



MEMBERSHIP  
**GROWTH**



**WHERE LEADERS  
ARE MADE**



## MEMBERSHIP GROWTH

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# INTRODUCTION

In 1924, Dr. Ralph C. Smedley had a dream – to help people improve their communication and leadership skills in a friendly, non-threatening environment. That dream remains alive today throughout the world, as members of Toastmasters clubs everywhere are benefiting from the program. One constant that has been evident over the years is the need for clubs to operate continuously at “charter strength” – twenty or more members. Only then will the club reach its potential, and be most beneficial to its members. Because of attrition, each club must have a constant influx of new members. The need for Toastmasters’ service is everywhere. We all want to see more people served by the Toastmasters program. Most of us are eager to seize any chance we get to put the talents and techniques we are developing to use – but there are selfish reasons for wanting growth as well. With more members we gain:

- ▶ Better club programs; more variety, experiences, and resources to draw upon and enrich the entire program
- ▶ Depth of club leadership
- ▶ Greater representation of Toastmasters throughout your community or organization
- ▶ Greater financial resources for club programming and projects
- ▶ More people served and helped by Toastmasters’ programs
- ▶ More enthusiasm at club meetings

## Growth Factors

In the long run, the growth of your club depends on six factors:

1. Effective club meetings that make Toastmasters worthwhile for new and veteran members alike
2. Continuous promotion of Toastmasters throughout your community or organization
3. Use of proven “sales” techniques to develop guests from prospects and members from guests
4. Retention of current members
5. Competition within the club, area, division, and district
6. Recognition of those Toastmasters who go out of their way to sponsor new members and make other contributions to the club’s overall strength

Take all these factors into account when preparing for membership growth. Clubs from all over the world have given the ideas on which this manual is based. Not all of them, of course, will apply to your situation. You will, however, find plenty to choose from.

## How to Use this Manual

This manual is intended as a reference tool in planning and maintaining membership growth in your club. You will find that it touches on many areas that are given in-depth coverage in other Toastmasters publications, and you will readily see where other publications such as *Let the World Know Publicity and Promotion Handbook* (Item 1140), *Master Your Meetings* (Item 1312), *Success 101* (Item 1622), the *Club Leadership Handbook* (Item 1310), the Leader Letter, the *Toastmaster* magazine, and others will provide your club with additional membership-building ideas and tools.

## [www.toastmasters.org/members](http://www.toastmasters.org/members)

In addition to the ideas and information in this manual, Toastmasters offers a variety of ideas and resources on the Toastmasters International website. You can access the information via this address: [www.toastmasters.org/members](http://www.toastmasters.org/members). The website contains electronic copies of a variety of membership promotion and public relations materials. The public home page found at [www.toastmasters.org](http://www.toastmasters.org) is a great referral source for potential members to learn about Toastmasters, how to join and how Toastmasters has helped others.

# PREPARE YOUR CLUB FOR GROWTH

Do your members look forward to your next Toastmasters meeting? Are most of your guests joining your club? If your answer to either question is “no,” it’s time to find out why.

Every club gains a new member now and then. But do those members stay? If not, why not? If new members generally don’t stay with a club, the club is not meeting their needs. For sustained membership growth, make your club worth belonging to! Start by evaluating your club using the Moments of Truth analysis on the following pages. After the inventory is compiled you have a benchmark – a starting point for club improvements in every factor needed to sustain growth. Let’s begin....

## The Moments of Truth

A Moment of Truth is a brief window of time in which a critical objective must be achieved. An example of the first moment of truth experienced by a prospective Toastmaster is when he or she walks for the first time into the club’s meeting room. Is the prospective member greeted warmly and introduced to the members of the club and made to feel at home? If the answer is yes, then your club was successful during this particular moment of truth!

The Moments of Truth evaluation is an objective look at club operations and programs to determine how these can be improved for obtaining and retaining members. Experience has shown that clubs that maintain a high standard of excellence in their club programming, operation, management, member participation, and community activities have a large membership. Watch for areas that need your immediate attention.

Improve activities you already are doing. Take prompt action on activities needing improvement. The club president should assign responsibilities to the appropriate member or committee. It requires a coordinated effort of each officer and member to prepare your club for growth.

## MOMENTS OF TRUTH

### First Impressions:

- | Yes   | No    |  |
|-------|-------|--|
| _____ | _____ | 1. Are guests greeted warmly and introduced to officers and members?     |
| _____ | _____ | 2. Does your club keep a guest book and provide visitors with name tags? |
| _____ | _____ | 3. Is the room arranged professionally?                                  |
| _____ | _____ | 4. Do the arrangements meet the speakers’ needs?                         |
| _____ | _____ | 5. Are guests invited to introduce themselves to the group?              |
| _____ | _____ | 6. Are guests invited to join?   |

### New Member Orientation:

- | Yes   | No    |   |
|-------|-------|---|
| _____ | _____ | 1. Does your club hold a formal induction, including presentation of a membership pin and manuals?  |
| _____ | _____ | 2. Does your club assign a mentor for each new member?  |
| _____ | _____ | 3. Are education programs and the recognition system discussed with the new member?                 |
| _____ | _____ | 4. Are the new member’s needs assessed?   |
| _____ | _____ | 5. Are speaking roles assigned?   |
| _____ | _____ | 6. Is the new member given the opportunity to get involved in all aspects of the club’s activities? |

### **Fellowship, Variety and Communication:**

- | Yes   | No    |   |
|-------|-------|---|
| _____ | _____ | 1. Are guests greeted warmly and made to feel welcome?                                |
| _____ | _____ | 2. Are enjoyable and educational meetings planned?                                    |
| _____ | _____ | 3. Does your club have regularly scheduled social events?                             |
| _____ | _____ | 4. Do your members participate in area, division, district and international events?  |
| _____ | _____ | 5. Are inter-club events encouraged and planned?                                      |
| _____ | _____ | 6. Is your club's newsletter issued on a regular basis and your website kept updated? |

### **Program Planning and Meeting Organization:**

- | Yes   | No    |  |
|-------|-------|--|
| _____ | _____ | 1. Are the meeting program and agenda publicized in advance?                                 |
| _____ | _____ | 2. Do members know program responsibilities? Are they prepared to carry out all assignments? |
| _____ | _____ | 3. Are all projects based on the Toastmasters manuals?                                       |
| _____ | _____ | 4. Do meetings begin and end on time?  |
| _____ | _____ | 5. Are Table Topics™ creative and entertaining?  |
| _____ | _____ | 6. Are evaluations given in a positive and helpful way?                                      |
| _____ | _____ | 7. Are members working toward their communication and leadership awards?                     |

### **Membership Strength:**

- | Yes   | No    |   |
|-------|-------|---|
| _____ | _____ | 1. Does your club have 20 or more members?                            |
| _____ | _____ | 2. Are current members retained?                                      |
| _____ | _____ | 3. Is your club promoted in the community or within its organization? |
| _____ | _____ | 4. Are club meetings varied and exciting?                             |
| _____ | _____ | 5. Are new members' sponsors recognized?                              |
| _____ | _____ | 6. Does your club hold a regular membership-building program?         |

### **Recognizing Accomplishments:**

- | Yes   | No    |   |
|-------|-------|---|
| _____ | _____ | 1. Are award applications immediately submitted to World Headquarters?  |
| _____ | _____ | 2. Is a progress chart displayed and maintained?                        |
| _____ | _____ | 3. Are member achievements formally recognized with ceremony?           |
| _____ | _____ | 4. Are club, district, and international leaders recognized?            |
| _____ | _____ | 5. Are club and member achievements publicized?                         |
| _____ | _____ | 6. Is the Distinguished Club Program used for planning and recognition? |

Analyze the results of your evaluation, and plan to improve any problem areas. You may also wish to conduct this analysis with your entire club. The *Moments of Truth* (Item 290) is available from World Headquarters. This contains visual aids and handouts for all members. You can also download all of these materials for free at [www.toastmasters.org/mot](http://www.toastmasters.org/mot).

# MARKETING— IT'S THE NEED THAT MATTERS

Now let's introduce the concept of marketing for your Toastmasters group. The Moments of Truth evaluation you've just completed will help you to unite what may have been a fragmented assortment of programs and activities into a cohesive marketing system.

## The Marketing Concept

When you sell, you take a ready-made product to your prospect and say "buy." When you market, you consider the customers' needs and then adjust your product to meet them. In Toastmasters, our marketing efforts are member-oriented. We must always be alert to the needs of those we aim to serve. Your analysis will help determine whether your club is meeting the needs of its present membership and may offer insights into meeting the needs of potential members.

## Your Marketing Mix

The Toastmasters marketing mix consists of programming or services, the distribution system (the club), price, and promotional programs.

## Programming

Toastmasters, unlike a typical consumer products company, does not offer a uniform service. Our service, communication and leadership training, varies in presentation and availability from club to club. Every club must strive to deliver the best service through the most effective meetings that it possibly can. Use Moments of Truth to constantly evaluate the service your club provides.

## Distribution System

Does your club serve as many potential members as it should? Is your meeting time and location as convenient as it should be? Have guests visited your club once but said, "I wish you met in the morning instead," or vice-versa? If this situation points to a definite need, perhaps your club should change its meeting time or help sponsor a new club that meets at a different time of the day. Does your club meet often enough? A bi-monthly meeting may be fine for a small group, but as a club grows it may find that weekly meetings are essential to ensure that members can progress through the communication and/or leadership track at a satisfactory rate.

## Promotion

Promotion is the key to your club's future growth. Promotion can take many forms including advertising, public relations, and membership campaigns within the club. Toastmasters International offers many promotional programs. Some, such as the annual membership-building program, are for the benefit of members and clubs; others, such as Speechcraft and Youth Leadership, are prepared for club use in the community.

Your promotional efforts will hinge on the funds available and the nature of your market. For instance, a corporate club might benefit more from exposure in the company magazine than on a local TV program. From the tools available, plan the promotional mix that is realistic for your club.

Segment your market for effective promotion. Are there areas in your community or departments within your company that are not represented in your club? Identify them. Daily newspapers and TV stations cover large segments of the public, but a poster campaign, special invitation mailings, or publicity in a shoppers guide publication can effectively inform specialized groups.

Personal contact is the most effective promotion tool! Encourage your members to promote the Toastmasters club among their friends and contacts. Widespread advertising and publicity were never meant to replace the personal invitation, only to increase public awareness and acceptance of Toastmasters to make that first contact easier.

## FROM PROSPECT TO GUEST TO MEMBER

If you have done your marketing, you are indeed ready to sell your product. This is an activity for each and every member. Provide them all with copies of the booklet *From Prospect to Guest to Member* (Item 108) which gives a brief review of important selling techniques.

Promoting membership is a human experience. It's a relationship between you and the potential member. You have to find the people who are interested in Toastmasters and cultivate their interest.

### Identify the Prospect

How do you find a prospect? How do you differentiate between the real prospect and the unlikely one?

- ▶ Is there a need? Will Toastmasters help the individual achieve what he or she expects in order to get ahead?
- ▶ Does the person realize the need? Maybe not...then point it out!

### Get Their Attention

People don't just buy – first you must persuade them to listen.

- ▶ Start with a good sales letter. Remember to write as you would talk and write from the prospect's point of view. In the letter, refer the person to [www.toastmasters.org](http://www.toastmasters.org) to learn more about Toastmasters and how it has helped others.
- ▶ Follow up with a phone call. Always phone for an appointment. Be sure to plan your presentation before you call. Make it urgent, and put a smile in your voice.
- ▶ Use a few opening gambits, such as "How would you like to improve your ability to communicate?" "I've got an idea that will help you become more assertive." "I believe I can help you to advance in your career." It's a good idea to open your presentation with a question . . . if you control what the answer will be.

When trying to reach a person or an organization by letter, use an opening gambit as well. Put in the letter, right up front, that you feel confident you can help double a person's ability to assert himself in life. You'll be heard!

### Tell Them About the Benefits

- ▶ Get across to the prospect what Toastmasters can do for him or her.
- ▶ Sell the sizzle, not the steak. Be sure your club meeting sizzles with excitement.
- ▶ Most sales materials talk about features, not benefits. They describe size, gadgets, gimmicks, not what their features do for the customer. People want to know what Toastmasters will do for them, not what they can do for Toastmasters, so show what Toastmasters has done for you and other members.
- ▶ Use the Features, Benefits and Value chart ([www.toastmasters.org/fbvchart](http://www.toastmasters.org/fbvchart)) to illustrate the benefits Toastmasters offers and the value to them.

### Prove Your Case

You've presented the benefits – now prove that Toastmasters will help the person learn to communicate. Get some help – find some material witness. Get specific proofs for every claim that you make. Find some satisfied members to tell the story for you. Make certain that the person is recognized and respected. One method is to use testimonial letters in your membership campaigns or in club-building activities. Also, don't forget the value of the meeting itself as a testimonial.

## Build Value

What do you do if you run into objections over the cost of the program?

- ▶ The problem is not the cost, but that the prospect does not recognize the value. The Features, Benefits and Value chart will help overcome this obstacle.
- ▶ Draw comparisons. Point out that a one-day seminar typically costs more than the dues for a year in Toastmasters. Ask how much the prospect would pay to belong to a networking group – which doesn't even provide educational literature! Things will begin to fall into proportion.
- ▶ Build quality into your club's educational program. It's easy to sell a quality product. You have to look quality, think quality, and show quality when you present the Toastmasters program.
- ▶ Paint a verbal picture of the prospect standing before a large group of people, speaking eloquently, leading an effective meeting with confidence, or speaking extemporaneously in a clear and concise manner. You let the prospect see himself enjoying the benefits of belonging.

## Showmanship

Use showmanship to demonstrate the benefits of belonging not by what is said, but by what is done. You want to demonstrate as vividly as possible the benefits of Toastmasters membership. Psychologists tell us that we remember one-fifth of everything we hear, two-fifths of everything we see, but four-fifths of everything that we see and hear. That builds a case for demonstrating the Toastmasters program. To demonstrate an intangible you have to make it tangible and alive. The best way to sell Toastmasters is to let the prospect be included in club activities. Let visitors participate in Table Topics™ if they choose. Be sure not to pressure them in any way, but simply let them know they are welcome to participate if they feel comfortable. In building a new club, let the prospects see the program in action, then involve them. Speechcraft is a good example of this approach.

## Closing Techniques

The most important part of the deal is closing it. Two questions of importance: When do you close, and how do you close? When? As quickly as possible. Don't put it off. Get their name on the application as soon as possible. Provide an application at their first or second visit, and bring their membership to a vote before the club as soon as you can. Encourage the member to join, but don't be pushy. Remember, Toastmasters is a supportive, self-paced program. You don't want to scare off any potential members.

# RESCUING THE WEAK CLUB— TREATING PROBLEMS AS OPPORTUNITIES

Let's think of the curves of a graph for a moment. You know the law of diminishing returns. A success curve flattens out at the top – however much work you put in, you just can't expect to get the same proportionate result. But have you ever looked at the declining curve? When an undertaking begins to slip over the edge, you will find the curve tends to plunge. The further along you go, the steeper the slope and the harder the recovery.

So, be warned! If your club's membership remains at a low level, you may be on the beginning of such a curve. If it's declining, you're on the slippery slope. Don't shut your eyes, and don't delay. Act! Membership growth is not a long-range goal. It's an immediate need!

Let's start with the basics. Everyone joins Toastmasters because they have a keen interest in improving their communication and leadership skills. Consequently, they will leave the club if they fail to achieve this purpose. Basically, the reconstruction process involves three simple factors: an analysis of the problems impeding your club, the establishment of goals and improvement strategies, and sheer effort.

## Rebuilding the Club

*How to Rebuild a Toastmasters Club* (Item 1158) is an invaluable resource to help a struggling club. (Also available as a free PDF at [www.toastmasters.org/rebuildclub](http://www.toastmasters.org/rebuildclub).)

Obviously, a club cannot give Toastmasters service – as we all understand the term – without sufficient members to operate. What is sufficient may be a matter of opinion, but a line has to be drawn somewhere. The rule is that a club must submit a minimum of eight members on each dues renewal report.

It is clearly wise to seek help before matters reach such a stage. If you have not done so before, please contact your area or district governor immediately when you find your club unable to muster eight members in good standing. These officers are there to help you. Give them a chance to do it.

## WHEN ON TOP, STAY ON TOP – IDEA SECTION

Let's think again of the success curve we discussed. The nearer the top you are, the harder you have to work to stay there. It is said that "nothing succeeds like success" – but it doesn't succeed by itself.

Now that you have analyzed your club's strengths and weaknesses, you have your marketing plan drawn and your members are ready to sell, what tools are available to you? Here are some ideas:

- ▶ Speechcraft
- ▶ *Success Leadership Series*
- ▶ *Success Communication Series*
- ▶ Business awareness programs
- ▶ Publicity and advertising
- ▶ Proclamations
- ▶ Displays and booths
- ▶ Telephone listings
- ▶ Toastmasters membership-building contests
- ▶ Community contact team
- ▶ Communication Achievement Award (Item 1972B)
- ▶ Effective use of Toastmasters International brochures
- ▶ Previous Toastmasters
- ▶ Youth Programs

Additional information and materials are available at [www.toastmasters.org/shop](http://www.toastmasters.org/shop). Materials for these programs can be ordered at a nominal cost.

### Speechcraft

When your club plans a Speechcraft workshop, you are planning for new members. Speechcraft can serve as the introductory or trial offer for those who need Toastmasters but are reluctant to commit themselves. Clubs that are somewhat low in membership may want to join forces with another club to put on a joint Speechcraft workshop. The Speechcraft Starter Kit (Item 205) contains all the necessary materials for starting and publicizing this speech training workshop, which can be presented during club meetings or as an outside-the-club seminar.

How do you turn Speechcraft participants into members? Make them welcome in your meetings. Most important of all, before completing the last session of the Speechcraft, talk with participants and ask them to become members of your club.

For more information on Speechcraft, go to [www.toastmasters.org/speechcraft](http://www.toastmasters.org/speechcraft).

## Toastmasters International Success Communication Series and Success Leadership Series

The *Success Communication Series* and the *Success Leadership Series* offer unique opportunities for the development of skills in areas such as:

- ▶ Leadership
- ▶ Public speaking
- ▶ Conducting meetings
- ▶ Parliamentary procedure
- ▶ Active listening
- ▶ Effective evaluation
- ▶ Creative thinking
- ▶ Developing and presenting training programs
- ▶ Effective management skills

These presentations can be used in various settings for a variety of purposes: as training programs, membership promotion workshops, community service workshops, or educational programs in clubs.

For more information about these programs, go to [www.toastmasters.org/successprograms](http://www.toastmasters.org/successprograms).

## Toastmasters International Membership-Building Contests

Special incentives are offered to members and clubs every year through these membership promotion contests. Encourage your members to share the benefits of Toastmasters by recruiting new members.

Club competition can be tied with the annual individual member contest or can be created with your own themes. Competition is probably the greatest incentive for motivating your members into building membership. Many clubs have had extremely successful membership contests, adding many new members and improving club attendance. A membership building contest should be only one of the many parts of a continuous membership growth program.

Contest rules should be developed by a committee of team captains. The entire membership should be assigned to teams, and the number of teams should be at least three. A general contest chair should be selected, whose duties will be to ensure that rules are adhered to and that teams are on the move. Under the general contest chair, team captains develop their team program to win the contest.

- ▶ **Kickoff** – Plan to have a special kickoff event to get the ball rolling. An essential part of the contest is the prize and the victory celebration. Awards can take many forms, from individual awards to team awards, and can be in cash or the losing team can treat the winning team to dinner. The possibilities are limited only by your club circumstances and ingenuity. One popular contest is the steak and beans program. Contest winners dine on steak while the losers get a plate of beans. It brings in laughs and members.
- ▶ **Keep Score** – The important points in planning the club contest are establishing rules to fit your club situation, developing team assignments, and setting realistic goals. It is also important to have a system of reporting membership gains on a continuous basis. This can be done by graphs and charts. One of the more effective ways is to use a graphic comparison for each team. Progress is marked in red along the scale by some predetermined method, such as one new member equals one degree.

These charts or graphs should be a prominent feature of every meeting. It also is important to report names of new members in the club newsletter and to report the progress of teams toward the membership goal.

- ▶ **Prospect List** – Each team should develop a prospect list. From among friends, acquaintances, and associates, determine which of them could benefit from Toastmasters training. Add new prospects as prospects become members. Even though you don't succeed in selling a particular prospect, be sure to ask if an acquaintance may be interested. Check the business and social sections of your local newspaper; very often you can get news of newcomers to your city or area.

Your kickoff meeting should be planned to motivate the teams to get out to do a job! A great start to your membership building contest will furnish a certain amount of momentum, but to maintain this momentum you must look to your programming. It is one thing to attract a number of guests to a meeting, it is quite another to inspire them to return and eventually join.

For more information about Toastmasters' membership-building contests, go to [www.toastmasters.org/membershipcontests](http://www.toastmasters.org/membershipcontests).

## **Business Awareness Program**

The business awareness program is for community clubs to increase membership through contacts with businesses in their area, but it can be adapted for company or organization clubs to reach departments or divisions not represented in the club.

Toastmasters' value as an employee training tool has been endorsed by thousands of companies and government agencies around the world. Many companies sponsor Toastmasters clubs for their employees, but many other firms – especially smaller concerns – can best benefit by encouraging their employees to join existing clubs like yours.

A business awareness program can range from a local effort to a district-wide effort where a large organization is concerned. In some cases, the company or organization itself will be willing to promote Toastmasters.

On whatever level it is conducted, this program can result in increased membership as well as increased awareness of Toastmasters within the business community. Here are some hints in organizing your club's business awareness program:

- ▶ Develop a list of businesses, industries, and other organizations in your community.
- ▶ Determine which of your members have friends in, or do business with, each of the companies or organizations on the list and assign them to make contact.
- ▶ For those members contacting companies for the first time, the personnel manager, training director, or public relations manager are excellent starting points. Occasionally, lists of businesses furnished by chambers of commerce include the names of key persons, in which case you can make your contact using their names. Also, watch for new arrivals in town through local business magazines or newspapers.
- ▶ Send a letter to the contact; see Appendix I for ideas.
- ▶ A few days after mailing the letter, the member should make an appointment to call on the contact and explain how the Toastmasters program can help the organization. Each contact should invite the prospect to have dinner (or lunch or breakfast) with a group of Toastmasters and experience the program in action. Use the Features, Benefits and Value chart as a supplemental tool.
- ▶ Following the meeting, send a second letter to all the guests, acknowledging their attendance and requesting their cooperation to refer and encourage employees to become new members of your club.
- ▶ Be sure to emphasize to your members the importance of attending and participating in these meetings. You want to demonstrate to your visitors excellence achieved by a well-organized and complete club program.
- ▶ Select only as many companies as your club can effectively accommodate. If necessary, have more than one special guest night, allowing each guest to more fully participate in the program.
- ▶ Testimonials: When telling about the members and club program, talk about the successes enjoyed by Toastmasters who are employed by the same company as your guest, members of your club, or Toastmasters International.

## **Publicity and Advertising**

The name "Toastmasters" must become better known in your area. Only you can achieve this, through effective use of publicity and advertising. By so doing, you will expose our program to potential members – and you will also let them know where to find you. Many newspapers list community events that will take place during the week. Report your club meeting time and place to the paper for continuous listing. Some

communities have a booklet published that lists all the scheduled happenings. The title of these publications could be “Today in (City).” or “What Is Going On in (City).” This type of publication generally lists club and organization activities and has a wide circulation, especially among visitors.

Many chambers of commerce and convention tourist bureaus publish a list of scheduled events. Submit your club activity schedule to your chamber. When you have a special program, official installation or guest speaker, prepare a special news release before the event.

Sample news releases and valuable information on how to obtain publicity are contained in *Let the World Know Publicity and Promotion Handbook* (Item 1140). (Free PDF available at [www.toastmasters.org/lettheworldknow](http://www.toastmasters.org/lettheworldknow))

The public service announcement (PSA) on radio is also an important publicity tool. Professional quality radio PSAs are available from World Headquarters. Visit [mediacenter.toastmasters.org/media-kit](http://mediacenter.toastmasters.org/media-kit). Getting your club on the air can directly steer prospects to your club and also helps to reinforce pride in belonging among present and prospective members.

Many Toastmasters are employed by organizations that publish newsletters or magazines. These publications provide an excellent opportunity for the club community relations committee to prepare and submit a story or news release concerning an accomplishment by a member. Many Toastmasters belong to civic organizations, societies, or professional associations that publish monthly newsletters or magazines. Here, too, is an excellent opportunity to obtain publicity by preparing and submitting a news release reporting a member’s accomplishment.

## Proclamation Program

Community awareness of your Toastmasters club can be fostered by obtaining a proclamation from any significant level of government. You can be successful in having governors, mayors, or county supervisors sign a proclamation declaring a Toastmasters Day, Week, or Month.

Proclamations are more effective when they are coordinated with a Toastmasters event, such as a district conference, speech contest, or other gathering. The publicity announcement of the proclamation should be coordinated with a district-wide publicity plan. Be sure to arrange for television and radio appearances for the club members and mention the proclamation when telling about the Toastmasters club and member program.

## Communication Achievement Award

Valuable publicity and public attention can be focused on your club by awarding a Communication Achievement Award (Item 1972B) to prominent individuals in your company or community who have made substantial contributions to the cause of better communications.

## Displays and Booths

Displays are an excellent way to talk about the Toastmasters programs to a large number of people in a short period of time. Many clubs arrange for window displays in banks, stores, airports, and libraries during the club’s anniversary week.

When preparing a display, utilize material which tells your story effectively. Depending on the space available, consider including the following:

- ▶ Club banner
- ▶ New member kit including both communication and leadership manuals
- ▶ Educational materials
- ▶ Poster with contact names and phone numbers
- ▶ Brochures *Find your voice*. (Item 99), *Confidence. The voice of leadership*. (Item 101), *10 Tips for Successful Public Speaking* (Item 105), and *All About Toastmasters* (Item 124).

Within each community, many special celebrations, conferences, and conventions are conducted throughout the year. Many of these communities would be happy to provide your club space for a small exhibit. Put this opportunity to use.

The same concepts should be considered when developing a booth for a fair or an exhibit. When organizing a booth, you should have Toastmasters available to answer questions or make a sale. Each Toastmaster working in the booth should be given an orientation on what to say to the prospects.

Have each prospect complete a registration card. This can be used for membership follow-up. The cards also can be used as part of a drawing for an inexpensive award, such as a copy of one of Dr. Smedley's books which will help attract the visitors to the exhibit.

Each person visiting the booth or exhibit should be given a copy of one or more promotional brochures and email information with the club contact name and phone number.

Most companies and organizations have bulletin boards available for use by Toastmasters. World Headquarters has posters and fliers available with space for club information to encourage persons to contact the club representative. Visit [www.toastmasters.org/vbp](http://www.toastmasters.org/vbp).

Don't forget to mark your meeting place on the Club Meeting Plaque (Item 384) or Customizable Meeting Sign (Item 6996), both excellent means of encouraging the "drop-in" guest.

### Effective Use of Brochures

A number of eye-catching and informational brochures are available from World Headquarters. Always keep an adequate supply on hand to present to prospective members, both at your club meeting and wherever you meet people. All brochures provide the full address of World Headquarters as a contact, but for the most effective results have a special rubber stamp made to use in the space provided on the brochures. You can also use the Virtual Brand Portal at [www.toastmasters.org/vbp](http://www.toastmasters.org/vbp) to customize and print your own.

### Telephone Listings

Telephone listings of "Toastmasters International" in your local phone book can bring inquiries about membership in your club or district. To arrange such a listing, ask an active or former Toastmaster who has a commercial telephone book listing to use his business number. A listing of this type is relatively inexpensive. Your listing for "Toastmasters International" should be in the alphabetical section (white pages), Club and Association section (yellow pages) and the Public Speaking section (yellow pages). The club or district must follow up promptly on any queries received and pay for the listings. Contact your telephone company business office for information and rates.

### Previous Toastmasters

Maintain a list of the Toastmasters in your community who have not been able to remain active in your club. Frequently they become inactive because of involvement in other activities with conflicting schedules. When time is again available to them, they should be encouraged to return and participate in the Toastmasters program. Keep their names on the mailing list for newsletters and keep them informed of your activities.

These former Toastmasters can also be a great help in promoting your program within the community. Ask them to talk about the value of the Toastmasters program to their friends and associates and to bring or to arrange for them to attend a meeting.

### Youth Programs

Conduct a Youth Leadership Program to help young people in your community develop their speaking and leadership skills. The program is a workshop designed to be conducted in eight sessions, with each session lasting one to two hours. The *Youth Leadership Coordinator's Guide* (Item 802) and *Youth Leadership Workbook* (Item 805), contain all the information necessary to start the program and instruct participants in preparing and presenting speeches, conducting meetings, listening effectively, and evaluating what they've heard. Be sure to let members of your local news media know in advance that your club will hold a Youth Leadership Program.

Before the final Youth Leadership Program session, plan a large graduation night and invite the parents to attend. The winners from the weekly sessions should compete in the graduation program. Plan to have all of

your Toastmasters club members attend the Youth Leadership graduation. They should meet the parents and discuss the Toastmasters program. Before the end of the evening, the parents of the graduating youth should be invited again to meet with the Toastmasters. (Follow-up efforts should encourage the parents to join your club.)

The Toastmasters Youth Communication Module, *Interpersonal Communication*, offers a safe, engaging environment in which teens can help each other learn and practice interpersonal communication skills. The *Interpersonal Communication Team Leader* manual (Item 701A) can be used by teachers, youth program administrators, guidance counselors, church leaders and other adult community members who mentor teenagers. It includes the entire text of the *Interpersonal Communication Team Member* manual (Item 701B) as well as handouts, worksheets, notes, suggestions, and other useful information for leaders. The youth communication module is flexible; team leaders can use all lessons or just parts of each, depending on the group's needs.

## Social Media

Many resources are available for club leaders in the social media sphere.

### LinkedIn

Join The Official Toastmasters International Members Group to connect with other Toastmasters and discuss problems, solutions, and successful strategies.

### Facebook

The Official Toastmasters International Members Group is on Facebook, and many club and district groups are available, too.

### Twitter

Follow @Toastmasters for news and helpful advice and links to newsworthy articles on clubs, leadership, communication, and more.

### Meetup

Many clubs use Meetup.com as an effective tool to connect with potential members.

## Library Donation Program

Your local library is a great promotional opportunity! Donate the *Toastmaster* magazine of a dual member to the library. Also consider donating books on communications, especially those by Dr. Smedley, available through the online store. This is very subtle publicity, but one method that reminds people that Toastmasters is an important part of their community.

## The Growing, Healthy Club

Toastmasters is a very personal organization in that people are brought into the club on a personal basis. Toastmasters will grow only as members become personally involved. As your club progresses even beyond 40 members, consider sponsoring a new club in your area to share the benefits of membership even more fully. Your district governor or area governor can assist you in sponsoring new groups.

This book is a reference source of ideas and tools for your club to achieve these membership goals. Remember, though, one enthusiastic person can bring more members into a club than all the tools ever devised by a membership committee. Always keep your membership efforts personal, helpful, and friendly and your club and Toastmasters are sure to grow.

***“Let us share the benefits we have gained for ourselves with others”*** – Dr. Ralph C. Smedley.

# APPENDIX I

## Sample Letters for Membership Promotion

The following ideas are examples of letters that can be used in promoting membership. Feel free to edit and adapt them to your club's needs. Letters are most effective if individually typed and personalized.

Mr. John Jones  
122 Montgomery Street  
Mount Vernon, Virginia 10000

Dear Mr. Jones:

The members of the \_\_\_\_\_ Toastmasters club feel we have something to offer you.

The Toastmasters program presents an opportunity for men and women to learn to communicate more effectively and develop their leadership skills to better serve their employers and their communities.

The enclosed brochures, \_\_\_\_\_ and \_\_\_\_\_, outline the Toastmasters program. We hope you will look them over.

We meet at (time) on (day) at (place). We would be happy to have you join us for (dinner, breakfast, lunch) and see firsthand what our club has to offer you. I will contact you within the next week to make arrangements for your visit. Meanwhile, if you have any questions about Toastmasters, please contact me at (address, phone number and email address).

We look forward to meeting you.

Sincerely,

President  
Toastmasters club

Mr. Robert Smith, President  
No-Sag Bridge Corporation  
120 W. 20th Street  
Riverdale, California 90000

Dear Mr. Smith:

If you are like most employers, you encourage your employees to become active in the community. They generally do this by joining a service club or special interest organization. All too often the employee affiliates with a club that stifles individual development, accomplishes little and offers limited professional exposure. Perhaps a reevaluation is in order.

The \_\_\_\_\_ Toastmasters club is not a service club; it is an educational organization open to all. We exist solely for the benefit of our members, offering an inexpensive, proven program in effective communication and leadership. Unlike many expensive courses your employees may have attended, we do not function in a classroom environment. We are better described as a workshop, in which each member learns and develops communication and leadership skills through constant participation. We have witnessed vast improvement in every participating member.

I have enclosed a chart outlining the features and benefits of the program, as well as the value to both the individual and to organizations.

The \_\_\_\_\_ Toastmasters club meets at (time) on (day) at (place).

Please consider encouraging your employees to investigate the benefits available to members. We are not looking for numbers; we are seeking active members who, like ourselves, desire better communication and leadership skills.

For further information, please contact me at \_\_\_\_\_.

Sincerely,

President  
Toastmasters club

## Memo

WHO: \_\_\_\_\_ Toastmasters club

WHAT: Complimentary Luncheon

WHEN: November 5, 12:00-1:30 p.m.

WHERE:

WHY: To acquaint you with the advantages and opportunities available through Toastmasters.

Come join us for lunch and observe a program of impromptu speaking, prepared speeches and evaluations. Meet special guests and be a part of a unique experience. Learn what Toastmasters has to offer – improved speaking ability, faster thinking in impromptu settings, and better leadership skills are just a few of the benefits. Make this occasion a success by attending!

Complete this section and return by November 3 to \_\_\_\_\_,  
or call \_\_\_\_\_ to confirm your reservation.

I will attend the Toastmasters luncheon on November 5.

NAME:

Ms. Sue Williams  
Dept. 482  
Commerce, Inc.  
Ft. Collins, Colorado 80000

Dear Ms. Williams:

We enjoyed having you as a guest at our Toastmasters meeting on Wednesday, November 5, and the opportunity to better acquaint you with our group. Perhaps by this time you have reviewed the handout material and would like additional information. If so, please feel free to contact any of the Toastmasters or call \_\_\_\_\_, Vice President Membership.

Our next meeting will be held November 19, Building 11, Room 218, 12:00-1:30 p.m. If you plan to be with us bring your lunch (coffee is available). Please join us and start taking advantage of the benefits Toastmasters has to offer.

Again, it was a pleasure to have you at our luncheon and we look forward to seeing you again.

Sincerely,

President  
Toastmasters club

# APPENDIX I

## Glossary of Terms and Programs

**Membership-Building Contests** – Toastmasters International conducts a variety of contests to encourage clubs to build membership and individuals to sponsor new members. For more information go to [www.toastmasters.org/membershipcontests](http://www.toastmasters.org/membershipcontests).

**Club Coach** – A club coach is an experienced Toastmaster appointed by the district governor or lieutenant governor marketing to assist a club with 12 or fewer members. The assignment lasts to the end of the current club year if the club reaches Distinguished status or better, or the end of the subsequent club year if Distinguished status or better is not reached in the first year. The district governor or lieutenant governor marketing can appoint up to two coaches per club, but the coaches cannot be members of the club at the time of appointment. A coach will receive a certificate upon successful completion. Coaches receive credit which may be used when applying for the Advanced Leader Silver award. For more information go to [www.toastmasters.org/clubcoach](http://www.toastmasters.org/clubcoach).

**Club Sponsor** – Each new club may have up to two sponsors. The sponsor is responsible for helping organize the new club, including selling the new club idea to prospective members, helping to set up regular meetings, completing paperwork, and planning the charter presentation. The sponsor(s) will receive a certificate if he or she fulfills the role satisfactorily. When a member has sponsored five clubs, he or she will receive a plaque. Sponsors must be listed on the Application to Organize. Sponsors receive credit toward the Advanced Leader Silver award. Sponsors must apply for credit no later than 90 days after the club's official charter date. For more information, email [newclubs@toastmasters.org](mailto:newclubs@toastmasters.org).

**Dual Member** – A member who belongs to two or more clubs. A dual member must pay per capita dues in each club to participate fully in each (hold office, speech contest, etc.).

**Founder's Award** – An entire existing club may help to start a new club and may present the sample meeting. The sponsoring club offers the new club encouragement and advice, and its members attend the new club's charter presentation. Sponsoring clubs earn the Founder's Award club banner ribbon. For more information, email [newclubs@toastmasters.org](mailto:newclubs@toastmasters.org).

**Gavel Clubs** – A community service of Toastmasters International for groups ineligible for regular Toastmasters membership, but who have a need for the communication and leadership programs. For example, this would include residents of prisons, hospitals, and schools. For more information, go to [www.toastmasters.org/gavel](http://www.toastmasters.org/gavel).

**Club Mentor** – Each new club may have up to two mentors. Mentors should be experienced Toastmasters who provide guidance during the first six months to one year of its existence. The mentor(s) will receive a certificate if he or she fulfills the role satisfactorily. When a member has mentored five clubs, he or she will receive a plaque. Mentors receive credit toward the Advanced Leader Silver award. Mentors may apply for credit no sooner than six months after the club's official charter date. For more information, email [newclubs@toastmasters.org](mailto:newclubs@toastmasters.org).

**Minimum Membership Policy** – The Board of Directors of Toastmasters International has established a minimum membership requirement of eight members for all clubs. Clubs reporting fewer than eight members are contacted by World Headquarters.

**Minimum Membership Requirements** – Effective December 31, 1996, all clubs must meet the following minimum requirements for a Toastmasters club: meet at least 12 times per year; have members give oral speeches and give and receive oral evaluations; and give members the opportunity to develop and practice leadership skills.

**Individual Sponsor** – Individual sponsors are Toastmasters who have brought one or more new members into the organization. Sponsors must be indicated on the Application for Membership of each new member (the sponsor's name must be legible and his/her home club number must appear on the application). These can be downloaded at [www.toastmasters.org/memberapp](http://www.toastmasters.org/memberapp). Sponsors are eligible for credit in the individual membership-building contest. For more information, go to [www.toastmasters.org/membershipcontests](http://www.toastmasters.org/membershipcontests).



[www.toastmasters.org](http://www.toastmasters.org)