



TOASTMASTERS
INTERNATIONAL

ACHIEVING SUCCESS AS **SERGEANT AT ARMS**

Club Leadership
Training Session



**WHERE LEADERS
ARE MADE**

Club Leadership Training Session



ACHIEVING SUCCESS AS SERGEANT AT ARMS

TOASTMASTERS INTERNATIONAL

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**WHERE LEADERS
ARE MADE**

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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 Values

- ▶ Integrity
- ▶ Respect
- ▶ Service
- ▶ Excellence

Toastmasters International Envisioned Future

To be the first-choice provider of dynamic, high-value, experiential communication and leadership skills development.

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 speech and leadership projects to the best of my ability, basing them on projects in the *Competent Communication*, *Advanced Communication*, or *Competent Leadership* manuals
 - ▶ 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 maintain honest and highly ethical standards during the conduct of all Toastmasters activities
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CLUB LEADERSHIP TRAINING SESSION

The club is the heart of the Toastmasters program. It provides the environment and support members need to develop their communication and leadership skills. Club officers support the club and sustain consistent club quality to keep members satisfied. In order for a club to be successful, club officers must know their roles and responsibilities. That's why this training session is so important: it identifies officers' responsibilities and describes how to fulfill them.

The cornerstone of a good training session is preparation. A good presenter of a club officer training session is familiar with the *Club Leadership Handbook* (Item 1310). A free PDF of this item is available at www.toastmasters.org/clh.

Training does not end with the training session. It is a process that continues throughout an officer's term. Let participants know the area governor and district leaders are all available to help if questions arise during their term of office, and provide them with area and division governor contact information for their respective clubs.

CONDUCTING THE SESSION

The sergeant at arms is responsible for maintaining club property, arranging the meeting room, and welcoming members and guests at each meeting. This training identifies a sergeant at arms's responsibilities and discusses some ways to fulfill them.

This product consists of three parts:

1. Definition and explanation of the session
2. A training outline
3. A PowerPoint presentation to be viewed along with the session

IN YOUR OWN WORDS

The outline is not a script and should not be read word-for-word. Instead, use the document as a guide for presenting the material with your own narrative style. This training session may be modified by each district as necessary.

USING VISUAL AIDS AND HANDOUTS EFFECTIVELY

Visual aids and handouts add interest and help your audience retain information. You are encouraged to use them. If you plan to use the PowerPoint slides for this session as visual aids, you will need a data projector, a laptop computer, a table to support them, and a screen for viewing. In the outline are indications for placement of the PowerPoint slides and distribution of handouts. Each is numbered. Please note that the first slide in the PowerPoint show is a title slide and is not included in this numbering system.

If you cannot arrange for projection equipment but still would like to use visuals, you may copy the material onto a flipchart. Do this before the presentation. Use a heavy marking pen that does not seep through the paper, and write on every third or fourth page so succeeding visuals will not show through. Also, make your letters large and heavy with plenty of space between them.

Follow these tips when using visual aids:

- ▶ Set them up and test them before the meeting begins. Place them so they are easily visible to listeners. Place your projector so it projects a large, high, undistorted image on the screen. Focus the image.
- ▶ Bring spare equipment, such as a projector bulb, extension cord, and extra marking pens.
- ▶ Display your visuals only when they are needed. If you are using a flipchart, flip the page back out of view when you are finished with it.
- ▶ Remember not to stand between the screen or flipchart and your audience or you will block their view.
- ▶ Maintain eye contact with your listeners. Do not talk to the screen or flipchart. If you must turn your back to point out something, pause as you point it out, and then resume speaking only when facing your audience again.

HOW TO USE THE OUTLINE

As you prepare for the session, keep two things in mind:

1. Fit your planned discussion into the time allocated.
2. Allow ample time for group discussion and participation.

CHECKLIST FOR TRAINING

- ___ Visual aids prepared
- ___ Room arranged and properly equipped
- ___ Supplies and reference materials on hand
- ___ Laptop and projector available
- ___ Flipchart, easel, and marking pens available
- ___ Notepads and pencils available for each participant

EVALUATION AND FOLLOW-UP

Ask the participants to fill out the evaluation form at the end of the session. Use this information in planning future sessions.

Evaluate the use of materials. Be sure to follow up with the club leaders throughout their term. Keep in mind that learning is a continuous process. Hold formal or informal review sessions as frequently as possible. If necessary, hold a make-up session for those who were unable to attend.

OUTLINE

V1

FOSTER SELF-DEVELOPMENT

Club officers are responsible for fostering an environment of meaningful self-development within the club for all members. Officers accomplish this in part by

- ▶ Helping officers clearly understand their roles.
- ▶ Providing a point of reference for club members to better understand what to expect from club officers.
- ▶ Aiding members when evaluating current leaders and candidates for office.
- ▶ Facilitating communication when expectations differ among club officers and members.

V2

Outside the Club Meeting

The following tasks identify what the sergeant at arms does outside of the club meeting to ensure the club fulfills its mission and to help club members know what they should expect from the sergeant at arms.

- ▶ Schedule the meeting location
- ▶ Maintain club equipment
- ▶ Ensure adequate supplies are always available
- ▶ Attend executive committee meetings
- ▶ Arrange for a replacement when unable to attend a meeting and for assistance if necessary
- ▶ Prepare successor for office

V3

At the Club Meeting

The following tasks identify what the sergeant at arms does during club meetings.

- ▶ Prepares room at least 10 minutes before the meeting begins
- ▶ Welcomes visitors and fellow members to each meeting
- ▶ Greets the area governor and other visiting officers and escort them to the club president
- ▶ Arranges for food service at meal meetings
- ▶ Ensures the meeting starts on time. Notify the club president several minutes before the meeting is scheduled to begin
- ▶ Collects ballots and tallies votes for awards

Trainer: Review each of the above tasks with participants. Ask participants to explain why each task is important and what, if any, negative impression is presented when a task is not performed. Write answers on a flipchart.

V4

YOUR LEADERSHIP OPPORTUNITY

The sergeant at arms is responsible for maintaining club property, arranging the meeting room, and welcoming members and guests at each meeting. To enjoy a successful and rewarding term, a sergeant at arms

- ▶ Sets realistic and attainable goals
- ▶ Plans how to accomplish the goals
- ▶ Delegates tasks as needed
- ▶ Monitors progress toward goals
- ▶ Coaches team members when necessary

Exercise

Trainer: Divide participants into teams. Have each team develop three goals relating to the duties of sergeant at arms for a club and a plan to accomplish the goals.

For example, a sergeant at arms could have a goal to recruit 1-3 members to serve on the reception committee. The plan could include observing members the first few meetings and asking those that are particularly genial and welcoming to join the committee.

Discuss the goals and strategies developed by the teams with the entire group.

The skills of motivation, delegation, and coaching also are instrumental to the success of leaders.

V5

Motivation

Motivating fellow club members to put forth the efforts necessary to attain a goal can be challenging. Sergeants at arms must have a deep understanding of the concept of motivation in order to use it effectively. There are five principles to help sergeants at arms successfully motivate club and other team members.

Five Steps of Motivation

1. **Understand what motivates each person by learning about their**
 - ▶ Personal aspirations
 - ▶ Professional objectives
 - ▶ Toastmasters goals
2. **Focus on the benefit to the individual**
 - ▶ Show the team member how participation will be of personal value
3. **Make expectations clear**
 - ▶ Set milestones for achieving goals and share it with team members
4. **Recognize their work**
 - ▶ Point out team members' Toastmasters participation
 - ▶ Say "thank you" when the team member accomplishes a task
5. **Be a leader**
 - ▶ Recognize an individual's success
 - ▶ Be enthusiastic about the work to be done
 - ▶ Support team members in all tasks

Trainer: Ask the group to suggest specific examples for each step of motivation, then briefly discuss the suggestions.

V6

Delegation

Club officers must carefully delegate authority to team members in order to accomplish the team's goals and objectives. Delegation is the process of transferring a responsibility from one person to another and empowering that individual to accomplish a specific goal. By following the five steps of delegation, a leader not only creates opportunities for other team members to gain leadership experience, but also builds a stronger team that can accomplish more.

Five Steps of Delegation

1. **Decide what to delegate**
 - ▶ Prioritize your tasks
 - ▶ Identify what can be delegated
2. **Decide who will do the task**
 - ▶ Select a team member who is available and capable of completing the task
3. **Assign responsibility**
 - ▶ Allow the person to decide if they can handle the task
 - ▶ Clearly explain what needs to be done
4. **Grant authority**
 - ▶ Provide the necessary tools and resources
 - ▶ Confer the authority needed to make required decisions
5. **Establish accountability**
 - ▶ Define reporting requirements
 - ▶ Set a timeline with milestones

V7

Barriers to Delegation

Sometimes leaders are reluctant to delegate tasks. Leaders must learn to recognize five of the common barriers to delegation and work to overcome them.

- ▶ Lack of confidence in others' ability to do the job
- ▶ Fear of losing control of the team or project
- ▶ Selfishness—not wanting to share credit
- ▶ Insecurity—feeling bad about asking others to do things for you
- ▶ Reluctance—fear that another person will do so well that he or she will usurp leadership

Trainer: Solicit participants for methods for overcoming barriers. Discuss the methods with the group. Conduct a discussion about delegation and how to use it within the scope of this office.

Coaching

The sergeant at arms is a member of the executive committee. This means he or she is responsible for ensuring each officer fulfills his or her responsibilities. Occasionally, a team member demonstrates a need for guidance. The sergeant at arms can help by coaching the team member and providing opportunities to improve and build new skills. Leaders help their team members to improve by following the steps below.

Four Steps of Coaching:

Leaders help team members by following the Four Steps of Coaching.

Step 1: Identify and define goals. Identify the issue and the goal sought.

Step 2: Define strategies to reach goals. Explain the behavior necessary to produce the desired goal.

Step 3: Establish a timeline and milestones to measure progress. Setting dates keeps progress and momentum moving forward.

Step 4: Follow up. Stay in contact to ensure the team member remains on course.

Exercise

Trainer: Divide participants into teams of three. Each team member will play one of three parts—sergeant at arms, habitually tardy club member, or observer. Using the scenario below, the sergeant at arms provides feedback, the tardy member receives the feedback, and the third person will observe. The goal of this exercise is for the sergeant at arms to successfully coach the tardy member using the four steps of coaching.

The observer notes the behaviors and words used by the other two participants and identifies the strengths and weaknesses of the interaction.

If there is enough time, have team members shift roles and then practice the scenario again. All participants should take on a role different from the one in the preceding exercise.

Ask participants to share their thoughts about their experience in the exercise—giving feedback, receiving feedback, or observing.

Scenario: A club's meeting location is available only for a specific time during the day so the club must adhere to a strict timetable and begin and end meetings promptly. One member habitually arrives late to meetings, disrupting the group and causing meetings to run overtime. If meetings continue to run overtime, the club will lose their meeting place.

DISPLAY AND MAINTAIN CLUB EQUIPMENT AND SUPPLIES

The sergeant at arms should arrive at the meeting site at least 30 minutes before the meeting is to begin and prepare the meeting room.

Before the Meeting

- ▶ Arrange tables and chairs
- ▶ Check room temperature
- ▶ Set up lectern at the front of the room
- ▶ Place gavel on lectern
- ▶ Hang club banner behind the lectern to the left or right
- ▶ Display the national flag (optional) at the front of the room to the left of the lectern

V10

- ▶ Set up timing lights where they are visible to speakers
- ▶ Set the guest book and nametags for guests near the door
- ▶ Place ballots on each seat
- ▶ Display promotional fliers, educational materials, club newsletters, the *Toastmaster* magazine, and club charter

V11

After the Meeting

- ▶ Pack all club property
- ▶ Store club property in a secure place
- ▶ Ensure the timing device is in good repair
- ▶ Inventory the supply of name badges, ballots, and other items
- ▶ If inventory of any item is low, ask the secretary to order more

V12

Asset Inventory

Clubs must maintain a written list of assets and a written process to ensure that the assets are accounted for and transferred smoothly to future club officers. In order to maintain the club's equipment and supplies, the sergeant at arms keeps the list of assets. If a written process for asset transfer does not already exist, the sergeant at arms creates one. If a process does exist the sergeant at arms ensures it is carried out.

V13

CLUB ORGANIZATION AND PROTOCOL

A well-prepared meeting place helps convey a feeling of order and organization. The sergeant at arms role is a significant factor in whether a club can keep the tightly organized structure needed for members to learn to

- ▶ Begin meetings on time
- ▶ Deliver quality speeches
- ▶ Keep up the meeting's momentum
- ▶ Conduct club business
- ▶ Provide useful feedback
- ▶ End meetings promptly

Over time, each club develops its own set of protocols—where to stand when speaking, how to greet each speaker, what to do when speeches run long, etc. Maintaining these traditions provides a valuable sense of fairness, character, and continuity. The sergeant at arms as well as other officers should take the time to teach these protocols to new members.

V14

SAFETY AND FORESIGHT

The sergeant at arms maintains safety and order by providing a consistently well-equipped meeting environment, free of distractions and confusion. Simple acts of preparation can have a powerful impact.

V15

Safety

- ▶ Power cords removed from walkways or secured to avoid tripping
- ▶ Flashlights in case of power failure
- ▶ Standard first-aid kit
- ▶ Location of and routes to emergency exits
- ▶ Appointed assistant for emergencies

Foresight

- ▶ Keep practical items among club supplies such as scissors, post-its, and paperclips
- ▶ Inspect alternate meeting sites for special events or joint meetings and establish equipment and seating requirements

Trainer: Have participants share acts of preparation they or other members have used that are not specifically prescribed duties.

Exercise

Trainer: Break the participants into teams of three and have each group brainstorm solutions to the following scenarios.

Discuss teams' solutions. Share recommended solutions, if necessary.

Dealing with Meal Issues

Your meeting location is convenient for your club members who work in nearby businesses. However, the site does not allow food, and the meetings take place over lunch break for the club's many working members. Several members have been bringing sack lunches to the meeting, and since they must return to work immediately after, this is their only opportunity to eat mid-day. The owner of the property has been very clear about the no food rule. What do you do?

Recommended Solutions:

- ▶ Talk with the location management and try to work something out. If this proves futile, mention the issue at the executive committee meeting. The committee may decide to change the meeting place after they have conferred with club members.
- ▶ The executive committee can ask club members if anyone works at a location that has a break room available. Alternately, you can research local restaurants and suggest meeting in one, though you would then also have to ask the members if they would be willing to purchase lunch from the restaurant.

Preparing for the Meeting

Your club meets at 7 a.m. every Thursday, and you have decided to arrive at 6:30 a.m. to set out club materials and equipment. However, you have difficulty getting into the restaurant where your meetings are held because the restaurant staff has been late consistently for the last couple of weeks. As a result, your meetings are starting late because you are still setting up the room at 7 a.m.

Recommended Solution:

Talk with the restaurant management and try to work something out. If this proves futile, mention the issue at the executive committee meeting. The committee may decide to change the time or meeting place after they have conferred with club members.

V16

CLOSING

Serving as a club officer is not only a responsibility, it is a privilege. It is an opportunity to learn and practice communication, organization, and leadership skills as well as to support fellow members, educate new leaders, and contribute to the success of the club as a whole.

ADDITIONAL RESOURCES

General Leadership

[“Laws for Positive Leadership”](#)

The article “Laws for Positive Leadership” (*Toastmaster* magazine, September 2006) by Victor Parachin describes how to be a leader others want to follow.

[The Leadership Excellence Series Set](#) (Item 310)

A complete set of *The Leadership Excellence Series* modules containing outlines and PowerPoint presentations. Individual module titles include: *Resolving Conflict*, *Building a Team*, *Motivating People*, and *The Leader as a Coach*.

[Leadership, Part I: Characteristics of Effective Leaders](#) (Item 255)

This educational seminar program explores the qualities, values, and styles effective leaders display.

[Leadership, Part II: Developing Your Leadership Skills](#) (Item 256)

[Leadership, Part III: Working in the Team Environment](#) (Item 258)

This educational program helps participants learn to use leadership skills as they pertain to working with and leading teams.

Delegation Techniques

[High Performance Leadership](#) (Item 262)

This five-project program offers instruction and practice in vital leadership skills.

[Delegate to Empower](#) (Item 315)

This presentation discusses how to effectively delegate tasks and responsibilities.

[Building a Team](#) (Item 316)

Build teams through delegation. This presentation reviews how to create and lead a team.

Conflict Resolution

[“Effective Solutions for Team Conflict”](#)

Renee Evenson’s article for the *Toastmaster* magazine explains that when you confidently manage conflict others will see you are a person of action and will respect your forthrightness and leadership.

[“Turning Team Conflict into Team Harmony”](#)

In his article for the *Toastmaster* magazine, “Turning Team Conflict Into Team Harmony,” Dave Zielinski cites team-building experts who offer advice on how to be a team leader, leading volunteer-based teams, and what to do when your team isn’t working.

EVALUATION FORM

Date _____ Session Name _____

Facilitator _____

On a scale of one to five, five being the highest rating, please rate the course and facilitator on the following items by circling the number you find most appropriate:

1.	How relevant was this session to your job in Toastmasters?	1 2 3 4 5
2.	Rate the following:	
	Course	1 2 3 4 5
	Facilitator	1 2 3 4 5
	Activities/Exercises	1 2 3 4 5
3.	Were the objectives clearly stated?	1 2 3 4 5
4.	How was the lesson plan organized?	1 2 3 4 5
5.	Did the instructional methods clearly illustrate the instructor's plan?	1 2 3 4 5
6.	To what extent did the visual aids add to your understanding of the presentation?	1 2 3 4 5
7.	How were the meeting facilities?	1 2 3 4 5

8. What are two things you learned that will make you a more effective club officer?

Additional Comments