mentioned in *The Toastmaster* magazine



# Encourage Achievement By

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- Publishing achievements in Club newsletter
- Publicizing achievements at Area and District levels
- Holding recognition ceremonies
- Presenting special tokens of recognition
- Keeping members aware of continued opportunities





# Keep Your Club Membership Healthy and Enthusiastic

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## ■ Annual Membership Program

- Special pin
- Necktie or ascot scarf



- **Smedley Award**

- ▶ Club banner ribbon

- **Talk Up Toastmasters**

- ▶ Club banner ribbon



# Share the Benefits of Toastmasters with Others!

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## ■ Club Sponsors

- Credit toward Advanced Leader
- Certificate from District Governor



## ■ Club Mentors

- Credit toward Advanced Leader
- Certificate from District Governor

## ■ Club Coaches

- Credit toward Advanced Leader
- Special certificate from World Headquarters



# Get Personal and Get Results

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## ■ Immediate recognition

- At meetings
- Phone calls
- Written thanks

## ■ Spirit of Success award



## ■ Recognize in print

- Club newsletter
- Area and District publications
- Community publications

## ■ Acknowledge personal milestones