



TOASTMASTERS
INTERNATIONAL

THE LEADER AS **A COACH**

The Leadership
Excellence Series



**WHERE LEADERS
ARE MADE**

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Excellence Series

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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 Leader as a Coach" discusses how leaders can help their teams improve performance by applying specific principles and techniques. 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 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 aid.

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 LEADER AS A COACH

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 Leader as a Coach” 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 LEADER AS A COACH

Outline

INTRODUCTION:

The world needs strong, competent leaders now more than ever before. Effective leaders are needed not only in government and industry, but in our communities and civic organizations as well. Even in Toastmasters, the difference between a successful club and an unsuccessful club is the quality of leadership within the club. Leadership abilities are not inherited. Just like communication skills, leadership skills are learned and honed through experience by facing challenges and learning from failures and successes.

UNIVERSAL PRINCIPLES

As a leader, you are measured, recognized, and rewarded not for what you do, but for the accomplishments and achievements of the people you lead. If you want to achieve your goals, you must do everything you can to help your team succeed. If you consider present and past great leaders, they are alike in three areas:

1. They provide a clear direction through their mission, vision, values, goals, and plans.
2. They foster collaboration through team building, delegation, coaching, and a service leadership attitude.
3. They motivate team members to achieve by providing feedback, support, and recognition, and by resolving conflict.

THE FUNDAMENTALS OF COACHING

Coaching is the process of guiding and encouraging team members to achieve superior performance results. You need to work with team members to help them improve. Your purpose as a coach is to ensure team members do what they are supposed to do, perform better, and reach their full potential.

To perform effectively, team members need to know what is expected of them. They need to know:

- ▶ What they are supposed to do
- ▶ Why they are supposed to do it
- ▶ How they are supposed to do it
- ▶ How well they are expected to do it
- ▶ How well they are doing

A COACH'S RESPONSIBILITY

A coach's responsibility is to provide team members with the direction and feedback they need. Specifically, a coach:

- ▶ Sets high but achievable expectations
- ▶ Guides team members

V1

V2

V3

- Offers support
- Gives advice
- Provides feedback
- Encourages team members

V4

FIVE STEPS TO EFFECTIVE COACHING

Ideally, your team will function effectively and make great progress toward its goals, and team members will know what they are supposed to do and how to do it. In these situations, you should praise and encourage your team members and help them to perform even better. What do you do if one or more team members are not performing to your expectations? In these cases, your role as coach becomes even more important. Your responsibility is to help the member or members perform to your expectations. Coaching is important since it results in better performance. There are five steps to effective coaching:

1. **Compare performance with expectations.** Note where the team member is not meeting your standards, then try to determine the reason by asking:
 - Does the team member know what is expected?
 - Is the problem beyond his or her control?
2. **Meet with the team member.** If the problem is within the control of the team member, meet with him, explain the problem as you see it, and the effect it has on the team and its goals.
3. **Ask for acknowledgement.** For coaching to be successful, both parties must agree a problem exists. When the team member acknowledges a problem, determine why he or she is not performing to expectation. You may suspect the cause, but you could be wrong. Listen carefully to the team member's response.
4. **Work toward a solution.** Both you and the team member should work together on a solution. You could ask:
 - What actions can the team member take to resolve the problem?
 - What actions can you (the coach) take to resolve the problem?
5. **Follow up.** Monitor the team member's performance to ensure the problem is resolved.

V5

TIPS FOR DISCUSSION

In your discussions with team members, show care and concern. You will be more effective and avoid making the team member defensive if you:

- Talk *with* them, not *down* to them.
- Admit when you have made a mistake.
- Keep it simple. Elaborate descriptions are not necessary.
- Listen. Do not interrupt.
- Keep it short and specific. Address the issues directly.
- Be sincere.
- Be timely. Do not wait weeks or months to address the problem.

BENEFITS OF COACHING

Again, coaching results in improved performance. There are other benefits, too.

- ▶ **High morale.** When everyone is working together and achieving goals, team members feel good about their work.
- ▶ **Empowerment.** People feel confident and willingly accept more responsibility.
- ▶ **Development.** Team members learn and improve. As they grow, they become more creative and are able to contribute even more.

As a leader, you benefit from coaching, too. Team productivity increases, and the team completes tasks to your expectations. As their skills increase, you can delegate more so you have more time for other leadership responsibilities.

CONCLUSION

You have a duty as a leader to ensure you do everything possible to improve the performance of your team. Few things motivate people more than praise or help from a leader. As a coach, you can always show them how they can help themselves, and how they can help their organization improve its overall performance.

V6

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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