

Club Coach Weekly

Volume 2 Edition 17

October 22-23, 2011

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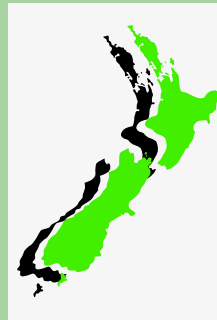
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Our mission is to prevent isolation, present ideas and provide inspiration to club coaches throughout the world.

Editor's Note

New Zealanders have a passion for Toastmasters. They chartered their first club in 1962. The Dunedin Toastmasters Club #2890 still meets every Thursday and consistently wins the President's Distinguished Club Award. The birth-Toastmasters Toastmasters club people, while the enjoy one club for people¹. The New passion for extends to their well. In 2010-2011,



place of (U.S.A.) has one for every 41,000 New Zealanders every 18,000 Zealander's Toastmasters club coaching as 11 club coaches successfully coached seven clubs. This edition of Club Coach Weekly contains four stories from the North Island. Brian Oxley gave a lot of encouragement to the Tauranga Club. Marian Phillips and Sarah Talboys share the steps used to successfully coach the Newlands Toastmasters. Marie Cullen, successful coach of the Peninsula Presenters Club, offers some advice for all club coaches. While Andrew Pass modified a *Speechcraft* to gain more members and thereby improve the Orakei Toastmasters. This edition also features a MAXPLAN case study of a struggling club beset by changes in its market. This plan gives district leaders a great way to support and improve below-charter-strength clubs. ¹ Idea and Data courtesy of Erich Viedge and Mike Raffety... <http://mikeraffety.com/blog/2008/08/30/clubs-per-country-or-state/>

*"Kumea mai a muri, hurihia ki mua,
whakamaua kia tina!"*

*"Drawing on the past, transforming the present,
building a stronger future!"*

Tikirau Stevens, Maori Kaumātua and Healer

The Tauranga Club #3089

I had previously visited the Tauranga Club to help as a judge and as area governor. When they were having difficulties, I was asked to help them. I chose to become involved and to give them my energy to overcome their difficulties because I did want a club of this stature to fold.

I went into the club with an open mind. I did not use 'Moments of Truth' but just observed what was happening before I made any adjustments. There was one long term active member and three other senior members when I was asked to be club coach. One of the appeals of a club coach is that there are times when people can not see the wood for the trees. When



fresh eyes take a look, they see things that others do not. I went into the club with an open mind and observed what was happening before we made any adjustments. I spoke with the members and gained not only their opinions but also their support for change. I discovered that the club had much potential. The club culture generally was great and the venue in general was very suitable. The club had attained levels in the DCP for four years out of the last eight years and they had five membership building awards over the same period. Parts of the club culture, however, needed serious attention. The biggest difficulty was getting people to walk through the door. In addition, members were not gaining what they had joined to achieve, partly through not being given the opportunity to do all the tasks available. This is where I did stand on some toes and cause

some issues with a member, who I felt was the main problem (subsequently found others were in agreement with me but were not prepared to speak out). There was some burnout in some of the senior members which could be corrected with some much-needed support. It also had a high turn-over of members – which I wanted to change.

My observations identified many holes in the programme that needed attention. I was able to use my influence and we all actioned changes. I instigated a few changes and encouraged change in others by speaking with individual members. One big change was increasing the activity of the educational programme. On average, there is now an educational on three out of six week roster cycle. This allows for either five speeches or three speeches with an educational. Sometimes, the small adjustments I made gave the results they were all looking for. Other changes included encouraging guests and members to realize their potential. When a new person walked through the door, I ensured they were always greeted warmly. I gave massive amounts of encouragement, particularly to the new members coming into the club. I gave encouragement to existing members to step-up and step-out of their respective



The Tauranga Club, continued...

comfort zones – which was needed to get them to achieve all the tasks required to achieve a successful meeting. I asked and discovered what individuals wanted to achieve and then encouraged and showed them the way they could reach their achievements. With the newfound focus on the individual member, we added several new members who are very confident business people, who are also forward thinkers and extremely keen to help the Tauranga Club grow.

At the time of being asked to help, I kept an open mind and did not to have a plan. We were successful on this occasion, but that may not always be the case. Even though these are not easy times, there is still a great need for Toastmasters and what they do. I see that largest opportunity that has ever been available to Toastmasters, is now at our feet. People want our type of training and encouragement. Because we have the right product, at the right time, there are members waiting to join your coached club.

If I could start over, I would recruit members from another club. I recommend that you gather a team around you and do not attempt to do it on your own. Get all the clubs, if possible or at least the struggling clubs, to join forces and help each other. It does not matter what club a person joins, so long as they join. Speechcraft is an effective membership building tools so long as the attendees are encourage all the way through to programme and given support to join a club afterwards.

Some of my thoughts were a bit hard for some people to accept. I feel it is mainly due to them having a 'scarcity' mentality and wanting to protect 'their patch' instead of wanting to help people first. Zig Ziglar says, "You can have everything in life you want if you will just help enough other people get what they want."

By: Brian Oxley Club Coach of the Tauranga Club



The Newlands Toastmasters #8610

The first step we took on our journey in coaching a club to become distinguished was attending a club coach clinic. The next step was reading Toastmasters' guides about rebuilding clubs. The clinic and guides gave us ideas about ways that we could assist a club to improve.

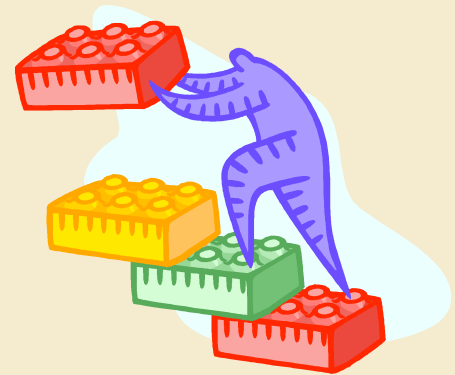
Familiarising ourselves with the culture of the club we were coaching was the third step. We did this early on, by working through the Moments of Truth. We also worked with club members to develop an action plan. The Moments of Truth presentation allowed members to identify the club's strengths, areas for improvement and the actions required to build the club.

Step four involved encouraging club officers to undertake the planned actions. This encouragement comprised of hosting committee meetings, asking officers about their progress on tasks, and providing assistance as needed. We were very clear that if the club was to succeed over the long term, then members needed to take responsibility to address issues, we could not do it for them. Our strategy was therefore to make the committee take ownership and implement changes.

To supplement the actions of the club members, we took a few actions ourselves. The final step in our journey was to contribute to improving the quality of club meetings by becoming members and giving informal educational speeches on meeting roles. We also role modelled by taking on functions like chairing meetings and giving evaluations. The increased sense of organisation and enthusiasm in club meetings had inspired members to stay and visitors to join us.

Ultimately we succeeded in coaching our club to become distinguished because we recognised at the outset that the existing members were committed to retaining the club. They were also very good at bringing visitors to meetings and making them feel welcome. We built on these strengths and nudged them to do other things well!

By: Marian Phillips and Sarah Talboys, Club Coaches of the Newlands Toastmasters



The Peninsula Presenters Club #963

When I first started out as a club coach, it seemed quite daunting as members were feeling low and in “burn out” mode. They were fulfilling a few roles at each meeting and not getting the full benefit from the Communication and Leadership projects.



The club coach can help out by first listening to members to gain an understanding on why the membership has decreased as well as getting to know the club members. Offering to fulfill roles and encouraging members to stay positive and enjoy themselves at each meeting, no matter how many members attend, is one of the ways a club coach can be effective. Having “fun” is also really important and often small adjustments like changing the orientation of the room to introducing a new role to members i.e. listening post, can provide that much needed lift!

Offering to work through with the “Moments of Truth” with the club executive committee is one of the most valuable and beneficial first steps in obtaining a full picture on where the club is and how the members are feeling. It brings to light the areas that need improvement and especially what the club is doing really well.

Regular communication with the club members and getting to know what skills they can offer the club to help rebuild and retain members is essential to bringing the “spring” back into a club. You will be amazed at the mix of talents and skills members can offer, such as website development, creativity with posters and signs etc. Simple ideas like a board or banner displayed outside the entrance of the club at each meeting can help raise awareness in the community that Toastmasters meets here.

Always keep focused on the positive and help the members to work on the areas that need improvement. KEEP GOING, even when times are tough it will get better. Always be open to new ideas and suggestions because not everything the club decides on to increased the membership will work and members may feel deflated at this point. KEEP GOING and striving to build a club based on foundations cast in stone. This is achieved one step at a time.

The club coach is a counselor, a source of knowledge and a fountain of ideas and provides an opportunity to Toastmaster members to help build people and give them back confidence in their ability to grow the club back to full strength. There may be times when the club is discouraged, but you must keep your enthusiasm. Remember what Winston Churchill once said: “Success consists of going from failure to failure without loss of enthusiasm”

By Maree Cullen, Club Coach of the Peninsula Presenters Club

Orakei Toastmasters #7721

After starting the year slowly with only nine members, Orakei Toastmasters finished it at high speed with 15 members and President's Distinguished status.

How? Well Orakei began with the tried and trusted method of guest educationals and speeches. Some of them were pretty good, and even as an experienced member I learned some things. But it was a revolving door, no continuity. So 6 months into the year and standing still (gained four, lost four), that plan was dropped.

Orakei has a tradition of running *Speechcraft* courses twice a year in association with a local college. The courses were run at the college, and rather disappointingly the first course of the year yielded no new members at all. On a suggestion from another club we decided to run the second course at the club venue, on both normal meeting nights and the "in between" weeks (we're a twice-a-month club).

At the first session there were 13 *Speechcrafters*, more than doubling the meeting attendance and, most importantly, sending the energy in the room skyrocketing. The *Speechcrafters* were

marvellous, the club members lifted their own games to match (club standards were always high), and the rest is now history: five *Speechcrafters* joined the club and in the following few weeks three other guests joined after their first visits.



The Orakei Toastmasters

Orakei Toastmasters meetings had become attractive. Success bred success, and now the club's challenges are to provide value to both new and existing members, and to continue to attract more to join us.

By Andrew Pass, DTM
Club Coach of Orakei Toastmasters

Letter of Praise

The four stories found in this newsletter are about a club coach, going into a club with an open mind, and finding out what is so. Every club has strengths and weaknesses and too often when a club "is in trouble" the focus is on the weakness not on the strengths. These coaches found out where the club was at and where the club wanted to be. They then worked with the members to develop and implement a plan to get there.

Of the three options to satisfy the ALS requirement, club coaching potentially takes the longest, yet in very many ways, can be the most satisfying. You work with a club that is

Letter of Praise, continued...

possibly headed towards extinction and see it regain vigour and enthusiasm. Often a club sponsor creates a club in the image of their home club, yet as a club coach you work with the club leadership to develop the image or culture that is appropriate to their community and their market.

Some years ago at a club coach clinic I heard someone say “the role of a coach is to make themselves redundant”. This is an accurate description and the coaches mentioned in this newsletter worked with the members of the clubs to develop leadership, so that the clubs would continue strongly with their own leadership in place, once the club coach assignment was over.

One of the issues that District 72 faces is that the number of clubs which qualify for coaches, usually exceeds the number of coaches available. This can be exasperated by a struggling club being some hours drive from other clubs. We developed a programme that we call the MAXPLAN (Maximum Impact), available at... <http://mikeraffety.com/blog/2010/12/13/the-max-plan-from-district-72/> It is for clubs where it is not practical to assign a club coach either due to availability or isolation.

The first step is a group session facilitated by an experienced Toastmaster. This can either have several clubs coming to a central location, or the facilitator going to the club. The session is four hours long. The first two are partly about identifying what is so, the clubs strengths and issues as well as identifying what resources are available. Part is also identifying what parts of the clubs market or environment have changed, without the club noticing or adapting to the change.

By resources I mean both what is in the club – people and material, as well as what is available from the district and Toastmasters International. There is a wealth of ideas and resources at district and TI, but these are worthless if the club members don't know they exist.

The second half is the members of the club developing a plan of action (using a template) and evaluating the plan for do-ability and best use of resources (time, money, people). The plan is written down and the members sign it.

Where the virtual coaching comes in, that a copy of the plan is given to a virtual coach. (The role does meet the ALS requirement). It is not expected that this coach will visit the club, instead they have regular scheduled either phone or Skype calls with the club leaders to discuss how the plan is going, what issues have come up, what victories have been achieved and whether the plan needs tweaking. Just like an official club coach is working through the current members to rebuild the club, so is the virtual club coach, albeit by technology.

Murray Coutts, DTM
2010/11 Lt Governor Marketing
2011/12 Lt Governor Education & Training
District 72

Case Study on Changes in a Club's Market

Background: New Wexford Toastmasters club was chartered in 1984. At that time New Wexford was a seaside retirement town, and very popular for summer holidays. It was two three hours drive from the nearest city. Whilst it serviced the surrounding farming area there was no major industry. It is the only Toastmasters Club in the town and the other clubs in the (TM) area are in the nearby city.

The club meets from 6 pm to 8 pm FORTNIGHTLY on a Wednesday night at the New Wexford Bowling Club. Until 2000 the club maintained a membership of between 18 and 26 and was Distinguished or better in all except for 3 years (not consecutive). It has not been Distinguished since then.

Membership since 2000

Year	New Members	Members not Renewing	Year End membership
2000/01	6	6	20
2001/02	5	6	19
2002/03	4	8	15
2003/04	8	5	18
2004/05	5	6	17
2005/06	2	1	18
2006/07	0	3	15
2007/08	3	5	13
2008/09	4	3	14
2009/10	2	4	12
This Year to date	0	2	10

In recent years a group of very long term members resisted "the interference" of successive Area Governors and no one from the club had attended any Area or District event (including contests) for several years. The last remaining member of that group died earlier this year.

Scenario

Last year Abigail Hall ACS ALB returned to New Wexford and transferred in to the club, from a club in a neighbouring country. Abigail is the daughter of the late Horace Hall DTM who was the club sponsor and the first Mayor of New Wexford.

A month ago the Club President resigned and Abigail was elected President – she received 4 out of the 6 votes cast (there were 2 votes for Albert Zulk and 2 abstentions). The VP Education nominated Abigail. The VP Membership (Albert Zulk CTM) resigned from the committee when he was not elected President.

The club has \$ 757 in their cheque account and \$8,000 on term deposit with the bank.

You are the Area Governor and Abigail contacted you. Last week you met her for coffee in New Wexford. Before the meeting with Abigail, you checked the club's listing on the District & the TI websites. The only contact was Albert Zulk, and his phone number. No email addresses were listed, including redirects from the District. The club description was "*Small community club meeting fortnightly on Wednesday Night. No supper is provided.*"

At your request Abigail along with five other members have now completed the questionnaires (from the MAXPLAN) that you gave them.

Based on this information what growth plan would you recommend to the club?

THINKING ABOUT YOUR CLUB DEMOGRAPHIC

MAXPLAN Handout 1

Club Name:		New Wexford Toastmasters						Area	K4
X	Community Club		Corporate Club	X	Open Membership		Restricted Membership		
1. The club meets		Weekly	X	Fortnightly		Twice a Month		Monthly	
2. The club meets for		1 Hour		1 ½ Hours	X	2 hours		Over 2 Hours	
3. Over your last three meetings, what was your average attendance of club members?			5 or less	X	6 to 12		13 to 17	18 +	
4. Over your last three meetings what age bracket were the <u>majority</u> of regular attendees in?			18 to 29	2	30 to 45	2	46 to 60	3	
5. Of your current membership, how many have been members of your club for?			2	Less than 1 Year	1	1 to 2 years	2	3 to 5 years	
6. How many guests did you get at? (Do not count members of other clubs or guests aged under 18)			0	Your last Meeting	0	The Meeting Before that	0	The Meeting Before that	
7. During the last 12 months how many of your club members attended:			0	Jun/Aug Club Officer Training	0	Dec/Feb Club Officer training	0	Sept Area Speech Final	
			0	October Division Conference	0	April Division Conference	0	November District Convention	
8. Which of your club officers either held the same role last year or have held the same role in the last 3 years?			VP Membership – until they resigned had held that role for 6 years. Secretary & Treasurer has held the role for 3 years. VP Education is in their first year in that role.						
9. In the last 18 months, which of the following Toastmasters International modules have been presented in your club?			No	Moments of Truth	No	The Toastmasters Educational Programme	No	Finding New Members	
			No	Mentoring	No	Closing the Sale	No	Evaluate to Motivate	
10. Is it your opinion that the core membership of your club wants the club to grow in membership and grow in the quality of its programmes?				6 definitely do. The others seem happy the way things are.					
11. How many members are willing to take the actions required for the club to grow in membership and grow in the quality of its programmes?				6					

12. Are there barriers, covert or overt, in the way of your club's improvement? If so what are they?
- **The clubs meeting venue (the local bowling club) is on the outskirts of town and recently has been a favourite target for graffiti. There have been some thefts from parked cars.**
 - **The former VP Membership is also President of the bowling club. Apparently he commented at the Bowling Club AGM last week, that the club was not getting enough revenue from renting out its rooms.**
 - **No educational awards have been registered by the club for 4 years.**

Club Troubleshooting Guide

MAXPLAN Handout 2

1.	Members sincerely want their club to be successful.	5	4	3	2	1	Members don't seem to care whether their club succeeds or fails.
2.	Members are willing to work together to solve the club's problems.	5	4	3	2	1	Personality conflicts and bickering are barriers to problem solving.
3.	Members are enthusiastic about Toastmasters and their club.	5	4	3	2	1	Members have a negative attitude about Toastmasters and their club.
4.	The club's meeting place is convenient and offers a good environment for meetings.	5	4	3	2	1	Membership growth is hampered by an inconvenient or inadequate meeting facility.
5.	Meetings begin and end on time.	5	4	3	2	1	Meetings often begin late and/or run over time.
6.	Meetings are fun and club programs are varied and dynamic.	5	4	3	2	1	Meetings are dull, lacking in variety and enjoyment.
7.	The key participants at each meeting are prepared and phone participants in advance.	5	4	3	2	1	Participants usually "wing it." Speakers and evaluators are never contacted in advance.
8.	All members are expected to speak from manuals.	5	4	3	2	1	Members frequently present non-manual speeches.
9.	Speakers are well prepared and deliver each speech to the best of their ability.	5	4	3	2	1	Most speeches reflect hasty or inadequate preparation.
10.	Evaluators build self-esteem and offer positive direction for improvement.	5	4	3	2	1	Evaluations are often overly harsh or overly glossy.
11.	Members are supportive of one another and take pride in each other's accomplishment.	5	4	3	2	1	Members are primarily concerned with their own self-development.
12.	Club officers perform their tasks diligently.	5	4	3	2	1	Officers frequently fail to fulfill their responsibility.
13.	Club officers thoroughly understand their role and responsibilities.	5	4	3	2	1	Officers don't understand what they are expected to accomplish.
14.	Officers use the Distinguished Club Program/Club Success Plan as a tool for planning and goal setting.	5	4	3	2	1	Officers are either unaware of the DCP or we are unwilling to use it
15.	There are guests at most meetings.	5	4	3	2	1	Guests rarely attend club meetings.
16.	Guests are warmly received and made to feel welcome.	5	4	3	2	1	Guests are left to fend for themselves.
17.	Each guest receives a follow up invitation to attend the next meeting.	5	4	3	2	1	No follow up is made.
18.	Most guests who attend meetings eventually join the club.	5	4	3	2	1	Guests rarely return for a second time.
19.	New members are enthusiastically welcomed, and given special attention and support.	5	4	3	2	1	New members do not feel welcome in the club and receive little attention.

YOUR CLUB'S MARKET

MAXPLAN Handout 9

Whilst Handout 1 looked at the current make up of your club, this Part looks at the geographical area that you draw your members from.

Club Name: Area

Community Club
 Corporate Club
 Open Membership
 Restricted Membership

The club meets From Until On Every

Your club has a "Primary Circle of Opportunity" This is the geographical area the majority of your members are likely to come from. As a generalisation this is likely to be:

Breakfast Club	Lunchtime Club	Evening Club
People who spend their day (working or living) within 5-15 minutes travelling time of the club venue	People who spend their day (working or living) within 5-10 minutes travelling time of the club venue	People living within 20 minutes travelling time of the club venue

1. Approximately How many people aged over 18 are in your club's Primary Circle of Opportunity?

12,300

2. What are these people likely to be doing when your club meets? (i.e.: does your club meeting time, work for the people in your primary area of opportunity?)

Having dinner with their children.

Sports practice, or they are at the Rackets Club (a major social centre).

Those who work in the city usually get home about 6:15 pm. Last years road upgrade reduced the travel time to the city to about 1 ½ hours in rush hour.

3. What is the demographic makeup of these people? E.g.: age ranges, family status, ethnicity, long term residents, recent arrivals, homeowners, flatting, apartment dwellers, employed, self employed, students etc

Over the last few years many long term residents died or moved into a retirement home.

The New Wexford Returned Servicemen Association has had declining membership and is planning a major membership drive. They have a large complex with 3 rooms suitable for meetings.

There has been a large influx of people in their 20s 30s and 40s with young families. A second primary school opened 2 years ago. The local high school is expected to double its role in the next 6 years.

Quite a number of people have moved to the area and work from home for the life style. There is high quality broadband in the area and a number of IT related businesses have relocated to New Wexford. Many artists and craftspeople now have studios at their homes and sell their work online.

The Rackets Club has its weekly tournament on a Wednesday night and it also the practice night for the New Wexford Touch and Netball teams.

The New Wexford Arts Society meets on the 2nd Wednesday of the month at the RSA and usually has 70+ people attending.

A new large upmarket 100 apartment complex has just received planning and recourse consent for construction between the beach and the golf course.

MAXPLAN Case Study provided by Murray Coutts

Club Coach Weekly © Volume 2 Edition 17 October 23-24, 2011
 Four Short Stories From New Zealand District 72 Edited by John Murphy, PhD, DTM
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