



China Capital Toastmasters Club

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## The Competent Leadership Program

### In a Nutshell

(aka: an introduction to the Competent Leadership Program)



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## What is the Competent Leadership Program Composed of?

- Project 1 – Listening and Leadership
- Project 2 – Critical Thinking
- Project 3 – Giving Feedback
- Project 4 – Time Management
- Project 5 – Planning and Implementation
- Project 6 – Organizing and Delegating
- Project 7 – Facilitation Skills
- Project 8 – Motivating
- Project 9 – Mentoring
- Project 10 – Team Building



## Project 1 - Listening and Leadership

- All projects begin with a self evaluation quiz
- Take it!

### Are You a Good Listener?

Evaluate your listening skills by answering the questions below. Circle the appropriate rating for each statement. After you've completed this entire project, take the assessment again to see your progress.

	ALWAYS	SOMETIMES	NEVER
▶ I focus my attention on the speaker and don't think about anything else.	3	2	1
▶ I do not anticipate what the speaker is going to say before he/she actually says it.	3	2	1
▶ I wait until the speaker has finished to formulate my response.	3	2	1
▶ I look the speaker in the eye, nod my head and smile, while listening, to show the speaker I'm interested.	3	2	1
▶ I do not do other tasks while someone is talking to me.	3	2	1
▶ I listen carefully to the speaker even when I disagree with what is being said.	3	2	1
▶ When the speaker has finished, I summarize what he/she said to ensure I understood correctly.	3	2	1
▶ I ask questions when I am not sure about something the speaker said.	3	2	1

**Scoring:** Add the circled numbers. If you scored 22-24 points, congratulations! You're an excellent listener. If you scored 17-21 points, your skills need some attention. If you scored 16 points or less, it's time to make some improvements!



## Project 1 - Listening and Leadership

- Good leaders are aware of what's going on around them
- Good leaders listen well
- Seven steps of good listening:
  - Keep an open mind
  - Maintain eye contact
  - Keep body language in receptive mode
  - Look for key ideas
  - Check for understanding – rephrase speaker
  - Check for understanding – ask questions
  - Consider what was communicated before responding



## Project 1 - Listening and Leadership

- Objectives:
  - Determine current listening skills
  - Identify seven steps of good listening
  - Practice listening skills
  
- Assignment:
  - Perform 3 of the 4 following roles
  - Be evaluated on each
  - 4 roles are:
    - Speech evaluator
    - Table topics speaker
    - Ah-counter
    - Grammarian



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## Project 2 - Critical Thinking

- Critical thinkers perform four functions:
  - Interpret the meaning of what is being said or read
  - Analyze and identify relationships
  - Determine credibility
  - Infer cause and effect results



## Project 2 - Critical Thinking

- Becoming a successful critical thinker requires:
  - Become and stay informed about the world
  - Make well thought out decisions
  - Maintain an open mind
  - Don't assume; don't be afraid to ask questions
  - Know yourself; be honest and objective
  - Separate fact from opinion
  - Be determined and persistent – don't give up
  - Be organized: the never ending battle
  - Consider all options



## Project 2 - Critical Thinking

- Objectives:
  - Determine current critical thinking skills
  - Practice critical thinking skills
- Assignment:
  - Perform 2 of the 3 following roles
  - Be evaluated on each
  - 3 roles are:
    - Speech evaluator
    - Grammarian
    - General evaluator





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## Project 3 - Giving Feedback

- Strong leaders need to let others know:
  - What they are doing well
  - What they are doing that needs improvement
  - How they can improve
- Why we hesitate in giving feedback
  - We think others can see what we can see
  - We think that others can figure it out for themselves
  - We are afraid of offending people



## Project 3 - Giving Feedback

- Good feedback is given immediately and tactfully
  - Describe the behavior specifically
  - Explain the behaviors impact
  - Listen for explanations and acknowledge them
  - Determine what “improved” behavior is
  - Ask for agreement with plan
  - End on positive note
  - Praise subsequent success or discuss situation



## Project 3 - Giving Feedback

- Objectives:
  - Determine current skill level in giving feedback
  - Identify steps in giving feedback
  - Practice feedback skills
- Assignment:
  - Perform each of the 3 following roles
  - Be evaluated in each
  - 3 roles are:
    - Speech evaluator
    - Grammarian
    - General evaluator



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## Project 4 - Time Management

- Strong leaders manage time well
  - Understand what can realistically be accomplished in one day
  - Make plans for spending time most effectively
  - Block out time for “must do” projects
  - Allow some time for unexpected “contingencies”
  - Minimize stress by avoiding over-commitment



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## Project 4 - Time Management

- Aspects of managing time well:
  - Identify both long and short term goals
  - Daily to-do list
  - Prioritize daily activities
  - Make a daily schedule
  - Delegate as much as possible
  - Delete as much as possible
  - Manage and limit interruptions, and time wasters



## Project 4 - Time Management

- Objectives:
  - Determine current skill level in managing time
  - Identify steps to managing time well
  - Practice time management skills
- Assignment:
  - Perform 1 of the 5 following roles
  - Be evaluated on that role
  - 5 roles are:
    - Timer
    - Toastmaster
    - Speaker
    - Grammarian
    - Table topics master



## Project 5 - Planning and Implementation

- Planning has several benefits:
  - Keeps you future oriented – the future is a positive place
  - Allows you to coordinate decisions and work
  - Reinforces important goals ensuring things get done
- Steps to effective planning:
  - Determine goals
  - Identify strategies for reaching goals
  - Set a timetable to keep you on target
  - Assign and delegate responsibilities
  - Anticipate obstacles and how to deal with them
  - Continuously evaluate current status VS plan



## Project 5 - Planning and Implementation

- Objectives:
  - Determine current planning skills
  - Identify steps to good planning
  - Practice planning skills
- Assignment:
  - Perform 3 of the 4 following roles
  - Be evaluated in those roles
  - 4 roles are:
    - Speaker
    - General evaluator
    - Toastmaster
    - Table topics master





## Project 6 - Organizing and Delegating

- Strong leaders are good organizers
  - Divide work into logical well coordinated segments
  - Provides, assigns, finds resources
  - Determines reporting structure
  - Establishes communication network
- Strong leaders are good delegators
  - Delegation is KEY to getting things done
  - Delegating allows others to develop
  - Delegating creates employee engagement



## Project 6 - Organizing and Delegating

- Sometimes we don't delegate because:
  - We can do it faster or better ourselves
  - We are afraid the delegate will do it faster or better than us
  - We are afraid to over burden others
- What should be delegated?
  - Routine and minor decisions and projects
  - Anything you are unqualified to do yourself
  - Learning opportunities for others
  - All tasks that others already have skills to do



## Project 6 - Organizing and Delegating

- How should we delegate?
  - Choose the right person
  - Make task expectations clear
  - Make feedback expectations clear
  - Establish the necessary authority
  - Get the delegate's agreement
- Objectives:
  - Determine current organizing and delegating skills
  - Identify aspects of organizing and delegating
  - Practice organizing and delegating skills



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## Project 6 - Organizing and Delegating

- Assignment:
  - Perform 1 of the 6 following tasks
  - Be evaluated on that task
  
  - 6 tasks are:
    - Help organize a club speech contest
    - Help organize a club special event
    - Help organize a club membership campaign
    - Help organize a club PR campaign
    - Help establish a club newsletter
    - Help create a significant part of the club web-site



## Project 7 - Facilitation Skills

- Strong leaders facilitate teamwork
  - Build a strong team
  - Creates a structure in this team
  - Removes obstacles to effectiveness
- Facilitation requires the facilitator to
  - Clarify tasks
  - Define team members' roles
  - Plan meetings and projects
  - Help the team make decisions
  - Encourage team members to cooperate
  - Resolve conflict



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## Project 7 - Facilitation Skills

- Facilitation involves
  - Observing to team member dynamics
  - Listening to how people cooperate
  - Asking the right questions
  - Keeping the team focused on its objectives
- Building consensus is the most critical aspect of facilitating
  - All ideas are considered making decisions the best
  - Team members look forward to working together
  - Team members support each other



## Project 7 - Facilitation Skills

- Building consensus requires:
  - Identifying the crucial issues
  - Explaining the process for arriving at a consensus
  - Opening the group for discussion
  - Identifying priorities for the group
  - Identifying areas of agreement
  - Identifying areas of concern
  - Soliciting new ideas and comments
  - Discussing new ideas presented
  - Moving forward to a consensus resolution



## Project 7 - Facilitation Skills

- Objectives:
  - Determine current facilitation skills
  - Identify aspects of facilitation
  - Practice facilitation skills
- Assignment:
  - Perform 2 of the 4 following tasks
  - Be evaluated on those tasks
  - 4 tasks are:
    - Toastmaster
    - General evaluator
    - Table topics master
    - Befriend a guest at a club meeting





## Project 8 - Motivating People

- Powerful motivators include the following ideas:
  - Leaders must be credible and have integrity
  - Leaders are expected to act like leaders
  - Most people
    - Want to feel important
    - Want to enjoy the company of others they work with
    - Like to do meaningful work
    - Like to learn new skills
    - Prefer to be challenged
    - Prefer to take on greater responsibility
    - Expect their work to be appreciated
    - Expect to receive public recognition
    - Expect to be promoted within an organization
  - Rewards are more effective than punishments
  - Misusing rewards demotivates people



## Project 8 - Motivating People

- How to motivate using rewards:
  - Recognize results as early as possible
  - Match the reward to the work
  - Reward only the desired behavior
  - Explain why some behavior is not acceptable
- Objectives:
  - Determine current skills in motivating others
  - Identify aspects of motivating others
  - Practice motivating skills



## Project 8 - Motivating People

- Assignment:
  - Perform 1 of the 2 following tasks
  - Be evaluated on that task
  - 2 tasks are:
    - Lead a membership campaign
    - Lead a public relations campaign
  
  - Perform 2 of the 3 following tasks
  - Be evaluated on those tasks
  - 3 tasks are:
    - Toastmaster
    - Speech evaluator
    - General evaluator



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## Project 9 – Mentoring

- Characteristics of mentors:
  - Available and accessible
  - Patient
  - Sensitive
  - Respectful
  - Respected
  - Flexible
  - Knowledgeable
  - Confident
  - Good at listening
  - Concerned about others



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## Project 9 – Mentoring

- Strategies of successful mentors:
  - Offer learning opportunities
  - Help the mentee identify weaknesses
  - Diplomatically provide useful advice
  - Be a positive role model
  - Encourage people to become independent



## Project 9 – Mentoring

- Objectives:
  - Determine current mentoring skills
  - Identify steps for being a strong mentor
  - Practice mentoring skills
- Assignment:
  - Mentor one of three types of members
  - Be evaluated by that member as his / her mentor
  - 3 types of members are:
    - New member
    - Existing member
    - Member working on an advanced project



## Project 10 – Team Building

- Building teams is challenging but important work
  - Select team members carefully
  - Establish team goals
  - Establish guidelines for working together
  - Develop a plan of action
  - Determine performance measurement mechanism
  - Continuously build trust and camaraderie
  - Foster collaboration, cooperation, communication and teamwork among members
  - Encourage teams members to move towards the team goals



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## Project 10 – Team Building

- Objectives:
  - Determine current team building skills
  - Identify steps for being a strong team builder
  - Practice team building skills





## Project 10 – Team Building

- Assignment:
  - Perform 1 of the 2 following roles
  - Be evaluated on those tasks
  - 2 roles are:
    - Toastmaster
    - General evaluator
  
  - Perform 1 of the 6 following roles:
  - Be evaluated on those tasks
  - 6 roles are:
    - Membership campaign chairman
    - Public relations campaign chairman
    - Speech contest chairman
    - Special event chairman
    - Newsletter editor
    - Webmaster



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ROLE	PROJECT 1	PROJECT 2	PROJECT 3	PROJECT 4	PROJECT 5	PROJECT 6	PROJECT 7	PROJECT 8	PROJECT 9	PROJECT 10
Speaker				X	X					
Speech Evaluator	X	X	X					X		
Timer				X						
Grammarian	X	X	X	X						
Ah-Counter	X									
Table Topics Speaker	X									
Table Topicmaster				X	X		X			
General Evaluator		X	X		X		X	X		X
Toastmaster				X	X		X	X		X
Help Organize a Club Speech Contest						X				
Club Speech Contest Chairman										X
Help Organize a Club Special Event						X				
Club Special Event Chairman										X
Help Organize a Club Public Relations Campaign						X				
Club Public Relations Campaign Chairman								X		X
Help Organize a Club Membership Campaign or Contest						X				
Club Membership Campaign or Contest Chairman								X		X
Help Produce the Club Newsletter						X				
Assist the Club Webmaster						X				
Club Newsletter Editor or Club Webmaster										X
Befriend a Guest at a Club Meeting							X			
Mentor for a New Member									X	
Mentor for an Existing Member									X	
Guidance Committee Member									X	