Member Engagement and Retention

Introduction

This pre-work provides knowledge that supports the experiential learning that will take place in the live sessions at Club Officer Training. By completing it, you will be prepared to participate in discussions and activities with fellow club officers. This information will be utilized but not presented in the session.

Time Investment

- 30 to 60 minutes

Instructions

1. Watch [Dashboards for Club Officers](#) (Video)
   Members who do not have access to YouTube can watch the video by clicking this [link](#).

2. Review the 2020 Member Goals report (below)

3. Complete Questions to Consider (below)

4. Complete Our Member's Experience (below)

Questions to Consider

Answer the following questions:

1. What achievements are recognized and celebrated at your club?

2. How does your club recognize and celebrate member achievement?

3. What role do past members play in your club?

4. Why do members not renew in your club? How do you know?

Our Member's Experience

Fill in the answer to the questions in the table below.

Club Benefits	The Club Experience	The Membership
How does the club make our members' lives better? What value do we deliver to new members? What value do we deliver to alumni? What problems are we helping members solve?	Where do club members interact? How does the club communicate with members? What resources does the club provide to new members? What resources does the club provide to alumni?	Refer to pages 4-11 and use the Member Persona descriptions to describe your club's membership. How many members are currently in your club? How many members have been in the club for at least 6 months? 12 months? 2 years? 3 years?
	Key Activities How does your club deliver your club features to your members?	

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Member Goals Study

2019–2020

Summary

‣ Ten (10) New member goals were crowdsourced (Part 1) and confirmed (Part 2)

1 Build confidence for public speaking	6 Increase fluency
2 Become a more effective speaker	7 Build social connections
3 Improve presentation skills	8 Network with others
4 Improve leadership skills	9 Develop motivation strategies
5 Professional goals	10 Prepare for a specific speech I will have to give

‣ When members identify auxiliary goals, they tend to indicate specific skill building: Improve presentation skills, Improve leadership skills, Increase fluency, and Professional goals

‣ The most important factor for whether a member expects to stay after reaching their goal is how important their goal is to them personally

Goals

Gain insight into new Toastmasters members, including:

- ▸ Identify the initial goals that members have when joining Toastmasters
- ▸ Learn how members expect to measure progress toward their goal
- ▸ Identify the importance of different new member goals
- ▸ Find commonalities among new members with different goals
- ▸ Explore the relationship between the member goal, demographic variables, and the member's expected likelihood to renew membership

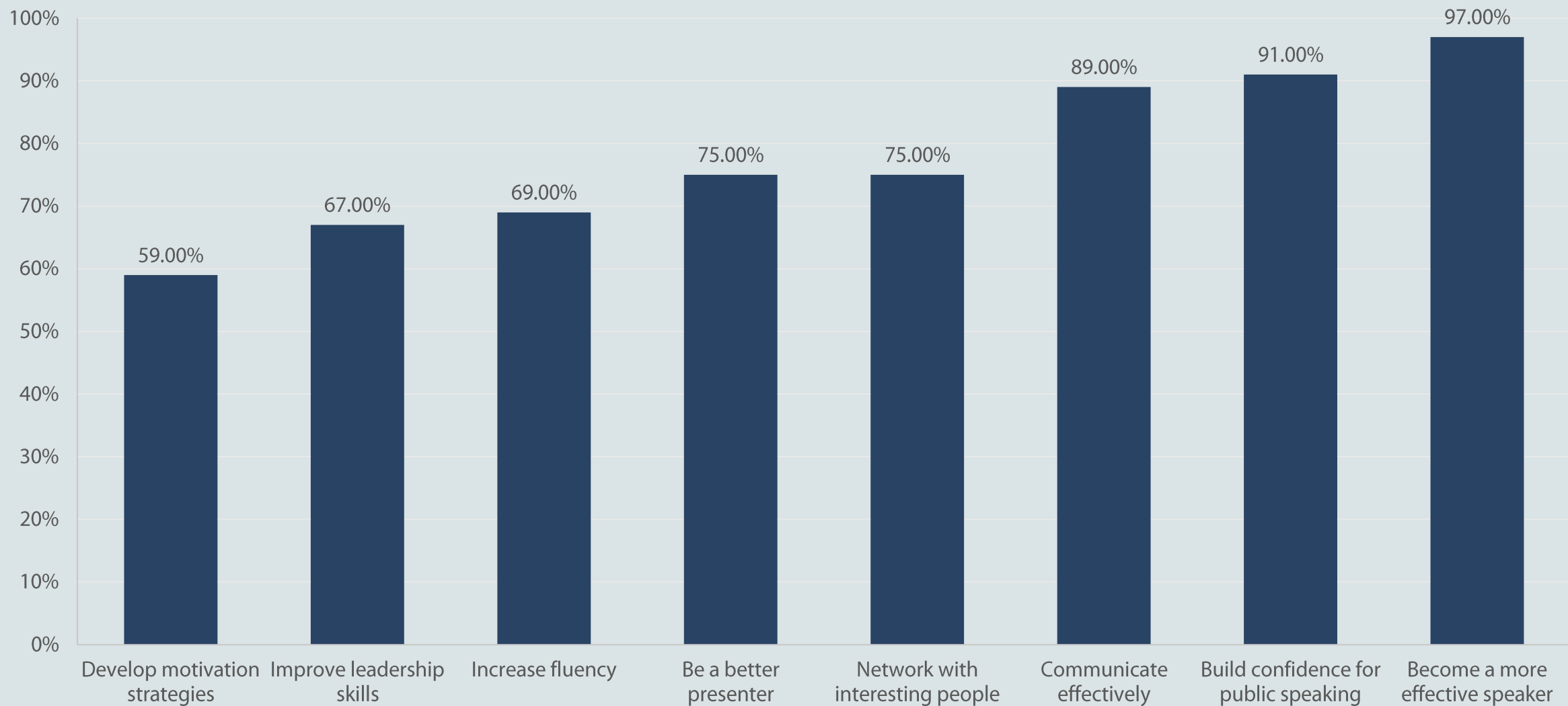# Contents

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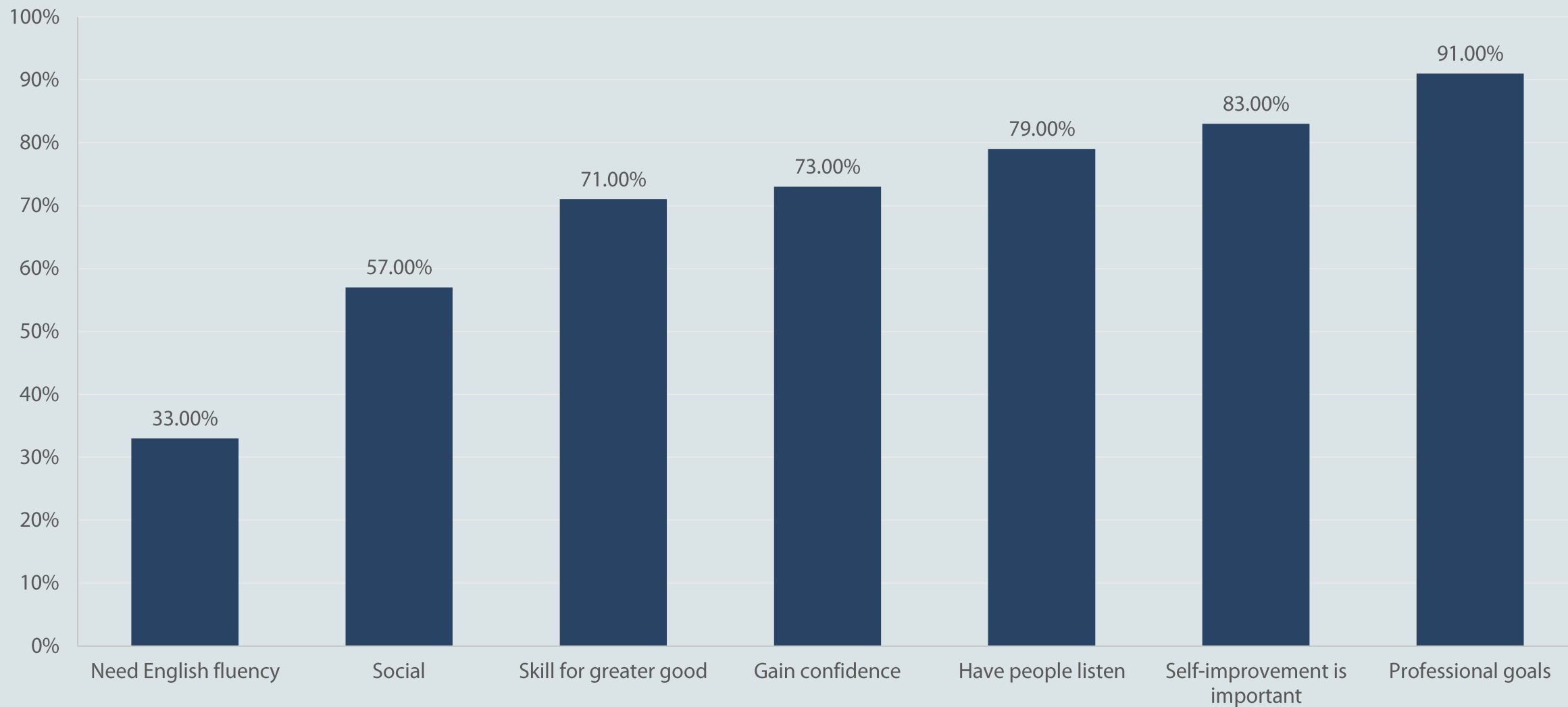
Part 1: Gather New Member Goals

Sample

- ▸ Members were invited to complete an open-ended survey to gather information about their goals for membership
- ▸ The survey was sent to 10,005 new members who had joined between February and March 2019
  - ▪ The total new member population represented was 32,373
- ▸ 1,045 surveys completed
  - ▪ 3.23% response rate
- ▸ Margin of Error: ± 2.98%

Reasons members believe their goal is important

Category	Percentage
Need English fluency	33.00%
Social	57.00%
Skill for greater good	71.00%
Gain confidence	73.00%
Have people listen	79.00%
Self-improvement is important	83.00%
Professional goals	91.00%

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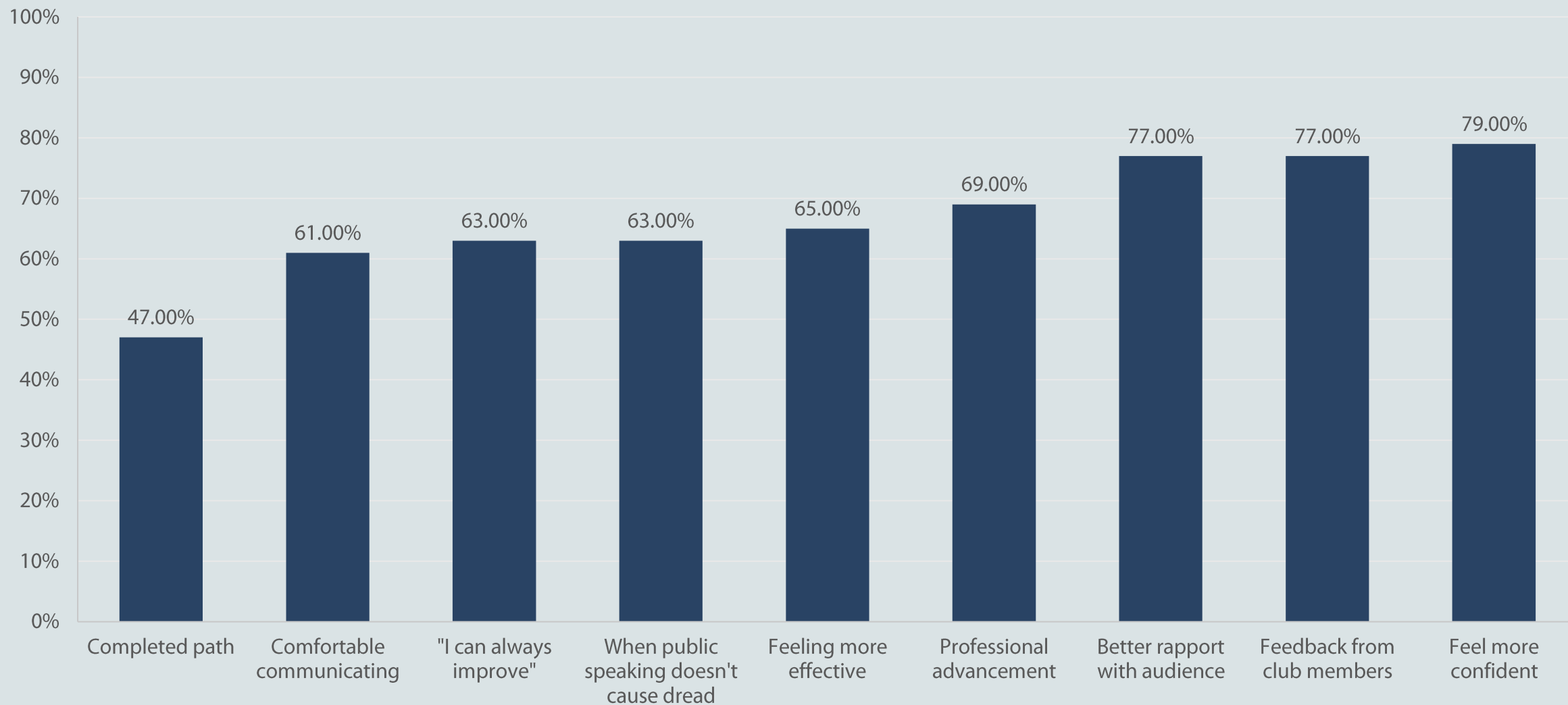
Goal crowdsourcing summary

▸ Members tend to have non-specific goals when they join

▸ Most new members see participation in Toastmasters will help them achieve Professional goals

▸ New members will most likely measure their progress when they "feel more confident," when they advance professionally, or when they feel they have "better rapport with the audience"

Part 2: Expanding on Member Goals

Sample

- ‣ The secondary survey was sent to 10,002 new members who had joined between July and November 2019
  - ▪ The total new member population represented was 32,539
- ‣ 2,272 members responded
  - ▪ 22.72% response rate
  - ▪ 91.50% completion rate
- ‣ The survey overall had a ±1.98% margin of error

Motivation

▸ The aim of this second analysis is to gain additional insight on member goals using exploratory analysis and statistical modeling (ordinal logistic regression modeling)

▸ The second sample of new members were asked to identify their goals from the list generated in Part 1

▸ Additional demographic and expectation information was also gathered, and analysis identifies trends among respondents

Primary goals

▸ Be a more effective speaker and Build confidence for public speaking together comprise 60% of new members' primary goals

▸ Only 1.09% of all member primary goals was to prepare to give a specific speech
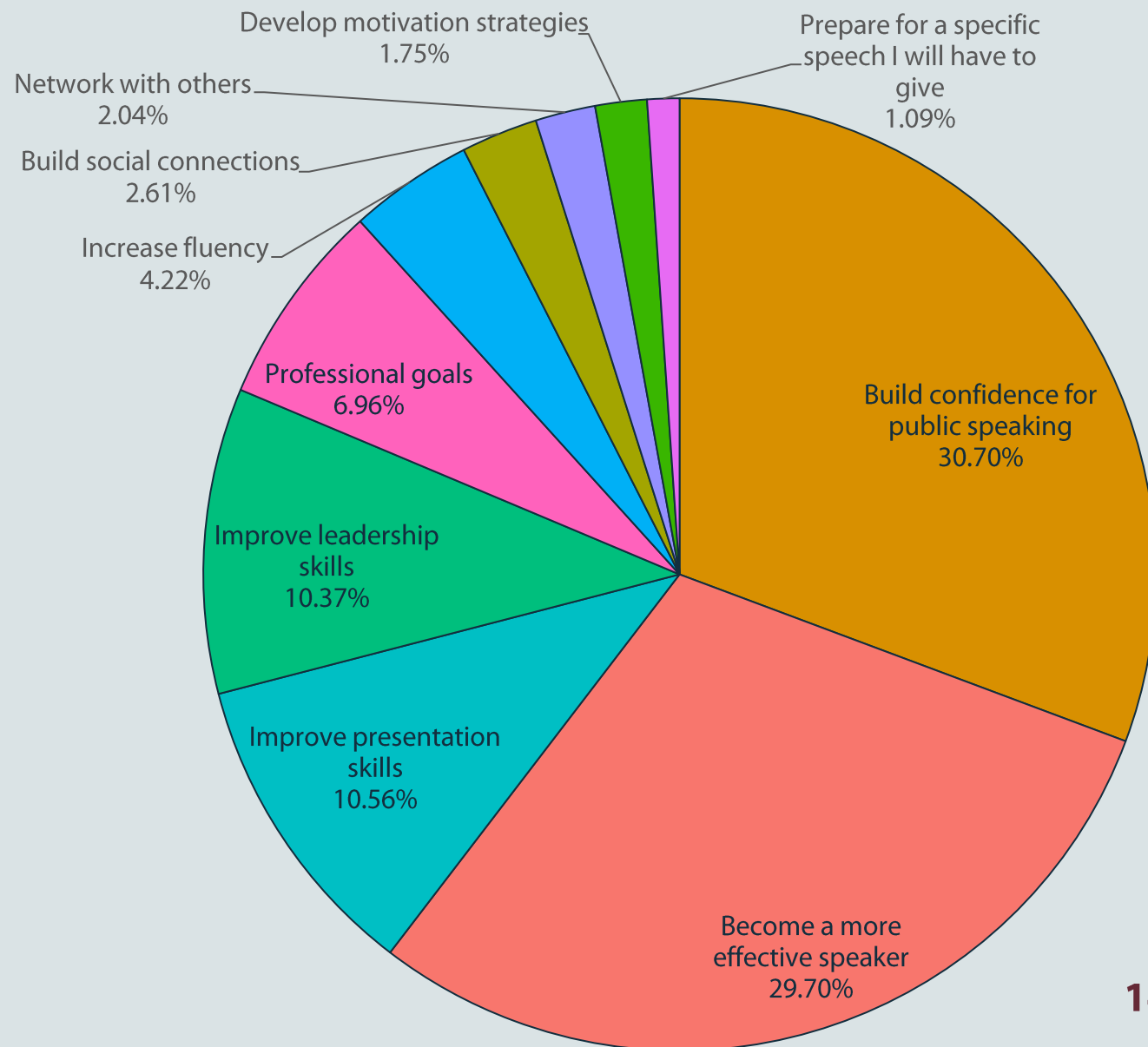
Develop motivation strategies
1.75%

Prepare for a specific speech I will have to give
1.09%

Network with others
2.04%

Build social connections
2.61%

Increase fluency
4.22%

Professional goals
6.96%

Improve leadership skills
10.37%

Improve presentation skills
10.56%

Build confidence for public speaking
30.70%

Become a more effective speaker
29.70%
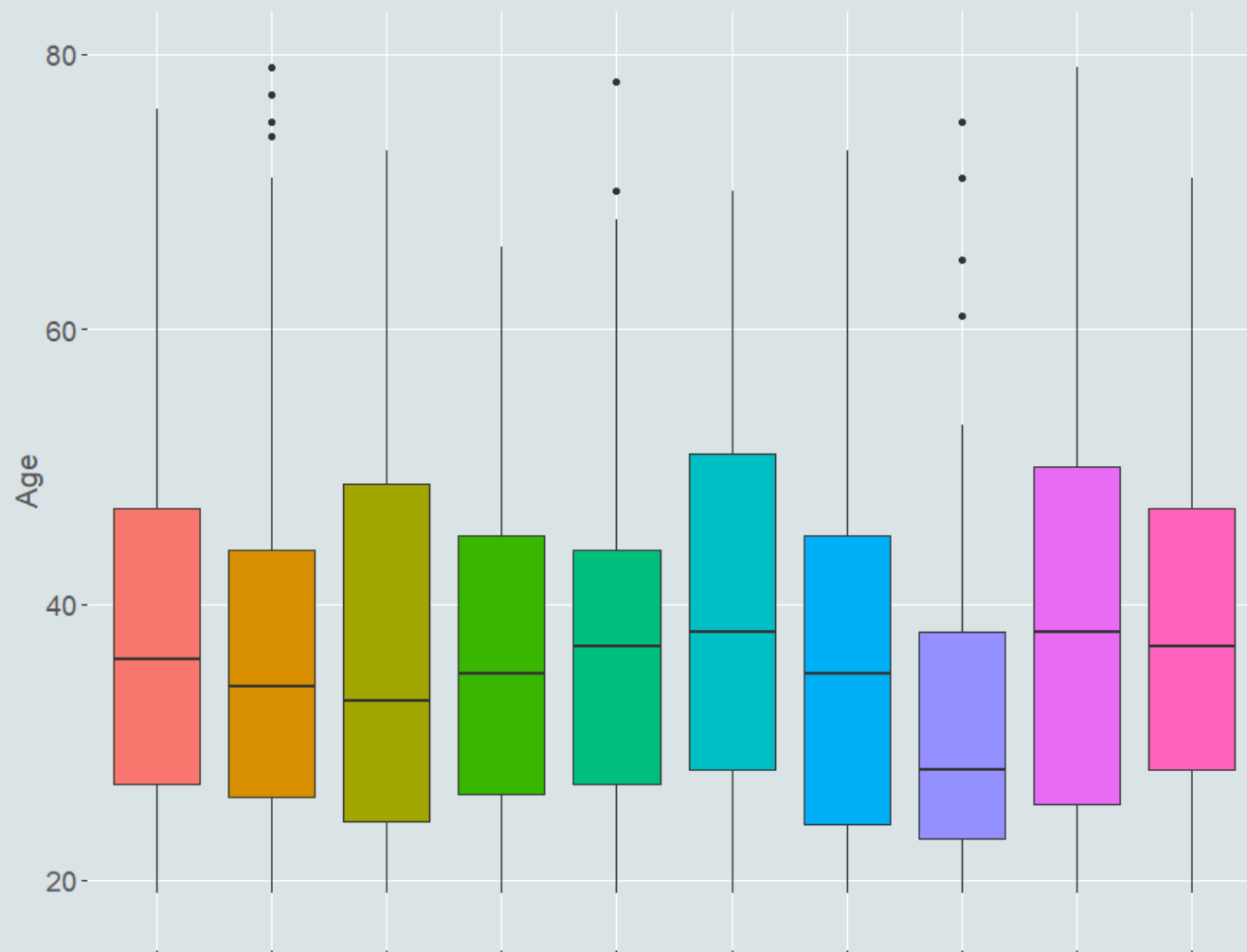
Members will know when they've reached their primary goal

	Feel more confident	Feeling more effective	Better rapport with my audience	When public speaking doesn't cause me dread	Feedback from club members	Professional advancement	When I have completed my Pathways path	When I feel ready to give my speech
Percentage	22.91%	17.86%	14.71%	14.59%	14.53%	9.22%	6.07%	0.12%
Count	1,178	918	756	750	747	474	312	6
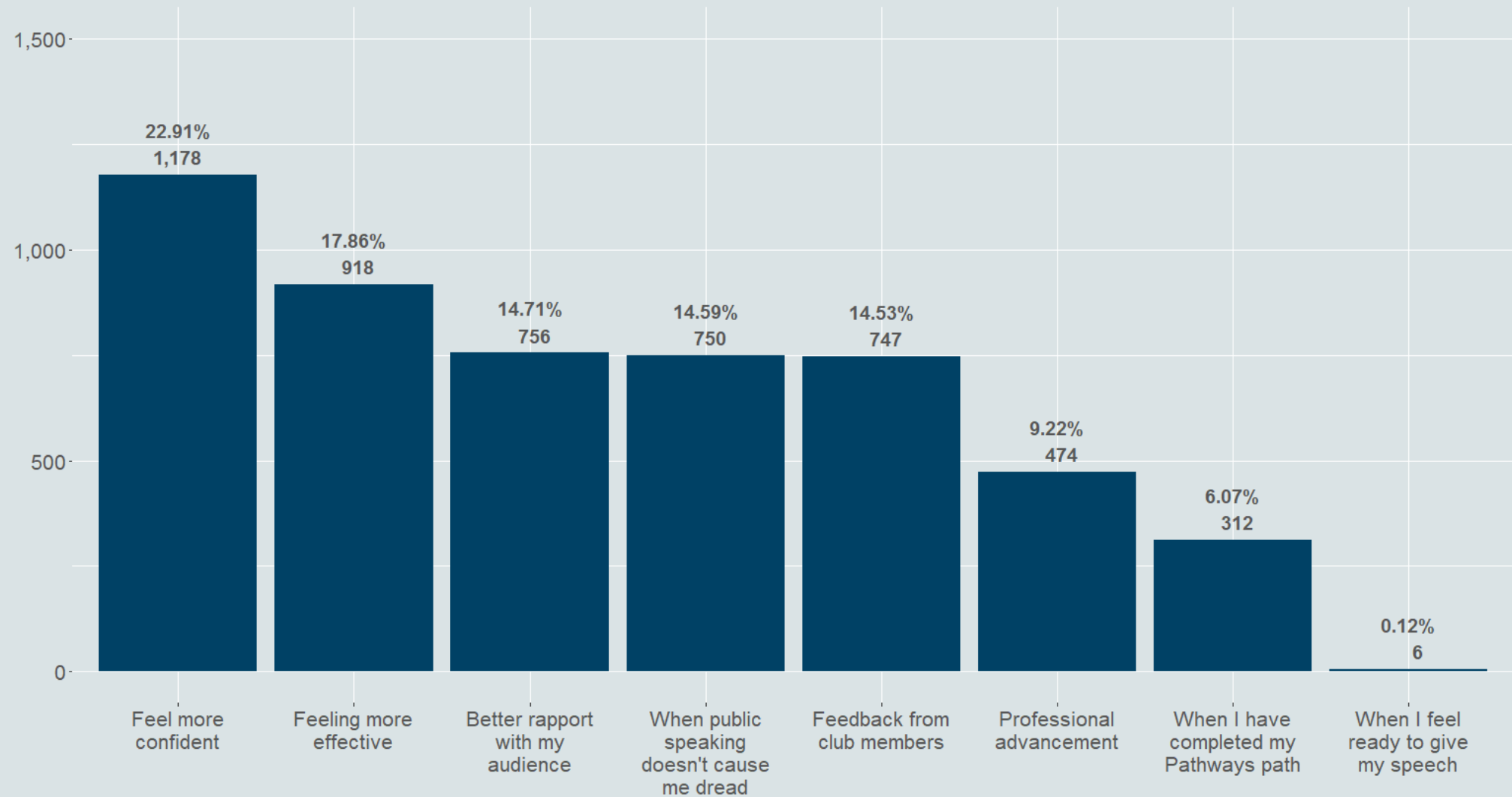
Additional goals

▸ New member additional goals tend to include specific skill building: Improve presentation skills, Improve leadership skills, Increase fluency, and Professional goals

Pie chart: Additional goals
- Build confidence for public speaking 11.99%
- Become a more effective speaker 13.93%
- Improve presentation skills 14.32%
- Improve leadership skills 12.68%
- Professional goals 9.29%
- Increase fluency 9.61%
- Build social connections 8.60%
- Network with others 8.95%
- Develop motivation strategies 6.87%
- Prepare for a specific speech I will have to give 3.76%

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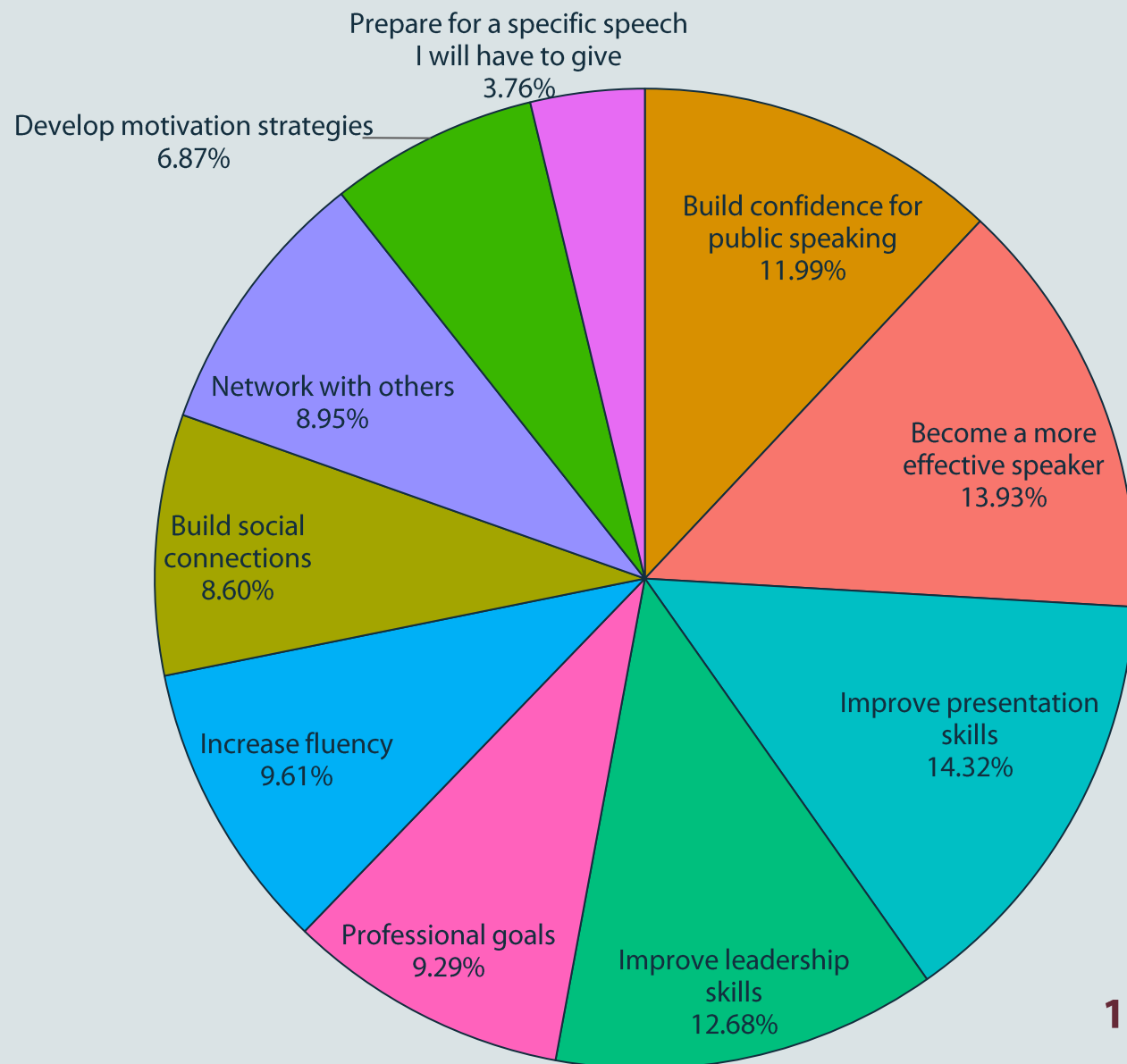
Primary goals for members in Community, Company clubs
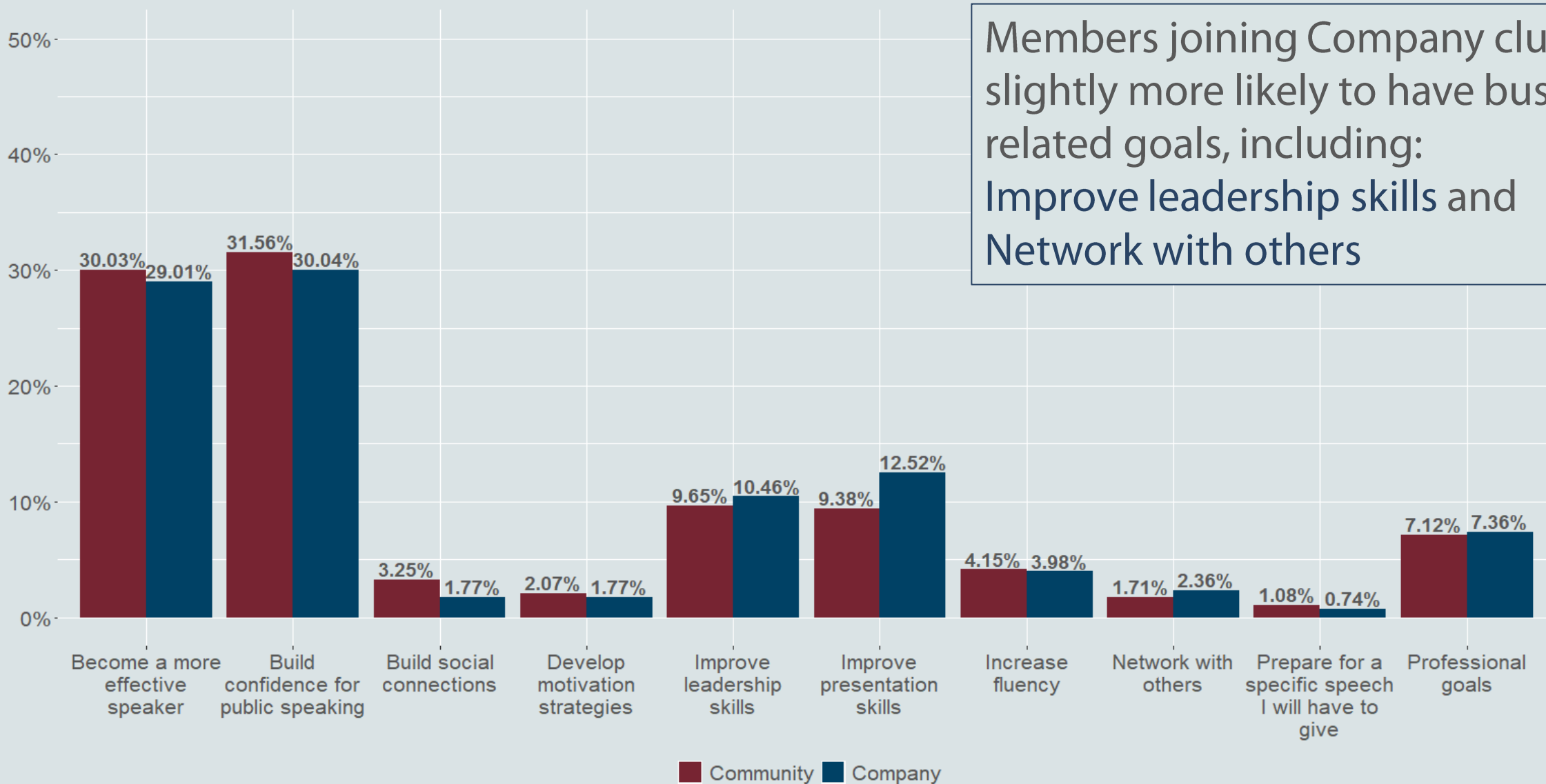
Members joining Company clubs are slightly more likely to have business-related goals, including: **Improve leadership skills** and **Network with others**
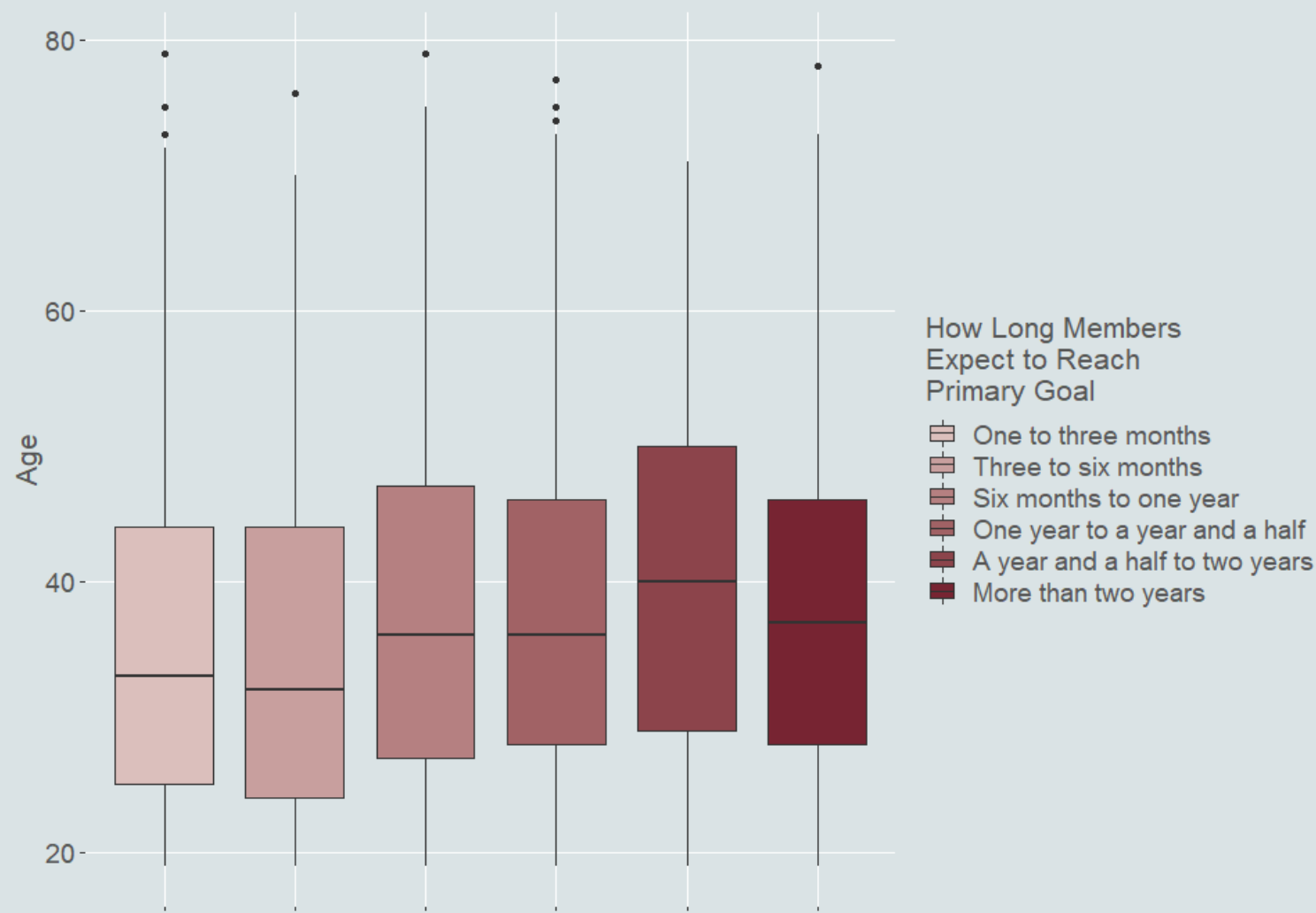

	Community	Company
Become a more effective speaker	30.03%	29.01%
Build confidence for public speaking	31.56%	30.04%
Build social connections	3.25%	1.77%
Develop motivation strategies	2.07%	1.77%
Improve leadership skills	9.65%	10.46%
Improve presentation skills	9.38%	12.52%
Increase fluency	4.15%	3.98%
Network with others	1.71%	2.36%
Prepare for a specific speech I will have to give	1.08%	0.74%
Professional goals	7.12%	7.36%

Expectation for time necessary to reach primary goal by age

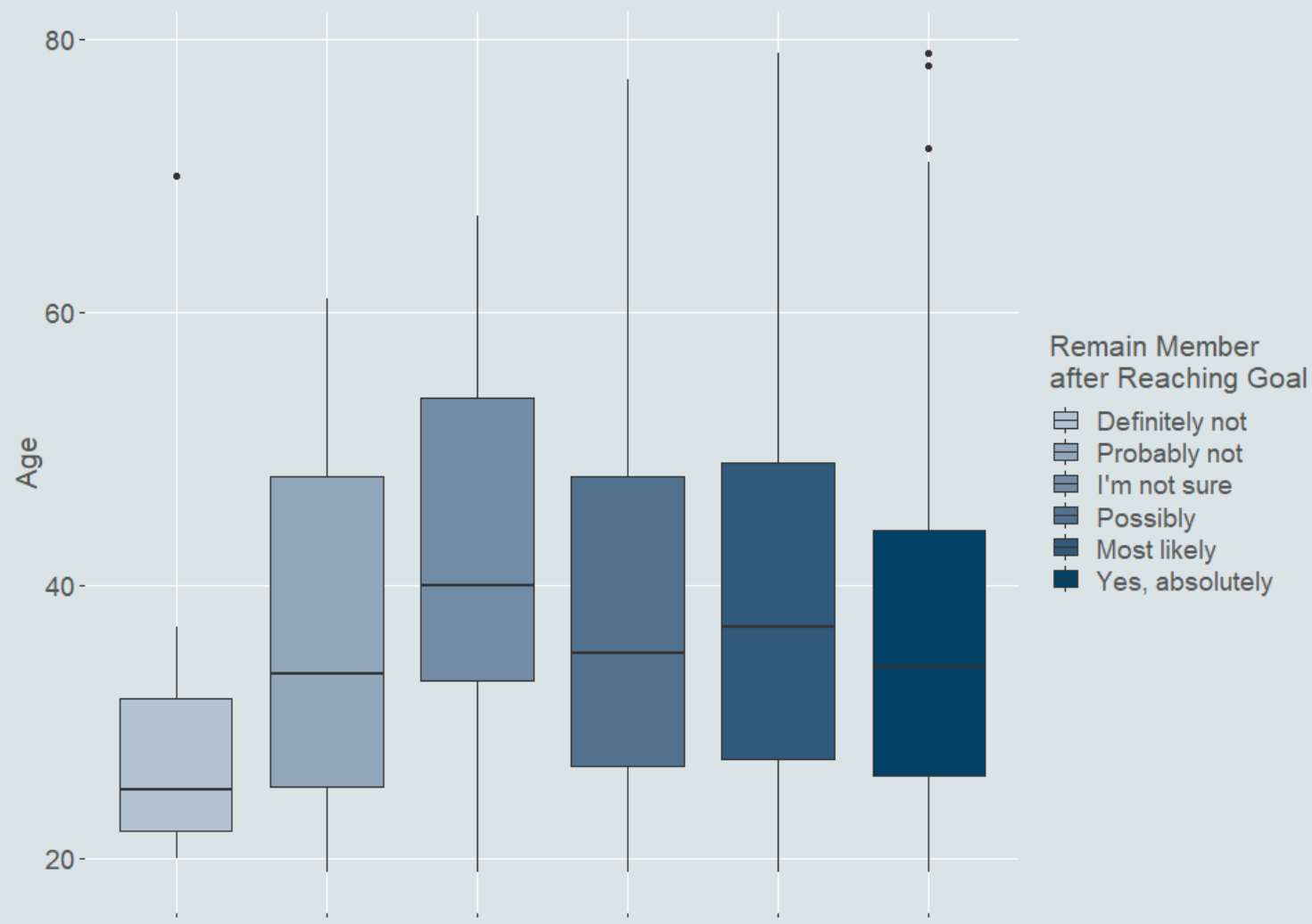Does the amount of time members expect it will take to meet their primary goal differ by member age?

▸ Younger members expect that it will take less time to meet their primary goal than older members
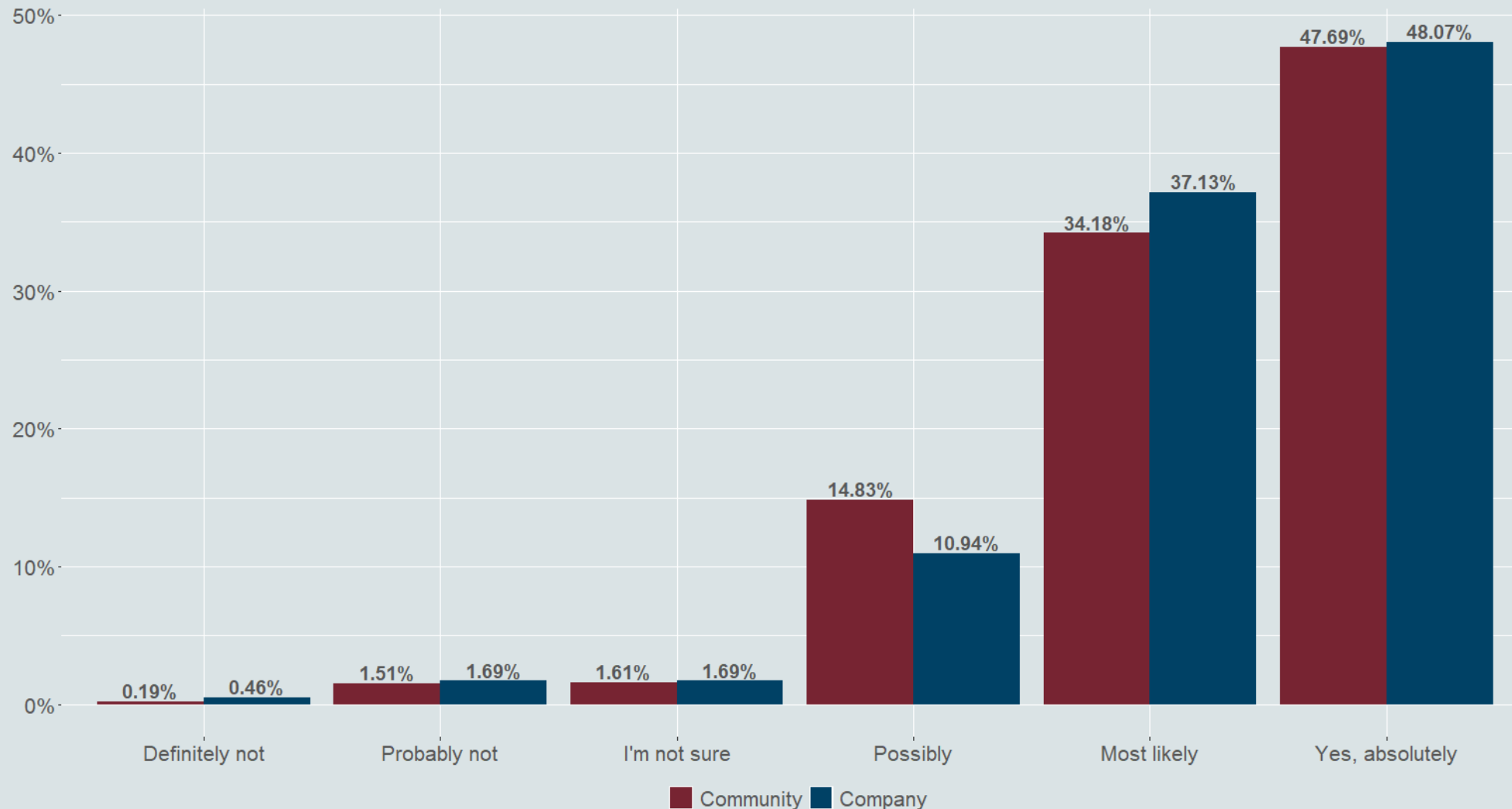

How Long Members Expect to Reach Primary Goal

⊟ One to three months
⊟ Three to six months
⊟ Six months to one year
⊟ One year to a year and a half
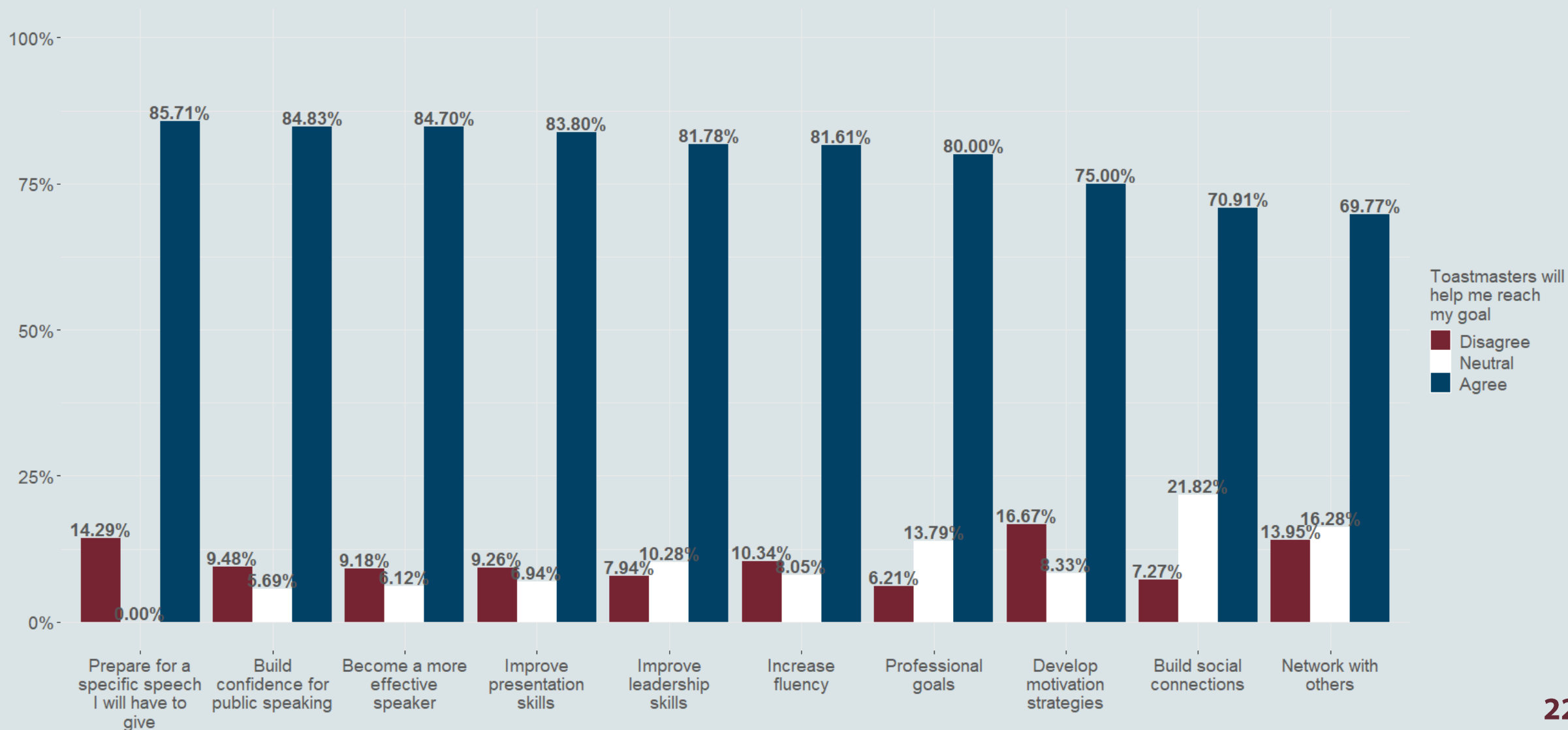⊟ A year and a half to two years
⊟ More than two years

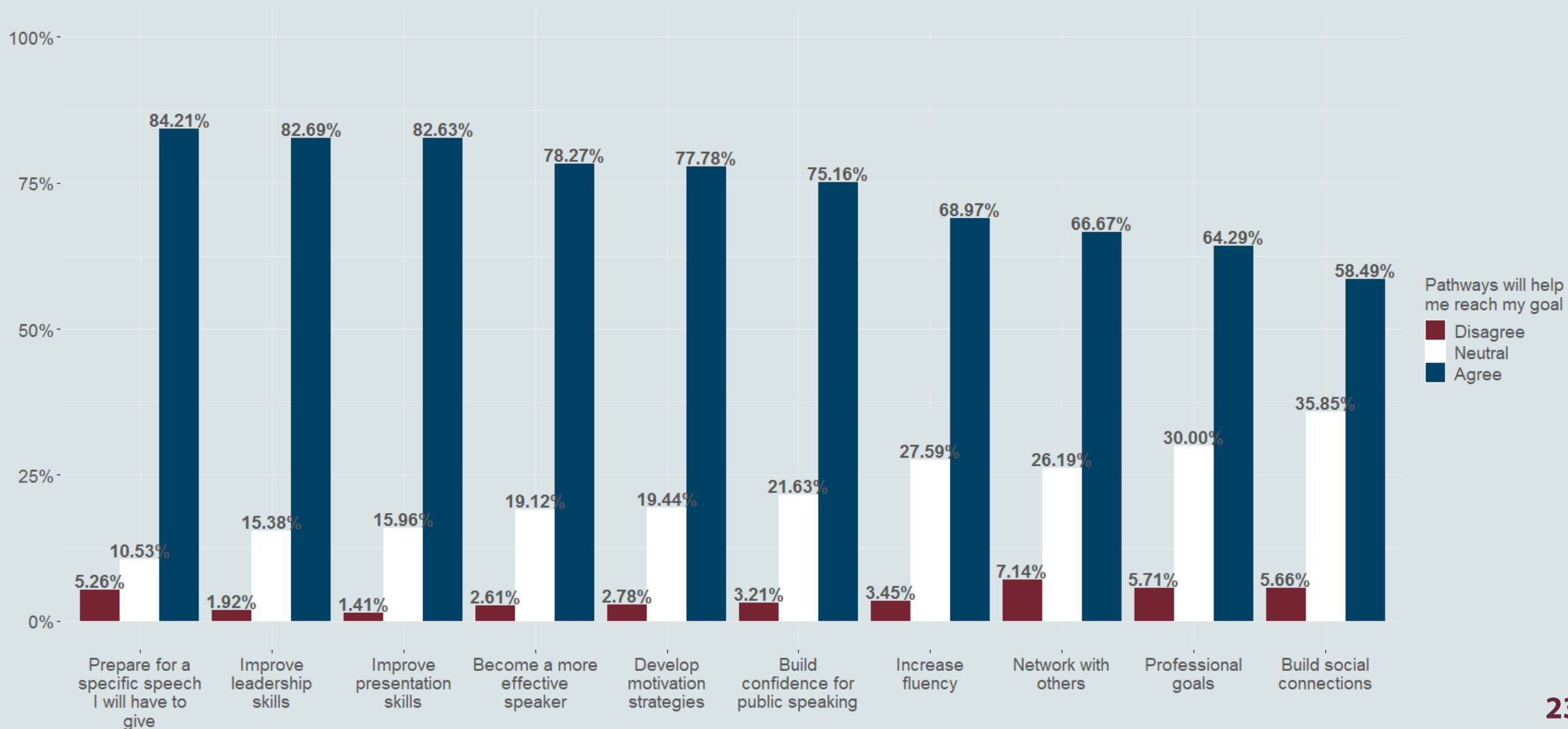# Expectation to renew membership in Community and Company clubs

‣ Members in both Community and Company clubs are optimistic that they will remain in Toastmasters after they have met their primary goal

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Members' belief that Toastmasters will help them reach their primary goal

Toastmasters will help me reach my goal
- Disagree
- Neutral
- Agree

Category	Disagree	Neutral	Agree
Prepare for a specific speech I will have to give	14.29%	0.00%	85.71%
Build confidence for public speaking	9.48%	5.69%	84.83%
Become a more effective speaker	9.18%	6.12%	84.70%
Improve presentation skills	9.26%	6.94%	83.80%
Improve leadership skills	7.94%	10.28%	81.78%
Increase fluency	10.34%	8.05%	81.61%
Professional goals	6.21%	13.79%	80.00%
Develop motivation strategies	16.67%	8.33%	75.00%
Build social connections	7.27%	21.82%	70.91%
Network with others	13.95%	16.28%	69.77%

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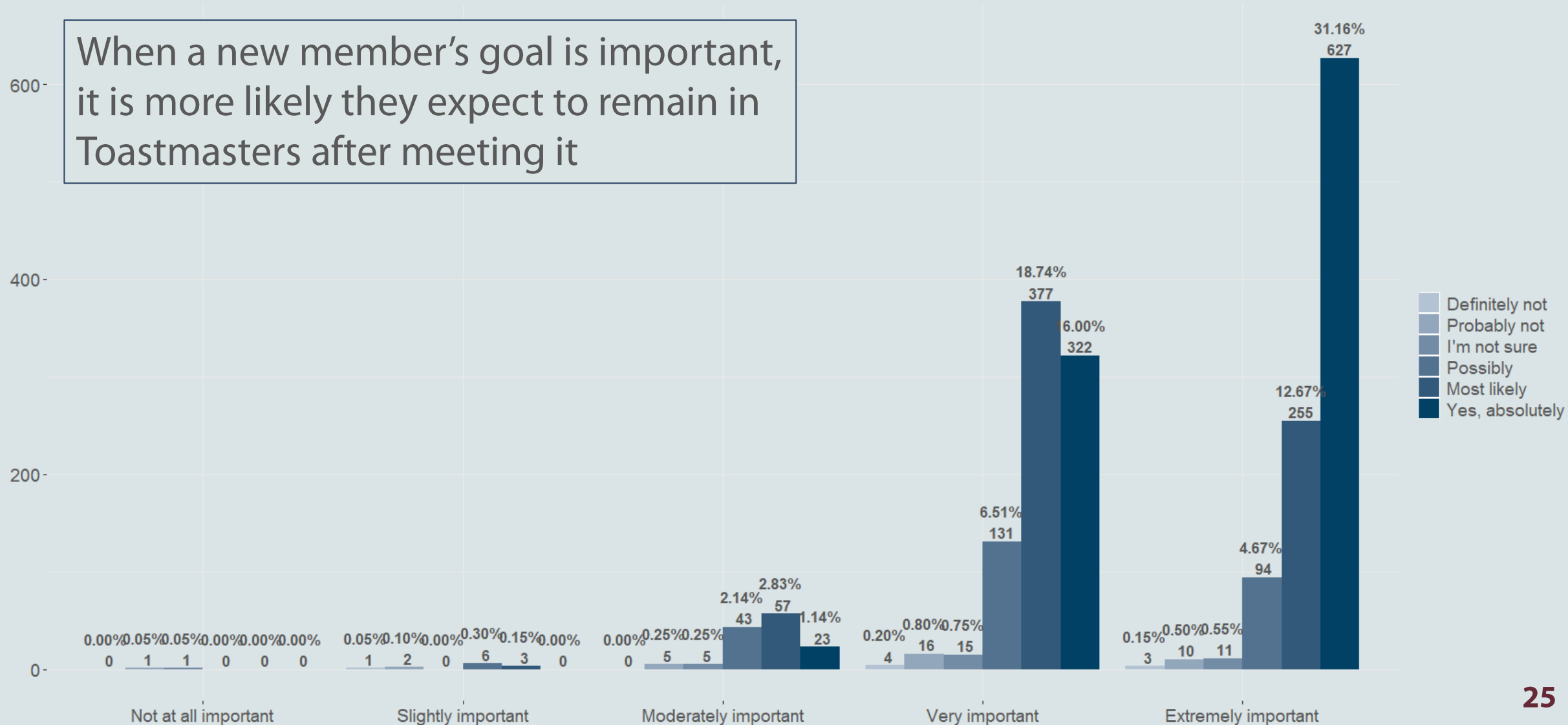Members' belief that Pathways will help them reach their primary goal

New member Toastmasters and Pathways expectations

‣ New members broadly Agree that both Toastmasters and Pathways will help them reach their primary goals

‣ Members are slightly more confident that Toastmasters will help them reach their primary goals than Pathways

  ▪ Toastmasters will help me reach my primary goal had at least 69% support from new members

  ▪ Pathways will help me reach my primary goal had at least 58% support from new members

‣ New members are least clear about how Pathways will help them if their primary goal is: Network with others, Professional goals, or Build social connections

‣ New members are also least confident that Toastmasters will help them reach social goals: Build social connections or Network with others

Membership expectations after reaching goals and relative importance of the primary goal

When a new member's goal is important, it is more likely they expect to remain in Toastmasters after meeting it


Legend:
- Definitely not
- Probably not
- I'm not sure
- Possibly
- Most likely
- Yes, absolutely

Not at all important: 0.00% (0), 0.05% (1), 0.05% (1), 0.00% (0), 0.00% (0), 0.00% (0)

Slightly important: 0.05% (1), 0.10% (2), 0.00% (0), 0.30% (6), 0.15% (3), 0.00% (0)

Moderately important: 0.00% (0), 0.25% (5), 0.25% (5), 2.14% (43), 2.83% (57), 1.14% (23)

Very important: 0.20% (4), 0.80% (16), 0.75% (15), 6.51% (131), 18.74% (377), 16.00% (322)

Extremely important: 0.15% (3), 0.50% (10), 0.55% (11), 4.67% (94), 12.67% (255), 31.16% (627)

Geographic analysis

‣ Member goals were grouped into themes:
  ▪ Leadership goals
    • Develop motivation strategies
    • Improve leadership skills
  ▪ Professional goals
    • Improve presentation skills
    • Network with others
    • Professional goals
  ▪ Speaking skills goals
    • Build confidence for public speaking
    • Increase fluency
‣ New member goal maps are based on primary goal and member location

Leadership goals distribution

Leadership Goals
- Develop motivation strategies
- Improve leadership skills
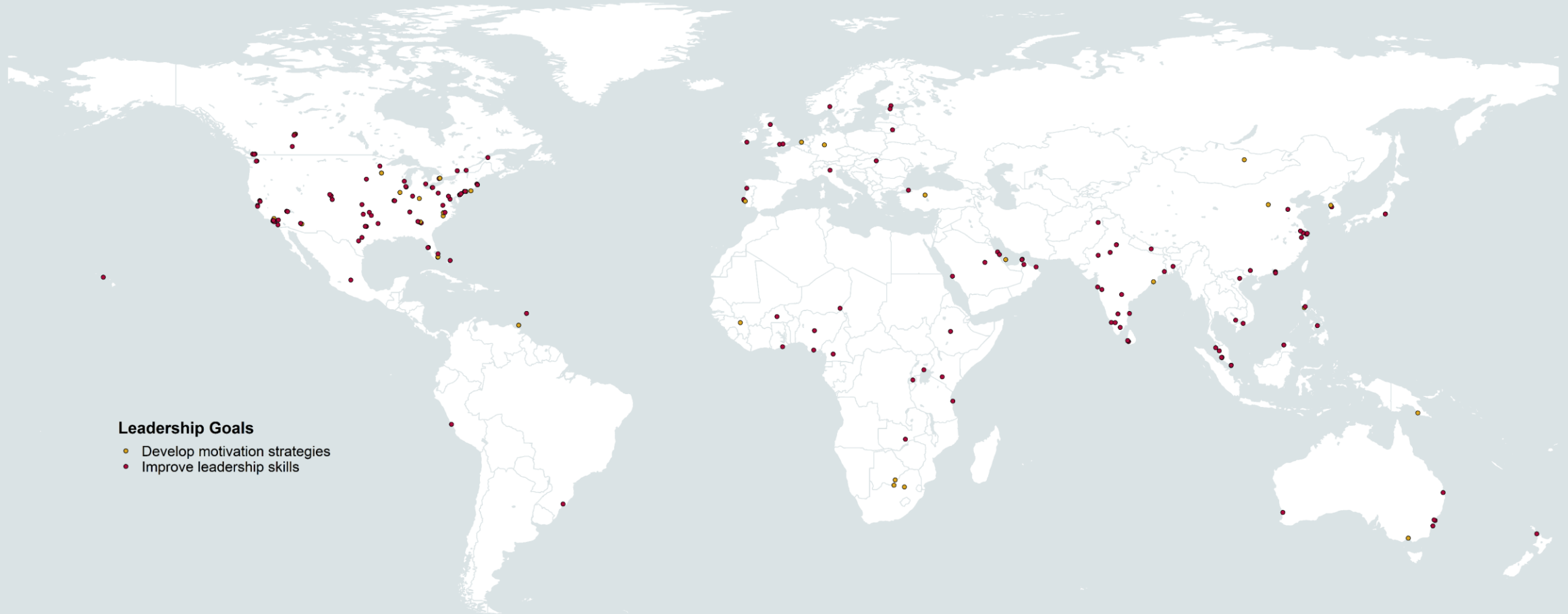
Professional goals distribution

Professional Goals
- Improve presentation skills
- Network with others
- Professional goals
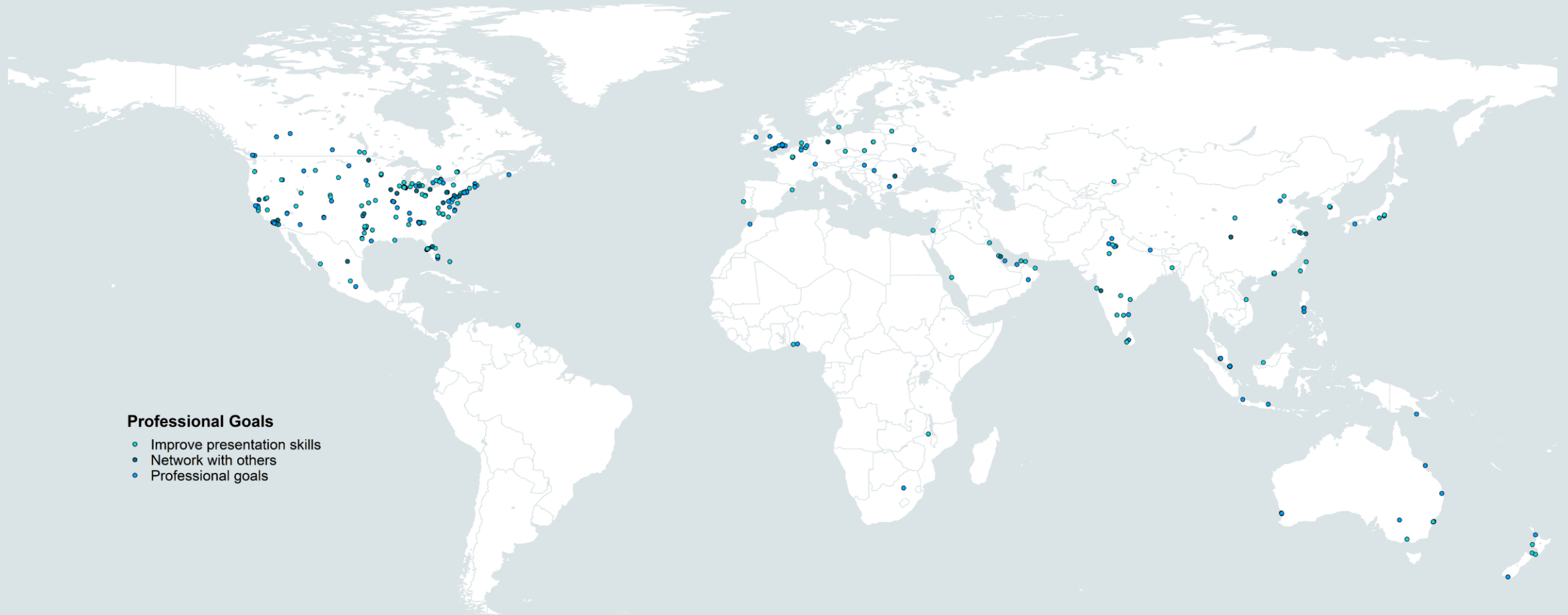
Speaking skills goals distribution

Speaking Skills Goals
- Build confidence for public speaking
- Increase fluency
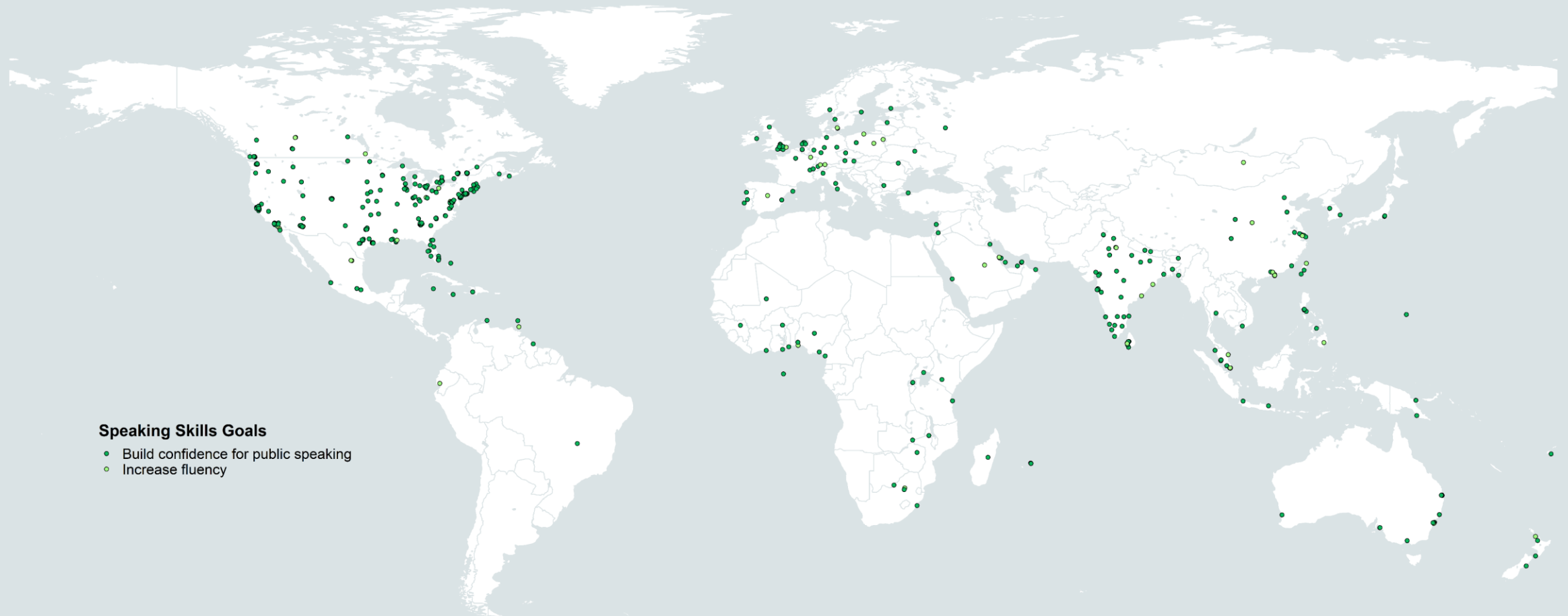
Expanded member goal summary

- Looking to network as a primary goal is common with younger new members
- Younger new members are less committed to maintaining membership
- Primary goals for community and company club members are generally similar, yet:
  - Community club members have a higher percentage of social goals: Build social connections and Build confidence for public speaking
  - Company club members have a higher percentage of professional work goals: Improve leadership skills and Network with others
- New members are generally confident that Toastmasters and Pathways will help them reach their primary goals
- When a new member's primary goal is more important, the member is more likely to expect to retain membership after meeting their goal
- Professional goals tend to be most popular in areas with high urban populations

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Identifying Trends among Member Goals

Statistical modeling to determine how a member's expectation to retain membership after meeting their goal is affected by their attitude toward the goal and confidence in Toastmasters' ability to help members accomplish their goal

Ordered logistic ordinal regression with Likert scale data

▸ Ordered ordinal regression statistical technique explains and predicts behavior of ordinal dependent variables with a set of independent variables

▸ An ordered ordinal variable is a categorical variable with a natural order. An example of an ordinal variable is Likert scale–type data, with 1 being the lowest value and 7 being the highest

▸ A Likert scale is a rating scale that measures attitudes through survey responses that assumes the distance between each choice is equal and linear. A higher rating is associated with a more positive attitudes, and a lower rating is associated with less positive attitudes

Variables

Exploring how members' expectation they will stay after they reached their goals changes with different attitudes towards the goal, their confidence Toastmasters will help them, their confidence Pathways will help them, and their age

- ▸ Dependent variable: Whether members expect to stay after reaching their goal
  - ▪ No
  - ▪ Unsure
  - ▪ Yes
- ▸ Independent scaled variables:
  - ▪ Expectation that Toastmasters will help them achieve their goal
  - ▪ Expectation that Pathways will help achieve their goal
  - ▪ How important their primary goal is
- ▸ Other independent variable: Age

Results

Model coefficients and odds ratios show how variables interact with members' expectation they will stay after reaching their goal

- ▸ Coefficients show the direction that a variable affects a member's expectation of staying: positive for more likely, negative for less likely
- ▸ Odds ratios show how much an increase in the variable changes the odds that a member's expectation of staying after reaching their goal is *Yes*

Independent Variables:	Coefficients:	Odds Ratios:
Age	-0.00144	0.9985606
Goal is important	0.70006	2.0138818
Pathways will help	0.27386	1.3150352
Toastmasters will help	0.09721	1.1020949

Interpretation of results

- ▸ Member age is not a significant factor in the model

- ▸ Goal is important is a significant factor with a positive coefficient. A more positive belief that the member's goal is important will lead to a member being more optimistic that they will stay, holding all other variables constant

- ▸ Pathways will help is a significant factor with a positive coefficient. A positive attitude toward Pathways leads to a higher chance that a member will stay, holding all other variables constant

- ▸ Toastmasters will help is a significant factor with a positive coefficient. A positive attitude toward Toastmasters will lead to higher a chance of a member staying, holding all other variables constant

Relative importance of variables

▸ **Goal is important** is the most important variable impacting member expectations they will stay in Toastmasters after reaching their goal

▸ **Age** is the least important
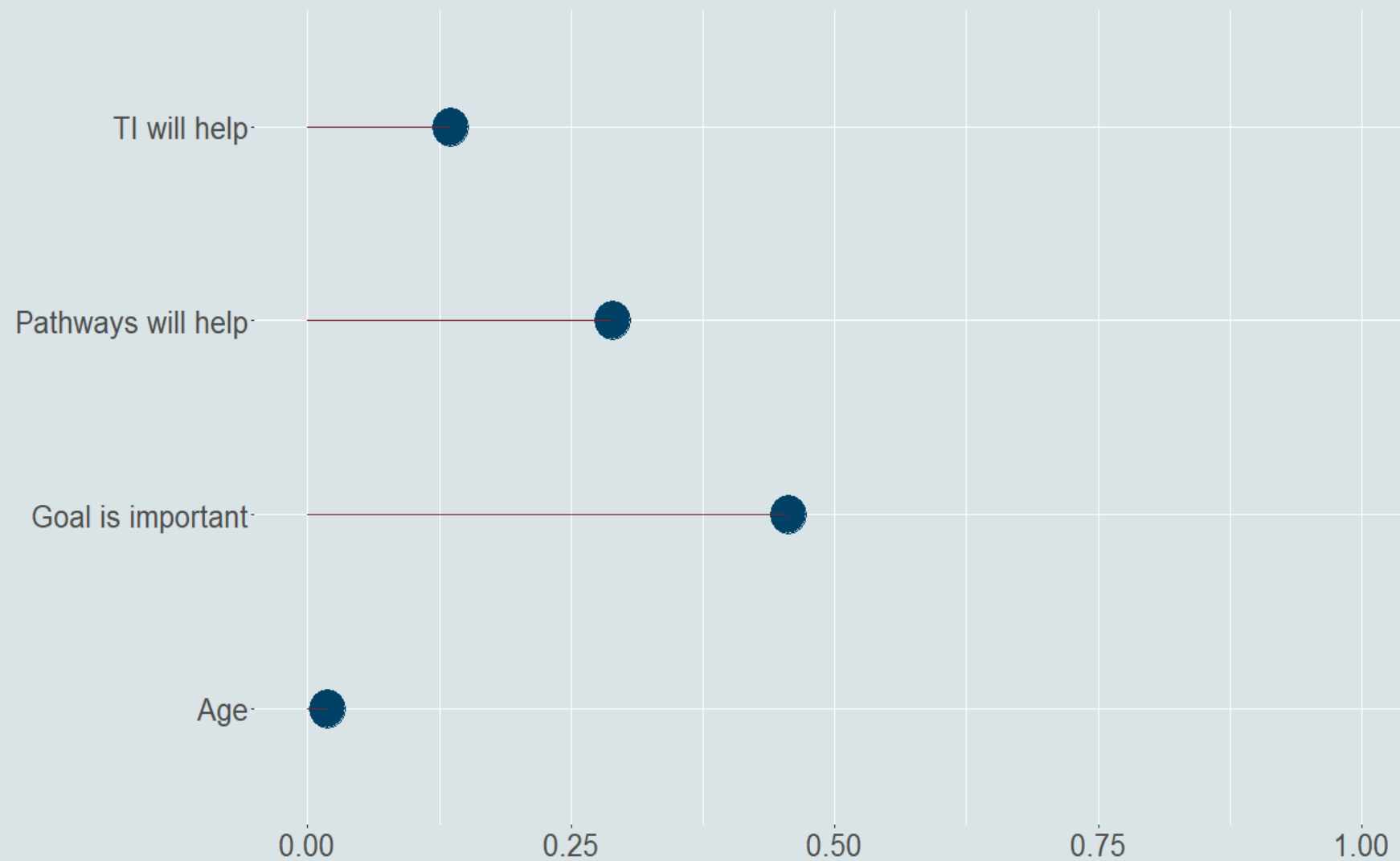
Member goal trends summary

▸ Members' perception that their primary goal is important is the most important factor with the biggest impact on improving their willingness to stay after reaching their goal relative to the other variables

  ▪ As the importance of their primary goal increases, their willingness to remain a member after reaching it increases

▸ Positive attitudes toward Pathways and Toastmasters will also increase members' willingness to stay after reaching their primary goal, to a slightly lesser extent

Conclusions

Primary member goals

▸ New members provided ten (10) primary goals, listed in order of how often they are a new member's primary goal:

1. Build confidence for public speaking
2. Become a more effective speaker
3. Improve presentation skills
4. Improve leadership skills
5. Professional goals
6. Increase fluency
7. Build social connections
8. Network with others
9. Develop motivation strategies
10. Prepare for a specific speech I will have to give

General goal patterns

‣ Network with others is most often a goal for young new members

‣ When members identify auxiliary goals, they tend to indicate specific skill building: Improve presentation skills, Improve leadership skills, Increase fluency, and Professional goals

‣ Members joining company clubs are likely to focus on business-related goals, including: Improve leadership skills, Improve presentation skills, Network with others, and Professional goals

‣ Members are least confident that Toastmasters will help them reach social goals: Network with others and Build social connections

  ▪ They also lack confidence that Pathways will help them reach these goals

Logistic ordinal regression analysis conclusion

▸ A new member's age, the importance of their primary goal, and their expectations for whether Toastmasters and Pathways will help them reach their goal were used in modeling to predict a member's likelihood that they expect to stay in Toastmasters after reaching their primary goal

▸ Younger members are less likely to expect to retain membership

▸ Confidence that Pathways and Toastmasters will help a member reach their goals increases the likelihood a new member will retain membership

▸ The most important factor for whether a member expects to stay after reaching their goal is how important their goal is to them personally

The importance of setting goals

▸ Setting an explicit goal affects behavior, compared to vague "try your best" goals (Locke and Latham, 1990; Ryan, 1970)

▸ Achievements are more pronounced when people have specific goals set (Locke, 1990)

▸ People are likely to internalize information and change behavior to help them reach their goal (Rothkopf and Billington, 1979)

▸ Having well-defined goals is linked to increased motivation and satisfaction (Arvey, Dewhirst, and Boling, 1976)

▸ People are more persistent and creative in trying to achieve their goal if it's important (Latham and Locke, 2006)

▸ Feedback on progress toward meeting a goal is necessary for the goal to be effective (Bandura and Cervone, 1983)

▸ Higher goals lead people to try harder, and reaching (and surpassing) a goal leads to increased satisfaction (Mento, Locke, and Klein, 1992)

Setting useful goals (Locke and Latham, 1990)

‣ Locke and Latham (1990) identified four (4) characteristics of effective goals: clarity, challenge, commitment, and feedback

‣ These principles were adapted into the SMART goal framework
  - Specific—goals should be clearly-defined and have a narrow scope
  - Measurable—there should be objective measurements that define whether a goal is met or not
  - Ambitious—goals should be challenging
  - Relevant—goals should have some other external impact
  - Timely—goals should have a start and end date

Using goal theory and research findings

- ▶ New members tend to have relatively vague goals:
  - ▪ The top goal for new members is Build confidence for public speaking
- ▶ New members goals are non-measurable
  - ▪ Most often, new members identified Feel more confident, which is not measurable, as their metric for identifying when they've reached their goal
  - ▪ Three (3) of the ten (10) metrics that new members provided for identifying when they've reached their goal were measurable: Feedback from club members, Professional advancement, and When I have completed my Pathways path
- ▶ The relationship between how important a member's primary goal is and whether they expect to renew membership ties in with goal research findings where goal importance is linked to persistence

Recommendations

‣ Help members set goals

- Goal setting should help members focus on tasks associated with their stated goal
- If members have SMART goals, they should increase their efforts to meet their goals
- Meeting and surpassing goals increases overall satisfaction

‣ Help members get feedback on their goals and see their progression

- Much of Toastmasters' feedback paradigm is focused on specific skills in specific projects, but may be relatively unrelated to a member's actual goal
  - Explore possibilities of incorporating actual member goals into their learning experience, reminding members of their goal, and demonstrating their progress toward achieving it
- When feedback is contiguous (builds on prior feedback and is relative to the member's goal), members will benefit most, and be re-energized by progress toward goals (and satisfaction with progress already gained)

Recommendations

‣ **Emphasize how Toastmasters membership can help members reach social goals**
  - Younger new members were most likely to have Network with others as their primary goal, but new members overall were least confident that Toastmasters and Pathways would help them reach that goal

‣ **Highlight how Pathways can help members reach a variety of goals**
  - Members were more confident overall that Toastmasters would help them reach their goals, but less so for Pathways

‣ **Feature professional-type goals in urban centers**
  - The professional group of goals clusters around areas with large cities; featuring how Toastmasters can help people reach professional goals in these areas may be fruitful

References

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Appendix

Methodology

- ‣ Data processing and transformation
  - ▪ Age variable was filtered for outliers
    - • Interquartile method
  - ▪ Dependent variable "will stay member" was ordered and transformed
    - • "Definitely not" or "Probably not" = "Not"
    - • "I'm not sure" or "Possibly" = "unsure"
    - • "Most likely" or "Yes, absolutely" = "Yes"

  - ▪ Likert scale data was recoded numeric and assumed continuous
    - • Assumption is that higher numbers associate with more positive attitudes and lower number associates with lower attitudes

Appendix: Ordinal logistic regression model

‣ Ordinal regression model considers the natural order of the dependent variable

$$\frac{P(Y \le j)}{P(Y > j)},$$

where Y is ordinal outcome with J categories, and $P(Y \le j)$ is the cumulative probability of Y less than or equal to a j = 1,… J-1

Log odds : $$\frac{P(Y \le j)}{P(Y > j)} = \text{logit}(P(Y \le j))$$

Ordinal logistic regression:

$$\text{logit}(P(Y \le j)) = \beta 0 + \beta 1 X 1 + \beta 2 X 2 \ldots + \beta n \text{Xp}$$

Ordinal logistic regression model prediction example

▸ Predicted probability of member "Not" will stay member after goal is reached, given:

- age = 30
- goal is important = 5, "extremely important"
- Toastmasters will help = 6, "strongly agree"
- Pathways will help = 6, "strongly agree"

▸ $P(Not) = \dfrac{1}{1 + e^{-(\alpha 1 - y)}}$,

where $\alpha 1$ is specific intercept, y is ordinal logistic regression estimate

$y = -0.001440472(30) + 0.700064112(5) + 0.273863446(6) + 0.097212852(6)$

$y = 5.683564$

▸ $P(Not) = \dfrac{1}{1 + e^{-(.8417 - 5.683564)}}$

$P(Not) = .0078$

Order ordinal regression model results:

Independent Variables:	Coefficients:	p-values:
Age	-0.00144	0.752
Goal is important	0.70006	0.000
Pathways will help	0.27386	0.000
Toastmasters will help	0.09721	0.040
Intercepts:		
No | Unsure	0.8417	0.88
Unsure | Yes	3.19527	0.000