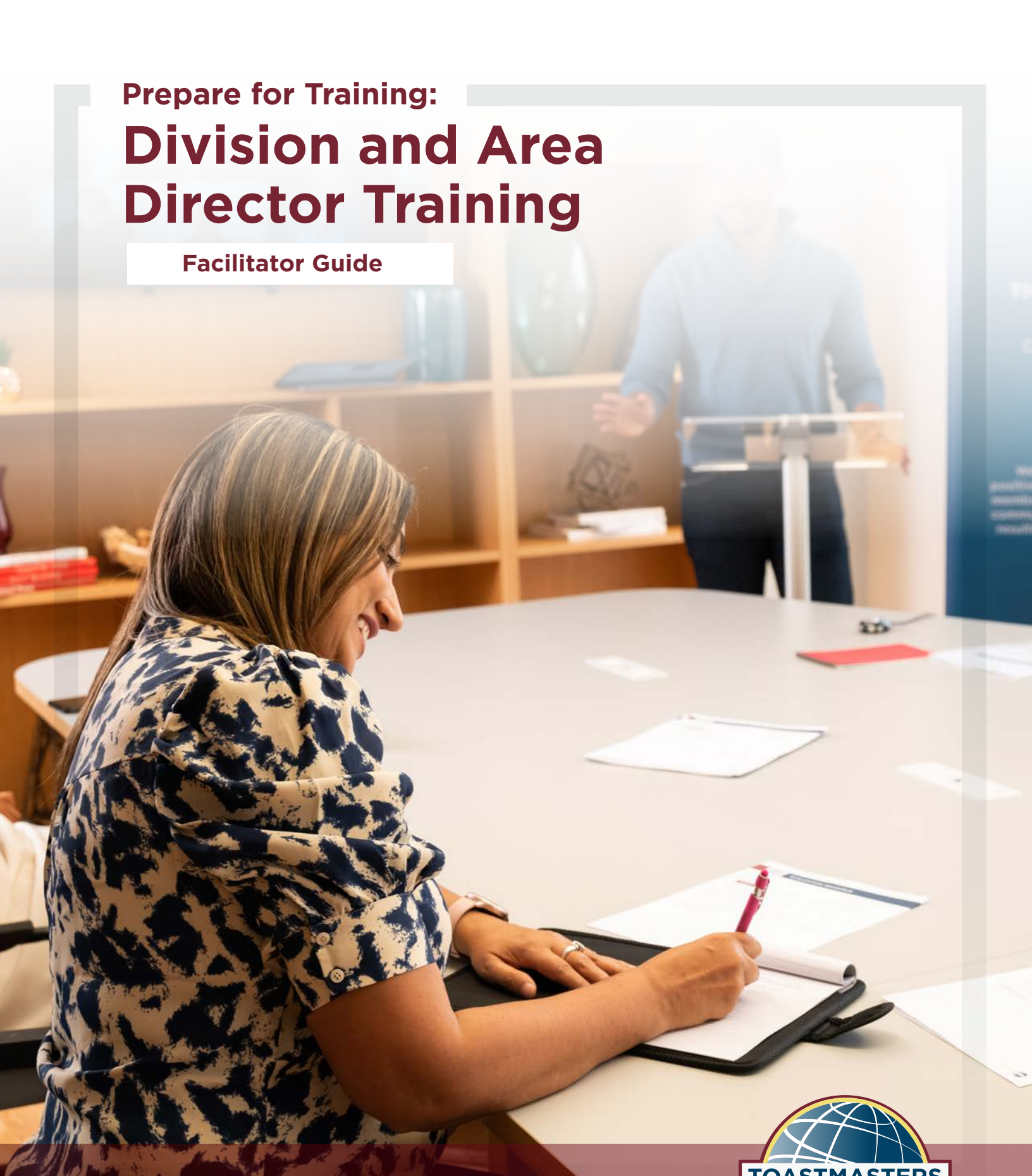


Prepare for Training:

Division and Area Director Training

Facilitator Guide





TOASTMASTERS INTERNATIONAL

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Missions, Values, and Promises

Toastmasters International Mission

We empower individuals to become more effective communicators and leaders.

District Mission

We build new clubs and support all clubs in achieving excellence.

Club Mission

We provide a supportive and positive learning experience in which members are empowered to develop communication and leadership skills, resulting in greater self-confidence and personal growth.

Toastmasters International Core Values

Integrity

We match our actions with our words, demonstrate honesty and trustworthiness, communicate with sincerity and thoughtfulness, have the courage to acknowledge our mistakes, and always strive to do the right thing.

Service

We strive to provide high-value, exceptional support by being responsive, attentive, and passionate in fulfilling our duties as individuals and as an organization to all.

Respect

We treat all with dignity, welcome diverse perspectives, acknowledge all contributions, believe that all have positive intent, practice mutual accountability, and critique but never demean.

Excellence

We consistently strive to meet or exceed expectations by upholding the Toastmasters Promise, nurturing a collaborative environment, innovating to deliver creative solutions, and optimizing quality to produce superior service.

A Toastmaster's Promise

As a member of Toastmasters International and my club, I promise:

- ▶ To attend club meetings regularly
- ▶ To prepare all of my projects to the best of my ability, basing them on the Toastmasters education program
- ▶ To prepare for and fulfill meeting assignments
- ▶ To provide fellow members with helpful, constructive evaluations
- ▶ To help the club maintain the positive, friendly environment necessary for all members to learn and grow
- ▶ To serve my club as an officer when called upon to do so
- ▶ To treat my fellow club members and our guests with respect and courtesy
- ▶ To bring guests to club meetings so they can see the benefits Toastmasters membership offers
- ▶ To adhere to the guidelines and rules for all Toastmasters education and recognition programs
- ▶ To act within Toastmasters' core values of integrity, respect, service, and excellence during the conduct of all Toastmasters activities

Toastmasters International Envisioned Future

Toastmasters is a thriving and diverse global community. We enhance the personal lives and careers of individuals, enabling them to positively impact their communities. We empower people to develop communication and leadership skills through a welcoming, high-quality, experiential learning environment, resulting in greater self-confidence and personal growth.

Prepare For Training

Welcome to Division and Area Director Training. As a training facilitator, you are responsible for conveying the information that Division and Area Directors need to fulfill their roles. Well-trained Division and Area Directors are equipped to develop successful teams, enhance club quality, establish and support new clubs, conduct quality speech contests, and thrive in the District Recognition Program. All of these abilities contribute to fulfill the District mission.

Division and Area Directors 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 Division and Area Directors 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 Division and Area Directors. Be sure to impart to them that support is close at hand. Their fellow District leaders, Region Advisors, and the District Services team at World Headquarters are all available and eager to assist them.

Each session in the Division and Area Director Training consists of a facilitator guide, a participant workbook, 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.

Participant Workbook

This is a tool for the Division and Area Directors. They answer questions and complete activities in the workbook during each session. Each session includes a corresponding participant workbook. The facilitator sends each Division and Area Director a link to the workbook for each session before the training. Division and Area Directors may either print a copy of the workbook or download it to a laptop if they intend to use one at the training.

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** 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 **Brand Portal** for templates to create professional-looking agendas, training invitations, name cards, and other material for the sessions.

Training Sessions Synopses

Session 1: Develop Successful Teams

(One hour)

Division and Area Directors serve as liaisons between Districts and clubs; to accomplish all the responsibilities of these important roles, they depend on the teams they build. The effectiveness of these teams is a reflection of the Division and Area Directors' ability to lead and motivate. Division and Area Directors lay the groundwork for effective teamwork by creating and maintaining a team agreement at the beginning of their terms. In this session, participants examine a team agreement and discuss motivation and conflict-resolution techniques to keep their teams strong and productive.

Session 2: Enhance Club Quality

(One hour and 30 minutes)

Part of the District mission is to enhance the quality and performance of clubs. As District leaders, Division and Area Directors perpetuate this mission. Members are drawn to and stay in clubs that foster an environment of mutual support and enrichment.

Division and Area Directors support clubs in creating this environment by soliciting club needs and offering perspective and knowledge. In this session, participants consider how to gather information about clubs and identify ways to enhance their quality and performance.

Session 3: Establish And Support New Clubs

(One hour)

As District leaders, part of Division and Area Directors' mission is to extend the network of clubs. New clubs allow more people access to the benefits of Toastmasters. An important responsibility of Division and Area Directors is to establish and support new clubs. In this session, Division and Area Directors identify the requirements for establishing clubs so that they will be able to take advantage of club-building opportunities.

Session 4: Conduct Quality Speech Contests

(One hour and 15 minutes)

Area Directors oversee Area speech contests, and Division Directors oversee Division speech contests. When Division and Area Directors have a good understanding of the contest process, rules, and resources, the contests' quality is enhanced. The roles that Division and Area Directors play in speech contests vary by District. In this session, participants learn how to find answers about contests using the **Speech Contest Rulebook** and discover other resources so that they are equipped to oversee speech contests in their Areas and Divisions.

Session 5: Thrive In The District Recognition Program

(One hour and 15 minutes)

The focus of the District Recognition Program is on club quality and the member experience. Division and Area Directors play an essential role in earning Distinguished recognition for the District, Division, and Area, beginning with the club. In this session, participants examine how Moments of Truth and the Distinguished Club Program serve as the foundation for the District Recognition Program. They learn how to create success plans based on their Area and Division Distinguished goals and how to track progress toward those goals.

Learning Objectives

After completing the training sessions, Division and Area Directors will be able to do the following.

Session 1: Develop Successful Teams

- ▶ Recount the roles of the Division and Area Directors
- ▶ Identify the members of the Area and Division Councils and the ways the councils offer support to the Division and Area Directors
- ▶ Describe a team agreement and its benefits
- ▶ Use team agreements to build trust and set expectations among team members
- ▶ Apply the Five Principles of Motivation to foster teamwork and productivity in teams
- ▶ Solve conflicts among team members using conflict-resolution techniques

Session 2: Enhance Club Quality

- ▶ Identify what is meant by club quality and a positive member experience
- ▶ Examine how the Toastmasters education program, club leadership, and membership contribute to club quality and a positive member experience
- ▶ Prepare for the club visit by building trust and gathering information
- ▶ Practice building trust during club visits
- ▶ Conduct an effective club visit
- ▶ Use resources to find answers and propose solutions for club challenges

Session 3: Establish and Support New Clubs

- ▶ Describe the relationship between establishing new clubs and the Toastmasters and District missions
- ▶ Identify District leader responsibilities for establishing new clubs
- ▶ Recognize the network of support a District can establish to build clubs
- ▶ Describe the club-building cycle
- ▶ Identify opportunities for new clubs in the Area or Division

Session 4: Conduct Quality Speech Contests

- ▶ State the types of speech contests officially recognized by Toastmasters International.
- ▶ Explain how speech contests benefit contestants, the audience, and those who help conduct the contests.
- ▶ Prepare a speech contest with their teams.
- ▶ Solve speech contest challenges and answer questions using the **Speech Contest Rulebook**.

Session 5: Thrive in the District Recognition Program

- ▶ Describe how implementing Moments of Truth leads to club quality and a positive member experience
- ▶ Define the roles of Division and Area Directors in the District Recognition Program
- ▶ Describe the Distinguished Club Program
- ▶ Identify the goals of the Distinguished Area and Distinguished Division programs
- ▶ Describe the importance of club, Area, and Division success plans
- ▶ Identify resources to find answers to questions about the District Recognition Program and Distinguished Club Program and to track progress in each

Materials for Participants

At the beginning of each session is a list of materials. Each session lists a flipchart, markers, and the corresponding PowerPoint presentation. The following sessions call for every participant to have specific Toastmasters products:

Session	Product
1	<i>Toastmasters International District Recognition Program</i>
4	<i>Speech Contest Judges Training</i>
4	Speech Contest Rulebook
5	<i>Serving Clubs through Visits</i>

You can make these Toastmasters products available to participants in a number of ways, depending on whether participants already have hard copies, whether they have access to laptop computers, and whether Internet access is available where the training takes place.

If participants already have hardcopies of the product, ask that they bring them to the session. In this case, plan enough in advance so that you can explain in an email or flier what participants are expected to have at the training. Send a reminder as the session draws near. It's a good idea to have a few of the items on hand for participants who forget.

If the product is available to download for free from the Toastmasters Online Store, you may print copies for each of your participants or request that they bring their own printed copies to the session.

You may encourage participants to bring laptop computers to take notes. If the training location offers access to the Internet, participants will be able to download these products at the training. Otherwise, ask that they save the products on their computers beforehand.

No matter how you make these products available, be sure to plan ahead. Give participants clear instructions comfortably in advance.

Sample Training Agenda

Division and Area Director Training ensures participants have the knowledge and skills necessary to fulfill their roles. The suggested training schedule lasts six hours, but the mandatory minimum duration of initial Division and Area Director training is four (4) hours. The following full-day agenda may be modified so that training takes place for fewer hours per day over the course of multiple days. Training should center on how each leadership role contributes to achieving District goals. Role-specific breakout sessions are encouraged to adapt shared training topics to align with the District’s objectives for each position in the upcoming program year.

8:30 a.m	Registration
9 a.m.	Welcome
9:15 a.m.	General Session 1: Develop Successful Teams
10:15 a.m	Break
10:30 a.m.	General Session 2: Thrive in the District Recognition Program
12 p.m.	Working lunch
12:15 p.m.	General Session 3: Conduct Quality Speech Contests
1:15 p.m.	Break
1:30 p.m.	Role Breakout 1: Division Directors - Enhance Club Quality Role Breakout 1: Area Directors – Establish and Support New Clubs
2:45 p.m.	Role Breakout 2: Division Directors - Establish and Support New Clubs Role Breakout 2: Area Directors - Enhance Club Quality
4 p.m.	Closing words
4:15 p.m.	Adjournment

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 Division and Area Directors 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 Division and Area Directors 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.

5 minutes



Track time.

Page 1:4



Refer to a specific page in the participant workbook.

Bullet Points

In the facilitator guide, tiered bullet points with different shapes also help you stay on track:

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

The Participant Workbook

Following are links to the participant workbook for each session:

- ▶ **Session 1: Develop Successful Teams**
- ▶ **Session 2: Enhance Club Quality**
- ▶ **Session 3: Establish and Support New Clubs**
- ▶ **Session 4: Conduct Quality Speech Contests**
- ▶ **Session 5: Thrive in the District Recognition Program**

Depending on whether they intend to use a laptop at the training, instruct participants to either download a copy of these writable PDFs to their computers or to print hardcopies to use at the training.

Like the facilitator guide, the participant workbook provides an overview and objectives of each session. Participants answer questions that pertain to the material the facilitator presents. The facilitator guide indicates when to instruct participants to complete an activity in the participant workbook and when to encourage them to use the participant workbook to take notes.

At certain times, it's important for the facilitator to see exactly what is presented in the participant guide. In these instances, the facilitator guide features the material from the participant workbook in blue font. Therefore it's not necessary for you, as the facilitator, to have your own copy of the participant workbook. Even so, you are welcome to download it for your reference.

At the end of each session in the participant workbook is an evaluation to collect participant feedback. This feedback is important for making valuable improvements to future training. Decide ahead of time, amongst District leaders, who the feedback should be delivered to, and how. Perhaps the facilitator collects hardcopies of the participants' evaluations for the Program Quality Director to review. Or maybe your District decides that participants should email their evaluations to the facilitator and District Director. No matter how your District decides to collect participants' evaluations, plan ahead so you can give clear instructions to participants and make the most of their valuable feedback.



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