



NEW CLUB MENTORING MATTERS

Area and Division Director Training



**WHERE LEADERS
ARE MADE**



Area and Division Director Training

NEW CLUB MENTORING MATTERS

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**WHERE LEADERS
ARE MADE**

www.toastmasters.org

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 Brand Promise

Empowering individuals through personal and professional development.

This is the promise Toastmasters International makes to club members. Once we have reached this goal consistently, through all clubs across the globe, we will have achieved club excellence.

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 projects to the best of my ability, basing them on the Toastmasters education program
 - ▶ 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 act within Toastmasters' core values of integrity, respect, service and excellence during the conduct of all Toastmasters activities
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CONTENTS

The Training Session	4
Introduction	4
Conducting the Session	4
Using Visual Aids and Handouts Effectively	4
How to Use the Session Outline	5
Checklist for Training	5
Evaluation and Follow-up	5
Outline	6
Session Topics	6
Introduction	6
What is a Mentor?	6
Benefits for Mentors	6
Appointing Mentors	7
The Team Approach	7
Sharing Knowledge	7
Answering Questions	7
Using the Resources	8
Official Duties	9
Provide Insight	9
Club's Choice	9
Quality Club Meetings	9
Build and Maintain Membership	10
Involve the Vice President Membership	10
Membership-building Contests	11
Promotional Strategies	11
Member Retention	11
The Education Program	11
Recognition	12
The Distinguished Club Program	12
Closing	13

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 participants 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 takes to help firmly establish a new club. This manual 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 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, 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 keys 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 restrooms and other relevant information.

V1

SESSION TOPICS

- ▶ Sharing Knowledge
- ▶ Official Duties
- ▶ Quality Club Meetings
- ▶ Build and Maintain Membership
- ▶ Recognition
- ▶ The Education Program
- ▶ The Distinguished Club Program

ICON KEY

V1

PowerPoint slide number

V2

What is a Mentor?

A mentor is a person who shares his or her knowledge and expertise with one or more people who have less experience.

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 effect on the degree to which a new club succeeds.

V3

Benefits for Mentors

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

- ▶ Share your expertise
- ▶ Develop your capacity to translate values and strategies into productive actions
- ▶ Prove yourself as a valuable leader
- ▶ Invest in the future of Toastmasters
- ▶ Obtain fresh perspectives
- ▶ Build teamwork skills
- ▶ Apply leadership skills in new situations
- ▶ Earn credit toward the path to Distinguished Toastmaster award

V4

Appointing Mentors

Up to two new club mentors are appointed by district directors or club growth directors. The mentors' names and member numbers should appear on the prospective club's Application to Organize. Alternately, district directors or club growth directors can submit mentors' names by emailing newclubs@toastmasters.org no later than 60 days from the charter date. Mentors and a charter officer sign and return the Get Credit form to World Headquarters after mentors have completed six months of service.

V5

The Team Approach

You work with a 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
- ▶ Submits all paperwork to World Headquarters

Sponsors pass the baton of support and development of the new club to the mentors, after their responsibilities as sponsors are complete. It is advantageous for you to stay informed about the sponsors' activities with the new club. For example, you 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.

V6

SHARING KNOWLEDGE

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 the following:

- ▶ 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, you should be prepared for questions that do not have written answers. Here are some of the questions you may encounter:

Trainer:

Divide participants into teams of three or four. Assign each team one of the questions and have them discuss it and reach a solution. Ask each team to select one member to report the team's answer to the entire group. Write each team's solution on a flipchart or white board and compare to the correct responses below.

V7

Can an evaluator require a member to repeat a project if the member didn't meet all of the project objectives?

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.

V8

If a speaker wants more time for a speech than given, can he revise the time with the vice president education's approval?

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 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 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 speech length requirement was not met.

V9

Can the vice president education (VPE) refuse to approve a member's level completion or Project Completion Record if the VPE believes the member could have performed better?

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 approve the level completion or 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.

V10

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

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.

V11

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

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

V12

Using the Resources

You will not have the answer to every question the club asks. Even if you do have answers, empower the new club and its members to find answers on their own; help questioners find answers in the appropriate resource.

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

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

Supplement this information with lessons from your own experiences. By doing this, you answer the current question and provide a resource to help members answer future questions for themselves and others.

V13

OFFICIAL DUTIES

Provide Insight

As a mentor you will provide insights such as how officers' actions, or inaction, affect every member and the club as a whole. For example, what are some consequences of not submitting membership applications and/or dues?

Trainer:

Call on participants to identify consequences of the scenario. Answers include the following:

- ▶ A new member does not receive access to education materials
- ▶ Members may be ineligible to serve as a club officer
- ▶ Members may be ineligible to participate in speech contests
- ▶ Club may be ineligible for Distinguished Club Program recognition

V14

Club's Choice

Another of your responsibilities as mentor is to identify options that clubs have regarding meetings and customs. For example, clubs have the option to have an invocation, recite the pledge to the flag or a patriotic oath, and/or to provide Best of Meeting awards (e.g., Best Speaker, Best Evaluator). While you need to identify these types of options, let the club decide for itself whether to include any optional elements in the meetings.

V15

QUALITY CLUB MEETINGS

One of the deciding factors 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 vice president education how to plan and produce club meetings.

- ▶ Show vice presidents education how to find, and teach them how to use, other tools like the free meeting-planning software available from the Toastmasters website.
- ▶ Familiarize the vice president education with these other programming materials such as the following:
 - *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 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 criteria 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 from *The Successful Club Series*.

Make sure the new club knows and applies these quality criteria. Remind the club that the same care and attention afforded to guests and potential members should be given to current members.

V16

BUILD AND MAINTAIN MEMBERSHIP

Every club charters with a minimum of 20 members which is the number of people needed to support a Toastmasters club. As a mentor, you are responsible for teaching the club how to maintain membership of at least 20 people.

Let the club know that maintaining a twenty-member minimum helps ensure that officer and committee roles are filled; speaking, leadership, and evaluation opportunities are taken; members are not overburdened with serving in multiple roles.

Likewise, fostering a membership-building culture within the new clubs you mentor will help them combat the natural attrition caused when people's jobs, residences, or lifestyles change.

V17

Some other benefits of gaining new members include the following:

- ▶ giving clubs a stronger base of leaders
- ▶ providing a continuous flow of original personalities and ideas
- ▶ helping to keep club meetings original and interesting

V18

Involve the Vice President Membership

The vice president membership's job is to promote the club and manage the process of bringing in guests and transforming them into members.

Encourage the vice president membership to develop and implement a club-sponsored membership contest to run the duration of his or her 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.

Another free online publication you should mention to new vice presidents membership is Success 101 (Item 1622). This is a useful brochure outlining ideas for attracting and retaining members and achieving club success.

V19

Membership-Building Contests

Toastmasters International 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/membershipbuilding. These contests include the following:

- ▶ 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, you, as the club mentor, are responsible for coaching the vice president membership and vice president public relations regarding the importance of devising customized promotional strategies for attracting members to the club.

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.

V20

A simple promotional strategy is a club website or a club Facebook page. Both will do the following:

- ▶ Attract new members
- ▶ Help the club operate more efficiently
- ▶ Keep current members informed and interested

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

V21

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. Teach them that their entire club is responsible for keeping its members satisfied and involved in the program.

V22

THE EDUCATION PROGRAM

Members join the club to learn and develop certain skills. They improve these skills by participating in the education program. Toastmasters International's education program offers two tracks: the communication track which enhances speaking skills and the leadership track which refines leadership skills. Members should be familiar with both tracks and the awards each track offers. 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 and the requirements for all awards can be completed in a reasonable amount of time. Make sure club members know how to work through both tracks.

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. Advise them that award applications are available for download on the website or club officers can apply for members' education awards online through Club Central at www.toastmasters.org.

Toastmasters International is launching the Toastmasters Pathways learning experience throughout 2017 and early 2018. It will be rolled out by region beginning in February 2017. After a two-year transition period, Pathways will replace the current education program.

Pathways sets members on a journey of personal and professional development by offering many different avenues for members to develop their communication and leadership skills. Members choose from 10 distinct learning paths that are conveniently accessible online or from a select number of paths available in printed materials. Pathways is an exciting, flexible and interactive way for members to build skills and help others in the club grow theirs.

RECOGNITION

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 encourage prompt others to action. Or, the clubs might rather formally recognize members completing a level or achieving proficiency in a path, or earning 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. For example, 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.

V23

THE DISTINGUISHED CLUB PROGRAM

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.

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

- ▶ 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.

- ▶ 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 does the following:
 - Helps clubs determine how they will meet the 10 Distinguished Club Program 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 is part of the foundation of knowledge you will share. As mentors, you are a new club's primary nurturers, educating and training by example. It is impossible to tutor a new club about every situation it may encounter but if you instill best practices from the beginning, it will be prepared to overcome the obstacles it encounters and sustain its members' educational growth. As mentors you are responsible for the beginning of a club's journey.



Area and Division Director Training

New Club Mentoring Matters



Session Topics

- ▶ Sharing Knowledge
- ▶ Official Duties
- ▶ Quality Club Meetings
- ▶ Build and Maintain Membership
- ▶ Recognition
- ▶ The Education Program
- ▶ The Distinguished Club Program



What is a Mentor?

- ▶ A mentor is someone who shares his or her expertise and knowledge with one or more people who have less experience.



Benefits for Mentors

- ▶ Share expertise
- ▶ Translate values and strategies into productive actions
- ▶ Prove yourself as a valuable leader
- ▶ Invest in the future of Toastmasters
- ▶ Obtain fresh perspectives
- ▶ Build teamwork skills
- ▶ Apply leadership skills in new situations
- ▶ Earn credit toward the path to DTM



Appointing Mentors

Individual Toastmasters Mentors (up to two):

These are individuals who assist the club for at least six months after charter is granted.

Name _____ Member No. _____

Name _____ Member No. _____

**New Club Alignment: District _____ Division _____ Area _____

**If alignment is unknown, please leave this section blank.

- ▶ District director
- ▶ Club growth director
- ▶ Email newclubs@toastmasters.org
- ▶ Application to Organize



The Team Approach

A sponsor

- Helps charter a new club
- Follows leads
- Generates interest and enthusiasm
- Recruits members
- Submits all appropriate paperwork



Sharing Knowledge

Toastmasters Teamwork

Give a man a fish and you feed him for a day. Teach a man to fish and you feed him for a lifetime.



Answering Questions

- ▶ Can an evaluator require a member to repeat a project if the member didn't meet all of the project objectives?



Answering Questions

- ▶ If a speaker wants more time for a speech than given, can he revise the time with the vice president education's approval?



Answering Questions

- ▶ Can the vice president education refuse to approve a member's level completion or Project Completion Record if he or she believes the member could have performed better?



Answering Questions

- ▶ If a member's speech went overtime, can the member still be included when the club votes for Best Speaker of the meeting?



Answering Questions

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



Using the Resources

- ▶ Distinguished Club Program progress
- ▶ Downloadable forms and documents
- ▶ Perform administrative tasks
- ▶ Current and back issues of the *Leader Letter*



Official Duties

- ▶ Ensure the club is strong and fully functional.
- ▶ Confirm officers understand their duties and have the tools they need to perform them.



Club's Choice

- ▶ Invocation
- ▶ Pledge to the flag
- ▶ Patriotic oath
- ▶ Best of Meeting awards



Quality Club Meetings

- ▶ Preparation
- ▶ Plan club meetings
- ▶ Club meeting program ideas and tools
- ▶ Create a member service perspective



Build and Maintain Membership

- ▶ Maintain at least 20 members.
- ▶ Foster a membership-building culture.
- ▶ Strive to gain new members.



Build and Maintain Membership

Benefits of Building Membership

- ▶ Stronger leadership base
- ▶ Original personalities and ideas
- ▶ Interesting and fun club meetings



Build and Maintain Membership

- ▶ Club membership contest
- ▶ Online membership-building resources
- ▶ Success 101



Build and Maintain Membership

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



Build and Maintain Membership

Benefits of Promotional Strategies

- ▶ Attract new members
- ▶ Club operates more efficiently
- ▶ Current members informed and interested



Member Retention

- ▶ Important to longevity and performance
- ▶ Provides continuity
- ▶ Assures a strong leadership base
- ▶ Everyone is responsible



Distinguished Club Program

- ▶ Present *How to be a Distinguished Club* at least once a year
- ▶ Use the Distinguished Club Program and Club Success Plan



www.toastmasters.org