

TOASTMASTERS
INTERNATIONAL



DEVELOPING A **MISSION**

The Leadership
Excellence Series



**WHERE LEADERS
ARE MADE**

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Excellence Series

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**WHERE LEADERS
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THE LEADERSHIP EXCELLENCE SERIES

Toastmasters International's *The Leadership Excellence Series* is a set of presentations addressing the subject of leadership. Members will learn about the skills they will need to be successful leaders inside and outside of Toastmasters.

Presentations in *The Leadership Excellence Series* may be offered by any club member and require 10 to 15 minutes to present.

CONDUCTING THE PRESENTATION

"Developing a Mission" discusses how successful leaders create and cultivate an organizational mission that defines the organization and guides its members and/or employees to attain their goals and objectives. This product consists of four parts:

- ▶ Definition and explanation of the presentation
- ▶ Guidelines for your introduction to the audience
- ▶ Outline for the development of your speech
- ▶ CD of a PowerPoint presentation to be viewed along with your speech

In Your Own Words

The outline is not a script and should not be read word-for-word. Instead, use the document as a guide for presenting the material in your own words and with your own narrative style. The outline is a structure on which to build your presentation. Use the points of the outline to develop your speech, but be the author of your own oration.

Here are some tips on using this outline to develop and deliver your presentation:

- ▶ Study the outline carefully. Familiarize yourself with the general structure. Preparation is the key to a successful presentation.
- ▶ Use the outline to build your own speech using your own words. Prepare a set of notes indicating where you wish to pause, gesture, or add special verbal emphasis. Highlight key words or sentences to help you present the material most effectively.
- ▶ Be expressive when delivering your speech. Use all of the presentation skills you have learned as a Toastmaster including vocal variety and gestures.

USING VISUAL AIDS EFFECTIVELY

Visual aids add interest to any presentation and help your audience retain information. You are encouraged to use them. If you plan to use the PowerPoint visuals for this presentation, you will need a data projector, a laptop computer, a table to support them, and a screen. In the outline, there are keys for visual aids. Their placement indicates the points at which they should be displayed. Each is numbered. For example, V1 means first visual.

Please note that the first slide in the PowerPoint show is a title slide and is not included in this numbering system.

If you cannot arrange for projection equipment but still would like to use visuals, you may copy the material on the visuals onto a flipchart. Do this before the presentation. Use a heavy marking pen that does not seep through the paper, and write on every third or fourth page so succeeding visuals will not show through. Also, make your letters large and heavy with plenty of space between them.

Follow these tips when using visual aids:

- ▶ Set them up and test them before the meeting begins. Place them so they are easily visible to listeners. Place your projector so it projects a large, high, undistorted image on the screen. Focus the image.
- ▶ Bring spare equipment, including a projector bulb, extension cord, extra marking pens, etc.
- ▶ Display your visuals only when they are needed. If you are using a flipchart, flip the page back out of view when you are finished with it.
- ▶ Remember not to stand between the screen or flipchart and your audience or you will block their view.
- ▶ Maintain eye contact with your listeners. Do not talk to the screen or flipchart. If you must turn your back to point out something, pause as you point it out, and then resume speaking only after you are once again facing your audience.

EVALUATION AND THE ADVANCED LEADER BRONZE (ALB) AWARD

Because this is an outlined presentation, for presenting it you will not receive credit toward completing a manual speech project, but you may receive credit toward your Advanced Leader Bronze (ALB) award. Ask your vice president education to assign an evaluator for your presentation.

Conducting any two presentations from *The Successful Club Series* and/or *The Leadership Excellence Series* is one component of qualification for ALB recognition. For further details, please view the Toastmasters International website: www.toastmasters.org/membereducation.

DEVELOPING A MISSION

Introducing the Presenter

TIPS FOR THE PRESENTER: WRITE YOUR INTRODUCTION

All prepared speeches in Toastmasters require an introduction. A proper introduction of you and your speech is important to the success of your presentation. Use the following as a guide in writing your introduction:

- ▶ Include the purpose of *The Leadership Excellence Series*.
- ▶ Explain why “Developing a Mission” is important for a Toastmasters club, stating the purpose and one or more objectives of your presentation.
- ▶ Incorporate some background about yourself.
- ▶ Read *When You’re the Introducer* (Item 1167E) for further detail on a proper introduction.
- ▶ Give your finished introduction to the person who will be introducing you.

TIPS FOR THE INTRODUCER

- ▶ Ask the presenter any clarifying questions.
- ▶ Rehearse the introduction.

DEVELOPING A MISSION

Outline

INTRODUCTION

The mission of an organization plays a major role in directing the organization to achieve its goals. The majority of people today have not created a mission statement or even aided in the development of one. "Developing a Mission" will help you and your organization focus on what is important in order to carry out the day-to-day activities.

A FEW EXAMPLES

Nike's mission statement:

To bring inspiration and innovation to every athlete in the world. If you have a body, you are an athlete.

Microsoft's mission statement:

At Microsoft, our mission and values are to help people and businesses throughout the world realize their full potential.

The Toastmasters Club Mission:

The mission of a Toastmasters club is to provide a mutually supportive and positive learning environment in which every individual member has the opportunity to develop oral communication and leadership skills, which in turn foster self-confidence and personal growth.

MISSION VS. VISION

- ▶ A **mission** explains how the organization will achieve the vision.
 - It serves as a link to attain the vision.
 - It directs and governs the organization's day-to-day actions.
- ▶ A **vision** is a mental picture of what the organization aspires to be.
 - It's conceptual.
 - It's purposeful foresight.

CHARACTERISTICS OF A MISSION STATEMENT

The following are characteristics of a mission statement. These characteristics are principles you should follow and apply:

What it is:

- ▶ A mission serves as a foundation upon which your organization operates.
- ▶ A mission explains the following:
 - The purpose of your organization.
 - What your organization does every day to serve its clients.

V1

V2

V3

V4

V5

V6

- ▶ A mission describes three primary aspects of your organization:
 - Its primary products and services.
 - Its distinctive competitive advantage.
 - Its overall strategy for determining long-term success.
- ▶ A mission reflects the level of excellence your organization expects.

V7

What it is not:

- ▶ A mission is not detailed.
 - Specifics can stifle creativity and innovation.
 - General statements allow flexibility in adapting to changing environments.
- ▶ A mission is not narrow in its scope.
 - It provides motivation and a general direction.
 - It implements a broad tone and attitude that guides the organization.

V8

What it does:

- ▶ A mission may affect your organization's day-to-day operations by determining:
 - The competitive environment in which the organization operates.
 - How resources will be allocated.
 - How many team members are needed.

CREATING YOUR MISSION STATEMENT

Creating a mission statement is not an easy undertaking. It essentially states, relates and directs your company's objectives. Keep it short and succinct; typical mission statements are three to five sentences long. Take your time to evaluate and develop your mission by following these steps:

V9

- ▶ Conduct a brainstorming meeting to involve others in its creation.
 - A mission unites a team and enhances performance.
 - Ensure there is an agreeable consensus among those creating it.
- ▶ Write down your organization's:
 - Values – identify them.
 - Beliefs – describe them.
 - Goals – explain them.

V10

- ▶ Prioritize each value, belief, and goal by its order of importance.
- ▶ Write a draft of your mission statement.

V11

- ▶ Ask after each draft:
 - Does this mission clearly depict what the organization values and believes?
 - Does the mission portray the goals of the organization?
 - Does the mission cause those involved with the organization to positively act?

COMMUNICATING THE MISSION

- ▶ Put it in writing.
- ▶ Talk about the organization's mission all the time.
- ▶ Explain the benefits to the organization, employees and clientele.
- ▶ Be enthusiastic about the mission.
- ▶ Describe how specific activity helps achieve the mission.

CONCLUSION

The world changes and your organization must change, too, if it is to survive and grow. As time passes, your organization's mission should be adaptable and flexible. Be sure to revisit the mission statement regularly. When necessary, revise your mission to keep those involved focused on what is important; by doing so, you will lead your organization to success.

"Reduce your plan to writing. The moment you complete this, you will have definitely given concrete form to the intangible desire."

— Napoleon Hill

Presenter:

If time permits, show the slide of the "Toastmasters Club Mission" [V 1] and analyze the statement sentence by sentence. Ask the audience questions from the program. For example, you may ask, "Why does Toastmasters International exist?" You can also ask, "What does Toastmasters International do every day?" or "What does Toastmasters value?"

V12

V13

Evaluation Guide

Evaluator's Name _____

Presentation Title _____ Date _____

- ▶ How effective was the speaker's introduction in helping the audience understand the purpose of *The Leadership Excellence Series* and the presentation itself?
- ▶ Was the presenter adequately prepared? How heavily did the presenter rely on notes?
- ▶ How did the speaker use vocal variety to enhance this presentation?
- ▶ What other techniques did the speaker use to personalize and augment the presentation? Were they effective? How?
- ▶ Did the speaker display the visuals smoothly and at the appropriate times? How could the speaker improve?
- ▶ What aspect of the speaker's presentation style did you find unique? Why?
- ▶ Did the speaker present the material clearly and simply so audience members could easily use the information to improve their own leadership skills?
- ▶ What could the speaker have done differently to make the presentation more effective?
- ▶ What did you like about the presentation?



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