

TOASTMASTERS
INTERNATIONAL

THE VISIONARY LEADER

The Leadership
Excellence Series



**WHERE LEADERS
ARE MADE**



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Item 311A



**WHERE LEADERS
ARE MADE**

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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
- ▶ PowerPoint presentation

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. If you plan to use the PowerPoint slides for this presentation as visual aids, make sure you have the equipment and technology needed to share the slides with your audience. It is recommended that you test your technology and equipment in advance. 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 your presentation is taking place in a fully in-person format but you do not have the equipment needed to share the PowerPoint, you could create a flip chart using the visuals from the slides.

Follow these tips when using visual aids in an in-person setting:

- ▶ Set them up and test them before the meeting begins. Place them so they are easily visible to listeners.
- ▶ Bring backup equipment in case your technology fails.
- ▶ Display your visuals only when they are needed. If you are using a flip chart, flip the page back out of view when you are finished with it.
- ▶ Remember not to stand between the screen or flip chart and your audience or you will block their view.
- ▶ Maintain eye contact with your listeners. 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.

Follow these tips when using visuals in the online or hybrid setting:

- ▶ Share your screen. Be sure your PowerPoint presentation is visible in the room and on the screens of those members participating from another location.
- ▶ Consider having someone else share the visuals so you can maintain eye contact with the camera.
- ▶ Consider an online whiteboard when sharing information, as it will be visible to both members in the room and those participating online.
- ▶ Consider enlisting the assistance of a partner to join the meeting on their computer in the room with you so that they can facilitate the remote attendees and monitor what is happening online. This is a good practice for all hybrid meetings.
- ▶ Test your online platform and technology before the meeting begins. Have an online participant confirm they can see everything as expected.
- ▶ Forgo visual aids altogether if you cannot be sure they will work for everyone in attendance.
- ▶ Share any handouts or other documents you use as part of your presentation with all attendees in advance or via the chat function of your meeting app so that all participants have access to them at the same time.

BENEFITS AND OPPORTUNITIES

By giving this presentation, you will be helping your club build excellence and move toward the possibility of being a Distinguished club—or reaching an even greater Distinguished status.

While this is an outlined presentation, it still provides a good opportunity for you to further practice speaking and build your presentation skills.

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* in *A Toastmaster Wears Many Hats* (Item 1167D) for further detail on 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 their vision and then communicating it to their 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 their 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, they 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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