



**Building on Achievement for Continued Success**

# CLUB OFFICER TRAINING

**TOASTMASTERS INTERNATIONAL**

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**[www.toastmasters.org/members](http://www.toastmasters.org/members)**



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# PREPARE FOR TRAINING

Welcome to Club Officer Training. As a training facilitator, you are responsible for conveying the information that club officers need to fulfill their roles. Well-trained club officers are equipped to enhance club quality, develop and lead successful teams and thrive in the Distinguished Club Program. All of these abilities contribute to fulfill the club mission.

Club officers dedicate valuable time and provide a tremendous service to Toastmasters. It is important that they understand the importance of their roles and know how appreciated they are.

While many club officers will be content, and even enthusiastic, about their new responsibilities, others may feel uncertain and obligated. Attending the training and fulfilling their roles implies great commitment deserving of recognition.

As a training facilitator, it's important not to overwhelm club officers. Be sure to impart to them that support is close at hand. Their fellow club officers, district leaders, and the staff at World Headquarters are all available and eager to assist them.

Each session in the Club Officer Training consists of a facilitator guide and a PowerPoint presentation.

## Facilitator Guide

This is a tool to guide the facilitator in teaching the session. Each session includes a corresponding facilitator guide. The facilitator should print him or herself a copy of the facilitator guide for each session.

## PowerPoint Presentation

This is to be presented by the facilitator during the session. There is one presentation for each session. The facilitator downloads the presentation to his or her laptop before the training and makes sure to have a projector and screen available during the session. The PowerPoint slides correspond to instructions in the facilitator guide.

## Facilitator Preparation

Before the training, review *From Speaker to Trainer* (Item 257A) for instructions about presenting, especially if you are new to facilitating training sessions.

Learn about the location where the training takes place. Determine the best way to set up the room, and confirm the equipment that is available there.

Communicate with participants well in advance. Make sure they know what to expect — where to go, what to bring, how long sessions last, and so on. Send reminders as the training date nears.

Visit the Logos, Images and Templates page at [www.toastmasters.org/resources/logos-images-and-templates](http://www.toastmasters.org/resources/logos-images-and-templates) for templates to create professional-looking agendas, training invitations, name cards, and other material for the sessions.

## USING THE FACILITATOR GUIDE

The facilitator guide is designed to be easy to use with detailed instructions. Nonetheless, be personable; it's okay to add your own anecdotes to the sessions and share what is unique in your district.

The facilitator guide of each session is organized the same way:

- The introduction begins with an explanation of the session.
- An overview lists the topics presented in the session.
- Objectives are what the club officers will be able to do as a result of attending the session.
- The materials you need to conduct the session are listed after the objectives.
- The length of time it should take you to conduct the session is suggested under the heading Duration.
- Beginning with the title of the first section, the guide presents a series of step-by-step instructions telling you exactly how to conduct the session.
- Throughout the guide, notes to the facilitator provide you with information to help you understand the purpose of the subsequent section or activity. By understanding what club officers are meant to learn, you can more easily guide discussions and answer questions.
- The outside margins provide space for you to take notes.

## Verbs

To help the facilitator refer to the guide at a glance, a limited number of verbs are used to begin each of the numbered steps in the sessions:

1. **SHOW:** to present a visual aid
2. **PRESENT:** to impart knowledge pertinent to session objectives
3. **TELL:** to offer information not directly relevant to session objectives
4. **ASK:** to request actual answers from participants (At times, the question is followed by possible answers. Give participants an opportunity to offer answers; then share any that weren't covered.)
5. **INSTRUCT:** to tell participants to do something
6. **TIME:** to keep track of time
7. **WRITE:** to record ideas so they are visible to participants
8. **DISCUSS:** to facilitate a conversation among the group

## Icons

The following icons appear in the margins throughout the facilitator guide to indicate specific actions the facilitator takes at that step:



Show a visual aid.



Ask questions.



Write on a flipchart.



Instruct participants to work in small groups.

10 minutes



Track time.



## Bullet Points

Color-coded bullet points in the facilitator guide also help you stay on track:

- Session objectives and materials are listed in the overview of each session with yellow bullet points.
- Light blue bullet points indicate content-related information to share with participants.
- Questions are posed using navy blue bullet points.
  - At times, questions are followed by possible answers. Give participants an opportunity to offer answers; then share any that weren't covered.





# Building on Achievement for Continued Success

## Introduction

The purpose of this session is to resolve challenges faced by club leaders relating to club success by reviewing the current Club Success Plan and drawing upon best practices.

## Overview

First, club officers will review Moments of Truth and how they correlate with quality clubs and the Distinguished Club Program. Then club officers will analyze their current Club Success Plan and assess their successes thus far. Using this, as well as brainstorming best practices, participants will address and resolve any challenges that may be hindering the club executive committee from progressing. This session is best delivered during second round training.

In this session, the facilitator presents the following topics:

- Moments of Truth
- Club Success Plan
- Sharing Best Practices

## Objectives

After completing this session, club officers will be able to:

- Identify and describe the key elements of Moments of Truth and how to apply them within your club
- Evaluate the current status of the club based on the Club Success Plan and how it applies to the Distinguished Club Program
- Construct a list of challenges and opportunities and discuss best practices to pursue them

## Materials

- PowerPoint
- Flashcards

- One or two hand-held wireless microphones (depending on the group size)

### Time

- 90 minutes

### Facilitator Resources

- [\*Moments of Truth \(Item 290\)\*](#)
- [\*Distinguished Club Program and Club Success Plan \(Item 1111\)\*](#)
- [\*Club Leadership Handbook \(Item 1310\)\*](#)
- [Foundation of Knowledge](#)

# Introduction

(5 minutes)

1. SHOW the Introduction slide.



2. PRESENT

- Congratulations! As an elected officer of your Toastmasters club, you have the opportunity to aid in your club's success and gain valuable hands-on leadership experience.

3. SHOW the Session Agenda slide.



## 4. PRESENT the session agenda.


- Moments of Truth
- Club Success Plan
- Sharing Best Practices




## 5. SHOW the Session Objectives slide.

### Objectives

- ▶ Identify and describe the key elements of Moments of Truth
- ▶ Evaluate the current status of the club
- ▶ Construct a list of challenges and opportunities and discuss best practices

A 3D illustration of a red and white target with three blue darts hitting the bullseye.

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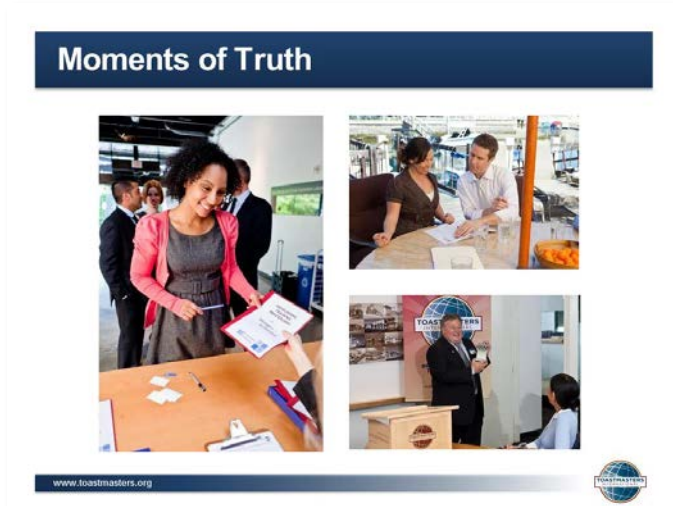
## 6. PRESENT the session objectives:

- After completing this session, you will be able to:
  - Identify and describe the key elements of Moments of Truth and how to apply them within your club
  - Evaluate the current status of the club based on the Club Success Plan and how it applies to the Distinguished Club Program
  - Construct a list of challenges and opportunities and discuss best practices to pursue them

# Moments of Truth

(30 minutes)

1. SHOW the Moments of Truth slide.



## NOTE TO FACILITATOR

Ask the question to the class. Answers can be given via shout out or with a passed microphone. Encourage club officers to not only name the Moment of Truth but also provide a brief description of it.

2. PRESENT

- You may recall learning about the Moments of Truth during the first round of Club Officer Training

3. ASK

- What are the six Moments of Truth?
  - First Impressions
    - Greet each guest at the door. Introduce the guest to officers and members.
  - Member Orientation
    - Assign a mentor for one-on-one assistance
  - Fellowship, Variety, and Communication
    - Issue a club-newsletter regularly and maintain a website



- Planning and Organization
  - Begin and end meetings on time
- Member Strength
  - Continually plan varied and exciting club meetings
- Achievement Recognition
  - Maintain and post member progress charts at every meeting

4. PRESENT

- A Moment of Truth is when anyone comes in contact with any aspect of the Toastmasters experience and forms an impression of the organization’s quality and service.



5. ASK

- Why are Moments of Truth important?



Activity: Back to the Drawing Board



1. SHOW the Activity: Back to the Drawing Board

**Back to the Drawing Board**

1. Why is this Moment of Truth important in Toastmasters?
2. How has your club acted on this Moment of Truth?

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**NOTE TO FACILITATOR**

Pre-work: Print multiple sheets of Moment of Truth flashcard handout. Cut out each phrase so that one of the six Moments of Truths is on each card. Fold each



of them in half and place one set in each bowl. As the teams are pairing up, give one bowl to each group.

The teams will play Back to the Drawing Board six times so that all Moments of Truth will be selected by the end of the game.

Transition Statement could be: Now that we remember what the six Moments of Truth are; we are going to play a game.

## 2. PRESENT

- You will be competing, one club team against another.
- A member from the first team will select a flashcard from the bowl.
- The flashcard may not be shown to other members of the first team.
- Without saying anything, the member must draw, without using letters or numbers, the Moment of Truth they have selected.
- Each member will have 30 seconds to draw.
- Once the 30 seconds have been announced, the remaining members of the first team will have one collective guess as to which Moment of Truth was illustrated.
- If the first team guesses correctly, they get a point.
- If the first team does not guess correctly, the second team gets the point.
- Once the Moment of Truth has been revealed, you will answer two questions about it.
- Then a member from the second team selects and illustrates a flashcard.

3. INSTRUCT the first member from the first team to select a flashcard and spend 30 seconds illustrating their Moment of Truth.

4. TIME 30 seconds.

5. INSTRUCT the first team to guess the Moment of Truth.

6. ASK the member who illustrated the Moment of Truth to answer the following questions:

- Why is this Moment of Truth important in Toastmasters?
- How has your club used this Moment of Truth?



30 seconds



7. INSTRUCT a member from the second team to select a flashcard and illustrate it.

**NOTE TO FACILITATOR**

Repeat steps 3 through 7, alternating teams, until all Moments of Truth have been illustrated.



8. SHOW the Moments of Truth slide.



9. PRESENT

- When clubs successfully exemplify the Moments of Truth, members are provided something they value: a safe, supportive environment in which to achieve their goals.
- Clubs that embrace and use the Moments of Truth better enable their club members to accomplish their goals and in turn, the club accomplishes goals in the DCP.



**Activity: Moments of Truth**

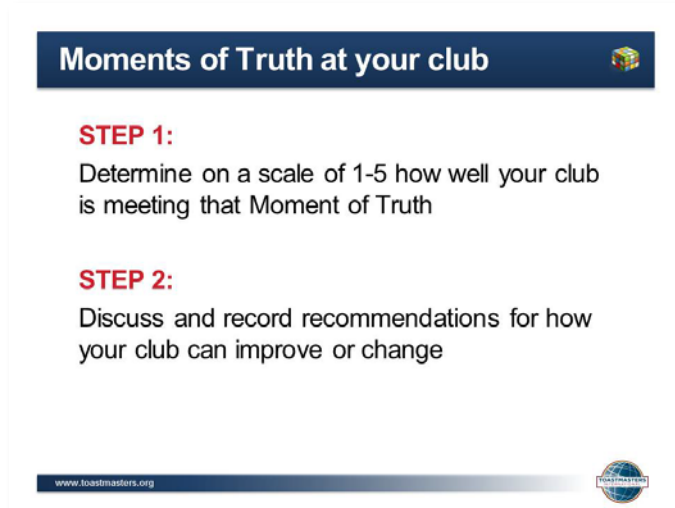
**NOTE TO FACILITATOR**

During the next activity, club officers will evaluate their own club on three Moments of Truth.

In preparation for this activity, find the Moment of Truth handout located at the end of this document and print one copy for each club team.

Each team will select three Moments of Truth and evaluate how well their club meets each standard.

## 1. SHOW the Activity: Moments of Truth



**Moments of Truth at your club**

**STEP 1:**  
Determine on a scale of 1-5 how well your club is meeting that Moment of Truth

**STEP 2:**  
Discuss and record recommendations for how your club can improve or change

[www.toastmasters.org](http://www.toastmasters.org)



2. INSTRUCT club officers to arrange themselves in their club teams to complete the handout activity from Moments of Truth. Each club will choose three of the Moments of Truth to evaluate their club on.



3. DISTRIBUTE the Moments of Truth handout.



4. INSTRUCT teams to select three Moments of Truth on which to evaluate their club.

5. INSTRUCT teams to spend 10 minutes completing the handouts.

6. TIME 10 minutes.



10 minutes



## Debrief: Moments of Truth

### 1. PRESENT

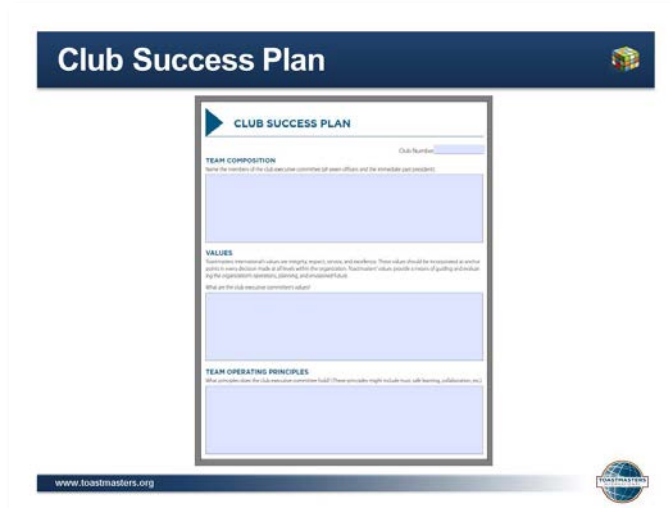
- Each club relies on its members and officers to accomplish their established goals.
- There are multiple opportunities to deliver the Moments of Truth through different best practices.
- By embracing Moments of Truth, members feel supported enough to take on tasks and continue the development of the club to enhance the member experience.

# Club Success Plan

(30 minutes)



1. SHOW the Club Success Plan slide.



2. PRESENT

- Now that you have evaluated your club via Moments of Truth, let's take a look at your Club Success Plan. This is a mid-year evaluation of your plan.
- The Club Success Plan is the framework your club uses to accomplish its goals.
- It tracks factors that ensure your club is successful in terms of member engagement, education achievement, and club quality.



## Activity: Club Success Plan

### NOTE TO FACILITATOR

During the next activity, club leaders review and evaluate their Club Success Plans.

As club leaders work on this activity, walk around the room and assist them as needed.

The following questions can help guide the discussion:

1. How are we continuing to follow the team objectives we originally established?

2. Are we as far along in this goal as we thought we would be?
3. What are the internal or external factors that are stopping us from achieving this goal?

### 1. SHOW the Activity: Club Success Plan

**Club Success Plan**

**CLUB SUCCESS PLAN** Club Number: \_\_\_\_\_

**TEAM COMPOSITION**  
 Name the members of the club, one club member (past officer) and the immediate past president.

**VALUES**  
 List the club's mission, vision, and core values. These values should be incorporated as a central theme in all club activities and programs. Leadership values provide a sense of purpose and direction to the organization, planning, and individual club members.

**TEAM OPERATING PRINCIPLES**  
 List the club's operating principles. These principles might include trust, self-leadership, collaboration, etc.

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2. INSTRUCT club officers to arrange themselves in their club teams and access their Club Success Plan.
3. PRESENT
  - You should be reviewing your Club Success Plan on a regular basis.
  - This gives you an opportunity to update and change things that don't work, as well as create updated action plans based on progress toward club goals.
  - The following categories should all be evaluated:
    - Team Operating Principles
    - Potential Obstacles
    - Meeting Protocol
    - Team Interactions and Behavioral Norms
    - Education
    - Membership
    - Training
    - Administration

15 minutes



4. INSTRUCT teams to spend 15 minutes reviewing and evaluating their club's current status as compared to their Club Success Plan.

5. TIME 15 minutes.

6. INSTRUCT each team to select and write down three goals that they have either successfully completed or are on their way to successfully completing.



7. ASK

- Can one member from each team share a success you identified while evaluating your club?
  - What is the goal you have achieved or are working toward?
  - Why is your club working toward this goal?
  - How do you plan to accomplish it?
  - What does this goal add to the member experience in your club?

10 minutes



8. TIME 10 minutes.



## Debrief: Club Success Plan

1. PRESENT

- The Club Success Plan is a guide that your team uses to accomplish club goals.
- Reviewing and executing your Club Success Plan will bolster the member's experience within your club as you reach new milestones.

# Sharing Best Practices

(30 minutes)

1. SHOW the Sharing Best Practices slide.



2. PRESENT

- As club leaders, you and your team will find areas of opportunity for yourself and your club. Acknowledging these as a point of interest can create development and growth.
  - Other leaders may face similar challenges or have found a way to conquer them with ease.
- By sharing ideas and best practices, the members will benefit through a stronger support system and leadership.



## Activity: Sharing Best Practices



1. SHOW the Activity: Sharing Best Practices



### NOTE TO FACILITATOR

During the next activity, teams will write down challenges they are facing and their peers will develop solutions and present them to the audience.

Challenges should be club goal-related. For example, "We have some guests that keep coming to our meetings but aren't willing to take the next step to join."



2. INSTRUCT club officers to arrange themselves in club teams and access the Moments of Truth handout and their Club Success Plan.



3. DISTRIBUTE three index cards to each team.

4. INSTRUCT each team to write down three challenges that are impacting their club's success, one on each index card, and then fold the flashcard.
5. INSTRUCT one member from each team to add their index cards to the bowl at the front of the room.
6. PRESENT
  - One at a time, each club team will come up and select a challenge from the bowl.
  - They will have two minutes to develop a solution.



- They will read the challenge aloud then present their solution to the audience.
  - Once the presentation is complete, we will discuss the solution as a group.
7. TELL club officers they can take notes on the best practices presented and discussed.
  8. INSTRUCT the first team to select a challenge from the bowl and spend two minutes developing a solution
  9. TIME two minutes.
  10. INSTRUCT the team to present their solution.
  11. DISCUSS the challenge and solution, as well as any other solutions as a group, for five minutes.
  12. TIME five minutes.
  13. INSTRUCT the next team to select a challenge and spend two minutes developing a solution.



2 minutes



5 minutes

**NOTE TO FACILITATOR**

Repeat steps 9 through 13 until all challenges have been discussed or time is up.

## 14. PRESENT

- If there is more you would like to discuss with any of your peers, arrange time outside of the session for a continued conversation
- Your fellow club officers have experience with similar challenges and are a valuable resource.

## Debrief: Sharing Best Practices

1. INSTRUCT club officers to share two things they learned from another club team with another club officer.
2. INSTRUCT a few club officers to share what they've learned with everyone.



### 3. PRESENT

- All clubs have areas of opportunity; by sharing ideas and best practices, goals are easier to accomplish and members benefit.
- Your fellow club officers have experience with similar challenges and are a valuable resource.
- Be sure to share the challenges and solutions with your club executive committee.
- You will be stronger and able to accomplish more by working together than alone.

# Conclusion

1. Show the Conclusion slide.



2. PRESENT

- As a club leader it is your responsibility to deliver a positive member experience.
- By revisiting and using Moments of Truth, the club executive committee ensures the club delivers quality meetings and provides a positive member experience.
- Reviewing and executing on your Club Success Plan will bolster the member's experience within your club as you reach new milestones.
- All clubs have areas of opportunity; by sharing ideas and best practices, the member benefits as more goals are accomplished.
- By sticking to the plans and goals you have set in place, you will be able to accomplish more within your clubs.

3. PRESENT

- There are several resources available to help you with your leadership roles:
  - *Club Leadership Handbook* (Item 1310)  
[www.toastmasters.org/clh](http://www.toastmasters.org/clh)
  - *Distinguished Club Program and Club Success Plan* (Item 1111)  
[http://www.toastmasters.org/1111\\_dcp](http://www.toastmasters.org/1111_dcp)

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- Moments of Truth

<http://www.toastmasters.org/momentsoftruth>

4. INSTRUCT club officers to take the session evaluation.

First  
Impressions

Membership  
Orientation

Fellowship, Variety,  
and Communication

Program Planning and  
Meeting Organization

Membership  
Strength

Achievement  
Recognition



# Moments of Truth Handout

Select three Moments of Truth and rate how well your club meets each standard.

1	2	3	4	5
We never meet this standard	We rarely meet this standard	We sometimes meet this standard	We usually meet this standard	We always meet this standard

First Impressions			
First impressions are important to club success because guests' positive experience and observations determine if they return and become members.			
Guests greeted warmly and introduced to officers and members		Convenient meeting location	
Guest book and name tags provided		Guests invited to address the club	
Professionally arranged meeting room		Guests invited to join	
	Total		Total

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 their responsibility to the club and the club's responsibility to the member.			
Formal induction, including presentation of membership pin and manuals		Learning needs assessed	
Assignment of mentor		Speaking role(s) assigned	
Education programs and recognition system discussed		Member involved in all aspects of club activities	
	Total		Total

Fellowship, Variety, and Communication			
The club retains members by offering a warm, friendly and supportive environment that encourages enjoyable learning.			
Guests greeted warmly and made welcome		Members participate in area, district, and International events	
Enjoyable, and educational meetings planned		Interclub events encouraged	
Regularly scheduled social events		Club newsletter / website published and updated regularly	
	Total		Total

1	2	3	4	5
We never meet this standard	We rarely meet this standard	We sometimes meet this standard	We usually meet this standard	We always meet this standard

Program Planning and Meeting Organization			
When club meetings are carefully planned, with well-prepared speakers and useful evaluations, members are able to meet their education goals.			
Program and agenda publicized in advance		Meetings begin and end on time	
Members know program responsibilities and are prepared to carry out all assignments		Creative Table Topics™ and activities	
All projects are manual projects		Positive and helpful evaluations	
	Total		Total

Membership Strength			
When the club has enough members to provide leadership and fill meeting and committee assignments, the member experience is heightened.			
Club has 20 or more members		Club programs varied and exciting	
Members are retained		Toastmasters sponsoring new members recognized	
Promotion of club in the community or within its organization		Regular membership-building programs	
	Total		Total

Achievement Recognition			
The club motivates members to stay active by monitoring members' progress towards goals, submitting completed award applications immediately and consistently recognizing members' achievements.			
Award applications immediately submitted to World Headquarters		Club, district, and International leaders recognized	
Progress charts displayed and maintained		Club and member achievements publicized	
Member achievements formally recognized with ceremony		DCP is used for planning and recognition	
Total		Total	

Identify the lowest-rated Moment of Truth and discuss the following questions in your group.

What is the cause of this challenge?

What can be done to address it? Who should be responsible for that action?



# Evaluation

	BEGINNER	INTERMEDIATE	ADVANCED
What level of knowledge of the topic did you have prior to this session?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Indicate to what degree you agree with the following statements about this session.

	STRONGLY AGREE	AGREE	NEITHER AGREE NOR DISAGREE	DISAGREE	STRONGLY DISAGREE
Overall, I was satisfied with the session.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I will use the content to strengthen my club.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The learning objectives were met.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

	Yes	No
Will you implement at least one idea from this session in the next 30 days?	<input type="checkbox"/>	<input type="checkbox"/>

Write your comments about the session.

Indicate to what degree you agree that the facilitator demonstrated the following:

	STRONGLY AGREE	AGREE	NEITHER AGREE NOR DISAGREE	DISAGREE	STRONGLY DISAGREE
Solid knowledge of the subject matter	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Excellent presentation skills	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>



