

# District Success Plan

## Team Composition

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

District Director Rob Woolley  
Programme Quality Director David O'Brien  
Club Growth Director Kathryn Duncan  
Public Relations Manager Tianyuan Qu  
Administration Manager Erin Daldry  
Finance Manager Philip Smith

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

Field Officers  
Parliamentarian Carol Mitchell  
District Trainers Helen Cartmell and Kath Cherrie  
District Technical Advisors Tim Law and Bailey Wood  
District Historian Denis McCord  
District Procedures Committee David Templeman and Carol Mitchell  
District Club Coach Committee Emily-Jane Wilmott  
District Mentors and Sponsors Com. Marina Taylor  
District New Clubs Committee Glen Pearce

### Division Directors

Division C Director Simon Greig  
Division D Director Brad Grootelaar  
Division E Director Lisa Wheeler  
Division G Director Judy Love  
Division H Director Owen Winter  
Division J Director Mary Clarke

### Area Directors

Area C1 Director Graeme Hunt  
Area C2 Director Andrew McGregor  
Area C3 Director Pauline Payne  
Area C4 Director Kayleen Gilder  
Area D1 Director Peter Stikkelman  
Area D2 Director Matthew Jordan  
Area D3 Director Richard Taylor  
Area D4 Director Clare Law  
Area D5 Director Judith Snelling  
Area E1 Director Mary Jaksch  
Area E3 Director Bryan Harrison  
Area E5 Director Nic van Irsel  
Area E6 Director Melissa Wong  
Area G1 Director Zeena Khan

Area G2 Director Erin Rose  
 Area G3 Director Susanne Krejcek  
 Area G4 Director Anthony Fletcher  
 Area G5 Director Lydia Johnston  
 Area H1 Director  
 Area H2 Director Kath Cherrie  
 Area H3 Director Glen Pearce  
 Area H4 Director Mike McKee  
 Area J1 Director Pauline Cook  
 Area J2 Director Gary Nicholson  
 Area J3 Director Carol Wald  
 Area J4 Director Genevieve McLachlan  
 Area J5 Director Rose Wyse

## Support

Regional Advisor Kaylene Ledger  
 International Director Lesley Storkey

## 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?\*

We have four core values:

**Integrity:** communicating and behaving with truth, consistency, transparency, ownership, responsibility and putting members first.

**Respect:** treating all members as equals and communicating using a balanced CRC approach.

**Service:** accepting and creating opportunities to enhance value to, and development of, members.

**Excellence:** taking all opportunities to do the tasks to the best of our ability and seeking feedback to learn from the experience.

## Team Operating Principles

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

Make decisions based on whether our actions will be in the best interests of members seeking to become better speakers and leaders. Ensure the transfer of all relevant information so members can make informed decisions and feel included. Empower members to make decisions having considered the consequences and accepted ownership of those decisions. Have a no-blame approach to problems. Do what we say we will do. Respect others' opinions. Ask relevant questions. Accept that family and work come before Toastmasters.

## Potential Obstacles

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

The pandemic for creating a changeable environment. Online meetings that are not many members' preferred option nor as easy to market. Our assumptions that normality may return as it was before.

Members who have their focus away from Toastmasters. The loss of some experienced members who would have filled leadership gaps. Less projected revenue and TI budget constraints. No first-hand contact by the Trio with 50% of the District: Wellington, resulting in less understanding of their culture and challenges. Getting to know and relate to a new team.

## 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.)\*

The Trio will meet online each week unless not required. The Trio and Managers will meet fortnightly. The Senior Officers will meet monthly. The agenda will be distributed 48 hrs prior to the meeting and will be generated from the DSP and Calendar. It will take a past, present and future chronological style. Target maximum duration, 60 minutes.

We will have two scheduled in-person planning meetings, one in May for Trio and Managers (Timaru) and the second in November for all Senior Officers (Christchurch).

District Leader Training Round One (DLT) will be in July in Wellington and Christchurch in-person and connected by Zoom. Round Two will be in-person in Blenheim in September. Round Three will be online in February. Round Four will be online in May.

## Team Interactions and Behavioral Norms

How will decisions be made?\*

Decisions will rest with the person who is assigned responsibility. It will be expected that they will involve all relevant people in discussion prior to making a decision. Once made, the team will support the decision and work together to learn and successfully implement the decision. District Director will maintain ultimate responsibility.

All decisions will seek to be consistent and align with our motto and the mission of TI and District: "Developing members through creating opportunities and striving for excellence."

Decisions made in the past will not unduly influence future decision-making. Being creative and innovative will be encouraged.

What will be the team's method of communication? Determine the team's first preference, second preference, and so on. Outside of meetings, we will communicate primarily via email, text and phone in that order. Online meetings may be called to discuss urgent matters where more than two people are required to meet. The website will be used to store information along with a cloud storage account.

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. Trio weekly if required. Trio and Managers, fortnightly. Senior Officers, every 4 weeks. All meetings at 7:35pm Sunday.

Monthly Region 12 peer calls 6:30pm to 7:30pm Sunday.

How will the team resolve differences of opinion?

Open, honest and respectful discussion. Elevate to next level for guidance if required. Both parties to be able to freely express their views without judgment, blame or interruption. Listener to try and understand the other person's perspective. Focus on problem not the personalities.

How will the team support one another?

Understand we are a team and the team succeeds or fails when each individual succeeds or fails in their tasks. Adequate discussion helps each person understand how they may help with the tasks directly or indirectly and support other team members. Where possible, the human and financial resources required will be provided. Understand that members will have different approaches, wants and needs and they are more important than task completion. Each team member will be expected to help if required and ask for help if required.

How will the team ensure equitable participation when completing activities?

Tasks will be assigned amongst the Trio, Managers and wider team. The aim is to reach a balance between creating opportunities and giving members experience, and ensuring a reasonable job is done. The District Leader Handbook outlines many responsibilities of each role, though the team may adjust these depending on an individual's abilities, interests and workload and what is deemed to be in the best interests of the District and its members. The District Success Plan will outline tasks required to implement strategies identified as best suited to achieve District goals. No one person, even if capable, will be encouraged or expected to do multiple tasks when other members may benefit from that opportunity.

How will team members be held accountable for their responsibilities?

Do your best and ask for help if required. Responsibilities and timelines will be recorded in the minutes. Whilst we are volunteers, we acknowledge we have accepted the role and the responsibility that comes with it. We expect reasons when delays occur but will stop short of making excuses. Instead we will set about doing our best to rectify any issues.

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

Team members' effort will be recognised most commonly with a thank you, well done and a high five with a mention on the Facebook page or in the monthly newsletter. If exceptional efforts have been made, then a gift of appreciation, award or citation may be forthcoming.

## 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.)\*

The member base is down from last year due, in the most part, to the effects of COVID-19 and to the legacy program coming to an end. Members are still experiencing disruption to their normal lives, and clubs are still feeling the effects of member loss. Given that the last dues period saw a significant drop, the true member base is lower to start this year than it was for the previous year. Loss of members brings a risk that club quality could reduce because of loss of experience and knowledge of the proper processes that are the hallmark of good quality clubs.

A drop in projected membership revenue of 18% has meant a substantial drop in money available for marketing; the total allowed by TI has been limited also to just 10% of total revenue.

On the positive side, there is a good camaraderie around the District, a new and energetic team, and it would not be unexpected to see some of those members who left come back should their situation improve. The large spend last year on marketing may see some of that brand awareness flow into this year, though there was limited evidence of its effectiveness last year. Pathways has become easier to use and the TMNZ website can begin to show better resources.

## 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.)\*

Our strategy is one of creating opportunities, and resourcing and empowering members to learn new skills, experience new speaking and leading opportunities and feel part of a larger team. Within that overarching strategy, we have identified a need to develop publicity, training, social media, websites and resources. Increased opportunities to develop speaking and leadership skills will foster member retention as members see the possibility of greater skill acquisition. Show Don't Tell events will showcase the best speakers, providing a bridge between Toastmasters and Professional Speaking. They will also foster development of event planning and event management skills. More opportunities allow for reflective opportunities and mentoring opportunities. As member skill increases, their clubs will become more interesting and engaging places to visit with higher quality meetings. Workshops will provide an exchange of ideas and networking opportunities. Content creation allows a wider range of perspectives and personalities to appeal to a broad cross-section of the public.

We want everyone to know what Toastmasters is. The TMNZ website, Google Ad Words, Facebook and Meet Up will help boost brand awareness and recognition. Greater opportunities will promote the likelihood of word of mouth from proud members.

### Action 1

**PUBLICITY:** (1) Show Don't Tell Event – Christchurch, Wellington, Dunedin – Member development, business networking, value and fundraising. (14) Identify each target market and create a sales message for each. Understand our product, different value propositions, features and benefits, potential markets and their problems, pain, or needs. Portray Toastmasters authentically in relation to our membership demographic. Talk Up Toastmasters and Beat The Clock programmes (15)

### Action 2

**TRAINING:** (2) Member-led workshops at Division-level or beyond. (4) Encourage networking activities to form relationships, aspirations, and mentoring for member retention and development. (12) Record interview with Ilana Herzberg, brand expert, Toastmasters International to help District and clubs understand and align with TI brand requirements and incentives.

### Action 3

**SOCIAL MEDIA:** (3) Members-created content – blogs, interviews, videos, podcasts and posts. (6) Facebook page to grow following through boosting, competitions, member and public engagement from regular quality posts. (7) Encourage all clubs to list club meetings as events on Meet Ups' three groups: Wellington, Christchurch and Dunedin. (10) Design and publish short promotional and educational videos using professional.

### Action 4

**WEBSITES:** (5) Toastmasters New Zealand Website to be moved to another platform and updated and promoted on Google Ad Words. (8) Encourage a quality online presence by clubs. Create a checklist for clubs to either audit their own online presence or request an audit by District. (9) Create Club Website template. (16) Create a clubs page searchable by location, day, time, duration and type with links to Find-A-Club.

### Action 5

**RESOURCES:** (10) Design and distribute brochures for Corporates giving benefits of membership that relates to what the Corporate needs rather than just being a list of what TM offers. (13) Continue to improve editable

Guest Booklet. (17) Provide financial assistance for promotional purposes to clubs with less resources.

## 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.) \*

We will set about identifying people to be involved and create Committees as required.  
The budget has costed each activity and budgeted accordingly.

## Assignments

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

The leaders responsible for each action point are listed below.  
Specific team composition and responsibilities are to be assigned.

Action 1\*

ROB: (1), (5), (9), (13), (14), (16).

Action 2\*

TIAN: (3), (6), (7), (11), (12), (15).

Action 3

Division Directors: (2), (4).

Action 4

KATHRYN (10), (17).

Action 5

ERIN (8)

## Timetable

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

Timelines for completing each action are outlined below.  
Progress will be tracked at each Top Table or Senior Officer meeting.

Action 1\*

(1) Christchurch - November, Dunedin - February/March, Wellington - April; (5) started; (9) 2021; (13) ongoing; (14) ongoing; (16) complete.

Action 2\*

(3) Ongoing; (6) ongoing, 10,000 likes; (7) ongoing; (11) ongoing; (12) end of November; (15) no timeline.

Action 3

(2) ongoing; (4), ongoing.

Action 4

(10) February; (17) ongoing, included in Club Promotional Fund.

Action 5

(8) end of October, audits from November.

## 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.)\*

District 72 has lost seven clubs. One additional club remains on the books but closed in late June – Agile. In the past year, three clubs were created; LINZ, Aranui and ROAR. There are three prospective clubs at various stages; Waitati, Rolleston and Richmond. At present, there are 41 (33.8%) clubs that qualify for a club coach, 12 or fewer members. With Wellington Corporate clubs being affected more than most, there is the possibility more clubs may close.

Some businesses want to create clubs as it is easier for them to manage their staff and forms bonds between work colleagues. We do not have enough club coaches or an active list of people interested in starting clubs. Nor do we have information on the website about how to start a club nor do many people know what is involved. We have yet to identify where the gaps are. We don't tell stories about the people who start clubs.

### 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.)\*

Our strategy again is creating opportunities and member development. Clubs can only be grown and maintained by members who want to take opportunities to grow themselves and inspire others to do likewise. Within this broad strategy we have identified the sub-strategies of providing support, resources, training and analysis.

We must understand our smaller clubs to better be able to support them and understand our District make up to be able to identify opportunities to create new clubs. Those clubs in formation and their leaders will need to be supported to maintain momentum. It will be important to form a strong support network of coaches, mentors and sponsors to support and grow clubs along with adequate funding. We will need to have sufficient printed resources to generate leads in the corporate sector and people to follow these up.

#### Action 1

SUPPORT: (18) Encourage and incentivise members to visit other clubs and other events – Visitors Passport; (20) Regular updates from Prospective Club founders so District can offer support if required; (25) Form New Club and Coaching Committees.

#### Action 2

RESOURCES: (21) Create 'how to' guides for coaching, mentoring or sponsoring a club, and conducting demo or open meetings; (23) Interview those who have coached, mentored or sponsored a club to understand their "why." (26) Set aside funds for New Clubs – Club Promotional Fund; (28) Design and distribute brochures for gap and niche including Corporates, outlining why they should start a club.

#### Action 3

TRAINING: (22) Organise an overseas speaker to gain new perspectives on Club Growth; (24) Identify and train members interested in Club Coaching, Sponsoring and Mentoring including those who have finished a path and might be pursuing a DTM.

## Action 4

ANALYSIS: (19) Conduct Small Club workshops to understand their specific issues; (27) Identify gaps in the District and niche markets for new clubs.

## 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 a club extension committee, a demonstration team, and infokits@toastmasters.org.)\*

We will set about identifying people to be involved and create Committees as required.

The budget has costed each activity and budgeted accordingly.

## Assignments

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

The leaders responsible for each action point are listed below.

Specific team composition and responsibilities are to be assigned.

## Action 1\*

ROB: (18), (22).

## Action 2\*

DAVID: (19).

## Action 3

KATHRYN: (20), (21), (24), (25), (26), (27), (28).

## Action 4

TIAN: (23).

## Action 5

## Timetable

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

Timelines for completing each action are outlined below.

Progress will be tracked at each Top Table or Senior Officer meeting.

## Action 1\*

(18) to be discussed; (22); to be discussed.

## Action 2\*

(19) to be discussed.

## Action 3

(20) ongoing; (21) end of November; (24) second Thursday each month TBC; (25) completed; (26) completed; (27) end of November; (28) end of January.

## Action 4



(23) ongoing.

Action 5

## 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.)\*

Last year 34 clubs achieved distinguished. There are presently 37 clubs: 30.5%, that would not qualify for DCP because they have fewer than 20 members. Historically we have a large percentage of clubs who get distinguished. In the first round of training there were 77 clubs who got their half a point and there were 121 clubs who sent their club officer list in on time. With most members signed on to Pathways and no legacy, there may be more focus on working through projects and everyone talking the same language.

### 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.)\*

Better speakers and leaders make better clubs. Our strategy is to develop members into better speakers and leaders by empowering and supporting them to take as many opportunities as possible and to encourage others to do the same. Our sub-strategies are to create a positive culture, become resource-rich, provide quality, targeted training, and attract and manage guests well. This will be based around creating support for Pathways, online meetings, a positive and member-led approach that actively seeks feedback and endeavours to implement suggestions. Continue to create resources and enhance District and Club websites. Provide regular quality training and involve as many members as possible to complete further projects and develop greater skills to share with club members.

Action 1\*

PATHWAYS: (29) Create Pathways resources for website. (30) Identify one or more members to be Pathways Support.

Action 2\*

SUPPORT: (31) Have Zoom accounts ready for short-term club use to avoid disruptions. (33) Respond to all Club Visit Reports. (34) Be member-led due to reading and responding to Club Visit Reports, issuing questionnaires, seeking suggestions and feedback. (42) Create a Member Retention Committee.

Action 3

LEADERSHIP: (32) Promote a can-do attitude through District Officers. (40) Encourage clubs to conduct educationals and provide online resources. (41) Create opportunities for members to speak outside their clubs – further experience and longer projects.

Action 4

RESOURCES: (35) Develop TMNZ website into number one resource depository and communicate such. (36) Develop marketing, selling, guest management and onboarding processes. (37) Develop a club website template.

**Action 5**

TRAINING: (38) Provide quality Club Officer Training. Round 1 online and Round 2 in person. (39) Provide District and Division workshops on identified needs.

**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).)\*

We will set about identifying people to be involved and create Committees as required.  
The budget has costed each activity and budgeted accordingly.

**Assignments**

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

The leaders responsible for each action point are listed below.  
Specific team composition and responsibilities are to be assigned.

**Action 1\***

ROB: (29); (35); (37 see (9));

**Action 2\***

DAVID (30); (38); (39); (40);

**Action 3**

ERIN (31);

**Action 4**

EVERYONE (34); (36); (41)

**Action 5**

KATHRYN (42);

**Timetable**

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

Timelines for completing each action are outlined below.  
Progress will be tracked at each Top Table or Senior Officer meeting.

**Action 1\***

(29) completed; (35) ongoing; (37) end of December

**Action 2\***

(30) end of October; (38) November to February; (39) ongoing; (40) ongoing

**Action 3**

(31) completed;

**Action 4**

(34) ongoing; (36) ongoing; (41) ongoing

## Action 5

(42) end of December;

## Additional Goals

The District will need to be aligned, streamlined, procedures re-written, and some leadership and planning actions put in place to ensure the District come out of the pandemic in as good a position as possible and with members receiving a quality product throughout.

## 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.)\*

Notification has been received of some clubs closing. We are currently carrying some smaller areas than are optimal. The District procedures carry information and references that are no longer applicable. To ensure good management systems are in place, actions that will allow for efficient and effective meetings and the important review function need to be placed on the Calendar. All function need to be supported by a detailed budget which is easy to monitor and we must remember to be member-led and stay aligned with the thoughts and ideas that emanate from the membership.

## 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.*)\*

Our strategy is based on member involvement and empowerment. The sub-strategies of developing a strong administration, leadership and management practice based on analysis of clubs and member views and requirements.

## Action 1\*

ADMINISTRATION: (43) Review all District procedures with a view to updating and simplifying. (44) Plan Calendar early to provide clear guidance for actions. (45) Create a detailed budget accounting for all expenditures and adhering to limits. (48) District Realignment Committee to review the District in particular composition of Areas and Wellington Division layout.

## Action 2\*

LEADERSHIP: (46) Conduct a Planning and Review Meeting (PAR) on 28 November to review year to date and revise plans for second half.

## Action 3

ANALYSIS: (47) Create Club Visit Report summary for the November Planning and Review meeting.

## Action 4

## 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.)\*

We will set about identifying people to be involved and create Committees as required.

The District Procedures Committee has already been formed.

A District Realignment Committee will be required.

The budget has costed each activity and budgeted accordingly.

## Assignments

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

The leaders responsible for each action point are listed below.

Specific team composition and responsibilities are to be assigned.

Action 1\*

ROB: (43); (46); (47); (48)

Action 2\*

EVERYONE: (44);

Action 3

PHILIP: (45).

Action 4

Action 5

## Timetable

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

Timelines for completing each action are outlined below.

Progress will be tracked at each Top Table or Senior Officer meeting.

Action 1\*

(43) end of February 2021 TBC; (46) November 28; (47) November 27; (48) end of February.

Action 2\*

(44) essentially complete but flexible

Action 3

(45) complete

Action 4

Action 5