

TOASTMASTERS
INTERNATIONAL[®]

CEO REPORT

MARCH 2021

Core Ideology

Toastmasters International Mission

We empower individuals to become more effective communicators and leaders.

District Mission

We build new clubs and support all clubs in achieving excellence.

Club Mission

We provide a supportive and positive learning experience in which members are empowered to develop communication and leadership skills, resulting in greater self-confidence and personal growth.

Envisioned Future

To be the first-choice provider of dynamic, high-value, experiential communication and leadership skills development

Brand Promise

Empowering individuals through personal and professional development

Core Values

Integrity, Respect, Service, and Excellence

Message From the CEO

It's my privilege and pleasure to regularly communicate with hundreds (thousands?) of Toastmasters members and leaders throughout the world. Many I met in person in the pre-pandemic world. Today, that world can seem far away and long ago.

Throughout the pandemic, I've been honored to be asked to participate in online Toastmasters club and District meetings around the world. Recently, my wife looked at me curiously when I said something like, "This morning, when I was in Ottawa..." The online connection was real, and in a new way I felt like I had been in Ottawa, Ontario, Canada. I recognized some faces and names, while others were new to me, similar to an in-person event.

Countless times I've been asked a question or questions that, directly or indirectly, mean this: "How is Toastmasters International, the organization, faring during the pandemic?" Some months ago, Past International President Gary Schmidt, DTM, asked me the question directly. I responded like this: "We're doing okay. It's not as bad as I feared, nor as good as I wished."

During the 2020 calendar year, organizational numbers quickly declined as COVID-19 spread around the world. Membership payments rapidly dropped off by around 20% and remained steady at that level throughout the final two quarters of the year. Paid clubs declined by about 8% between December 31, 2019, and the same date in 2020. These figures could indicate that we're smaller but stronger. Only time will tell.

The pandemic has proven, once again, what we've always understood: Toastmasters' strength lies in its clubs, members, and leaders. The switch from in-person to online club meetings in the first and second quarters of 2020 was nothing short of miraculous. District teams quickly adapted to online content, meetings, and elections.

History has shown us that Toastmasters International and its clubs thrive in times of economic difficulty and uncertainty. As the world emerges from the pandemic and focuses on the struggling international economy, Toastmasters can emerge as a stronger, more inclusive global organization. We will continue to enable people to become better communicators and leaders—online or in person.



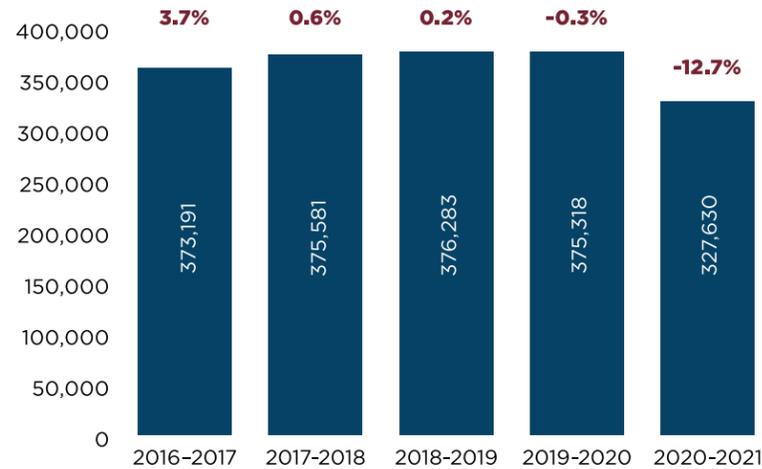
Daniel Rex

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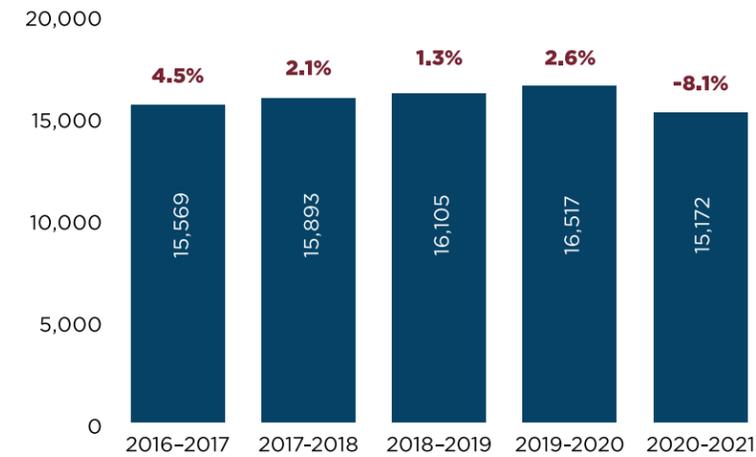
Numeric Snapshots

Total Membership



Total membership during the first half of the 2020–2021 program year decreased by 12.7% to 327,630 members. The graph represents all memberships as of September 30, 2020, and includes dual memberships.

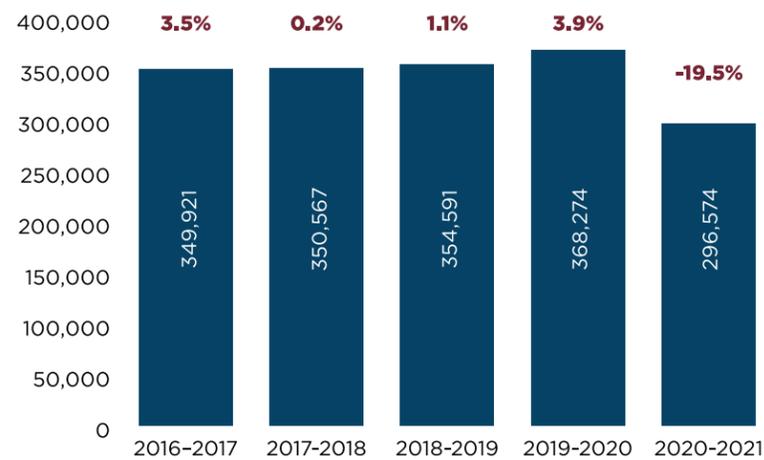
Paid Clubs



The total number of paid clubs decreased 8.1% during the first half of the 2020–2021 program year. A pause in suspending clubs began in fall 2020. There was also a reinstatement exception, helping clubs regain good standing. In November 2020, a new club incentive began, which extends through the end of the program year.

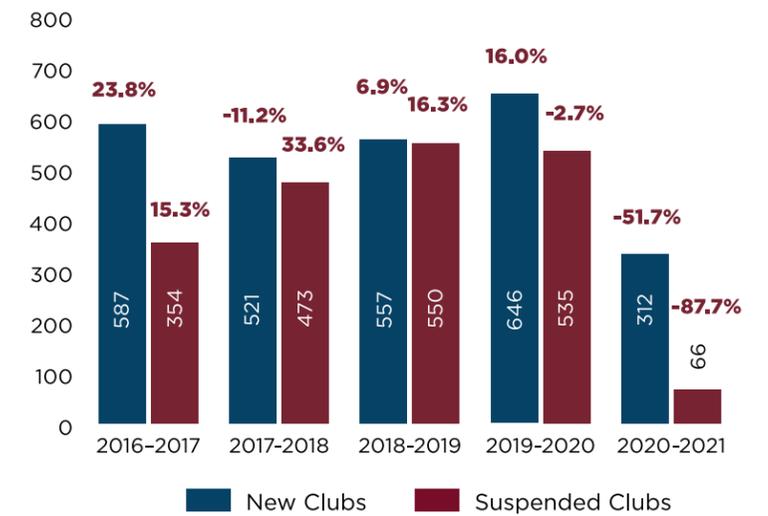
Membership Payments

As of December 31, 2020, membership payments had decreased 19.5% compared to the first half of the 2019–2020 program year. By category, renewal payments had the best first half of the year, with a decline of 13.3% compared to 2019–2020.



As of December 31, 2020, 312 new clubs had organized during the 2020–2021 program year, with 66 clubs suspending. During the period, there has been a net gain of 246 clubs compared to the same period last year.

New and Suspended Clubs

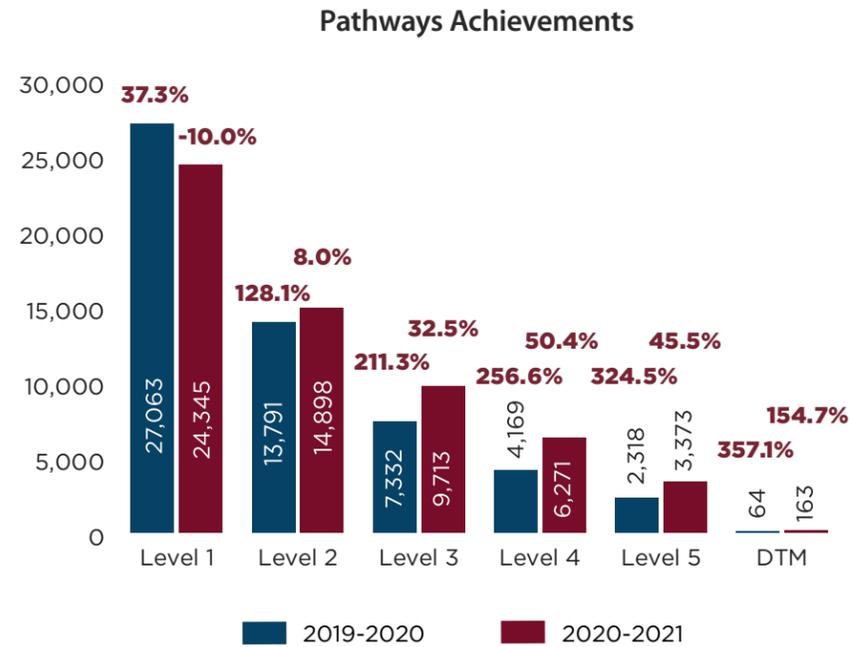


District Reformations

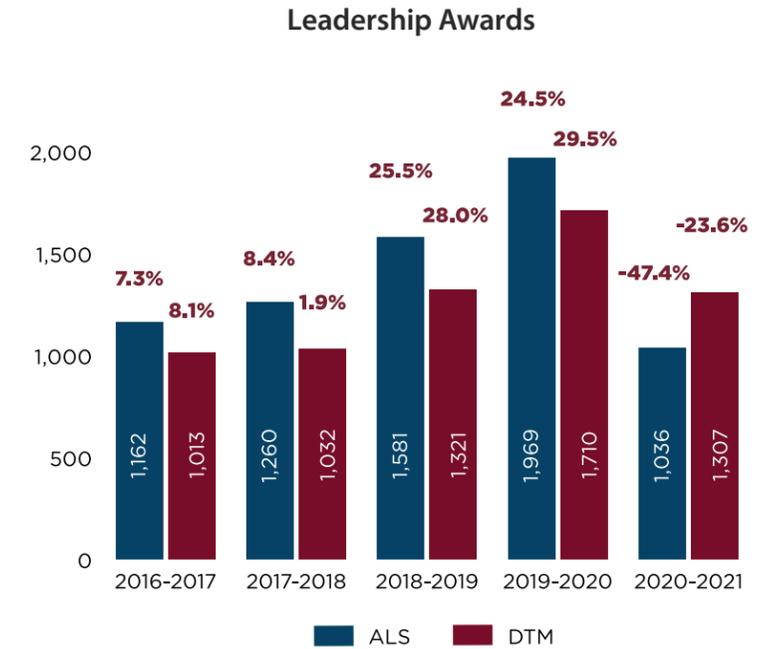
On July 1, 2021, the following District reformations will take effect:

Existing Districts	New Districts	Geographic Region
60, 86	60 86 123	Toronto and Southern Ontario, Canada

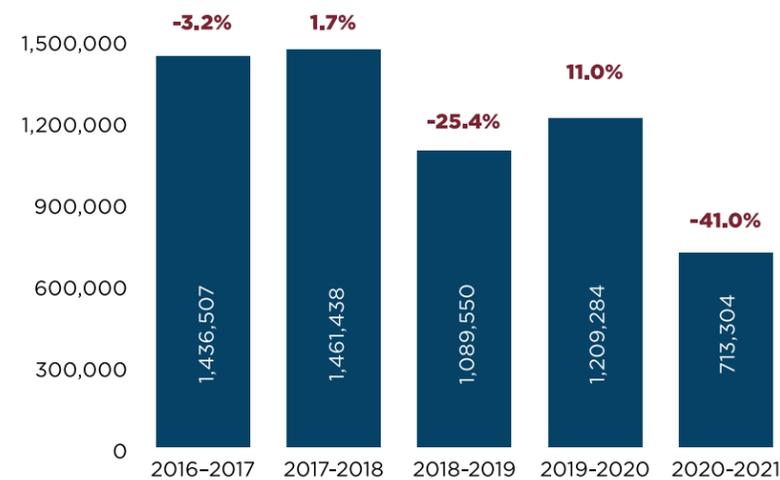
During the first half of the 2020–2021 program year, members earned 58,763 Pathways awards. Members are earning more high-level Pathways awards as they progress through the program, including a 154.7% increase in Distinguished Toastmaster awards in the Toastmasters Pathways learning experience earned between July and December 2020.



Through the end of the program year, members can continue to earn two leadership awards from the traditional program: Advanced Leader Silver and Distinguished Toastmaster. The chart represents achievements for just those two awards for five program years, from July to December.



Education and Product Sales



Education and product sales are 41.0% below the year to date from 2019–2020. Convention sales contribute to this category, and the 2020 International Convention was held online. This category also reflects the impact of a free path offer to eligible members who renewed their membership for the October 2020–March 2021 period.

Member Demographics

Member Survey Results

Languages



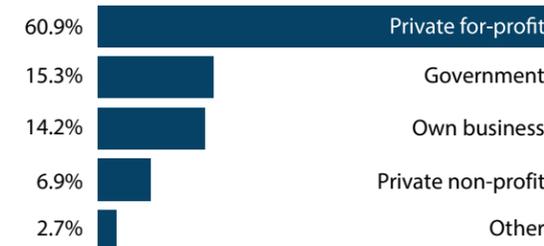
93.7% "Toastmasters has helped me meet my goals"

Industry

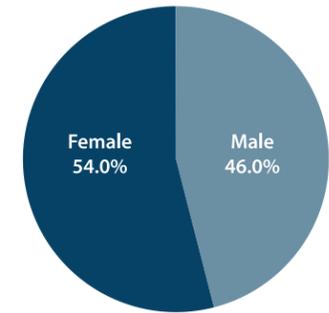


8.8 out of 10 Willingness to recommend Toastmasters

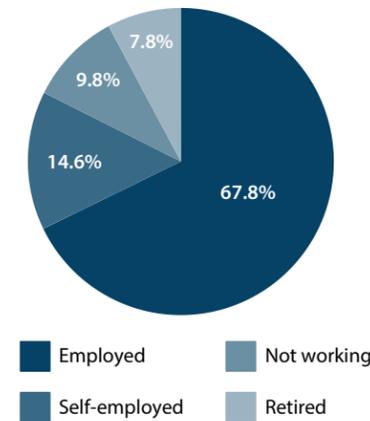
Business



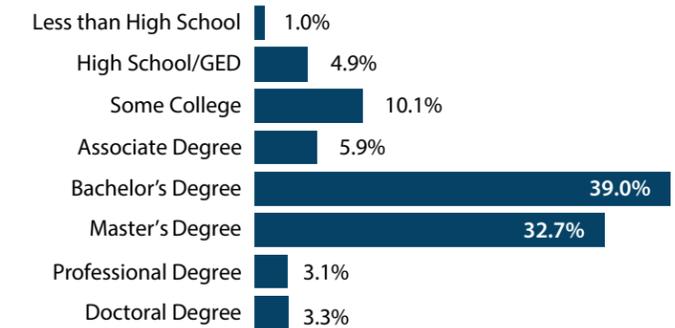
Gender



Employment

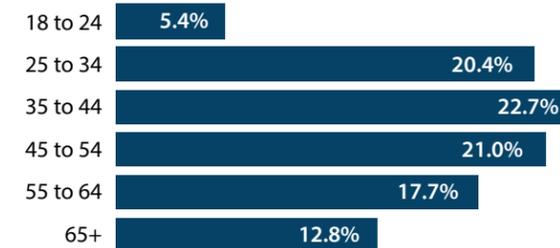


Education



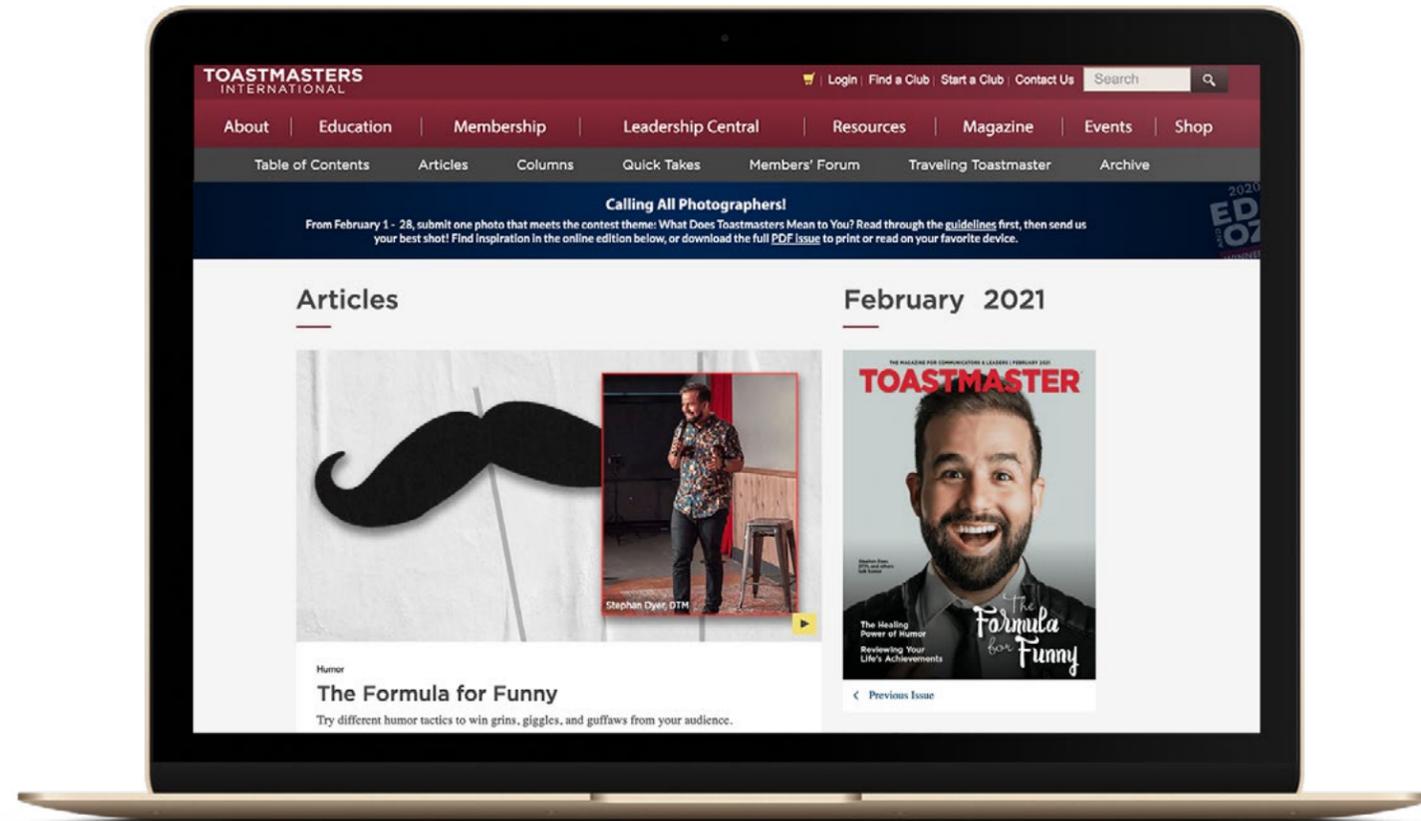
10.4% are students

Age



- 6,133 Active members participated
- 20.0% Response rate
- 1.83% Completion rate
- ± 1.24% Margin of error

Austerity/Resilience



Tough times warrant strict measures—and yield some pleasant surprises.

When unprecedented times hit in early 2020, the organization reacted swiftly with austerity measures such as a hiring freeze, a raise freeze, and the temporary discontinuation of the print *Toastmaster* magazine—which quickly shifted to an online-only format with relevant features and bonus audio/video content. The Board of Directors is periodically evaluating when the print magazine can resume.

Meanwhile, online formats became the focus of club meetings and District events; the organization responded with the creation of Toastmasters online tips and online resources made available on a designated webpage. District leaders challenged themselves to make District conferences work as online events—and they did, utilizing the guidance from World Headquarters and third-party experts in online conferencing. The result—not only were all District conferences successfully held online, but most had greater attendance than the previous in-person conferences. Also, online speech contests experienced fewer disqualifications than in-person speech contests of years past. As they reinvented themselves, Districts propelled the organization forward into a digital future.

The online aspect of Mid-year Training also resulted in bonus benefits; it allowed the Training team to look for more learning and development opportunities and experiences throughout the year for District leaders that were not just event based (such as when and where convention was held). Supplemental sessions, which include best practice discussions of topics such as Succession Planning, Marketing, and Cyber Security, have now been added to the core topics training. The online training also allows District leaders more opportunities to network with peers from around the globe.

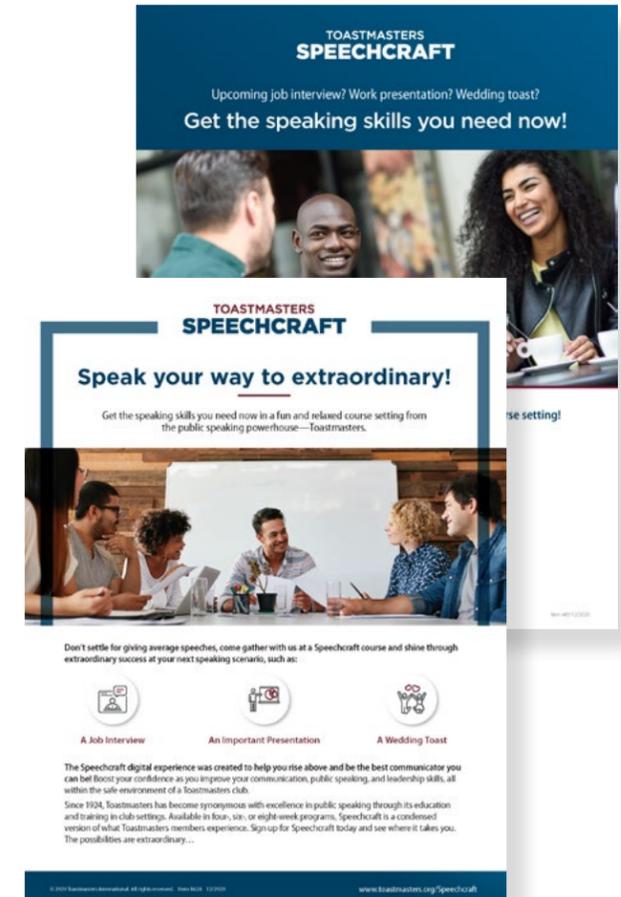
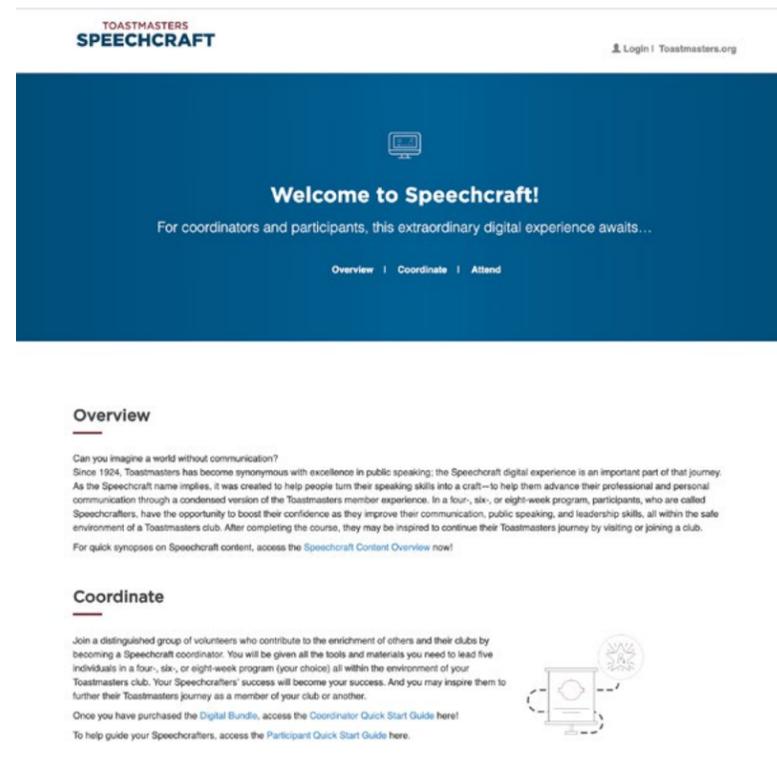
The New Speechcraft Digital Experience

The membership-building tool is modernized. Essentially a course on public speaking for experienced members to share Toastmasters fundamentals with non-members (who ideally decide to further their learning by becoming members themselves), the long-standing Speechcraft program has been updated and redesigned with online materials and is also now referred to as the Speechcraft digital experience. The Speechcraft content—previously contained in a series of print materials—is now digital, including projects, forms, and resources. Participants, also called Speechcrafters, utilize projects that feature such interactive tools as videos, quizzes, and self-assessments. Program coordinators create an event and invite up to five Speechcrafters; all access their materials on the Toastmasters website through the Speechcraft Portal on Base Camp. The new Speechcraft digital experience launched in February 2021; January 31, 2021, was the last date that the former printed Speechcraft materials were available for purchase.

In addition to the online experience, the new Speechcraft digital experience is a better fit with Pathways—more specifically, the content was revised to better reflect the principles of Pathways, with a key concept being to apply what is learned to a future speech. With the expectation that Speechcrafters will join Toastmasters clubs to continue their experiential learning, educational credit in Pathways will be available to Speechcrafters for the speeches they delivered in the workshop. Program coordinators can earn credit toward the Distinguished Toastmaster award.

What has not changed about Speechcraft—the program’s core aspects, such as the training workshop, which can still be presented in four, six, or eight sessions, typically for one to two hours each, with each session featuring a structured agenda including Table Topics®, speeches, evaluations, educational presentations, and other meeting elements. It is also still one of the best membership-building tools at Toastmasters.

In February 2021, Toastmasters held Speechcraft webinars for District leaders, club officers, and members to gain insight and marketing tips on how to guide—and potentially grow—clubs through Speechcraft. A live presentation (including a demonstration of the Speechcraft content) was followed by an interactive Q&A. An On Demand recording of this webinar is available [here](#). More information can also be obtained through the [Speechcraft Gateway](#).



Webinars/Lead Generation



Toastmasters hones a new niche. Webinars are becoming new brand recognition/lead generation tools for the organization. With each webinar, excitement and attendance has been rising. So far to date, Toastmasters has sponsored four separate webinar events, featuring panels of experts, that were open to the public: Interview Success, Communicating Across Cultures, Public Speaking Webinar Series—The Basics, and Public Speaking Webinar Series—Humor Workshops. For the most recent humor webinars (February 2021), total registration was over 14,000, with nearly 7,000 additional requests for the On Demand recordings. About half of the total registrants were non-members.

Analysis for the Public Speaking/Basics webinars revealed that 1,785 people signed up who had never been members; 85 of those joined. For the non-members who registered, there was almost a 5% conversion to current members—a good start that the organization intends to build on.

From Find a Club (FAC), the top referral sources that have resulted in new members are:

- Web search (31.3% of new members through FAC)
- Friend or family member (28.4% of new members through FAC)
- Boss, supervisor, or co-worker (13% of new members through FAC)

Rotary/Toastmasters Alliance

The alliance gains momentum. All eight Toastmasters-developed courses for Rotarians and Rotaractors are now available on Rotary International’s Learning Center, which can be accessed by their members in nine languages. There are already over 8,000 Rotary members enrolled in the courses!

Meanwhile, club interaction and excitement continue, with Toastmasters supporting Rotary members to visit its clubs and receive evaluations. This synergy inspires opportunities for collaboration, puts Toastmasters’ leadership communication skills to use, and demonstrates the value of Toastmasters membership to larger communities.

Collaboration efforts among Rotary, Rotaract, and Toastmasters members around the world are taking place at the grassroots level (clubs and Districts) to increase the impact even further. Rotary is highlighting these efforts on this **global map**, which details efforts such as the one in the Philippines, where a regional group of Rotaract clubs in ten districts and Toastmasters District 75 held a program for over 50 Rotaractors to hone their public speaking ability. In preparation, participants were required to take the Toastmasters-developed communication courses in Rotary’s Learning Center. During sessions, Toastmasters coaches gave feedback on Rotaractor speeches.

The joined efforts of Toastmasters and Rotary have also made strides as a membership growth tool. According to data compiled in mid-January, the alliance resulted in 418 unique leads since May; of those leads, 372 had never been Toastmasters members, and 25 of those have become members. The majority (14) joined Toastmasters clubs in the United States. Others joined Toastmasters clubs in Australia, Brazil, Granada, India, Mexico, Nigeria, Oman, the Philippines, Switzerland, Turkey, and the United Kingdom.

Overall, the alliance continues to leverage the Rotary member expertise at making connections/serving communities combined with the Toastmasters' speed-to-market curriculum and club environment for advancing leadership and communication skills.



Assignment Checklist

Develop a Speech

Purpose: The purpose of this assignment is to learn the basic structure of a public speech, successfully deliver a speech to a group, and receive an evaluation.
Overview: Write and deliver a speech about any topic. Your speech may be inspirational, informational, or any other style that appeals to you.

This assignment includes:

- A 4- to 6-minute speech

Below are tasks you will need to complete for this assignment. Please remember, your speech is unique to you. You may alter the following list to incorporate any other tasks necessary for your assignment.

- Decide where you intend to deliver your speech and schedule your presentation.
- Write your speech.
- Rehearse your speech.
- After you have completed all components of the assignment, including your speech, return to page 6 to rate your skills in the post-course section.

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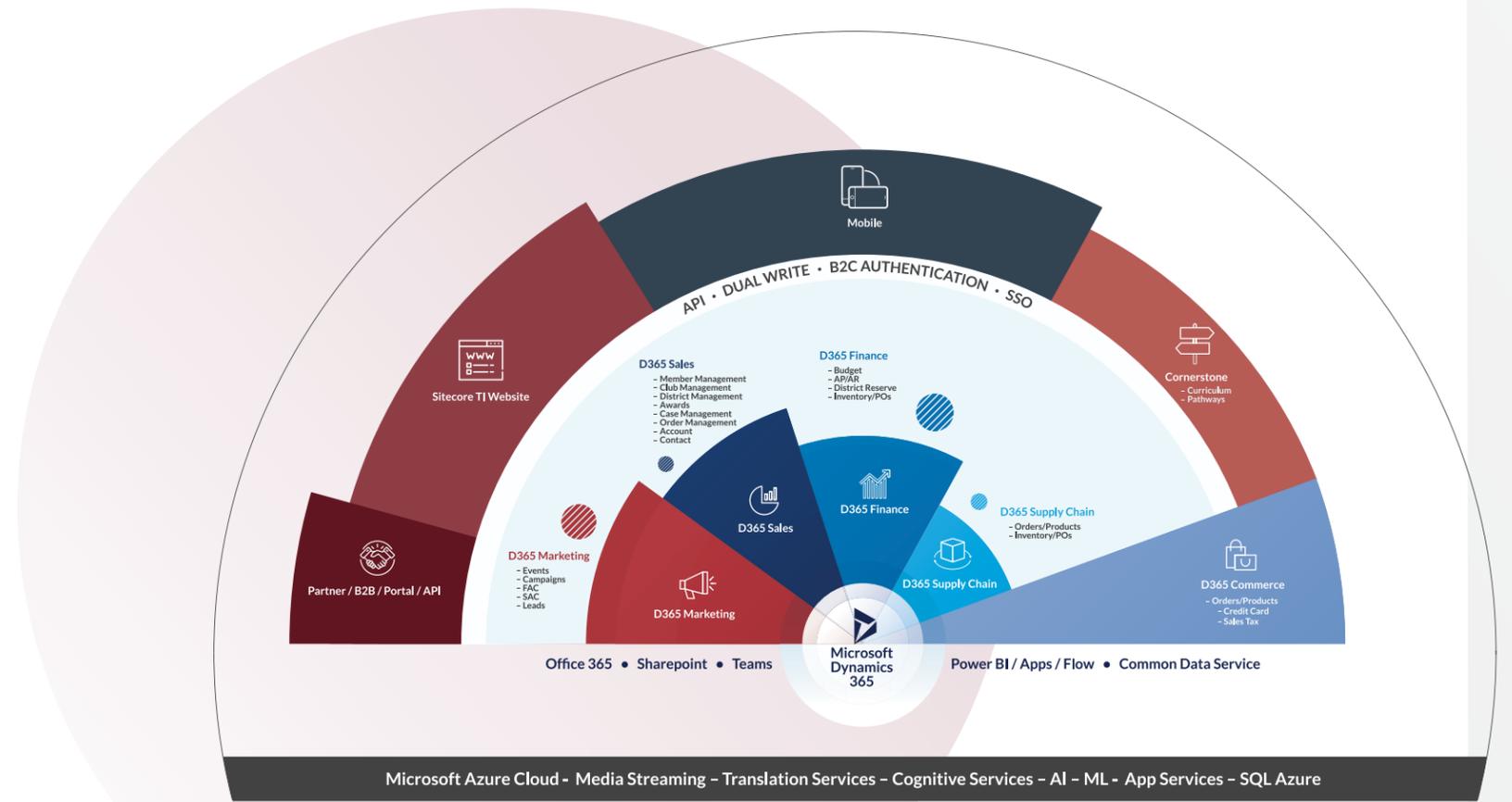


Digital Transformation

The digital transformation advances. Toastmasters has progressed along the path for exciting future technology capabilities. At the core of these efforts lies the replacement of the legacy systems with a new Enterprise Resource Planning (ERP) platform based on Microsoft Dynamics 365. The objective of creating this scalable, robust, cloud-based platform is to empower World Headquarters to provide new digital products and services while simultaneously streamlining and automating many operational processes. To this end, the new ERP Finance and Operations platform was successfully launched in the fourth quarter of 2020. With this recent ERP milestone, the organization made strides toward the automation of processes, such as integrated reporting and robust analytics. Currently, the focus is on replacing the legacy association management system with the Microsoft Dynamics 365 Customer Engagement platform as it leverages new capabilities for improving digital products and services.

Behind Toastmasters' present and future innovation is a collaborative approach that embraces cross-functional core teams. This strategy combines the knowledge and competencies across the enterprise with the capabilities of technology experts and international vendors to drive innovation and speed to market. To support workplace automation and productivity, a new cloud-based phone system was implemented, along with a secure gateway connectivity that improves the organization's cybersecurity posture.

The enhancement of the member experience is the overarching goal of the Toastmasters digital strategy. Efforts in support of this goal rest upon the foundations of enterprise resource planning, digital products and services, and workplace automation. Each represents a key component in the highly anticipated, value-driven enterprise transformation, which is aligned with the Toastmasters strategy, mission, and envisioned future.





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