

# Up your leadership, we up'd ours. Or Maximize your Leadership by Minimizing your efforts.

## Background

The nature of successful projects is good organization, strong communication, and delegated leadership. If you reflect on successful projects and teams that you have had the opportunity to be part of, you will recall that the most gratifying were the ones that delegated leadership and allowed the delegates to lead their portion of the project to completion. This project is creating a recipe to help any group of toastmasters who are trying to complete their level four and five pathway projects to achieve success in a coordinated effort. By selecting a project that allows several toastmasters to participate in a leadership capacity, this recipe will help all participants to not only complete their pathways, but also engage in a coordinated and successful project.

## Introduction

Several TM Pathways require team projects to complete level four and five. These pathways are: Innovative Planning, Effective Coaching are a few examples, details on the current pathways can be found in Appendix 1. In order to meet the pathway requirements, each toastmaster must assume a leadership role on the project and present 2 speeches for level 4 and one speech for level 5. All speeches are related to the team project.

This document describes a model approach to allow several toastmasters who are pursuing various pathways to use a single project to complete the requirements related to a team project in level 4 and 5.

## Team Formation

The first step in this approach is to identify toastmaster members who are interested in participating in a team project to complete their pathway. While this approach is focused on completing level 4 and 5 for those pathways requiring a team project, it is possible for Toastmasters who have not completed levels 1, 2, or 3 to participate if they wish to complete level 4 and 5 requirements and taking advantage of the team project opportunity.

## Project Selection

The second step is to identify the team project and product for the effort. Getting the team together may help facilitate coming up with a project. Toastmasters should include the following considerations when selecting a project.

- The project and or product should benefit the Toastmaster club if possible.

- The project should not require significant time beyond a regular Toastmaster meeting.
- The project should be completed within 1-3 months.
- The project should have a defined product or end state.

**Commented [HF1]:** This doesn't seem reasonable. It sounds like you are saying you should be able to finish a project in less than an hour. Am I misreading?

## Team Member Role Assignment

The third step is for individual team members to review the focus of their pathway and the project itself to determine which role is the best fit for them. Typically, team projects have several leadership roles. The following are examples of leadership roles, this list is in no way comprehensive and can be expanded or shorted depending on the team project selected.

**Project Lead** – This is the overall lead of the project. The one who potentially comes up with the idea, recruits the team members (other leaders), the one who takes the most blame when the project fails. Think Principal Investigator on LDRDs, Program Managers, and Project Managers. Their role is to make sure other leaders are doing their job and to pick up any slack wherever it may occur. Organization and Communication are very important parts of this leader's success.

**Coach** – This is the lead who is boots on the ground. Working with the contributors, worker bees who are implementing the project. This person is bringing up morale, helping implementers clear any issues, and helping the project lead keep the other leads and the schedule on track. Think Work Lead, Foreman, Councilor, Cheerleader. Communication to leaders and works is an important part of this leader's success.

**Design/Technical Lead** – This is the lead who designs the solution. They work out the issues and problems that arise during the project. Think technical lead, architect, model builder, troubleshooter. Troubleshooting and listening are key skills to this leader's success. **Advisory** – This is the lead who helps resolve conflicts. When the other leaders implementers do not agree on the path forward or if there are external blocks to project completion, this leader helps clear the path and make final decisions. This is the tie breaker leader. Think Manager obtaining funding, arbitrator, chief judge in a contest. Communication and Objectivity are key to this leader's success.

**Project Reporting** The fourth step is reporting to the Toastmaster club. This is where team members complete requirements for Level 4 and 5 and obtain evaluation by TM club members. In summary, pathways that require a team project for Level 4 and 5 require 2 speeches for level 4: one 2–3-minute speech that describes the individuals team member role and responsibilities on the project and one 5–7-minute speech where the individual shares some aspect of the team project. Level 5 requires 1 5–7-minute speech that allows the team member to reflect on the project/pathway, and describe impacts of the project and pathway.

**Commented [HF2]:** I think project reporting is right. The actual work happened elsewhere, but this is the see, hey I did it part.

This model offers an innovative approach that allows all three speeches by team members in a single Toastmaster meeting. Why combine all 3 speeches by all team members into a single panel/Q&A discussion? First, timing. Because most toastmaster meetings have only three speakers, a team project with four members would result in twelve speeches spread out over at

least four meetings. Given scheduling needs, unforeseen personal situations, and the need for others in a club to present, presenting these speeches could be spread out over many months and delay completion of a pathway in a timely fashion. Second, it is more efficient and ties all the presentations together into a cohesive understandable effort that is more readily understood by the Toastmaster audience. Finally, if approached in the standard way, there is unnecessary delay in achievement. The level of effort and delay could easily exceed the Toastmaster's desire to complete the path.

#### Phase 1 Project Reporting

All of the speeches are presented as part of a panel that is moderated in three phases. The first phase is a panel discussion moderated by an individual that may need to fulfill an elective from level 4 (elective is moderate a panel discussion. This individual may be part of the team or outside the team project. Note all pathways have the same level 4 and 5 elective requirements). This individual:

- Introduces the level 4 requirement for pathways requiring a team project (2–3 minute speech describing the individual team role on the project)
- Introduces the team project to set the stage for the audience
- Calls on each team member to describe their role on the team project (2-3) minutes
- Asks pertinent/clarifying questions o audience understands the team member role
- Total time is 2-3 minutes of team member time inclusive of moderator Q&A.

#### Phase 2 Project Reporting

In phase 2, the panel moderator continues to conduct a panel discussion or conducts a Q&A session (elective for Level 5) with the team members. The moderator

- Transitions from role descriptions to 2<sup>nd</sup> speech requirement for level 4 The moderator describes the 2<sup>nd</sup> required speech in level 4 which is a 5–7-minute speech sharing some aspect of the project by each team member.
- Introduces each team member by sharing their individual path focus
- Allows 2-3 minutes for team member to share some aspect of the project
- Asks questions that tie team member pathway to role on project. This activity is intended to allow the team member to complete the remainder of their 5–7-minute speech time
- Asks question to clarify for audience the presentation by each team member
- Total time is 5-7 minutes of team member time inclusive of Q&A by moderator.

#### Phase 3 Project Reporting

In phase 3, the moderator leads a panel discussion (level 4 elective) or Q&A (level 5 elective) to bring the project presentation to a close. In this phase the moderator

- Introduces the level 5 speech requirement for team members. The level 5 requirement is for each team member to reflect on the project and the pathway and share impacts they have experienced
- Introduces each team member with reminder to audience of the team member pathway
- Team members speak 2-3 minutes on their primary reflections
- Ask team members to clarify reflections and close with questions that focus on reflections on the pathway and impacts
- Coordinate audience questions and answers with the panel
- Closes panel and thanks team members
- Total time is 5-7 minutes of team member time inclusive of Q&A by moderator.

### Evaluation

Given the approach to presentations for level 4 and 5, this model also provides a modified approach to evaluation. There may be 3-5 team members on the project. Each individual must present 3 speeches (2 for level 4 and one for level 5). An evaluator is assigned to each team member and will evaluate all 3 speeches by the member. When presenting, the evaluator will share highlights and suggest improvements to speech performance that summarizes all three speeches. The evaluator will also complete the individual evaluation forms for each speech and share those with the speaker.

### Level 4 and 5 Completion

For those team members who have completed level 3, they will notify the Toastmaster Club Secretary of Education of completion using the online system. For those team members who have not yet completed level 3, they must complete level 3 online before moving to complete the online completion of level 4 and 5.

### Appendix 1

Level 4 Electives

Level 5 Requirements

Level 5 Electives

Choose 1: Build a social media presence; create a podcast; manage online meetings, manage projects successfully; manage a difficult audience; Public Relations Strategies; Q&A Session; Write a blog

Demonstrate Expertise for Team Building first assignment 2-3 min purpose to introduce team building effort planned to host second assignment Reflect on Your Path 5-7 min share some aspect of experience building a team and leading a team building event.

Choose 1: Ethical Leadership, High Performance Leadership, Leading in Volunteer Org, Lessons Learned, Moderate a Panel, Prepare to Speak Professionally

Choose 1: Build a social media presence; create a podcast; manage online meetings, manage projects successfully; manage a difficult audience; Public Relations Strategies; Q&A Session; Write a blog

Demonstrate expertise and deliver your message with humor. 18-22 min speech with humor and strong core message Second assignment is to reflect on your path 5-7 min some aspect of delivering longer speech with humor

Choose 1: Ethical Leadership, High Performance Leadership, Leading in Volunteer Org, Lessons Learned, Moderate a Panel, Prepare to Speak Professionally

Choose 1: Build a social media presence; create a podcast; manage online meetings, manage projects successfully; manage a difficult audience; Public Relations Strategies; Q&A Session; Write a blog

Lead in any situation 8-10 mins. Share some aspect of experience of leading and or sharing impact of 360 evaluation on their experience

Choose 1: Ethical Leadership, High Performance Leadership, Leading in Volunteer Org, Lessons Learned, Moderate a Panel, Prepare to Speak Professionally

Choose 1: Build a social media presence; create a podcast; manage online meetings, manage projects successfully; manage a difficult audience; Public Relations Strategies; Q&A Session; Write a blog

High Performance Leadership team project first assignment has 2 speechest 5-7 min introduce plan and vision of project (plan, guidance committee, and team): 2nd: share some aspect of completion. 3rd reflect on your path

Choose 1: Ethical Leadership, HighPerformance Leadership, Leading in Volunteer Org, Lessons Learned, Moderate a Panel, Prepare to Professionally

Choose 1: Build a social media presence; create a podcast; manage online meetings, manage projects successfully; manage a difficult audience; Public Relations Strategies; Q&A Session; Write a blog

Choose 1: Build a social media presence; create a podcast; manage online meetings, manage projects successfully; manage a difficult audience; Public Relations Strategies; Q&A Session; Write a blog

Choose 1: Build a social media presence; create a podcast; manage online meetings, manage projects successfully; manage a difficult audience; Public Relations Strategies; Q&A Session; Write a blog

Choose 1: Build a social media presence; create a podcast; manage online meetings, manage projects successfully; manage a difficult audience; Public Relations Strategies; Q&A Session; Write a blog

Choose 1: Build a social media presence; create a podcast; manage online meetings, manage projects successfully; manage a difficult audience; Public Relations Strategies; Q&A Session; Write a blog

Develop your vision has 2 speeches. 1st is 5-7 min share some aspect of your vision for your life or org or the process of creating a vision 2nd 5-7 min share aspect of implementation of vision: 3rd reflect on your path

Managing a successful event: 5-7 min share g organizing leading and implementing an event and second assignment is to reflect on your path

Prepare to speak professionally first assignment. Focus is 18-22 min and engaging audience for longer time. and second assignment is reflect on your path

High Performance Leadership team project first assignment has 2 speeches 5-7 min introduce plan and vision of project (plan, guidance committee, and team): 2nd: share some aspect of completion. 3rd reflect on path

High Performance Leadership team project first assignment has 2 speeches 5-7 min introduce plan and vision of project (plan, guidance committee, and team): 2nd: share some aspect of completion. 3rd reflect on path

Choose 1: Ethical Leadership, High Performance Leadership, Leading in Volunteer Org, Lessons Learned, Moderate a Panel, Prepare to Speak Professionally

Choose 1: Ethical Leadership, High Performance Leadership, Leading in Volunteer Org, Lessons Learned, Moderate a Panel, Prepare to Speak Professionally

Choose 1: Ethical Leadership, High Performance Leadership, Leading in Volunteer Org, Lessons Learned, Moderate a Panel, Prepare to Speak Professionally

Choose 1: Ethical Leadership, High Performance Leadership, Leading in Volunteer Org, Lessons Learned, Moderate a Panel, Prepare to Speak Professionally

Choose 1: Ethical Leadership, High Performance Leadership, Leading in Volunteer Org, Lessons Learned, Moderate a Panel, Prepare to Speak Professionally

Choose 1: Build a social media presence; create a podcast; manage online meetings, manage projects successfully; manage a difficult audience; Public Relations Strategies; Q&A Session; Write a blog

lead in volunteer organization first assignment. 5-7 min share some aspect of experience as ldr in volunteer org for 6 mos. Reced feedback from members in 360 developed succession plan. 2nd reflect on your path

Choose 1: Ethical Leadership, High Performance Leadership, Leading in Volunteer Org, Lessons Learned, Moderate a Panel, Prepare to Speak Professionally

Choose 1: Build a social media presence; create a podcast; manage online meetings, manage projects successfully; manage a difficult audience; Public Relations Strategies; Q&A Session; Write a blog

Lead in any situation first assignment 8-10 min speech share some aspect as leader or impact of 360 eval. Member supposed to have 6 mos on project and second assignment reflect on your path

Choose 1: Ethical Leadership, High Performance Leadership, Leading in Volunteer Org, Lessons Learned, Moderate a Panel, Prepare to Speak Professionally

Level 5 electives  
Ethical Leadership

Requirements  
20-40 min this is a panel to invite speakers and define topic about ethics in a team or organization or community one should be from outside TM focus is on how well you keep panel on topic and field questions and set tone for panel

High Performance  
Leadership

2 speeches one 5-7 introduce plan or vision 2nd 5-7 share some aspect of completing plan or project such as forming team, developing plan meeting with guidance or completing project

leading in Volunteer  
Organization

5-7 min share some aspect of leading in a volunteer org like tm for 6 mos using feedback and developed a succession plan

Lessons Learned	5-7 minutes share some aspect of experience in a lessons learned meeting from a project as a leader
moderate a panel	22-40 min moderate a panel of at least 3 panelists focus is on tone, keeping panel on topic and fielding questions
Prepare to speak professionally	18-22 min purpose to engage audience for longer time such as keynote speech

