

District Success Plan

Team Composition

Name the members of the district's core team.

District Director - Pedro Casillas
 Program Quality Director - Andy Hammond
 Club Growth Director - Florian Bay
 Administration Manager Paul Rhys-Taylor
 PR Manager - Nigel Oseland
 Finance Manager - Beauty Zindi
 Immediate Past District Director - Vanessa King

Name the members of the district's extended team.

Area and Division Directors
 Andy Hammond, Pathways Chief Ambassador
 Andy O'Sullivan, District Chief Judge
 Bob Nisbet, Logistics Manager
 Jean Gamester, District Parliamentarian
 Audit chair and members
 Region Advisor Aletta Rochat
 Alignment Chair - Paul Walsh

Values

Toastmasters International's core values are integrity, dedication to excellence, service to the member, and respect for the individual. These are values worthy of a great organization and should be incorporated as anchor points in every decision made within the organization. Toastmasters' core values provide a means of guiding and evaluating the organization's operations, planning, and vision for the future.

What are the district's core values?

Toastmasters International's core values of integrity, respect, service and excellence

Team Operating Principles

What principles does the team hold? (These principles might include trust, safe learning, collaboration, etc.)

Collaboration, communication and trust
 Listening, respect and support
 To be open, share and bounce ideas off each other
 We have explored and are aware of our dependencies on each other
 Focus on district goals, and also on our own personal goals for what we want to achieve in the year

Potential Obstacles

What obstacles will the team have to consider when strategizing? (These might include conflicting personal commitments, distance, unresolved conflict, etc.)

Need to find useful face to face location for meeting that covers our needs
 Corporates engaging with the education programme
 People stepping up to take on leadership roles and/or projects (e.g. conferences)
 District leaders not committed to fulfillment of their role
 Risk to achievement of current education awards caused by introduction of Pathways

Meeting Protocol

In general, how will the team process tasks? (For example, consider how often to meet or call, what the team's meeting practices will be, etc.)

Weekly 30 minute call to catch up on what's going on (online)
 Tactical meetings to review activities, dashboard, and resolve obstacles and issues
 Strategic meetings with the appropriate people as required
 Planning weekends / days / sessions every quarter

Team Interactions and Behavioral Norms

How will decisions be made?

Debate, discuss, agree - decisions made, ideally by consensus
 Review as we learn
 Using parliamentary procedure when appropriate

What will be the team's method of communication? Determine the team's first preference, second preference, and so on.

Communicate via email, GoToMeeting, phone calls. WhatsApp group is used to communicate with DEC and DLT

What will the communication parameters be? Parameters might include whether the team communicates by phone or email, whether the team sets up a weekly conference call, or how often team members can expect to communicate.

Weekly 30-minute catch-up meetings via GoToMeeting, monthly face-to-face meetings

How will the team resolve differences of opinion?

Respectful interactions, open, honest discussion - All with good humour! Mentoring by IPDD Vanessa King.

How will the team support one another?

Frequent one-to-one calls with District Director to help and support individual team members.

How will the team ensure equitable participation when completing activities?

Making sure that everyone has the opportunity to participate in tasks and not to exclude anyone.
Leverage people's strengths.

How will team members be held accountable for their responsibilities?

Team members will be accountable to each other and to the district director. We will keep minutes of our meetings to ensure tasks are completed, with support given as needed.
Review success plan progress during DEC meetings and follow-on conversations

How will the core team and extended teams be recognized for their efforts?

Regular recognition of each other's contribution and acknowledgement of achievements.
Hall of Fame presentations
Please and Thank yous go a long way

Goal 1: Membership Payments Growth

Situation Analysis

What is the current situation in the district? How many members did the district add last year? Does the district have special challenges? (One situation might be that membership payments usually arrive close to deadline making it necessary to hurry to meet goals.)

Membership is growing across the district. However, significant scope exists for our clubs to attract and retain more members.
Evidence from club visits indicates that best practices for membership payments growth and retention aren't shared between all clubs in the district. For example, few clubs are aware of membership Key Performance Indicators (KPIs) such as retention rates and guest conversion rates. The management tools used by clubs to track guests and members also vary greatly and scope exists to promote best practice tools.
Additionally, significant scope for improvement exists in marketing Toastmasters by club locally and by the District nationally.
Goal: Net membership payment growth of 10%

Strategy

What actions will the district take? What has worked in the past? What has not? What new programs or incentives could the district implement? How will the district promote existing programs? How have other districts been successful? What could the district do to stretch this goal? (The strategy might include actions, such as creating a contest promoting early submission of dues.)

Ensuring consistent membership payment growth must involve a multi-year strategy covering "push" (guest conversion) and "pull" factors (guest attraction) factors.
Push factors:
Recommendations that every club be equipped with "best in class" tools and practice to convert guests into members via the following:
- Increasing the emphasis on membership payment growth at COTs
- Making membership and guest management tools widely available via D91 PR activities, the D91 website and via Area Directors.
- Promoting the benefits of large clubs (25+ members) more widely.
Pull factors:
Brand awareness of Toastmasters in the UK must be significantly increased over a period of years, through the following means:
- Themed "showcase" seminars aimed at corporates and members of the public.
- Increasing the pace of publications of articles in UK publications through the Panpathic PR partnership.
- Building O2O (Organisation to Organisation) relationships with professional associations and businesses.

Action 1
Membership Payment Growth
a. Encourage & promote membership payment growth in all clubs via COTs and regular communications.
b. Creating and making available high quality templates for marketing materials for clubs to purchase/use.
c. Continuous publication of articles to UK media through Panpathic.

Action 2
Webinars & Seminars:
a. Schedule showcase seminars aimed at promoting Toastmasters to the public tied to Division Contests.
b. Organising monthly webinars aimed at promoting membership growth and share best practices.
c. Organising regular online surgeries to share best practices between clubs and answer specific questions from club leaders.

Action 3
Create and share best practice membership management tools.

Action 4 Upgrade D91 website and UK & Ireland website to increase brand awareness

Resources

What people, equipment, meeting places and money does the district have at its disposal? What committee could work toward the goal? Are any members interested in heading projects toward leadership goals? How much money has been budgeted for achieving this goal? (Resources might include area and division directors and gift certificates to the Toastmasters store.)

There is a lot of expertise on membership growth within D91 to be tapped into. Area and Division directors will be the main local relays for the membership payments growth programme. It is also intended that Division level "growth champions" will be identified. It is intended that webinars and workshops be run during the year focusing specifically on membership payments growth. The standardised Speechcraft programme will be spearheaded by "champion clubs" who will then help other clubs run courses themselves.

Assignments

Who is in charge of each action? Who is on each team? What are each team member's specific responsibilities?

The Club Growth Team will have a membership extension/retention chair and a club extension chair. Division Directors will also be invited to nominate "growth champions" to further support the team locally.

Action 1 Florian Bay with support from Nigel Oseland, DEC members and club officers

Action 2 Florian Bay & Club Growth Team with support from Nigel Oseland

Action 3 Florian Bay & Nigel Oseland with support from DEC members

Action 4 ICT Committee with contributions from Florian Bay & DEC members

Timetable

When will each action item begin? When will each action item be complete? How will progress be tracked?

Actions began before July 1, progress tracked at monthly DLT meetings.

Action 1 Ongoing through the year

Action 2 Starting in October 2017

Action 3 Ongoing through the year

Action 4 Early 2018

Goal 2: Club Growth

Situation Analysis

What is the current situation in the district? How many clubs did the district add last year? Does the district have special challenges? (One situation might be that members in the district don't know how to generate interest in new clubs.)

Club density is far lower in D91 than in many other places e.g. by comparing D91 with New York, Australia or New Zealand. This manifests in large towns not hosting a club (Swansea, Taunton, Romford) and in major British companies not having a club in-house (British Airways, John Lewis, Marks and Spencer etc.).

Key lessons emerged from discussions with leaders in the process of starting a club or who have recently started a club:

- Limited information was available on what to do exactly
- Few procedures were in place to support them
- In some cases limited support was received from some district leaders ... "we were on our own" to quote a founder

Goal: Net growth of 10% in club numbers

Strategy

What actions will the district take? What has worked in the past? What has not? What new programs or incentives could the district implement? How will the district promote existing programs? How have other districts been successful? What could the district do to stretch this goal? (The strategy might include actions, such as appoint -ing a club extension chair to pursue leads and scheduling demonstration meetings.)

For new community clubs, Divisions will be invited to complete a "mapping" exercise to identify places where new clubs could be launched. An emphasis will also be put on speciality clubs and morning clubs. Potential founders and leaders of new community clubs will be provided with extensive training and guidance to cover all stages of club formation from idea to the first club AGM. This process is called the "Concept to Continuity". In parallel, lists of potential venues will be established, alongside lists of sponsors and of clubs willing to financially support new clubs. Finally, workshops will be organised to train future leaders of new clubs.

Similar support structures will be created to support corporate clubs. However, appetite must be triggered

within corporation to support the launch of new clubs as well. This is where targeted marketing will come in alongside networking and stakeholder management.

- Action 1 Invite every Division Director to nominate a “Growth Champion”
- Action 2 Create and formalise “Concept to Continuity” support infrastructure (manuals, check-lists, documentation, webinars and workshops etc) for launching new clubs.
- Action 3 Divisions to “map out” localities suitable for hosting new community clubs
- Action 4 Reach out to corporations and other organisations within D91 on an “Organisation to Organisation” level to promote the benefits of in-house clubs.
- Action 5
 - a. Create lists of club founders/sponsors/mentors.
 - b. Create lists of venues for new community clubs
 - c. Create lists of clubs willing to financially support the launch of new clubs

Resources

What people, equipment, meeting places and money does the district have at its disposal? What committee could work toward the goal? Are any members interested in heading projects toward leadership goals? How much money has been budgeted for achieving this goal? (Resources might include a club extension committee, a demonstration team and infokits@toastmasters.org.)

Division level “Growth Champions” will play a large part in creating enthusiasm and interest in new clubs at the local level. All District Leaders will be encouraged to promote the benefits of Toastmasters and of new clubs within their own networks. It is hoped that entry would be gained to many corporations in this way. Webinars on new club creation will be run several times during the Toastmasters year alongside workshops on launching new clubs.

Assignments

Who is in charge of each action? Who is on each team? What are each team member’s specific responsibilities?

The Club Growth Team will rely on the support of a few Club Extension Chairs and will also be in constant communication with Area and Division directors.

- Action 1 Division Directors
- Action 2 Florian Bay with help from Club Extension Chairs and previous club founders
- Action 3 Division Directors
- Action 4 Florian Bay and Club Extension Chairs with support from Nigel Oseland & DEC members
- Action 5 Club Growth Team with support from DEC members

Timetable

When will each action item begin? When will each action item be complete? How will progress be tracked?

All actions began on July 1st

- Action 1 November 2017
- Action 2 November 2017
- Action 3 November 2017
- Action 4 Ongoing process
- Action 5 Ongoing process

Goal 3: Distinguished Clubs

Situation Analysis

What is the current situation in the district? What percent of district clubs are typically Distinguished? Do members understand how to achieve success? Does the district have special challenges? (One situation might be that members in the district don’t know how to achieve success.)

District 91 performs well on Distinguished Clubs. Currently number 6 in the world with 75% of clubs distinguished. The goal for 2017-2018 is to achieve 80% of clubs distinguished (approx target of 123 club Distinguished and with a stretch target of 125 Distinguished clubs).

Performance would be even better if:

- Membership retention was higher
- Corporates engaged with DCP more consistently, especially with COT
- All clubs focused more on members' progress through educational program

A new challenge expected later in the year is the roll out of Pathways

Strategy

What actions will the district take? What has worked in the past? What has not? What new programs or incentives could the district implement? How will the district promote existing programs? How have other districts been successful? What could the district do to stretch this goal? (The strategy might include actions, such as training all area and division directors on the Distinguished Club Program.)

Encourage and enable greater team working - Division and Area Directors; Clubs within Areas; Club Committees; Corporates networks.

Action 1 Promote consistent Division Council and Area Council meetings as a means of sharing best practice, providing ongoing support and monitoring progress. Use social media, D91 website, and other media through D91 PR Manager.

Action 2 Encourage Club Officer Training to focus on scenarios (based on moments of Truth) that engage the whole Club Officer team to deliver solutions. Outcomes used to inform the Club Success Plans.

Action 3 Consider COT & TLI events for groups of Corporate clubs that include a focus on organisational benefits.

Action 4 Prepare for a successful roll out of Pathways.

Resources

What people, equipment, meeting places and money does the district have at its disposal? What committee could work toward the goal? Are any members interested in heading projects toward leadership goals? How much money has been budgeted for achieving this goal? (Resources might include area and division directors and the *Distinguished Club Program and Club Success Plan* (Item 1111).)

People:

- Training Coordinator - TBC
- Trainers Bureau - TBC
- Conference Chair - TBC
- Chief Pathways Guide - TBC
- Pathways Guides - TBC
- Division and Area Directors
- Club Officers

Other:

- Toastmasters Leadership Institute events
- DOT and DEC meetings
- Training Club Leaders Manual
- Recognition awards - TBC
- Base Camp

Assignments

Who is in charge of each action? Who is on each team? What are each team member's specific responsibilities?

PQD, working with DLT, has overall responsibility. Support for specific actions as follows:

Action 1 Training Coordinator; Division and Area Directors.

Action 2 Area Directors; Club Presidents.

Action 3 Training Coordinator; Division and Area Directors.

Action 4 Chief Pathways Guide; Chief Ambassador; Area Ambassadors; Pathways Guides; Club VP Education.

Timetable

When will each action item begin? When will each action item be complete? How will progress be tracked?

First DOT in June will be the starting point, where actions will be presented and commitment of Division and Area Directors sought.

Action 1 Division and Area Director groups to agree Council meeting dates, at least twice, to coincide with feedback to DEC in September and February. Regular calls with Division Directors to monitor progress.

- Action 2 Area Directors briefed at DOT in June, with COT events completed by 30th September for round 1. Review progress at COT events in January.
- Action 3 Discuss at DOT in June and events to be held during COT periods in June to August and December to February.
- Action 4 Information updates by Area Ambassadors is ongoing. Predicted roll out date is March 2018. Appointment of Pathways Guides is therefore looking like December 2017 to January 2018 to commence club support from January/February 2018.

Additional Goals

Answer the same types of questions to reach each additional district goal. Additional goals might have to do with alignment challenges, new leadership opportunities, or better service to members. Where else is there room for improvement in the district?

Goal

What specific, measurable, attainable, and relevant additional goal can the district meet? (An example of a goal is to add one new division and three new areas.)

Develop comprehensive District 91 leadership induction kit

Situation Analysis

What is the current situation in the district? Do members understand how to achieve success? Does the district have special challenges? (One situation might be that areas and divisions have reached their maximum capacity causing service to the members to suffer and limiting leadership opportunities.)

We are in the fourth year. It was always going to be difficult to maintain the exceptional performance over the first two years, nevertheless, achieving Distinguished District award 2016-17, showed a very good performance. This year we will be looking to build our leadership reach across the District to lay the foundations for sustained growth over the coming years.

Strategy

What actions will the district take? What has worked in the past? What has not? What new programs or incentives could the district implement? How will the district promote existing programs? How have other districts been successful? What could the district do to stretch this goal? (The strategy might include actions, such as assigning an alignment committee to determine best options for realignment and collaborating with the nomination committee to identify leadership opportunities.)

Identifying future leaders and ensuring a smooth transfer of knowledge will be a significant aid to our success.

- Action 1 Review lessons learnt this year as a basis for planning future transitions.
- Action 2 Rationalise information and resources available for ease of future access.
- Action 3 Leadership Committee focus on 2019-2020 as well as present talent management.
- Action 4 Investigate District mentoring policy.
- Action 5 Bring initiative leaders (e.g. Realignment; Pathways; Training Bureau; Chief Judge; Leadership Committee) to the DEC and share ideas and raise awareness.

Resources

What people, equipment, meeting places and money does the district have at its disposal? What committee could work toward the goal? Are any members interested in heading projects toward leadership goals? How much money has been budgeted for achieving this goal? (Resources might include past district governors, area and division directors, the district website and the district nominating committee.)

Leaders driving a range of initiatives - e.g. Realignment, Pathways, Trainers Bureau, Chief Judge, Leadership Committee, Leadership Champion, Performance, Parliamentarian, PR, Logistics, ICT, working alongside District leaders, Area and Division Directors

Assignments

Who is in charge of each action? Who is on each team? What are each team member's specific responsibilities?

District Director and DLT, along with IPDD and Leadership committee

- Action 1 District Director and DLT
- Action 2 Admin Manager and DLT
- Action 3 Immediate Past District Director and Leadership Committee
- Action 4 Program Quality Director and DLT
- Action 5

District Director

Timetable

When will each action item begin? When will each action item be complete? How will progress be tracked?

Starting from September and ongoing throughout the year

Action 1 November / December - DLT focused meeting

Action 2 January / February - initial input from DLT

Action 3 September - Committee set up and action underway

Action 4 September / October - prepare brief and begin to identify mentors

Action 5 September DEC meeting

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SUBMIT PLAN