



District 90 Toastmasters

2021 5-Year Strategic Plan

2021 Strategic Plan

The purpose of this plan is to make a better Toastmasters experience. The input and insights of the committee set the groundwork for the 2021 Strategic Plan

Through a detailed analysis of our Strengths, Weaknesses, Opportunities and Threats (SWOT) we found four areas on which to focus:

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From there each subcommittee discussed the area(s) to which they were attached. Later, the entire committee discussed the findings in subcommittee meetings.

Each report highlights issues and gives recommendations.

We believe, by implementing the recommendations of the subcommittees, action by members of the Senior District Management Team will assist both District 90 and its clubs to achieve their Missions:

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.

The committee believes the use of this strategic plan will give each incoming team a good base from which they can prepare and be ready for District 90 to be operational from 1 July each year.

This is a living document which is a starting point for District 90. It should be reviewed and updated annually with a completion date before the District 90 Annual Conference

I give my thanks to the members of the committee for the work they completed and for the reports they issued.

Committees:

District Leadership Structure	Quality Club	Marketing Strategy	Youth
Bob Kirchner	Michael Said	Shirley Childs	Luke Donabauer
Alicia Liese	Jan Coleman	Gill Walker	Shevera Gunasekera
Michael Said	Luke Donabauer		
	Udo Moerig		

I also thank Coral McVean, Past Region 12 Adviser, Hendrik Lianto and Sean Leise also assisted the committee.

**Phil Reed DTM, Chair
2021 Strategic Plan Committee**

7 May 2021

District Leadership Structure

Committee members: Bob Kirchner, Alicia Liese, Michael Said

The issue of quality and commitment of District leaders, especially at Area level, was identified as an issue, evidenced by a sometimes-apparent lack of commitment from individuals involved and a lack of understanding of the role and what is involved.

For a Toastmasters district – or any organisation for that matter – to be as efficient and as effective as possible, it needs its leadership structure to work as efficiently and as effectively as possible.

Two key areas to address are suggested...

1. Standards, and
2. Training

Standards

At times in the past, District has felt compelled to fill every Area Director role regardless of whether there were any keen and/or suitable candidates.

In addition to having a more stringent process for recruiting informed District leader candidates, attention should be given to develop a specifically focused and on-going program, at all levels of District.

Training

This is seen as the nub of the issue at hand ... not enough concentration on the delivery of effective training to leaders at all levels leading to a lack of understanding, knowledge and appreciation of roles.

And where you have a system in which people are operating inefficiently and ineffectively that will naturally lead to dissatisfaction in varying forms which then permeates fellow Toastmasters and future potential leaders.

Let alone the potential for diminishing the District's potential for success.

Some specific areas that could be addressed...

More in-depth, detailed and on-going training of Area and Division Directors at District Executive Committee (DEC) Meeting/Training sessions – also extendable in the new on-line environment – to ensure everyone knows what they have to do, by when and how (if needed).

Part and parcel of this would be a concentration on developing improved communication between trio and senior district leadership team and improved communication between division and area directors.

One on one coaching/assistance via Zoom with areas like completing the Area Visit Report are a new option available to us thanks to the pandemic.

Quality Clubs Committee

Committee Members: Michael Said, Luke Donabauer, Jan Coleman, Udo Moerig.

The committee met on 26 November, 2020 to discuss. Jan Coleman was an apology.

Items that arose from the discussion:

- The importance of the Area Director.

Area Directors are the vital link between the Clubs and District 90 hierarchy. The Area Director is the key 'influencer' in ensuring club culture is within the bounds of District and Toastmasters International norms.

- The importance of the Club Visit Report.

This needs to be stressed with the Area Directors to ensure they are completed and submitted within a reasonable period of time. Reports need to be truthful but sensitive and discussed with the Club executive before submission.

- Review of Area Director Club Visit Reports.

District 90 currently has one member reviewing all Club Visit Reports- currently Udo Moerig. Yes, Club Visit Reports need to be reviewed, but asking one member to take this on is asking too much. (Having just gone through the first round of reports, I apologise to Tanya Wickham and John New for asking them to take on this task over the last 4 years). This is a leadership/ management function of the Division Director role and the incumbents of this position need to be trained to follow up the completion/lodgement and then review of the Club Visit Reports for their respective division and report to the Trio any concerns.

This will allow the Division Director to conduct a SWOT analysis of their individual Areas and, hopefully, encourage Area Directors to complete a SWOT for each of their Clubs.

- Incentives

Members, in general, have little idea about incentives offered to achieve. Yes, most are aware of the Distinguished Club Program, but have little knowledge of the reasoning behind it- building Quality Clubs.

The importance of the Distinguished Club Program in the continued viability of their Club, needs to be brought home to each club executive! This committee appreciates that District tends to skirt around this topic at Club Leadership Training and believe this is done for good reason - the Distinguished Club Program is seen as a District goal, not a Club goal! We need to change this perception. Perhaps we should be looking at a separate session on the Distinguished Club Program open to all members (this should be tied in with the need to complete a Club Success Plan).

Toastmasters International and District 90 also offers other incentives - but what are they? District 90 has been struggling since its birth to come to grips with incentives. We advertise and support the Toastmasters International Membership Building programs but offer little on the District level. A perusal of other district websites around the world, shows that the successful districts offer a plethora of incentives, be they individual, club, area, division, PR, newsletters, etc. As part of a Distinguished Toastmaster Project, Jan Vecchio has undertaken a review, with her team, of all the Toastmasters District websites to see what they offer as incentives.

Jan Vecchio hopes to complete this review by the end of February 2021 and will submit the report to this committee on what incentives District 90 should consider instituting. These incentives need to be ratified by the DMC (District Management Committee) and become part of the culture of each Club, Area and Division in District 90.

- Club Introspection

Clubs need to be willing to 'review themselves'.

Toastmasters International offers an excellent tool to do this- Moments Of Truth (MOT). However, similar to the Distinguished Club Program, MOT is misunderstood.

This committee appreciated the difficulties that can arise with the conduct of a full MOT program and suggests that all clubs, as part of their Club Success Plan, choose two things that it will look at with a view to improve the performance of the club/members in that field.

D90 needs to be available, open and willing to provide as much assistance that it can to each club if asked. This may need a review of District 90 budget line items, but we believe it falls within the guidelines of budget preparation.

We think the idea of establishing 'sister clubs' with other clubs in our, and other, districts need to be further explored and encouraged.

- Forum

All of the above are doable individually. However, as with most things, input from a team is more productive.

This committee recommends that District 90 looks into establishing a "Quality Clubs Forum" where members, Clubs, Areas, Divisions and others can join in the discussion to make all of District 90 clubs, "Quality Clubs".

Actions

This committee recommends the following actions:

- Short Term

1. Establish procedure to have Division Directors review and report on the Club Visit Reports submitted by their Area Directors. Date: 31 March 2021.
2. Devise a program for members that explains the importance of the Distinguished Club Program in making their Club a Quality Club. Date: 30 June 2021.
3. Establish a list of District 90 incentives based on the review currently being conducted, of other districts worldwide. Date: 30 June 2021.
4. District 90 consider the creation of a "Quality Clubs Forum" to enable all clubs to share ideas. Date: 31 March 2021.

- Mid Term

1. Establish suitable training modules for Area Directors and Division Directors on the importance of the Area Director position in creating Quality Clubs. Modules to include, but not limited to, the Area Directors role in communication, how to conduct Club Visit and prepare Club Visit Reports, how to do a SWOT analysis of their clubs.
2. Devise and present sessions on Moments Of Truth and Club Introspection exercise. Date: 30 June 2021.
3. Encourage the creation of "Sister Clubs" to help and share. Date: 30 June 2021

- Long Term

1. Monitor procedures to have Division Directors review and report on the Club Visit Reports submitted by their Area Directors. Date: Continuing.
2. Review, redesign and continue to present individual training sessions for Area Directors and Division Directors on their roles in creating Quality Clubs. Date: Continuing.
3. Review and maintain the incentives program within District 90. Date: Continuing.

These recommendations are open for discussion by the Strategic Planning Committee as a whole.

Luke Donabauer
Michael Said
Jan Coleman
Udo Moerig

Proposed Marketing Strategy - D90

Authored by Shirley Childs with contribution from Gill Walker

Introduction:

The marketing strategy aims to help District 90 conduct successful and effective marketing. It helps District be a specialist rather than a generalist. A generalist is a “*jack of all trades, master of none.*” Essentially a generalist can do everything decently, while a specialist does one thing extremely well.

Objective:

To grow membership through training club executives to give them the skills to successfully attract and convert visitors to members.

Increase the impact of District 90 and deliver a more personalised brand experience.

Target Market:

Working men and women who are interested in increasing their confidence and sharpening their skills to communicate.

Rationale:

We have established that most people join toastmasters to be able to communicate confidently and convincingly in their work.

We've also identified working people because they are the ones who most need it.

Though they are the targets, we will also attract other groups.

Though we know that Toastmasters is an organisation which serves the needs of most of the population and everyone needs the services; to succeed in the market it is essential we carve out a niche market and position ourselves as the go-to brand for a specific audience.

This not only establishes our credibility over competing generalists but also results in a more focused organisation. From our unique value proposition to our content marketing efforts, focusing on a niche market makes it easier for the right clientele to say, “*This is for me.*”

Resources:

Use of internal resources like human resources, financial resources, information resources, physical resources and leveraging Toastmasters International resources and alliances like Rotary to accomplish District goals.

Use of professional marketing trainers to help develop the skills of our members so that they can effectively reach and connect with our target audience.

Use of digital technology like Facebook and LinkedIn to reach the relevant target market and with a unified voice to convey a clear message and identity of Toastmasters.

Training:

We have identified that the most effective way to reach the market is through clubs. A successful local marketing will attract new members and drive referrals.

A successful local marketing push also allows a club to stake out a significant presence in local consumers' mental maps of their communities.

Since most club executives do not have the necessary marketing and public relations skills, it is essential to give them the necessary training so that they will be equipped with these skills to perform their roles.

To help club leaders develop their marketing, the training will accommodate and recognise the diverse and complex nature of the clubs, eg the differences between metropolitan and regional clubs; community clubs, specialty clubs, advance clubs, corporate, leadership clubs and on-line clubs.

Conclusion:

The marketing strategy helps define our District vision, mission and organisational goals. By carving out our niche market, and as a specialist, we will be more focused and serve our client base better. The rise of the conscious consumer means that to succeed in this competitive world our message must be loud, clear and specific to stand out. It gives us a competitive edge in this crowded market, resonates with our target market and everything we put forward will be communicating our message clearly and effectively.

Recommended timeline:

Complete planning by 30 June

1st Training during July and August

2nd Training during February and March

1 / 3 / 5 Year Youth Strategic Program

Shevera Gunasekera and Luke Donabauer

1 Year

- Establish 1 additional Gavel club in D90
- Draft a Youth Protection Policy for D90
- Increase advertising and promotion for current Gavel Club(s) - Youth Leadership page on the website – areas for members, parents and students
- Establish a Youth Leadership (YL) committee comprised of geographically spread memberships and to guide the Youth Program moving forward (1/3/5 year goals monitored and incorporated)
- Increase awareness of Youth Leadership opportunities across D90
 - Broadcasting a message to members who are interested in becoming involved
 - Spreading the message that YL programs can help achieve DTM's now
 - Encouraging members to consider such options for their children and informing Youth Leadership Committee of leads for potential new clubs
- Implement annual evaluation of Youth initiatives across D90 and strategic plan
- Clarify any ongoing works and the policy position of TI on D90 YL approach
- Explore relationship between Toastmasters International and Rotary International (Rotaract/Interact) / Lions Clubs International. And, establish a point of contact with these organisations
- Identify a method to train TI members interested in becoming involved in YL initiatives (Year 1/2 - latched on to Club Leadership Training)

3 Year

- Establish 3 additional Gavel club in D90
- Completion and Implementation of Youth Protection Policy for D90
- Establish a reliable operating structure for Youth initiatives and management of compliance requirements in D90 (eg centralized record of Working with Children's Check's for members, and/or ongoing YL initiatives, clubs)
- Gain access to a grant to help fund initiative (bearing in mind most YL initiatives are loss making)
- Establish an online presence on relevant Youth platform (eg Instagram / TikTok / Snapchat, etc) and any associated risks incorporated into Protection Policy.
- Establish a YL pathway from school > TAFE or uni > corporates
- Optional: Establish an ongoing relationship with our YL counterparts in TI HQ

5 Year

- Establish a working relationship with Department of Education
- Establish 5 additional Gavel clubs across D90 (9 total)
- Assess goals carried over from Year 3
- Keep documentation/build a blueprint to ensure this is replicable in other districts/endorsed by TI