

Executive Director's Update



February 2013





Mission, Vision and Values

Toastmasters International Mission

Vision

Toastmasters International empowers people to achieve their full potential and realize their dreams. Through our member clubs, people throughout the world can improve their communication and leadership skills, and find the courage to change.

Values

Toastmasters International's core values are integrity, dedication to excellence, service to the member, and respect for the individual. These are values worthy of a great organization, and we believe we should incorporate them as anchor points in every decision we make. Our core values provide us with a means of not only guiding but also evaluating our operations, our planning, and our vision for the future.

Toastmasters International is the leading movement devoted to making effective oral communication a worldwide reality. Through its member clubs, Toastmasters International helps men and women learn the arts of speaking, listening, and thinking—vital skills that promote self-actualization, enhance leadership potential, foster human understanding, and contribute to the betterment of mankind. It is basic to this mission that Toastmasters International continually expand its worldwide network of member clubs, thereby offering ever-greater numbers of people the opportunity to benefit from its program.

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Executive Director's Report



I recently attended a club meeting in a city I had never visited before. It was a joint meeting—there were members from several local clubs in attendance. When I walked into the meeting I knew about five of them; I left with 65 new friends.

Before the meeting started I introduced myself to several smiling members—and a few who avoided meeting my gaze. Several more introduced themselves to me. I noticed the club officers introducing themselves to other non-Toastmasters guests. The room was beautifully arranged and all appeared to be ready well before the appointed time.

The sergeant at arms called the meeting to order and introduced the Toastmaster, who warmly welcomed the members and guests to the meeting. A wonderful meeting followed. There were speakers, evaluators, Table Topics questions and responses, a general evaluation

and more. There were experienced Toastmasters and some less seasoned. The Toastmaster generously gave me the opportunity to speak for a few minutes.

Parts of the meeting were the same as other meetings I've attended. Much of the meeting reflected this club's culture and the culture of the city and country.

After the meeting I met many more members and other guests. We enjoyed post-meeting refreshments and eventually the crowd dispersed.

It was a beautiful meeting! If I had a Moments of Truth checklist, like a visiting area governor, I would have given the club very high marks.

It doesn't matter where that club meets. Each day scores of clubs around the world conduct such meetings. Thank you, Dr. Smedley, for your dream and vision. Thank you to every leader and member since who has contributed to supporting and creating so many thousands of successful clubs, giving many hundreds of thousands of members a beautiful experience.



Daniel Rex

By the Numbers

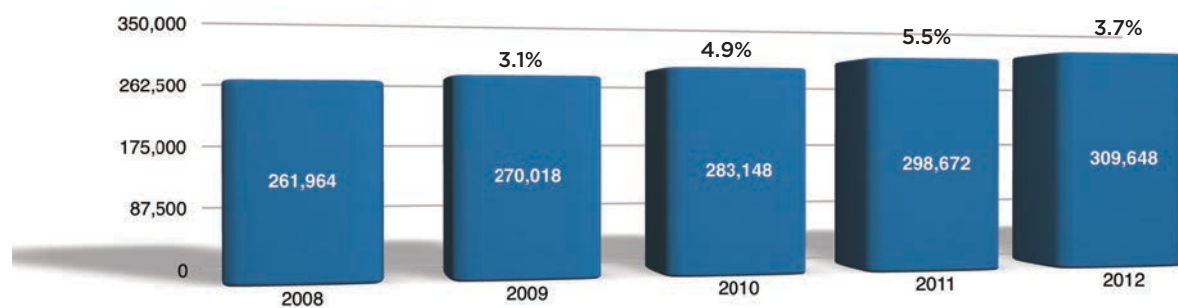
Membership Growth

During the last renewal period (April through September 2012), membership grew by 3.7%, to 309,648. The percentage of growth is slightly lower than in 2010 and 2011.

This chart measures membership as of September 30 and includes all membership types.



Total Membership

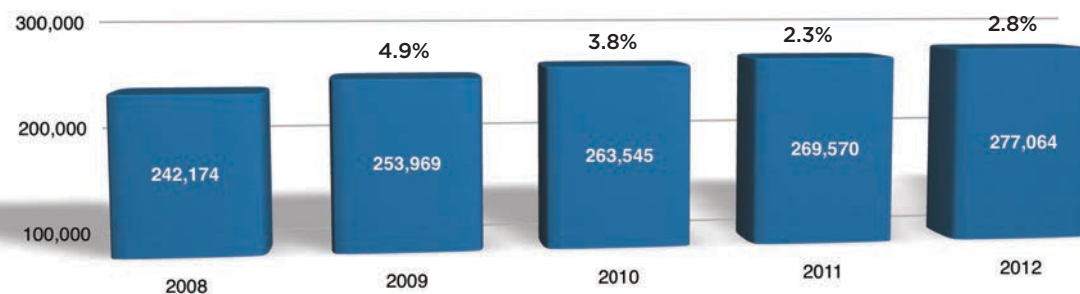


Membership Payments

For the first half of the 2012–2013 program year (July through December), membership payments increased by 2.8%.

As of December, membership payments totaled 277,064.

Membership Payments

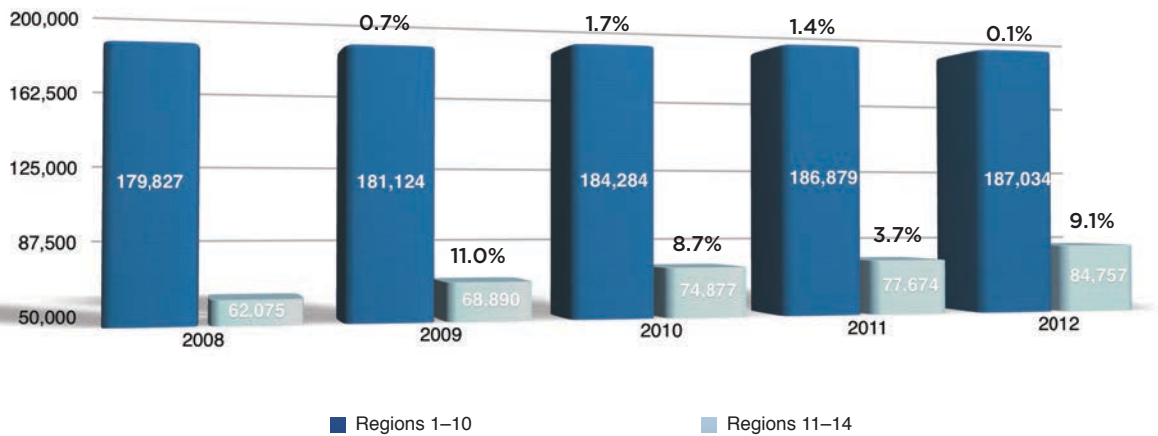


Payments by Region

Regions 1–10 represent districts within North America and regions 11–14 comprise districts outside of North America.

In 2012–2013, membership payments increased by 0.1% in regions 1–10 and 9.1% in regions 11–14.

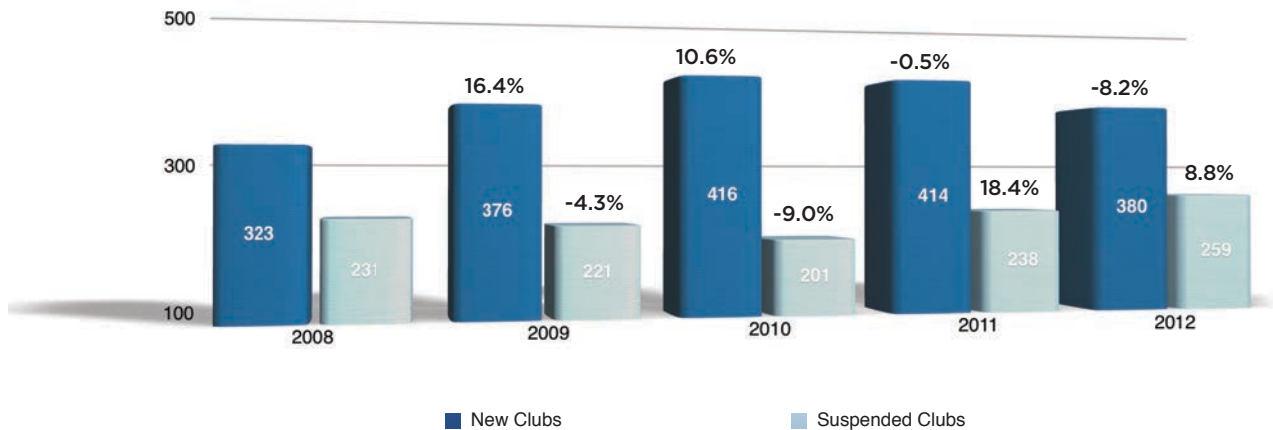
Total Payments: Regions 1–10 vs. 11–14



Club Growth

The number of new clubs chartered in the 2012–2013 year is 380. However, compared to the 2011–2012 program year, there is an 8.2% decrease in new clubs.

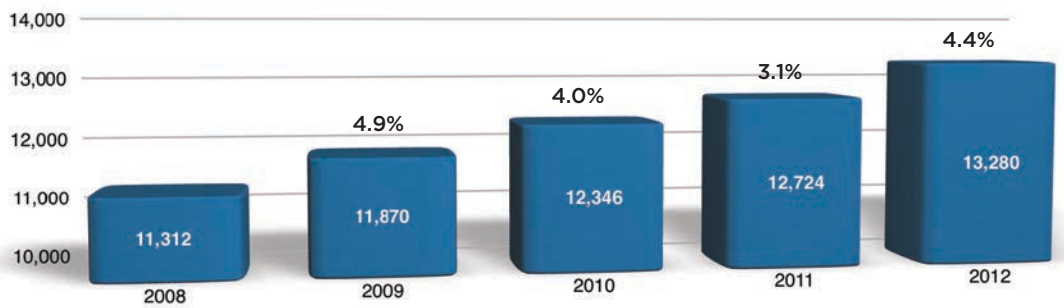
New and Suspended Clubs



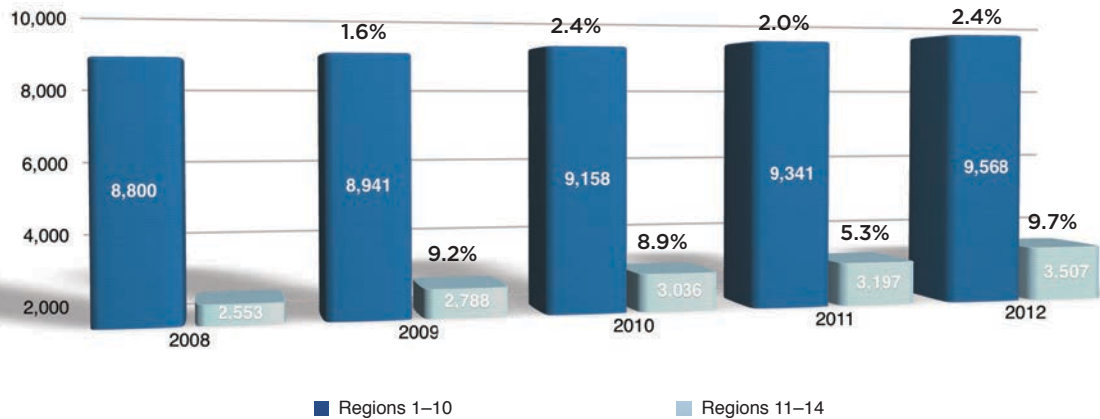
Paid Clubs:

Compared to the 2011–2012 program year, the total paid clubs for the 2012–2013 program year increased by 4.4% to 13,280. In regions 1–10 paid clubs increased by 2.4% to 9,568 and paid clubs in regions 11–14 increased 9.7% to 3,507.

Paid Clubs: July–December



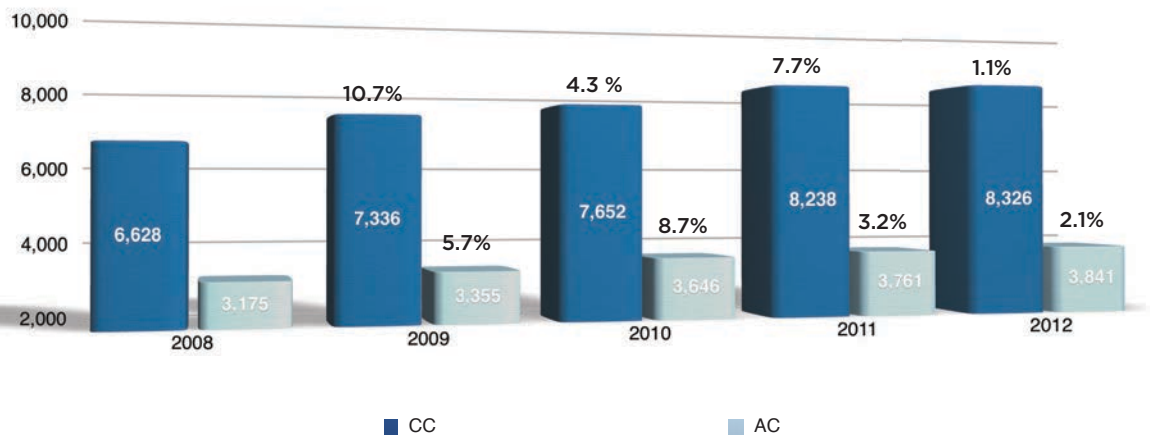
Paid Clubs: Regions 1–10 vs. 11–14



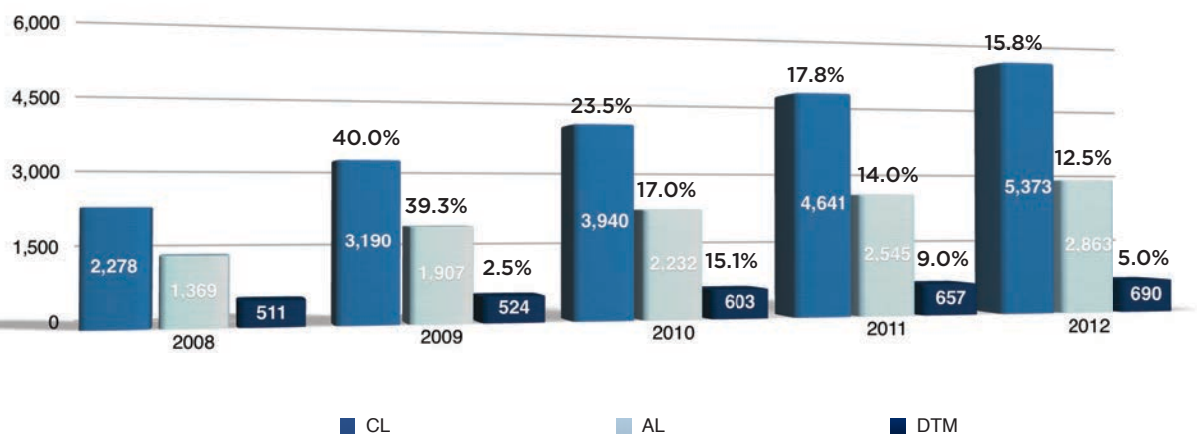
Education Awards

Awards earned grew in all categories in comparison to the same time frame in the previous year. The number of Competent Communicator awards earned grew nearly 1.1%, while the number of Advanced Communicator awards achieved increased 2.1%. In addition, the number of Competent Leader awards earned grew 15.8% and the number of Advanced Leader awards increased 12.5%. The number of Distinguished Toastmaster awards earned grew by 5%.

Communication Awards July-December



Leadership Awards July-December

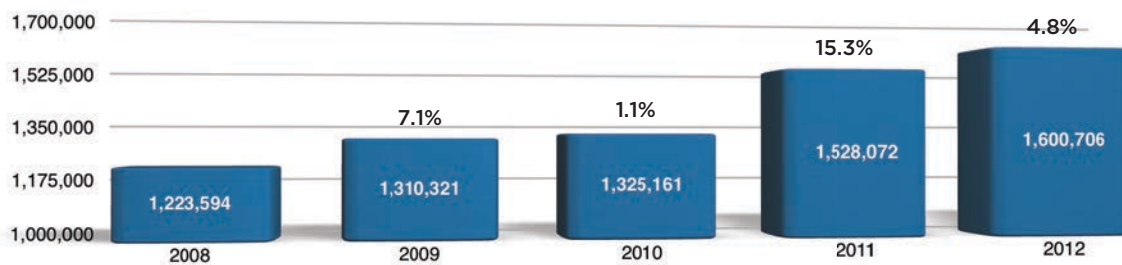


Education and Product Sales

Through the online store and annual Convention, the organization makes available educational, marketing and promotional products to members around the world. From July to December 2012, product sales were \$1,600,706, a 4.8% increase from the previous period last year.



Education and Product Sales



Global Support

Member Services

The Member Services department is committed to providing the support members need to ensure that their Toastmasters experience is positive and fulfilling. This support is delivered primarily through member service representatives (MSRs), whose role is to identify the customer's needs and provide complete answers to their questions and appropriate solutions to any challenges they may face.

To assess the effectiveness of the service provided, a customer satisfaction survey (CSS) was launched in mid-August 2012. The survey, which is sent to members after they have had an interaction with Member Services via phone or email, asks respondents to rate their experience on a scale of 1 to 7. Since mid-August, 16,301 customer satisfaction surveys have been sent and 4,556 responses have been received.

In general, the survey results over the first four months have been very positive, and through the initial results, areas of improvement have been identified; consequently, service has improved in many areas. However, our objective is to consistently achieve a 7 in all categories. Positive comments are shared with team members to boost morale. By monitoring customer feedback on a regular basis, we are able to identify quality assurance issues and address them more quickly than ever before.

Club Services

The Club Services department was launched in 2012 to develop and implement club-quality strategies and programs that can be used by all club leaders to enhance or strengthen the Toastmasters experience for their members. Since its inception, the team has focused its efforts on research and analysis of the club experience around the globe.

Specifically, team members have personally visited more than 30 individual clubs meetings in China, Japan and the United States; provided support in the development and implementation of a global focus-group project that was conducted with more than 130 current and lapsed members in Canada, China, Dubai and the United States; and conducted surveys and analyzed existing data to understand the dynamics of successful clubs as well as struggling clubs. From the results of all this input, the department will present a comprehensive set of tools for club leaders that includes best practices, incentive programs and club-building strategies.

District Leader Training

In August 2012, all district leaders came together in Orlando, Florida, to be immersed in a learning environment centered on the member experience and club quality. In January 2013, district leaders gathered in seven locations around the world to explore their role in supporting clubs and members. Region advisors, World Headquarters and international directors served as training facilitators.

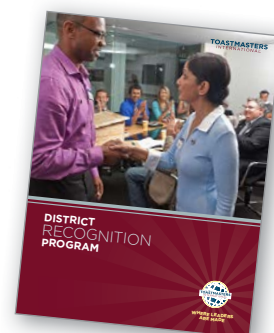


E-learning

In November 2012, Club Officer Essentials, the first e-learning module for club leaders, was released on the Toastmasters website. This eight-session, interactive, self-paced program is designed to provide a high-quality, consistent foundation for all club officers regardless of location. A recent survey of club officers who completed the sessions revealed that 93 percent either agree or strongly agree that the e-learning was valuable to them.

Recognition

Districts have embraced the new District Recognition Program (DRP) since it was launched on July 1, 2012. With the Distinguished Club Program (DCP) serving as the foundation of the DRP, there is now greater emphasis on club quality, member satisfaction and helping clubs to become Distinguished.



This is very encouraging for the first year of the new District Recognition Program. The districts are doing well in their efforts to promote this program, as evidenced by year-to-date data showing that more than 21% of districted clubs are eligible to become Distinguished. This represents an increase of 1.75% over the same period last year. The numbers of clubs and membership payments in districts worldwide are also on track as compared to January last year. Although there is a slight dip in the number of CCs and ACs (DCP goals 1–4) accomplished

year-to-date, the positive focus appears to have extended into each of the other goals. Specifically, there has been an increase in the achievement of DCP goals 5–10, which include achieving high-level education awards, increasing club membership, training club officers and completing various administrative tasks.

Leader Assessment and Selection

In August 2012, the Board of Directors implemented a new process to evaluate officer and director candidates as well as region advisor applicants. In October, the new assessment tool was distributed to leaders who served with the region advisor in previous Toastmasters leadership roles, and each applicant was asked to complete a self-assessment. This assessment was developed to gain a more complete understanding of each applicant's strengths and deficiencies in the following competencies: Ethics, Leadership and Communication, Marketing Principles and Concepts, Conflict Management and Problem Solving, and Project Management. The results of the assessments were used by the Region Advisor Selection Committee during the interview process and deliberations. For all the applicants combined, 603 assessors were asked to complete the assessment and 432 did so, resulting in a 72% response rate.



Organizational Support

Branding

The organization's goal to achieve complete brand adoption within two years of its August 2011 launch remains on track. To meet the objectives and further encourage brand compliance, a survey was sent to club leaders to solicit feedback on whether they adopted the new brand, and if not, what is preventing them from doing so.



The results of the survey revealed that interest in brand adoption is high, but additional support is needed. As a result, the organization is providing many new tools and resources to help clubs easily adopt the brand.

1+1 Campaign

The 1+1 Campaign, a membership-building program initiated by International President John Lau, was officially launched on December 3, 2012. Through this program, members are encouraged to invite one person to visit and join a Toastmasters club. Each month, all referring members are recognized for their efforts. In the first two months of the campaign alone, more than 1,000 new members joined the organization.



Public Relations

News coverage for Toastmasters International during 2012 reached an audience of 1.7 million, totaling \$1.3 million in publicity value. This is an increase of more than \$200,000 in publicity value over 2011. The coverage resulted from the combined efforts of club VPPRs, district PROs and World Headquarters staff.

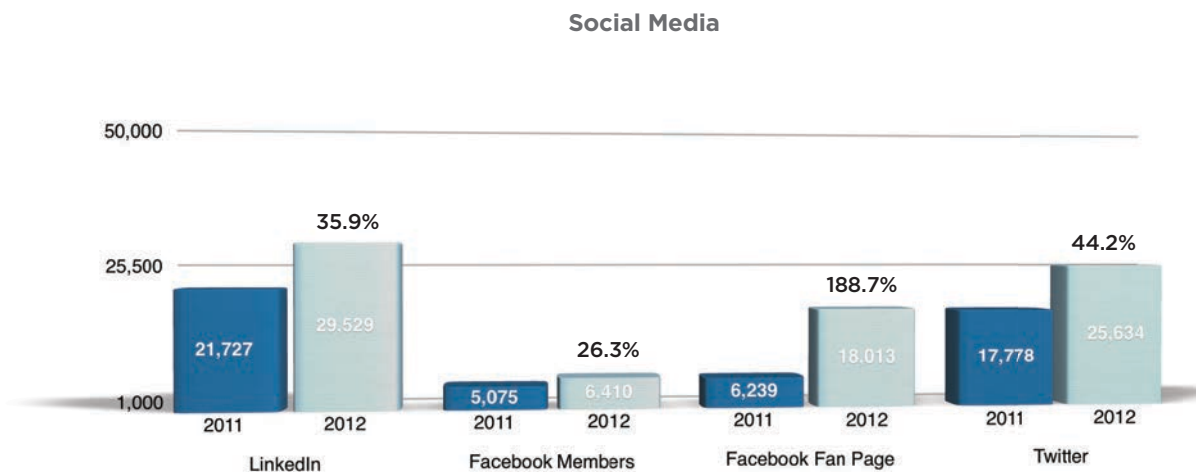
Prominent coverage included articles in *Forbes*, *The New York Times*, *The Hill*, *Calgary Herald*, *Hindu Daily*, *Borneo Post*, *New Sarawak Tribune*, *Queensland Times* and London's *Daily Mirror*. In addition, Toastmasters received unprecedented news coverage in Malaysia as a result of International President John Lau's term in office.

Business Research

The Business Research and Analysis department was launched in September 2011 in support of the 2010 Strategic Plan directive to ensure that accurate and updated data is used to inform all decision-making. Since its inception, the team has coordinated global focus groups, conducted expansive surveys to support a range of Board projects and strategic initiatives, and begun to explore new ways to leverage technology to gain a true global understanding of the member experience today, and what it can be in the future.

Social Media

The organization's social media presence is continuing to grow. Through valuable social networks, such as Facebook, LinkedIn and Twitter, we are able to strengthen the organization by bringing together members from around the world.



Summary

The efforts of thousands of leaders and hundreds of thousands of members have created another successful year for Toastmasters International. The organization is preparing itself for a strong, impactful future in which it stands prominently as a globally recognized and respected provider of communication and leadership skills development.

