

Toastmasters International Competent Leadership Program

The Competent Leadership program focuses on developing different leadership skills through participation in the various functionary roles during Club meetings and through contributing towards the success and growth of the Club.

In all of the Projects you will have a choice as to which club functionary assignments you wish to fulfill in order to complete that Leadership Project. You will need to undertake one or more assignments for each Leadership Project in order for you to receive credit for that Project.

"How Do I Get Started?"

After you receive the Competent Leadership manual, you should read the **Introduction** (pages 6-8). Then, review the **Ten Projects** that will be covered as you progress through the "Toastmaster Leadership Experience" (pages 9-66). The **Appendix** (pages 67-75) contains broad descriptions of the different meeting and club roles involved in fulfilling your leadership experience. These may vary slightly from club to club, so you should also review documentation provided by your Club. This is your basic resource guide in supporting your leadership growth during the Ten Projects.

Your First Steps

1. Ask your VP Education about the Mentoring program. You may either request a more seasoned Club Member to work with you on your first 3 speeches and your first few roles, or choose to "go it alone," if you feel comfortable.
2. Start by choosing a function or role that you would like to perform during the meeting. Consult the **Project Matrix** (page 76) and locate the function or role that you are fulfilling for the meeting. Select the first Project where that role is listed and review the Project requirements prior to the meeting. (It is recommended, but not mandatory, that you do the Project with the lowest number first and then work your way up).

At the Meeting

1. Bring your Competent Leadership manual to the meeting. When you arrive, ask another Club Member to evaluate your performance. Find someone without an assigned role, or ask an experienced Member who is able to do more than one function.
2. Your Evaluator will answer four or five written questions in your manual based upon the Project Title and the assignment you are fulfilling.
3. After the meeting, it is recommended that your Evaluator (and Mentor if applicable) also give you one-on-one verbal comments or feedback.

4. Most of the Projects will have several parts that need to be completed. You can only perform ONE assignment, per meeting. (The one exception is the Speaker position assignments in Project #4 & #5).
5. Projects do not need to be completed in order. You can move between projects depending on which role you fulfill at Club meetings.

The 10 Leadership Projects

Project 1 - Listening and Leadership

Listening is an important leadership skill. Being a good listener helps you acquire information, enabling you to identify and clarify issues, make decisions, resolve conflict and be creative. Listening skills also play a major role in team-building. You can learn to be a better listener by following the seven suggestions listed in the manual.

Objectives:

- * Determine your current listening skills
- * Identify the seven steps to better listening
- * Practice listening skills in various club meeting roles

Requirement:

Complete any 3 of these 4 assignments

- Speech Evaluator
- Table Topics Speaker
- Ah-Counter
- Grammarian

Project 2 - Critical Thinking

A leader gathers information, then analyzes, interprets and understands it before acting. Critical thinkers question what they read and hear, then determine the quality of a piece of information and use logical reasoning to reach conclusions. Critical thinkers make better decisions. You can learn to think more critically by following the nine suggestions listed in the manual.

Objectives:

- * Determine your current thinking skills
- * Practice critical-thinking skills in various club roles

Requirement:

Complete any 2 of these 3 assignments

- Speech Evaluator
- Grammarian
- General Evaluator

Project 3 - Giving Feedback

Team members need to know what they are doing well, what they are not doing well and how they can improve. Giving performance feedback is a necessary leadership function. When done properly, feedback can relieve stress, improve interpersonal relationships and promote trust and respect for leaders and team members.

Objectives:

- * Determine your current skills in giving feedback
- * Identify the steps in giving feedback effectively
- * Practice giving feedback as you serve in various meeting roles

Requirement:

Complete all 3 of these assignments:

- Speech Evaluator
- Grammarian
- General Evaluator

Project 4 - Time Management

Time management helps leaders make the most of the time available to them. You can budget your time and accomplish projects and tasks efficiently by identifying long-term and short-term goals, make a daily to-do list, prioritize the list, make a schedule, delegate when possible, leave time for unexpected tasks, and manage interruptions.

Objectives:

- * Determine your current time-management skills
- * Identify steps to effectively manage time
- * Practice time-management skills in various club roles

Requirement:

Complete

- Timer

plus 1 of these 4 assignments

- Toastmaster
- Speaker
- Grammarian
- Table Topics Master

Project 5 - Planning and Implementation

A plan provides direction for the leader and the team. The planning process involves setting goals and objectives and preparing plans and schedules to accomplish them. The process forces leaders to look beyond their everyday activities and think about what they want to happen in the future. Involving team members in the process will encourage their commitment.

Objectives:

- * Determine current planning and implementation skills
- * Identify steps in planning and implementation process
- * Practice planning and implementation skills in various club roles

Requirement:

Complete 3 of these 4 assignments:

- Speaker
- General Evaluator
- Toastmaster
- Table Topics Master

Project 6 - Organizing and Delegating

Leaders must ensure the team is organized and capable of accomplishing goals and objectives, and they must provide a structure in which the team will operate. Delegation also plays a major role. A leader should accomplish functions that only he or she has the knowledge and authority to do and delegate all other tasks to team members.

Objectives:

- * Determine current skills in organizing and delegating
- * Identify steps in the organization and delegation process
- * Practice skills in organizing and delegating during various club roles

Requirement:

Complete 1 of these 6 assignments:

- Help Organize a Club Speech Contest
- Help Organize a Club Special Event
- Help Organize a Club Membership Campaign or Contest
- Help Organize a Public Relations Campaign
- Help Produce the Club Newsletter
- Assist the Club's Webmaster

Project 7 - Developing Your Facilitation Skills

A facilitator establishes the structure the team needs to function effectively, ensures the structure is working and removes obstacles that may be impeding progress. A facilitator also resolves conflicts which are inevitable any time two or more people are required to work together. Good facilitation skills can help the group reach a resolution.

Objectives:

- * Determine your present facilitation abilities
- * Identify facilitation strategies
- * Practice facilitation skills in various meeting roles

Requirement:

Complete 2 of these 4 assignments

- Toastmaster
- General Evaluator
- Table Topics Master
- Befriend a Guest at a Club Meeting

Project 8 - Motivating People

A motivated team will overcome obstacles of all types to achieve its goals. A leader creates and maintains an environment where team members are likely to become motivated. Leaders find out what motivates team members, then develops reward systems that match what team members value. They also look for ways to reward team members for doing the right things.

Objectives:

- * Determine your current motivational skills
- * Identify conditions that motivate people
- * Practice motivational skills while serving in club roles

Requirement:

Complete 1 of these 2 assignments

- Chairman of a Club Membership Campaign or Contest
- Chairman of a Public Relations Campaign.

plus 2 of these 3 assignments

- Toastmaster
- Speech Evaluator
- General Evaluator

Project 9 - Mentoring

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A mentor recognizes an individual who has less experience and cultivates that person's potential and talents and helps him or her succeed. Leaders also are mentors. You can be a mentor by offering someone opportunities for skill development, helping the person recognize areas needing work, providing helpful advice, being a role model, and encouraging the person to think for himself or herself.

Objectives:

- * Determine your current mentoring skills
- * Identify the steps in being a good mentor
- * Practice mentoring skills in various club roles

Requirement:

Complete 1 of these 3 assignments

- Mentor a New Member (through the first three speeches)
- Mentor for an Experienced Member (through a minimum of at least three speeches/presentations)
- Guidance Committee Member for Someone Who Is Working on a High Performance Leadership Program Project

Project 10 - Team Building

Teams offer great benefits. Team members have a variety of knowledge and skills, which results in more creativity and greater productivity. When a good team is in place, a leader has more time to devote to leadership issues. Team members must be carefully chosen and trained and encouraged to openly discuss issues with you and among themselves.

Objectives:

- * Determine your current team-building skills
- * Identify the steps in building a team
- * Practice team-building skills while serving in various club roles

Requirement:

- Serve as BOTH Toastmaster and General Evaluator over several meetings

OR serve as one (1) of these:

- Club Membership Campaign, or, Contest Chairman
- Club Public Relations Campaign Chairman
- Club Speech Contest Chairman
- Club Special Event Chairman
- Club Newsletter Editor or Club Webmaster