



LEADING YOUR TEAM

LEVEL 4 PROJECT



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INTRODUCTION



Learning to be an effective leader is one of the benefits of being a Toastmaster. Effective leadership requires communication, open-mindedness, optimism, sincerity, and the ability to motivate others. As a leader, you have the opportunity to accomplish goals with others' help and to positively affect those you lead. Being an effective leader has the power to influence many different facets of your life.

In this project, you will communicate pertinent and relevant information to a group, accomplish a task with the help of a small group, and apply the basic skills of leadership.

You developed a plan in the "Planning and Implementing" project. "Leading Your Team" is the first step toward putting your plan into action. You will have the opportunity to implement what you identified in the Discover Your Leadership Style Questionnaire. As you work through the process of building a team, consider how that team will work together to help you fulfill the goals for the "Manage Successful Events" project.

YOUR ASSIGNMENT

Purpose: The purpose of this project is to lead a small team to the completion of a project.

Overview: Build a team of two to four people and lead your team to the completion of a project of your design. (Note: See the Project Checklist resource for suggestions.) After you accomplish the project, present a 5- to 7-minute speech about you or your experience leading your team. Your speech may be humorous, informational, or any other format that appeals to you.

Note: If you choose to complete a non-Toastmasters specific project, speak with your vice president education to create a process to confirm you completed the project.

For all assignment details and requirements, review the Project Checklist on page 14.



Throughout this project you will see icons in the margins next to the text. These icons indicate additional resources available online.



Video: Sign in to Base Camp to watch a video that supports this project.



Interactive Activity: Sign in to Base Camp to complete an interactive activity.



Resource: Sign in to Base Camp to view this resource online.

ASSESS YOUR SKILLS

Evaluate your current skill level by rating each statement.



Select the appropriate number based on your skills today:

5
EXEMPLARY

4
EXCEL

3
ACCOMPLISHED

2
EMERGING

1
DEVELOPING

Pre-Project					Statement	Post-Project				
5	4	3	2	1	I am able to identify pertinent and relevant information to communicate to a group.	5	4	3	2	1
5	4	3	2	1	I can accomplish a project with the help of a small group.	5	4	3	2	1
5	4	3	2	1	I can apply the basic skills of leadership.	5	4	3	2	1
5	4	3	2	1	I recognize how this project applies to my life outside of Toastmasters.	5	4	3	2	1

COMPETENCIES

The following is a list of competencies that you will learn and practice in this project.

- Identify pertinent and relevant information to communicate to a group.
- Successfully complete a project with the help of a small group.
- Apply the basic skills of leadership.



ATTRIBUTES OF GOOD LEADERS

Communication

Communication is the act or process of using words, sounds, signs, or behaviors to express or exchange information. Clear communication means speaking and writing in a direct, concise, thoughtful manner. How you communicate impacts how you lead, achieve respect, and earn trust from your group or team.

Integrity

Demonstrate your integrity by following through on your commitments and being honest. This builds trust and is a powerful bond between you and your team, making it more likely that you'll accomplish goals and work well together.

Open-mindedness

Open-mindedness is a willingness to consider new ideas and to view situations without bias. As a leader, listen to what others in the group have to say with an open mind. A willingness to incorporate others' ideas and suggestions into a project demonstrates the value you place on team members. Rely on the group's skills and talents and empower members to work to their highest potential.

Optimism

Optimism is the ability to focus on the beneficial side of situations and expect positive outcomes. An optimistic attitude paves the way for the successful handling of obstacles and adversity. Managers who display optimism help employees be productive and reach their goals. An optimistic and positive attitude raises team morale and complements a leader's commitment to the group.

RESPONSIBILITIES OF LEADING TEAMS— GOAL SETTING

A leader must fulfill a number of responsibilities to ensure that his team functions well.

In the “Managing Time” project, you learned how to establish long- and short-term goals. Setting goals is especially important for team projects. Agreed-upon goals keep team members working together to meet objectives. Set goals that are:

- Specific
- Relevant
- Attainable
- Measurable
- Timely

RESPONSIBILITIES OF LEADING TEAMS— DELEGATING

Delegation is the assignment of a task or tasks to other team members. Clear communication is essential to successful delegation. Tell others exactly what you need them to do so that the group can reach its goals. Then follow up with each team member regularly to ensure that she is completing her part of the project.

RESPONSIBILITIES OF LEADING TEAMS— COACHING

Your Goal as a Coach

Your goal as a coach is to strengthen relationships and improve the performance of the group and individuals within your team. You can achieve this by spending time with all team members, showing genuine interest, and getting to know them on a personal level.

Describe the Reason

Describe the reason for each discussion. For example, one of your group's members may not have completed a task, which is impacting the rest of the project.

Express Your Concern

Express your concern about the area of performance you want to be improved:

Leader: "Sunil, I notice that you haven't followed through with notifying the community about the open house yet."

Describe the Impact

Describe the impact this has on you and others:

Leader: "I'm concerned that we won't have good attendance, and we're counting on this event to bring in new members for our club."

Acknowledge Others

Acknowledge and listen to the other person:

Sunil: "My brother's family came for a visit and I didn't have time to finish my tasks. I'm sorry."

Seek Opinions

Seek the person's opinion on how to resolve the matter and discuss solutions:

Leader: "Do you need help to complete this?"

Sunil: "No, now that you've reminded me, I can do it tonight."

Agree

Agree on the solution and actions to be taken:

Leader: "So we agreed that you'll take care of this tonight."

Sunil: "Yes."

Follow Up

Follow up to ensure accountability:

Leader: "Sunil, I saw your social media posts this morning about the open house. Thank you."

Praise Positive Results

Praise positive results:

Leader: "I'd like to thank the team for making the open house a success."

RESPONSIBILITIES OF LEADING TEAMS— MOTIVATING

Motivation is the inner drive to act or behave a certain way. It is your job as a leader to motivate your team. You can do this by following the Five Principles of Motivation.

Understand What Motivates Each Person

Your team is made up of individuals, each of whom may be motivated by different factors. To discover what these are, get to know each team member. Ask about his goals and aspirations, and share yours. Encourage his involvement and acknowledge his unique contribution to the team.

Focus on the Value to Each Individual

Let each team member know how she will benefit from working with the team by tying the experience to what motivates her. For example, if her goal is to be a better leader, you can point to the communication and interpersonal skills she is practicing, which are valuable training for any leadership position.

Make Expectations Clear

To maintain motivation, team members must know what their responsibilities are and how their work impacts others. Talk to your team to determine each person's point of view and opinion of how the project is progressing. They may be able to identify issues that weren't anticipated in the project plan. Regular contact ensures that team members always know what your expectations are.

Recognize Their Work

Acknowledge and express appreciation for the good work your team is doing. Because you've taken the time to know your team members, you can match the appropriate reward with the individual. One person may value being singled out and thanked in front of the whole group, while another may appreciate a quiet word or a small, symbolic gift that shows your gratitude.

Be a Leader

Lead your team by example. If you want to see enthusiasm for the project and hard work, demonstrate these behaviors yourself. Support your team, keep lines of communication open, and celebrate your success together.

RESPONSIBILITIES OF LEADING TEAMS— REVIEW

For the following questions, select the best answer for each question.



1. This element of leadership shows your honesty and ethics.

- Personal integrity
- Open-mindedness
- Communication

2. This element of leadership is how you prompt teammates to accomplish tasks.

- Personal integrity
- Motivation
- Optimism

3. This element of leadership is the assignment of a task to another team member.

- Lead by example
- Delegation
- Motivation

4. This element of leadership requires an ability to think positively.

- Optimism
- Delegation
- Communication

5. This element of leadership relies heavily upon your ability to convey important messages to your team.

- Personal integrity
- Open-mindedness
- Communication

Answers: 1. Personal integrity 2. Motivation 3. Delegation 4. Optimism 5. Communication

REVIEW AND APPLY

Before you complete the assignment, take a moment to read through the questions you see here. If you are not able to answer them comfortably, review the project.

- What are the most important steps to completing a successful project when working with a small group?
- How will you identify the information you need to communicate with your team?
- What leadership skills are you most comfortable with? How will you apply them to this project?
- Identify at least one leadership skill you would like to develop during the process of completing this project. What steps will you take to build that skill?

COMPLETE YOUR ASSIGNMENT



Now that you have read through the project, plan and prepare your speech or report.

Review: Return to page 3 to review your assignment.

Organize: Use the Project Checklist on page 14 to review the steps and add your own. This will help you organize and prepare your assignment.



Schedule: Work with the vice president education to schedule your speech.

Prepare: Prepare for your evaluation. Review the evaluation resources on pages 16–18 and share all resources with your evaluator before your speech. You may choose to share your evaluation resources online.



PROJECT CHECKLIST

Leading Your Team

Purpose: The purpose of this project is to lead a small team to the completion of a project.

Overview: Build a team of two to four people and lead your team to the completion of a project of your design. After you accomplish the project, present a 5- to 7-minute speech about you or your experience leading your team. Your speech may be humorous, informational, or any other format that appeals to you.

Your project can be any of the following (coordinate with your vice presidents membership and public relations):

- A club-specific project, such as hosting an open house, organizing a speech contest, or coordinating a membership-building campaign.
- A non-Toastmasters specific project that helps the greater good, such as organizing volunteers for a charity, collecting food for community members in need, etc. (Keep in mind that you're doing this as a private individual and not in the name of Toastmasters.)
- A work-related group or team project.

This project includes:

- Building and leading a team to the completion of a project
- A 5- to 7-minute speech

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

Assemble a team of people to lead through the completion of a small-scale project of your choosing.

Meet with your vice president education, public relations, or membership to coordinate the specifics of your project.

Lead your team to the successful completion of your project.

Schedule your speech with the vice president education.

Write your speech.

Rehearse your speech.

After you have completed all components of the assignment, including your speech, return to page 4 to rate your skills in the post-project section.

Additional Notes

EVALUATION FORM

Leading Your Team

Member Name _____ Date _____

Evaluator _____ Speech Length: 5 – 7 minutes

Speech Title _____

Purpose Statements

- The purpose of this project is for the member to lead a small team to the completion of a project.
- The purpose of this speech is for the member to share some aspect of his or her experience leading a team.

Notes for the Evaluator

During the completion of this project, the member:

- Built a team
- Selected a project to complete and completed that project

About this speech:

- Your evaluation is based on the speech the member presents to the club.
- Listen for how the member applied what was learned in the project, the impact of the leadership experience, and the results of the completed project.
- The speech may be humorous, informational, or any other type of speech that the member selects.
- The speech should not be a report on the content of the “Leading Your Team” project, but should cover some aspect of the member’s experience leading a team.

General Comments

You excelled at:

You may want to work on:

To challenge yourself:

For the evaluator: In addition to your verbal evaluation, please complete this form.

5 EXEMPLARY	4 EXCELS	3 ACCOMPLISHED	2 EMERGING	1 DEVELOPING
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<p>Clarity: Spoken language is clear and is easily understood</p> <p>5 4 3 2 1</p>	Comment:
<p>Vocal Variety: Uses tone, speed, and volume as tools</p> <p>5 4 3 2 1</p>	Comment:
<p>Eye Contact: Effectively uses eye contact to engage audience</p> <p>5 4 3 2 1</p>	Comment:
<p>Gestures: Uses physical gestures effectively</p> <p>5 4 3 2 1</p>	Comment:
<p>Audience Awareness: Demonstrates awareness of audience engagement and needs</p> <p>5 4 3 2 1</p>	Comment:
<p>Comfort Level: Appears comfortable with the audience</p> <p>5 4 3 2 1</p>	Comment:
<p>Interest: Engages audience with interesting, well-constructed content</p> <p>5 4 3 2 1</p>	Comment:
<p>Topic: Shares all or part of personal experience leading a team</p> <p>5 4 3 2 1</p>	Comment:

EVALUATION CRITERIA

Leading Your Team

This criteria lists the specific goals and expectations for the speech. Please review each level to help you complete the evaluation.

Clarity

- 5 – Is an exemplary public speaker who is always understood
 - 4 – Excels at communicating using the spoken word
 - 3 – Spoken language is clear and is easily understood
 - 2 – Spoken language is somewhat unclear or challenging to understand
 - 1 – Spoken language is unclear or not easily understood
- 4 – Is fully aware of audience engagement/needs and responds effectively
 - 3 – Demonstrates awareness of audience engagement and needs
 - 2 – Audience engagement or awareness of audience requires further practice
 - 1 – Makes little or no attempt to engage audience or meet audience needs

Vocal Variety

- 5 – Uses the tools of tone, speed, and volume to perfection
- 4 – Excels at using tone, speed, and volume as tools
- 3 – Uses tone, speed, and volume as tools
- 2 – Use of tone, speed, and volume requires further practice
- 1 – Ineffective use of tone, speed, and volume

Eye Contact

- 5 – Uses eye contact to convey emotion and elicit response
- 4 – Uses eye contact to gauge audience reaction and response
- 3 – Effectively uses eye contact to engage audience
- 2 – Eye contact with audience needs improvement
- 1 – Makes little or no eye contact with audience

Gestures

- 5 – Fully integrates physical gestures with content to deliver an exemplary speech
- 4 – Uses physical gestures as a tool to enhance speech
- 3 – Uses physical gestures effectively
- 2 – Uses somewhat distracting or limited gestures
- 1 – Uses very distracting gestures or no gestures

Audience Awareness

- 5 – Engages audience completely and anticipates audience needs

Comfort Level

- 5 – Appears completely self-assured with the audience
- 4 – Appears fully at ease with the audience
- 3 – Appears comfortable with the audience
- 2 – Appears uncomfortable with the audience
- 1 – Appears highly uncomfortable with the audience

Interest

- 5 – Fully engages audience with exemplary, well-constructed content
- 4 – Engages audience with highly compelling, well-constructed content
- 3 – Engages audience with interesting, well-constructed content
- 2 – Content is interesting but not well-constructed or is well-constructed but not interesting
- 1 – Content is neither interesting nor well-constructed

Topic

- 5 – Delivers an exemplary speech about personal experience leading a team
- 4 – Delivers a compelling speech about personal experience leading a team
- 3 – Shares all or part of personal experience leading a team
- 2 – Mentions some aspect of experience leading a team but does not fully address
- 1 – Does not speak about personal experience leading a team



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