

District Success Plan

Team Composition

Name the members of the District's core team.*

District Director: Aneeta Pathak

Program Quality Director: Andrew Mertens

Club Growth Director: Angela Ho

Finance Manager: Bibi Annief

Administration Manager: David Veights

Public Relations Manager: Elton Brown

Logistics Manager: Sylvia Lorico

Immediate Past District Director: Wendy Williamson

Name the members of the District's extended team.*

Division A Director: Marinka Ranasinghe

Division B Director: Carrie Webster

Division C Director: Louise Bark

Division D Director: Andrew Horberry

Division E Director: George Lyberogiannis

Division F Director: Antoinette Holder

D60 Leadership Committee Chair: Wendy Williamson

District Parliamentarian: Tim Sulisz

Club Extension Chair: Karen Goodyear

Audit Committee Chair: Shubha Amba

District Alignment Chair: Alison Knibb

Of The Year Award Chair: Tim Barnaby

District Webmaster: Emanuel Petrescu

Zoom Chair: Adam Mak

DCP Chair: Dian Razak

Pathways Chair: Pandora Chung

Workshop Bureau Chair: Shubha Amba

Club Officer Training Co-Chair: Dave Bachan

Club Officer Training Co-Chair: Monti Ghai

Stage Time Chair: Dian Razak

Youth Leadership Chair: Jeet Tulshi

Club Sponsor Chair: Rita Burke

Club Mentor Chair: Rita Burke

Club Retention Chair: Janet Heidker

Corporate & Community Club Support Chair: Allan Madonik

Club New Resource Chair: Mashaal Effendi

Club Kick-Off Co-Chair: Timon Harewood

Club Kick-Off Co-Chair: David Cheung

Club Vibrancy Co-Chair: Catherine Sanchez-Estuart

Club Vibrancy Co-Chair: Ruben Bastien

Post-secondary Clubs Development Chair: Michael Rogala

Remote Outreach Chair: Bruce Laing

Speechcraft Chair: Barbara Williams

Speech Contest Chair: TBC

Conference Chair: TBC

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?*

The district shares the core values of Toastmaster International; Integrity, Respect, Service and Excellence. In addition, we will abide by the following:

- 1) Empathy
- 2) Honesty
- 3) Transparency
- 4) Optimism
- 5) Support
- 6) Kindness

Team Operating Principles

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

- 1) Actively listen before speaking
- 2) Hear both sides of an argument before rendering a decision
- 3) Never compromise with integrity, respect, service and excellence
- 4) Respect confidentiality
- 5) Encourage innovation and new ideas
- 6) Obtain the counsel of others
- 7) Follow through on promises and responsibilities
- 8) Accept that we are not perfect and all make mistakes
- 9) Model team unity and respect
- 10) We expect team members to be accountable for their actions and request help when needed. We will adhere to best practices while working towards meeting the district mission.

Potential Obstacles

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

- 1) Conflicting personal commitments impact time management and availability. Those commitments including jobs, families and other commitments, all of which

should be respected.

- 2) Personality conflicts between DEC members.
- 3) Loss of momentum caused by lack of timely communication.
- 4) Insufficient information
- 5) Clarity of communication
- 6) Not responding to emails when there is a deadline to meet

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.)*

- 1) The Trio will meet on a monthly basis and if more meetings are required we will meet on a bi-weekly basis.
- 2) Division Directors & Quad will meet every two months.
- 3) Quad to meet twice monthly during district planning to finalize the budget and District Success Plan. Include Finance Manager in budget setting.
- 4) Eight DEC meetings have been scheduled.
- 5) Area and Division Directors are encouraged to activate their Area and Division Councils to meet periodically (recommend monthly meetings), with their council members to share learnings, optimize resources for programs, and help one another achieve area, division, district goals.
- 6) Division-wise Town Hall meetings - one in the first half of the year and one in the second half of the year.
- 7) Meetings by default will be via Zoom; hybrid will be considered if circumstances change.

Team Interactions and Behavioral Norms

How will decisions be made?*

- 1) Decisions will be made collaboratively
- 2) Facts/data will be collected to support decisions to the best extent possible. Member sentiment/feelings will be kept in mind and addressed as needed.
- 3) All decisions will be made for the good of the district and in compliance with the direction and mission of Toastmasters International, its bylaws and governing documents.
- 4) Always try to reply to messages/communication requiring a response in a timely fashion if possible. If unable to respond quickly acknowledge the message and explain that a complete answer will be sent within days.
- 5) We will seek to understand all viewpoints, even and especially, dissenting ones. On the rare occasion that a consensus cannot be reached, the final decision will be made by the District Director. Once a decision is made by the District Director, Teams members will work collaboratively to execute the decision

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

(A) For urgent communication the DEC members have indicated their first contact preference between email/phone and text.

(B) For non-urgent here is the preferred communication:

1. Email

2. Phone/conference call
3. Text
4. Hybrid meetings (if we can) - in person if everyone agrees
5. Virtual meetings
6. Google Sheets/other collaboration tools

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.

1. Team members will communicate with each other as often as necessary. At a minimum, the Trio will meet on a bi-weekly basis to review the district success plan and the budget, and to determine if changes in execution are warranted.
2. The Division Directors/PRM will join the Trio at least every other month to review goals, progress, and whether the strategy and/or tactics need to be revised. Area and division directors will meet with their respective councils at least quarterly.
3. Respect for leaders personal lives always to be considered

How will the team resolve differences of opinion?

1. Each member of the team will be asked to offer his/her opinion and suggestions.
2. The team will listen without judgment. Please note that perception counts.
3. If there is a complaint, the person with the complaint will be required to provide a possible solution or solutions that includes his/her involvement, ultimately working with others in the spirit of mutual gain and district success.
4. A positive, solutions-oriented attitude is expected from all district leaders.

How will the team support one another?

1. The team will understand that the best plans can be compromised by life situations that may lead to unexpected lack of involvement for brief or extended periods of time.
2. The team will ask clarifying questions and offer support where needed and/or look for alternative solutions to get work done in the interim.
3. Team members will use positive expressions with each other and will make every effort to provide support and other resources to fellow team members who are facing challenges.
4. Once a decision is reached, the entire team will support the decision regardless of their position on the issue. We encourage asking for help when needed and we will give willingly of that help. We are all committed to the District Mission and to the achievement of the District's goals as a team.

How will the team ensure equitable participation when completing activities?

1. Team members will offer constructive feedback where appropriate and work collaboratively with empathy and understanding, holding one another accountable for task completion.
2. Members will be expected to ensure that everyone has an equal opportunity to contribute. For example respecting time allocations.
3. All participants will be encouraged to actively listen and provide input, even if an opposing point of view, in language that is respectful and collaborative.

4. The District calendar sets out plans, event and activities.
5. Leaders are expected to follow through on their commitments. We acknowledge we are all committed to the District Mission and to the achievement of our District's goals as a team.

How will team members be held accountable for their responsibilities?

1. We will meet to track and review goals and milestones. Plans will be adjusted as needed.
2. In situations where team members are unable to meet the expectations and/or commitment of the role, efforts will be made to assist or replace as is appropriate.
3. When an action item is accepted, the meeting organizer will establish a timeline for follow up.
4. A team member will be given the opportunity to request support or other resources to fulfill his/her responsibilities.
5. The team member accepting the responsibility is expected to update the meeting organizer and/or those with whom communication was agreed to be established within the agreed-upon timeline.

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

1. Acknowledgement of effort and positive recognition are priorities. They reinforce the spirit of camaraderie and pursuit of shared goals.
 2. Thank You notes via mail, email, phone call, social media/website posts, newsletter mentions, etc. to ensure that contributions are acknowledged and duly recognized based on level of effort. Various District 60 events including the Celebration and Recognition event, Appreciation brunch, District incentive program, at District Executive Committee (DEC) meetings and Of the Year Awards.
- Any recognition will be done in accordance with the wishes of the member.

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.)*

Clubs have been relentless, and they continue to meet online. A few corporate clubs have halted their meetings either because the corporations have not paid for their employees' membership dues, left the corporations, or were laid off. This has impacted our April membership renewals. The short-term focus is to save clubs not in good standing from suspension and focus on all clubs to achieving charter strength through continued development of resources for virtual clubs and when we are allowed to meet again - in-person and/or with a hybrid clubs framework.

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.)*

- (1) Our mission is to raise all clubs that have 8-19 members to charter strength, achieving the standard for excellence for a healthy and dynamic club through the "Helping Hands initiative"
- (2) Take steps to ensure Corporate Clubs are on track with their dues, educational goals, and officer training.
- (3) Work with Area Directors to help open clubs take advantage of the district-sponsored Meetup to grow their membership base.
- (4) Hold two open house months in October and May to bring in more members.
- (5) We have a year-long campaign called "Eight is Great" to incentive all clubs to increase membership by 8 members during the Toastmasters year.
- (6) Assign a club coach to clubs with 12 and fewer members to bring them to distinguished status
- (7) Generating a DCP report on a monthly basis to keep track of the clubs progress

Action 1

Promoting the "Helping Hands" initiative

Action 2

Develop the Club Corporate Chair program to keep corporate clubs on track and strengthen membership

Action 3

Toastmasters month and Proclamation - club open house across the district during the month of October

Action 4

Assign a club coach to clubs with 12 and fewer members to bring them to distinguished status/Membership "Eight is Great" incentive

Action 5

Generating a DCP month end report to keep track of the clubs progress

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 governors and gift certificates to the Toastmasters store.) *

1. Budget includes money for advertising, membership incentives and club officer training initiatives.
2. Human resources include Quad and division councils.
3. Potential for members to spearhead these actions as HPL projects to earn educational credit.

Assignments

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

See below

Action 1*

Club Growth Director

Action 2*

Program Quality Director and Club Growth Director

Action 3

Club Growth Director, Public Relations Manager, Division and Area Directors

Action 4

Club Growth Director

Action 5

Trio

Timetable

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

The action begins on 1 July 2021. All DEC meetings and District Council meetings are scheduled.

Action 1*

July 1, 2021 through June 30, 2022

Action 2*

July 1, 2021 through June 30, 2022

Action 3

October 1 to 31 & May 1 to 31

Action 4

July 1, 2021 through June 30, 2022

Action 5

August 1, 2021 through June 30, 2022

Club Growth

Situational 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.)*

6 new clubs chartered last year and 9 were suspended. Members need to be motivated and know how to generate new clubs. It is also difficult during a pandemic to generate new clubs when corporations and communities may be looking to having in person or hybrid meetings. Some members may be focused on building the membership of existing clubs instead of starting new ones.

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 appointing a club extension chair to pursue leads and scheduling demonstration meetings.)*

(1) Motivating Area, Division, club officers to help generate a new club. Giving them a strong WHY it is to their best interest to do so.

(2) Provide the means and strategy on how to generate new clubs.

(3) Continue to stress the importance of the District Mission to build new clubs.

(4) Monitor how Area and Division Directors are doing to help to build new clubs.

Action 1

Our District Director has asked every Area Director to generate a lead that would help form a club in their Area.

Action 2

The Club Growth Director provided the motivation by explaining that this is a requirement for the Area to be a President's Distinguished one

Action 3

Club New Source Research Chair position filled to find new Leads.

Action 4

Past International President Alfred Herzing will be presenting a workshop on How to Build Clubs

Action 5

Incentives provided for members that present a Lead resulting in new club form and also if they also sponsor.

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.)*

(1) Budget includes money for generating leads resulting in a new club incentives.

(2) Workshops.

(3) Members to spearhead these actions as HPL projects to earn educational credit.

Assignments

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

See below.

Action 1*

27 Area Directors in 6 Divisions

Action 2*

Angela Ho, Club Growth Director during DEC and Division Director meetings, and emails.

Action 3

Mashaal Effendi, Club New Source Research Chair

Action 4

Alfred Herzing, past International President

Action 5

Trio

Timetable

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

Process in finding new clubs to charter is continuous up to the end of our term. Progress is tracked by the number of clubs is formed.

Action 1*

Completed; however, Area Directors will be reminded occasionally.

Action 2*

Completed; however, District Leaders will continue to be reminded.

Action 3

Ongoing until June 30, 2022

Action 4

August 15, 2021

Action 5

Determine who is qualified by June 30, 2022.

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.)*

Reformed District as of Jul 1 2021 with a 122 club base down from 207 last year. Distinguished club percentage for the District has been in decline since 2013/14 when it was 60% for the second year in a row. Since then the percentage has been dropping hitting a low last year of 40% due to the pandemic. Anecdotal evidence seems to suggest that some club officers do not understand how to be distinguished or what it takes to be distinguished. ~16% of the District clubs as of Aug 9 do not have any club officers trained and ~36% do not meet the threshold of 4/7 officers trained to qualify for the "training" DCP point.

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 governors on the Distinguished Club Program.)*

1. COT trainers will be expected to include the Distinguished Club Program (DCP) within their officer training.
2. Club Success Plan workshops will be held to educate club officers of the importance of developing a plan which will include Moments of Truth and how distinguished status will be achieved.
3. Division Directors / Area Directors will emphasise the importance of the DCP framework particularly as an indicator of the health of the club and why it is key to have a plan to achieve distinguished status.

4. Incentives will be given to club officers and clubs for training, developing & sending a Club Success Plan to their Area Directors and achieving distinguished status by April.

Action 1*

Conduct Train the Trainer Panel Discussions, and collect feedback from the COT sessions to understand how well the DCP was presented

Action 2*

Conduct Club Success Plan Workshops

Action 3

Appoint Club Officer Training Co-Chairs, a Pathways Chair and a Workshop Bureau Chair to work together to generate ideas and initiatives to motivate clubs to achieve distinguished status

Action 4

Hold Pathways drop-in sessions to clarify and promote the Pathways educational program

Action 5

Appoint a Distinguished Club Program Chair to spotlight DCP results on a monthly basis, and reach out to clubs to congratulate success and ask if any assistance is needed

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 governors and the Distinguished Club Program and Club Success Plan (Item 1111).)*

The Program Quality Director team (Club Officer Training Co-Chairs, Pathways Chair, Distinguished Club Program Chair, Workshop Bureau Chair) will conduct educational sessions throughout the year with a particular emphasis in Jul, Aug and Sep to encourage clubs to have a strong plan in place that will lead to distinguished success by year end. Incentive monies are available to encourage officers to be trained, club success plans to be created and distinguished status to be achieved by Apr.

Assignments

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

Program Quality Director Team. Responsibilities have been documented and shared for each role.

Action 1*

Club Officer Training Co-Chairs, PQD

Action 2*

PQD and seasoned Toastmasters within the District

Action 3

Club Officer Training Co-Chairs, Pathways Chair, Workshop Bureau Chair, PQD

Action 4

Pathways Chair

Action 5

Distinguished Club Program Chair, PQD

Timetable

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

All actions are ongoing from at least the start of the year. Progress will be determined by tracking the % of distinguished clubs.

Action 1*

Jun 1 2021 to Jun 30 2022

Action 2*

Jul 1 2021 to Jun 30 2022

Action 3

Jul 1 2021 to Jun 30 2022

Action 4

Jul 1 2021 to Jun 30 2022

Action 5

Jul 1 2021 to Jun 30 2022

Additional Goals

1. A commitment to developing the next generation of leaders.
2. Raise the morale of Toastmasters in our district. (excitement, engagement, enthusiasm)
3. There is a general feeling of burnout.
4. Increase awareness of Toastmasters in D60 through focused Advertising campaigns

Situational 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.)*

1. Finding and cultivating new leaders is difficult at the club and district levels.
2. Burnout of past and current Toastmaster leaders at all levels.
3. The change in meeting environments and the loss of face-to-face interaction.
4. Transforming learning and meetings into a digital world.

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.)**

1. Promote leadership and on-line communication through training sessions.
2. Regular division/area council meetings should be encouraged.
3. Area directors should maintain regular communication with their clubs.
4. Invite potential leaders to DEC meetings

Action 1*

Training sessions/webinars all throughout the year

Action 2*

Division Directors to encourage their Area Directors. Mention the importance of council meetings at all DEC meetings

Action 3

Division Directors to encourage their Area Directors to regularly keep in touch with their clubs

Action 4

Encourage Club Presidents and VP Education to come to at least one DEC meeting

Action 5

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 directors, Area and Division director, the District website, and a nomination committee.)*

Trio, PRM, Division Directors

HPL projects

Using our social media platforms

Assignments

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

PQD

Division Directors + Trio

Trio

Action 1*

PQD

Action 2*

Division Directors

Action 3

Division Directors + Trio

Action 4

Trio

Action 5

Timetable

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

See below

Action 1*

All throughout the year

Action 2*

All throughout the year

Action 3

All throughout the year

Action 4

In the next couple of months

Action 5