

VPE Toolkit

Developed by Founder's District – Division B, the Builders
to benefit all Vice Presidents Education in Toastmasters
clubs everywhere



Credits

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Overview

The tools compiled in this VPE Toolkit were developed to respond to an identified need to improve club performance with respect to member retention, member recruitment and achievement of educational goals. Three categories for improvement were identified by the Division B Council (meeting of 06.11.09):

- creation and maintenance of a quality club environment
- development and implementation of a public relations and marketing plan
- development and distribution of a set of tools for VPEs

This document addresses the findings and proposals of the Council to better equip and train VPEs to propagate a quality club environment. Support for the mission of the VPPR is covered elsewhere.

The VPE Toolkit consists of an Excel[®] workbook containing tools to help the VPE schedule club meetings and track progress toward educational goals. The first worksheet contains a member roster. The next 4 worksheets contain 4 quarters (1 year) of club scheduling; an alternative web-based scheduler/tracker is described elsewhere in this document. The remaining worksheets are for tracking progress toward educational goals: CC, CL, AC (speeches), AL-B/AC-S, AC-G and AL-S. Once a member has attained both AC-G and AL-S, the award for the DTM can be filed.

If you have any suggestions for improvements to these tools, please contact Division B Governor Gregg Van Citters, DTM: gvancitters@coh.org.

Goal Setting

Every person joins Toastmasters with at least one goal in mind. The task of the VPE is to discover those goals, document them, and help the member work toward successful achievement. When member goals are not being met, the member loses interest and there is no reason for the member to remain a part of the club. Both the club and the member lose when a valuable member drops out.

Every member should be interviewed at least annually (or upon acceptance into the club) to determine and update goals and direction. The VPE is charged with conducting individual interviews to determine and document the goals of each member. This process should not take more than 5 minutes, and two interviews/meeting can be conducted – one before the meeting starts, one after.

The VPE must find out both Toastmasters-specific and general life goals that Toastmasters can help accomplish. For example, many people join to become more comfortable speaking in front of a crowd. For the individual member, does this mean completing the basic 10 speech projects? Or does it mean continuing into the advanced manual to develop specific skills to use in the member's job, such as persuasive speaking, public relations talks or technical briefings? Does the member want to become a leader to enter management, or to improve on existing personnel management skills?

The VPE can pull this information from the member by discussing the Basic and 15 Advanced Communications manuals, and the training modules from the Better Speaker, Successful Club, Success/Communications or Success/Leadership series. Once the general goals are understood, they can be formulated into "SMART" goals.

SMART Goals

Specific

Answer the 6 questions of specifics:

- Who: Who is involved?
- What: What do I want to accomplish?
- Where: Identify a location.
- When: Establish a time frame.
- Which: Identify requirements and constraints.
- Why: Specific reasons, purpose or benefits of accomplishing the goal.

Measurable

Establish the concrete criteria for measuring progress toward and successful attainment of the goal. What milestones must be accomplished, in what order, and by when? For example, to become a DTM requires working both the communications and leadership tracks, with every step dependent on the preceding step.

Attainable

Are the goals possible within the framework of the Toastmasters club? If not, they are not attainable, at least not by only working the Toastmasters programs. Additional outside work may be necessary. For example, if the intent is to become a Senator, Toastmasters can certainly help with the public speaking and leadership skills. But the individual will have to do a lot of political work and networking outside Toastmasters to make it happen. So get the member to focus on what can be attainable within Toastmasters at the Club, District, Regional or International level.

Relevant/Realistic

The goal must be relevant to what the member ultimately wants to accomplish in work or in life. The goal must also be realistic. Setting goals beyond what the member is able and willing to do will only result in dissatisfaction when the member fails to attain the goal. Make sure the standards are set high, but not outside the bounds of what the member really wants and feels he or she can accomplish. As the member becomes more confident through the experiences afforded in the Toastmasters environment, goals can be raised accordingly.

Tangible/Trackable

A goal should be tangible (able to be experienced with the 5 senses), or at least trackable. When milestones can be set and progress tracked toward those milestones, the likelihood that the final goal will be reached is increased.

Goal Tracking

VPE Toolkit Workbook

System Requirements: Microsoft Windows XP® or Apple Mac OS/X; Microsoft Excel® 95 or later; 1-2 MB free disk space; 128 MB RAM.

Tab 1: Member Roster

Fill in the member roster with help from the club VP Membership, Secretary and Treasurer. This list should contain only the active, paid members. Your club should separately maintain a list of past and/or unpaid members. The first 4 fields (last/first name, designation, mentor) are most critical. The remaining fields of contact information help the VPE contact the member for setting and tracking goals.

Tabs 2-5: Q1 2007 – Q4 2007

These tabs help you build your quarterly schedule of meetings, including themes and assignments for every meeting role, including speeches. On the Q1 tab, in cell A2, enter the starting date for your first meeting in 2007. The remaining weekly meeting dates are generated automatically. If you meet on anything but a weekly schedule, you will have to manually enter the meeting dates. This simple scheduler does not account for holidays, so any meeting that would fall on a holiday will have to be handled manually.

Tab 6: CC Tracking

Note that the member name field is automatically filled once the member roster (Tab 1) is completed. This tab allows you to enter the date of each Basic Communications manual speech in the box corresponding to the project number and member name. OPTIONAL: To track the speech titles, enter the title as a comment in the same cell as the date by right-clicking on the cell and selecting “Insert Comment” from the popup menu. When all 10 speeches have been completed, the last row will show **AWARD**. Work with the club Secretary to file the educational award. Plan the recognition ceremony for the next club meeting.

Tab 7: CL Tracking

Note that the member name field is automatically filled once the member roster (Tab 1) is completed. Enter the date the role was fulfilled in the box corresponding to the project role and member name. When all roles in a project have been completed, the row under that project section will show **DONE**. When all 10 projects have been completed, the last row will show **AWARD**. Work with the club Secretary to file the educational award. Plan the recognition ceremony for the next club meeting.

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Tab 8: AC Speech Tracking (speech requirements only)

Note that the member name field is automatically filled once the member roster (Tab 1) is completed. Enter the date of each Advanced Communications manual speech in the box corresponding to the project number and member name. **OPTIONAL:** To track the speech titles, enter the title as a comment in the same cell as the date by right-clicking on the cell and selecting “Insert Comment” from the popup menu. When all roles in a manual have been completed, the row under that project section will show **DONE**. The VPE will have to manually enter for which award the manual applies, and track when a total of 10 speeches for the next AC level have been completed. Work with the club Secretary to file the educational award. Plan the recognition ceremony for the next club meeting.

Note that no manual can be used twice within the same DTM series. That is, if one manual has been used for the AC-B, it cannot be used again for the AC-S or AC-G. Once the DTM has been attained and the member has started over (and after earning the CC again), the manual can be revisited.

Note that the AC-B is a pre-requisite for the AC-S, and the AC-S is a pre-requisite for the AC-G.

Tabs 9-10: AL-B & AC-S Training Tracking

Note that the member name field is automatically filled once the member roster (Tab 1) is completed. Up to 4 training modules from those listed may be used for either the AL-B (2 modules) or the AC-S (2 modules). (To order the modules, click on the hyperlinked module name to enter the Toastmasters International online store.) Enter the date the training module was presented in the box corresponding to the training module and member name. When two projects have been completed, the last row will show **AWARD**. The VPE will have to manually enter for which award the manuals apply (AL-B or AC-S). Work with the club Secretary to file the educational award. Plan the recognition ceremony for the next club meeting.

Tab 11: AC-G Tracking

The AC-G requires achievement of the AC-S, completion of 2 Advanced Communications manuals (10 speeches), completion of one of the listed training modules, and coaching a NEW member for the first 3 speeches (Ice Breaker, Organize Your Speech, Get to the Point).

Note that the member name field is automatically filled once the member roster (Tab 1) is completed. The member will select 1 of the training modules to present. The club may wish to direct the module to be presented to improve club operations. (To order the modules, click on the hyperlinked module name to enter the Toastmasters International online

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store.) Enter the date the training module was presented in the box corresponding to the training module and member name.

Enter the name of the NEW club member who this member coached for the first 3 speeches. When the project has been completed and a member has been coached, the last row will show **AWARD**. The VPE will have to manually verify that 2 Advanced Communications manuals have been completed toward the AC-G. Work with the club Secretary to file the educational award. Plan the recognition ceremony for the next club meeting.

Tab 12: AL-S Tracking

The AL-S requires achievement of the AL-B, completion of 1 complete term (1 Toastmasters fiscal year) of service as a District officer (Area Governor, Division Governor, District Secretary, Treasurer, PRO, Lieutenant Governor or Governor), successful service as a club sponsor, mentor or coach, and successful completion of the High Performance Leadership (HPL) program and a HPL project. Successful service as a club sponsor is completed when the new club charters. Successful service as a club mentor is completed when the new club has been mentored for 6 months and remains chartered and operational at the end of that period. Successful service as a club coach is completed when the club has met its improvement goals (no timeframe specified). Successful completion of the HPL program and project is signified by receipt of the Leadership Excellence award from Toastmasters International.

Note that the member name field is automatically filled once the member roster (Tab 1) is completed. Enter the District officer position served and the date the service ended in the member's corresponding boxes. Enter the club service position served and the date the service ended in the member's corresponding boxes. Enter the date the Leadership Excellence award was issued in the corresponding member box on the HPL row. When all 3 items have been completed, the member's box in the last row will contain **AWARD**.

Tab 13: Summary

The Summary tab shows the progress of each member toward his or her educational and leadership goals. This tab is for display/print only; do not edit. It will automatically update when projects on the other tabs are entered. As each milestone is completed, the appropriate cell for that member and award will display "DONE". When the requirements for DTM have been completed, **AWARD** is displayed.

Web Tools

Several clubs in Division B have implemented club websites to enhance communications between officers and members. Among the information posted may be meeting schedules including role assignments, educational progress tracking, meeting agendas, minutes of meetings, newsletters and other educationally relevant material. Area B-2 Governor Michael Misquez has generously provided the following links to his club's (#8360, Lake Avenue Toastmaster) website as examples:

Website:

<http://www.orgsites.com/ca/lakeavetoastmasters/index.html>

Club schedule:

http://www.orgsites.com/ca/lakeavetoastmasters/_pgg1.php3

Member progress:

http://www.orgsites.com/ca/lakeavetoastmasters/_pgg2.php3

The software used by Lake Avenue Toastmasters automatically generates the club schedule from the member roster, allows customization of meeting roles, generates sign up sheets and meeting agendas, and tracks progress toward educational goals. This freeware, ClubScheduler, is available at:

<http://www.tjande.com/cs/>

We highly recommend use of this software over manual spreadsheet scheduling and tracking to save the VPEs valuable time and minimize errors in tracking!

Positive Reinforcement

Always work with other club officers to plan regular recognition events as members make progress toward their educational goals. It takes significant effort by the member to achieve any of these educational goals, so please take the time to recognize their hard work! And don't forget that when you members achieve their goals, your club moves close to becoming a President's Distinguished club!

Mentors/Personal Coaches

Every club should have a formal mentoring program in place. It is up to the club how to handle this, but everyone who serves as a mentor, particularly for a new member, must be tracked for future credit toward the AC-G (which requires mentoring a new member for the first 3 speeches). Every member with at least a CC or CL should be a mentor. New clubs will rely on their sponsors and mentors (and any experienced Toastmasters who join) to serve as club and member mentors.

To ensure personal coaching toward member goals, every member should have a mentor within the club. The mentor or coach will help the member identify and set goals and stay on track toward those goals. Each mentor is accountable to the club and to the protégé for the success or failure of the protégé to attain his or her goals with respect to Toastmasters (communications and leadership).

A mentor should have at least one level greater experience than the protégé. For example, a new member should be mentored by someone with a CC (or CTM) at least. An experienced member with an AC-B should be mentored by someone with an AC-S or higher. Club and District officers make excellent mentors because they know about the Communications and Leadership tracks as well as what it takes to succeed in a personal Toastmasters program. The club's key opinion and knowledge leaders are also excellent resources as mentors.

The club may assign a mentor for a new member, or the new member may request a mentor from the club's list of potential mentors. Assigning mentors ensures the new member gets a mentor. However, mentoring may fail if the interpersonal relationship does not work well. For this reason, many clubs allow members to seek out mentors with whom they have a personal rapport. However, many members, particularly shy new members, will not receive the necessary mentoring if they do not request a mentor. A reasonable compromise may be to ask if the new member has a preference for a mentor, and, if not, assign one.

Members with a mentor, and the clubs they are in, succeed!

Resources

For more information, see the following Toastmasters resources:

Publication	Title
1163	Mentoring program kit
296	Mentoring (Successful Club series)

Quality Programming

Quality club programs begin with a knowledgeable President versed in parliamentary procedure and running meetings. Fortunately, Toastmasters International provides many resources to help the President in the role of Chairman. In addition, the President (or other officer serving as Presiding Officer) must also have detailed knowledge of the requirements of each role, as well as the overall flow of the meeting and how to transition between roles. Detailed descriptions of the roles can be found at the backs of the Basic Communications and Basic Leadership manuals, as well as in the publication “A Toastmaster Wears Many Hats” (#1167D).

It is most important to keep the programming varied, interesting, fun and lively. Seek out the club’s most experienced and opinionated leaders (not necessarily elected officers). They will be excellent resources for ideas for club programming, in addition to manuals listed in the table below (**Resources**).

To ensure that members are always working toward the AL-B and AC-S, the club should have on hand the manual set for the Better Speaker and Successful Club series. Successful clubs have an experienced (post-CC) member present one of these 15-30 minute modules each month. The members benefit from the training, the presenter moves one step closer to an educational award, and the club moves toward its Distinguished Club Program goals.

Note which members are pursuing the AC-G or DTM as a goal. These folks may need to give an extended presentation from the Leadership Excellence (Success/Leadership or Success/Communications) series to satisfy their educational goals. Again, everyone benefits when these modules are presented.

Finally, when members do not attend meetings, CALL them to learn why. This will help uncover dissatisfactions with club programming, and allows the VPE to solicit ideas for improvements. A similar call should be made when a member decides not to renew membership dues.

Resources

For more information, see the following Toastmasters resources:

Publication	Title
170	Henderson’s Parliamentary Guide
200	When You are the Chairman
220	Putting on a Good Show
1314	Patterns in Programming
1312	Master Your Meetings
1114	Toastmaster’s Checklist
111	Introducing the Speaker
1315	Think Fast! Table Topics Manual
211	Expanding Your Horizons

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269	Better Speaker series of manuals
289	Successful Club series of manuals
310	Leadership Excellence series of manuals

Summary & Conclusions

The most important aspects of the Vice President Education position are goal setting and tracking, coordination of the club mentoring program (unless a separate chair has been appointed), and ensuring quality club programming in support of member goals. Division B, Founder's District and Toastmasters International have a wide variety of resources available to club VPEs to ensure success, from tools to publications to mentor-trainers. Every club that takes advantage of these resources will be a successful club – why not yours? Start your implementation today!