

# BPTM Leadership Track

## Guidance to the Leadership Track

1. The only real training for leadership is leadership
2. Recognition of achievement
3. Sincere commitment
4. Peer-group evaluation
5. Measureable benefit
6. How to apply
7. Privacy and data protection

## Appendices

1. Summary of the Competent Leadership track
2. Examples of bad practices
3. Bank details

# Guidance to the Leadership Track

## The only real training for leadership is leadership

The Competent Leadership (CL) track runs parallel to the programme in Competent Communication. Participants follow a series of assignments outlined in the Leadership Manual. Anyone can participate in the programme.

“The only real training for leadership is leadership.” This quotation by Anthony Jay (writer and director) captures the essence of the CL programme at Budapest Toastmasters. *We learn by doing.* Participants take on regular roles within meetings, and also become involved in the management of the Club. They interact with their peers, and through a series of increasingly difficult assignments learn the basic skills of effective leadership.

## Recognition of achievement

On completion of the Leadership Track the participant receives not only the Certificate of Toastmasters International but also a second Certificate and *detailed record* of his/her achievements from Budapest Toastmasters.

The Certificate of Competent Leadership, as issued by Budapest Toastmasters, will be perceived by informed people in Budapest as a significant achievement and an assurance of trust and quality.

## Sincere commitment

Participation in the Budapest Toastmasters Leadership Track requires the participant to be sincerely committed to self-development, to learning the skills of leadership and to contributing effectively to the Club.

1. Criticism shall be sincere and sufficient. The participant must be willing to accept criticism.
2. The participant must undertake real work that is of measurable benefit to the Club.

## Peer-group evaluation

The strength of the Leadership track is that evaluation is by peer-group. This means that the evaluator is (a) usually a friend of the participant sincerely wishing to assist; (b) neither a line manager nor paid subordinate of the participant; (c) not financially at risk if in fact the participant receives the critique badly.

During life we sometimes acquire habits that are *not* conducive to effective leadership. When our leadership skills are expounded *by practice*, such habits will draw sympathetic criticism from colleagues. In *Toastmasters* we practise the *sandwich technique* of appraisal, which seeks to defend the self-esteem of the participant while encouraging their growth as leaders.

An appendix outlining some examples of bad practices is provided.

## Measurable benefit

The Competent Leadership manual already emphasises the importance of *project work* by the participant. An example is assignment 6:

### **Organizing and delegating**

Help to organize one of the following:

- 6.1 Club speech contest
- 6.2 Club special event
- 6.3 Club membership campaign
- 6.4 Public relations campaign
- 6.5 Club newsletter
- 6.6 Club webmaster

Project work is a *firm principle* of the Leadership Track as we apply it in Budapest Toastmasters. No one gets endorsed as a leader who has not taken on substantial project work. In addition to the more routine tasks and learning experiences outlined in the Leadership Manual there must be a commitment to:-

1. Undertake at least three projects.
2. Total time involved in these projects shall not be less than 50 hours.

The commitment to 50 hours (or more) is a commitment to 50 hours of *real productive work* with *measureable benefits to the Club*.

50 hours of voluntary, unpaid work is a lot, but, even so, it is clearly a minimum. Yet Budapest Toastmasters is a Club, participation in the Club is great fun, and at the end of the process there is a definite recognition of the results.

Evaluations of the major projects are conducted by a panel of judges. This facilitates the objectivity and quality of the evaluations. It cannot be up to any one individual to judge whether this or that person has fulfilled a certain project or role. A minimum number for the panel is three. The project is of measureable benefit to the Club when all members of the panel agree unanimously that it is so.

## How to apply

You apply by visiting the homepage of Budapest Toastmasters

<http://www.budapesttoastmasters.com/>

and following the specific link.

## Privacy and data-protection

A simple on-line record of progress is also kept. To view it the participant may sign in at the homepage. Written records of the participant's progress are kept in his/her Leadership Track manual. A summary of the participant's progress with no evaluations is kept at an on-line database. By signing up to the Leadership Track the participant agrees to allow Budapest Toastmasters to store this data on-line. All data may be deleted immediately on receipt to Budapest Toastmasters of of the participant's written request to do so. The data is kept only to facilitate the management of the participant's progress and no use will be made of the data for any other purpose.

# Appendices

## 1. Summary of the Competent Leadership track

1. **Listening and leadership**  
Develop and practice listening skills by serving in any three of the four roles:  
Ah-counter, Speech evaluator, Grammarian, Table topics speaker.
2. **Critical thinking**  
Develop and practice critical-thinking skills by serving in any two of the three roles:  
speech evaluator, grammarian, general evaluator.
3. **Giving feedback**  
Develop and practice giving feedback by serving in all three roles: speech evaluator,  
grammarian, general evaluator.
4. **Time management**  
Develop and practice time-management by serving as timer and in one of the following  
roles: toastmaster, speaker, topics-master, grammarian.
5. **Planning and implementation**  
Develop and practice planning and implementation by serving in any three of the four  
roles: speaker, general evaluator, toastmaster, topics-master.
6. **Organizing and delegating**  
Help to organize one of the following:
  - 6.1 Club speech contest
  - 6.2 Club special event
  - 6.3 Club membership campaign
  - 6.4 Public relations campaign
  - 6.5 Club newsletter
  - 6.6 Club webmaster
7. **Developing your facilitation skills**  
Develop and practice facilitation skills by serving as toastmaster, general evaluator,  
topics-master, bring a guest to a club meeting.

8. **Motivating people**  
Develop and practice motivation skills by serving in three of the roles: membership campaign or contest chairman, public relations campaign chairman, toastmaster, speech evaluator, general evaluator.
9. **Mentoring**  
Develop and practice mentoring by mentoring either (1) a new member, (2) an existing member, (3) Guidance committee mentor for someone working on the high performance program of an advanced leadership project.
10. **Team building**  
Build and train a team for a project: toastmaster, general evaluator, club membership campaign, contest chairman, club public relations campaign, special club event, club newsletter editor, club webmaster.

## 2. Examples of bad practices

The following are examples of practices that effective leaders do not practice.

1. Not listening to colleagues.
2. Not abiding by a decision once it has been reached.
3. Not getting on with a task.
4. Delegating a task when one should delegate it to oneself.
5. Perpetuating fruitless discussions over trivial matters.
6. Interfering in other people's responsibilities when one fails to discharge one's own.
7. Failing to recognise and reward achievement by others.
8. Not being willing to delegate when it is clearly appropriate to do so.
9. Moaning about a task.
10. Freeriding.

If a participant engages in any of these practices the evaluator should kindly point it out to the participant.

### 3. Bank details

Budapest Toastmasters is registered as an *Egyesület* under Hungarian law. Bank and reference details follow.

#### **BANK DETAILS**

Recipient name:	Toastmaster Szónok Egyesület 1094 Bp. Tompa u. 7 7/16
Bank Name:	Erste Bank
Account number:	11600006-00000000-41609163
Country:	Hungary
Currency:	Hungarian Forint.
IBAN:	HU 26 11600006 00000000 41609163
Swift/BIC Code:	GIBAHUHB