



THE FIRST CLASS **CLUB COACH**

Area and Division Director Training



**WHERE LEADERS
ARE MADE**



Area and Division Director Training

THE FIRST CLASS CLUB COACH

TOASTMASTERS INTERNATIONAL

P.O. Box 9052 • Mission Viejo, CA 92690 USA
Phone: +1 949-858-8255 • Fax: +1 949-858-1207
www.toastmasters.org/members

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**WHERE LEADERS
ARE MADE**

Toastmasters International Mission

We empower individuals to become more effective communicators and leaders.

District Mission

We build new clubs and support all clubs in achieving excellence.

Club Mission

We provide a supportive and positive learning experience in which members are empowered to develop communication and leadership skills, resulting in greater self-confidence and personal growth.

Toastmasters International Values

- ▶ Integrity
- ▶ Respect
- ▶ Service
- ▶ Excellence

Toastmasters International Envisioned Future

To be the first-choice provider of dynamic, high-value, experiential communication and leadership skills development.

A Toastmaster's Promise

As a member of Toastmasters International and my club, I promise

- ▶ To attend club meetings regularly
 - ▶ To prepare all of my speech and leadership projects to the best of my ability, basing them on projects in the *Competent Communication*, *Advanced Communication*, or *Competent Leadership* manuals
 - ▶ To prepare for and fulfill meeting assignments
 - ▶ To provide fellow members with helpful, constructive evaluations
 - ▶ To help the club maintain the positive, friendly environment necessary for all members to learn and grow
 - ▶ To serve my club as an officer when called upon to do so
 - ▶ To treat my fellow club members and our guests with respect and courtesy
 - ▶ To bring guests to club meetings so they can see the benefits Toastmasters membership offers
 - ▶ To adhere to the guidelines and rules for all Toastmasters education and recognition programs
 - ▶ To maintain honest and highly ethical standards during the conduct of all Toastmasters activities
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THE TRAINING SESSION

INTRODUCTION

This program is your comprehensive guide for preparing and presenting an effective training session for club coaches. By the end of this session, the members of your audience will have the knowledge they need to coach a Toastmasters club.

Training does not end with the training session; it is a process that continues throughout a leader's term. Let participants know the district leaders are all available to help if questions arise during their year in this role.

CONDUCTING THE SESSION

The First Class Club Coach describes the responsibilities and actions a club coach takes to help firmly re-establish an existing club. This product consists of three parts:

- ▶ Definition and explanation of the session
- ▶ A training outline
- ▶ A PowerPoint presentation

In Your Own Words

The outline is not a script and should not be read word-for-word. Instead, use the document as a guide for presenting the material with your own narrative style. This training may be modified as necessary.

USING VISUAL AIDS AND HANDOUTS EFFECTIVELY

Visual aids and handouts add interest and help your audience retain information. You are encouraged to use them. If you plan to use the PowerPoint slides, you will need a data projector, a laptop computer, a table to support them, and a screen for viewing. In the presenter's outline are indications for placement of the PowerPoint slides. Each is numbered. Please note that the first slide in the PowerPoint show is a title slide and is not included in this numbering system.

If you cannot arrange for projection equipment but still would like to use visuals, you may copy the material onto a flipchart. Do this before the presentation. Use a heavy marking pen that does not seep through the paper, and write on every third or fourth page so succeeding visuals do not show through. Make the letters large and heavy with plenty of space between them.

Follow these tips when using visual aids:

- ▶ Set them up and test them before the meeting begins. Place them so they are easily visible to listeners. Place your projector so it projects a large, high, undistorted image on the screen. Focus the image.
- ▶ Bring spare equipment, such as a projector bulb, extension cord, and extra marking pens.
- ▶ Display your visuals only when they are needed. If you are using a flipchart, flip the page back out of view when you are finished with it.

- ▶ Remember not to stand between the screen or flipchart and your audience or you will block their view.
- ▶ Maintain eye contact with your listeners. If you must turn your back to point out something, pause as you point it out, and then resume speaking only when facing your audience again.

HOW TO USE THE SESSION OUTLINE

The total time for this session is 45 to 60 minutes. Careful attention to time is essential.

In preparing for the session, keep two things in mind:

- ▶ Fit your planned discussion into the time allotted for each subject.
- ▶ Allow ample time for group discussion and participation.

Interspersed throughout the outline are boxed segments. These are explicit explanations and guidelines for conducting group exercises and portions of the presentation material. In the columns are indicators to visual aids, handouts, and space for you to make notes.

CHECKLIST FOR TRAINING

- ____ Visual aids prepared
- ____ Room arranged and properly equipped
- ____ Handouts prepared
- ____ Supplies and reference materials on hand
- ____ Laptop and projector available
- ____ Flipchart, easel, and marking pens available
- ____ Notepads and pencils available for each participant

EVALUATION AND FOLLOW-UP

Ask the participants to fill out the session evaluation form at the end of this session. Use this information for planning future training sessions.

OUTLINE

Trainer:

Mention the length of the training, the location of the rest rooms, and other relevant information.

V1

SESSION TOPICS

This session consists of three sections:

- ▶ Club coach qualifications
- ▶ Why a club coach is needed
- ▶ How to be an effective club coach

Most people, when they are ill, will make an appointment to see their doctor. The doctor's job is to diagnose the problem and present the patient with options for treatment. The patient then selects the treatment she believes is best for her. The doctor provides the tools needed for treatment, but the patient is responsible for following through with the treatment plan.

V2

A club coach's task is similar to a doctor's job in several ways. A coach

- ▶ Builds a rapport with club leaders and members
- ▶ Observes and analyzes the club environment, then assists the club in generating solutions
- ▶ Helps the club develop a plan with goals for improvement
- ▶ Enables the club to achieve goals
- ▶ Instills enthusiasm, fidelity, and a sense of responsibility for the club's future

Trainer:

Ask participants, "How does an individual benefit by participating as a club coach?" Write their answers on a flip chart or white board.

The Greek physician, Hippocrates, author of the Hippocratic Oath, said, "Healing is a matter of time, but it is sometimes also a matter of opportunity." Coaching a struggling club back to health is your opportunity to

- ▶ Develop team-building skills
- ▶ Expand leadership experience
- ▶ Increase proficiency as a facilitator and negotiator
- ▶ Develop diplomacy skills
- ▶ Share expertise

V3

V4

- ▶ Invest in the future of Toastmasters
- ▶ Earn credit toward the Advanced Leader Silver award

CLUB COACH QUALIFICATIONS

There are specific requirements that a member must meet before he or she can become a club coach.

- ▶ Coaches are Toastmasters who are not members of the struggling club and are not currently familiar with the club or its members.
 - This outsider perspective allows the coaches to view the club objectively.
 - Although coaches can't be members of the club at the time of appointment, they may join the club after being assigned.

Trainer:

If your district has a specific leader or committee in charge of the club coach program, provide this information to your audience here.

- ▶ District leaders are a valuable resource to you and the club.
 - The district director or club growth director may appoint up to two coaches for each club with 12 or fewer paid members at the time of the appointment.
 - Keep the area director, club growth director and district director regularly apprised of your progress.
 - When you are ready to start coaching, contact your district director or club growth director since he or she is the best resource to find a club in need.

For example, if the club's progress halts, a visit from the area director can boost the club's morale and help it persevere.

THRIVING OR STRUGGLING

Trainer:

Ask, "Why are some Toastmasters clubs vigorous and productive while others seem to barely survive?" Write their answers on a flip chart or white board.

- ▶ The difference often lies with the following:
 - The club climate, which refers to conditions that affect its
 - ◆ Operations
 - ◆ Members
 - ◆ Attitudes
 - The club's meeting time
 - ◆ The day of the week
 - ◆ The time of day

- The club's location
 - ♦ Is easily accessible
 - ♦ The parking lot is well lit

Trainer:

With the entire group, discuss other challenges that contribute to a poor club climate. Have the participants write these challenges down. Divide the larger group into teams of 4-6 to determine solutions to these challenges. After five minutes, have one person from each team share the team's solutions.

V5

MAKING THE CLUB CONNECTION

Once you are ready to become a club coach, and after you contact the district director or club growth director, it is time to begin.

- ▶ Observe the meeting and members to understand the club's dynamics during the first few visits with the club.
- ▶ Begin developing a personal rapport with the members.
- ▶ Gain their trust and respect by
 - Actively participating in the club
 - Setting a good example
- ▶ Use the Club Coach Troubleshooting Guide available online at www.toastmasters.org/clubcoachguide to identify challenges with the club.

V6

- ▶ Foster a sense of ownership in the club with its challenges.
- ▶ Emphasize that only through teamwork will the club be restored.
- ▶ Let them know that you are there to help them by
 - Facilitating discussion
 - Promoting collaboration
 - Ensuring they have and know how to use the available resources
- ▶ Encourage clubs to use other successful, supportive clubs as models but also support their desire to add their own unique style when appropriate.

V7

STATUS CHECK

A club must meet specific standards to create a positive environment. A club coach's initial step is to have the club evaluate its own climate.

- ▶ Have the club conduct *Moments of Truth* from *The Successful Club Series* to help the club identify its strengths and challenges.
- ▶ At the next club meeting, facilitate a discussion of the strengths and challenges they have identified.
 - Keep the discussion as positive and objective as possible but also encourage members to be honest.

For example, members may have lost their belief in the ability of the club to meet their needs and are too embarrassed to invite guests to meetings. That loss of faith in the club may be difficult for members to acknowledge.

- Make it clear to members that such honesty is curative and will help restore their belief in the club.
 - ◆ Congratulate members for their frankness and commend them for their desire to restore the club to health.
 - ◆ So long as the club is moving forward, a club coach should recognize and praise even the smallest accomplishments.

V8

CLUB MEETINGS

Good meetings are the cornerstone of a successful club. People join Toastmasters because they have a goal—they want to learn something. But if the learning environment is stale or routine, they'll go elsewhere to reach their goal. This is why club meetings need to be focused and fun.

- ▶ Teach the club (specifically the vice president education) how to plan and produce club meetings.
- ▶ Make sure the vice president education reviews the *Club Leadership Handbook* (Item 1310).
- ▶ Familiarize leaders with these other tools:
 - *Master Your Meetings* (Item 1312)
 - *The Better Speaker Series* (Item 269)
 - *The Successful Club Series* (Item 289)
 - *The Leadership Excellence Series* (Item 310)

All of these are available through the Toastmasters International online store at www.toastmasters.org/shop.

Any time a prospective or current member encounters an aspect of the Toastmasters club experience, they form an impression of that club's quality and service.

V9

- ▶ Quality clubs need to adopt a member service perspective.
- ▶ The club's standards for service must reflect the quality and reliability of the Toastmasters program.
 - Encourage them to conduct *Moments of Truth* (Item 290) from *The Successful Club Series*.
 - Ensure everyone in the club knows and applies these standards to current and new members.
 - Remind them to give current members the same care and attention afforded to guests and potential members.
- ▶ Recommend that the *Moments of Truth* Club Quality Standards Evaluation (Item 290B) is displayed at every meeting as a reminder of the club's goals and action plan.

MEMBERSHIP

Quality clubs also build and then maintain a strong, healthy membership of at least 20 members. This is the ideal number of members necessary to effectively support a Toastmasters club and helps ensure club leader, committee, and meeting roles are filled.

- ▶ Fostering a membership-building culture within the club will help it combat natural attrition. Membership-building activities:
 - Give clubs a stronger base of leaders
 - Provide a continuous flow of original personalities and ideas
- ▶ Encourage the vice president membership to develop and implement a club membership contest to run the duration of the term.
 - Show the vice president membership how to find the free online membership-building resources at www.toastmasters.org/membershipbuilding.
 - This framework will help the vice president membership organize and track a club-based membership-building program.
 - Mention the free online publication Success 101 (Item 1622).

Toastmasters International also conducts several membership contests. Suggest that the club have special pushes during their membership contest to coincide with the Toastmasters International contests.

- ▶ Show them how to find the Membership Building Contest page on Toastmasters International's website at www.toastmasters.org/membershipcontests.
- ▶ Explain contest rules and deadline dates for these Toastmasters membership contests:
 - Annual Membership Program
 - Talk Up Toastmasters!
 - Smedley Award
 - Beat the Clock
- ▶ Clubs may use their own membership contests as tools to support these competitions.
- ▶ Coach the vice president membership and vice president public relations about creating customized promotional strategies to attract members to the club.

For example, if the club is affiliated with a specific company or group, its membership-building strategies will differ from those of a community Toastmasters club. One way you can help the club decide on strategies is to facilitate a brainstorming session with the whole club.

Trainer:

Divide participants into teams of four to six. Have them discuss possible public relations opportunities clubs can use. Ask one person from each team to report the team's suggestions. Write them on the flipchart or white board.

- A simple promotional strategy is a club website, which can
 - ◆ Attract new members
 - ◆ Help the club operate more efficiently
 - ◆ Keep current members informed and interested
- Encourage clubs to use **FreeToastHost.org**.
 - ◆ It is designed specifically for Toastmasters clubs anywhere in the world.
 - ◆ Comes with easy-to-use design templates that simplify the Web design process for any Toastmasters club.

While a healthy influx of new members is important for a club's success, retention of current members is important to a club's longevity and performance, too.

V12

- ▶ Retaining members provides continuity in the club and assures a strong leadership base.
- ▶ Teach members that the entire club is responsible for keeping its members satisfied and involved in the program.

RECOGNIZE ACHIEVEMENT

One way clubs can help retain members is to publicly recognize members' contributions and notable accomplishments. This acknowledges the achievers and will help encourage others to action.

V13

For example, explain the importance of posting the member progress charts at every meeting. A club may also formally recognize members who achieve any education awards on the club's website and possibly with a small ceremony during a club meeting.

V14

- ▶ Emphasize the importance of recognizing members who work toward their goals.
- ▶ Suggest to corporate clubs that they use the company's email, intranet, and newsletter to congratulate members who have earned education awards or won a speech contest.
- ▶ Publicize the club's achievement in the Distinguished Club Program.
 - Include photos of award presentations for extra attention.
 - This publicity will help bring the Toastmasters message to a wider audience and attract potential members to the club.

V15

LOOKING TO THE FUTURE

People are motivated to perform when they have a clear understanding of the purpose and meaning of a task or activity. Having a vision and following the club's mission will help give a struggling club that focus and understanding.

- ▶ Explain that a vision is a mental image of what the club members would like to happen in the future—what they want their club to become.
 - The vision that the club creates should generate excitement, interest, and energy, so every current and future member and guest wants to become involved.
- ▶ Help the members develop a vision for the club and get their agreement to fulfill the club mission.

V16

Use the Toastmasters International club mission as an example. We provide a supportive and positive learning experience in which members are empowered to develop communication and leadership skills, resulting in greater self-confidence and personal growth.

V17

- ▶ Guide the club to set specific goals to make their vision a reality.
 - Encourage every member to participate in setting goals for the club.
 - By helping set goals, members will begin to feel a sense of ownership and responsibility for the club and will be more willing to work toward meeting the goals.
 - They also are more likely to become enthusiastic about and committed to their work.
 - Members will reestablish their faith in one another as a team as well as in the club when they agree on goals and then act to fulfill them together.

V18

- ▶ Teach the club how to use the Distinguished Club Program and the Club Success Plan to set realistic goals and develop coherent plans to achieve them.
 - Make sure leaders know where to find the *Distinguished Club Program/Club Success Plan* (Item 1111) manual online at www.toastmasters.org/1111.
 - Also let them know that a hard copy is included with the club leadership mailing sent to all club presidents of record in late May or early June every year.
 - Make sure the club knows how to use the Club Success Plan. Show the club how the plan
 - ◆ Helps clubs determine how they will meet the 10 DCP goals
 - ◆ Allows the club to establish additional goals
 - ◆ Outlines strategies for achieving goals
 - ◆ Identifies resources the club may use to accomplish goals
 - ◆ Has room to write in assignments, develop timetables, and track accomplishments
 - Show leaders how to check the club's DCP progress on Toastmasters International's website.

While strong membership growth is important, it is only part of the formula for a successful club. Clubs should focus first on the quality and effective presentation of club meetings.

V19

CLOSING

In order for a coach to earn credit toward the Advanced Leader Silver award, the coached club must achieve Distinguished Club recognition.

A club coach must teach members to recognize threats to the club's stability and progress, as well as foster members' fidelity and responsibility for the club's future. Hippocrates said, "Everyone has a doctor in him or her; we just have to help it in its work." Similarly, you should enable the clubs you coach to continue to grow and thrive. Only after you help the club to achieve Distinguished recognition and help the members find their inner doctor, may you truly claim success.

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



Area and Division Director Training

The First Class Club Coach



Introduction

- ▶ Club coach qualifications
- ▶ Why a club coach is needed
- ▶ How to be an effective club coach



A Club Coach

- ▶ Builds a rapport
- ▶ Observes and analyzes the club environment
- ▶ Helps the club develop goals
- ▶ Enables the club to achieve goals
- ▶ Instills enthusiasm, fidelity, and a sense of responsibility



Your Opportunity To

- ▶ Develop team-building skills
- ▶ Expand leadership experience
- ▶ Increase proficiency as a facilitator and negotiator
- ▶ Develop diplomacy skills
- ▶ Share expertise
- ▶ Invest in the future of Toastmasters
- ▶ Earn credit toward the Advanced Leader Silver award



Club Coach Qualification

- ▶ A Toastmaster who is not a member of the struggling club upon appointment.



Club Qualification

- ▶ Fewer than 12 paid members
- ▶ Coach is not a member of the club when appointed



Making the Club Connection

- ▶ Observe club dynamics.
- ▶ Develop a personal rapport with members.
- ▶ Gain their trust and respect.
- ▶ Use the Club Coach Troubleshooting Guide.



Making the Club Connection

- ▶ Foster a sense of ownership.
- ▶ Emphasize teamwork.
- ▶ Let them know that you are there to help them.
- ▶ Encourage clubs to use other clubs as models.
- ▶ Support the addition of their own unique style.



Status Check

- ▶ Have the club conduct *Moments of Truth*.
- ▶ Help identify strengths and challenges.
- ▶ Facilitate a discussion of the strengths and challenges.



Club Meetings

- ▶ Teach the club how to plan and produce club meetings.
- ▶ Ensure the vice president education reviews the *Club Leadership Handbook*.
- ▶ Show club leaders how to find and use other tools.



Quality Clubs

- ▶ Quality clubs have a member service perspective.
- ▶ The club's criteria for service reflect quality and reliability.
- ▶ Recommend displaying the Moments of Truth Club Quality Standards Evaluation.



Membership

- ▶ It takes 20 members to support a club
- ▶ Combat attrition with a membership-building culture
- ▶ Run club membership contests



Toastmasters Membership Contests

- ▶ Annual Individual Member Program
- ▶ Talk Up Toastmasters!
- ▶ Smedley Award
- ▶ Beat the Clock



Membership

- ▶ Retaining members provides continuity and assures a strong leadership base.
- ▶ Every member is responsible for keeping all other members satisfied and involved in the club.



Recognize Achievement

- ▶ Post member progress charts at every meeting
- ▶ Formally recognize members achieving any education award
- ▶ Mention achievements in club newsletters and on the website.



Recognize Achievement

- ▶ Emphasize the importance of recognizing members.
- ▶ Encourage corporate clubs to use the company email, intranet, and newsletter to recognize members.
- ▶ Publicize the club's achievement in the Distinguished Club Program.



Looking to the Future

- ▶ A vision is what members want their club to become.
- ▶ Help members develop a vision for the club.
- ▶ Get their agreement to fulfill the club mission.
- ▶ Guide the club to set specific goals.



Looking to the Future

Club mission

We provide a supportive and positive learning experience in which members are empowered to develop communication and leadership skills, resulting in greater self-confidence and personal growth.



Looking to the Future

Teach the club how to use the
*Distinguished Club Program and
Club Success Plan.*



The Club Success Plan

- ▶ Helps determine how club will meet the 10 goals
- ▶ Allows the club to establish additional goals
- ▶ Outlines strategies for achieving goals
- ▶ Identifies resources to accomplish goals



Closing

“Everybody has a doctor in him or her;
we just have to help it in its work.”

—Hippocrates

