

Feng Chia University *Outstanding Academic Paper by Students*

Title : NC Toastmasters Club Emergence Problem

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Abstract

The object of this case study is NC Toastmasters Club, a non profitable learning organization (NPO) under Toastmasters International Club. NC Toastmasters Club has been established in 2001.

NC Toastmasters Club has many distinguish members with outstanding record. However, after 8 years, members keep using old way to deal with club affairs, besides former officer team not executed functional. Case writer took president's job in June 2009 in a condition of members decreased, low meeting attendance, poor meeting quality, meeting agenda never came out on time. How to deal with these challenges effectively are the top priority of new president.

Key words: Toastmasters International Club



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Chapter 1 Identify Problem

NC Toastmasters Club Emergence Problem

Toastmaster Club is a non-profit organization, members get together to enhance communication and leadership skills twice a month. There are 135 toastmasters clubs in Taiwan. NC Toastmasters Club is one of them which set up in 2001, NC Toastmasters Club has many distinguish members with outstanding record. However, after 8 years, members keep using old way to deal with club affairs, besides 2008 officer team not executed functional. Case writer took president's job in June 2009 in a condition of members decreased, low meeting attendance, poor meeting quality, meeting agenda never came out on time. "The glory of NC Toastmasters Club is fade away", "the meetings are so boring", "the finance is not health", "It seemed NC Toastmasters Club is going to be dismissed", members complaint.

Question: what action should case writer take? How does case writer bring this organization to a new era?

Chapter 2 Literature Review

Reinvigorating mature teams: just because a team is performing well at a given in time is no assurance that it will continue to do so. Effective teams can become stagnant. Initial enthusiasm can give way to apathy. Time can diminish the positive value from diverse perspectives as cohesiveness increases. (Stephen P. Robbins, Organization Behavior, 2003, P273). Leader effectiveness: is the extent to which a leader actually does help a group or organization to achieve its goals. Group: two or more individuals, interdependent, who are come together to achieve particular objectives. Formal Group: a designated work group defined by the organization's structure. Informal group: a group that is neither formally structured nor organizationally determined; appears in response to the need for social contact. Interest group: those working together to attain a specific objective with which each is concerned. (Stephen P. Robbins, Organization Behavior, 2003, P221)

Tang (1998) defined innovation as: the process of adopting new idea to achieve beneficial goal. Robbins & Coulter (2002) defined innovation: the process of adopting novel idea transform to useful product, service or technical. Certo (2003) defined innovation: adopting new idea, as the society change.

Chapter 3 Methodology

3.1 Brainstorming

Brainstorming with a group of people is a powerful technique. Brainstorming creates new ideas, solves problems, motivates and develops teams. Brainstorming motivates because it involves members of a team in bigger management issues, and it gets a team working together. However, brainstorming is not simply a random activity.

Brainstorming needs to be structured and it follows brainstorming rules.

The brainstorming process is described below, for which you will need a flip-chart or alternative. This is crucial as Brainstorming needs to involve the team, which means that everyone must be able to see what's happening. Brainstorming places a significant burden on the facilitator to manage the process, people's involvement and sensitivities, and then to manage the follow up actions. Use Brainstorming well and you will see excellent results in improving the organization, performance, and developing the team.(www.businessballs.com)

3.2 SWOT Analysis

Table 1 SWOT Analysis

SWOTs are:	
Strengths (internal)	What do we excel at? What is difficult for others to copy?
Weakness(internal)	Where do we have risks or limitations that get in our way?
Opportunities(external)	What exists that we can capitalize on or leverage?
Threats(external)	What are we concerned about in the external environment? What are our competitors likely to do? Are we at risk for additional competitors?

(Resource: Holly G. Green, More than a minute, 2009)

Chapter 4 Analysis and Discussion

4.1 NC Toastmasters Club members age diversity

Table 2 NC Toastmasters Club Members age Diversity

Generation	Years born
Traditionalists	1933-1945
Baby Boomers	1946-1964
Generation X	1962-1980
Millennials	1981-2000

How to maintain exist members and attract new members? NC Toastmasters Club is an informal, interest group, members come from We get together twice a month for warm, intellect sharing and sharpen our communication and leadership skills. We have diversified members, including teachers, students, businesspersons, engineers, salespersons.

4.2 NC Toastmasters Club SWOT Analysis:

Table 3 NCBTC SWOT Analysis

NC Toastmasters Club SWOTs are:	
Strengths (internal)	Distinguish senior members+ talent junior members
Weakness(internal)	Lack of members; meeting content without variety
Opportunities(external)	Promote NC TC by different activities (ex. mayor Hu's Keynote speech); website promotion...
Threats(external)	Other TM clubs; interest groups; venue is high.

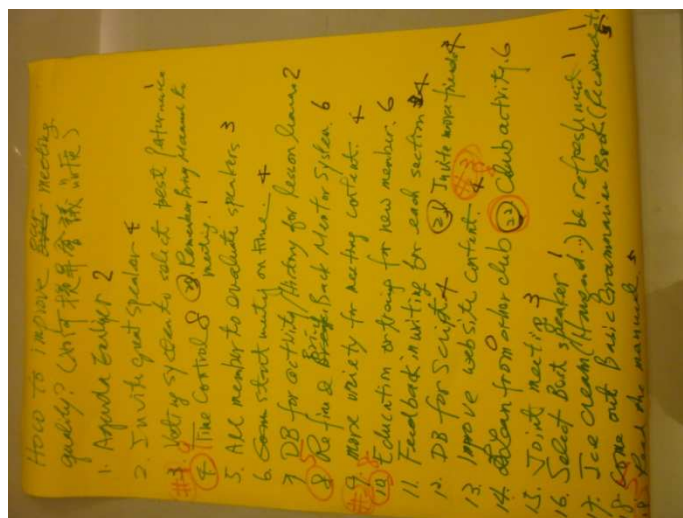
4.3 Brainstorming workshop

In order to rebuild officers confident and enhance sense belongs of members, I arranged group brainstorming workshop during meeting.

The topics are:

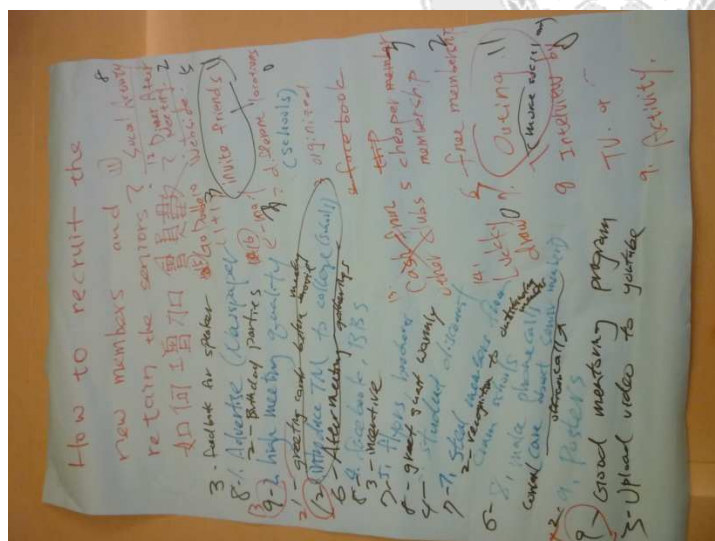
1. How to improve our meeting?

Figure 1 NC Toastmasters Club Brainstorming 1



2. How to recruit the new members and retain the seniors?

Figure 2 NC Toastmasters Club Brainstorming 2



According to group brainstorming, we prioritized 3 tasks for each topic:

1. How to improve our meeting?

- (1) Time control
- (2) Meeting content variety
- (3) Education orientation for new members

2. How to recruit the new members and retain seniors?

- (1) Introduce NC Toastmasters Club to school
- (2) Invite friends
- (3) Club activity (outing)

4.4 Implement Plan (2009.06~2010.06)

Table 4 NC Toastmasters Club Implement Plan (2009.06~2010.06)

Date	Activities
June 22, 2010	Installation Ceremony (舊會員回娘家)
July 10, 2009	Kick off meeting, Tea time, Make up
Aug. 24, 2009	Mayer Hu's Keynote Speech at Windsor Hotel
Sept.	Area I3 Debate Contest
Sept. 14, 2009	Keynote speech-How to keep your head above water-J. Chen
Oct. 26, 2009	Keynote speech-Talk what you do; do what you talk-J. Chen
Dec. 8, 2009	FengChia University IMBA Demo Meeting
Dec. 21, 2009	X'mas Party
Feb. 8, 2010	Flea Market + Red Cross Donation
Feb.12, 2010	小年夜圍爐-Eric Hsieh's Home
Feb.22, 2010	Spring Wine 喜味香餐廳
April 26, 2010	NC Toastmasters Club 9 th Birthday
May 10, 2010	Reading for Love
May 24, 2010	Friendship Day
June 14, 2010	Brainstorming workshop-J. Sun + T Wu
June 28, 2010	Discharge Ceremony

Chapter 5 Suggestions

NC Toastmasters Club is a non-profit learning organization, members diversified with wide range age from 17~77 years old, different educational background (elementary school to PhD). Members' occupations are including teachers, students, businesspersons, engineers, salespersons and retired people. How to lead this informal group with big diversification is a great challenge for president. Reviewing my term, we created glories more than before, achieve Toastmasters Club's highest performance: Distinguish President Club program with perfect 10 points. Recruit more than 24 new members, the best meeting quality and Activity variety. My suggestion to new president is as below:

1. Find Deputy for officers
2. Enrich website content
3. Enhance mentoring system
4. Sponsor new clubs



Chapter 6 Conclusion

This is a special experience for case writer to take IMBA program and to be a president in the meantime. Case writer learned from classes, applied the knowledge and skills in NC Toastmasters Club, to have a different view to see how individual behaves in group. Case writer managed a diversified organization with effectively. Applied change management to lead and reduce the resistance of change in an aging organization.

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