



District 8

CLUB COACH PLAYBOOK



A Step-By-Step Guide Toward
Achieving Success as a Club Coach

<https://dist8tm.org/>

This Club Coach Playbook was commissioned by:

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RJ's intention was to create an easy to use reference guide with best practices and pertinent information, equipping Club Coaches to be an effective resource to the clubs they serve.

We appreciate all you do to help Toastmasters fulfill the goals and standards that Ralph Smedley and countless Toastmaster members preserved and passed down to us.

The inspiration of this Playbook is a reworking based on the

Club Coach Playbook of 2003

By Bill Jacky, MS and Richard S. Hockett, MBA, ATMG.

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Richard S. Hockett, MBA, ATMG and Frederick G. Elias, Ph.D.



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Welcome to Toastmaster Club Coaching

Being a Club Coach can be one of the most challenging roles you may encounter in your Toastmaster career. It may also be one of the most rewarding experiences in your Toastmaster career. The effort you put forth as a Club Coach will help a struggling club identify the challenges they are facing and implement real time plans of action to bring the club to a higher level of success. Completing a successful Club Coaching assignment will be another step for you to earn your Distinguished Toastmaster Award.

Your mission is to empower Clubs with twelve or fewer members to achieve Distinguished Status within one Toastmasters' year. Successful completion of this mission will result in untold benefits to you, your team, and to the members of the Club(s) you guide to health and long-term growth.

During your Club Coaching journey the District 8 Leadership Team will have some expectation of you. Among them are:

- **Club visits**
Club visits are essential for the coach to be able to assess strengths and weaknesses of the club. The more often the coach attends the struggling club's meetings the more information the coach can gather about the club. As a result better plans of action can be written and implemented.
- **Communication**
Regular communication with District 8 Leadership is essential. The club is not alone in this assignment. There is a team of support behind the coach. The coach is the eyes and ears of the District.
- **Accountability**
The Club Coach will be expected to be accountable for the improvement of the struggling club. However any plans of action agreed upon by the Club Coach and the Club will be the responsibility of the Club for implementation.

Upon completion of your Club Coach assignment, you will have touched the lives of many people by helping them reach new goals and new successes.

Thank you for volunteering to be a club coach. Now it is time to get ready for likely the best year in Toastmasters you will ever have!

Acknowledgement Form

I have willingly accepted the assignment as a Club Coach for:

Club Name: _____ # _____

Club Officer:

Role _____ Name: _____ Date: _____

I agree to perform my role to the best of my ability and act professionally in all activities with the club to which I have been assigned.

(Club Coach and Club Retention Chair must sign and date the acknowledgement form. Any one of the District Officers must sign and date the form also.)

Club Coach

Date

Club Retention Chair

Date

Area Director

Date

Division Director

Date

District Director

Date

Introduction

What is the Club Coach Program? Where did it come from? How do I help a club become a Distinguished Club? What training or support is there for a new Club coach? Do I simply follow my instincts? Will every Toastmaster be a successful coach? These are all legitimate questions to be asked.

The Leadership Team for District 8 goal is to help Club Coaches be the best club coach they can be and to help, by providing training and support, the Club Coach achieve success in this endeavor. This manual will be your guide to success. It contains information and tools that will help you help the club return to health.

What is the Club Coach Program?

The Club Coach Mission

The mission of the Club Coach is to guide clubs through the process of effectively identifying and maximizing their strengths to realize their potential and to provide the resources and the tools that enable and empower the club to achieve its long term strategic goals of continuous growth.

The Club Coach Program is an intervention into a Toastmaster Club that is at risk of failing. The purpose of this intervention is to guide the club through the process of taking responsibility and accountability for problem solving, strategic planning and the design and implementation of a long term growth action plan. The Club Success Plan is an essential tool to achieve this goal. The expected end result is a highly motivated, high performing team. In other words, the Club Coach program is designed to help clubs attain long term growth, health, and success by helping them help themselves. Generally a Club Coach is assigned to a club for a 12 month period.

A Club Coach, or in some cases two coaches, can be assigned to a club when the membership drops below 12 members. Total membership is the primary identifier for assigning a coach. At this membership level there is still time to identify the underlying behavioral problems and get the at-risk club back on track quicker. The Club Coach is there to help the club, as an outside observer, to identify the issues that may be causing the membership decline. The coach should not be a member of the struggling club, as club membership will likely cause a loss of objectivity. The Club Coach must be an active Toastmaster in good standing with Toastmasters International.

Advantages of the Club Coach Program

- Two coaches may be appointed to coach an at-risk club
- The Club Coach may not be a member of the at-risk club but may join upon successful completion of the coaching assignment.
- The Club Coach assignment is intended to last the length of a Toastmaster year from July 1 through June 30. If the membership goal, or Distinguished Club status is not achieved in that time frame, a request for an extension for the subsequent Toastmaster year may be submitted.
- Recognition for the Club Coach is important:
 - The Club Coach will receive a Club Coach Pin upon assignment as a coach.
 - Club Coaches are an integral part of the success of at-risk clubs. Coaches will be recognized in District 8 communications. This recognition is well deserved for the coach's willingness to work with at-risk clubs.
 - The Club Coach can earn credit towards Distinguished Toastmaster Recognition (DTM) upon the successful completion of their assignment.
 - A Club Coaching assignment may also be used to complete a High Performance Leadership (HPL) project towards Distinguished Toastmaster (DTM) designation.
 - Upon successful completion of the coaching assignment the coach will be presented with a Toastmaster International Certificate.



Even though the coaching assignment is a relatively short assignment, there are long term benefits for club members, the Club, the Club Coach, District 8, and Toastmasters International. Some of these long term benefits include:

- Learning how to develop highly motivated teams.
- Learning how to conduct a strategic analysis, develop a workable strategic plan, and effectively execute the plan.
- Learning to be an effective facilitator.
- Clubs growing stronger and learning to achieve long range growth.
- Learning how to help a club define its personal vision, and to help that club put that vision into a unified goal every member wants to achieve.
- Learning how to effectively create an environment in order for a club to want to take action through communication.
- Helping clubs reduce member turnover and improve retention rates.
- Clubs benefiting from strong leadership skills and the Club Coach will benefit as their leadership skills are strengthened.
- Fewer “lost” clubs.
- Increasing numbers of Distinguished Toastmasters, Clubs, Areas, Division, and Districts means growth in all areas.

What is a Club Coach?

A Club Coach will wear many hats. At any given time a Club Coach will be a counselor, a facilitator, a consultant, or a mentor all wrapped up into one. Responsibilities of a coach will include:

- Helping clubs set better goals.
- Asking clubs to do more than they would on their own.
- Helping clubs to focus better so as to produce results more quickly.
- Providing clubs with tools, support, and structure to be able to accomplish more.

What is a Club Coach expected to do?

- Schedule regular appointments with the club and the club executive team.
- Attend the club meetings regularly.
- Attend executive team meetings when possible.
- Participate in club meetings and demonstrate best practices by performing a club meeting roles when attending a meeting.
- Influence change – not dictate it.
- Communicate regularly – this includes face to face, telephone, online meetings etc.
- Help the club and members grow in their Toastmaster abilities.

How does the Club Coach successfully complete the assignment?

- The Club Coach helps the club discover the root causes for their present status (low membership and attendance, poor meeting structure, inactive members, etc.).
- The Club Coach helps the club take ownership of the challenges they are facing and embrace the process for improvement.
- The Club Coach helps support the executive team with tools, education, information and guidance to complete the Distinguished Club Plan.
- Ultimately it is up to the club to earn Distinguished Club Status.

The Club Coach as a Facilitator

An effective, ideal facilitator is an individual with diplomatic skills, one who is organized, understanding, and achievement oriented. The facilitator is sociable and well liked. They are flexible and appreciate being known as an individual that can adapt readily to different challenges and situations. The facilitator wears many hats simultaneously and is open and responsive to the needs and want of others. The facilitator experiments with different ways to respond and act with the group. An effective facilitator encourages others to participate and provides recognition for contributions and accomplishments. Additionally, the effective facilitator is an energetic coordinator who offers facts, opinions, ideas, and relevant information to further discussion and decision making.

The effective facilitator works best in an environment that is sociable and democratic, flexible, yet still structured enough to provide necessary challenges, resources, and recognition for both the individual and group contributions and accomplishments. The organizational culture and climate (the club's environment) encourages personal interaction through coaching, goal setting procedures and processes and team building initiatives.

The Role of the Facilitator

- The role of the facilitator is to ensure that a healthy club functions by managing the group dynamics and progress toward quality meetings, educational progress, club structure, etc. and productivity. Productivity includes membership growth, Distinguished Club Program goal achievement, Pathways Educational goals (Level completion in any Learning Experience).
- The Club Coach should enlist the assistance of the Club Retention Chair when necessary.
- The facilitator regains team member focus on the task of discovering the root causes of specific problems.
- The facilitator assists a club in working through each step of a structured problem-solving process.
- The facilitator coaches club members who do not contribute appropriately during team meetings.
- The facilitator should strive to reduce the team's dependence on him/her and assist the club in becoming self-facilitating.
- District leaders who may also serve as facilitator have the additional responsibility of encouraging team members to challenge the status quo, and search for ways to improve.
- District leaders must also enable club members to act more autonomously by increasing their competence through coaching and empowerment.

NOTE: Please see “**Appendix Item #1: The Model Facilitator**” on page 18.

Measuring Success

The Club Coach is the guide that assists the at-risk Toastmaster Club move toward becoming a productive well-functioning club where all members contribute towards the success of the club. The Club Coach leads the club in problem solving and conflict resolution. The coach however, is NOT the decision maker or problem solver but instead ensures a logical, consistent process that is followed by the group in attaining goals consistent with Toastmasters International and the Distinguished Club Program.

The club coach has successfully performed the role when the club:

- Positions itself for long-term growth and sustainability.
- Conducts quality meetings that meet the interests and needs of club membership.
- Has a solid meeting structure but is flexible enough to make necessary changes.
- Works as a team to build the club and tasks are shared by all members.
- Has a warm and inviting climate that is welcoming to members and guests.
- Builds its membership base.
- Involves new members in the Toastmasters International program within two meetings.
- Actively pursues the goals and objectives of the Distinguished Club Program.
- Completes 5 of the 10 DCP goals consistently thereby achieving Distinguished Club distinction.

NOTE: The Club Coach is to become familiar with the Toastmaster International Dashboard to be able to monitor club progress. In order to monitor club progress log in to:

www.toastmasters.org

- » Leadership Central
 - » District Performance Reports
 - » Region 5
 - » District 8
 - » Area (Select the club area)
 - » Club (Select the club)

For assistance in interpreting the Distinguished Performance Reports contact the District 8 Club Retention Chair.

See “**Distinguished Club Program and Club Success Plan: How to be a Distinguished Club**, page 35, Toastmasters Int., 2020” on page 19.

The Club Coach Strategic Process: Analysis to Action

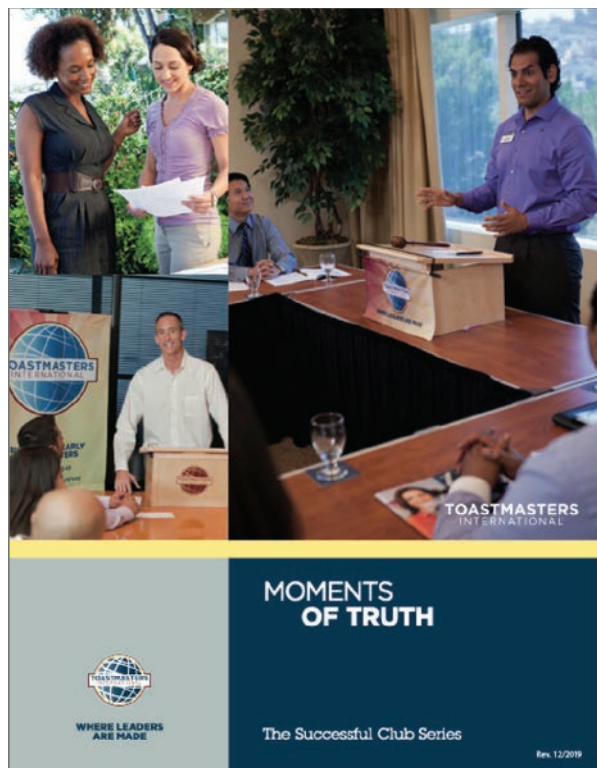
There is no better way to assess the health of a club than by attending meetings. It is important to be able to assess the club strengths and weaknesses initially as an impartial observer. As the Club Coach progresses with the at-risk club it is recommended that the coach assume meeting roles on a regular basis in order to model the behavior of all the meeting roles. The Club Coach may even want to present a formal speech project periodically. In this STRATEGIC PROCESS there is an initial informal “needs analysis” meeting and three (3) official meetings described along with future ACTION PLANS. Communication with the District 8 Club Retention Chair is essential. The Club Coach is not on their own to help make the at-risk club a Distinguished Club. The Club Retention Chair will be the first point of contact for everything but other District 8 Leaders are also available to assist. The Area Director, Division Director, District Director, and Program Quality Director are all an email or phone call away. They are all experienced Toastmasters and are there to help.

This process is not intended to be only four meetings (needs analysis and 3 official visits) and the at-risk club is “fixed”. Even the first “needs analysis” meeting may be 4 – 6 meetings. Part of the reason the club is identified as at-risk is due to low and erratic attendance. It may likely take 4 – 6 meetings to be able to analyze the club thoroughly and meet and get to know the members and Club Officers. Likewise, the three official club visits may again be 4 – 6 meetings.

Initial Needs Analysis Meeting

This meeting, or multiple meetings, is an opportunity for the prospective Club Coach to assess the at-risk club. Observing the club is the best way to determine the health (of lack of health) of a club. During this initial meeting the Club Coach will make notes for later discussion with District 8 Leadership, specifically the Club Retention Chair. This initial analysis will also give the prospective Club Coach a feeling for behavioral issues and any other possible issues that may be encountered throughout the process. During this initial process the prospective Club Coach must also decide if this club is a “good match” for the club and for themselves. Any analysis notes or comments are intended to remain private until such time the items are worth discussing at a later date with the at-risk club. The Club Coach, at the conclusion of this initial process must do whatever it takes to decide whether or not to move forward with the Club Coach assignment.

Upon completion of this initial analysis the club coach should communicate any and all information to The District 8 Club Retention Chair. **“Appendix Item #3: Club Coach Trouble Shooting Guide (without corrective actions).” on page 20** is a great place to begin in the assessment process of the club. Depending the ratings assigned on the Guide you will have a base to begin creating Action Plans.



The First Official Visit as Club Coach

After the initial analysis of the club is complete, and the prospective coach wants to move forward with this role, the District Director formally assigns the prospective coach to the at-risk club. The prospective coach has moved into the realm of consultant, counselor, guide, and effective communicator all rolled up into the Club Coach.

Prior to this official first visit the Club Coach must be in contact with the club officers to help them understand what is about to happen, and to schedule time to address the entire club at the next meeting, or another meeting mutually agreed upon. This meeting can take place after one of the initial “informal” visits, outside of club meetings at an agreed upon time and location, (for example, an Executive Committee meeting) or it can be conducted online.

Keep in mind that during the 4 – 6 initial analysis meetings, you will likely have formed a bit of a bond with the members including the officers. During that time you will have likely established a rapport with

the club and they will be ready for you to give a formal presentation about coaching. Additionally the Club Coach should encourage the club officers to “talk up” your presentation and encourage all members to attend that meeting.

At this first official visit follow this process:

- Schedule with the club officers 10 – 15 minutes to address the club. Typically a club with 12 or fewer members may only have 6 – 8 in attendance. It will be important to get as many members present as possible.
- Be prepared to “introduce” the club to the Club Coach Program. Make sure you let the club know expectations for the club and its members, expectations of the Club Coach, and a brief explanation of the coaching process.
- Make ample copies of Appendix Item #4 – Moments of Truth Survey (page 20-22) prior to this meeting.
- Distribute the Moments of Truth Standards Survey to all members. The officers will receive 2 sets. One questionnaire should be completed from the viewpoint of a club member and the other completed from the viewpoint as a club executive officer. The officer surveys should only be identified as EXO (Executive Officer) which you will have written on the survey. Encourage members and officers to complete the survey outside of the meeting and return all forms at the next meeting.

NOTE to the Coach: *This will likely be one of the times that will take several meetings to get all of the surveys distributed and returned. It is likely that not everyone will be at the meeting when surveys are distributed. It will be important to make every attempt to include everyone in the club in this assessment. Likewise it will be important to get all surveys returned to the coach. This process may take several weeks.*

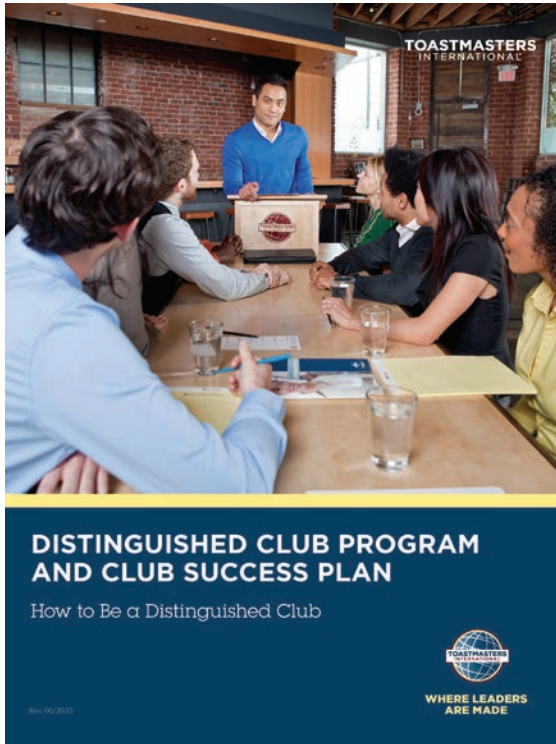
- After receiving all of the Moments of Truth surveys from the membership and 2 from each of the officers, tally the results on a tally sheet. **“Appendix Item #5: Moments of Truth Tally Sheet” on page 24** and **“Appendix Item #6: Club Quality Standards Evaluation” on page 25** is a quick way for you to total and average the categories.
- Request a 30 minute time slot for the next meeting to begin the actual coaching process that will help the club return to a healthy and vibrant club. This of course will depend on the desire of the club members if they want to do the work.
- Share results of the Moments of Truth Survey from a high level. It will not be necessary at this point to share specific numbers, whether they are high or low numbers.
- Upon completion of discussion regarding the Moments of Truth Survey, ask all members to create a couple of lists for you. **“Appendix Item #7: Strengths and Weaknesses” on page 26** can be printed prior to the meeting and distributed or you can simply hand out blank computer paper and ask the group to make two columns and head one of them Strengths and the other Weaknesses.
 - 5 – 10 Club strengths (stress at least 5)
 - 5 – 10 Club weaknesses (stress at least 5)
- Let the club members know that you will need to have their names on Strengths and Weaknesses assessment as you will return these assessments to everyone at a subsequent meeting. Encourage the members to be honest in their assessments, either positive or negative. Let them know that no one will see these assessments except for you. This will encourage openness and honesty.

After the coach has reviewed all of the assessments, prepare a summary of the information as well as the strengths and weaknesses the members identified and communicate this information to the Club Retention Chair.

The Second Official Visit as Club Coach

The scheduling of the second official visit will be dependent on getting questionnaires distributed and returned to the coach. The Club Coach will need time to review the material collected at the first official meeting. This may take a few weeks but be careful not to let this drag on too long as too long of a time frame between the assessments and discussion of the assessments will likely not be as effective with the club members.

- Facilitate a discussion on strengths and weaknesses of the club. This is done to allow all members to see what everyone else has identified. There will also be some similarities and differences in the comments. Use a flip chart, if possible, to record everything club members say. Have separate charts for strengths and weaknesses. Be sure to write what they say, not what you think they said.
- The Club Coach is not to interject any thoughts into this discussion. You are only acting as a facilitator at this point. However ask clarifying questions as necessary. (This discussion will set the stage for the third meeting when Opportunities and Threats are discussed.)
- Close this meeting on a positive note. Thank and congratulate the members for their honesty and openness and for their desire to be a successful club.
- Request another 30 minute time slot for the next meeting. Once again, remember that this may not be the very next meeting. You will need time to digest and summarize the meeting as well as communicate with the Club Retention Chair.
- At a subsequent meeting prior to the third official visit prepare a 15 minute presentation and to explain fully what a SWOT analysis is. See “**Appendix Item #8: S.W.O.T. Analysis**” on page 27 and “**Appendix Item #9: S.W.O.T. Analysis – Sample**” on page 28.
- Upon completion of the explanation ask the club members to create two more lists for you. “**Appendix Item #7: Strengths and Weaknesses**” on page 26 can be printed prior to the meeting or you can distribute blank computer paper and ask the group to make two columns and head one “Opportunities” and the other “Threats”.
 - 5 – 10 Opportunities that support club growth and success (stress at least 5)
 - 5 – 10 Threats to their survival (stress at least 5)
 - Ask the members to be prepared to explain their lists.
- Prepare a summary of this meeting to share with the Club Retention Chair.



The Third Official Visit as Club Coach

The scheduling of the third official visit will be dependent on the time necessary for the Club Coach to review the Opportunities and Threats forms completed at the end of the Second Official Meeting. It may be necessary for the Club Coach to have an informal discussion with the Club Retention Chair prior to this meeting. Upon completion of these discussions, schedule this meeting (likely 30 – 45 minutes will be needed) with the VPE of the club. This time frame is flexible but do not let it drag on too long as you do not want to lose any momentum you have gained to this point.

It is important for the Club Coach to be able to “read” the at-risk club. The “Official 3rd Meeting” may actually need to be several meetings over the course of a few weeks. If a flip chart discussion seems to be going nowhere, it would be better to wrap up that portion of your session and continue it again at a subsequent meeting. It may even be necessary for the Club Coach to discuss some situations with the Club Retention Chair.

This meeting will be similar to the previous official meeting.

- Facilitate a discussion on Opportunities and Threats of the club. Use a flip chart to record everything club members say. Have separate charts for Opportunities and Threats. Reminder: Be sure to write what they say, not what you think they said.
- The Club Coach is not to interject any thoughts into this discussion. You are only acting as a facilitator at this point. However ask clarifying questions as necessary.
- Upon completion of this discussion re-introduce the Strengths and Weaknesses (page 25) discussed at the previous official meeting. (NOTE: Be sure to keep all of the flip chart paper so the club can see the original work.)
- Close this meeting on a positive note. Thank and congratulate the members for their honesty and openness and for their desire to be a successful club.

Mission Statement and Action Plans

The ultimate goal of these meetings is to help the club identify what they do well and where their challenges lie. After having completed these discussions the next phase will be to begin creating a Mission Statement specific to the club and begin developing Action Plans.

There are three Appendix Items to help you and the club accomplish both of these goals.

- **“Appendix Item #11: Writing a Toastmaster Club Mission Statement” on page 30**
- **“Appendix Item #12: Action Plan Template” on page 31**
- **“Appendix Item #13: Distinguished Club Program Club Success Plan (Short Form)” on page 32**

Upon completion of the previous discussions, it is time to move into writing a Mission Statement specific to the club. Along with the Mission Statement, it is also time to begin creating Action Plans which are a natural result of the Mission Statement. The role of the Club Coach for these activities is limited to facilitating discussion and writing group thoughts and comments on a flip chart for future reference. The Mission Statement must be personalized for the club in order for them to take ownership of the document. If they do not take that ownership, there is no reason for the club to develop and implement an action plan.

This step may take more than one meeting and is sure to be highly interactive. Club Coaches will have to be on their toes for this stage and their facilitation skills will be tested. Coaches must be aware of individual behaviors within the group and be aware for members that wish to have their will become the “law” over the true wishes of the group. This may even call for the Club Coach to end the session and begin fresh at the next meeting. The goal is to continuously keep the club moving forward with small accomplishments throughout the process and any accomplishments should be recognized by the Club Coach.

When setting the Action Plan, the Club Coach and the club should use the Club Success Plan as their guideline for objectives and help the club establish deadlines to achieve the objectives that will lead them to Distinguished Club Status. **“Appendix Item #2: Distinguished Club Program Goals” on page 19** details the requirements of achieving Distinguished Club Status.

The Distinguished Club Program and Club Success Plan is Item #1111 on the [Toastmaster International Website](#). Included in this booklet is the Club Success Plan. This document should be used throughout the coaching process to help the at-risk club set goals and time lines to achieve those goals. Contact the Club Retention Chair for any questions about these documents and how to use them.

Once the Action Plan is agreed upon and completed, it must be implemented.

REMEMBER – any Action Plans must be implemented by the club members, not the Club Coach.

Otherwise it is of no use and the Club Coach work to this point is wasted. The Club Coach must continually monitor the progress in how the club is doing implementing the Action Plans. The best way to do this is to attend the club meetings on a regular basis and review club progress with the Club Executive Committee. In addition to club visits it is vitally important to be in regular contact in some form with the Club Retention Chair.

REMEMBER: The ultimate goal of the Club Coach is to help the at-risk club establish long term club goals aimed at sustaining Club Growth and Development. When this is done well, club recognition will automatically follow with Distinguished Club Status.



Conclusion

Like so many other things, Club Coaching is **NOT** a science but much more of an art. The Club Coach will get to know the at-risk club better than anyone in District 8. Use your knowledge of the club, and trust your instincts on coaching the club. You may find that you will need more or less time on any given learning point, and you are the only one who can determine that.

Throughout this guide, there are many times that it is recommended that the Club Coach communicate with District 8 Leadership. Your first point of contact will always be the Club Retention Chair. Prior to beginning your coaching assignment be sure to have a conversation with the Club Retention Chair about communication. It will be your responsibility to keep the Club Retention Chair informed about the

club. You will need to know how the Club Retention Chair prefers to communicate and how often. Will it be on the phone, Zoom, email, or some other form of written communication? Will communication be monthly, bi-monthly, or after each milestone? A discussion prior to your assignment will ease any communication issues that may arise.

This guide is intended to be just that, a guide. It is not intended to be a highly regimented and structured guide. While it is true that there are a lot of suggestions and a lot of tasks to complete, it is up to the Club Coach to make this guide come alive. Your observation skills, listening skills, knowledge of the club, and facilitation skills is what will make this program successful.

Coaching an at-risk club to a club that achieves Distinguished Club Status can be one of the most rewarding roles you will perform in your Toastmaster Career. It won't just happen automatically because you were assigned as a coach. It will take a good amount of planning and work on the part of the coach to help the at-risk club become a club that lives the Toastmaster International Mission:

The mission of a Toastmaster 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.



Appendix Item #1: The Model Facilitator

The Model Facilitator

- Possesses a high degree of self-confidence
- Understanding of, and commitment the club's need to undergo a cultural change in order to remain operational
- Low ego needs – takes a support role rather than the “limelight.”
- Focused in the needs and expectation of the club
- Assertive – not pushy, aggressive or offensive
- Enthusiastic – energetic self-starter
- Achievement orientation – keeps the club moving toward results
- Willing to take well-conceived risks
- Understanding of and commitment to the club's improvement initiatives
- Pride in the club
- Active listener
- Above average verbal communication and presentation skills
- Positive attitude
- Able to establish rapport with all types of individuals
- Able to coach team members through difficult tasks
- Charismatic – able to inspire others to create a sense of urgency
- Able to observe and provide feedback about group behaviors
- Interpersonal competence
- Political savvy and diplomacy
- Well organized
- Flexible and adaptable, - possesses a high tolerance for ambiguity
- Able to forgo instant gratification
- Enjoys variety in the “job”
- Desire to see the club's member base improve
- Ability to model behaviors consistent with member involvement

Appendix Item #2: Distinguished Club Program Goals



DISTINGUISHED CLUB PROGRAM GOALS

Toastmasters Year: _____

QUALIFYING REQUIREMENT

To be considered for recognition, your club must either have 20 members or a **net growth** of at least five new members as of June 30. Transfer members do not count toward this total until their membership has been paid and is current in their new club at which point they will be considered a renewing member.

GOALS TO ACHIEVE

Following are the goals your club should strive to achieve during the year:

Distinguished Club Program Goals

EDUCATION

1. Four Level 1 awards achieved
2. Two Level 2 awards achieved
3. Two more Level 2 awards achieved
4. Two Level 3 awards achieved
5. One Level 4, Level 5, or DTM award achieved
6. One more Level 4, Level 5, or DTM award achieved

MEMBERSHIP

7. Four new, dual, or reinstating members
8. Four more new, dual, or reinstating members

TRAINING

9. A minimum of four club officer roles trained during each of the two training periods

ADMINISTRATION

10. On-time payment of membership dues accompanied by the names of eight members (at least three of whom must be renewing members) for one period and on-time submission of one club officer list

RECOGNITION

When your club meets the **qualifying requirement** and also does the following, it is eligible for Distinguished Club recognition at year-end:

Achievement	Recognition Earned
Achieve five of 10 goals	Distinguished Club
Achieve seven of 10 goals	Select Distinguished Club
Achieve nine of 10 goals	President's Distinguished Club

Check your progress at www.toastmasters.org/distinguishedperformancereports.

Appendix Item #3: Club Coach Trouble Shooting Guide (without corrective actions).

THE CLUB COACH TROUBLE SHOOTING GUIDE										
1	Members sincerely want their Club to be successful.	5	4	3	2	1	Members don't seem to care whether their Club succeeds or fails.			
2	Members are willing to work together to solve the Club's problems.	5	4	3	2	1	Personality conflicts and bickering are barriers to problem solving.			
3	Members are enthusiastic about Toastmasters and their Club.	5	4	3	2	1	Members have a negative attitude about Toastmasters and their Club.			
4	The Club's meeting place is convenient and offers a good environment for meetings.	5	4	3	2	1	Membership growth is hampered by an inconvenient or inadequate meeting facility.			
5	Meetings begin and end on time.	5	4	3	2	1	Meetings often begin late and/or run over time.			
6	Meetings are fun and Club programs are varied and dynamic.	5	4	3	2	1	Meetings are dull, lacking in variety and enjoyment.			
7	The key participants at each meeting are prepared and phone participants in advance.	5	4	3	2	1	Participants usually "wing it." Speakers and evaluators are never contacted in advance.			
8	All members are expected to speak from manuals.	5	4	3	2	1	Members frequently present non-manual speeches.			
9	Speakers are well prepared and deliver each speech to the best of their ability.	5	4	3	2	1	Most speeches reflect hasty or inadequate preparation.			
10	Evaluators build self-esteem and offer positive direction for improvement.	5	4	3	2	1	Evaluations are often overly harsh or overly glossy.			
11	Members are supportive of one another and take pride in each other's accomplishment.	5	4	3	2	1	Members are primarily concerned with their own self-development.			
12	Club Officers perform their tasks diligently.	5	4	3	2	1	Officers frequently fail to fulfill their responsibility.			
13	Club Officers thoroughly understand their role and responsibilities.	5	4	3	2	1	Officers don't understand what they are expected to accomplish.			
14	Officers use the Distinguished Club Program/Club Success Plan as a tool for planning and goal setting.	5	4	3	2	1	Officers are either unaware of the DCP or we are unwilling to use it			
15	There are guests at most meetings.	5	4	3	2	1	Guests rarely attend Club meetings.			
16	Guests are warmly received and made to feel welcome.	5	4	3	2	1	Guests are left to fend for themselves.			
17	Each guest receives a follow up invitation to attend the next meeting.	5	4	3	2	1	No follow up is made.			
18	Most guests who attend meetings eventually join the Club.	5	4	3	2	1	Guests rarely return for a second time.			
19	New members are enthusiastically welcomed, and given special attention and support.	5	4	3	2	1	New members do not feel welcome in the Club and receive little attention.			

Appendix Item #4: Moments of Truth Survey Page 1 of 3

Rating Scale:

- 1 – We **ALMOST NEVER** meet this standard 4 – We **USUALLY** meet this standard
 2 – We **RARELY** meet this standard 5 – We **ALMOST ALWAYS** meet this standard
 3 – We **SOMETIMES** meet this standard

FIRST IMPRESSIONS – First impressions are important to club success because guests’ positive experiences and observations determine whether they will return and become members.

STANDARDS	(1) Almost Never	(2) Rarely	(3) Some- times	(4) Usual- ly	(5) Almost Always
Guests greeted warmly and introduced to officers and members					
Guest book and name tags provided					
Professionally arranged meeting room					
Convenient meeting location					
Guests invited to address the club					
Guests invited to join					
Total each column					
Grand Total all 5 Columns					
Divide Grand Total by 6 and enter here					

MEMBERSHIP ORIENTATION – In order to offer members the greatest benefit from the Toastmasters experience, the club must acquaint new members with the education and recognition programs and make members aware of the club’s responsibility to them and their responsibility to the club.

STANDARDS	(1) Almost Never	(2) Rarely	(3) Some- times	(4) Usual- ly	(5) Almost Always
Formal induction, including presentation of membership pin					
Assignment of mentor					
Education programs and recognition system discussed					
Learning needs assessed					
Discussed accommodations for members with disabilities					
Speaking role(s) assigned					
Member involved in all aspects of club activities					
Total each column					
Grand Total all 5 Columns					
Divide Grand Total by 7 and enter here					

Appendix Item #4: Moments of Truth Survey Page 2 of 3

FELLOWSHIP, VARIETY, AND COMMUNICATION – The club retains members by providing a fun, friendly and supportive environment that encourages enjoyable learning.

STANDARDS	(1) Almost Never	(2) Rarely	(3) Some- times	(4) Usual- ly	(5) Almost Always
Guests greeted warmly and made welcome					
Enjoyable, and educational meetings planned					
Regularly scheduled social events					
Members participate in area, district, and international events					
Interclub events encouraged					
Club newsletter / website published and updated regularly					
Total each column					
Grand Total all 5 Columns					
Divide Grand Total by 6 and enter here					

PROGRAM PLANNING AND MEETING ORGANIZATION – When club meeting are carefully planned, with well-prepared speakers and useful evaluations, members are able to meet their education goals.

STANDARDS	(1) Almost Never	(2) Rarely	(3) Some- times	(4) Usual- ly	(5) Almost Always
Program and agenda publicized in advance					
Members know program responsibilities and are prepared to carry out all assignments					
All projects are manual projects					
Meetings begin and end on time					
Creative Table Topics and activities					
Positive and helpful evaluations					
Grand Total all 5 Columns					
Divide Grand Total by 6 and enter here					

Appendix Item #4: Moments of Truth Survey Page 3 of 3

MEMBERSHIP STRENGTH – When the club has enough members to provide leadership and fill meeting and committee assignments, this creates a lively, active club that benefits existing members and draws new members in.

STANDARDS	(1) Almost Never	(2) Rarely	(3) Some- times	(4) Usual- ly	(5) Almost Always
Club has 20 or more members					
Members are retained					
Promotion of club in the community or within its organization					
Club programs varied and exciting					
Toastmasters sponsoring new members recognized					
Regular membership building programs					
Grand Total all 5 Columns					
Divide Grand Total by 6 and enter here					

ACHIEVEMENT RECOGNITION – The club motivates members to stay active by monitoring members' progress towards goals, submitting completed award applications immediately, and consistently recognizing member achievements.

STANDARDS	(1) Almost Never	(2) Rarely	(3) Some- times	(4) Usual- ly	(5) Almost Always
Award applications immediately submitted to World Headquarters					
Progress charts displayed and maintained					
Member achievements formally recognized with ceremony					
Club, district, and International leaders recognized					
Club and member achievements publicized					
DCP used for planning and recognition					
Grand Total all 5 Columns					
Divide Grand Total by 6 and enter here					

Appendix Item #5: Moments of Truth Tally Sheet

MOMENTS OF TRUTH TALLY SHEET						
Club Member	First Impressions	Membership Orientation	Fellowship, Variety, Communication	Program Planning & Meeting Organization	Membership Strength	Achievement & Recognition
1						
2						
3						
4						
5						
6						
7						
8						
9						
10						
11						
12						
13						
14						
15						
16						
17						
18						
19						
20						
Sub-Total						
Average						

Appendix Item #6: Club Quality Standards Evaluation

MOMENTS OF TRUTH

Club Quality Standards Evaluation



First Impressions

- ▶ Guests greeted warmly and introduced to officers and members
- ▶ Guest book and name tags provided
- ▶ Professionally arranged meeting room
- ▶ Convenient meeting location
- ▶ Guests invited to address the club
- ▶ Guests invited to join

Membership Orientation

- ▶ Formal induction, including presentation of membership pin and manuals
- ▶ Assignment of mentor
- ▶ Education programs and recognition system discussed
- ▶ Learning needs assessed
- ▶ Discussed accommodations for members with disabilities
- ▶ Speaking role(s) assigned
- ▶ Member involved in all aspects of club activities

Fellowship, Variety, and Communication

- ▶ Guests greeted warmly and made welcome
- ▶ Enjoyable, educational meetings planned
- ▶ Regularly scheduled social events
- ▶ Members participate in area, district, and International events
- ▶ Inter-club events encouraged
- ▶ Club newsletter/website published and updated regularly

Program Planning and Meeting Organization

- ▶ Program and agenda publicized in advance
- ▶ Members know program responsibilities and are prepared to carry out all assignments
- ▶ All projects are manual projects
- ▶ Meetings begin and end on time
- ▶ Creative Table Topics® and activities
- ▶ Positive and helpful evaluations

Membership Strength

- ▶ Club has 20 or more members
- ▶ Members are retained
- ▶ Promotion of club in the community or within its organization
- ▶ Club programs varied and exciting
- ▶ Toastmasters sponsoring new members recognized
- ▶ Regular membership-building programs

Achievement Recognition

- ▶ Award applications immediately submitted to World Headquarters
- ▶ Progress charts displayed and maintained
- ▶ Member achievements formally recognized with ceremony
- ▶ Club, district, and International leaders recognized
- ▶ Club and member achievements publicized
- ▶ DCP is used for planning and recognition

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Appendix Item #7: Strengths and Weaknesses

S.W.O.T. STRENGTHS AND WEAKNESSES	
Please take a few minutes to identify at least 5 strengths and at least 5 weaknesses your club is facing right now. Try to site examples if possible.	
Strengths	Weaknesses
1	1
2	2
3	3
4	4
5	5
6	6
7	7
8	8
9	9
10	10

Appendix Item #8: S.W.O.T. Analysis

S.W.O.T. Analysis

Strengths (Internal)	Weaknesses (Internal)
Opportunities (External)	Threats (External)

Appendix Item #9: S.W.O.T. Analysis – Sample**S.W.O.T. Analysis — Sample**

Strengths (Internal)	Weaknesses (Internal)
<ul style="list-style-type: none"> • Quality meetings • Motivated, participatory members • Strong Educational Program • Effective Mentoring Program • • • • • • 	<ul style="list-style-type: none"> • Untrained Leadership • Lack of participation inside and outside of the meeting cliques • Membership burnout / apathy • Low membership retention rates • • • • • •
Opportunities (External)	Threats (External)
<ul style="list-style-type: none"> • Time and place • Switch from closed club to open club • Switch from advanced club to regular club • Penetrate new market • Broaden membership base • • • • • 	<ul style="list-style-type: none"> • No new members is “X” amount of time • High membership turnover • Membership burnout • Business goes out of business (corporate club) • • • • • •

Appendix Item #10: Club Opportunities and Threats**S.W.O.T. CLUB OPPORTUNITIES AND THREATS**

Please take a few minutes to identify at least 5 opportunities and at least 5 threats your club is facing right now.

Try to site examples if possible

Opportunities	Threats
1	1
2	2
3	3
4	4
5	5
6	6
7	7
8	8
9	9
10	10

Appendix Item #11: Writing a Toastmaster Club Mission Statement

MISSION STATEMENT FOR YOUR TOASTMASTER CLUB

A Mission Statement clearly defines a Toastmaster's Club purpose. Even though Toastmasters International has a Mission Statement for all of Toastmasters, it is important for individual clubs to have their own Mission Statement that announces to your community (Public Club) or your company (Corporate Club) why your particular club exists

Consider your Mission Statement a combination of what your club does and how and why it does it. This is done in a way that captures the values that are important to your club.

As the Club Coach this is another exercise you can do on flip chart paper with the club. Be sure to allow the members to freely offer thoughts on each of these steps. Your role is to facilitate the discussion, not dictate it. It is important for the Club Coach to write down everything the members say. Ask clarifying questions, if necessary before writing anything down. You need to write what they said, not what you think they said. If you want to abbreviate a comment, ask the member for permission to do so.

STEP 1 – Describe What Your Toastmaster Club Does

Describing what a Toastmaster Club does not have to be fancy or complex. Just be as simple as possible at this point. What service does your club provide? Be very basic and don't add any filler information. This will be expanded in the next steps.

STEP 2 – Describe How Your Toastmaster Club Does What It Does

This step can be bit more difficult as you are not looking for detailed descriptions of how a Toastmaster Club operates. You are looking for a description of how your club normally operates. This likely includes incorporating core values into the description. Core values are traits and qualities that represent the club's highest priorities and beliefs. They are at the heart of what your club and members stand for. Here are a few examples of the Toastmaster Club values you may want to use in a Mission Statement. (Again, the coach facilitates this discussion encouraging members to come up with ideas.)

- Provide leadership opportunities
- Provide speaking opportunities
- Gives honest and open feedback

STEP 3 – Add Why Your Club Does What It Does

This part of the Mission Statement describes the passion behind the club. Why does a Toastmaster Club do what it does?

Combining all three steps will complete your Mission Statement. Once complete, go back and examine it again. Make sure it says what you want it to say. For example, instead of saying "a Toastmaster Club" use the actual name of the club.

A good mission statement is not simply a slogan for your club. It is the foundation of the operations of your club and it cannot provide guidance if members are not familiar with it. Make sure it is visible, put it on agendas, state it at every meeting, etc.

Appendix Item #12: Action Plan Template

Action Plan Template					
Issue: <i>Describe the issue you're addressing</i>					
Goal: <i>Be sure to write "SMART" goals (specific, measurable, attainable, relevant and time-sensitive).</i>					Completion Date:
Action Steps	Responsibility	Time-line	Resources	Communication	Potential Barriers
<i>What steps need to be taken?</i>	<i>Who will do it?</i>	<i>MM/YYYY</i>	<i>List financial, human, organizational, other.</i> <i>A. Resources available</i> <i>B. Resources needed</i>	<i>*Who needs to know</i> <i>*How will you keep them informed</i>	<i>*What are the potential challenges?</i> <i>*How will you overcome them?</i>
Step 1:			<i>A:</i> <i>B:</i>		
Step 2:			<i>A:</i> <i>B:</i>		
Step 3:			<i>A:</i> <i>B:</i>		
Step 4:			<i>A:</i> <i>B:</i>		
Step 5:			<i>A:</i> <i>B:</i>		

Appendix Item #13: Distinguished Club Program Club Success Plan (Short Form)

Distinguished Club Program Club Success Plan (Short Form)

The Distinguished Club Program (DCP) is an annual award program recognizing clubs that provide an outstanding member experience.

Distinguished Club Program (DCP) and Club Success Plan Manual and Forms: <https://www.toastmasters.org/https://www.toastmasters.org/resources/resource-library?t=1111>

July 1, ___ – June 30, ___

Club: _____ #: _____

Club President: _____

Area Director: _____

Area: _____

Goal #:	DCP Goal:	Name:		Date:	Goal
1	Four Level 1's	1	3		
		2	4		
2	Two Level 2's	1	2		
3	Two more Level 2's	1	2		
4	Two Level 3's	1	2		
5	One Level 4, Level 5 or DTM award achieved.	1			
6	One Level 4, Level 5 or DTM award achieved.	1			
7	Four new members	1	3		
		2	4		
8	Four more new members	1	3		
		2	4		
9a	Minimum of four club officers trained (June-August)	1	3		
		2	4		
9b	Minimum of four club officers trained (December-February).	1	3		
		2	4		
10a	Renewals submitted on time	October 1:	April 1:		
10b	Officer list submitted on time	June 30:	January 30:		

Find helpful information at: <https://dist8tm.org/> and <https://www.toastmasters.org/>

Index, Glossary and Resources

Club Coach:

Club coaches are experienced Toastmasters who assist in rebuilding club membership and restoring club quality. A successful club coach will:

- Build rapport with club leaders and members
- Instill enthusiasm, comradery and structure within the club
- Assess the club environment and recommend best practices for success
- Work with club leaders to develop a Club Success Plan
- Encourage the club to strive for Distinguished Club Program (DCP) recognition

Coaches who help clubs achieve Distinguished status or higher in the Distinguished Club Program will receive credit in the education program and a certificate of accomplishment.

Link to all the following Toastmaster International Club Coach resources:

- **Club Coach FAQ:** for common questions about the Club Coach Program.
- **Club Coach Troubleshooting Guide:** to evaluate and take decisive action.
- **How to be a Distinguished Club (Outline):** explains and promotes the Distinguished Club Program.
- **How to Rebuild a Toastmasters Club Manual:** with guidelines for club coaches.
- How to be a Distinguished Club (Power Point)
- **Distinguished Club Program and Club Success Plan Manual (PDF):** creating a plan for success and promote productive workflow among officers.

https://www.toastmasters.org/leadership-central/club-officer-tools/club_management/club-quality/club-coach-program

Club Coach Trouble Shooting Guide w/ Corrective Actions To Take As A Coach. 11, 20

This is a two page questionnaire about club issues with corrective actions to take as a coach.

<https://www.toastmasters.org/~media/F55DBD3E7D4D4EF8B7F10FF07347DAFA.ashx>

Club Mentor:

A Club Mentor is an experienced Toastmaster who shares their knowledge and expertise to those with less experience. Club Mentors assist new clubs with their advice, and tutor new clubs to success.<https://www.toastmasters.org/leadership-central/district-leader-tools/training/club-sponsor-mentor-and-coach-training>

Club Sponsor:

A Club Sponsor is an experienced Toastmaster who starts new Toastmaster Clubs from prospecting to setting up club meetings, filing paperwork from the very start to chartering a new club.

<https://www.toastmasters.org/leadership-central/district-leader-tools/training/club-sponsor-mentor-and-coach-training>

Club Success Plan Manual:

Part of The Distinguished Club Program (DCP) is an annual award program recognizing clubs that provide an outstanding member experience.

Forms and Manual: <https://www.toastmasters.org/resources/resource-library?t=1111>

Distinguished Club Program (DCP) and Club Success Plan Manual: 6, 8, 9, 10, 19, 32,

The Distinguished Club Program (DCP) is an annual award program recognizing clubs that provide an outstanding member experience.

Forms and Manual: <https://www.toastmasters.org/resources/resource-library?t=1111>

HPL: High Performance Leadership: 7

This five-project program offers instruction and practice in such vital leadership skills and activities as developing a mission and vision, goal-setting and planning, identifying values and building a team. The HPL project may be a requirement or a chosen elective in Pathways Level 5 as you work to obtain your DTM.

<https://www.toastmasters.org/shop/262--High-Performance-Leadership>

Moments of Truth: 21, 22, 23, 24, 25

Part of The Successful Club Series, Moments of Truth outlines how to create a positive first impression of your club, and recognize and deal with situations critical to club success.

For the Manual, Handout, Slides and Chart:

<https://www.toastmasters.org/resources/moments-of-truth>

Manual: <https://www.toastmasters.org/~media/E017290D7ED0458C8C278A364689F7AF.ashx>

Handout: <https://www.toastmasters.org/-/media/files/department-documents/club-documents/290-moments-of-truth/en/290h-moments-of-truth-handout.ashx>

Resources for Members, Club Officers and District Officers:

<https://dist8tm.org/resources/#member>

Toastmaster Meeting Roles:

The success of a club meeting depends on the participants. At each meeting, there are many roles to fill and they play an important part in making the club experience enjoyable.

<https://www.toastmasters.org/Membership/Club-Meeting-Roles>

Checklist and Important Contacts

Start Date: _____

CLUB: _____ # _____

Meeting Info: _____

Club President: _____ #: _____

Member(s): _____ #: _____

_____ #: _____

_____ #: _____

_____ #: _____

Key Contacts: _____ #: _____

_____ #: _____

TI Contact: _____ #: _____

District Contact: _____ #: _____

Division Director: _____ #: _____

Area Director: _____ #: _____

Official Assignment Date: _____

Date of First Club Visit: _____

Date of Second Club Visit: _____

Date of Third Club Visit: _____

Other: _____

Official Date of Completion: _____

COACH NOTES:



<https://dist8tm.org/>

<https://www.toastmasters.org/>