



The First Class Club Coach



Toastmasters
International

The First Class Club Coach



©**Toastmasters International**®

P.O. Box 9052 • Mission Viejo, CA 92690 USA
(949) 858-8255 • FAX: (949) 858-1207

www.toastmasters.org
members.toastmasters.org

Printed in USA Item 218F

© 2007 Toastmasters International. Educational materials produced and distributed by Toastmasters International are intended for use as part of the Toastmasters educational program only. This publication is produced by Toastmasters International and may not be used outside of the Toastmasters program nor reproduced in full or in part without written permission from World Headquarters. The name "Toastmasters International," "Toastmasters" and the Toastmasters International emblem are trademarks protected in the United States, Canada, the European Union, Australia, Bahrain, China, Hong Kong, India, Indonesia, Japan, Jordan, Kuwait, Malaysia, Mexico, New Zealand, Oman, Philippines, Qatar, Saudi Arabia, Singapore, South Africa, Taiwan, United Arab Emirates, and most other countries where there are Toastmasters clubs. Clubs may use these trademarks on stationery, newsletters and other printed matter intended for communications purposes. However, these trademarks may not be placed, engraved or otherwise used on items such as trophies, certificates, plaques, badges, banners, clothing, ties, jewelry, mugs, or any other items without the express written consent of the Executive Director. All club and district officers are asked to report to the Executive Director all instances of illegal reproduction of copyrighted materials and illegal use of Toastmasters International trademarks. Toastmasters International will pursue full legal recourse for any unauthorized use of its copyrighted materials and trademarks.



Table of Contents

Training Script 4

Appendix

Planning a Successful Training Program 16

The Training Environment 17

How to Use the Script 18

Training Checklist 19

Evaluation and Follow-up 19

Visual Aids Copy 20

Handouts and Evaluation Form 21

Your Job as Trainer

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

Preparation is the key to a good training session. Study the training program thoroughly. Inject your own personality and experiences to create a session that is educational, enjoyable and motivational. Be sure to check the availability, condition and instructions for all electronic equipment prior to your training session. What would you do if your computer didn't work? What if you didn't know how to operate their brand of data projector? Be prepared with backup visuals, such as a flipchart, in case of technical failures. And be sure to arrange for help with any technical questions well before the event. But remember: Time is precious and must be controlled carefully throughout the session.

PRESENTATION OF THE TRAINING SESSION

PRESENTER: Welcome the group and present a brief opening address. Your comments should be positive and motivational, emphasizing the club coaches' commitment to providing encouragement, counsel and support.

You also should mention the length of the training, the location of the rest rooms and phones, and other relevant information.

Opening Remarks

Most people, when they're 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.

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

- ▶ builds a rapport with the club leadership 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
- ▶ makes it possible for the club's officers and members to implement the plan
- ▶ instills enthusiasm, fidelity and a sense of responsibility for the club's future

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:

CC-V #1

- ▶ develop team-building skills
- ▶ expand your leadership know-how
- ▶ increase your proficiency as a facilitator and negotiator
- ▶ develop diplomatic dexterity
- ▶ share your expertise
- ▶ invest in the future of Toastmasters
- ▶ earn credit toward the Advanced Leader Silver (ALS) award

Who Qualifies to be a Coach?

The district governor may appoint up to two coaches for each club with 12 or fewer paid members at the time of the appointment. 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.

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

When you're ready to start coaching, contact your district governor since he or she is the best resource to find a club in need. Keep the area governor, lt. governor marketing and district governor regularly apprised of your progress. Don't forget that district officers are a valuable resource to you and the club. For example, if the club's progress hits a snag, a visit from the area can boost the club's morale and help them persevere.

CC-V #2**What's the Difference?**

Why are some Toastmasters clubs vigorous and productive while others seem to just wheeze along? The difference is the club climate. A club's climate refers to conditions that affect its operations, members, attitudes toward the club and guests' willingness to join.

The club's meeting time and location can also have an impact on a club's condition. Is the meeting location easily accessible? Is the parking lot well-lit? Are there too many steps? Does the club meet in the evening at a downtown location?

PRESENTER: Have the group discuss other issues that contribute to a poor club climate and find solutions for these issues.

Making the Club Connection

During your first visit or two with the club, just observe the meeting and members to get a feel for the club's dynamics. Begin developing a personal rapport with the members. Gain their trust and respect by actively participating in the club and setting a good example.

Use the Club Coach Troubleshooting Guide in the manual *How to Rebuild a Toastmasters Club* (Item 1158) to identify problems with the club. Use the troubleshooting guide's 1 – 5 rating system to pinpoint the areas where you believe the club most needs your help.

Keep in mind, however, that you are simply the club's guide. Your purpose is *not* to create clones of other Toastmasters clubs you belong to. Encourage clubs to use other successful, supportive clubs as models but also support their desire to add their own unique style when appropriate.

Your goal is to foster a sense of ownership of the club and 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 and ensuring they have – and know how to use – the available resources. Encourage them to be open to new ideas and to loosen their grip on the old way of doing things.

Mission Possible: Rebuilding the Team

A club must meet specific standards to create a positive environment. One of your initial steps as coach will be to have the club evaluate its own climate. Have the club conduct *The Successful Club Series* module *The Moments of Truth* and help the club identify its strengths and foibles.

At the next club meeting, facilitate a discussion of the strengths and weaknesses they've 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.

As you support the club through the process of identifying its strengths and vulnerabilities, remember to 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, you should recognize and praise even the smallest accomplishments.

Make a Model of Your Club

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.

The backbone of successful meetings is preparation, so you need to teach the club (specifically the VPE) how to plan and produce club meetings. Make sure the VPE reviews the “Plan Club Meetings” section of the VPE manual as well as the programming suggestions, sample agendas and sample meeting assignment schedule in the appendix. Show the club officers how to find and use other tools like the free meeting-planning software available from the Toastmasters Web site. Also, familiarize officers with these other programming tools:

- ▶ *Master Your Meetings* (Item 1312)
- ▶ *Patterns in Programming* (Item 1314)

- ▶ *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 online store.

HO #1

Any time a prospective or current member comes 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 adopt a member service perspective and the club's standards for service must reflect the quality and reliability of the Toastmasters program. The best way for you to teach clubs how to do this is to encourage them to conduct the module "Moments of Truth" from *The Successful Club Series*. Make sure 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 chart is displayed at every meeting as a reminder of the club's goals and action plan.

Membership Muscle

Another quality standard the club must reach is to 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 program and helps ensure officer, committee and meeting roles are filled, and members aren't overburdened with serving in multiple roles.

Fostering a “membership-building” culture within the club will help it combat natural attrition. Besides, membership-building activities give clubs a stronger base of leaders and they provide a continuous flow of original personalities and ideas that help keep club meetings fresh and exciting.

Encourage the vice president membership (VPM) to develop and begin implementing a club-sponsored membership contest to run the duration of his or her term. Show the VPM how to find the free online flier *A Simple Membership Building Contest* (Item 1621) which has a sample membership contest framework. This framework will help the VPM organize and track a club-based membership-building program. Another free online publication you should mention to them is *Membership Building 101* (Item 1622). This is a how to guide for conducting club membership-building contests.

CC-V #3

Toastmasters International also conducts several membership-building contests during the year. Suggest that the club have special pushes during their membership contest to coincide with the TI-sponsored contests. Show them how to find the free *Membership Building Contest* (Item 1620) flier on TI’s Web site and explain that this flier has rules and deadline dates for these TI-sponsored membership contests:

- ▶ Annual Membership Program
- ▶ Talk up Toastmasters
- ▶ Smedley Award
- ▶ Beat the Clock!

Clubs can use their own membership contest as tools to support these competitions.

You'll also need to coach the vice president membership (VPM) and vice president public relations (VPPR) 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.

PRESENTER: Divide trainees into groups of three or four. Have them discuss possible PR opportunities clubs can use. Ask each group to report their suggestions. Write their solutions on the flipchart.

A simple promotional strategy is a club Web site. A club Web site will attract new members, help the club operate more efficiently and keep current members informed and interested. Encourage new clubs to use FreeToastHost.org because it is designed specifically for Toastmasters clubs anywhere in the world. A FreeToastHost.org Web site 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. Retaining members provides continuity in the club and assures a strong leadership base. Teach them that their 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. For example, explain to clubs the importance of posting the member progress charts at every meeting. This acknowledges the achievers and will help galvanize others to action. Or suggest that the club 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 e-mail, intranet and newsletter to congratulate members who have earned educational awards or won a speech contest. You also can 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.

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.

Help the members develop a customized vision for the club and get their agreement to fulfill the club mission. Explain that a vision is a mental image of what the club members would like to have 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.

CC-V #5

You can use the Toastmasters International Club Mission as an example.

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

After the club has created its vision and has committed to fulfilling the mission, 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 custody 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.

Teach the club how to use the Distinguished Club Program and Club Success Plan to set realistic goals and develop coherent plans to achieve them. The Distinguished Club Program 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.

First, make sure officers know where to find the *Distinguished Club Program/Club Success Plan* (Item 1111) manual online. Also let them know that a hardcopy is

included with the club officer 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. As we've already discussed, planning is the underpinning of progress for a club and the Club Success Plan is a club's ultimate success-planning tool. Show the 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 the club may use to accomplish goals
- ▶ has room to write in assignments, develop timetables and track accomplishments

CC-V #6

Show officers how to check the club's DCP progress on TI's Web site. If the club is not meeting its goals, the members will need to re-evaluate their action plan. Remember, too, that your success as a coach is determined by whether the club reaches Distinguished Club status.

When clubs are setting goals, remind them that dwindling membership is only a symptom of the club's true ailment. 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.

Closing

To earn credit toward the ALS award, you must help a struggling club achieve Distinguished Club status. Having the club's president sign and return the "Get Credit!" form to World Headquarters is the final step to ensure you are recognized.

But if your only purpose is to receive credit toward an award for yourself, you cannot fulfill your total obligation to the club and call yourself a successful coach. You must teach members to recognize threats to the club's stability and progress. You also must 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 status *and* help the members find their inner-doctor, may you truly claim success.

HO #2

APPENDIX

Planning a Successful Training Program

- ▶ Download the PowerPoint slides from the TI Web site, www.toastmasters.org. If you will use a flipchart instead of computer-based visuals, prepare it in advance: Write the information on every other flipchart page, using a marking pen and making sure all letters are large enough to be clearly visible to participants.
- ▶ Confirm the availability of computer equipment. If you are planning to use computer-based visual aids at the training site, you may need to bring your own laptop computer and data projector. Also, some training locations may offer Internet access, so you can present the PowerPoint slides directly from the Toastmasters Web site. A better idea is to download the materials onto your computer before the event. This will protect you from annoying interruptions if your Internet access disconnects.
- ▶ Duplicate the handouts and evaluation form, along with any additional handouts you will distribute.

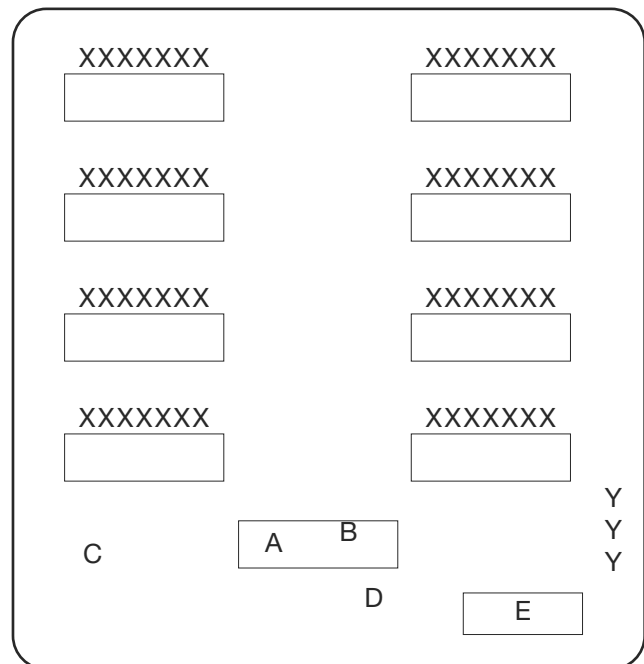
The Training Environment

A satisfactory physical environment is essential for an effective training session. In advance, arrange for your meeting room to be properly set up. You will need a room large enough to comfortably seat your audience. Ideally, it should have space in front to accommodate any electronic equipment and a work table for materials and supplies. Make sure you have a data projector, computer and screen if you are using computer-based visuals, and don't forget to include a spare bulb and extension cord.

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

KEY

- A** lectern and gavel
- B** projector and laptop computer
- C** flipchart
- D** screen
- E** table for materials and supplies
- X** participants
- Y** training assistants



Upon arrival, check the room temperature. A room that is too hot or too cold is distracting and uncomfortable. Finally, greet and chat with as many participants as possible before beginning the session.

How to Use the Script

The training script is simple to use. Its design allows presenters the opportunity to be flexible and creative and at the same time provides structure and ensures the important elements are emphasized.

Interspersed throughout the outline are segments offering explanations and guidelines for conducting group exercises and portions of the script. In the right column are keys to visual aids and space for notes.

When presenting the script, do not read it. Instead, become so familiar with the topic that you can paraphrase and embellish it to suit your own presentation style.

Keep two things in mind when preparing for your training session:

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

Training Session Checklist

_____ Projector, computer, screen, spare bulb and extension cord set up and tested

_____ Web access confirmed, if needed

_____ Flipchart and easel available, along with marking pens

_____ Visual aids ready

_____ Handouts reproduced and available

_____ Room arranged and well-lighted

_____ Coffee and refreshments ordered

_____ Supplies and reference materials on hand

_____ Notepads and pencils available for each participant

Evaluation and Follow-up

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

Visual Aids

In the right-hand column of the script are keys for visual aids. Their placement indicates the points at which they should be displayed. Each is numbered. For example, CC-V #1 stands for “the first visual.”

Tips

1. Show the visual aid only while you are talking about it. If you're using PowerPoint, click on the next slide when you are ready to discuss it.
2. Be sure everyone in the audience can see the visuals clearly. Visibility to the people at the rear of the room is your guide.
3. Talk to the audience, not to the visual. Maintain eye contact even when your listeners are looking at the visual. This will help you judge their understanding.
4. Don't overdo it. If you supplement the PowerPoint slides provided, remember that you need not illustrate every point in the speech.
5. Rehearse. Nothing is more important than adequate preparation. Know how and when you will use the visual, and practice so you will make a smooth presentation. Anticipate all possible problems, especially when electronic equipment is involved.
6. Remember...be as professional as possible.



Handouts

Distribute the following handouts, including the evaluation form during the session, as marked in the script. Be sure to make enough copies for everyone.

HO #1

Resources for Coaches

- ___ 1158 *How to Rebuild a Toastmasters Club* \$ 1.00
- ___ 290B *Moments of Truth* club evaluation chart \$.50

Resources for Clubs

- ___ 1312 *Master Your Meetings* \$ 3.00
- ___ 1314 *Patterns in Programming* \$ 3.00
- ___ 269 *The Better Speaker Series* \$38.00
- ___ 289 *The Successful Club Series* \$55.00
- ___ 310 *The Leadership Excellence Series* \$42.00

Mail to: Toastmasters International
 P.O. Box 9052, Mission Viejo, CA 92690 U.S.A.
 or telephone (949) 858-8255, Fax No. (949) 858-1207

U.S. SHIPPING CHARGES

WEIGHT	STANDARD	1 DAY COURIER	2 DAY COURIER
.00 - .81	\$3.50	\$20.50	\$10.25
.82 - 2.00	\$5.00	\$26.80	\$11.65
2.01 - 3.00	\$5.75	\$29.15	\$12.85
3.01 - 4.00	\$6.10	\$31.55	\$14.20
4.01 - 5.00	\$6.50	\$33.85	\$15.60
5.01 - 6.00	\$6.60	\$36.15	\$17.05
6.01 - 7.00	\$6.75	\$38.35	\$18.55
7.01 - 8.00	\$7.00	\$40.55	\$20.10
8.01 - 9.00	\$7.25	\$42.70	\$21.75
9.01 - 10.00	\$7.50	\$44.85	\$23.30
10.01 and up	\$7.75 + .75 Each additional lb. (or portion thereof)	\$47.00 + \$2.00 each additional lb. (or portion thereof)	\$24.75 + \$1.50 each additional lb. (or portion thereof)

See current catalog for International rates.

PAYMENT MUST ACCOMPANY ORDER

- ___ Enclosed is my check in the amount of \$ _____ (U.S.) or
- ___ Please bill against my MasterCard / VISA / AMEX / Discover (Circle one)

Credit Card No. _____ Expiration Date _____

Signature _____

Name _____

Club No. _____ Club Name _____

Address _____

City _____ State/Province _____

Country _____ Postal Code _____

E-mail _____ Phone No. _____

HO #2

EVALUATION FORM

Date: _____ Program Name: _____

Facilitator: _____

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

1. How relevant was this session to your job in Toastmasters?
1 2 3 4 5

2. Rate the following:
Course content 1 2 3 4 5
Course material 1 2 3 4 5
Facilitator 1 2 3 4 5
Activities/exercises 1 2 3 4 5

3. Were the objectives clearly stated?
1 2 3 4 5

4. How was the lesson plan organized?
1 2 3 4 5

5. Did the instructional methods clearly illustrate the instructor's plan?
1 2 3 4 5

6. To what extent did the visual aids add to your understanding of the presentation?
1 2 3 4 5

7. How were the meeting facilities?
1 2 3 4 5

8. What are two things you learned that will make you a more effective club coach?

Additional Comments:

Coaches Benefit By

- ▶ developing team-building skills
- ▶ expanding leadership know-how
- ▶ increasing proficiency as a facilitator and negotiator
- ▶ developing diplomatic dexterity
- ▶ sharing expertise
- ▶ investing in the future of Toastmasters
- ▶ earning credit toward ALS

What's the Difference?

“Club climate” refers to the conditions that affect a club’s

- ▶ operations
- ▶ members
- ▶ attitudes
- ▶ willingness of guests to join



Toastmasters Membership Contests

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



Recognize Achievement

- ▶ post member progress charts at every meeting
- ▶ formally recognize members achieving CC, AC, CL, AL and DTM
- ▶ mention achievements in club newsletters and on the Web site



Club Mission

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

Teach Clubs How the DCP

- ▶ helps determine how club will meet the 10 goals
- ▶ allows clubs 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

