District Director

Competencies

COMPETENCY CATEGORY	COMPETENCY	EVIDENCE OF COMPETENCY
Skills	Strategic thinking and planning	District operational plan developed and monitored
	Empowering and developing members	Success in Distinguished District Program
	Inspiring and motivating members	Positive approach by District leaders and members
	Team building	Best people selected to fill vacancies for District positions and committees
	Team management	District leadership team meets regularly and reviews progress
	Collaboration	Works with key groups within the District and outside bodies to further the goals of the District
	Analytical skills	Reports regularly to members on District progress in the Distinguished District Program, including future trends and issues
Knowledge	Working knowledge of Toastmasters governing documents and manuals for District and club leaders	Applies Toastmasters Policies and procedures to District activities
	Knowledge of meeting procedures	District meetings conducted according to required procedures
	Basic financial literacy	District meets financial reporting requirements of World Headquarters
Characteristics	Integrity	Observable in leader behavior
	Sincerity	
	Empathy	
	Honesty	
	Consideration for others	
	Service orientation	Mentors and supports other District leaders
	Passion for mission and vision of TI	District fulfills the requirements of the Distinguished District Program
	Creativity	
	Enthusiasm	
Attributes	Respect	Observable in leader behavior
	Patience	
	Tact	
	Punctuality	
	Commitment to success and mission of Toastmasters International	Success in the Distinguished District Program
	Discipline to complete assigned responsibilities	
	Goal oriented	
	Tenacious	
	Organized, following up on plans	
	Decisive and able to make tough decisions when required	Quick resolution of District issues
	Adaptive and willing to change when needed	High levels of member satisfaction with District services
	Proactive, anticipating issues before they arise	Minimum of unresolved contentious issues in the District
	Resourceful and knowing where to obtain resources	Members' needs being met

Club Growth Director

Competencies

COMPETENCY CATEGORY	COMPETENCY	EVIDENCE OF COMPETENCY
Skills	Strategic thinking and planning	Optimal District marketing plan produced
	Achieving targets	A plan is available, accessible and operational to reach end-of-year club targets
	Creative thinking	New initiatives are introduced into the District marketing plan
	Team management	Club extension committee meets at least every two months about targets, results and plans
	Motivating people	Club coaches are obtained for all eligible clubs
	Achieving excellence	Works with important groups within the District and outside bodies to further the goals of the District
	Collaboration	Marketing team and new club sponsors are familiar with chartering requirements and paperwork and how to complete them correctly
	Analytical skills	Analyzes District markets
	Basic mathematical literacy	Provides regular quantitative feedback to District leadership meetings on District progress
Knowledge	Knowledge of Toastmasters branding policy, Toastmasters on-line marketing resources, membership building contests, and club sponsor, mentor and coach programs	The new branding is applied across the District
	Familiarity with documents on contemporary marketing	Clubs achieve awards in membership building contests
Characteristics	Integrity	Observable in leader behavior
	Sincerity	
	Empathy	
	Honesty	
	Consideration for others	
	Service orientation	Clubs are supported with marketing
	Passion for mission and vision of TI	District fulfilling the growth requirements of the Distinguished District Program
	Creativity	
	Enthusiasm	
Attributes	Respect	Observable in leader behavior
	Patience	
	Tact	
	Punctuality	
	Commitment to success and mission of Toastmasters International	Success in membership and club growth targets in Distinguished District Program
	Disciplined to complete assigned responsibilities	
	Goal oriented	
	Tenacious	
	Organized, following up on plans	
	Decisive and able to make tough decisions when required	Quick resolution of District issues involving marketing
	Adaptive and willing to change when needed	Marketing adapted to needs of clubs
	Proactive, anticipating issues before they arise	Minimum of contentious issues in implementing the District marketing plan
	Resourceful and knowing where to obtain resources	Clubs are fully supported in marketing
	Curious and interested in learning the roles of District Director and Deputy Directors	Active participation in District leadership team

Program Quality Director

Competencies

COMPETENCY CATEGORY	COMPETENCY	EVIDENCE OF COMPETENCY
Skills	Organizing	Success of District conferences
	Managing people	Maintaining a strong network of trainers and positive feedback from participants in club officer training
	Team building	Best available members are chosen to conduct training and work on conference committees
	Team management	Meet at least monthly with Division Directors on Distinguished Club targets
	Analytical skills	Analyzes club trends in the Distinguished Club Program and prepares for at least 40 percent of Distinguished Clubs
	Delivering excellence	At least 40 percent of clubs are Distinguished by June 30
	Recognition	Members and officers are fully recognized for their achievements thereby encouraging future achievements
Knowledge	Working knowledge of manuals for club and District leaders	Seen as an active participant on the District leadership team
	Familiarity with education and training resources on the Toastmasters website	Volume of Toastmasters resources promoted to clubs
	Working knowledge of *Speech Contest Rulebook* (Item 1171)	District contests conducted professionally
Characteristics	Integrity	Observable in leader behavior
	Sincerity	
	Empathy	
	Honesty	
	Consideration for others	
	Service orientation	District membership retention
	Passion for mission and envisioned future of Toastmasters International	District fulfilling the Distinguished Club Program requirements of the Distinguished District Program
	Creativity	
	Enthusiasm	
Attributes	Respect	Observable in leader behavior
	Patience	
	Tact	
	Punctuality	
	Commitment to success and mission of Toastmasters International	Achieving at least 40 percent Distinguished Clubs
	Disciplined to complete assigned responsibilities	
	Goal oriented	
	Tenacious	
	Organized, following up on plans	
	Decisive and able to make tough decisions when required	Quick resolution of issues concerning service excellence within the District
	Adaptive and willing to change when needed	Strong commitment by clubs to the Distinguished Club Program
	Proactive	Minimum of contentious issues in the District leadership team
	Resourceful and knowing where to obtain resources	Clubs' needs to provide excellent service are being supported

Administration Manager

Competencies

COMPETENCY CATEGORY	COMPETENCY	EVIDENCE OF COMPETENCY
Skills	Organizational skills	Keeps all records, correspondence, inventories and minutes in a logical and easily accessible system
	Writing and editing skills	Thorough and accurate District minutes and correspondence completed as an accurate record of District business
Knowledge	Achieving targets	Understands responsibilities of other members of the District leadership team and necessary deadlines
Characteristics	Integrity	Observable in leader behavior
	Sincerity	
	Empathy	
	Honesty	
	Consideration for others	
	Service orientation	Assists the District Director whenever required
Attributes	Respect	Observable in leader behavior
	Tact	
	Punctuality	
	Commitment to success and mission of Toastmasters International	Completes assignments required of the role
	Discipline to complete assigned responsibilities	Meets all role requirements on time
	Goal oriented	Completes administrative tasks accurately and on time
	Organized, following up on plans	
	Dependable	
	Responsible	
	Accuracy in reporting and recording	
	Diligent	

Finance Manager

Competencies

COMPETENCY CATEGORY	COMPETENCY	EVIDENCE OF COMPETENCY
Skills	Strategic thinking and planning	Helps develop, plan and deliver a fiscally responsible financial plan for the District, enabling District funds to be used in the most beneficial manner
	Collaboration	Works closely with the District Director to ensure the District is financially healthy and funds are being used in the most beneficial manner
	Analytical skills	Continually analyzes, monitors and forecasts the financial performance of the District
Knowledge	Working knowledge of Toastmasters governing documents	Understands the allowable and appropriate expenditures and financial requirements as per Toastmasters Policies and Protocols
	Accounting knowledge	Understands generally accepted accounting practices
Characteristics	Integrity	Observable in leader behavior
	Honesty	
	Service orientation	Fulfills the requirements of the role and follows up on relevant issues with the District Director
	Passion for mission and envisioned future of Toastmasters International	Reports on financial activities in terms of their contribution to Toastmasters goals
	Determination	Keeps District expenditure on budget
Attributes	Accuracy in reporting and recording	All reports produced accurately
	Discipline to complete assigned responsibilities	Completes all requirements of the role according to requirements and on time
	Goal oriented	
	Organized, following up on plans	
	Dependable	
	Responsible	
	Diligent	

Public Relations Manager

Competencies

COMPETENCY CATEGORY	COMPETENCY	EVIDENCE OF COMPETENCY
Skills	Writing and editing	Conveys intended meaning to members and public in publications about Toastmasters and Toastmasters events
	Collaboration	Works closely with stakeholders within and outside Toastmasters to develop and maintain the District public relations strategy
	Recognition	Praises member achievement to recognize members and to publicize Toastmasters
Knowledge	Knowledge of Toastmasters branding and online public relations resources	Application of Toastmasters branding and online public relations resources suggestions in the District public relations plan
Characteristics	Integrity	Observable in leader behavior
	Honesty	
	Consideration for others	
	Service orientation	Clubs are supported with promoting Toastmasters to members and to the public
	Passion for mission and envisioned future of Toastmasters International	District public relations activities regularly produced
	Creativity	
	Independence	Public relations activities created with little guidance
	Extraverted and approachable	Regularly approaches new target markets
Attributes	Respect	Observable in leader behavior
	Tact	
	Commitment to success and mission of Toastmasters International	The District and clubs are supported with new materials to promote Toastmasters to members and to the public
	Disciplined to complete assigned responsibilities	Completes public relations projects on time and meeting agreed specifications
	Goal oriented	
	Tenacious	
	Responsible	
	Diligent	

Division Director

Competencies

COMPETENCY CATEGORY	COMPETENCY	EVIDENCE OF COMPETENCY
Skills	Strategic thinking and planning	Collaborates with District leadership team and Area Directors to ensure clubs have the best opportunity to achieve success and that clubs understand the Distinguished Club Program and strive to achieve Distinguished recognition
	Empowering and developing members	Success in Distinguished Division Program
	Coaching and mentoring	Coaches and mentors Area Directors in knowledge and procedures of Toastmasters thereby helping Area Directors to help clubs and members
	Analytical skills	Analyzes Division and Area statistics to plan for and monitor success
Knowledge	Working knowledge of Toastmasters governing documents and manuals for District and club leaders	Applies Toastmasters Policies and procedures to Division responsibilities
Characteristics	Integrity	Observable in leader behavior
	Sincerity	
	Empathy	
	Honesty	
	Consideration for others	
	Service orientation	Supports Area Directors in achieving their goals
	Passion for mission and envisioned future of Toastmasters International	Division fulfills the requirements of the Distinguished Division Program
	Creativity	
	Enthusiasm	
	Independent	Largely self-directed in determining and implementing what is required to fulfill the role
Attributes	Respect	Observable in leader behavior
	Punctuality	
	Commitment to success and mission of Toastmasters International	Success in the Distinguished Division Program
	Discipline to complete assigned responsibilities	
	Goal oriented	
	Diligent	
	Motivational	
	Proactive, anticipating issues before they arise	Minimum of unresolved contentious issues in the Division
	Resourceful and knowing where to obtain resources	Area Directors' concerns and issues addressed

Area Director
Competencies

COMPETENCY CATEGORY	COMPETENCY	EVIDENCE OF COMPETENCY
Skills	Motivating people	Motivates members to set and achieve personal education and leadership goals
	Coaching and mentoring	Assists club officers to understand what is needed for the club to be at least Distinguished and to help club members achieve their goals
	Analytical skills	Provide feedback to clubs on club performance and progress in meeting needs of club members
Knowledge	Working knowledge of *District Leadership Handbook* (Item 222) and *Club Leadership Handbook* (Item 1310)	Fulfills Area Director reporting requirements to World Headquarters
Characteristics	Integrity	Observable in leader behavior
	Sincerity	
	Empathy	
	Honesty	
	Consideration for others	
	Service orientation	Supports club officers and members to achieve their goals
	Passion for mission and envisioned future of Toastmasters International	Clubs in the area successful in Distinguished Club Program
	Creativity	
	Enthusiasm	
	Energetic	
Attributes	Respect	Observable in leader behavior
	Punctuality	
	Patience	
	Tact	
	Approachable	
	Commitment to success and mission of Toastmasters International	Success of clubs in Distinguished Club Program
	Goal oriented	
	Adaptive and willing to change when needed	High levels of club officer satisfaction with area services
	Proactive, anticipating issues before they arise	Minimum of unresolved contentious issues in the District
	Resourceful and knowing where to obtain resources	Club officers provided with ideas from Area Director to meet members' needs
	Diligent	Meets World Headquarters reporting requirements

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