

Session 2: Enhance Club Quality Division and Area Director Training

Facilitator Guide





TOASTMASTERS INTERNATIONAL
toastmasters.org

© 2018 Toastmasters International. All rights reserved.
Toastmasters International, the Toastmasters International logo, and all other Toastmasters International trademarks and copyrights are the sole property of Toastmasters International and may be used only with permission.

Item 206CG Rev. 05/2026

Table of Contents

Session 2: Enhance Club Quality	1
Overview	1
Objectives	1
Materials	1
Duration	1
Introduction	2
Distinguished Club Program (30 minutes)	3
The Member Experience	3
Membership, the Toastmasters Education Program, and Club Leadership	5
Get to Know Your Clubs (15 minutes)	8
Build Trust	8
Gather Information	9
Conflict Resolution Scenarios	10
Participant Workbook: Prepare to Know the Club Scenarios	11
Scenario 1: Low Membership	11
Scenario 2: Education Awards	11
Scenario 3: Outdated Website	12
Club Visits (30 minutes)	13
Trust	14
First Club Visit	15
Second Club Visit	17
Club Visit Scenarios	18
Participant Workbook: Club Visit Scenarios	19
Scenario 1: Low Attendance	19
Scenario 2: Neglected Guests	19
Resources (15 minutes)	20
Participant Workbook: Resources	22
Skill Development	22
Club Officer Roles and Responsibilities	22
Membership	22
Standards of Club Quality	22
Access District Central	23
Conclusion	24

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 2: Enhance Club Quality

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, Division and Area Directors consider how to gather information about clubs and identify ways to enhance their quality and performance.

Overview

In this session, the following topics are presented:

- ▶ Quality clubs
- ▶ Get to know your clubs
- ▶ Club visits
- ▶ Resources

Objectives

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

- ▶ 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
- ▶ Use resources to find answers and propose solutions for club challenges

Materials

- ▶ Flipchart
- ▶ Markers
- ▶ PowerPoint presentation

Duration

- ▶ One hour and 30 minutes

Introduction



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



2. **Present** the session agenda.

- ▶ Quality clubs
- ▶ Get to know your clubs
- ▶ Club visits
- ▶ Resources



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



4. **Present** the session objectives:

- ▶ 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

Distinguished Club Program

(30 minutes)

Note to Facilitator

The purpose of this section is for Division and Area Directors to identify what is meant by club quality. They consider their own experiences as Toastmasters members, what compelled them to join and stay.

In this section, participants learn that opportunities for club quality exist in the club environment and that club quality is about making the member experience positive and fulfilling. Member satisfaction leads to member retention.

Division and Area Directors learn how the Toastmasters education program, club leadership, and membership affect club quality.

After completing this section, participants will be armed with ideas from their peers about how to help clubs enhance their quality.

The Member Experience

1. **Show** the Club Quality slide.



2. **Tell** participants that they may find it helpful to take notes in the Quality Clubs section of the participant workbook under The Member Experience.
3. **Instruct** participants to think about when they joined Toastmasters.
4. **Ask**
 - ▶ Why did you join Toastmasters?
 - I was afraid to speak in front of people.
 - I had to give business presentations and wanted to fine-tune my skills.
 - It provided a networking opportunity of like-minded individuals.
5. **Write** answers on the flipchart.



6. **Ask**

- ▶ Why have you stayed?
 - I have such a good time with my fellow club members.
 - As I gain skills and confidence, I enjoy mentoring others.
 - I get the opportunity to be evaluated and improve my public speaking and leadership skills.
 - It's a great place to learn and grow because of the positive feedback and reinforcement.



7. **Write** answers on the flipchart.

8. **Instruct** participants to consider the best aspects of their clubs.



9. **Ask**

- ▶ What makes a club a quality club?



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

11. **Present**

- ▶ Members join and stay in clubs when their experiences satisfy their needs and goals.
- ▶ Quality clubs are those that satisfy members' needs.
- ▶ Member satisfaction leads to member retention.



12. **Show** the Member Experience slide.

Member Experience

- Quality club environments lead to membership retention
- Great meetings make clubs successful
- Quality club meetings are well planned, well attended, organized, and fun
- Members improve their communication and leadership skills
- Quality clubs give members an opportunity to learn and grow

TOASTMASTERS
INTERNATIONAL

13. **Present**

- ▶ A quality club environment results in membership retention.
- ▶ Great meetings make clubs successful.
- ▶ Quality club meetings are well planned and well attended, start and end on time, and offer variety in topics and meeting themes.

- ▶ All of these characteristics of club quality contribute to give members adequate opportunities to learn and grow.
- ▶ Club meetings provide communication and leadership education when members fill meeting roles and give speeches.

Membership, the Toastmasters Education Program, and Club Leadership

Note to Facilitator

The purpose of the following activity is for Division and Area Directors to consider how membership, the Toastmasters education program, and club leadership contribute to club quality and a positive member experience.

Post a flipchart sheet with a marker at three different locations around the room.



1. **Show** the Membership, the Toastmasters Education Program, and Club Leadership slide.

Membership, Education, and Leadership

- **Membership**
 - How do clubs attract and retain members?
- **The Toastmasters education program**
 - How can the club help its members meet their personal and professional education goals?
- **Club leadership**
 - How do club officers affect club quality and the member experience?

TOASTMASTERS
INTERNATIONAL



2. **Instruct** participants to arrange themselves into three groups, one at each flipchart sheet posted on the wall.
3. **Instruct** the last group to spend 10 minutes writing answers to the “Membership” question on the slide.
4. **Instruct** one group to spend 10 minutes writing answers to the “Toastmasters Education Program” question on the slide.
5. **Instruct** another group to spend 10 minutes writing answers to the “Club Leadership” question on the slide.



6. **Time** 10 minutes.

7. **Instruct** one participant from the “Membership” group to report the group’s answers to the question:

- ▶ How do clubs attract and retain members?
 - Run membership-building campaigns
 - Appropriately use the Toastmasters brand to portray a professionalism and consistency
 - Conduct Speechcrafts
 - Promote club meetings in the community and through the media
 - Invite guests to club meetings and introduce them
 - Familiarize new members with the Toastmasters program immediately after they join

8. **Instruct** one participant from the “Toastmasters Education Program” group to report the group’s answers to the question:

- ▶ How can the club help its members meet their personal and professional education goals?
 - Discuss members’ education goals with them
 - Focus on the education program and ensure members are aware of all the educational opportunities
 - Create education opportunities that match member needs
 - Remind members of their meeting roles well in advance
 - Offer positive and constructive evaluations
 - Assign meeting roles to new members
 - Familiarize new members with the Toastmasters program immediately after they join

9. **Instruct** one participant from the “Club Leadership” group to report the group’s answers to the question:

- ▶ How do club officers affect club quality and the member experience?
 - Foster a friendly, comfortable, and enjoyable meeting atmosphere
 - Publicize meeting agendas in advance
 - Encourage lively, interesting, and productive meetings
 - Promote membership-building contests to keep membership strong so there are enough members to keep meetings dynamic and interesting
 - Recognize members for accomplishments and contributions

10. **Discuss** answers



11. **Tell** participants that they may find it helpful to take notes from the flipchart sheets in the Quality Clubs section of the participant workbook under Membership, the Toastmasters Education Program, and Club Leadership.

12. **Present**

- ▶ The Toastmasters education program, club leadership, and membership all contribute to club quality.
- ▶ When clubs fulfill member needs in the area of the Toastmasters education program, they continue to participate in their club because their personal and professional education needs are being met.
- ▶ When club leadership is effective and attentive to club meetings, the member experience is positive and fulfilling, which causes members to join and stay.
- ▶ Clubs that attend to the membership, through membership campaigns and attention to guests, attract and retain members.

Get to Know Your Clubs

(15 minutes)

Note to Facilitator

The purpose of this section is to teach Area Directors how to prepare for their club visits, and to familiarize division directors with this process so they can best support Area Directors.

In this section, participants discuss the importance of building trust with club officers so that clubs feel comfortable opening up to Area Directors about their needs. Division and Area Directors also discover tools for finding information about clubs before a club visit.

By uncovering club needs, Division and Area Directors will be better able to support clubs, thereby enabling clubs to better support members.

1. Present

- ▶ Area Directors maintain year-round involvement with clubs.
- ▶ Area Directors are responsible for visiting each club at least twice a year and completing the Area Director's Club Visit Report for each visit.
- ▶ Division Directors support Area Directors' continual involvement with clubs.

Build Trust

2. **Tell** participants that they may find it helpful to take notes in the Get to Know Your Clubs section of the participant workbook under Build Trust.

3. Ask

- ▶ How do Area Directors build trust with clubs?
 - Call and email club officers to offer support — remember you've been in their position
 - Ensure interactions are positive and engaging
 - Send newsletters, articles, and other area communication to clubs
 - Attend club meetings and events informally (not with the intention of submitting an Area Director's Club Visit Report)
 - Attend club officer installations to show your support of the new term

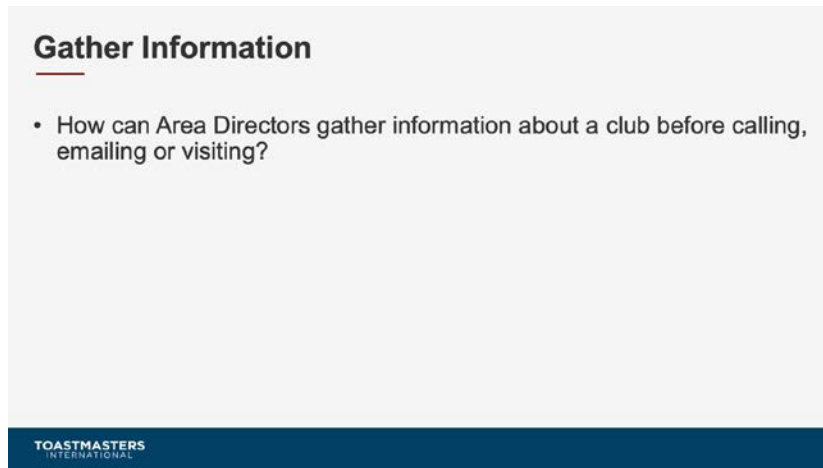
4. **Write** answers on the flipchart.





Gather Information

1. **Show** the Gather Information slide..



Page 6



2. **Tell** participants that they may find it helpful to take notes in the Get to Know Your Clubs section of the participant workbook under Gather Information.



3. **Ask**
 - ▶ How can Area Directors gather information about a club before calling, emailing, or visiting it?
 - Visit the club website
 - Review the District Leadership Handbook and Club Leadership Handbook to reacquaint yourself with timelines of important tasks and due dates
 - Review reports at **www.toastmasters.org/reports**
 - Note club membership
 - See progress toward Distinguished Club goals
 - Log in to District Central
 - Identify officer and member names
 - Ask the District Director, Program Quality Director, or Club Growth Director to request lists from **listrequest@toastmasters.org**
 - Identify names of non-renewing members
 - Request other club-related lists, such as membership lists, club officer lists, and year-to-date education award lists



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

1. **Present**
 - ▶ Area Directors are not limited to two visits per club per year.
 - ▶ Visiting and communicating with clubs regularly promotes openness. Clubs will learn they can look to the Area Director for guidance and assistance.

- ▶ Area Directors should review the Area Director’s Club Visit Report at toastmasters.org/1471 to familiarize themselves with the topics to address during club visits.
- ▶ Area Directors cannot expect clubs to know what help to request. Therefore, asking “how can I help?” is not always helpful.
- ▶ Area Directors can formulate specific questions to further understand information they gathered through reports or the club website.
 - When clubs realize the Area Director is familiar with their goals and challenges, they feel cared for, and trust is deepened.
- ▶ By asking specific and open questions to the club president and learning to ascertain unvoiced concerns, Area Directors become tuned in to clubs’ needs.

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. **Instruct** each group to first choose two people to role-play the scenario while the other two people
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.

Note to Facilitator

Following are the scenarios from the participant workbook plus possible answers for each.



Participant Workbook: Prepare to Know the Club Scenarios

Scenario 1: Low Membership

Area Director Malone reviews Cookie Club's DCP report and discovers the club has low membership.

Question

What could Area Director Malone ask Cookie Club's president in order to gather helpful information about this issue?

- ▶ In your opinion, why is membership low?
- ▶ Are you retaining members but not gaining new members? Or are you not retaining members?
- ▶ Has anyone recently presented Moments of Truth?
- ▶ Is the meeting time convenient for most members?
- ▶ Are the meetings varied?
- ▶ Are long-standing members asked to mentor new members?
- ▶ Are properly branded Toastmasters materials used?
- ▶ Are members aware of the Virtual Brand Portal?
- ▶ Describe the role of the VPM in your club.

Scenario 2: Education Awards

Area Director Martin reviews Cat Lover Club's DCP report and discovers no one has earned an education award this year.

Question

What could the Area Director Martin ask Cat Lover Club's president in order to gather helpful information about this issue?

- ▶ What does the VPE do to help members understand the Toastmasters education program?
- ▶ How often are members provided opportunities to speak?
- ▶ How are speeches encouraged?

Scenario 3: Outdated Website

Area Director Martínez looked up Club Actually's website and found outdated information.

Question

What could Area Director Martínez ask Club Actually's president in order to gather helpful information about this issue?

- ▶ Does the club have a webmaster?
- ▶ Are any club members particularly interested in the role of webmaster?
- ▶ What role does the VPPR play in the club website?
- ▶ Is the website designed with the proper Toastmasters brand?
- ▶ Describe the procedure for updating information on the website.



1. **Time** seven minutes.

2. **Instruct** one volunteer from each group to summarize the scenario and share group answers.

3. **Present**

- ▶ There are many ways for the Area Director to gather information about a club before conducting a formal visit.
- ▶ Collecting this information ahead of time and understanding each club's specific needs allow Area Directors to provide more individualized service to each club.
- ▶ With open communication with club officers, particularly club presidents, Area Directors can further understand the clubs in their Areas.

Club Visits

(30 minutes)

Note to Facilitator

The purpose of this section is to give Area Directors the information they need to conduct successful club visits and to familiarize Division Directors with the same information so they can better support the Area Directors in their role.

In this section, Area Directors learn how to build trust during club visits so that clubs are receptive to feedback and assistance from the District.

After completing this section, Area Directors will know how to conduct club visits, and Division Directors will be equipped to support the Area Directors in their Divisions.

1. Present

- ▶ The Area Director's most important responsibility is supporting clubs, especially through club visits.
- ▶ The organization is only as strong as its weakest club.
- ▶ Therefore, the Area Director's role is of utmost importance.

2. Show the Club Visits slide.

Club Visits

- Foster club quality by visiting clubs
- Answer questions and offer club support
- Area Director's Club Visit Report is a tool to help Area Directors during club visits

TOASTMASTERS
INTERNATIONAL

3. Present

- ▶ To foster club quality, Area Directors visit the clubs in their Areas at least twice a year (in a first round and a second round of visits).
- ▶ As the link between the club and the District, Area Directors make themselves available during these visits to answer questions and offer clubs support.
- ▶ This District support helps clubs retain and build membership as a result of positive member experiences.



- ▶ The Area Director's Club Visit Report is a tool to guide Area Directors in evaluating club quality during their club visits.
- ▶ For credit in the Distinguished Area Program, Area Directors must submit the Area Director's Club Visit Report for 75 percent of the Area's club base for the first round of visits by November 30 and for 75 percent of the Area's club base for the second round of visits by May 31.



Trust

1. **Show** the Trust slide.

Trust

- **Build trust with clubs before and during club visits**
 - **Building trust results in**
 - Clubs giving honest information
 - Clubs being receptive to feedback
 - Clubs see Area Directors as a resource

TOASTMASTERS
INTERNATIONAL

Page 8



2. **Tell** participants that they may find it helpful to take notes in the Club Visits section of the participant workbook under Build Trust.

3. **Present**

- ▶ Before conducting a club visit, Division and Area Directors gather information about the club through reports and other tools, and through communication with club officers, particularly club presidents.
- ▶ Building trust with clubs before and during club visits is of utmost importance:
 - It helps the Area Director garner honest information from clubs.
 - Clubs are receptive to feedback and implementing solutions from an Area Director they trust.
- ▶ Clubs learn to see the Area Director as a resource for guidance and assistance.
- ▶ Before and after club visits, the Area Director calls or emails club officers, particularly club presidents.
- ▶ The Area Director determines which clubs to visit most frequently based on their needs.



4. **Ask**

- ▶ How do Area Director build trust with clubs?
 - Call and email club officers
 - Ensure interactions are positive and engaging
 - Send newsletters, articles, and other Area communication to clubs
 - Attend club meetings and events informally (not with the intention of submitting an Area Director's Club Visit Report)
 - Attend club officer installations to show your support of the new term



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



First Club Visit

1. **Show** the First Club Visit: Observations slide.

First Club Visit

- Observations
 - What to look for on your first club visit
 - What first impression does the club make?
 - How does the club orient new members?
 - What's the atmosphere of the meetings?
 - How are meetings organized?
 - How many members does the club have?
 - How does the club recognize achievement?

TOASTMASTERS INTERNATIONAL



2. **Tell** participants that they may find it helpful to take notes in the Club Visits section of the participant workbook under First Club Visit.

3. **Present**

- ▶ During the first club visit, the Area Director makes observations and gathers information from the club's perspective:
 - What kind of first impression does the club make on guests?
 - How does the club orient new members?
 - What's the atmosphere of the meetings?
 - How are meetings organized?
 - How many members does the club have?
 - How does the club recognize achievements?



4. **Show** the First Club Visit: Distinguished Club Goals slide.

First Club Visit

- Distinguished Club Goals
 - How to help clubs become distinguished
 - Discuss club DCP progress
 - Review Club Success Plan
 - Remind club of deadlines
 - Ask about club successes
 - Ask about club goal challenges

TOASTMASTERS INTERNATIONAL



5. **Present**

- ▶ The Area Director and club officers discuss the club's progress in the Distinguished Club Program.
- ▶ The Area Director reviews the club's success plan with club officers.
- ▶ The Area Director reminds club officers of any upcoming deadlines.
- ▶ The Area Director asks club officers about their club's successes.
- ▶ The Area Director asks club officers what their challenges are in meeting club goals.

6. **Show** the First Club Visit: Discussion slide.

First Club Visit

- Discussion
 - How to become the club's trusted resource
 - Ask questions about information gathered and observations
 - Encourage club members to ask questions
 - Ascertain unvoiced concerns
 - Offer practical solutions to challenges
 - Set up follow-up communications with club officers
 - Use the Area Director's Club Visit Report

TOASTMASTERS
INTERNATIONAL

7. **Present**

- ▶ The Area Director asks the club president specific and open questions about observations made during the visit or information collected before the visit (for example, "What procedure do you follow to update the club website?").
- ▶ The Area Director encourages club members to ask questions and voice concerns.
- ▶ It is important that the Area Director try to ascertain unvoiced concerns of the club.
- ▶ The Area Director offers practical solutions to challenges from experiences working with other clubs.
- ▶ The Area Director confirms with club officers how and when they can expect to hear from him or her.
- ▶ From the information gathered before and during the first visit, the Area Director completes the Area Director's Club Visit Report.



8. **Ask**

- ▶ During the first club visit, how can the Area Director continue to build on the trust established before the visit?
 - Be friendly, positive, and constructive — never sharing negative information from another club in the Area
 - Actively listen to concerns
 - Draw attention to club strengths and successes
 - Offer specific help with the club's challenges



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



10. **Show** the After the First Visit slide.

After the First Visit

- After the first visit
 - Submit Area Director's Club Visit Report
 - Review report and discuss club with the Division Director
 - Contact club president to:
 - Share observations
 - Congratulate club on their successes
 - Identify how the District can support the club

TOASTMASTERS
INTERNATIONAL

11. **Present**

- ▶ After the club visit, the Area Director submits the Area Director's Club Visit Report.
- ▶ The Area Director contacts the club president to share observations, congratulate successes, and identify help the Area Director can provide.
- ▶ The Area Director discusses the club's successes and challenges with the Division Director to identify how the District can support the club.



Second Club Visit

1. **Show** the Second Club Visit: Observations slide.

Second Club Visit

- Observations
 - What to look for on the second club visit
 - What are the similarities or differences from first visit?
 - Which issues are unresolved from the first visit?
 - Which suggestions have been implemented?
 - How is the club progressing in the DCP?
 - Acknowledge accomplishments

TOASTMASTERS
INTERNATIONAL



2. **Tell** participants that they may find it helpful to take notes in the Club Visits section of the participant workbook under Second Club Visit.

3. **Present**

- ▶ During the second club visit, the Area Director makes observations and gathers information from



the club's perspective, paying special attention to what has changed since the first visit.

- ▶ During the second visit, Area Directors address unresolved issues from the first visit.
- ▶ The Area Director looks for how the club has implemented any suggestions made after the first visit.
- ▶ The club's continued progress toward its Distinguished Club goals should be assessed and accomplishments acknowledged.

4. **Show** the After the Second Visit slide.

After the Second Visit

- After the second visit
 - Submit Area Director's Club Visit Report
 - Review report and discuss club with the Division Director
 - Contact club president to:
 - Share observations
 - Congratulate club on their success
 - Identify how the District can support the club

TOASTMASTERS INTERNATIONAL

5. **Present**

- ▶ The second club visit should not be the end of communication between the club and the Area Director. It is important that the Area Director continues to support the club throughout the term.

Club Visit Scenarios

Note to Facilitator

The purpose of the following activity is to offer participants the opportunity to share best practices for solving club challenges.



1. **Instruct** participants to arrange themselves into groups of three or four.
2. **Instruct** participants to refer to Club Visit Scenarios in the participant workbook.
3. **Instruct** each group to spend 20 minutes reading the two scenarios and answering the corresponding questions.



Participant Workbook: Club Visit Scenarios

Scenario 1: Low Attendance

As Area Director, you visit a club and find only seven members present. You ask about the rest of the membership and discover the club has 20 paid members. Concerned about the low attendance, you ask one of the club officers how many members attend regularly. As it turns out, the seven members present are the club's seven officers, and they have been the only ones attending club meetings for the past five weeks.

Question

What could Area Director Malone ask Cookie Club's president in order to gather helpful information about this issue?

- ▶ What else do you ask the club officers?
- ▶ Describe two solutions the club could implement to increase attendance.

Scenario 2: Neglected Guests

As Area Director on a club visit, you don't realize that three guests are present who have never attended a Toastmasters club meeting until you hear the sergeant at arms say "It's refreshing when new people visit." The guests are not introduced at the meeting. The program and meeting responsibilities are not explained. Guests look confused and have difficulty following the format of the meeting. At the end of the meeting, club officers are so interested in talking with you that the guests are not asked if they are interested in joining and are basically ignored.

Question

- ▶ What else do you ask the club officers?
- ▶ Describe two solutions the club could implement to help with guest visits.



4. **Time** 20 minutes.
5. **Instruct** each group to share a solution for the club in Scenario 1.
6. **Discuss** the solutions.
7. **Instruct** each group to share a solution for the club in Scenario 2.
8. **Discuss** the solutions.
9. **Instruct** participants to share a best practice from their experience.

Resources

(15 minutes)

Note to Facilitator

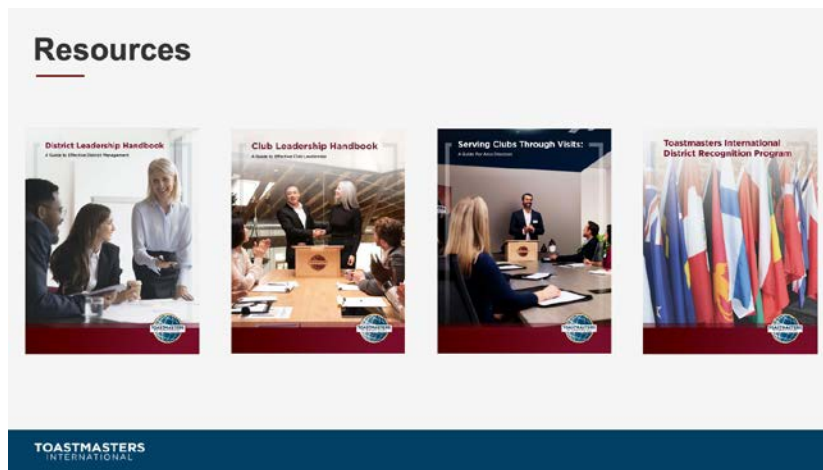
The purpose of this section is to show Division and Area Directors where to find answers and information to enhance clubs before, during, and after club visits.

In this section, participants review the types of resources available.

Division and Area Directors are not expected to know everything. They are expected to help clubs locate the tools they need to solve challenges and realize opportunities.



1. **Show** the Resources slide.



Page 11



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



3. **Ask**
 - ▶ Who helps Division and Area Directors?
 - District leaders
 - Fellow Division and Area Directors
 - Previous Division and Area Directors
 - World Headquarters



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



5. **Ask**

- ▶ How do Division and Area Directors find solutions to club issues?
 - Learn from well-established, thriving clubs how to help struggling clubs and solve challenges
 - Ask District leaders and the District Growth and Support team at World Headquarters for help
 - Refer to other Division and Area Directors as resources
 - Look to Toastmasters International manuals—such as *Serving Clubs through Visits* and *Toastmasters International District Recognition Program*—websites, and the magazine for guidance and ideas



6. **Write** answers on the flipchart.

Note to Facilitator

The participant workbook includes the resources listed below and information for how to log in to District Central. As you present this section, participants may review the Resources section of the participant workbook along with you.



7. **Tell** participants that they can find a list of resources and instructions for accessing District Central in the Resources section of the participant workbook.

Participant Workbook: Resources

Skill Development

- ▶ Evaluate to Motivate
- ▶ How to Listen Effectively
- ▶ Interpersonal Communication
- ▶ The Art of Effective Evaluation
- ▶ “How to Have Those Awkward Conversations” Toastmaster magazine April 2022
- ▶ “Wise Words on Leading Others” Toastmaster magazine July 2025

Club Officer Roles and Responsibilities

- ▶ Club Leadership Handbook
- ▶ Meeting Roles
- ▶ “Keep ‘Em Coming Back” Toastmaster magazine May 2022
- ▶ “You’re a Club Officer - Now What?” Toastmaster magazine July 2021

Membership

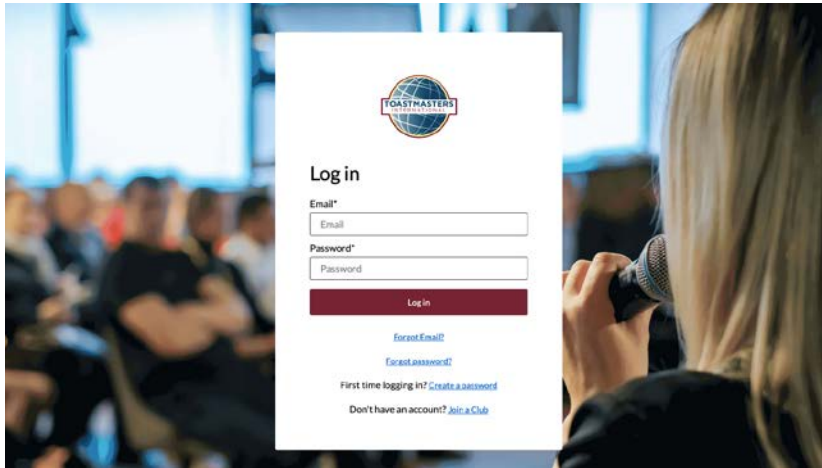
- ▶ Membership Growth
- ▶ Finding New Members For Your Club

Standards of Club Quality

- ▶ Area Director’s Club Visit Report
- ▶ Branding
- ▶ Club Leadership Handbook
- ▶ Club Officer Resources
- ▶ Club Officer Training
- ▶ District Central
- ▶ Distinguished Club Program
- ▶ Club Success Plan
- ▶ District Leadership Handbook
- ▶ Serving Clubs through Visits
- ▶ Moments of Truth
- ▶ Successful Club Series
- ▶ District Leader Tools

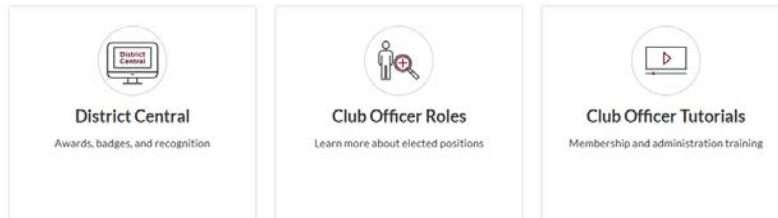
Access District Central

► Go to toastmasters.org/login



After logging in, you will see your name at the top of the screen. Scroll down the page and click the link to District Central.

Leadership Central






Select an option from the list available to you. You will only see options available to leaders in your role. The screenshot below displays a sample of the options for an Area Director. For help, contact the District Growth and Support team at districts@toastmasters.org.

| DISTRICT CENTRAL

Currently Managing: District 0026

District Management

 Leads and Prospective Clubs View leads and potential clubs in your District	 District Awards Review District awards and achievements
 Area Success Plan Share area plans to enhance the quality of member clubs	 Area Director Club Visit Reports Officers must complete at least 75% of area visits

Resources and Reports

 Distinguished Performance Report Links to the Distinguished Performance Report	 Reports View and download current District reports
 District Leader Tools Tutorials, kits, resources, and more	 Wire Transfers Instructions Ensure your club is properly credited

Conclusion



1. **Show** the Review slide.

Review

- Define club quality and a positive member experience
- Examine what contributes to club quality and a positive member experience
- Prepare for club visits
- Practice building trust during club visits
- Conduct effective club visits
- Propose solutions for club challenges

TOASTMASTERS
INTERNATIONAL

2. **Present** the session objectives:

- ▶ 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 for clubs and propose solutions for club challenges



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

Conclusion: Closing Remarks

- Support clubs in creating a positive member experience.
- The education program, club leadership, and membership contribute to club quality.
- Prepare for club visits by building trust and gathering information.
- During club visits continue building trust.
- After club visits, Area Directors discuss how to help clubs with Division Directors.

TOASTMASTERS
INTERNATIONAL

4. **Present**

- ▶ Division and Area Directors support clubs in creating a positive experience for members by keeping in mind the reasons members join and stay in Toastmasters.



- ▶ The Toastmasters education program, club leadership, and membership contribute to club quality and a positive member experience.
- ▶ Before conducting a formal club visit, Area Directors prepare by building trust with clubs and gathering information.
- ▶ During club visits, Area Directors continue to build trust so that clubs are open about concerns and receptive to implementing solutions.
- ▶ After the club visit, Area Directors discuss with Division Directors and devise ways to meet club needs.
- ▶ Division and Area Directors have a wide array of resources available to help them enhance club quality.

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

1. **Time** five minutes.



toastmasters.org