

## I. Listening and Leadership

A. Good listening is a leadership skill. Demonstrate your listening skills sufficiently by serving in several meeting roles that require a high level of listening.

B. Serve any three of these four meeting roles: Ah Counter, Grammarian, Evaluator or Table Topics Speaker. Note: even if you serve more than one of these roles in a given meeting, only one of them per meeting can be used for this project. The roles served here may not concurrently be used as roles in a project other than this one.

C. Have an evaluator assigned to you as you serve each of these roles, This evaluator will give you feedback on your performance in these roles.

## II. Critical Thinking

A. Critical thinking is essential to effective leadership and making sound decisions.

B. Serve any two of these three meeting roles: Grammarian, Evaluator or General Evaluator. Note: even if you serve more than one of these roles in a given meeting, only one of them per meeting can be used for this project. The roles served here may not concurrently be used as roles in a project other than this one.

C. Have an evaluator assigned to you as you serve each of these roles, This evaluator will give you feedback on your performance in these roles.

## III. Giving Feedback

A. Effective feedback is essential to help others improve their performance.

B. Serve any two of these three meeting roles: Grammarian, Evaluator or General Evaluator. Note: even if you serve more than one of these roles in a given meeting, only one of them per meeting can be used for this project. The roles served here may not concurrently be used as roles in a project other than this one.

C. Have an evaluator assigned to you as you serve each of these roles, This evaluator will give you

## IV. Time Management

A. Good time-management skills are valuable to leaders.

B. Serve as Timer plus any one of the following four meeting roles: Grammarian, Speaker, Toastmaster, Table Topics Master. Note: even if you serve more than one of these roles in a given meeting, only one of them per meeting can be used for this project. The roles served here may not concurrently be used as roles in a project other than this one.

C. Have an evaluator assigned to you as you serve each of these roles, This evaluator will give you feedback on your performance in these roles.

## V. Planning and Organization

A. Leaders provide direction and plans for a group.

B. Serve any three of these four meeting roles: Toastmaster, General Evaluator, Speaker or Table Topics Master. Note: even if you serve more than one of these roles in a given meeting, only one of them per meeting can be used for this project. The roles served here may not concurrently be used as roles in a project other than this one.

C. Have an evaluator assigned to you as you serve each of these roles, This evaluator will give you feedback on your performance in these roles.

## VI. Organizing and Delegating

A. Leaders must ensure that the team is organized and capable of accomplishing goals and objectives.

B. Serve any one of these six special club roles: Speech Contest Chairperson, Club Special Event Chairperson, Club Membership Contest Chairperson, Club Public Relations Campaign Chairperson, Club Newsletter Editor, or Club Webmaster Assistant.

C. Have an evaluator assigned to you as you serve each of these roles, This evaluator will give you feedback on your performance in these roles.

## VII. Developing Facilitation Skills

A. Leaders establish effective team structure

B. Serve any two of these four meeting roles: Table Topics Master, Toastmaster, General Evaluator or Friend/Mentor of a Meeting Guest. Note: even if you serve more than one of these roles in a given meeting, only one of them per meeting can be used for this project. The roles served here may not concurrently be used as roles in a project other than this one.

C. Have an evaluator assigned to you as you serve each of these roles, This evaluator will give you feedback on your performance in these roles.

## VIII. Motivating People

A. The ability to motivate people to a high level of performance is one of the most valuable skills of an effective leader.

B. Serve any three of these five meeting roles: Toastmaster, General Evaluator, Evaluator, Membership Contest Chairperson or Club Public Relations Campaign Chairperson. One of the three roles served MUST be one of the two chairpersons. Note: even if you serve more than one of these roles in a given meeting, only one of them per meeting can be used for this project. The roles served here may not concurrently be used as roles in a project other than this one.

C. Have an evaluator assigned to you as you serve each of these roles, This evaluator will give you feedback on your performance in these roles.

## IX. Mentoring

A. Developing needed skills in another is sometimes a necessity for leaders to accomplish goals.

B. Serve any one of these three meeting roles: New Member Mentor, Existing Member Mentor, Committee Member of someone working on the HPL (High Performance Leadership) project.

C. Have an evaluator assigned to you as you serve each of these roles, This evaluator will give you feedback on your performance in these roles.

## How it Works

The Competent Leader manual was first available in January 2006. Starting July 1, 2006, the CL award could be given to the members that earn it.

The CL award replaced the old CL award (which was renamed to the Advanced Leader Bronze, or, ALB). This manual can be pursued by any Toastmaster at any level. It is earned by completion of the manual.

The purpose of the manual is to allow the member to gain feedback on how s/he performs various meeting roles. The feedback is received in the form of written answers to four or five questions about the expected performance for the role being performed. Optionally, the feedback can be given verbally during a meeting, provided the club has time for such feedback.

A member can earn only one credit in the CL manual per club meeting, regardless of how many roles the member serves in the meeting. Thus, it requires at least 20 meetings to complete the manual.

## X. Team Building

- A. Effective leaders must build a talented and efficient team around them.
- B. Serve as both Toastmaster and General Evaluator (in two separate meetings) or serve any one of these five meeting roles: Speech Contest Chairperson, Club Special Event Chairperson, Club Membership Contest Chairperson, Club Public Relations Campaign Chairperson or Club Newsletter Editor. Note: even if you serve more than one of these roles in a given meeting, only one of them per meeting can be used for this project. The roles served here may not concurrently be used as roles in a project other than this one.
- C. Have an evaluator assigned to you as you serve each of these roles, This evaluator will give you feedback on your performance in these roles.



### RECAP

PROJECT #:	1	2	3	4	5	6	7	8	9	10
# of Roles for Project:	3	2	3	2	3	1	2	3	1	1 or 2
TM				X	X		X	X		X
TTM				X	X		X			
TTS	X									
SP				X	X					
EV	X	X	X					X		
GE		X	X		X		X	X		X
AH	X									
GR	X	X	X	X						
TI				X						
Contest Help						X				
Contest Chair										X
Event Help						X				
Event Chair										X
PR Help						X				
PR Chair								X		X
Membership Help						X				
Membership Chair								X		X
Newsletter Help						X				
Webmaster Help						X				
Webmaster or Newsletter Chair										X
Guest Friend							X			
Mentor New									X	
Mentor Old									X	
HPL Committee									X	

# Competent Leader Manual: Explained

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