

Session 1: Develop Successful Teams

Division and Area Director Training

Participant Workbook





TOASTMASTERS INTERNATIONAL

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Table of Contents

Missions, Values, and Promises	1
Session 1: Develop Successful Teams	2
Overview	2
Objectives	2
Duration	2
Your Team Members	3
The Area Team	3
The Division Team	4
Your Team Agreement	5
Team Agreement	5
Team Composition	5
Values	5
Team Operating Principles	5
Potential Obstacles	5
Meeting Protocol	5
Team Interactions and Behavioral Norms	6
Team Motivation	6
Conflict Resolution in a Team	7
Conflict Resolution Scenarios	7
Area Director Scenario	7
Division Director Scenario	7
Evaluation	8

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

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

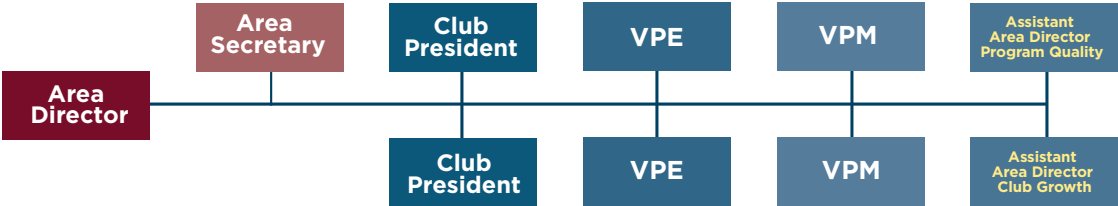
After completing this session, you will be able to do the following:

- ▶ 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

Duration

- ▶ One hour

Your Team Members



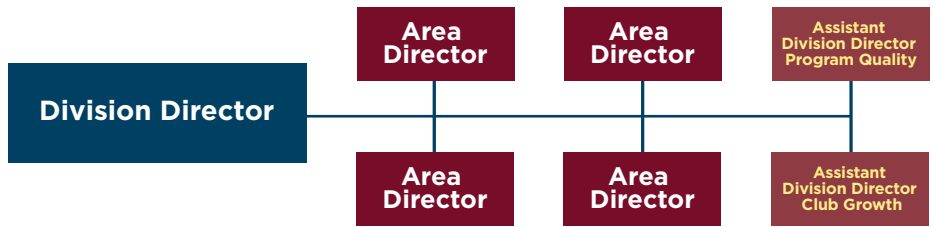
The Area Team

What are the Area Director’s responsibilities?

Who serves on the Area Council and what does the council do?

How does an Assistant Area Director Program Quality help the Area Director?

How does an Assistant Area Director Club Growth help the Area Director?



The Division Team

What are the Division Director's responsibilities?

Who serves on the Division Council and what does the council do?

How does an Assistant Division Director Program Quality help the Division Director?

How does an Assistant Division Director Club Growth help the Division Director?

Your Team Agreement

What makes a team work well together?

How does a team agreement lay the groundwork for effective teamwork?

Team Agreement

Team Composition

After completing this session, you will be able to do the following:

- ▶ 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?

What are the benefits of completing a team agreement?

Team Motivation

How do team leaders motivate their teams?

What are the Five Principles of Motivation?

Conflict Resolution in a Team

What are some steps to resolving conflict?

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.

Evaluation

What level of knowledge of the topic did you have prior to this session?

Beginner Intermediate Advanced

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

Overall, I was satisfied with the session.

Strongly Disagree Disagree Neither Agree nor Disagree Agree Strongly Agree

I will use the content to strengthen my area or division.

Strongly Disagree Disagree Neither Agree nor Disagree Agree Strongly Agree

Materials provided by the speaker were well-done and supported learning.

Strongly Disagree Disagree Neither Agree nor Disagree Agree Strongly Agree

The learning objectives were met.

Strongly Disagree Disagree Neither Agree nor Disagree Agree Strongly Agree

Will you implement at least one idea from this session in the next 30 days?

Yes No

Write your comments about the session:

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

Solid knowledge of the subject matter

Strongly Disagree Disagree Neither Agree nor Disagree Agree Strongly Agree

Excellent presentation skills

Strongly Disagree Disagree Neither Agree nor Disagree Agree Strongly Agree



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