

# GUIDANCE COMMITTEE INTRODUCTION

## High Performance Leadership

Congratulations! You have been invited to participate on a Toastmasters club member's guidance committee for his or her "High Performance Leadership" project.

Leadership can be defined as the ability to inspire and guide, build an environment in which visions are developed, and support a team while goals are met. A leader who fills that definition, and does it in a way that motivates others to participate and contribute, is a high performance leader.

You have been asked to assist a Toastmaster wishing to develop his or her leadership skills. This Toastmaster is participating in the Toastmasters International education program and as part of the learning process will study educational content, practice leadership skills through a project of his or her choosing, and receive feedback.

The Toastmaster is responsible for defining his or her goals, designing the project, selecting team members to help, delegating responsibilities, and leading the project to completion. The Toastmaster also selects and leads the guidance committee. He or she must establish committee meeting dates, determine meeting location, and provide agendas.

As a guidance committee member, your responsibility is to help the Toastmaster by evaluating his or her progress and giving feedback through the duration of the project. You have been chosen to help build the Toastmaster's leadership skills through your guidance and support.

The "High Performance Leadership" project has been designed to challenge every person who completes it, regardless of their level of expertise. The guidance committee has the responsibility of challenging the Toastmaster's thinking as well as the means and methods used in carrying out the project. Be ready to provide advice if necessary. You do not need to be an expert in leadership theory. The Toastmaster has selected you because he or she respects your guidance and feedback.

### **As a member of the guidance committee, you are required to:**

- Meet with the Toastmaster and other committee members a minimum of five times during the course of the project.
- Help to evaluate the progress of the Toastmaster's project, give him or her advice, and offer feedback.
- Be supportive, practical, and available to meet with the Toastmaster as necessary.

### **How to Use This Packet**

The materials included in this packet are the responsibility of the Toastmaster to fill out and distribute. Though it is unlikely you will use most of the forms included, this packet will help you understand the materials the Toastmaster has at his or her disposal.

You are welcome to make arrangements with the Toastmaster to review the "High Performance Leadership" text if you believe it will be of assistance in your role as a committee member.

### **The materials included in this packet are:**

- Meeting Agenda
- Project Plan Overview
- Project Plan
- Vision Plan
- Event Planning Worksheet
- 360° Evaluation

Thank you for serving on this guidance committee. Your time and expertise are greatly appreciated by the Toastmaster who invited you as well as Toastmasters International.

# MEETING AGENDA

Meeting Title

Date \_\_\_\_\_ Time \_\_\_\_\_

Location \_\_\_\_\_

Meeting called by \_\_\_\_\_

Attendees \_\_\_\_\_

Item	Description

Any other business

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Notes

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# PROJECT PLAN OVERVIEW

Project	
Purpose	
<b>Projected Team Members</b> Include number and any volunteers you know will be working with you.	
Resources	
Deliverables	
Milestones	



# PROJECT PLAN

## Project Plan

<b>Project</b>	
Purpose	
Resources	
Budget	
Key Deliverables	
Milestones	
Notes	



## Project Team

<b>Project Manager</b>	
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<b>Team Member</b>	
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Delegated Task	
Milestones	
Deadline	
Contact Information	

<b>Team Member</b>	
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Delegated Task	
Milestones	
Deadline	
Contact Information	



<b>Team Member</b>	
Delegated Task	
Milestones	
Deadline	
Contact Information	

<b>Team Member</b>	
Delegated Task	
Milestones	
Deadline	
Contact Information	



# VISION PLAN

Use this resource to collect your vision, goals, and tasks into a single document. You may also add deadlines and milestones to help you meet the goals you have set to reach your vision.

**Vision**

Goal: \_\_\_\_\_

Task	Description	Deadline	Notes

Goal: \_\_\_\_\_

Task	Description	Deadline	Notes



# EVENT PLANNING WORKSHEET

Use this form to assist you in planning your event.

**Name of Event** \_\_\_\_\_

**Location** \_\_\_\_\_ **Date/Time** \_\_\_\_\_

**Objective** \_\_\_\_\_

## Venue

Item Description	Vendor Contact	Assigned to	Start Date	Due Date	Dependency	Budgeted Amount	Status
Space rental							
Security deposit							
Insurance							
Parking/transportation							
Other							

## Marketing and Registration

Item Description	Vendor Contact	Assigned to	Start Date	Due Date	Dependency	Budgeted Amount	Status
Invitation design							
Invitation design							
Website							



**Marketing and Registration** (continued)

Item Description	Vendor Contact	Assigned to	Start Date	Due Date	Dependency	Budgeted Amount	Status
Advertisement							
RSVPs							
Other							

**Catering**

Item Description	Vendor Contact	Assigned to	Start Date	Due Date	Dependency	Budgeted Amount	Status
Meals							
Beverages							
Servers needed							
Table skirting							
Chair covers							
Other							

**Audio/Visual**

Item Description	Vendor Contact	Assigned to	Start Date	Due Date	Dependency	Budgeted Amount	Status
Microphones							
Screens							
Projectors							

**Audio/Visual** (continued)

Item Description	Vendor Contact	Assigned to	Start Date	Due Date	Dependency	Budgeted Amount	Status
Internet access							
Other							

**Rental Items**

Item Description	Vendor Contact	Assigned to	Start Date	Due Date	Dependency	Budgeted Amount	Status
Tents							
Stage							
Tables							
Podium							
Other							

**Décor**

Item Description	Vendor Contact	Assigned to	Start Date	Due Date	Dependency	Budgeted Amount	Status
Lighting							
Signage							
Flowers							
Table skirting							
Other							

### Entertainment

Item Description	Vendor Contact	Assigned to	Start Date	Due Date	Dependency	Budgeted Amount	Status
Musicians							
Speakers							
Other							

### Planning and Organizing

Item Description	Vendor Contact	Assigned to	Start Date	Due Date	Dependency	Budgeted Amount	Status
Office space							
Office supplies							
Communication costs							
Travel expenses							
Other							

### Administrative Costs

Item Description	Vendor Contact	Assigned to	Start Date	Due Date	Dependency	Budgeted Amount	Status
Accounting							
Legal							
Staffing							
Other							



# 360° EVALUATION

Evaluator Name \_\_\_\_\_ Date \_\_\_\_\_

Role \_\_\_\_\_

Leader Name (person to be evaluated) \_\_\_\_\_

Timeframe for Evaluation \_\_\_\_\_

Please consider your experience working with the leader you are evaluating and give a thoughtful response to all the questions presented here. If you have not observed a particular behavior or quality, indicate "Not observed" on your evaluation. Take a moment to include examples wherever possible and if needed, add additional pages.

Using the rating scale provided below for survey-style questions, please circle the number that best reflects your rating of the individual's performance during the time period being evaluated.

## Leadership

1	2	3	4	5	N/A
DEVELOPING	EMERGING	ACCOMPLISHED	EXCELS	EXEMPLARY	NOT APPLICABLE

<p><b>Provides a clear sense of purpose, direction, and responsibilities to team members</b></p> <p>1      2      3      4      5      N/A</p>	<p>Comment:</p>
<p><b>Acts and behaves in a manner consistent with his or her statements</b></p> <p>1      2      3      4      5      N/A</p>	<p>Comment:</p>
<p><b>Manages issues in an effective manner</b></p> <p>1      2      3      4      5      N/A</p>	<p>Comment:</p>

Provide an example of how he or she positively contributes through his or her leadership.

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How can the individual improve his or her leadership?

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**Communication**

1	2	3	4	5	N/A
DEVELOPING	EMERGING	ACCOMPLISHED	EXCELS	EXEMPLARY	NOT APPLICABLE

Is open to constructive feedback						Comment:
<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>N/A</b>	
Gives appropriate feedback that is timely and constructive						Comment:
<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>N/A</b>	
Manages conflict effectively						Comment:
<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>N/A</b>	

How has the individual demonstrated effective communication skills?

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Describe how he or she has implemented constructive feedback.

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## Interpersonal Skills

1	2	3	4	5	N/A
DEVELOPING	EMERGING	ACCOMPLISHED	EXCELS	EXEMPLARY	NOT APPLICABLE

Shows genuine concern for all team members						Comment:
1	2	3	4	5	N/A	
Perceived as trustworthy						Comment:
1	2	3	4	5	N/A	
Recognizes and rewards individual contributions in a manner meaningful to each team member						Comment:
1	2	3	4	5	N/A	

How would you recommend that the individual improve his or her interpersonal and relationship-building skills?

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## Teamwork and Team Building

1	2	3	4	5	N/A
DEVELOPING	EMERGING	ACCOMPLISHED	EXCELS	EXEMPLARY	NOT APPLICABLE

Supports a team environment by valuing collaboration and cooperation						Comment:
1	2	3	4	5	N/A	
Supports the organization at all levels						Comment:
1	2	3	4	5	N/A	



Considers the impact of actions and decisions on the organization before implementing

**1      2      3      4      5      N/A**

Comment:

How does the individual contribute to the successful and effective functioning of his or her team?

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### Problem Solving

**1                      2                      3                      4                      5                      N/A**  
 DEVELOPING      EMERGING      ACCOMPLISHED      EXCELS      EXEMPLARY      NOT APPLICABLE

Listens actively to others' ideas and perspectives

**1      2      3      4      5      N/A**

Comment:

Is prepared to make decisions based on relevant information

**1      2      3      4      5      N/A**

Comment:

Is willing to change his or her position when presented with compelling information

**1      2      3      4      5      N/A**

Comment:

Give an example of a time when the individual displayed exemplary problem-solving skills.

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What recommendations do you have for the individual to improve his or her problem solving skills?

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## Motivation

1	2	3	4	5	N/A
DEVELOPING	EMERGING	ACCOMPLISHED	EXCELS	EXEMPLARY	NOT APPLICABLE

Shows interest in and enthusiasm for the work to be completed						Comment:
<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>N/A</b>	
Uses effective strategies to motivate his or her team members						Comment:
<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>N/A</b>	
Rises to challenges						Comment:
<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>N/A</b>	

Give an example of a successful motivational strategy he or she used while leading the team.

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Give an example of the individual's level of motivation.

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## Prioritization

1	2	3	4	5	N/A
DEVELOPING	EMERGING	ACCOMPLISHED	EXCELS	EXEMPLARY	NOT APPLICABLE

Allots time appropriately to tasks that require attention						Comment:
<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>N/A</b>	
Manages time to keep high-priority tasks at the forefront						Comment:
<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>N/A</b>	

In general, does the individual prioritize action items and follow through on the priorities he or she set?

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In your opinion, does he or she select the appropriate priorities?

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**Reliability**

1 DEVELOPING	2 EMERGING	3 ACCOMPLISHED	4 EXCELS	5 EXEMPLARY	N/A NOT APPLICABLE
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Sets and honors milestones and timelines						Comment:
<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>N/A</b>	
Establishes an agenda for every meeting and effectively covers all topics in the allotted time						Comment:
<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>N/A</b>	
Is respectful of others' time and commitments outside of the organization						Comment:
<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>N/A</b>	

Can you depend on the individual to keep his or her commitments?

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Describe how the individual demonstrates respect for others' time and commitments.

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