



2023 Mid-year Training

Pre-work

(All Sessions)

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Pre-work for Session 2A: District Director Role Breakout

Introduction

This Pre-work provides knowledge that supports the experiential learning that will take place during the live sessions at Mid-year Training. By completing it, you will be prepared to participate in discussions and activities with fellow District leaders. This information will not be presented in the session.

Time Investment

- 20 to 25 minutes

Instructions

1. Select one (1) goal from your District Success Plan (DSP) and then answer the questions on page 2A:2 of this document.
 - Be prepared to discuss a challenge affecting this goal during the live session.
2. Read about the [Online Meeting and Voting](#) protocols on the Toastmasters International website.
 - Take notes and answer the question on page 2A:3 of this document.
3. (Optional) Review the Resources on page 2A:4 of this document.

Achieving District Goals

District Success Plan Assessment

Select one (1) goal from your District Success Plan (DSP) and then answer the questions below. Be prepared to discuss a challenge affecting this goal during the live session.

Which DSP goal are you assessing?

What successes has your District team had toward achieving this goal?

In your role as District Director, what is one (1) thing you are doing, or have already done, to achieve the goal?

Identify one (1) specific challenge that is impacting attainment of this goal for which you would like to receive input from your peers during the live session.

Preparing for District Elections

Read about the [Online Meeting and Voting](#) protocols. Take notes below and then answer the question that follows.

Notes for Online Meeting and Voting

Consider what worked and did not work during the online District Council Meeting you conducted in September. What is one (1) helpful tip you can share in the live session?

Resources

[District Nominations Schedule](#) (Item 450A)

[Elections Toolkit](#) (webpage)

[Protocol 9.0: District Campaigns and Elections](#) (webpage)

[District Campaigns and Elections FAQ](#)(webpage)

[District Leadership Committee](#) (webpage)

[Candidate Campaign Guidelines](#) (webpage)

[Virtual Meeting and Voting](#) (webpage)

[District Council Meeting](#) (webpage)

[Virtual District Council Meeting Agenda](#) (webpage)

[Virtual District Council Meeting Script](#) (webpage)



Pre-work for Session 2B: Program Quality Director Role Breakout

Introduction

This Pre-work provides knowledge that supports the experiential learning that will take place during the live sessions at Mid-year Training. By completing it, you will be prepared to participate in discussions and activities with fellow District leaders. This information will not be presented in the session.

Time Investment

- 20 to 30 minutes

Instructions

1. Review the [District Performance Report](#) for your District.
 - If you are unfamiliar with the Dashboard, review the [Toastmasters Dashboard Guide](#).
2. Review the most recent Area and Division Director reports for your District.
3. Complete the Club Quality Assessment questions on pages 2B:2 and 2B:3 of this document.
4. Review the [Online and Hybrid Speech Contest Best Practices](#) (Item 479).
5. Complete the District Event Planning questions on page 2B:4 of this document.
6. (Optional) Review the Resources on page 2B:5 of this document.

Club Quality Assessment

After reviewing the [District Performance Report](#) and the most recent Area and Division Director reports for your District, answer the following questions based on the data from those reports. If you are unfamiliar with the Dashboard, review the [Toastmasters Dashboard Guide](#).

How many clubs are on the path to Distinguished? Which clubs are struggling?

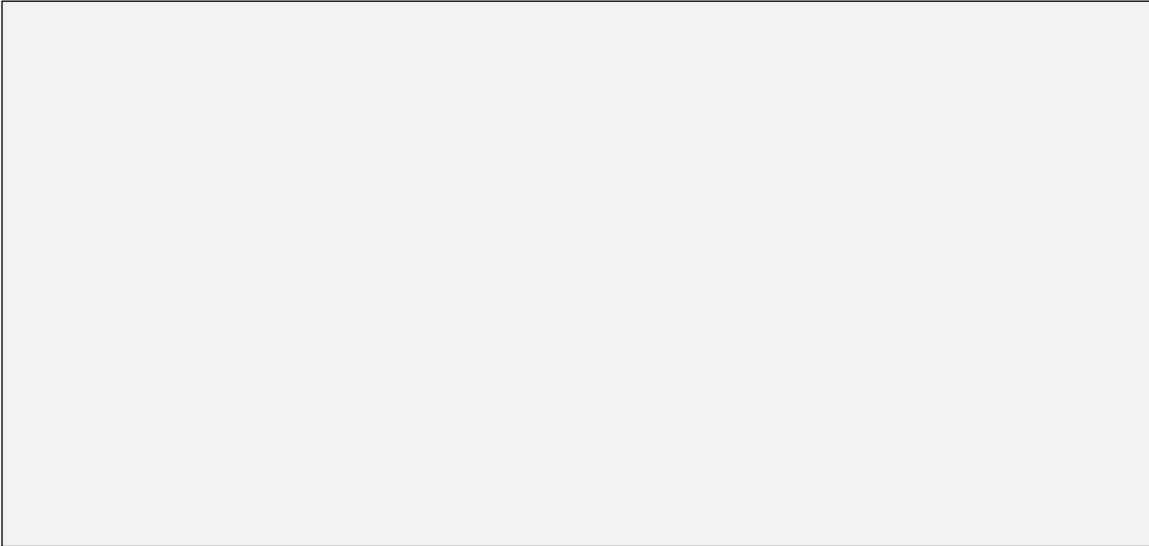
In which areas (Education, Membership, Training, Administration) are clubs struggling?

Based on the data, what are some reasons clubs in your District may be struggling?

Continue on the next page.

Based on the data, choose one (1) challenge clubs in your District are facing. You will discuss this challenge in the live session.

My District's Challenge:



District Event Planning

After reviewing the [Online and Hybrid Speech Contest Best Practices](#) (Item 479), answer the questions below. You will discuss best practices for these events during the live session.

Does your District plan to host your District Speech Contest in an online or hybrid format?

What is one (1) best practice for the type of speech contest (hybrid or online) that your District will host?

What is your role in the upcoming hybrid or online District Speech Contest? How is this related to your overall responsibilities as Program Quality Director?

What is your role in the upcoming District Conference? How is this related to your overall responsibilities as Program Quality Director?

Resources

[Club Leadership Handbook](#) (Item 1310)

[Distinguished Club Program and Club Success Plan](#) (Item 1111)

[Online and Hybrid Speech Contest Best Practices](#) (Item 479)

[Speech Contests](#) (webpage)

[Toastmasters Dashboard Guide](#) (webpage)

Toastmaster magazine articles:

- [The True Value of Speech Contests](#) (November 2020)
- [Technology for Hybrid Meetings](#) (May 2021)
- [Organizing a Successful Online Event](#) (February 2021)



Pre-work for Session 2C: Club Growth Director Role Breakout

Introduction

This Pre-work provides knowledge that supports the experiential learning that will take place during the live sessions at Mid-year Training. By completing it, you will be prepared to participate in discussions and activities with fellow District leaders. This information will not be presented in the session.

Time Investment

- 15 to 20 minutes

Instructions

1. Review pages 27 to 31: *Recommended Strategies for New Clubs* in the [District Strategies Guide](#). Note: These pages support Step 1 of the Club-Building Process.
 - Complete the Club Building Strategies activity on page 2C:2 of this document.
2. Review the steps in the Club Building Process on page 2C:3 of this document and complete the questions.
 - Be prepared to discuss your answers during the live session.
3. (Optional) Review the Resources on page 2C:4 of this document.

Club Building Strategies

After reviewing the strategies and tactics in the [District Strategies Guide](#), complete the activity below. During the live session, you will share ideas for club building.

Name one (1) to three (3) club building tactics from the guide that you have not tried in your District.

Club Building Process

Think about the new clubs you are building and what the next step in the Club Building Process will be. Then answer the questions below. During the live session, you will discuss a specific challenge.

To assist with this activity, review the [District Strategies Guide](#) for strategies on Lead Generation, and review the [Club Building Communications Guide](#) for additional details about each step of the process.

- Step 1: Lead Generation
- Step 2: Initial Contact
- Step 3: Introduction Meeting
- Step 4: Demonstration Meeting
- Step 5: The Charter Process
- Step 6: New Club Support

Which step in the Club Building Process has been most challenging for your District this year?

Describe a specific challenge you are facing in your District related to one (1) of the six (6) steps. You will discuss this challenge in the live session.

My District's challenge:

Resources

[Club-Building Communications Guide](#) (Item 684)

[Club Growth Director Marketing Resources](#) (webpage)

[District Strategies Guide](#) (Item 431)

[How to Build a Toastmaster Club](#) (Item 121)

Toastmaster magazine articles:

- [The Quest for Guests](#) (February 2020)
- [You Gotta Wow 'Em](#) (May 2018)
- [Give Members and Guests a Compelling CX](#) (May 2019)



Pre-work for Session 4: Team Project Kickoff

Introduction

The purpose of this Pre-work is to ensure you are prepared to fully participate as a member of a project team during both days of Mid-year Training. The team project will include identifying, designing, and presenting an action plan that can be implemented by the end of the program year.

IMPORTANT: Complete this Pre-work as a District Team (District Director, Program Quality Director, and Club Growth Director), even if one or more of your team members is unable to attend Mid-year Training. If you have questions about this Pre-work, contact your Region Advisor as soon as possible.

Time Investment

- 60 to 90 minutes

Instructions

As a District Team, complete the following:

1. Read [The Action/Priority Matrix: Making the Most of your Opportunities](#) article (Source: mindtools.com).
2. Review the Overview of Team Project (Sessions 4, 8, and 9) on page 4:2 of this document.
3. Complete the District Goals Assessment on pages 4:3 and 4:4 of this document.
 - Review your [District Success Plan](#).
 - Review the [District Strategies Guide](#) for additional guidance on achieving your District Success Plan.
4. Review the Action/Priority Matrix for District X on pages 4:5 and 4:6 of this document.
5. Complete the Action/Priority Matrix for Our District on pages 4:7 and 4:8 of this document.
6. (Optional) Review the Resources on page 4:9 of this document.

Overview of Team Project (Sessions 4, 8, and 9)

During Sessions 4, 8, and 9, you will work with a project team. The purpose of the team project is to demonstrate a feasible and impactful action plan that can be completed by the end of the program year. You will return to your District with strategies and tactics you can implement immediately.

During the first two steps of the team project, you will utilize an Action/Priority Matrix to help prioritize your action plans.

Step 1: Pre-work

Working as a District team, you will identify and discuss one (1) goal from your District Success Plan (DSP). Next, you will brainstorm potential action plans to help your team meet that goal during this program year. Your team will then map each plan onto an Action/Priority Matrix.

Step 2: Mid-year Training Session 4

During Session 4 (Day 1) your District team will be paired with another District to form a project team. Together, you will discuss the effort and impact of each District's action plans using the Action/Priority Matrix model. Your project team will choose one (1) action plan to develop.

Step 3: Mid-year Training Session 8

During Session 8 (Day 2), your project team will design a brief presentation (5 to 7 minutes) that demonstrates the selected action plan. The purpose of the presentation is to clearly communicate how the plan is an actionable, measurable, and a feasible way to move towards achieving a specific District goal.

Step 4: Mid-year Training Session 9

During Session 9 (Day 2), your project team will present to the larger group.

Note: Your team will have access to the Template for Action Plan Presentation (available as a PowerPoint or PDF) to guide your presentation. Your team may also choose to use flip charts and markers to present.

District Goals Assessment

As a District Team, discuss the questions below. You will need to complete this assessment to prepare for the team project activity.

Identify one (1) specific goal from your District Success Plan (DSP) that your District is struggling with most and type it in the space below. You may choose a Membership Payments Growth, Club Growth, or Distinguished Clubs goal.

What successes has your District had toward achieving this goal?

What barriers or challenges are getting in the way of achieving this goal?

Continue on the next page.

What is one (1) action your team is currently taking to achieve this goal?

What other action(s) related to this goal would your team like to complete by the end of the program year? **Note:** Consider some of the Suggested District Strategies listed on pages 11 and 12 of the [District Strategies Guide](#).

Action/Priority Matrix for District X

Prior to completing the Action/Priority Matrix for your District, read about how District X assessed their goal, identified a challenge, considered action plans, and utilized an Action/Priority Matrix to help prioritize their action plans. Think about how the situation in your District may be similar or different to District X.

State the Challenge

To achieve their Membership Payments Growth goal, District X conducted a targeted marketing campaign to increase the number of new members. In the campaign, they directed prospective members to the Toastmasters Find a Club webpage.

The analytics of their campaign show that over 100 prospective members clicked on the link to Find a Club in less than one week. However, District X has not seen a return on their investment as expected, and only one club in their District had a guest attend a meeting. District X leaders know this is a barrier to their District Success Plan goals and have identified inaccurate information on the Find a Club page as an issue in their District.

Consider Action Plans

District X leaders brainstormed three (3) ways they could improve communication between clubs and prospective members.

- **Action Plan A:** Redesign the District X website and maintain a list of club contact information on the website. Set a goal to have the website completed by the end of 2024.
- **Action Plan B:** Work closely with Area and Division Directors to ensure contacts listed in Find a Club are accurate. Collaboratively set a goal to have contact information for all clubs in the District be one hundred percent accurate within one month.
- **Action Plan C:** Send an email to all club officers reminding them to check their information on the Find a Club page.

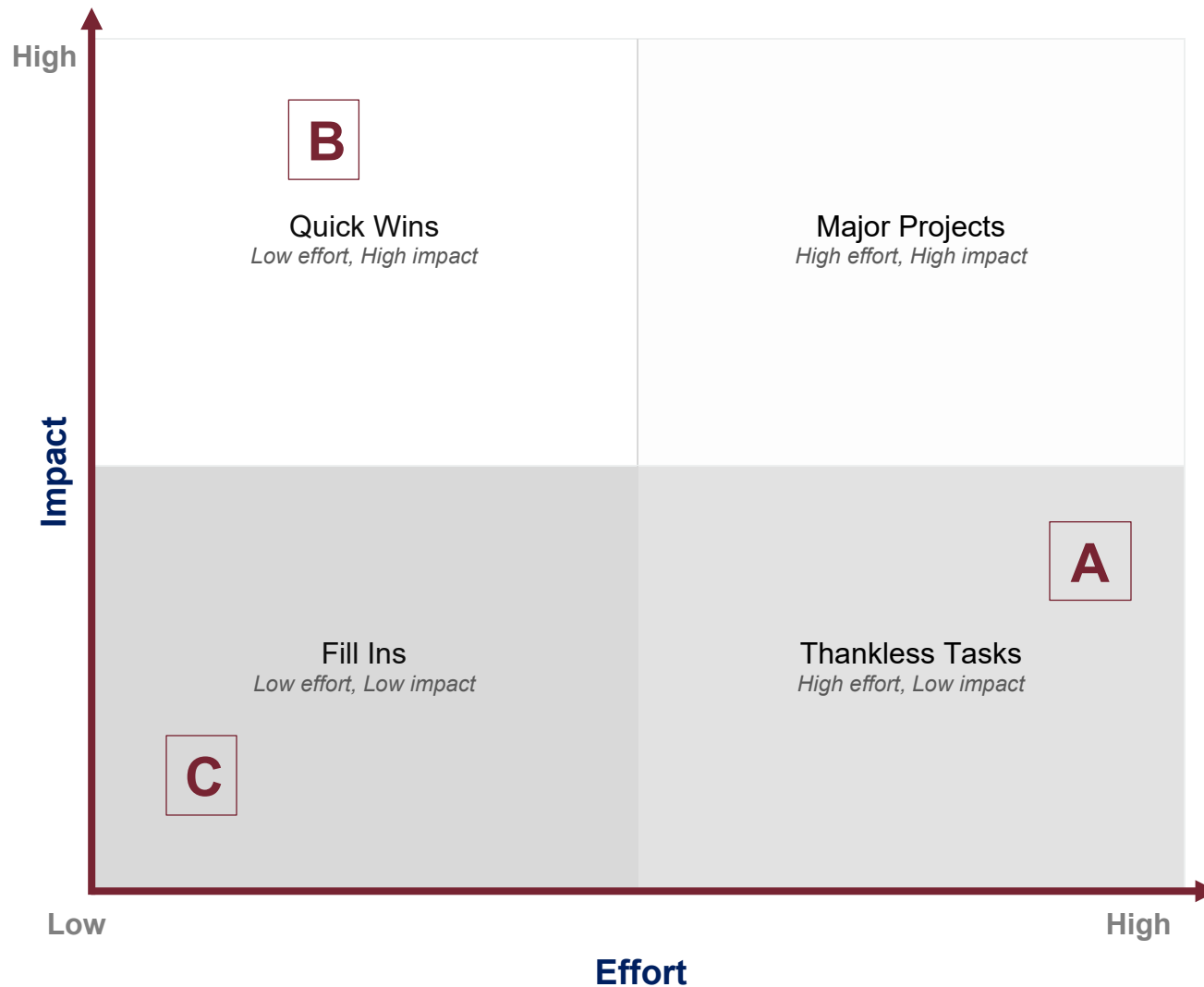
After discussing the potential effort and impact of all options, District X mapped their potential action plans onto the Action/Priority Matrix (see the next page).

Analyze Results

Redesigning the District website (Action Plan A) is a high effort activity, with a relatively low reward. The District X website is not the first resource that prospective members use when they want to join a Toastmasters club. Additionally, maintaining accurate contact information for each club on the website would be a long-term and expensive effort for future District Leaders. District X leaders also recognized that sending an email to club officers (Action Plan C) would be easy to do but would likely have little to no impact.

While reviewing the Area Director club visit reports, District X discovered, on average, half of the clubs in each Area did not have accurate information on Find a Club. Working with clubs to ensure information on Find a Club was accurate (Action Plan B) could have a big impact on their District. As part of the development of Action Plan B, District X included their timeline, communication strategies, expected cost, stakeholders, and deliverables. They also delegated tasks and measured the expected impact.

Action/Priority Matrix for District X (continued)



Goal: Help prospective members easily contact a club.

Action Plan A: Redesign the District website.

Action Plan B: Work with Area and Division Directors to ensure 100% of club contacts are accurate on Find a Club for their District.

Action Plan C: Send an email reminding clubs about the Find a Club tool.

Source: [The Action Priority Matrix](#) by the Mindtools Content Team. Modified for use by Toastmasters International.

Action/Priority Matrix for Our District

After reviewing the information above, complete the following table as a District team. Then complete the matrix on the next page.

<p>State the Challenge</p> <p><i>State your DSP goal, and a challenge to achieving it, that you identified on page 4:3.</i></p>	
<p>Consider Action Plans</p> <p><i>List one (1) to three (3) Action Plans your team could make to help your District achieve this goal.</i></p> <p>Note: You may wish to use “A, B, and C” to identify each of the action plans you are considering (similar to the District X example).</p>	
<p>Analyze Results</p> <p><i>On a scale of “low” to “high” how much <u>effort</u> do you expect each action plan would take to implement?</i></p> <p><i>On a scale of “low” to “high”, what <u>impact</u> do you expect each action plan would have on your District?</i></p> <p><i>Consider the efforts of all stakeholders involved, as well as the timeline and financial feasibility of this plan.</i></p> <p>Note: Rating effort and impact can be a subjective exercise. Work to reach consensus as a team on the relative effort and impact of your proposed action plans.</p>	

Action/Priority Matrix for Our District (continued)

Plot each of your action plans on the matrix below, according to effort and impact from the previous page. To identify each of the action plans you considered, you may wish to use 1, 2, and 3 or A, B, and C (similar to the District X example).



Source: [The Action Priority Matrix](#) by the Mindtools Content Team. Modified for use by Toastmasters International.

Resources

Articles

[*The Action/Priority Matrix: Making the Most of Your Opportunities*](#) (Mindtools)

[*How to use the Impact Effort Matrix to Prioritize Projects*](#) (Six Sigma)

District Leader Resources

[District Strategies Guide](#) (Item 431)

[District Success Plan](#)

[District Leadership Handbook](#) (Item 222)

[District Recognition Program](#) (Item 1490)

[District Administrative Bylaws](#) (webpage)

[Dashboard Guide](#) (webpage)

[Distinguished Performance Reports](#) (webpage)

- Daily Reports
- Additional Reports
 - District Summary
 - District Reports
 - Almost Distinguished Clubs
 - Area To-do's



Pre-work for Session 7: Navigating Healthy Conflict

Introduction

This Pre-work provides knowledge that supports the experiential learning that will take place during the live sessions at Mid-year Training. By completing it, you will be prepared to participate in discussions and activities with fellow District leaders. This information will not be presented in the session.

IMPORTANT: Complete this Pre-work as a District Team (District Director, Program Quality Director, and Club Growth Director), even if one or more of your team members is unable to attend Mid-year Training.

Time Investment

- 20 to 30 minutes

Instructions

As a District Team, complete the following:

1. Download and complete the [Early Detection Conflict Checklist](#).
 - Answer the question on page 7:2 of this document.
2. Read the Navigating Healthy Conflict Scenario and answer the question on page 7:3 of this document.
3. (Optional) Review the Resources on page 7:4 of this document.

Early Detection Conflict Checklist

First, download the [Early Detection Conflict Checklist](#).

Reflect on the questions in each category of the checklist, answering each one in an honest and thoughtful way. Then, discuss the responses with your fellow District Team members to create a stronger team dynamic and an environment of healthy conversation and healthy conflict.

After completing the checklist, answer the question below:

Did any of the answers on the checklist surprise you? If so, why?

Navigating Healthy Conflict Scenarios

Read the scenario and answer the question below.

Hiromi's Story

Last Friday, Hiromi's team met to discuss strategies for marketing a new product. In anticipation of the meeting, Hiromi spent many weeks preparing a plan for how the organization can increase customer awareness. Even though they are usually very nervous giving presentations, Hiromi was proud of the work and looked forward to sharing ideas with the team.

While Hiromi was explaining the steps of the plan during the meeting, Ari interrupted the presentation and took over the conversation. This is typical behavior for Ari, and Hiromi does not understand why everyone on the team puts up with it.

Hiromi thinks it was rude of Ari to interrupt and felt incompetent in front of the rest of the team when Ari started listing steps that were missing from the plan.

Hiromi felt embarrassed and upset and spent the rest of the meeting thinking about speaking up. After considering it for a few days, Hiromi decided to address the issue with Ari.

Ari's Story

Ari is a very positive, enthusiastic individual that grew up in a very large, very talkative family. Loud and exciting conversations have always been the norm for Ari.

Last Friday, the team met to discuss strategies for marketing a new product. During the meeting, Hiromi presented a plan for how the organization can increase customer awareness.

Ari thought Hiromi's plan was excellent and included some fantastic ideas. Building on Hiromi's design, Ari shared a few additional ideas.

Other members of the team also seemed very enthusiastic about Hiromi's plan, and the rest of the meeting continued with lots of animated conversation. Overall, Ari thought it was a fantastic meeting and is looking forward to continuing creating strategies with the team.

If you were an observer in this meeting, what specific observable behaviors from Ari and Hiromi might you have noticed during the meeting?

Resources

[Early Detection Conflict Checklist](#)

[Conflict is Inevitable – Combat is Optional](#) (Chris Ford, DTM, PIP, December 2020).

Toastmaster magazine articles:

- [Managing and Resolving Conflict](#) (April 2022)
- [How to Have Those Awkward Conversations](#) (April 2022)
- [How to Disagree Diplomatically](#) (August 2018)
- [Dealing with Challenging Personalities](#) (May 2018)