

Club Officer

TRAINING



Instructor Guide

Lions Clubs International – Leadership Division

leadership@lionsclubs.org

Program Overview

The Club Officer Training Program is designed as a flexible program to allow for the customization of training based on the needs of different areas. The program consists of both a standardized online component, as well as an instructor-led component organized by the Global Leadership Team district coordinator. These two components work together to provide a comprehensive training structure for all incoming club officers so they will be able to successfully meet the needs of their club.

The Club Officer Training Program will:

- Provide a focused and flexible approach to club officer development.
- Increase collaboration and communication between the incoming club officers, outgoing club officers, zone chairpersons and GLT-D coordinators.
- Provide the opportunity for a collaborative environment that fosters an ongoing dialogue for club officers to share/exchange ideas.
- Promote the LCI resources available for position training, leadership development and club administration.

Program Format

The term, 'blended learning', refers to training that combines two or more methods of delivery. The Club Officer Training Program effectively 'blends' an online training module (Phase 1) and instructor-led training (Phase 2) to maximize learning and meet the needs club officers.

Phase One: Online Self-Study Module	The online portion of the training program is to be completed by the club officers between his/her election to office and the date of the Phase 2 training. There is one course each for the president, secretary and treasurer.
Phase Two: Club Officer Training	The instructor-led portion of the program is designed to provide an interactive learning experience. Specific dates, times, and locations of the training will be determined by the GLT district coordinator.

The GLT district coordinator should communicate the scope of the training to club officers, including an established completion date for Phase 1 (online) and pertinent details (date, location, etc.) for Phase 2 at least 30 days in advance of the training.

Pre-Assignments

As part of the Club Officer Training Program, club officers need to complete an online self-study training module before coming to the instructor-led training. This will ensure that all those attending will have a basic foundation of understanding upon which to build. You may wish to view these modules as well.

Depending on the time you have allocated for your instructor-led training, you may consider having club officers complete additional pre-assignments. This can open up time for more in-depth discussion during the instructor-led training, instead of taking valuable time to review basic information. Be strategic in identifying pre-assignments to ensure relevance to the instructor-led training.

Required Pre-Assignments:

Club Officer Online Self-Study Training Modules

- Club President
- Club Secretary
- Club Treasurer

**These modules can be found on the LCI website in the Club Officer Training section.*
<http://www.lionsclubs.org/EN/member-center/leadership-development/news-train-club-officers.php>

Optional Pre-Assignments: Online Courses

- Introduction to Lions Leadership
- Setting Goals
- Conflict Resolution
- Time Management
- Effective Teams
- Managing Meetings
- Public Speaking

**These courses can be found on the LCI website in the Lions Learning Center.*
<http://www.lionsclubs.org/EN/member-center/leadership-development/lions-learning-center/index.php>

Publications

- Club Officer Team Manual
- Standard Club Constitution and By-Laws

<http://www.lionsclubs.org/EN/member-center/managing-a-club/club-resource-center.php>

- MyLCI video tutorials (English only)
 - MyLCI Introduction
 - Using MyLCI website

<https://mylci.lionsclubs.org/> (tutorials are found on the right hand side under "Resources")

Resources

This instructor guide was created to guide you through the process of developing an instructor-led Club Officer Training from beginning to end. As you read through the planning steps on the following pages, you will find the assumption is that you are creating a brand new training.

However, for many GLT district coordinators, there may already be a well thought out agenda and topics in place from previous Club Officer Trainings that will be a great resource for you. That does not mean that the planning steps in this guide will not be of any use. Following the steps in this guide will help you to determine if the topics previously selected are still relevant and if the existing training sessions contain objectives and training strategies that support adult learning. You can use the guide to help you enhance what already exists. It can also give you many ideas about organizing, promoting and conducting the training. These ideas can be conveyed to the instructors chosen for the training.

If you find that previous materials are no longer relevant or there are topics requested for which you do not have materials, the best thing to do before trying to create something new is to visit the Leadership Resource Center on the Lions Clubs International website (www.lionsclubs.org). Here you can find many resources that can be used or modified to fit your training needs.

Accessing the Leadership Resource Center

The following steps will guide you to the Leadership Resource Center:

1. Go to www.lionsclubs.org
2. Click on “Member Center” at the top left side of the screen.
3. Hover over “Resources” on the right side of the yellow toolbar, a blue menu will appear.
4. Click on “Leadership Resource Center” on the left side of the screen.
5. Scroll down the page to see the different resources available.



MEMBER CENTER | LIONS 100 | CLUB LOCATOR | LCI STORE | MyLCI | LCI F | LCICON | DONATE | Q |

LIONS | LEOS | DISTRICTS | SERVE! | EVENTS | **RESOURCES**

Member Center >

Lions
Leos
Districts
Serve!
Events
Resources

Go to MyLCI

Club Locator

Find a club near you:
Enter City/State

Lions Member Center

Print | Facebook | Twitter | LinkedIn | Pinterest | Email

Welcome to the **Lions Member Center**, where you have access to the resources you need to plan service activity projects, manage membership, lead your club or district and more.

- **Download Resources:** Download the Lions clubs resources you need, including logos, publications, forms and Certificates of Insurance.
- **Strengthen Membership and Clubs:** Get tips to help you start a new club, invite new members and manage club operations effectively.
- **Plan Lions Projects:** Meet your community's needs by planning service activities focused on sight, youth, the environment and more.
- **Become a Lions Leader:** Discover training resources and leadership development opportunities, including online courses and webinars.
- **Connect with Lions Online:** Use our online tools to share your stories, photos and ideas – and network with other Lions around the world.

Hover over "Resources" with your mouse. DO NOT click. A blue box will appear. (See next page.)

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LIONS | LEOS | DISTRICTS | SERVE! | EVENTS | **RESOURCES**

HOW TO DOWNLOAD FILES AND LOGOS
CLUB MANAGEMENT RESOURCES
LEADERSHIP RESOURCE CENTER
MEMBERSHIP AND LEADERSHIP DEVELOPMENT BOOKLET

PUBLICATIONS AND FORMS
Activities/Programs Publications and Forms
Board Policy Manual
Club Supplies Forms
Convention Forms
District and Club Administration Forms and Publications
District Governor Manual
Executive Summaries
Expense Reports
Leadership Publications and Forms
Legal Forms and Publications
Leo Forms and Publications
Membership Forms and Publications
New Clubs Forms and Publications
Public Relations Forms and Publications
Youth Forms and Publications
Other Forms and Publications

LEADERSHIP RESOURCE CENTER
Lions Learning Center
Development Programs
Leadership Training Resources
Leadership Communication

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Youth Forms and Publications
Other Forms and Publications

LEADERSHIP RESOURCE CENTER
Lions Learning Center
Development Programs
Leadership Training Resources
Leadership Communication

MEMBERSHIP AND LEADERSHIP DEVELOPMENT BOOKLET

INSURANCE
Supplemental Insurance
Certificate of Insurance
WHY MYLCI?

COMMUNICATE YOUR
Submit your Leadership
Public Relations Guide
Submit Membership Su
Submit a Photo
Key Lions Messages
Lions and Social Media
Sample Press Releases
Create a Website: e-Cl
Lions Brand Resources
Lions Newspaper Ads fo
Lions Clubs Internation
Video Presentations

FINANCE RESOURCES
Payment Instructions
Exchange Rates
Online Statements
Unidentified Deposits
GRANTS

MEMBER CENTER | LIONS 100 | CLUB LOCATOR | LCI STORE | MyLCI | LCI F | LCICON | DONATE | Q |

LIONS | LEOS | DISTRICTS | SERVE! | EVENTS | **RESOURCES**

Member Center > Resources > Leadership Resource Center

How to Download Files and Logos
Publications and Forms
Lions Clubs Logos
Communicate Your Activities
Club Management Resources
Webinars
Insurance
Finance Resources
Leadership Resource Center

Global Leadership Team

Improve your leaderships skills through online courses, training programs and more.

Leadership Resource Center

Scroll down the page to see the different resources, or click on an option on the left side of the screen.

Materials Available in the Leadership Resource Center

Once you have accessed the Leadership Resource Center, you can then go to the various sections and gather ideas and materials that may help support your training. Below you will see a brief listing of what you can find in each section.

1. **Global Leadership Team** – Here you can find information about the GLT structure, various GLT activities and the GLT Coordinator Center, which contains the GLT-D Resource Guide. The Resource Guide is a comprehensive guide designed to support your efforts as a GLT-D coordinator. A variety of practical tools and resources are included.
2. **Lions Learning Center** – This is the online learning center where Lions can go to take online courses. Once they create an account, they can access over 20 online courses. You can use some of these courses as pre-assignments and incorporate group discussions of the topics into the Club Officer Training.
3. **Training Materials/Resources** – In this section you can find presentations, training curriculum, tutorials, training activities and icebreakers that may be incorporated into your training.
4. **Development Programs** – This section provides information on the various institutes, seminars and webinars offered by Lions Clubs International.
5. **Leadership Communication** – Here you will find current and past issues of the LEADER NETWORK e-Newsletter, leadership success stories and podcasts, audio messages from various Lions leaders.

After doing some research and gathering any materials you may want to use, you can use the planning steps on the following pages to help you modify or create any new materials you may need for the training.

Planning Steps

As volunteers, Lions leaders often have limited time available to spend at instructor-led training, so you will want to determine the most efficient way of providing the training needed by club officers in your district. Planning steps for developing the instructor-led portion of the Club Officer Training are listed below:

Identify Training Needs	Pg. 9
<ul style="list-style-type: none"> • Conduct a training needs assessment. This involves sending out a survey to new club officers asking for input on desired training topics and consulting with district leaders. • Survey the club officers to determine the best day to offer the training and the preferred format. 	
Determine Training Topics & Agenda	Pg. 11
<ul style="list-style-type: none"> • Using the training needs assessment responses, identify and prioritize the main topics you will address in the training. • Organize the training to deliver the most necessary topics first. • Decide if there are topics that can be studied prior to the training session (pre-assignments), or at district or zone programs later during the year. 	
Develop Training Objectives	Pg. 14
<ul style="list-style-type: none"> • Based on your needs assessment, develop training objectives for each topic selected. A training objective includes an action verb that describes what the Lion will be able to do after completing each training session. 	
Select Content	Pg. 17
<ul style="list-style-type: none"> • Using the objectives, identify the specific content to be delivered for each topic. 	
Determine Training Strategies and Timing	Pg. 18
<ul style="list-style-type: none"> • Once you have identified the specific content for each topic, decide what training strategies you will use to achieve the objectives. • Next, determine the time needed to achieve each objective based on content, strategies and time allotted for the entire session. 	
Select Materials	Pg. 23
<ul style="list-style-type: none"> • After you have determined training strategies, decide on what materials will be necessary to support the strategy. 	

Develop Materials	Pg. 25
<ul style="list-style-type: none">• Based on the content and training strategies you have selected for each training session, develop the training materials. This may include writing lectures, role-plays, case studies and small group discussion questions.	
Organize and Promote	Pg. 26
<ul style="list-style-type: none">• Select the facility and determine the room setup.• Decide on the best way to communicate information about the date, time and content of training sessions to the club officers.• Send out invitations with details about the event.• Ask participants to register before a specific date so you will have adequate time to prepare.	
Conduct Training	Pg. 30
<ul style="list-style-type: none">• Enthusiastically conduct the training giving careful thought to the opening session, the learning environment, and the closing session.	
Evaluate & Report Results	Pg. 33
<ul style="list-style-type: none">• Use a participant training evaluation form to get feedback to be used to improve future district training.• After each training, summarize the feedback and attach it to your training report.• Email your training report to your district governor and the Leadership Division (leadership@lionsclubs.org).	

Introduction to Curriculum Design

A trainer’s best friend is the design document, which shows at a glance what will happen during the training session and how it will be done. A different design document is created for each topic/ session selected for the training. This process is a wise investment of your time because it ensures well-developed and organized training sessions.

There are five steps to filling out a design document. These steps are:

Step 1: Clearly state the specific training **objectives** based on needs assessment.

Step 2: Select and organize the **content** for the training objectives.

Step 3: Select training **strategies** that will best accomplish the objectives.

Step 4: Determine the **time** needed to achieve each objective based on content, strategies and time allotted for the entire session.

Step 5: Select the **materials** and equipment that will best support the strategies.

Blank Design Document:

Training Session:

Audience:

Time Allotted:

Time	Objective	Content	Strategies	Materials

Remember, the various training objectives, as stated in the design document, are to help the Lions accomplish the overall training goal. This goal may be quite general, such a training to help motivate new members, or quite specific, such as training cabinet secretaries to prepare reports.

As you review the steps for planning Club Officer Training, a sample design document will be provided to illustrate how each step is implemented.

Identify Training Needs

Club officers arrive at training with different needs and interests, even though they may hold the same office or belong to the same club. Quite often, however, they do not or cannot express what they really need to learn.

A club officer's *interest* is not always a need. For example, a club president might be interested in increasing club membership but be unaware that for this to happen, his or her leadership skills need to improve first.

There are practical reasons for knowing beforehand what your club officers need and want to learn. A training needs assessment enables you to:

- Identify what the club officers know or don't know so appropriate training objectives can be written.
- Understand more about the club officers and the ways they prefer to learn, so that better decisions can be made about organizing and promoting the training.
- Increase the club officers' motivation to learn by allowing them to participate in the process.
- Gain additional support from other Lions leaders by proving the training is necessary.

Club officers who come to training have a combination of four basic learning needs:

- The need to acquire knowledge or facts.
- The need to acquire understanding (to relate the facts to their individual situations in Lionism).
- The need to acquire skills to apply their understanding to action.
- The need to reflect on new personal attitudes or values.

You can assess needs prior to Club Officer Training by emailing a survey to newly elected club officers. This will allow for a quick response, so you can begin planning the training shortly thereafter. You may also wish to spend some time consulting with district leaders to find out their thoughts prior to sending out the survey. An example of a training needs assessment survey is included on the following page. The list of topics surveyed can be customized to suit your district's needs. You can also use this survey to identify preferences for times and locations of the training.

The more you can show club officers “the gap” that exists between what they currently know and what they should know, the more motivated they will be to learn. But, you cannot always rely on the self-awareness of club officers to tell you what they need to learn. Sometimes the process of filling out a training needs assessment survey will reveal this “gap”; however, other times observing the club officers in group discussions, case studies or role plays will provide insight into learning needs.

Example Training Needs Assessment Survey

Training Needs Assessment

For each topic listed use a checkmark (✓) to **select one** of the columns to indicate if you need further training (**Yes**), if you do not need training (**No**), or if you would like training provided later.

Club Officer Training Topics	Yes	No	Later
Officer responsibilities and duties			
Club structure			
Club planning			
Club committees			
New member induction			
Awards and Programs			
Fundraising ideas			
Member recruitment			
Member retention			
MyLCI/Reporting			
Zone/region meetings			
Public relations			
LCIF			
District structure/officers			
District programs			
District awards			
Conflict Resolution			
Time Management			
Goal Setting			
Teamwork			
Developing Leaders			

Additional topics you would be interested in: _____

What is your preferred training format? (Number your preferences: 1 - first preference to 3 - third or last preference.)

- _____ All day (7 hours) Saturday
- _____ Two evenings (3.5 hours each) List days preferred: _____
- _____ Two Saturday mornings (3.5 hours each, 1 week apart)

Club _____ Position: _____

Determine Training Topics and Agenda

After receiving the training needs assessment responses you can begin to determine the main topics for Club Officer Training. This will require analyzing the survey responses, along with any feedback received from district leaders, and prioritizing the topics as follows:

- Topics club officers **MUST** know (without fail)
- Topics club officers **SHOULD** know (important, but not critical)
- Topics club officers **COULD** know (not terribly important, but good to know if there is time)

There are many topics that could be covered during Club Officer Training, however, the amount of time allocated may not allow for all topics to be included. Prioritizing the topics allows you to figure out the most necessary topics to include in the training to meet the immediate needs of your district's club officers. It also can help you determine if some topics can be given as pre-assignments or be presented later at district or zone meetings.

Remember: It's better to present a few topics well than many topics incompletely. Don't overload your club officers with facts!

Possible Instructor-led Training Topics

Recently a survey was sent out to GLT district coordinators asking for feedback regarding club officer training practices. Their responses indicated that the following were the most frequently presented topics at Club Officer Training:

Getting Started

- Welcome/Introductions
- Icebreaker

District Focused

- District Vision/Goals
- District Governor and International President's Theme (if available)
- GLT/GMT structure and programs

Club Focused

- Review of roles and responsibilities of club officers
- The year as President/Secretary/Treasurer: A current officer shares thoughts and experiences (lecture and Q&A session or round table discussions)
- Expectations of club officers (of themselves and of each other)
- Planning your year
- Common scenarios

General Topics

- Public Speaking
- Effective Communication
- Meeting Management
- Conflict Resolution
- Time Management
- Leadership
- Team Building
- Goal Setting
- Motivation/Recognition
- Public Relations
- Constitution and By-Laws
- Protocol
- Future Personal Development
- Available Resources

Organize the Topics and Create an Agenda

After selecting the topics, you need to place them in a logical learning sequence. Put yourself in the place of your club officers and ask:

- What sequence of topics makes the most sense?
- Is there a way to relate one topic to another?

A favorite way of organizing topics among most trainers is to proceed from the “simple” to the “complex”; or from the “known” to the “unknown.”

After topics are organized in a logical sequence, then you can estimate the amount of time each topic may require, keeping in mind the total time allotted for the overall training, and create a tentative agenda. The process of creating the agenda may also help you to pare down the topics to the most critical ones needed for the training, since you may discover that you cannot fit all the topics selected into the amount of time allocated for the training.

Once the agenda is completed, each “topic” now represents a “training session” in your Club Officer Training. Each training session needs to be further developed to include training objectives and detailed content.

An example Club Officer Training agenda is shown on the next page. This is just one way to organize the training. Depending on the topics chosen, your agenda may be organized differently. This example agenda represents a full day, 7-hour training. Some districts conduct the training for a day and a half, while others conduct two 3.5-hour trainings over two evenings or weekends. Whatever serves the needs of the Club Officers in your district is acceptable, so long as they get the training needed to have a successful term.

Select Instructors

It is the responsibility of the GLT-D coordinator, in collaboration with other members of the GLT-D, to assess training needs, develop a training plan, and organize and promote the training event. He or she may also choose to be an instructor at the training or select others to be instructors. If you choose to select others to facilitate the Club Officer Training, the *GLT District Resource Guide* found in the Global Leadership Team Coordinator Center on the LCI website has some suggestions and guidelines for selecting training facilitators.

Example Agenda

	Topic	Instructor
1.	Welcome	
2.	Introductions	
3.	Icebreaker	
4.	District Vision	
4a.	The year as President: a current President shares thoughts and experiences.	
4b.	MyLCI – interactive discussion for Secretaries & Treasurers covering on-line updating and reporting	
5a.	President – Role & Responsibilities	
5b.	Secretary – Role & responsibilities	
5c.	Treasurer – Role & responsibilities	
	Working Lunch	
6a.	Presidents – prepare a two minute speech on a Lions topic	
6b.	Secretaries & Treasurers – what can they do to help the President & Club achieve more?	
7a.	Presidents - Public Speaking	
7b.	Secretaries – Club Meetings, Critical Success Factors	
7c.	Treasurers – Budgets and Financial Reports	
8a.	Expectations of the Secretary/Treasurer	
8b.	Expectations of the President	
10.	PR Strategy	
11.	Feedback: Secretaries/Treasurers to Presidents and Presidents to Secretaries/Treasurers.	
12.	Future Personal Development	
13.	Vision recap	
14.	Closing	

Develop Training Objectives

Once you have assessed the needs of club officers and determined main topics for the training, you can then decide what their training session objectives should be.

Emphasis is placed on “their” because it indicates what your overall philosophy and attitude should be. “Their” reminds us that the objectives are what the club officers—not the trainer—need to accomplish. The most effective training is learner-centered, not trainer-centered.

You will create training objectives for each training session selected for the training. As you write the objectives, keep in mind the amount of time you have already allotted for the training session on the agenda.

Example of Converting a Need to an Objective

Training objectives always stem from a needs assessment. We “convert” a need (expressed in ordinary language) into an objective (expressed in training language).

Need: *“Club presidents have difficulty conducting effective club meetings.”*

Training Objective: *“At the end of a 60 minute session, club presidents will be able to identify at least eight of the ten fundamentals of conducting a club meeting.”*

Depending on their length, training sessions can have anywhere from one to five or more objectives. Each of the objectives should meet the need defined by the assessment. Three practical benefits to stating objectives clearly and precisely are:

- It provides you with a “map” or path to follow when determining content.
- It can establish a “contract” between you and the club officers. It says, in effect, that you will give them something if they give you something in return, such as their attention and diligence.
- It provides you with a standard or criterion by which you can later measure the success (or failure) of the training session.

How to Write Objectives

Objectives are difficult to write if your thinking is unclear about the purpose of the each training session. When clear and precise objectives are written, you are able to proceed confidently in selecting specific content, strategies, and materials for the training session.

It will help to remember that a training session objective should:

- Begin with a phrase that indicates that the club officer will be able to perform an action after the training session. “At the conclusion of this activity/training/session, club officers will be able to...”

- Include an action verb which communicates the performance by the club officer. Use verbs which describe an action that can be observed and that is measurable within the teaching time frame.

Examples of Training Objectives

Below is an example of training objectives for a training session on “Conducting Effective Meetings”.

At the end of this session, participants will be able to...

“Recognize the phases of good meeting management.”

“Identify the components of effective meeting facilitation.”

“Manage participant behavior during meetings.”

“Implement meeting follow-up to ensure meeting effectiveness.”

Note the use of action verbs in the above objectives: “Recognize,” “Identify,” “Manage”, and “Implement.”

Action Verbs

Your most helpful guideline in writing a good objective is use of an action verb. In selecting one, try to relate it to these general areas of learning: knowledge, understanding, skills and attitudes or values.

In other words, ask if your objective is to help club officers acquire:

- knowledge (facts)
- understanding (relating facts to one’s own situation in Lionism),
- skills (applying one’s understanding to action),
- or to consider new attitudes or values about Lionism

Common action verbs:

Verbs for knowledge

Define, state, list, name, recall, recognize, label, repeat, describe, memorize

Verbs for understanding

Classify, explain, identify, locate, report, review, select, translate, formulate, relate

Verbs for skills

Find, assess, show, perform, construct, use, practice, apply, operate, demonstrate, illustrate

Verbs for attitude/values

Accept, challenge, decide, praise, value, reject, receive, attempt, listen, favor, dispute, volunteer, like

Example Design Document - Objectives

Training Session: Conflict Resolution

Audience: Club presidents

Time Allotted: 60 minutes

At the end of this session, club presidents will be able to:

1. Identify common sources of conflict
2. Apply a 3-step approach to resolving conflict
3. Use the LCI Club Dispute Resolution Procedure to resolve formal conflict

Time	Objective	Content	Strategies	Materials
	Identify common sources of conflict			
	Apply a 3-step approach to resolving conflict			
	Use the LCI Club Dispute Resolution Procedure to resolve formal conflict			

Select Content

The next step in developing Club Officer Training is to select the content for each training session. Selecting content means you list all the details you want to include in the training session based on the objectives. Content can be considered “sub-topics” or key points that will help to support the objectives.

How to Select Content

Let’s take a look at an example of training objectives we have seen previously and walk through how we might select the content.

Training session: Conducting Effective Meetings

Objectives: At the end of this session, participants will be able to...

“Recognize the phases of good meeting management.”

“Identify the components of effective meeting facilitation.”

“Manage participant behavior during meetings.”

“Implement meeting follow-up to ensure meeting effectiveness.”

This training session has four objectives. What key points do we need to make to support these objectives? In the first two objectives, we want participants to recognize the phases of meeting management and to identify the components of facilitating a meeting. So, we will need to share that content with them. The “phases of a meeting” and the “components of a meeting” would be listed as content. However, we may also want to share some points about poor meeting management or ineffective meeting facilitation and how that affects the club. Additionally we may want to point out the benefits of running an effective meeting. You would go through this same process for the second two objectives to determine content.

The goal here is not to determine *how* you are going to convey the content, but just *what* content will be conveyed. The next step in developing Club Officer Training will focus more on how you will train your club officers.

Example Design Document - Content

Training Session: Conflict Resolution

Audience: Club presidents

Time Allotted: 60 minutes

Time	Objective	Content	Strategies	Materials
	Identify common sources of conflict	Common sources of conflict Benefits of conflict Consequences of conflict		
	Apply a 3-step approach to resolving conflict	3-step model		
	Use the LCI Club Dispute Resolution Procedure to resolve formal conflict	Request for dispute resolution Location of the information Additional resources		

Determine Training Strategies and Timing

Now that you know what your club officers are going to learn you are ready to plan how they will be trained. A training strategy is a training activity that does most of the work to accomplish your objective.

Before we start studying strategies such as group discussions, case studies, role plays, etc., you'll need to first understand some fundamentals about the learning process itself.

How Adults Learn Best

What actually makes a satisfying and successful learning experience for anyone? Research through the years has revealed that adults learn best:

- When they are aware of what they need to learn
- When they have a good relationship with their trainer or “instructor”
- When they discover truth and solve solutions by themselves

Adults learn best by *doing*, by actually practicing a skill which they have just studied in the training. You must allow them to practice and experience what they have learned so they involve themselves mentally, physically, and emotionally.

More details about characteristics of adult learners can be found in the *GLT District Resource Guide* found in the Global Leadership Team Coordinator Center on the LCI website.

Matching Strategies to Objectives

Strategies fall into four groups:

- Presentation methods (lectures, debates, etc.)
- Discussion methods (small group problem-solving, large group, guided discussion, etc.)
- Simulation methods (role play, games, etc.)
- Skill practice methods (worksheets, practicums, etc.)

As you write your design document, ask if the particular objective is aimed at helping your club officers gain one or more of the following:

- Knowledge (facts)
- Understanding (relating the facts to the individual's situation in Lionism)
- Skills (putting understanding into effective action) or
- New personal attitudes or values

At times it may be difficult to decide on the proper sequence of strategies to carry out an objective. Here is a simple formula to help:

TELL—SHOW—DO

Let's look at a scenario to illustrate this:

A trainer is conducting a training session for incoming club presidents. She decides to first give her Lions some basic information about meeting management skills. She presents a brief lecture: She TELLS them what they need to know. Then she wants to make sure her club presidents know how to apply this basic information to their own club situation. So, she has them work on a case study about a challenging meeting: She SHOWS them. Then she decides her presidents need to practice the skills of managing a meeting. So, she engages them in role plays: She enables the Lions to DO.

Knowledge (TELL)

- lecture
- debate
- panel discussion
- video
- silent reading
- interactive
- computer
- poster/signs

Understanding (SHOW)

- trainer-facilitated
- small group discussion
- large group discussion
- questioning
- story-telling
- demonstration
- dramatization
- role play
- problem-solving
- case study
- game

Skills (DO)

- role play
- coaching
- skill practice
- worksheets
- practicum

Attitudes/Values

Although role plays and intense interactive discussions can help at times to bring about a change in attitudes or values, most often this change will come from the entire training experience or from the Lion successfully applying what he has learned to real life.

As you become more experienced, you will see occasions when it is more effective to shift the order of this formula. You might want to begin with SHOW or first toss your Lions into a DO and let them struggle a bit before you TELL them.

TELL-SHOW-DO can also apply in a broad sense to the entire training in which the first phase is devoted to imparting information; the second to showing examples of this information and the last phase to practicing. You would still continue, however, to also apply the formula to some particular objectives. Keep in mind that some objectives will be so simple or brief that it will not require more than one part of the formula.

Additional Guidelines

Here are some other guidelines to help you select strategies:

- When absolutely undecided about a strategy, select one which provides for the most active group participation.
- When possible, have your strategy provide an opportunity for your Lions to draw upon their real-life experiences.
- Know beforehand if the equipment and other resources required for your strategy are affordable and available.

Six Strategies to Master

There are six strategies which you should master as soon as possible. You can rely on these six to accomplish nearly any kind of the training objective. Most of the many other strategies used by professional trainers are variations of these six:

- Lecture
- Facilitated group discussion
- Question/answer session
- Case study
- Role play
- Practicum

These and other training strategies are further explained in the *“Glossary of Training Strategies”* found in the Appendix at the end of this guide. Despite all the methods a trainer can learn, the realization is that “methodology” has its limits. When nothing seems to be working well, look for the simplest way to give your Lions what they need and maintain a stimulating, caring environment.

Timing

After you have planned out the desired content and training strategies for the objectives of a training session, you can then determine how to divide the time allotted for that session. This may help you to further refine the training session down to the most pertinent details to accomplish the objectives. If you only have a certain amount of time devoted to the session, you do not want to overwhelm your club officers with too many activities. This will make them feel rushed to get through the session and they will not be able to meet the objectives.

Example Design Document – Strategies & Timing

Training Session: Conflict Resolution

Audience: Club presidents

Time Allotted: 60 minutes

Time	Objective	Content	Strategies	Materials
15	Identify common sources of conflict	Common sources of conflict Benefits of conflict Consequences of conflict	Lecture Small group discussion	
25	Apply a 3-step approach to resolving conflict	3-step model	Lecture Role-play	
20	Use the LCI Club Dispute Resolution Procedure to resolve formal conflict	Request for dispute resolution Location of the information Additional resources	Lecture Demonstration	

Select Materials

Materials should be selected as purposefully as objectives and strategies. Sometimes this is easy because the very nature of a topic or strategy obviously dictates the kind of materials to use. For example, if the topic is “resolving conflicts,” and the strategy is a case study, then the obvious materials are: a handout of a case study and pens. Other times, the selection requires more thought. If the topic is “leadership styles” and the strategy is a lecture, should we use a flip chart or PowerPoint slides? Or some slides and a workbook?

Don't forget that materials are the last step in designing your training and that you select them to support your content and strategy. Materials include audio and visual aids as well. Lectures, which are overly used by training leaders, should seldom be presented without visual aids.

Purposes of Visual Aids

When do we use visual aids? When we want to:

- Emphasize a fact, object, or comment
- Simplify a fact, object, or comment
- Clarify a fact, object, or comment
- Summarize and review training

Guidelines for Visual Aids

Here are some guidelines for using visual aids:

- Keep the visual aids simple. Show only one major idea.
- For PowerPoints and flipcharts, test to make sure lettering and illustrations are large enough to be seen by Lions furthest away.
- Guide the Lions into interacting with the visual aid while you are showing it. Do not allow them to remain passive.
- Stop during the visual presentation whenever an important point should be discussed.

Example Design Document - Materials

Training Session: Conflict Resolution

Audience: Club presidents

Time Allotted: 60 minutes

Time	Objective	Content	Strategies	Materials
15	Identify common sources of conflict	Common sources of conflict	Lecture	PowerPoint
		Benefits of conflict	Small group discussion	Flipchart
		Consequences of conflict		
25	Apply a 3-step approach to resolving conflict	3-step model	Lecture	PowerPoint
			Role-play	Handout
20	Use the LCI Club Dispute Resolution Procedure to resolve formal conflict	Request for dispute resolution	Lecture	PowerPoint
		Location of the information	Demonstration	Computer with internet
		Additional resources		Handout

Develop Materials

You now have a completed curriculum guide. What do you do next? Develop the materials! You have selected great content and have given much thought about the strategies you are going to use to ensure your club officers are going to achieve their objectives. Next you have to look at the plan for each training session and create the lectures, role-plays, case studies, small group discussion questions, etc., or do some research to find the resources you need.

Fortunately, there are many resources available in the Leadership Resource Center on the Lions Clubs International website (www.lionsclubs.org) to help you do this. Refer to pages 3 and 4 of this instructor guide for more information.

If you are looking for materials unrelated to leadership, try typing the subject into the search box at the top right corner of the website to see what you can find.



Since you consulted with district leaders as you planned the Club Officer Training, they should also be a resource when it comes to developing materials. Many Lions leaders may have already created materials for topics you have included in the Club Officer Training. If they will be helping to deliver the training, they can utilize these materials or you can modify the materials to suit your needs.

Organize and Promote

Although some organizing and promoting might have to begin prior to you writing a curriculum guide, the more training details you know beforehand, the better you will organize and promote your training. With a completed curriculum guide, you can now:

- Determine the most appropriate training facility
- Budget accurately
- Select co-facilitators (if needed)
- Get a head start on developing materials
- Write a more compelling invitation or promotion article

Early and thorough planning is the best way to avoid personal stress and strain that arise from unpleasant surprises. The *GLT District Resource Guide* found in the Global Leadership Team Coordinator Center on the LCI website is a good resource for organizing and promoting training. Below you will find some additional information regarding selecting a facility and setting up a training room.

Selecting a Facility

An odd but usually true phenomenon is that training participants will not be aware of the care you have given to making their room functional and comfortable, their meals tasty, or the overall atmosphere conducive to training. They will, however, become painfully aware of the absence of these elements. Here are some routine questions to ask when selecting facilities:

The Facility

- ✓ Have you first sought complimentary facilities such as school classrooms or other institutional buildings with unoccupied rooms?
- ✓ Is the location geographically central so that the vast majority of participants have short travel distances?
- ✓ Does the facility have a good reputation regarding a cooperative staff and discount prices for service organizations?
- ✓ If lodging and meals are planned, should you have bids from at least two other facilities?
- ✓ Will the facility's billing procedure be easy for you to audit?

The Training Room

- ✓ Have you inspected it before committing yourself?
- ✓ It is the right size for your training group? Are the ceilings at least 10 feet so PowerPoints can be projected high enough for everyone to see?

- ✓ Are there adequate and accessible electrical outlets for all your audio/visual equipment?
- ✓ Can you post or tape flip charts on the walls?
- ✓ Will the participants' be comfortable with the ventilation?
- ✓ Is the room's overall décor conducive to a relaxed and pleasant learning environment?
- ✓ Will you hear outside sounds, especially through partitioned walls?
- ✓ Can you use any other rooms for small group discussions during the training?
- ✓ Does the management have all the accessory equipment required, such as tables of appropriate size, comfortable chairs, functional tables for equipment and refreshments?
- ✓ Can you obtain the name of a staff person on whom you can depend on during the training to give you prompt assistance?
- ✓ Will you need directional signs to guide the participants to the room?

Miscellaneous

- ✓ Does any participant have special dietary needs?
- ✓ If necessary, can the meals be served within a required period of time? If requested, can "light" lunches be served?
- ✓ Have you inquired about any meal-seating guarantee policy?
- ✓ Will there be a photocopier available for handouts or practicum exercises?
- ✓ If you are having entertainment, will the audio system be adequate?

Training Room Set-Up

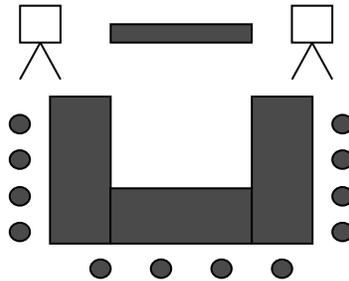
To determine the most effective classroom set-up that will meet the needs of instruction and the needs of the participants, consider:

- **The size and culture of your training group.** Will your group consist of less than 10 people or more than 20? What cultural norms may impact the set-up of the tables and chairs? Do the participants you are training expect a certain room layout?
- **The size of the classroom.** Once you know the approximate dimensions and layout of your training room, it is sometimes helpful to draw a diagram of your desired room set-up. This technique may help you make decisions in regards to activities, materials and equipment.
- **The activities involved in the training program.** Will the program be focused around lecture or around small group activities? Do any activities require a specific amount of space, and if so, how might the room set-up need to be adjusted?

Seating Arrangements

Below are three common seating arrangements used most often in training environments:

Seating Arrangement: U-Shape



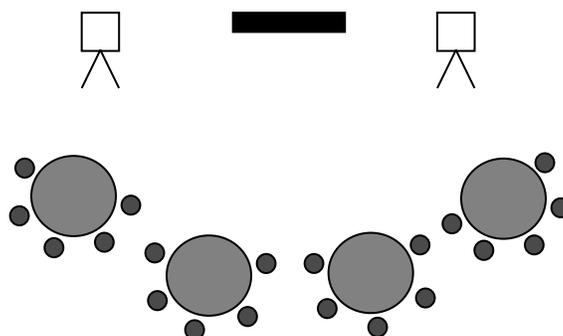
Advantages

- Everyone can see and talk to each other
- Trainer can walk into the audience
- Comfortable for whole group discussion
- Easy to see flipcharts and projected visuals

Disadvantages

- Only suited to groups of about 20 or fewer
- Difficult to work in smaller groups
- Requires a fairly large room
- Room is “trainer-focused”

Seating Arrangement: Clusters

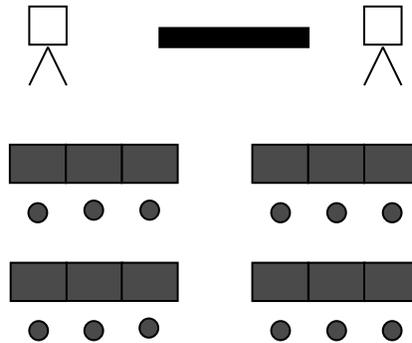


Advantages

- Ideal for learners working in small groups
- Easy for trainer to interact with small groups
- Provides opportunity for participant involvement
- Provides freedom of movement

Disadvantages

- Creates problems with attention/eye contact when presenting and using visuals
- Fosters “private” conversations
- Unintentionally creates subgroups

Seating Arrangement: Traditional Classroom**Advantages**

- Allows each participant his/her own “space”
- Ideal for presentation/lecture sessions and in getting feedback from audience

Disadvantages

- Invites “getting lost” in the room
- Can create problems in sight lines for flipcharts and other visuals
- Learning becomes “trainer-focused”

Conduct Training

You have completed a thorough needs assessment, written clear objectives, designed an interactive training program and developed materials. Now, that you have made it to this point, how do you ensure that you deliver it successfully? You must open the session with excitement and create a supportive learning environment. You also need to get to know the Lions and address their needs throughout the training. Finally, you need to bring closure to the session.

The Opening Session

How club officers perceive you during the first few moments of your training will influence their future attitude about you and the training experience. Your overall image should project you as a confident person who is warm and open and who is enthusiastic about the training.

Three things should be accomplished during the opening session to establish a positive learning environment, which may take from 30 to 90 minute.

Getting Acquainted

A structured get-acquainted session should be your first training activity because it is vital that participants trust each other, feel free to express themselves, and develop a sincere desire to give and receive help from each other.

The classic four questions answered by participants in a training session include:

- ✓ Who are you?
- ✓ Where are you from?
- ✓ What do you hope to learn?
- ✓ What's something interesting about you?

These questions can be answered first before the ice-breaker or tied into an ice-breaker activity. There is a great resource on the LCI website on icebreakers, team building activities and energizers. It can be found here: <http://www.lionsclubs.org/EN/member-center/leadership-development/training-materials-resources/index.php>

Explaining the agenda

Next you should explain the agenda. But first you want to explain the overall goal of the training and state some very practical and compelling reasons why they are there. (Do not assume that everyone knows this!)

Then, in this order:

- Explain the agenda.
- If necessary, make some suggestions about the most effective way to take notes.
- Point out supplies or materials and explain their use.

- **Explain the nature of the training. Emphasize that it is a safe environment in which to ask any question and to risk experimenting with any training activity. Emphasize that you're not a teacher or an expert but a training facilitator who believes that Lions learn best by "doing," "sharing," and by assuming responsibility for much of what they want to learn.**
- Lastly, make any necessary housekeeping announcements about coffee breaks, meals, smoking constraints, location of toilets, etc.

Establishing ground rules

Save time by stating any given ground rules up front, such as start and end time. Ask your participants to add others. Again, you may wish to capture and post the ground rules for ready reference. Here are the most common ground rules:

- | | |
|-------------------------------|---------------------------------|
| ✓ No sidebar conversations | ✓ Participate willingly |
| ✓ Allow for interaction | ✓ Cellphones on silent mode |
| ✓ Keep an open mind | ✓ Stop and start on time |
| ✓ One person speaks at a time | ✓ Timely breaks |
| ✓ Respect others' opinions | ✓ Okay to move around as needed |

Addressing Needs

Continuing to address the needs of your club officers throughout the training will require flexibility. With flexibility comes efficiency and creativity. Your curriculum guide is only a guide. There will be times when the group will dictate the order of topics discussed. In other words, the trainer should be ready at any time for the best time to:

- reinforce something old
- introduce something new

Quite often, you will find that what you have planned to do an hour or two later is best done at the moment. This situation commonly occurs when an individual or a group unexpectedly opens up an important topic to which everyone is now very receptive. You need to take advantage of this opportunity.

The Closing Session

Whether training lasts two hours or two days, it should conclude with:

- An opportunity to make individual "action plans," to be implemented after the training.
- Information about where the participants can obtain additional learning resources.
- A brief review of training objectives.
- Personal, closing remarks by the trainer.

Having club officers make action plans while facts are still fresh in their mind will reinforce commitment. Taking a few minutes to then share their action plans with fellow Lions can result in valuable input. An action plan should be simple: Lions list five to ten

“tasks-to-do” with “due-dates” for each one, followed by the specific person responsible for accomplishing the task.

Because many Lions want to pursue further what you have taught them, they may appreciate end-of-training handouts such as: titles of pertinent LCI publications where to obtain them, bibliographies of books with more detail of the training topics, and lists of schools, colleges, or public workshops that offer advanced training.

Even if your training has lasted only two hours, a brief review of the agenda and objectives is necessary to “tidy up” the learning. Ask whether everything was covered. Ensure that all questions have been addressed and there are no loose ends.

Have your closing session designed as well as your opening session. Help participants remember the experience, give encouragement, and send them off with something to think about. Send them off with a call to action, a quote, a reference to the introduction, a rhetorical question, a challenge or something that makes a lasting impression.

Evaluate and Report Results

All training sessions based on an instructional design model should include an evaluation element. This is important because it allows you to gather feedback and suggestions for future sessions so you can improve your training. You may evaluate participant reaction, knowledge gained, and/or application of the skills and knowledge.

Most commonly, training efforts are evaluated based on participant reactions. This measures participant satisfaction with the training. It provides guidance about what may need to change for future trainings. This evaluation usually consists of a questionnaire that participants use to rate their level of satisfaction with the training content and the trainer, among other things.

If you are conducting multiple-day training, it is beneficial to provide an evaluation at the end of each day. If you are conducting a one-day session, you may want to evaluate halfway through or collect it at the end of each training session. This benefits you because it provides feedback to allow adjustments to the design to better meet the participants' needs. It also benefits participants because it gives them time to think about what they just learned and how they will apply it.

To measure the amount of knowledge gained, assessments are usually used. If possible, participants take a pretest before the training and a posttest after the training to determine the amount of learning that has occurred. Informal demonstration of skills used throughout the training can also provide you with information about knowledge gained. These are usually built-in activities designed for each topic to allow participants to practice what they have learned.

After Training

Once the training is complete, take some time to read the evaluations and reflect on the training. Review your training notes immediately and make additions or changes while it is all fresh in your mind. Follow up with the club officers, sending them any materials that you promised you would send. This is a great opportunity to find out how they are doing and how you may be able to help them transfer the skills they learned. Continue to check in with club officers throughout their term of office to reinforce learning and identify additional development needs. You may also wish to contact Region Chairpersons/Zone Chairpersons to gain additional feedback on club officer needs.

Connect with the district governor relatively soon after the training session. Summarize the training evaluations and your notes. Include them, along with an attendance sheet and a copy of the agenda, in a training report and submit them to the district governor and the Leadership Division (leadership@lionsclubs.org). Then, sit back and relax, and begin planning the next training event!

Appendix

Design Document

Training Session:

Audience:

Time Allotted:

Time	Objective	Content	Strategies	Materials

Glossary of Training Strategies

Brainstorm

The use of one's subconscious mind to generate a list of ideas.

Buzz Group

Small groups are assigned to discuss a topic or problem and then report their findings to the entire workshop group.

Case Study

A fictional but realistic problem situation assigned to a group of Lions for them to resolve.

Energizer or Ice Breaker

Activities that promote trust, receptivity, alertness, and fellowship.

Demonstration

Presentation that "displays" a topic or "brings to life" a procedure.

Panel Discussion

Open discussion or series of reports by "topic experts," usually with moderator. Often followed by a summary report. "Audience" members are encouraged to raise and discuss issues.

Facilitated Group Discussion

Discussion guided by the trainer towards a specific goal, often unknown to the Lions.

Games

Stimulating, often lifelike training event with real learning objective, of course, concealed by the fun.

In-Basket

One or two-hour activity in which individuals are assigned several Lionistic tasks to perform as if functioning in the real world. Each Lion is given a "basket" of memos to answer, telephone calls to make, problems to discuss with other Lions, etc. Often comes at end of workshop so Lions can practice skills learned.

Role Play

Acting out of assigned roles to learn an interpersonal skill or to acquire insight.

Storytelling

An interesting story which is also instructional.

Club Officers Training Evaluation Form

Thank you for taking the time to evaluate the Club Officers Training. It is only with your input that we can make this training even more valuable to new club officers.

1. What do you feel is the strongest portion of the Club Officers Orientation? Why?

2. What portion of the Club Officers Orientation do you feel needs to be improved? How?

3. On a scale of 1 to 5 where 1 is not useful and 5 is extremely useful, please rate each of the training topics:

Training Topic	Not useful	Somewhat useful	OK	Very useful	Extremely useful
	1	2	3	4	5

4. Other suggestions to improve the training: