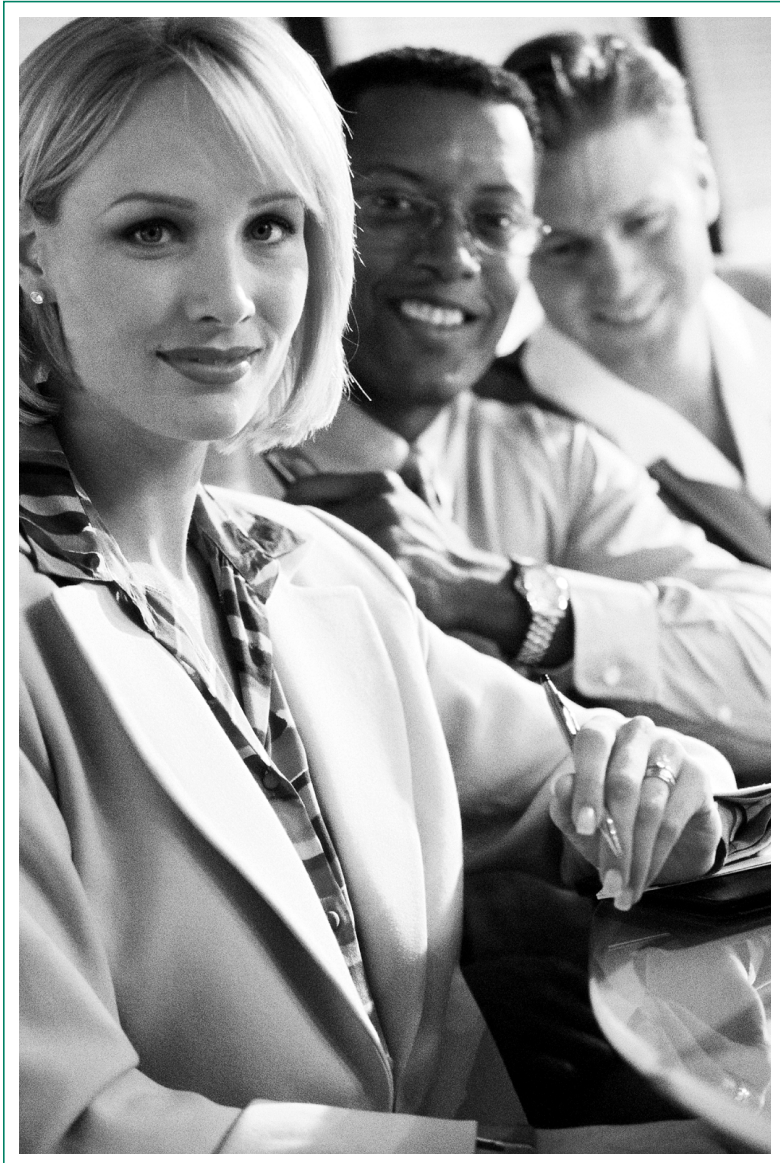




TOASTMASTERS
INTERNATIONAL®

Build a Successful Team



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. 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.

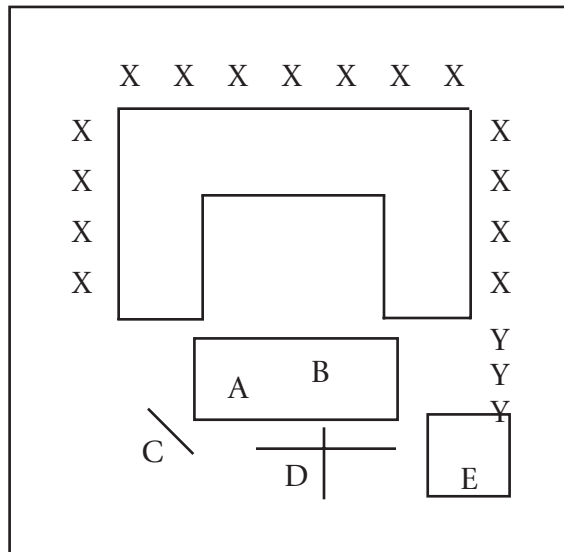
THE TRAINING ENVIRONMENT

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: Build Effective Teams

PRESENTER: This script can be used for training either Area Governors or Division Governors, or both. Feel free to adjust your presentation for whichever group you will be addressing.

SUCCESS STARTS WITH YOU

Teamwork has been celebrated in songs and in motion pictures. French novelist Alexandre Dumas immortalized the concept when his Musketeers affirmed they were “All for one, one for all!” And many of today’s most popular television shows rely on the successful teaming of an ensemble of players.

Becoming a successful Area Governor or Division Governor isn’t just about individual accomplishment. It starts with you, but you can’t be successful alone. You must build and lead a team. Area Governors must build a successful team through their Area Council. Likewise, Division Governors must build a successful team through their Division Councils. However, quality teams don’t develop overnight. As any experienced leader will agree, it’s unrealistic to bring a group of people together, tell them what you want, then expect instantaneous teamwork.

Let’s review the objectives for this session:

SLIDE #1

Identify our District's Mission and our organization's vision. We're in the business of improving people's lives and we need to keep that in the forefront of everything we do.

Identify the qualities of a great team. If you build a great team, you will be able to achieve success.

Identify who is on your Area and Division team and discuss their responsibilities.

How to make Area and Division Council meetings effective and fun. Focused meetings are a key to your success.

Motivating teams. We'll share some techniques for motivating your team and encouraging achievement.

Developing resources. Part of effective leadership is searching for, identifying and putting resources to work. We'll discuss some tips for doing just that.

Before a group can become a team, they must first have a common mission and an uplifting vision of how their efforts will have an impact.

FOCUS ON THE MISSION

SLIDE #2

Every team must have a purpose. Your Area or Division teams are part of the entire District team and have a singular purpose: to achieve the District Mission:

District Mission. 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

Our purpose is to help insure that more people get the life-changing benefits of the Toastmasters program. We help more people become better communicators and better leaders through serving Clubs and helping Clubs become successful in their educational, membership retention, and membership recruitment efforts.

A SUPER TEAM NEEDS A VISION

SLIDE #3

As a member of the Toastmasters International team of District leaders you are helping to make the **Toastmasters International Vision** a reality:

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

All Area and Division teams need to focus their efforts with an individualized vision of becoming a President's Distinguished Area or President's Distinguished Division and what that will mean to the clubs and members in your Area or Division. It's important that your vision inspires commitment. This assures that everyone is motivated to work as a unit toward achieving results.

***PRESENTER:** Ask participants to take a moment to share their vision of success for their Area or Division. Allow five minutes for discussion.*

Needless to say, you have a big, important job! It takes teamwork to accomplish all these goals: to help Clubs *and* to become a Distinguished Area or Distinguished Division. You will definitely need the help of your fellow Toastmasters.

Being part of a team effort is exhilarating for all who participate! Successful Area and Division Governors know that much more can be accomplished working with a team than by working alone. And once other Toastmasters realize how much of a difference they can make — not just toward the success of an Area or Division, but toward their own learning experience — they will seize the opportunity to help their Area or Division become Distinguished. Building an effective Area or Division team means that members need to have the qualities of a super team:

- ▶ **Mission-focused.** Every activity of the team must be directed toward achieving the District Mission. Team members should constantly be asking themselves whether their efforts are helping Clubs attract and keep members, encouraging educational achievements and quality programming in Clubs.

SLIDE #4, 5

All team activities should be focused upon achieving Distinguished Club, Distinguished Area, Distinguished Division, and Distinguished District goals. You should not focus on less important activities, such as speech contests.

- ▶ **Service oriented.** Remember the Club is our “customer” and as District Officers, our duty is to serve the needs of the Club and Club Officers. We must be available to Clubs and provide the support each Club needs so that it may in turn serve its members, conduct quality Club meetings, and achieve Distinguished Club recognition.
- ▶ **Know goals.** Team members must know their goals and how achievement of these goals results in Club, Area, Division, and District success.
- ▶ **Dedication to quality performance.** Toastmasters who work hard to develop and maintain quality Clubs realize that quality is their most important consideration.
- ▶ **Committed to overcoming and removing obstacles to success.** Instead of allowing obstacles to block progress, resourceful team members think of creative new approaches for problem solving — and problems are soon transformed into opportunities for success.
- ▶ **Visible and accessible to others.** Committed team members realize that communication is vital to team success and are in constant contact with each other, keeping everyone updated and informed. A super Area team, for example, makes itself available to Clubs by frequent visits and through regular contact with Club officers.

-
- ▶ **Driven to achieve, they exude energy, excitement, and commitment.** Toastmasters are achievers. They bring enthusiasm to all their activities! Super Area and Division team members are committed to sharing the benefits of the Toastmasters program with as many people as possible. They are interested in the success of every Club and each Club member, and they work tirelessly toward helping others achieve their goals.
 - ▶ **Always working together, never against each other.** Dynamic Area and Division teams want to expand the benefits of Toastmasters. Dedicated to the same goals, they are more than willing to work together and help achieve Club, Area, Division, and District goals.

BUILDING YOUR TEAM

You're in luck — your Area or Division Council is a team that can have all of these qualities we just mentioned!

***PRESENTER:** Following is a description of an Area Council and the responsibilities of Assistant Area Governors. It is followed by a description of a Division Council and responsibilities of Assistant Division Governors. Please adjust the presentation, depending on whether your audience includes Area Governors, Division Governors, or both.*

THE AREA COUNCIL

PRESENTER: Distribute Handout #1 (Area Council Team). This handout contains a description of the duties of appointed Area Council members.

As Area Governor, you are Chairman of an Area Council made up of experienced Toastmasters. The “top three” officers — President, Vice President Education, and Vice President Membership — of every Club in your Area are automatically members of your Area Council. In addition, you have the opportunity to appoint three other members:

- ▶ Assistant Area Governor Education and Training
- ▶ Assistant Area Governor Marketing
- ▶ Secretary

Let’s take a closer look at the appointed members of the Area Council and their responsibilities. Appointing dedicated Toastmasters to these positions can help you and your Area Clubs be successful.

Assistant Area Governor Education and Training. The Assistant Area Governor Education and Training promotes club quality through achievement of Distinguished Area Program educational goals:

- ▶ Promotes achievement of Competent Toastmaster (CTM) and Advanced Toastmaster (ATM) awards for all members throughout the Area

SLIDE #6

TEAM
HANDOUT #1

SLIDE #7

-
- ▶ Encourages Clubs to achieve in the Distinguished Club Program so that every Club in the Area becomes a Distinguished Club.

The Assistant Area Governor Education and Training also helps the Area Governor in coordinating and conducting Area Speech Contests.

Assistant Area Governor Marketing. The Assistant Area Governor Marketing:

- ▶ Promotes Club strength through achievement of Distinguished Area Program Club growth goals:
 - Club October dues renewals submitted on time
 - Club April dues renewals submitted on time
 - Bringing all Clubs up to a level of 20 or more members
- ▶ Directs and coordinates the marketing strategies and activities necessary to achieve Area growth objectives
 - Directs membership development and retention programs throughout the Area
 - Helps rescue weak Clubs
 - Works with the Division Governor to develop a strong marketing program to build new Clubs in corporations and communities within the Area; Every Area should try to have net growth of at least one Club for the year

SLIDE #8, 9

These two appointed officers, as well as an appointed Area Secretary (who helps records team decisions made at Area Council meetings) and the Club Presidents, Vice Presidents Education, and Vice Presidents Membership of every Club in your Area can form the core of a strong and successful Area team, one which serves Clubs and helps share the benefits of Toastmasters with others. Of course, you may have other assistants to help you achieve Area goals. The more people you involve, the more successful you will be.

THE DIVISION COUNCIL

***PRESENTER:** Distribute Handout #2 (Division Council Team). This handout contains a description of the duties of appointed Division Council members.*

You are a part of the Division Council. In addition to the Division Governor, the Division Council includes:

- ▶ an Assistant Division Governor Education and Training
- ▶ an Assistant Division Governor Marketing
- ▶ all Area Governors of the Division

SLIDE #10

TEAM
HANDOUT #2

Let's take a closer look at the appointed members of the Division Council.

Appointing dedicated Toastmasters to fill the positions of Assistant Division Governor Education and Training and Assistant Governor Marketing is critical if you are to have a successful year. Both of these positions have a number of important responsibilities.

Assistant Division Governor Education and Training. The Assistant Division Governor, Education and Training promotes achievement of educational goals that result in Distinguished Areas and ultimately in a Distinguished Division:

SLIDE #11, 12

- ▶ Promotes achievement of Competent Toastmaster (CTM) and Advanced Toastmaster (ATM) awards for all members throughout the Division
- ▶ Ensures that Area Governors visit Clubs at least twice during the year, submitting forms to the District Governor by October 31 and April 30 respectively
- ▶ Works with Area Governors to promote Distinguished Club Program achievement. Every Club in the Division should be striving to become Distinguished
- ▶ Promotes Toastmasters International educational programs to improve Club quality:
 - Moments of Truth
 - The Better Speaker Series
 - The Successful Club Series
 - Speechcraft
 - The Leadership Excellence Series

-
- ▶ Helps Division Governor with educational programs at Division Council Meetings
 - ▶ Assists Division Governor in coordinating, planning, and directing Division Speech Contests

Assistant Division Governor Marketing. The Assistant Division Governor Marketing:

SLIDE #13, 14

- ▶ Strives to achieve Distinguished Division Club growth goals; at a minimum the Division should have no Club loss (e.g., if the Division began the year with fifteen Clubs, it should end the year with 15 paid Clubs), but every Division should strive for net growth of at least one Club
- ▶ Helps Areas achieve Distinguished Area status by assisting Area Governors in achievement of Distinguished Area Program goals related to membership:
 - Club October dues renewals submitted on time; Encourages Clubs to submit dues by Distinguished Club Program deadline of October 10 and follows up on any outstanding semis to ensure submission by November 15
 - Club April dues renewals submitted on time; Encourages Clubs to submit dues by Distinguished Club Program deadline of April 10 and follows up on any outstanding semis to ensure submission by May 15
 - Clubs at 20-plus membership; Helps Division Governor in implementing Division programs to assist Clubs and bring them up to a level of 20 or more members

-
- ▶ Directs and coordinates the marketing strategies and activities necessary to achieve Division growth objectives
 - ▶ Directs membership development and retention programs throughout the Division
 - ▶ Coordinates rescue of weak Clubs; Assists Area Governors in finding Club specialists for Clubs with nine or fewer members
 - ▶ Works with Lt. Governor Marketing to develop a strong marketing program to build new Clubs in corporations and communities within the Division

Of course, a Division Governor may also wish to include other Toastmasters as part of the overall Division team.

COUNCIL MEETINGS: MAKING IT HAPPEN

It's important to assemble your team and conduct Council meetings on a regular basis. Meetings are a good place to clarify goals and follow up on progress. Like your regular Toastmaster meetings, Council meetings should be fun and informative. Your meetings will be successful if you follow a few simple rules:

- ▶ Focus on Area and Division goals. The ultimate purpose of any Area or Division Council Meeting is to help Clubs by focusing on achievement of Distinguished Club, Distinguished Area and Distinguished Division goals.

SLIDE #15

-
- ▶ Have an agenda. An agenda is a road map for a successful, enjoyable and mission-oriented meeting. Keep an eye on the agenda and adhere to time limits - keep the meeting flowing. Don't let conversation drift to topics unrelated to achieving Area and Division goals.

 - ▶ Each member of the Council should report on progress toward achieving:
 - Distinguished Division
 - Distinguished Area
 - Distinguished Club

 - ▶ Recognize the achievements of your Council members in these programs

 - ▶ Include an educational session to pique interest

Get members involved in the meeting. Encourage interest by showing them the benefits of participating in the team effort. Working toward Area or Division goals is a perfect opportunity to develop leadership skills while they learn, grow, and achieve. (Area Governors should also be aware that Area Council meetings are also a great opportunity for identifying and developing future leaders for your Area, Division, and District!)

***PRESENTER:** In the following section, touch on some strategies for motivating Area and Division Council members into action.*

STRATEGIES FOR MOTIVATING TEAM MEMBERS

SLIDE #16

Here are some suggestions to help you motivate your “super” Council:

- ▶ **Establish rapport.** Establish a good relationship with each of your assistants and Club officers. Allocate time to sit down and talk with them. Get to know more about them as people. Let them know you are concerned about them, their Clubs, and their goals. It is much more enjoyable to work with someone who knows and shares your concerns.
- ▶ **Communicate your goals as Area or Division Governor.** Goals need to be concrete, measurable, and have target dates for completion. Large, seemingly overwhelming goals can be broken down into smaller, more manageable objectives. Make sure each team member knows and understands Area and Division goals.
- ▶ **Your goals should complement the goals of Council members.** Council members will be motivated to complete tasks for you when these tasks coincide with their own goals. Know the goals of each Council member and of each Club.
- ▶ **Delegate responsibility.** Assigning various tasks to fellow Council members allows you time to concentrate on planning. For example, you can assign organizing speech contests, tracking membership and tracking educational awards to different people on your team. Delegation frees you to focus on coordinating the effort of all team members so that goals can be achieved. In addition, give your Council members the freedom to run their own activities and achieve success.

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- ▶ **Set deadlines.** Goals need to have target dates for completion. Make sure that deadlines are realistic and attainable. Communicate deadlines and make them clear. Deadlines can be excellent gauges for tracking progress.
 - ▶ **Follow up.** When you assign a task, schedule an event, or set a deadline, give feedback and frequently check up on assignments. This opens up lines of communication and helps to clarify goals and duties. Follow-up also presents opportunities for acknowledging hard work. If you have scheduled a meeting, send a reminder note or make a phone call to the participants a few days before the event. This concern on your part will be appreciated by others. It will also foster support and strengthen rapport.
 - ▶ **Reward people for their efforts.** Provide positive feedback and support for achieving intermediate objectives. This motivates your team to obtain the goals you have agreed on.

Remember, no method of management is 100 percent effective. There will be some failures and disappointments. Reward success as often as you can and you will find that the number and frequency of successes will increase.

TEAM RESPONSIBILITIES

SLIDE #17

You and your Division/Area team are part of the Toastmasters International team of volunteers serving Clubs worldwide.

- ▶ It is important for you to understand that you and your fellow team members:

-
- **Represent Toastmasters International.** As a Division/Area Governor or in your capacity as an assistant to the Division/Area Governor, you represent your District. As a member of the District team, you represent Toastmasters International. The impression of Toastmasters International that your Clubs and members have will depend on you.
 - **Must maintain high ethical standards.** When you think of Toastmasters International, you think of people helping people. You also think of success, achievement, and integrity. In your position of leadership, it is important that you help maintain the bylaws, policies, and programs Toastmasters International has in place. These help protect you, clubs, and members and help preserve the integrity of our organization.
- ▶ Communications, publications, conduct at Toastmasters events must be of the highest caliber and not:
- Offensive
 - In poor taste
 - Derogatory to any Club or member

SLIDE #18

In all your communications, written or oral, and in all your conduct, remain aware of your role as a representative of Toastmasters International and your role as a **service provider** to Clubs.

- ▶ Also, team members must act in a responsible manner, keeping in mind their role in serving the Clubs and members. Be respectful of Clubs and their customs and be respectful of members' points of view, even if these differ from your own.

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- ▶ Toastmasters International policy prohibits harassment, including sexual harassment. Our organization is dedicated to ensuring a supportive environment where people can learn, grow, achieve, and experience all the benefits of Toastmasters. Toastmasters International is committed to creating and maintaining a harassment-free environment throughout all levels and activities of the organization.

EXPAND YOUR RESOURCES AND DEVELOP FUTURE LEADERS

In addition to Area and Division Council members, several other experienced Toastmasters are available to help your Area or Division achieve its goals. You are surrounded by a large group of Toastmasters with an abundance of talent. In your Area or Division are Toastmasters who:

- ▶ Are seasoned Toastmasters, interested in contributing to the goals of the Area or Division, yet do not have time to serve in an elected office.
- ▶ Are new to Toastmasters, but eager to accept responsibilities and challenges.
- ▶ Have special talents or interests which can be used in Toastmasters activities. For example, if you know of a Toastmaster who is a public relations specialist, he or she may be able to help promote Club, Area and Division activities.
- ▶ Have the potential to become future leaders in the Area, Division, and District.

Here are seven steps you can take to help identify and expand the resources available to you in your Area or Division:

-
1. **Identify experienced Toastmasters in your Area/Division.** These people may be past Club or District officers, members of your own Club, or coordinators of successful Speechcraft Programs.
 2. **Note members who show promise or interest.** Many new members are enthusiastic and want to make a contribution to Toastmasters. Don't limit yourself to experienced members. Write down many names.
 3. **Determine their talents and determine how they can contribute to achieving goals.** For example, you may know a Toastmaster who is experienced in Club building. You may know someone who has a talent for helping weak Clubs with improving Club programming and conducting membership campaigns.
 4. **Continually look to expand your resources.** During Club visits, Area Governors should meet as many Toastmasters as possible. Similarly, Division Governors should try to meet as many people as possible at Area and Division events. Get to know a little about these individuals' occupations and their personal interests. Give them the opportunity to tell you about themselves. After a Club visit, Area event, or Division event, identify at least one member who may be able to assist you.
 5. **Identify potential leaders.** During your term as Area or Division Governor, Toastmasters with leadership abilities can contribute greatly to the success of the Area or Division. By identifying and developing future leaders, you also contribute to the long-term success of the Toastmasters program.

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6. **Share your resources with Council members and the Toastmasters in your Area or Division.** When you end your term, make sure to give the list of resources to your successor.

 7. **Don't be afraid to ask Club members for help!** Often, it's not that difficult to overcome resistance. Many Toastmasters are eager to contribute in some way. All you have to do is ask!

EXERCISE: TRAVELING TOWARDS THE FUTURE

PRESENTER: *Conduct a time-traveling exercise to have Area and Division Governors arrive at a future vision for their Area or Division.*

PURPOSE: *To have Area Governors visualize where their Clubs will be on June 30th, and to have Division Governors visualize where their Divisions will be on that same date.*

TIME: 15 minutes

PROCESS:

1. *Explain to the group that they will be traveling in a time machine.*
2. *Have the participants:*
 - *Close their eyes and visualize that they are rocketing into the future.*
 - *Suddenly stop to discover that it is June 30th and their term has come to an end.*
 - *Visualize what their Areas or Divisions have accomplished.*
 - *Open their eyes.*
3. *Go around the room and have each participant stand and share his/her "year of success." Allow one minute for response.*

KEEP THE MISSION IN THE FOREFRONT, VISION IN FOCUS

PRESENTER: Close this training session with a call to action, similar to the following.

As the leader of your Area or Division, you have a unique opportunity to make the District Mission a reality by keeping focused on the Clubs and members you will be helping and serving. Remember, every Distinguished Club in your Area or Division means that people are getting the opportunity to grow and develop. Every step you take toward achieving Distinguished Area or Distinguished Division is a step toward empowering others to realize their full potential. Using the people resources in your Area or Division, create a team of Toastmasters leaders and guide that team to achievement.

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's Mission and our organization's vision**
- ▶ **Qualities of a super team**
- ▶ **Identify who's on your Area or Division team and team member responsibilities**
- ▶ **How to make Area and Division Council meetings effective and fun**
- ▶ **Motivating teams**
- ▶ **Developing resources**

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.

Toastmasters International Vision



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

Qualities of a Super Team



- ▶ **Mission-focused**
- ▶ **Service-oriented**
- ▶ **Knows goals**
- ▶ **Dedicated to quality**
- ▶ **Committed to overcoming obstacles to success**
- ▶ **Visible & accessible**

Qualities of a Super Team



▶ Exudes

- Energy
- Excitement
- Commitment

▶ Works well together achieving goals

Area Council Team Members

APPOINTED MEMBERS AUTOMATIC MEMBERS

Asst. Area Governor
Education and Training

Asst. Area Governor
Marketing

Secretary

Club President

Club VPEs

Club VPMs

and
the Area Governor

Asst. Area Governor Education and Training



- ▶ **Promotes Club quality through achievement of educational goals in the Distinguished Area Program**
 - **CTMs**
 - **ATMs**
 - **Distinguished Clubs**
- ▶ **Helps Area Governor with Area Speech Contests**

Asst. Area Governor Marketing



- ▶ **Promotes Club strength through achievement of Distinguished Area Club growth goals**
 - **Club October dues renewals in on time**
 - **Club April dues renewals in on time**
 - **Clubs at 20-plus membership**

Asst. Area Governor Marketing



- ▶ **Directs, coordinates Area growth strategies and activities**
- ▶ **Directs membership development and retention programs**
- ▶ **Helps rescue weak Clubs**
- ▶ **With Division Governor, builds corporate and community Clubs**
 - **Goal: net growth of one Club per Area**

Division Council Team Members



APPOINTED MEMBERS AUTOMATIC MEMBERS

Asst. Division Governor
Education and Training

Area Governors
of the Division

Asst. Division Governor
Marketing

and
the Division Governor

Asst. Division Governor Education and Training



- ▶ **Promotes achievement of educational goals and Club quality in the Distinguished Area Program**
 - **CTMs**
 - **ATMs**
 - **Area visits and submission of Area Visit Forms, first and second rounds**
 - **Distinguished Clubs**

Asst. Division Governor Education and Training



- ▶ Promotes Toastmasters International educational programs to improve Club quality
 - Moments of Truth
 - The Better Speaker Series
 - The Successful Club Series
 - Speechcraft
 - The Leadership Excellence Series

- ▶ Helps Division Governor with educational programs at Division Council meetings

- ▶ Helps Division Governor with Division Speech Contests

Asst. Division Governor Marketing



- ▶ **Strives to achieve Distinguished Division Club growth goals (net growth of at least one Club)**
- ▶ **Promotes achievement of membership goals in Distinguished Area Program**
 - **Club October dues renewals in on time**
 - **Club April dues renewals in on time**
 - **Clubs at 20-plus membership**

Asst. Division Governor Marketing



- ▶ **Directs, coordinates Division growth strategies and activities**
- ▶ **Directs membership development and retention programs**
- ▶ **Coordinates rescue of weak Clubs**
- ▶ **With Lt. Governor Marketing, builds corporate and community Clubs**

Make Area and Division Council Meetings Effective and Fun



- ▶ Focus on goals
- ▶ Have an agenda
- ▶ Report on progress toward
 - Distinguished Division
 - Distinguished Area
 - Distinguished Club
- ▶ Recognize achievements
- ▶ Pique interest with educational sessions

Strategies for Motivating Teams



- ▶ **Establish rapport**
- ▶ **Communicate goals**
- ▶ **Your goals complement council members' goals**
- ▶ **Delegate responsibility**
- ▶ **Set deadlines**
- ▶ **Follow up**
- ▶ **Reward efforts**

Team Responsibilities



You and your Division / Area team:

- ▶ **Represent Toastmasters International**
- ▶ **Must maintain high ethical standards**

Team Responsibilities



Communications, publications, conducted at Toastmasters events must be of the highest caliber and not be:

- ▶ **Offensive**
- ▶ **In poor taste**
- ▶ **Derogatory to any Club or member**

Team members must act in a responsible manner. Toastmasters International policy prohibits harassment, including sexual harassment.

Expand Your Resources



- ▶ **Identify experienced Toastmasters**
- ▶ **Note who shows promise or interest**
- ▶ **Determine their talents and how they can contribute**
- ▶ **Continually expand resources**
- ▶ **Identify potential leaders**
- ▶ **Share resources with other Toastmasters**
- ▶ **Ask for help**

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.

Area Council Team

AUTOMATIC MEMBERS:

The Area Governor and the “top three” Club officers (Presidents, Vice Presidents Education, and Vice Presidents Membership) of every Club in the Area.

APPOINTED MEMBERS:

ASSISTANT AREA GOVERNOR EDUCATION AND TRAINING

- ▶ Strives to accomplish Distinguished Area Program education goals:
 - Promotes achievement of Competent Toastmaster (CTM) awards
 - Promotes achievement of Advanced Toastmaster (ATM) awards
 - Works toward having every Club in Area achieve Select Distinguished or Distinguished Club
- ▶ Assists the Area Governor in coordinating, planning, and directing Area Speech Contests

ASSISTANT AREA GOVERNOR MARKETING

- ▶ Promotes Club strength through achievement of Distinguished Area Program Club growth goals:
 - Club October dues renewals in on time
 - Club April dues renewals in on time
 - Clubs at 20-plus membership
- ▶ Directs and coordinates the marketing strategies and activities necessary to achieve Area growth objectives.
- ▶ Helps rescue weak Clubs
- ▶ Directs membership development and retention programs throughout the Area
- ▶ Works with the Division Governor to develop a strong marketing program to build new Clubs in corporations and communities within the Area (Goal: net growth of a least one Club)

SECRETARY

- ▶ Takes minutes during meeting.
- ▶ Compiles minutes into record format after meeting.

Division Council Team

AUTOMATIC MEMBERS:

The Division Governor and the Area Governors of the Division.

APPOINTED MEMBERS:

ASSISTANT DIVISION GOVERNOR EDUCATION AND TRAINING

- ▶ Promotes achievement of educational goals that result in Distinguished Areas and achievement of Distinguished Division Program goals:
 - CTMs
 - ATMs
 - Area visits and submission of Area Visit Forms, first round and second round of visits
 - Distinguished Clubs
- ▶ Promotes Toastmasters International educational programs to improve Club quality
 - Moments of Truth
 - Better Speaker Series
 - Successful Club Series
 - Speechcraft
- ▶ Assists Division Governor in conducting educational programs at Division Council Meetings
- ▶ Helps Division Governor in coordinating, planning, and directing Division Speech Contests

ASSISTANT DIVISION GOVERNOR MARKETING

- ▶ Strives for accomplishment of Division Club growth goals (Net growth of at least one Club)
- ▶ Promotes achievement of membership goals in the Distinguished Area Program:
 - Club October dues renewals in on time
 - Club April dues renewals in on time
 - Clubs at 20-plus membership
- ▶ Directs and coordinates the marketing strategies and activities necessary to achieve Division growth objectives.
- ▶ Directs membership development and retention programs throughout the Division
- ▶ Coordinates rescue of weak Clubs
- ▶ With Lt. Governor Marketing, builds corporate and community Clubs