

Session 1: Develop Successful Teams

# Division and Area Director Training

Facilitator Guide





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# Table of Contents

<b>Session 1: Develop Successful Teams</b> .....	1
Overview .....	1
Objectives .....	1
Materials .....	1
Duration .....	1
<b>Introduction</b> .....	2
<b>Your Team Members (10 minutes)</b> .....	3
The Area Team .....	3
The Division Team .....	6
Team Support .....	8
<b>Your Team Agreement (15 minutes)</b> .....	9
Participant Workbook: Your Team Agreement .....	11
Team Composition .....	11
Values .....	11
Team Operating Principles .....	11
Potential Obstacles .....	11
Meeting Protocol .....	11
Team Interactions and Behavioral Norms .....	11
<b>Team Motivation (10 minutes)</b> .....	13
<b>Conflict Resolution in a Team (15 minutes)</b> .....	15
Conflict Resolution Scenarios .....	15
Participant Workbook: Conflict Resolution Scenarios .....	16
Area Director Scenario .....	16
Instructions .....	16
Division Director Scenario .....	16
Instructions .....	16
<b>Conclusion</b> .....	17

# 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.

# Session 1: Develop Successful Teams

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.

## Overview

In this session, the following topics are presented:

- ▶ Your team members
- ▶ Your team agreement
- ▶ Team motivation
- ▶ Conflict resolution in a team

## Objectives

After completing this session, Division and Area Directors will be able to do the following:

- ▶ Recount the roles of the Division and Area Directors
- ▶ Identify the members of the Division and Area 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

## Materials

- ▶ Flipchart
- ▶ Markers
- ▶ PowerPoint presentation
- ▶ One *Toastmasters International District Recognition Program* per participant

## Duration

- ▶ One hour

# Introduction



1. **Show** the Session Agenda slide.

The slide titled "Session Agenda" lists four bullet points: "Your team members", "Your team agreement", "Team motivation", and "Conflict resolution in a team". To the right of the slide is a photograph of a woman in a light blue shirt speaking into a microphone to a seated audience. The Toastmasters International logo is at the bottom of the slide.

2. **Present** the session agenda.

- ▶ Your team members
- ▶ Your team agreement
- ▶ Team motivation
- ▶ Conflict resolution in a team



3. **Show** the Session Objectives slide.

The slide titled "Objectives" lists six bullet points: "Recount roles of Division and Area Directors", "Identify members of Division and Area Councils and ways councils offer support", "Describe a team charter and its benefits", "Build trust and set expectations using team charters", "Apply the Five Principles of Motivation", and "Use conflict resolution techniques". The Toastmasters International logo is at the bottom of the slide.

4. **Present** the session objectives:

- ▶ Recount the roles of the Division and Area Directors
- ▶ Identify the members of the Division and Area 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

# Your Team Members

(10 minutes)

## Note to Facilitator

The purpose of this section is for Division and Area Directors to understand who makes up their teams—the Division and Area Councils—and the role their teams play in supporting the Divisions and Areas.

In this section, Division and Area Directors are introduced to their councils as an important resource in helping them fulfill their responsibilities to clubs. They learn who the members of each council are, and the special roles they may choose to appoint among the team.

After completing this section, participants will know the purpose and members of their respective teams.

### 1. Present

- ▶ The purpose of this section is to introduce the Division and Area Councils and the role the councils play in supporting the Divisions and Areas.

## The Area Team

1. **Show** the Area Director slide.



2. **Tell** participants that they may find it helpful to take notes in the Your Team Members section of the participant workbook under The Area Team.

### 3. Ask

- ▶ What are the Area Director's responsibilities?
  - Provide support to and maintain regular contact with clubs in the Area
  - Visit every club in the Area at least twice a year, and submit the Area Director's Club Visit Report
  - Help clubs enhance and maintain quality and reach their goals as outlined in their Club Success Plans
  - Strive to achieve the Area's goals toward Distinguished recognition, as outlined in the Area Success Plan

- Report to the Division Director and District leaders about the Area's progress toward its goals
- Participate in District-sponsored Area Director training
- Oversee Area speech contests
- Consult fellow District leaders if the Area comes to have too few or too many clubs
- Serve as Area Council chair and hold at least two meetings per year



4. **Write** answers on the flipchart.

5. **Present**

- ▶ In order for Area Directors to fulfill all of their responsibilities, they build teams.
- ▶ These teams often include Area Council members among others.



6. **Show** the Area Team slide.

**Note to Facilitator**

The roles of Assistant Area Director Program Quality and Assistant Area Director Club Growth are highlighted in yellow on the slide because the Area Director has the option of appointing them (although it is highly recommended).

### Area Team

---

- Area Director leads council to support area goals
- Area Council: Assistant Area Directors, Area Secretary, club leaders
- Area Director chairs Area Council
- Area Director may appoint assistance directors

```

graph TD
    AD[Area Director] --- AS[Area Secretary]
    AD --- CP1[Club President]
    AD --- CP2[Club President]
    AD --- VPE1[VPE]
    AD --- VPE2[VPE]
    AD --- VPM1[VPM]
    AD --- VPM2[VPM]
    AD --- AAD1[Assistant Area Director Program Quality]
    AD --- AAD2[Assistant Area Director Club Growth]
  
```

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7. **Present**

- ▶ The Area Director has a team of people to look to for advice and support in meeting Area goals.
- ▶ The Area Council consists of the Area Director, Assistant Area Director Program Quality, Assistant Area Director Club Growth, Area Secretary and Club Presidents, Vice Presidents Education, and Vice Presidents Marketing of all the clubs in the Area.
- ▶ The Area Director is the chair of the Area Council.
- ▶ The Area Director may choose to appoint an Assistant Area Director Club Growth and Assistant Area Director Program Quality.



8. **Ask**

- ▶ How does an Assistant Area Director Program Quality help the Area Director?
  - Promoting members' achievement of education awards (for example, by posting accomplishments on the Area website)
  - Encouraging clubs toward their Distinguished goals (for example, by keeping apprised of the clubs' status by monitoring the **dashboard**)
  - Coordinating and conducting speech contests (for example, by choosing a venue for the Area speech contest)



9. **Write** answers on the flipchart.

10. **Discuss** other ways the Assistant Area Director Program Quality can help the Area Director.



11. **Ask**

- ▶ How does an Assistant Area Director Club Growth help the Area Director?
  - Ensuring club dues are submitted on time (for example, by checking the online reports and following up)
  - Helping maintain 20 or more members in each club (for example, by sharing best practices of membership-building in other clubs)
  - Directing member retention programs (for example, by encouraging club officers to assign mentors to new members)
  - Strengthening weak clubs (for example, by helping find club coaches)
  - Promoting club growth (for example, by contacting local organizations about how Toastmasters could benefit them)



12. **Write** answers on the flipchart.

13. **Present**

- ▶ The Area Council meets at least twice a year.
- ▶ The council discusses club success plans and the progress of clubs toward their Distinguished goals.
- ▶ The council talks about clubs in need of assistance and devises solutions to club challenges.
- ▶ The council reviews club officer training, including attendance.
- ▶ The council plans Area speech contests.



## The Division Team

1. **Show** the Division Director slide.



Page 1:5



2. **Tell** participants that they may find it helpful to take notes in the Your Team Members section of the participant workbook under The Division Team.



3. **Ask**

- ▶ What are the Division Director’s responsibilities?
  - Participate in District-sponsored Division Director training
  - Supervise, motivate, and support Area Directors in the Division in their support of clubs
  - Coach and mentor Area Directors
  - Help Areas achieve their own goals toward Distinguished recognition, as outlined in their Area Success Plans
  - Strive to achieve the division’s goals toward Distinguished recognition, as outlined in the Division Success Plan
  - Report to the District about the Division’s progress toward its goals
  - Coordinate and conduct Division speech contests, and assist with Area speech contests
  - Serve as Division Council chair and hold at least two meetings per year



4. **Write** answers on the flipchart.



5. **Show** the Area Team slide.

### Note to Facilitator

The roles of Assistant Division Director Program Quality and Assistant Division Assistant Division Director Club Growth are highlighted in yellow on the slide because the Division Director has the option of appointing them (although it is highly recommended).

## Division Team

- Division Director leads council to support division goals
- Division Council: Area Directors, assistant directors
- Division Director chairs Division Council
- Division Director may appoint assistance directors



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### 6. Present

- ▶ The Division Director has a team of people to look to for advice and support in meeting Division goals.
- ▶ The Division Council consists of the Division Director, Assistant Division Director Program Quality, Assistant Division Director Club Growth and all of the Area Directors in the Division.
- ▶ The Division Director is the chair of the Division Council.
- ▶ The Division Director may choose to appoint an Assistant Division Director Club Growth and Assistant Division Director Program Quality.



### 7. Ask

- ▶ How does an Assistant Division Director Program Quality help the Division Director?
  - Promoting members' achievement of education awards (for example, by sending congratulatory notes to award winners)
  - Support Area Directors in enhancing club quality (for example, by presenting Moments of Truth at club meetings)
  - Ensure Area Directors visit each club in their Areas at least twice a year and submit an Area Director's Club Visit Report
  - Encouraging Areas to meet their Distinguished goals (for example, by sending gift certificates for the Toastmasters online store to Areas that become Distinguished)
  - Coordinating and conducting Division speech contests (for example, by creating a program for the contest)

8. **Write** answers on the flipchart.

9. **Discuss** other ways the Assistant Area Director Program Quality can help the Area Director.

### 10. Ask

- ▶ How does an Assistant Division Director Club Growth help the Division Director?
  - Helping Area Directors ensure club dues are submitted on time (for example, by contacting Area Directors as the deadlines approach)



- Helping maintain 20 or more members in each club (for example, by sharing best practices of other Areas)
- Assisting Area Directors with member retention programs (for example, by promoting District events to broaden the member experience)
- Helping Area Directors to strengthen weak clubs (for example, by directing Area Directors to club coach candidates outside their areas)
- Promoting club growth (for example, by identifying leads in the community)



11. **Write** answers on the flipchart.

12. **Discuss** other ways the Assistant Division Director Club Growth can help the Division Director.

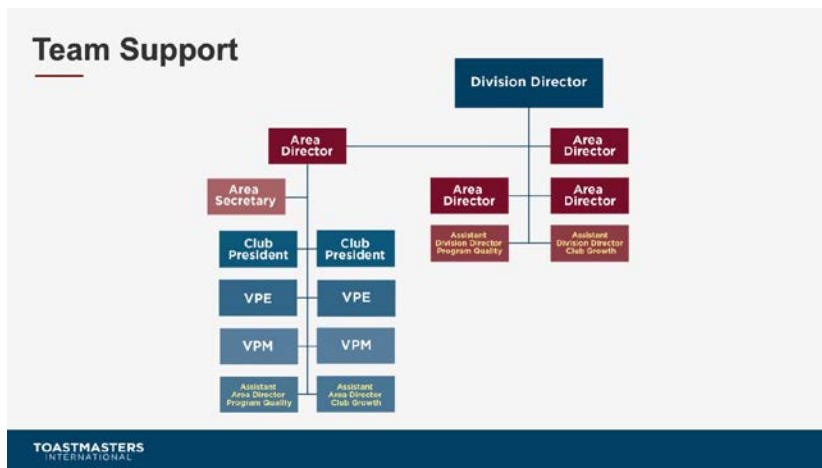
13. **Present**

- ▶ The Division Council meets at least twice a year.
- ▶ The council discusses Area and club success plans and the progress of Areas and clubs toward their Distinguished goals.
- ▶ The council talks about Areas and clubs in need of assistance and devises solutions to challenges.
- ▶ The council reviews club officer training, including attendance.
- ▶ The council plans Division speech contests.

## Team Support



1. **Show** the Team Support slide.



2. **Present**

- ▶ Area Directors have an extensive network of support both in their Area councils and in the Division Councils they are a part of.
- ▶ Division Directors can draw from the support of each of the Area Directors in their councils and benefit from the council of the Area Directors' teams, too.
- ▶ While the Division and Area Director roles come with many responsibilities, both positions are supported by having strong teams.

# Your Team Agreement

(15 minutes)

## Note to Facilitator

The purpose of this section is to familiarize Area and Division Directors with a team agreement—part of the Division and Area success plans—as a way to unite their teams and proactively decide how the team will function throughout the term.

In this section, a team agreement is reviewed and its benefits discussed.

After completing this section, Division and Area Directors will be ready to use a team agreement to unify their respective councils and other teams they build during the year.

### 1. Present

- ▶ The purpose of this section is to introduce a team agreement as a way to unite your teams and proactively decide how the team will function throughout the term.
- ▶ By completing a team agreement before working together, team members proactively decide how the team will function.
- ▶ The process of completing a team agreement unites the team by setting expectations in advance.
- ▶ A team agreement is part of the Division and Area success plans..

### 2. Show the Your Team Agreement slide.

#### Team Agreement

- Team Composition
- Values
- Team Operating Principles
- Potential Obstacles
- Meeting Protocol
- Team Interaction and Behavioral Norms

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- ### 3. Tell
- participants that they may find it helpful to take notes in the Your Team Agreement section of the participant workbook.



#### 4. **Ask**

- ▶ What makes a team work well together?
  - Common values
  - Common goals
  - Clear expectations
  - Good communication
  - Accountability
  - Recognition for accomplishments



#### 5. **Write** answers on the flipchart.



Page 1:6

#### 6. **Instruct** participants to refer to the Your Team Agreement section of the participant workbook under Team Agreement to find the questions asked in a team agreement.

#### 7. **Tell** participants that the first part of both the area and division success plan is a team agreement. Both plans can be found in the *Toastmasters International District Recognition Program*.

#### 8. **Present**

- ▶ Using the team agreement as a guide, the team first identifies the team members.
- ▶ Together, the team determines what its core values are in relation to Toastmasters core values.
- ▶ Team members record the principles the team holds, such as trust, safe learning, or collaboration.
- ▶ It is helpful for a team to anticipate potential obstacles, like conflicting personal commitments or distance.
- ▶ The team decides how often to meet or call and what its meeting practices will be.
- ▶ To set expectations, the team agrees on how team members will interact and behave:
  - How decisions will be made
  - The method of communication team members will use
  - How team members will resolve conflicts
  - How they will support one another
  - How team members will share work and be held accountable
  - How team members will be recognized for accomplishments

# Participant Workbook: Your Team Agreement

## Team Composition

- ▶ Name the members of the core team.
- ▶ Name the members of the extended team.

## Values

Toastmasters International's core values are integrity, dedication to excellence, service to the member, and respect for the individual. These are values worthy of a great organization and should be incorporated as anchor points in every decision made within the organization. Toastmasters' core values provide a means of guiding and evaluating the organization's operations, planning, and vision for the future.

- ▶ What are the team's core values?

## Team Operating Principles

- ▶ What principles does the team hold? (These principles might include trust, safe learning, collaboration, etc.)

## Potential Obstacles

- ▶ What obstacles will the team have to consider when strategizing? (These might include conflicting personal commitments, distance, unresolved conflict, etc.)

## Meeting Protocol

- ▶ In general, how will the team process tasks? (For example, consider how often to meet or call, what the team's meeting practices will be, etc.)

## Team Interactions and Behavioral Norms

- ▶ How will decisions be made?
- ▶ What will be the team's method of communication? Determine the team's first preference, second preference, and so on.
- ▶ What will the communication parameters be? Parameters might include whether the team communicates by phone or email, whether the team sets up a weekly conference call, or how often team members can expect to communicate.
- ▶ How will the team resolve differences of opinion?
- ▶ How will the team support one another?
- ▶ How will the team ensure equitable participation when completing activities?
- ▶ How will team members be held accountable for their responsibilities?
- ▶ How will the core team and extended teams be recognized for their efforts?



#### 9. **Ask**

- ▶ What are the benefits of completing a team agreement?
  - Team members know what to expect.
  - The team can refer to their common values and principles when making decisions.
  - Team members can hold each other accountable and accomplish more together because everyone knows who is responsible for which tasks.
  - Team members are assured they will be supported and know what kind of support to expect.
  - Trust is built because team members know they can rely on each other since decisions were made together.



#### 10. **Write** answers on the flipchart.

#### 11. **Present**

- ▶ At the beginning of the term, Division and Area Councils complete a team agreement as part of their Division and Area success plans.
- ▶ The Division and Area success plans are included in the manual Toastmasters International District Recognition Program.
- ▶ Division and Area Directors should complete a team agreement with all the teams they work with and encourage other team leaders to do the same.
- ▶ Refer to team agreements on a regular basis to ensure the team is on track and meeting the set code of behavior.

# Team Motivation

(10 minutes)

## Note to Facilitator

The purpose of this section is for Division and Area Directors to learn motivation principles to help build their teams.

In this section, participants are introduced to the Five Principles of Motivation.

After completing this section, participants will be able to build their teams by motivating them.

### 1. Present

- ▶ The purpose of this section is to introduce motivation principles to help Division and Area Directors build their teams.

### 2. Show the Team Motivation slide.

## Team Motivation



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### 3. Tell participants that they may find it helpful to take notes in the Team Motivation section of the participant workbook.

### 4. Ask

- ▶ How do team leaders motivate their teams?
  - Understanding the needs of the team members
  - Encouraging words
  - Recognizing members for efforts and accomplishments
  - Setting clear expectations
  - Being role models

### 5. Write answers on the flipchart.



Page 1:8





6. **Show** the Five Principles of Motivation slide.

**Five Principles of Motivation**

- Understanding motivation
- Focusing on value
- Clarifying expectations
- Recognizing your team
- Leading by example

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7. **Present**

- ▶ Good team leaders employ the Five Principles of Motivation:
  - Understanding what motivates each team member — asking questions to find out
  - Focusing on the value to the individual — being able to answer “What’s in it for this individual?”
  - Clarifying expectations — communicating goals, assigning tasks, and establishing milestones to encourage accountability and productivity
  - Recognizing team members’ work — thanking them publicly and letting them know when they are doing a good job
  - Leading by example — modeling behavior and enthusiasm

8. **Instruct** participants to share examples of the Five Principles of Motivation in action.

# Conflict Resolution in a Team

(15 minutes)

1. **Show** the Team Conflict Resolution slide.

## Team Conflict Resolution

- Talk in private.
- Share responsibility and agree to resolve issues.
- Present viewpoint in unemotional way.
- Determine points of agreement and disagreement.
- Decide how to proceed on disagreements.
- Summarize discussion in writing and move forward.

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Page 1:9



2. **Tell** participants that they may find it helpful to take notes in the Conflict Resolution in a Team section of the participant workbook.

3. **Present**

- ▶ No matter how well a team is led, conflicts arise.
- ▶ Unresolved conflicts lead to tension, negativity, poor communication, and low productivity.

4. **Present** steps to resolving conflict:

- ▶ The conflicting parties arrange to talk privately.
- ▶ They agree to share responsibility and resolve the issue together.
- ▶ The parties take turns presenting their points of view while keeping their emotions in check.
- ▶ They determine points of agreement and disagreement; then they decide how to approach the disagreements.
- ▶ The parties summarize the discussion in writing and move forward.

## Conflict Resolution Scenarios

1. **Instruct** participants to arrange themselves in groups of four by role so that each group consists of either all Area directors or all Division directors.
2. **Instruct** participants to refer to Conflict Resolution Scenarios in the participant workbook.
3. **Tell** Area Director groups they will role-play the Area Director Scenario, and tell Division Director groups they will role-play the Division Director Scenario.
4. **Instruct** each group to first choose two people to role-play the scenario while the other two people in the group observe; later the two who observed conduct the role-play while the two who role-played observe.
5. **Instruct** participants to spend eight minutes role-playing.

Page 1:9



# Participant Workbook: Conflict Resolution Scenarios

## Area Director Scenario

As Area Director, it's your responsibility to help club presidents be successful. You are in regular contact with the four club presidents in your Area. Three of them always give you detailed updates on their progress toward Distinguished goals. Whenever you call the fourth president, however, she says she's working on it but doesn't provide details. You're frustrated and upset with her—when you were a club president, you understood how to communicate with District leaders. However, this club president seems annoyed when you call, and you've heard from two other members that she complains that you micromanage and lack confidence in her.

### Instructions

One group member role-plays the Area Director employing conflict-resolution techniques to best handle the situation. Another group member role-plays the troublesome club president.

## Division Director Scenario

As Division Director, you chair Division Council meetings attended by the Area Directors in your Division. At today's council meeting, one of them contradicts almost everything you say. The rest of the council members seem uncomfortable due to the negative atmosphere this disagreement creates.

After the meeting you try to speak with the Area Director, but he says he is running late and leaves before you can ask him what is wrong. You know that if it's not resolved, this conflict could have an impact all the Area Directors' morale and productivity.

### Instructions

One group member role-plays the Division Director employing conflict-resolution techniques to resolve the situation. Another group member role-plays the argumentative Area Director.



6. **Time** eight minutes.

7. **Instruct** one Area Director to summarize the Area Director Scenario for the benefit of the Division Directors.



8. **Ask**

- ▶ What challenges did you face in resolving the conflict?

9. **Discuss** how Area Director groups overcame challenges and resolved the conflict.

10. **Instruct** one Division Director to summarize the Division Director Scenario for the benefit of the Area Directors.



11. **Ask**

- ▶ What challenges did you face in resolving the conflict?

12. **Instruct** how the Division Director groups overcame challenges and resolved the conflict.

# Conclusion



1. **Show** the Review slide.

**Review**

- Recount roles of Division and Area Directors.
- Identify members of Division and Area Councils and ways councils offer support.
- Describe a team charter and its benefits.
- Build trust and set expectations using team charters.
- Apply the Five Principles of Motivation.
- Use conflict resolution techniques.

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2. **Present** the session objectives:

- ▶ Recount the roles of the Division and Area Directors
- ▶ Identify the members of the Division and Area 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



3. **Show** the Conclusion: Closing Remarks slide.

**Conclusion: Closing Remarks**

- Division and Area Directors have many responsibilities.
- Division and Area Councils help Division and Area Directors.
- Team charters help teams be effective and productive.
- Good team leaders employ the Five Principles of Motivation.
- Resolving conflict allows teams to be more productive.

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4. **Present**

- ▶ Division and Area Directors have many responsibilities.
- ▶ The Division and Area Councils are the teams that help Division and Area Directors fulfill their roles supporting the Divisions, Areas, and clubs.

- ▶ A team agreement helps teams be effective and productive by guiding team members in determining their common values and goals and setting clear expectations.
- ▶ Good team leaders employ the Five Principles of Motivation:
  - Understanding what motivates each team member
  - Focusing on the value to the individual
  - Clarifying expectations
  - Recognizing team members' work
  - Leading by example
- ▶ Taking steps to resolve conflict on teams dispels negativity, relieves tension, and allows teams to be more productive.

Page 1:10



5. **Instruct** Division and Area Directors to spend five minutes completing the evaluation in the participant workbook.



6. **Time** five minutes.



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