

TOASTMASTERS
INTERNATIONAL

THE VISIONARY **LEADER**

The Leadership
Excellence Series



**WHERE LEADERS
ARE MADE**

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**WHERE LEADERS
ARE MADE**

www.toastmasters.org

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.

CONDUCTING THE PRESENTATION

"The Visionary Leader" discusses how leaders create and communicate a vision for their organization to help it be successful. 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 in this manual 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 toward 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.

THE VISIONARY LEADER

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 “The Visionary Leader” 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.

THE VISIONARY LEADER

Outline

INTRODUCTION

Vision is the ability to perceive the many possibilities that are available to an organization and to create a picture of where that organization will be in the future. A vision sets a clear, focused, desirable direction that will take an organization to some specific destination.

People are motivated to perform when they have a clear understanding of the purpose and meaning of a task or activity. A leader must provide this purpose and meaning by developing his or her vision and then communicating it to his or her team.

A vision statement is a means of communicating a vision to others.

PURPOSE OF A VISION STATEMENT

The purpose of a vision statement is to provide a general direction for an organization. It does not address details.

A vision provides a context for decision making. Every major decision an organization makes should move it toward achieving its vision. Visions affect the organization's structure and the working relationships of team members.

CHARACTERISTICS OF A VISION STATEMENT

Vision statements are:

- ▶ **Clear.** They are easily understandable.
- ▶ **Challenging.** They impart lofty but achievable goals – to be the best, to do more, to help someone or something.
- ▶ **General.** They don't address specifics, such as increasing revenue or market share.
- ▶ **People-oriented.** They are not based upon self-interest. Instead, vision statements focus on how people will interact with one another and better serve clients or customers. For example, the Toastmasters vision statement focuses on members.
- ▶ **Inspiring.** Team members find the vision exciting and noble. They want to help achieve it.
- ▶ **Easily communicated.** They are simple to explain.

CRAFTING A VISION

Creating a vision statement is an opportunity to consider where an organization should be in five, 10, or 20 years. The statement need not be lengthy or complicated. It can be one or two sentences or it can be a paragraph.

Answer the following questions to help develop a vision statement:

- ▶ What does the organization do well?
- ▶ What is the most important thing the organization wants to do?
- ▶ What makes the organization unique or special?

V1

V2

V3

V4

- ▶ What does the team expect from the organization?
- ▶ What makes the team feel good about the organization?

Remember that a vision statement's purpose is only to provide a general direction for an organization; it does not address details.

A vision affects all of the members of an organization. Involving team members in the creation of a vision has several benefits:

V5

- ▶ **Willingness to achieve the vision.** A leader must have the assistance of his or her team in order to achieve the vision. A team will be more willing to help if team members participated in the vision's development.
- ▶ **Control their own futures.** A leader provides team members some control over their own futures by soliciting their input.
- ▶ **Fosters cooperation and collaboration.** Team members will be more aware that they can achieve the vision through cooperation and collaboration, which will make them a better team.

COMMUNICATING A VISION

Leaders are responsible for communicating their vision clearly and in terms the team can understand. The team must comprehend:

- ▶ the relationship of the vision to daily activities
- ▶ their role in the vision
- ▶ how to support the vision

To communicate a vision effectively and help team members embrace it:

V6

- ▶ **Talk about the vision all the time.** Discuss it whenever possible, informally in conversations and formally in meetings, conferences, and publications. Describe the vision and why it is important
- ▶ **Explain how it will benefit them.** People are more likely to support something if they will personally benefit in some way.
- ▶ **Be enthusiastic.** Enthusiasm is contagious.
- ▶ **Show that you mean it.** A leader's action must be consistent with the vision. Actions show others the leader is intent on achieving the mission.

Finally, after a leader has described the vision to team members and built their enthusiasm for it, he or she must ask the team to commit to achieving the vision. People are more likely to follow through on verbal promises, so ask for each team member's verbal agreement to help achieve the vision.

CONCLUSION

A vision is evolutionary. If an organization is to survive and grow, it will periodically need to update its vision. Changes can be swift and unexpected – opportunities arise, new technologies are developed. A leader that knows where an organization is going will be able to spot opportunities, use them, and benefit.

"If you want to build a ship, don't drum up people to collect wood and don't assign them tasks and work, but rather teach them to long for the endless immensity of the sea."

– Antoine de Saint-Exupéry



V7

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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