ACHIEVING SUCCESS AS VICE PRESIDENT MEMBERSHIP

Club Leadership Training Session
THE MISSION OF THE CLUB

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

**Club Leadership Training Session** ......................................................... 4  
  Conducting the Session ................................................................. 4  
  In Your Own Words ................................................................. 4  
  Using Visual Aids Effectively ..................................................... 4  
  How to Use the Outline ............................................................. 5  
  Checklist for Training ............................................................... 5  
  Evaluation and Follow-up .......................................................... 5  

**Outline** ......................................................................................... 6  
  Standards for Success ............................................................... 6  
  Your Leadership Opportunity ..................................................... 7  
  Setting Membership Goals ......................................................... 9  
  Achieving Membership Goals .................................................... 10  
  Maintain Member Satisfaction .................................................... 11  
  Handling a Guest Visit .............................................................. 12  
  Always Follow Up ................................................................. 13  
  Closing .................................................................................. 13  
  Additional Resources ............................................................... 14  
  Evaluation ........................................................................... 15  

**ACHIEVING SUCCESS AS VICE PRESIDENT MEMBERSHIP** 3
CLUB LEADERSHIP
TRAINING SESSION

The club is the heart of the Toastmasters program. It provides the environment and support members need to develop their communication and leadership skills. Club officers support the club and sustain consistent club quality to keep members satisfied. In order for a club to be successful, club officers must know their roles and responsibilities. That’s why this training session is so important: it identifies performance standards and describes how to achieve them.

The cornerstone of a good training session is preparation. A good presenter of a club officer training session is familiar with the Club Leadership Handbook (Item 1310). This item is available online at www.toastmasters.org/clubofficerroles.

Training does not end with the training session. It is a process that continues throughout an officer’s term. Let your trainees know the area governor and district leaders are all available to help if questions arise during their term of office, and provide them with area and division governor contact information for their respective clubs.

CONDUCTING THE SESSION

Club vice presidents membership (VPM) are responsible for helping more people enjoy the benefits of Toastmasters by increasing the club’s membership. This training will identify the VPM’s responsibilities and discuss some ways to fulfill them.

This product consists of three parts:
1. Definition and explanation of the session
2. A training outline
3. 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 session 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 outline, in the right-hand column, are indications for placement of the PowerPoint slides and distribution of handouts. 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 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 OUTLINE
As you prepare for the session, keep two things in mind:
1. Fit your planned discussion into the time allocated.
2. Allow ample time for group discussion and participation.

Mention that trainees can find information on all of the duties of office in their club officer manual. Urge them to use the Web Resources page in the Appendix of their officer manual.

CHECKLIST FOR TRAINING

- Visual aids prepared
- Room arranged and properly equipped
- 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 evaluation form at the end of the session. Use this information in planning future sessions.

Evaluate the use of materials. Be sure to follow up with the club leaders throughout their term. Keep in mind that learning is a continuous process. Hold formal or informal review sessions as frequently as possible. If necessary, hold a make-up session for those who were unable to attend.
STANDARDS FOR SUCCESS
Club officers are responsible for fostering an environment of meaningful self-development within the club for all members. Officers accomplish this in part by meeting specific performance standards that:

- Help officers clearly understand their roles.
- Orient club members to better understand what to expect from club officers.
- Aid members when evaluating current leaders and candidates for office.
- Facilitate communication when expectations differ among club officers and members.

Outside the Club Meeting
The following standards identify the performance that the VPM must demonstrate outside of the regular club meeting environment to ensure the club has a strong membership base and fulfills its mission and that members achieve their self-development goals.

- Conduct ongoing membership-building programs and efforts.
- Promote the goal of one new member per month.
- Promote achieving 20 members by year-end or sooner, if the club has fewer than 20 members.
- Promote club and Toastmasters International membership-building programs and conduct a minimum of two formal club membership programs annually.
- Follow up on and keep track of guests, new members joining, and members not attending meetings.
- Explain the educational program to all prospective members, get their commitment to join and collect membership applications. Bring the applications to the club for voting and, if the members are accepted, collect dues and fees and give them to the treasurer with the applications.
- Assist the VPPR with maintaining the club’s website and newsletter.
- Ensure the club’s meeting location and time are both listed correctly on the club’s website, promotional material, and with WHQ.
- Attend club executive committee meetings.
- Attend and vote at area council meetings.
- Arrange for a replacement if unable to attend a club meeting.
- Prepare your successor for office.

At the Club Meeting
The standards below identify the performance that the VPM must demonstrate inside of the regular club meeting.

- Greet guests and have each complete the Guest Information Card (Item 231).
- Report on current membership, promote membership campaigns, and welcome new members. The Promotional Welcome Ribbon (Item 393W) is perfect for this.
Work with the president and vice president education to ensure each new member is formally inducted at the first meeting after being voted in by the club.

Help guests wanting to join complete the Application for Membership.

Speak with fellow members to determine if their needs are being met.

**Trainer:** Ask trainees if they have questions about their duties that are not addressed in their officer manual. If so, address the questions. If not, continue the training.

**YOUR LEADERSHIP OPPORTUNITY**

Serving as VPM is an opportunity to develop and enhance leadership skills while serving the club and helping it become a Distinguished Club. To enjoy a successful and rewarding term a VPM must:

- Set realistic and attainable goals.
- Plan how to accomplish the goals.
- Delegate tasks as needed.
- Monitor progress toward goals.
- Coach team members when necessary.

**Trainer:** Divide trainees into small groups. Have each group develop three membership goals for a club and a plan to accomplish the goals.

For example, a goal would be to increase membership in the club. In order to accomplish this goal, the VPM will oversee the club website and ensure stories are updated monthly. Discuss the goals and strategies developed by the small groups as an entire group.

The skills of motivation, delegation, and coaching also are instrumental to the success of leaders.

**Motivation**

Motivating fellow club members to put forth the efforts necessary to attain a goal can be challenging. Club officers must have a deeper understanding of the concept of motivation in order to use it effectively. There are five principles to help officers successfully motivate club and other team members.

**Five Steps of Motivation**

1. **Understand what motivates each person by learning about their**
   - Personal aspirations
   - Professional objectives
   - Toastmasters goals
2. **Focus on the benefit to the individual.**
   - Show the team member how participation will be of personal value.
3. **Make expectations clear.**
   - Set milestones for achieving goals and share it with team members.
4. **Recognize their work.**
   - Point out team members’ Toastmasters participation.
   - Say “thank you” when the team member accomplishes a task.

5. **Be a leader.**
   - Recognize an individual’s success.
   - Be enthusiastic about the work to be done.
   - Support team members in all tasks.

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**Trainer:** Ask the group to suggest specific examples for each step of motivation then briefly discuss the suggestions.

For example, there are several membership campaigns throughout the year. One of those campaigns can be delegated to a willing member of the club.

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**Delegation**

Club officers must carefully delegate authority to team members in order to accomplish the team’s goals and objectives. Delegation is the process of transferring a responsibility from one person to another and empowering that individual to accomplish a specific goal. By following the five steps of delegation, a leader not only creates opportunities for other team members to gain leadership experience, but also builds a stronger team that can accomplish more.

**Five Steps of Delegation:**

1. **Decide what to delegate.**
   - Prioritize your tasks.
   - Identify what can be delegated.

2. **Decide who will do the task.**
   - Select a team member who is available and capable of completing the task.

3. **Assign responsibility.**
   - Allow the person to decide if they can handle the task.
   - Clearly explain what needs to be done.

4. **Grant authority.**
   - Provide the necessary tools and resources.
   - Confer the authority needed to make required decisions.

5. **Establish accountability.**
   - Define reporting requirements.
   - Set a timeline with milestones.

**Barriers to Delegation:**

Sometimes leaders are reluctant to delegate tasks. Leaders must learn to recognize five of the common barriers to delegation and work to overcome them.

   - Lack of confidence in others’ ability to do the job
   - Fear of losing control of the team or project
Selfishness – not wanting to share credit
Insecurity – feeling bad about asking others to do things for you
Reluctance – fear that another person will do so well that he or she will usurp leadership

**Trainer:** Solicit trainees for methods for overcoming barriers. Discuss with the group. Conduct a discussion about delegation and how to use it within the scope of this office.

**Coaching**

The VPM is a member of the executive committee and the chair of the membership committee. This means he or she is responsible for ensuring committee members, as well as other club officers meet performance standards. Occasionally, a team member will demonstrate a need for guidance. The VPM can help by coaching the team member and providing opportunities to improve as well as to build new skills. This attentive coaching will help the team member to meet standards. Leaders can help their team members to improve by following four steps.

**Four steps to successful coaching:**

1. **Agree that a problem exists.** The leader and the team member can’t solve a problem until both agree there is a problem.
2. **Discuss solutions.** The leader and the team member should outline possible solutions to the problem.
3. **Agree on an action.** The leader explains the behavior necessary to produce the desired result, and develops a timetable for carrying it out.
4. **Follow up.** It isn’t enough to simply point someone in the proper direction. Leaders must stay in contact to ensure the team member remains on course.

**Exercise**

**Trainer:** Conduct a discussion about coaching and how to use it within the scope of this office. Divide the trainees into groups and assign a role play for trainees to practice the four steps to successful coaching.

**Scenario:**

Many guests have been attending your club. Some have been coming repeatedly. Yet, there is one member who, when she tries to close the sale, seems too pushy, aggressive and forceful. She has asked for your help.

Roles: (1) The VPM (2) the member (3) Observer

**Trainer:** Remind trainees to review the calendar and the Web resources in the Appendix of the officer manual.

**SETTING MEMBERSHIP GOALS**

As VPM you are responsible for leading the way to membership growth and development for your club. The success of membership-building programs relies on creating goals and planning how to meet them. Share the work and the learning by forming a membership committee to help the club reach its goals.
Clubs charter with at least 20 members – the ideal number of members to conduct the Toastmasters educational program effectively. A goal of one new member each month will help keep an influx of new members for a strong, healthy club. In clubs that have fewer than 20 members an appropriate goal would be to build membership up to 20 by June 30.

ACHIEVING MEMBERSHIP GOALS

There are four membership-building contests run by Toastmasters International that take place throughout the year. Each can help the club meet its membership goals. Clubs should participate in at least two of the contests but may participate in all of them. Those that achieve in the programs are eligible for special recognition.

- **Talk Up Toastmasters:** Clubs must add five members during the months of February and March.
- **Smedley Award:** Commemorating the founding of Toastmasters International on October 22, 1924, clubs must add five or more members during the months of August and September.
- **Beat the Clock!** Clubs must increase membership by adding five new, dual, or reinstated members between May 1 and June 30.
- **Annual Membership Program:** This contest is different from the other three because it recognizes individuals instead of clubs. Members who sponsor five, 10, 15, or more new members during the year are eligible for special individual recognition.

Conduct The Successful Club Series module “Finding New Members for Your Club,” to remind everyone in your club that recruiting new members is an ongoing responsibility for them all. In addition to the Toastmasters International membership contests VPMs should develop and implement a club-sponsored membership contest that runs the duration of the term of office. Use A Simple Membership-Building Contest (www.toastmasters.org/simplecontest) as a framework to organize and track a club-based membership program. Some contest ideas include:

- **Running the Marathon:**
  - Use small photos or other figures to represent each member of your club and put a member’s name on each figure.
  - On a large poster board, set up the figures as if they were on a starting line.
  - Determine a distance for the race, such as 5K, with each kilometer representing one new member.
  - Mark the five kilometers on the board, with a finish line at the end.
  - As each member brings a new member into the club, that member moves one kilometer closer to the finish line.
  - The first member to sponsor five new members wins the race.

- **Bar Chart:**
  - Create a spreadsheet that tracks the number of new members each club member sponsors.
  - Using the data in the spreadsheet, create a bar chart of the standings, and post an image of the chart to your club’s website on a weekly basis.
  - To determine a winner, either use the five-member rule (as above), or have the contest end on a specific date and determine winners at that time.
Introduce some special incentives. If you would like to present those who bring in a specified number of new members with an affordable gift visit www.toastmasters.org/shop for jewelry, desk accessories, and speaker aids.

**Trainer:** Guide trainees to the membership building section of the Toastmasters website (www.toastmasters.org/MembershipBuilding). If possible, connect to the Toastmasters website and show the page.

**Trainer:** Discuss barriers to membership building and methods for overcoming them. Ask trainees to share examples of their clubs’ most successful membership campaigns. Use the strategies below to direct the discussion.

- Distribute promotional brochures throughout your company or community.
- Affix posters to bulletin boards, store windows, etc.
- Leave sample Toastmaster magazines with your club’s meeting information in local professional offices.
- Submit meeting notices to local newspapers.
- Join a Toastmasters - moderated social networking website.
- Write articles and news releases for newspapers, magazines, or company newsletters.
- Offer a *Speechcraft*, *Success/Leadership Series*, or *Success/Communication Series* seminar.
- Hold special guest meetings or theme meetings.

**Trainer:** Show members where to find detailed instructions for completing membership applications in their manuals. Survey the trainees to ensure each knows how to complete hard copy and online membership applications. Briefly review the steps provided in *When You Are the Vice President Membership* if necessary.

**MAINTAIN MEMBER SATISFACTION**

A way to monitor all members’ satisfaction is to use the Member Interest Survey (Item 403) and New Member Profile Sheet (Item 405), both of which are in the officer manual. Discover what members enjoy about Toastmasters, what – if anything – they are dissatisfied with, and what can be done to help hold their interest in the Toastmasters program.

Periodically distribute the Club Climate Questionnaire (Item 251C) to members. This tool can provide insight to members’ thoughts and feelings about the club. After evaluating the gathered data, you can identify ways to improve the club meeting.

**Trainer:** Use the following scenario to begin a discussion about how to keep new members involved in the club. Ask the group to brainstorm ways to involve new members so they remain active in the club.

**Scenario:**
Several people have recently joined a club, but none are coming to meetings now. What can the VPM do to encourage new members to come to meetings and participate?
**Recommended Solutions:**

- Assign each new member a role at the next meeting (Ah-Counter, grammarian, etc.).
- Schedule each new member to give their Ice Breaker assignment at one of the next two meetings.
- Assign each new member a mentor to assist with their first meeting assignments.
- Contact the new member before the next meeting and tell him/her that you look forward to seeing them again.
- Make sure each new member receives their *Competent Communication* and *Competent Leadership* manuals from Toastmasters International.
- Make sure the new member is assigned experienced, sensitive evaluators for their first few manual projects.

**HANDLING A GUEST VISIT**

It’s important that the VPM and all members of the club make every effort to greet guests and make them feel welcome and included in the meeting. Use this checklist when guests visit:

- Introduce yourself.
- Invite the guest to sit next to you or someone on the membership committee.
- Provide Toastmasters’ promotional literature.
- Spend a few minutes before or after the meeting getting to know your guests; maybe ask them about their job or background.
- Ask why they chose to visit your club and what they expect to learn or achieve in Toastmasters.
- Explain how your club operates.
- Describe how membership in the club will help them become better communicators and better leaders.

Before the meeting adjourns and with the guests’ permission, invite guests to comment on the meeting.

- Did they enjoy the meeting?
- What aspect of the meeting was especially appealing to them?
- Do they feel that they can benefit from Toastmasters?

**Trainer:** Use the following scenario to begin a discussion about appropriate behaviors members should display when a guest is visiting.

**Scenario:**

Two guests attended a meeting but the VPM wasn’t able to speak to them before the meeting began. After the meeting the VPM introduces herself to the guests and asks what they thought of the meeting. The guests observe that the meeting was “interesting” and then they leave. What could the VPM have done to encourage these guests to join the club?

**Recommended Solutions:**

If time permits, greet guests with a friendly smile at the door. Ask about their background and why they chose to visit your club. Then explain how the club operates and how membership in your club can help them.
If guests arrive late have a prearranged seating procedure with the Sergeant at Arms. Seat guests near a club officer or another experienced member who can answer any questions guests may have.

Make guests feel welcome by letting them know they don’t have to participate in the meeting, although they will be introduced to the club and are welcome to share information about themselves at that time.

If you did not have the chance to greet a guest personally prior to the meeting, be sure to have them recognized at some point during the meeting. If the guest arrived with a member, ask that member to introduce the guest to the rest of the club.

Encourage guests to visit again; be sure to follow up with a phone call or note.

ALWAYS FOLLOW UP

With guests. Use the information guests provide when they sign the guest book to personally invite them to another meeting.

With new members. Ensure new members receive their New Member Kit.

With current members. A special invitation to members who have let their dues lapse or who haven’t been to a meeting for a while can rekindle interest.

CLOSING

Serving as vice president membership is not only a responsibility, it is a privilege. It is an opportunity to learn and practice communication, organization, and leadership skills as well as to support fellow members, educate new leaders, and contribute to the success of the club as a whole.
ADDİTİONAL RESOURCES

General Leadership
Laws for Positive Leadership
The article “Laws for Positive Leadership” (Toastmaster magazine, September 2006) by Victor Parachin describes how to be a leader others want to follow.

The Leadership Excellence Series Set (Item 310)
A complete set of The Leadership Excellence Series modules containing outlines and PowerPoint presentations. Individual module titles include: “Resolving Conflict,” “Building a Team,” “Motivating People,” and “The Leader as a Coach.”

“Leadership, Part I: Characteristics of Effective Leaders” (Item 255)
This educational seminar program explores the qualities, values, and styles effective leaders display.

“Leadership, Part II: Developing Your Leadership Skills” (Item 256)
“Leadership, Part III: Working in the Team Environment” (Item 258)
This educational program helps participants learn to use leadership skills as they pertain to working with and leading teams.

Delegation Techniques
Delegating Authority
The best way to wield power is to share it responsibly. In order to accomplish the team’s goals and objectives, a leader must carefully delegate authority to team members.

High Performance Leadership (Item 262)
This five-project program offers instruction and practice in vital leadership skills.

The 360° Leader (Item B119)
In The 360° Leader, international best-selling author, speaker, and consultant John C. Maxwell shows how 99% of all leadership in most organizations takes place in the middle. And he shares the secrets of how to increase your influence - from wherever you are.

“Delegate to Empower” (Item 315)
This presentation discusses how to effectively delegate tasks and responsibilities.

“Building a Team” (Item 316)
Build teams through delegation. This presentation reviews how to create and lead a team.

Conflict Resolution
“Effective Solutions for Team Conflict”
Renee Evenson’s article for the Toastmaster magazine explains that when you confidently manage conflict others will see you are a person of action and will respect your forthrightness and leadership.

“Turning Team Conflict into Team Harmony”
In his article for the Toastmaster magazine, “Turning Team Conflict Into Team Harmony,” Dave Zielinski cites team-building experts who offer advice on how to be a team leader, leading volunteer-based teams, and what to do when your team isn’t working.
EVALUATION FORM

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.

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

2. Rate the following:
   - Course  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 officer?

Additional Comments: