NEW CLUB MENTORING MATTERS

Area and Division Governor Training
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.
- Ensuring that each club effectively fulfills its responsibilities to its members.
- Providing effective training and leadership development opportunities for club and district officers.
# TABLE OF CONTENTS

**The Training Session** ................................................................. 3  
Introduction ................................................................................. 3  
Conducting the Session .............................................................. 3  
Using Visual Aids and Handouts Effectively ............................... 3  
How to Use the Session Outline ................................................. 4  
Checklist for Training ................................................................. 4  
Evaluation and Follow-up ............................................................ 4  

**Outline** ..................................................................................... 5  
Session Objectives ................................................................. 5  
Introduction ............................................................................... 5  
   The Values of Mentoring ........................................................... 6  
   Appointing Mentors ................................................................. 6  
   The Team Approach ................................................................. 6  
Teaching Toastmasters to Fish .................................................... 7  
   Answering Questions ............................................................... 7  
   Using Resources .................................................................... 8  
Official Duties ........................................................................... 8  
   Optional ............................................................................. 9  
Quality Club Meetings .............................................................. 10  
Membership Muscle ................................................................. 10  
   Involve the Vice President Membership .............................. 11  
   Membership-Building Contests ........................................... 11  
   Promotional Strategies ......................................................... 12  
   Members Retention .............................................................. 12  
Keep Them Coming Back .......................................................... 12  
The Educational Program .......................................................... 13  
The Distinguished Club Program Can Help .............................. 14  
Closing ...................................................................................... 14
THE TRAINING SESSION

INTRODUCTION
This program is your comprehensive guide for preparing and presenting an effective training session for club mentors. By the end of this session, the members of your audience will have the knowledge they need to mentor new Toastmasters clubs.

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

CONDUCTING THE SESSION
New Club Mentoring Matters describes the responsibilities and actions a mentor needs to take in order to help firmly establish a new club. This product consists of three parts:

- Definition and explanation of the session
- A training outline
- A PowerPoint presentation to be viewed along with the session

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 by each district 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 for this session as visual aids, you will need a data projector, a laptop computer, a table to support them, and a screen for viewing. In the presenter’s outline, in the right-hand column, 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 bleed through the paper, and write on every third or fourth page so succeeding visuals will not show through. Also, make your 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. Do not talk to the screen or flipchart. 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 right-hand column are keys to visuals aids, handouts, and space for you to make notations.

**CHECKLIST FOR TRAINING**

- Visual aids prepared
- Room arranged and properly equipped
- Handouts
- 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:
Welcome the group and present a brief opening address. Focus on the importance of a strong foundation for new clubs and how their performance as mentor will have a lasting impact on the new club. Emphasize that the work mentors do provides a legacy that will support hundreds, if not thousands of members in coming years. Call attention, as well, to the need for providing ongoing encouragement and counsel to new clubs, in addition to operative support. Mention the length of the training, the location of the restrooms and other relevant information.

SESSION OBJECTIVES

- Introduction
- Teaching Toastmasters to fish
- Official duties
- Quality club meetings
- Membership muscle
- Keep them coming back
- The educational program
- The Distinguished Club Program

INTRODUCTION

The idea of mentoring has been around for centuries. Many of the world’s most influential people have benefited from having a mentor, such as:

- Plato – mentored by Socrates
- Alexander the Great – mentored by Aristotle
- Helen Keller – mentored by Anne Sullivan

These mentors shared their expertise with less experienced individuals. Mentoring a new Toastmasters club is similar in many ways to mentoring a single person. Mentors are the advisors and tutors for new clubs and have a great affect on the degree to which a new club succeeds.
The Values of Mentoring

New clubs are not the only beneficiaries of the mentoring relationship. Mentoring allows mentors to:

- Share their expertise.
- Develop their capacity to translate values and strategies into productive actions.
- Prove themselves as valuable leaders.
- Invest in the future of Toastmasters.
- Obtain fresh perspectives.
- Build teamwork skills.
- Expose themselves to new situations in which to apply their skills.
- Earn credit toward the Advanced Leader Silver (ALS) award.

Appointing Mentors

Having the new club’s president sign and return the Get Credit form to World Headquarters is the final step to ensure you are awarded for your mentorship. Ensure all of the paperwork is completed properly so you will receive credit for your efforts.

- The district governor is responsible for appointing all mentors and sponsors for new Toastmasters clubs.
- The district governor can also email newclubs@toastmasters.org to appoint sponsors.
- The names of sponsors and mentors must be assigned and appear on the Application to Organize form that is sent to World Headquarters.

The Team Approach

A mentor works with the new club’s sponsors for a short period of time.

- A sponsor is a member who:
  - Helps charter a new club.
  - Follows leads.
  - Generates interest and enthusiasm for the new club.
  - Recruits members.
  - Gets all of the appropriate paperwork submitted to World Headquarters.

- Sponsors pass the baton of support and development of the new club to the mentors, once their responsibilities are complete.

- It is advantageous for the mentor to stay informed about the sponsor’s activities with the new club.

For example, a mentor may want to help with meeting roles during the demonstration meeting or even during some of the new club’s pre-charter meetings. This way, when it is time for you to begin your role, you will be familiar with the club’s members and the club’s progress so far.
TEACHING TOASTMASTERS TO FISH

Many people are familiar with the proverb, "Give a man a fish, and you feed him for a day. Teach a man to fish, and you feed him for a lifetime." This proverb illustrates that although it takes much longer to teach someone how to do something rather than do it for them, sharing knowledge brings lasting benefits. For a mentor, this proverb is especially true.

For example, a mentor will be consulted for answers to questions like:
- What are the timing rules, again?
- How can we have a meeting if the president is absent?
- How do we keep meetings from getting boring?

Answering Questions

While answers to the majority of questions can be found in one or more of the many resources published by Toastmasters International, a mentor should be prepared for questions that do not have written answers. Here are some of the questions you may encounter:

** Trainer:**

Divide participants into groups of three or four. Assign each group one of the questions and have them discuss it and reach a solution. Ask each group to report their answer. Write their solutions on the flipchart or white board and compare to the correct responses on the visual.

1) Can an evaluator require a member to repeat a manual project if the member didn’t meet all of the project objectives?

2) If a speaker wants more time for a manual speech than the objectives provide, can he revise the time with the vice president education’s approval?

3) Can the vice president education (VPE) refuse to sign a member’s Project Completion Record if the VPE believes the member could have performed better?

4) If a member’s manual speech went overtime, can she still be included when the club votes for Best Speaker of the meeting?

5) Can guests to the club participate in voting for Best Table Topics™ Speaker of the meeting?

**Answers:**

1) No. Evaluators are simply individuals offering their opinions and perceptions of a speech or performance. If a speech does not meet project objectives, an evaluator should point out what the speaker did well and also point out the areas where the speaker could improve, as in a normal evaluation. The evaluator could then suggest, in private, that the speaker repeat the project. Ultimately, the member must decide if the evaluator’s opinion is valid and if a speech project should be repeated.

2) No. One of the lessons to be practiced in speech training is that of expressing a thought within a specific time. Timing is treated the same as any other manual project objective. For example, if one of the objectives of a project speech is to use gestures effectively and the member focuses instead on vocal variety, the member has not met the project objective and the evaluator should
point this out. The same is true if the time for a speech is five to seven minutes and the member speaks for eight minutes. The evaluator should point out that the timing objective for the speech was not met.

3) No. The Toastmasters program is self-motivated and self-paced. If a member chooses not to do his best when completing projects, that is his choice. Although the VPE certainly can encourage the member to do better, the VPE does not have the authority to refuse to sign the Project Completion Record. Keep in mind, too, that people’s natural abilities vary. For example, one person may devote 10-12 hours preparing a speech and struggle with meeting project objectives or not meet them at all. However, that person did the best they could. Another member working on the same project may devote only one to two hours of preparation and meet all of the objectives with ease. The VPE should be sensitive to this.

4) Some clubs vote for Best Speaker of the meeting or most improved speaker. However, not all clubs choose to recognize members in this way. Because this recognition is optional, each club is free to set its own requirements for this award.

5) Some clubs vote for Best Table Topics™ speaker. This recognition is optional so each club is free to decide who is permitted to vote.

Using the Resources
A mentor will not have the answer to every question the club asks. Even if a mentor does have all the answers, empower the new club and its members to find answers on their own. Instead of giving all the answers, help the questioner find the answer in the appropriate resource.

Help club officers become independent anglers and familiarize them with the Toastmasters International website (www.toastmasters.org). Encourage them to use the website to get information like:

- Updates on the club’s progress in the Distinguished Club Program (DCP)
- Downloadable forms and documents
- Perform administrative tasks, like submitting:
  - New member applications
  - Dues renewals
  - Educational award applications
- Current and back issues of the Leader Letter

A mentor should also supplement this information with lessons from their own experiences. By doing this, a mentor has answered the current question but also provides a resource to help the member answer future questions for themselves and others.

OFFICIAL DUTIES
The official term as mentor begins when the new club charters. The term lasts for six months to one year. It is helpful for mentors to join the new club, but it is not required. A mentor’s duties include:

- Ensuring the club is strong and fully functional.
- Making sure officers understand their duties and have the tools they need to perform them.
  - Educate them about what standards each one must meet and how to go about meeting them.
Start by ensuring each officer has and reads their club officer manual.

Encourage officers to attend district-sponsored club officer training as soon as practical and stress the importance of going to training twice a year.

- Clubs that elect officers for a 12-month term sometimes overlook the value of attending training twice during their term.
- Emphasize that it is to each club’s benefit to attend officer training twice a year. The second training:
  - Gives clubs an opportunity to discuss any problems they may be having.
  - Gives the district an opportunity to follow up with poorly performing clubs and give them additional guidance.
  - Creates an opportunity for club officers to keep abreast of new happenings and information in the district.
  - Establishes an opportunity to meet with officers of other clubs and obtain new ideas for improving their own clubs.

Although simple and straightforward, mentoring is also a very comprehensive and detailed process. That is why it can take six to 12 months to get a new club established.

**What? How? Why?**

Officers must understand:

- **What** they must do
- **How** they must go about doing it
- **Why** their actions or inaction affects every individual member and the club as a whole

**Two examples:**

1. A mentor could point out the consequences of an officer not submitting new membership applications promptly.
   - Individual won’t receive their New Member Kit.
   - Members may not be eligible to serve as club officers.
   - Members may not be eligible to participate in speech contests.
   - Club won’t receive DCP credit for the new member.

2. A mentor could also demonstrate the impact of losing potential members who are unable to find the club because officers did not update the club location and contact information with World Headquarters.

Providing these types of insights is integral to mentoring new clubs.

**Optional**

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**Trainer:**

Ask, “What aspects of a club meeting are optional?”

Write down the correct answers on a flipchart or white board.

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Mentoring duties do not include creating identical Toastmasters clubs. Many parts of a club meeting are optional, such as:
The invocation
The pledge to the flag
Best speaker awards

Let new clubs know what their options are, but let them decide for themselves whether to include these in their meetings.

QUALITY CLUB MEETINGS
Another deciding factor of a club’s success is the value of club meetings. People join Toastmasters because they have a goal – they want to learn something. However, if the learning environment is stale or routine they will go elsewhere to reach their goal. This is why club meetings need to be focused and fun.

- The backbone of successful meetings is preparation.
  - Teach the VPE how to plan and produce club meetings.
- Show VPEs how to find, and teach them how to use, other tools like the free meeting-planning software available from the Toastmasters Web site.
- Also, familiarize the VPE with these other ideal programming materials:
  - Master Your Meetings (Item 1312)
  - The Better Speaker Series (Item 269)
  - The Successful Club Series (Item 289)
  - The Leadership Excellence Series (Item 310)

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

Any time prospective or current members come in contact with an aspect of the Toastmasters club experience, they form an impression of that club’s quality and service.

- Quality clubs need to create a member service perspective and the club’s standards for service must reflect the quality and reliability of the Toastmasters program.
- The best way to teach clubs how to do this is to encourage them to conduct the presentation “Moments of Truth” from The Successful Club Series.
  - Make sure the new club knows and applies these quality standards to current and new members.
  - Remind them the same care and attention afforded to guests and potential members should be given to current members.

MEMBERSHIP MUSCLE
- Maintain a strong and healthy membership of at least 20 members.
  - This is the ideal number of members necessary to effectively support a Toastmasters program. Having 20 members helps ensure:
Officer and committee roles are filled.
- Speaking and evaluation opportunities are taken.
- Members are not overburdened with serving in multiple meeting roles.

- Strive to bring in new members.

**Trainer:**

Ask, “Why is it important to have new members for the club?”
Possible answers: People’s jobs, residences and lifestyle change frequently and members may find it difficult to make a strong commitment to a Toastmasters club.

Write participants answers on a flipchart or white board.

- Foster a membership-building culture within the new clubs you mentor will help them combat natural attrition.
- Gaining new members:
  - Give clubs a stronger base of leaders.
  - Provide a continuous flow of original personalities and ideas.
  - Help keep club meetings fresh and exciting.

**Involve the Vice President Membership (VPM)**

- Encourage the vice president membership (VPM) to develop and implement a club-sponsored membership contest to run the duration of their term.
- Show the VPM how to find the free online membership-building resources at [www.toastmasters.org/membershipbuilding](http://www.toastmasters.org/membershipbuilding).
  - This framework will help the VPM organize and track a club-based membership-building program.
  - Another free online publication you should mention to new VPMs is Success 101 (Item 1622). This is a how-to guide for conducting club membership-building contests.

**Membership-Building Contests**

Toastmasters International also conducts several membership-building contests during the year.

- Suggest that the new club have special pushes during their membership contest to coincide with Toastmasters-sponsored contests.
- Show them how to find the membership building contest page on Toastmasters International’s website at [www.toastmasters.org/membershipcontests](http://www.toastmasters.org/membershipcontests).
  
Contests include:
  - Annual Individual Member Sponsors (July 1- June 30)
  - Smedley Award (Aug 1 - Sept 30)
  - Talk up Toastmasters! (Feb 1 - Mar 31)
  - Beat the Clock (May 1 - June 30)

Club-sponsored membership contests are tools clubs can use to support these membership-building contests run by Toastmasters International.
Promotional Strategies
In addition to encouraging participation in club-sponsored membership-building contests and supporting Toastmasters International contests, a mentor needs to coach the VPM and vice president public relations (VPPR) regarding the importance of devising customized promotional strategies for attracting members to the club.

Trainer:
Ask, “What are some examples of simple promotional strategies?”
Write answers on a flipchart or white board.

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

A simple promotional strategy is a club website or a club Facebook page. Both will:
- Attract new members.
- Help the club operate more efficiently.
- Keep current members informed and interested.

Encourage new clubs to use FreToastHost.org because it is designed specifically for Toastmasters clubs anywhere in the world. A FreeToastHost.org website comes with easy-to-use design templates that simplify the Web design process for any Toastmasters club.

Member Retention
- Retention of current members is important to a club’s longevity and performance.
- Retaining members:
  ■ Provides continuity in the club.
  ■ Assures a strong leadership base.
- Teach them that their entire club is responsible for keeping its members satisfied and involved in the program.

KEEP THEM COMING BACK
Great club meetings are the primary reason members keep coming back. One of the most elementary ways to show members that the club appreciates their dedication is by publicly recognizing members’ contributions and notable accomplishments.

For example, ensure the club posts member progress charts at every meeting. This serves to recognize the achievers and galvanize others to action. Or, the clubs might rather formally recognize members achieving CC, AC, CL, AL, and DTM awards in the club’s newsletter and possibly with a small ceremony during a club meeting.
Emphasize the importance of recognizing members who work toward their goals.

Suggest to company clubs that they use the company’s email, intranet, and newsletter to congratulate members who have earned educational awards or won a speech contest.

Publicize the club’s achievement in the DCP.
- 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.

THE EDUCATIONAL PROGRAM

The educational program is the heart of any Toastmasters club; it is how members develop the skills they joined the club to learn. Toastmasters International’s educational program offers two tracks:

1. The communication track: enhances speaking skills.
2. The leadership track: refines leadership skills.

Note:

A member should be familiar with both tracks and the awards members can receive for them. Requirements for all awards are on the handout you received and on Toastmasters International’s website.

- 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.
- The requirements for all awards can be completed in a reasonable amount of time.
- Make sure the club’s members know how to work through both tracks.

Note:

Coach the new club to present *The Successful Club Series* module, *The Toastmasters Education Program* (Item 300), twice a year to provide new members with a thorough orientation and veteran members with a refresher to keep them on track.

- Show officers how to find the requirements for all of the education awards on Toastmasters International’s website and in the officer manuals.
  - Advise them that award applications also are available for download on the website and samples are included in the appendix of most club officer manuals.
THE DISTINGUISHED CLUB PROGRAM (DCP) CAN HELP

The DCP is a tool clubs can use to keep themselves on track and focused on providing members with the service and environment they need to achieve their goals.

The following are highlights that the clubs mentored will need to understand in order to make the best use of the DCP.

- Make sure officers know where to find the Distinguished Club Program and Club Success Plan (Item 1111) manual online at www.toastmasters.org/1111.
  - Let them know that a hardcopy is included with the club leadership mailing sent to all club presidents of record in late May or early June, every year.
- Advise the club to present The Successful Club Series module, “How to be a Distinguished Club” (Item 299), at least once every year to explain the program to new members and to keep the whole club focused.
- Recommend the club use and display the Distinguished Club Program Goals Wall Chart (Item 1111C) at every meeting to keep the excitement going.
- Ensure the club knows how to use the Club Success Plan. As already discussed, planning is the foundation of progress for a club and the Club Success Plan is a club’s ultimate success-planning tool. Show the new club how the plan:
  - Helps clubs determine how they will meet the 10 DCP goals.
  - Allows clubs to establish additional goals.
  - Outlines strategies for achieving goals.
  - Identifies resources clubs may use to accomplish goals.
  - Has room to write in assignments, develop timetables and track accomplishments.

CLOSING

The information received today will serve as part of the foundation of knowledge you will be sharing. Mentors are a new club’s primary nurturers, educating and training by example. It is impossible to tutor a fledgling club about every situation it may encounter but if a mentor “taught the club how to fish” from the beginning, it will be prepared to overcome the obstacles it encounters and sustain its members’ educational growth. Mentors are responsible for the beginning of a club’s journey and, as Plato said in The Republic, “The beginning is the most important part of the work.”
### NEW CLUB MENTORING MATTERS

#### SESSION EVALUATION

Date: ____________________  Session 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.**

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**Additional Comments:**
Area and Division Governor Training

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Mentoring Matters
Session Objectives

- Introduction
- Teaching Toastmasters to fish
- Official duties
- Quality club meetings
- Membership muscle
- Keep them coming back
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What? How? Why?

- **What** they must do
- **How** they must go about doing it
- **Why** their actions or inaction affects every individual member and the club as a whole
What aspects of a club are optional?
Quality Club Meetings

- The backbone of successful meetings is preparation.
- Show VPEs how to find and use other tools like the free meeting-planning software available from the Toastmasters website.
- Familiarize the VPE with other ideal programming materials.
- Create a member service perspective.
- Encourage clubs to conduct the presentation “Moments of Truth” from *The Successful Club Series*. 
Membership Muscle

- Maintain a strong and healthy membership of at least 20 members.
- Strive to bring in new members.
- Foster a membership-building culture within the new clubs, which helps them combat natural attrition.
Membership Muscle

Involve the VPM

- Encourage the vice president membership (VPM) to develop and implement a club-sponsored membership contest to run the duration of their term.
Membership Muscle

Membership-Building Contest

www.toastmasters.org/membershipbuilding
Membership Muscle

Promotional Strategies

What are some examples of simple promotional strategies?
Membership Muscle

Member Retention

- Retention of current members is important to a club’s longevity and performance.
- Retaining members provides continuity in the club and assures a strong leadership base.
- The entire club is responsible for keeping its members satisfied and involved in the program.
Keep Them Coming Back

- Emphasize the importance of recognizing members who work toward their goals.
- Suggest to company clubs that they use the company’s email, intranet, and newsletter to congratulate members who have earned educational awards or won a speech contest.
- Publicize the club’s achievement in the Distinguished Club Program.
The Educational Program

Communication Track

New Member

Competent Communicator → Advanced Communicator Bronze → Advanced Communicator Silver → Advanced Communicator Gold

Leadership Track

Competent Leader → Advanced Leader Bronze → Advanced Leader Silver → DTM
The DCP Can Help

- Make sure officers know where to find the Distinguished Club Program and Club Success Plan online at www.toastmasters.org/1111.

- Advise the club to present *The Successful Club Series* module, “How to be a Distinguished Club” at least once every year.

- Recommend the club use and display the Distinguished Club Program Goals Wall Chart.

- Ensure the club knows how to use the Club Success Plan.
"The beginning is the most important part of the work."

Plato, *The Republic*