

TOASTMASTERS
INTERNATIONAL



BUILDING A **TEAM**

The Leadership
Excellence Series



**WHERE LEADERS
ARE MADE**

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**WHERE LEADERS
ARE MADE**

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.

DIRECTING THE PRESENTATION

"Building a Team" discusses how to select and work with a team. 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 slides for this presentation as visual aids, you will need a data projector, a laptop computer, a table to support them, and a screen for viewing. In the outline, there are indications for placement of the PowerPoint slides. Each is numbered. For example, V1 refers to the 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 for 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.

BUILDING A TEAM

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 “Building a Team” 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 details on giving 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.

BUILDING A TEAM

Outline

INTRODUCTION:

A team is a group of people who work together to accomplish specific, common goals. They share responsibility for their tasks and depend upon one another to achieve them. Teams are the most effective means of achieving an organization's mission and goals.

BENEFITS

Corporate benefits:

- ▶ Team members have a variety of knowledge and skills useful in accomplishing the organization's goals
- ▶ Teamwork results in more creativity and greater productivity

As a leader:

- ▶ More time to devote to leadership issues and the organization's mission
- ▶ Spend less time on day-to-day supervision and activities

ORGANIZING THE TEAM

Well-functioning teams do not occur naturally. They must be carefully selected and trained. The following seven steps will help get a team organized and working effectively as quickly as possible:

- ▶ 1. **Select team members.** Strive to select members who are:
 - Competent
 - Reliable
 - Motivated
 - Enthusiastic
 - Hardworking
 - Intelligent
 - Collaborators
- ▶ 2. **Review goals.**
 - Discuss with the team:
 - ◆ The general goals they will be working toward
 - ◆ How such goals fit with the organizational goals
 - Let the team set its own more specific goals
 - ◆ Team members are more likely to feel a sense of ownership about the tasks to be done
 - ◆ They will become committed to and be enthusiastic about their work
- ▶ 3. **Establish parameters.** Agree on the rules and procedures the team will follow. Rules and procedures can be determined by asking:
 - How will team members communicate with one another and with the leader?

V1

V2

V3

- How will problems be solved?
- Who has authority to make decisions?
- ▶ 4. **Develop a plan.** Work with the team to develop a realistic plan of action that will help them meet their goals.
- ▶ 5. **Assign roles and responsibilities.** The leader and the team must identify the responsibilities of each team member. Ensure:
 - All responsibilities are addressed
 - The team members understand how their responsibilities relate to one another and to the team's goals
- ▶ 6. **Establish measurements.** Measurements create accountability, which increase productivity and results.
 - Agree on:
 - ◆ How the leader will monitor the team's performance
 - ◆ How often the leader will monitor the team's performance
 - Discuss:
 - ◆ Standards the team is expected to meet
 - ◆ When feedback will be given on how well the team and individual members met these standards
- ▶ 7. **Build team trust.** Trust grows when:
 - Members are truthful
 - Members and the leader are seen as equals
 - Members speak openly with one another
 - Members are willing to listen to each other
 - Members fulfill their responsibilities

V 4

Empowerment: A Fundamental Principle of Leadership

Working with teams emphasizes how a leader must focus less on what he or she can accomplish as an individual and more on how a leader can empower others to accomplish goals. The success of a leader depends upon the ability to share power with others and let them direct their own work. A leader will be more successful when he or she lets everyone contribute as much as they can. A leader's role is to inspire and empower team members to assume more responsibility, authority, and autonomy.

V 5

TRAIN THE TEAM

Careful selection of a team does not guarantee that its members will begin working well together immediately. They may have difficulties at first. This does not mean the leader has failed. Rather, it may mean the team needs training. If there are team members who have not worked in teams before:

- ▶ Train them in teamwork concepts, such as:
 - Problem solving

- Holding effective meetings
- Organizing
- Project management
- ▶ Give them opportunities to practice team skills, such as:
 - Communication
 - Conflict resolution

By providing any needed training, a leader will help the team function more effectively and be successful.

FOSTER COMMUNICATION

Communication is important to any team effort. In order to establish a collaborative and trusting team environment, members must feel comfortable openly discussing issues and asking questions. Open communication between a leader and the team members and among the team members themselves results in:

- ▶ High morale
- ▶ Pride
- ▶ Willingness to take risks
- ▶ Willingness to change
- ▶ Efficiency in resolving disagreements

A leader can foster communication by holding regular meetings and even social activities that will allow members to interact and bond.

Respect with Integrity

Team members must show respect for one another and act consistently and with integrity. These behaviors promote loyalty and commitment to achieve the goals and objectives of the organization.

THE LEADER'S CHANGING ROLE

As the team grows and matures, the leader's role will change, too. Initially, the leader will be deeply involved in forming the team and closely supervising its work. As team members settle into their roles, the leader's role will become problem-solver and facilitator, then coach. Eventually, the leader's role will primarily be that of monitor, tracking the team's performance and recognizing achievement.

CONCLUSION

Learning how to form and lead a team is critical to becoming a successful leader. If the leader cannot facilitate the team-building process and help team members work together efficiently and effectively, the organization's mission and goals will not be achieved. By carefully selecting, organizing, and training a team, a leader will harness the skills and talents of team members and take the organization to new levels of growth and achievement.

V6

V7

V8

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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