

TOASTMASTERS
INTERNATIONAL®

Toastmasters Leadership Insititue

头马领导力训练营

Pathway系统培训

By Gary Wu

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89大区，R中区，教育质量总监



关于讲师

2017- 深圳 会员 (Member)

2018- 公关副主席 (VPPR)

2019- 主席 (President)

2020- 教育副主席 (VPE)

2021- R中区教育质量总监 (PQD)

Pathway培训内容(Pathway Training Content)



晓之以理

1. 教育系统演变史
2. Pathway路径
3. 项目解析



导之以行

1. 会员-入门到精通
2. 官员-履行及运用



授之以渔

1. 论Pathway价值

一、晓之以理

1.1 教育体系演变史

1928年，Ralph Smedley博士发表了“Ten Practical Lessons in the Art of Speech Making”手册。

1942年，第一个正式的演讲培训“Basic Training for Toastmasters”才出现。

1978年，我们推出了《高阶沟通与领导力计划》系列手册。

1997年，我们推出了沟通与领导力轨迹 (Tracks)。

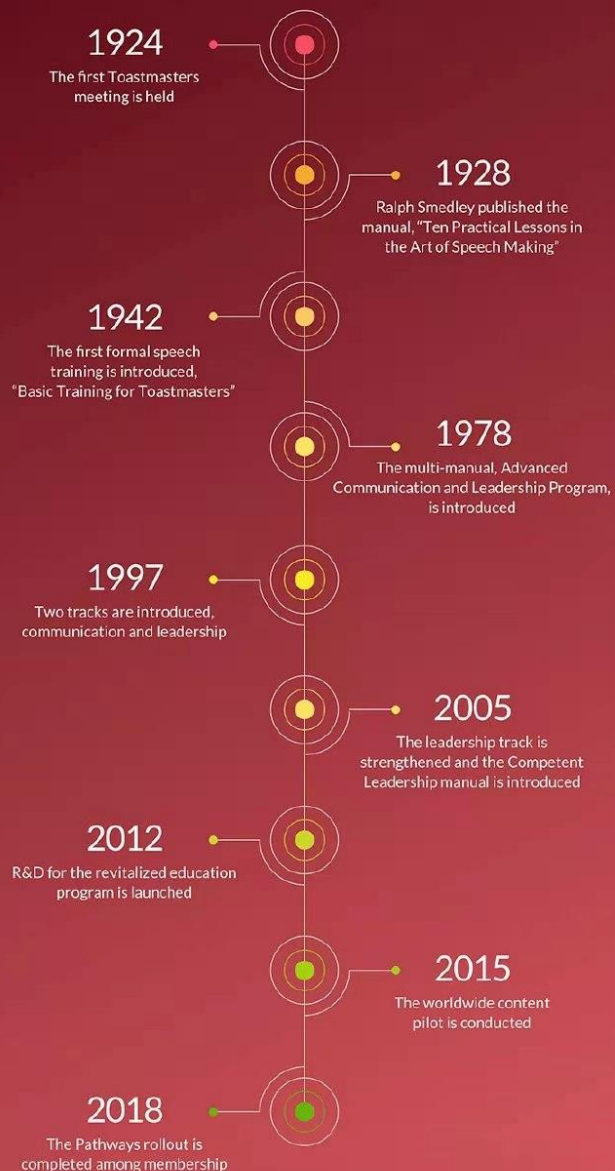
2005年，我们强化了领导力轨迹，推出了《胜任领导力》(Competent Leadership) 手册。

2012年，全球总部发起了新教育项目的研发，这也促成了2015年新教育系统Pathways的诞生。

2018年，我们已经向全球会员推出了Pathways。

Evolution of the Education Program

History and development



1.2 教育体系演变史（新旧系统对比）

传统教育体系（CL）

1. 沟通能力和领导能力分开发展，不均衡
2. 领导力限于锻炼倾听、思考和评判能力等 10 个要素，培养 68 种能力，1970 年代标准
3. 完成 DTM 至少 40 个备稿演讲，外加 5 个以上分享或工作坊
4. 自由度高随意性大，缺少系统化的教育管理






VS.

新教育体系（Pathways）

1. 10 条不同教育路径将沟通能力和领导力紧密结合
2. 通过 59 个项目，培养 300+ 种能力，更符合代领导力多元化要求
3. 完成 DTM 只需 30 个左右的演讲
4. 系统自带重点清单方便理清思路。所有项目和级别必须完成前提条件，循序渐进路径清晰

2.Pathway路径

5项核心竞争力

 1 PUBLIC SPEAKING	公众演讲	一对多，站在台上面对观众进行公开的演讲
 2 INTERPERSONAL COMMUNICATION	人际沟通	一对一或一对少数，除了“说”之外还需掌握“听”
 3 STRATEGIC LEADERSHIP	战略领导	站在高的层面做出高屋建瓴性的部署
 4 MANAGEMENT	管理能力	中层管理人员带领基层团队注重执行力
 5 CONFIDENCE	自信心	无法通过书本知识习得，在实践中积累











10条路径

10 Paths











The primary core competencies represented in each path are listed in order of emphasis under the path name.

 Dynamic Leadership <i>Build strategic leadership and conflict resolution skills</i> 1 2 3 5 动态领导	 Persuasive Influence <i>Build skills to lead in complex situations</i> 说服力影响 1 3 2 5
 Effective Coaching <i>Build interpersonal communication, leadership and coaching skills</i> 1 2 4 5 高效教练	 Presentation Mastery <i>Build public speaking skills</i> 精通演讲 1 5
 Innovative Planning <i>Build creative project management and communication skills</i> 1 4 2 5 创新规划	 Strategic Relationships <i>Build networking, leadership and communication skills</i> 战略关系 1 2 3 5
 Leadership Development <i>Build communication and leadership skills</i> 1 2 4 5 领导力培养	 Team Collaboration <i>Build collaborative leadership skills</i> 团队协作 1 4 2 5
 Motivational Strategies <i>Build motivational leadership and communication skills</i> 1 2 3 5 激励策略	 Visionary Communication <i>Build innovative communication and leadership skills</i> 愿景沟通 1 3 2 5

3.1 项目解析

										
	Motivational Strategies	Presentation Mastery	Effective Coaching	Innovative Planning	Leadership Development	Persuasive Influence	Visionary Communication	Dynamic Leadership	Strategic Relationships	Team Collaboration
Evaluation and Feedback										
Ice Breaker										
Introduction to Toastmasters Mentoring										
Researching and Presenting										
Understanding Your Communication Style										
Understanding Your Leadership Style										
Active Listening										
Building a Social Media Presence										
Communicate Change										
Connect with Storytelling										
Connect with Your Audience										
Create a Podcast										
Creating Effective Visual Aids										
Cross-Cultural Understanding										
Deliver Social Speeches										
Develop a Communication Plan										
Develop Your Vision										
Effective Body Language										
Ethical Leadership										
Focus on the Positive										
High Performance Leadership										
Improvement Through Positive Coaching										
Inspire Your Audience										
Lead in Any Situation										
Leading in Difficult Situations										
Leading in Your Volunteer Organization										

3.2项目解析

Leading Your Team										
Lessons Learned										
Make Connections Through Networking										
Manage Change										
Manage Online Meetings										
Manage Projects Successfully										
Manage Successful Events										
Managing a Difficult Audience										
Managing Time										
Moderate a Panel Discussion										
Motivate Others										
Negotiate the Best Outcome										
Persuasive Speaking										
Planning and Implementing										
Prepare for an Interview										
Prepare to Speak Professionally										
Present a Proposal										
Public Relations Strategies										
Question and Answer Session										
Reaching Consensus										
Reflect on Your Path										
Successful Collaboration										
Team Building										
Understanding Conflict Resolution										
Understanding Emotional Intelligence										
Understanding Vocal Variety										
Using Descriptive Language										
Using Presentation Software										
Write a Compelling Blog										
										
	激励策略	精通演讲	高效教练	创新规划	领导力培养	说服力影响	愿景沟通	动态领导	战略关系	团队协作

小结:

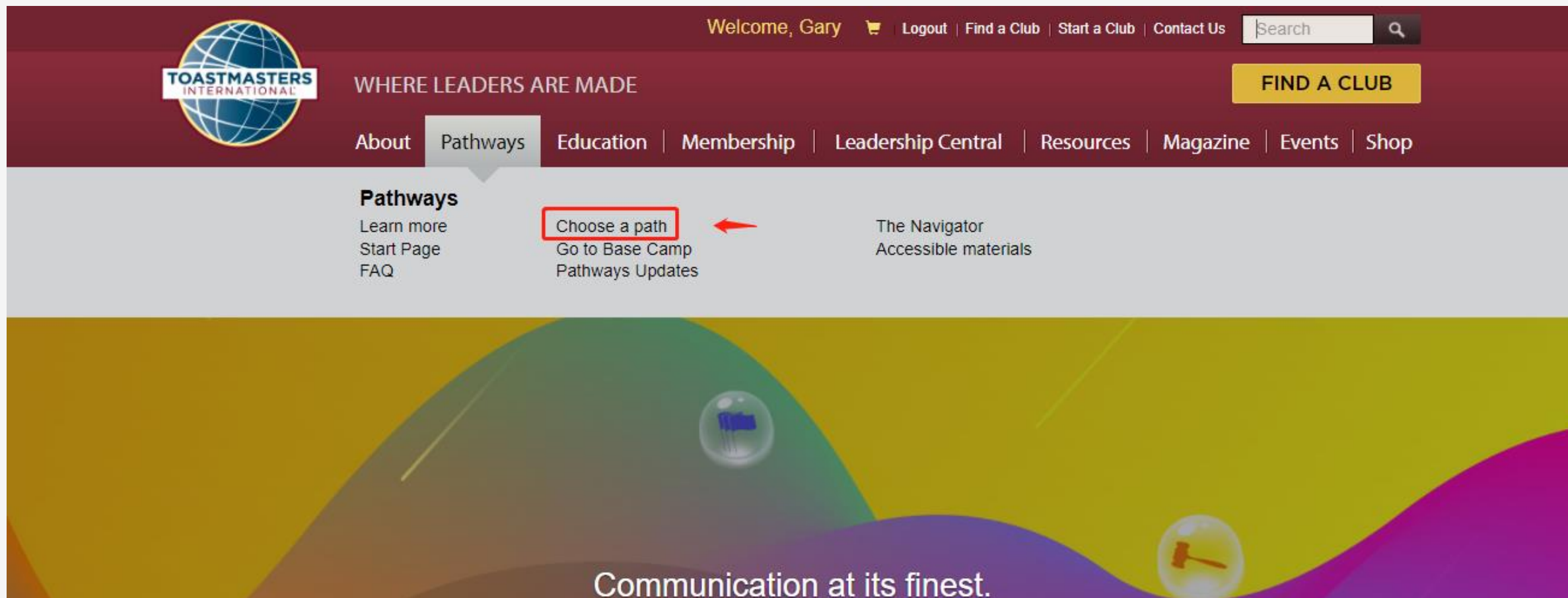
求同存异 大相径庭

每条路径前的2个阶段（level）6个项目一致以破冰演讲，接受和给予反馈，研究和展示，明确你的领导风格，沟通风格以及导师制度介绍。在完成前2个阶段后，项目内容因路径而不同。

二、导之以行

1.1 会员-入门到精通

登录 Toastmasters 官网地址为 www.toastmasters.org 点击“Pathways”菜单项下的二级目录“Choose a Path”。

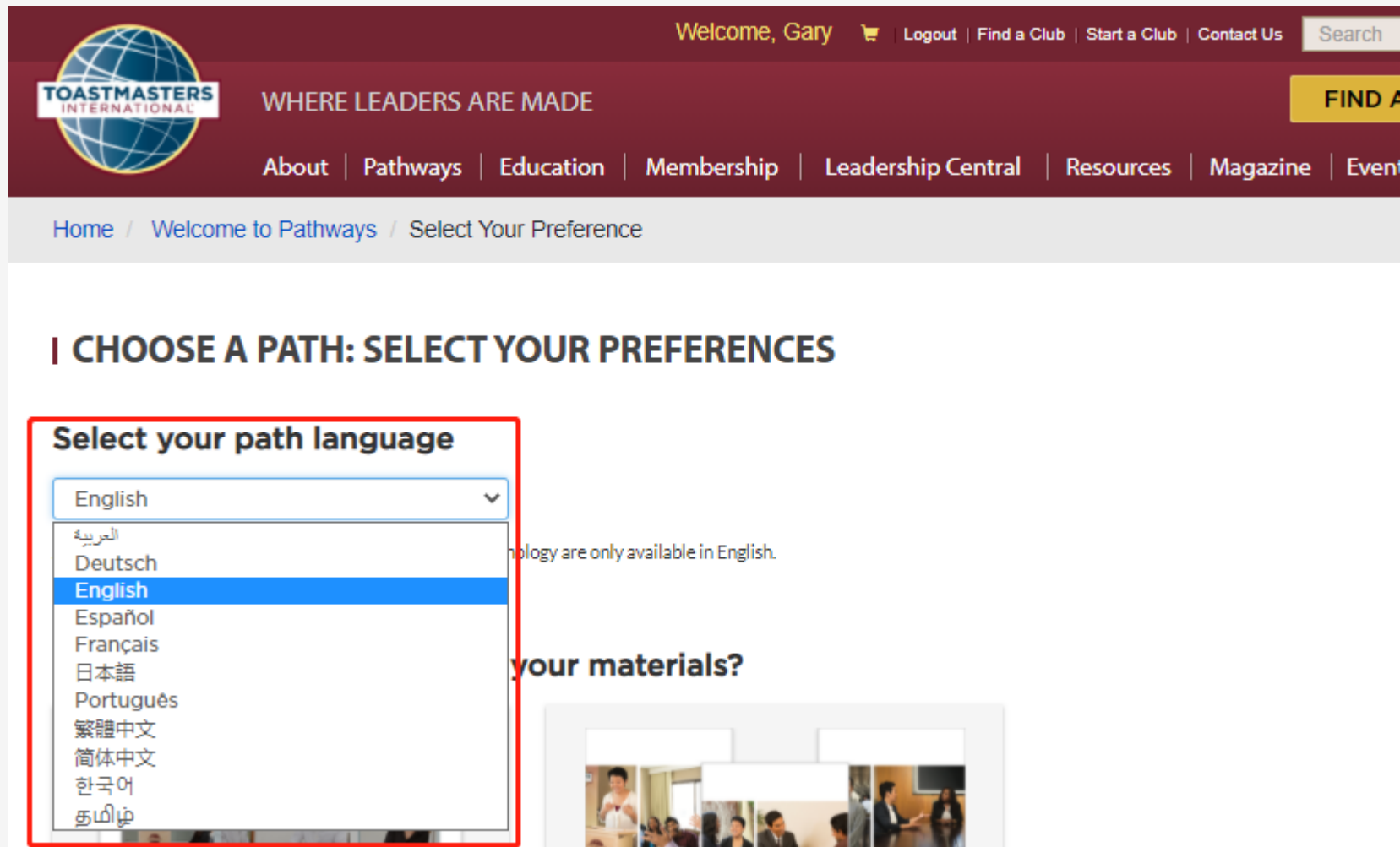


The screenshot shows the Toastmasters International website. At the top, there is a navigation bar with the Toastmasters logo on the left, the text "WHERE LEADERS ARE MADE" in the center, and a search bar on the right. Below the navigation bar, there is a main menu with the following items: About, Pathways, Education, Membership, Leadership Central, Resources, Magazine, Events, and Shop. The "Pathways" menu item is highlighted with a white background. Below the "Pathways" menu item, there is a sub-menu with the following items: Learn more, Start Page, FAQ, Choose a path, Go to Base Camp, Pathways Updates, The Navigator, and Accessible materials. The "Choose a path" item is highlighted with a red box, and a red arrow points to it from the right. The background of the website features a colorful, abstract design with a globe and a gavel icon.

1.2 会员-入门到精通

下拉框选择您的语言偏好

“Select your path language”



The screenshot shows the Toastmasters International website interface. At the top, there is a dark red navigation bar with the Toastmasters logo on the left and user information on the right, including "Welcome, Gary", a shopping cart icon, and links for "Logout", "Find a Club", "Start a Club", and "Contact Us". A search bar is also present. Below the navigation bar, a breadcrumb trail reads "Home / Welcome to Pathways / Select Your Preference". The main content area features a heading "CHOOSE A PATH: SELECT YOUR PREFERENCES". A red box highlights a dropdown menu titled "Select your path language". The menu is open, showing a list of languages: English (selected), العربية, Deutsch, Español, Français, 日本語, Português, 繁體中文, 简体中文, 한국어, and தமிழ். To the right of the dropdown, there is a note: "Technology are only available in English." Below this, a section titled "your materials?" is partially visible, accompanied by a collage of photos showing people in a meeting or training session.

1.3 会员-入门到精通

点击选择电子档资源

”Select Digital Resources”

How would you like to access your materials?



Obtain digital resources online
via Base Camp



Select Digital Resources

+ Who should select digital resources?

+ Compare digital vs. print details



Acquire printed materials in the
mail (+\$25 USD)

Select Printed Materials

+ Who should select printed materials?

1.4 会员-入门到精通

选择方式

1.是预览所有路径选择（左）

2.通过头马的测试选择（右）

（新会员在还未了解头马路径的情况根据你的实际情况完成类似于性格测试的26个测评题，系统推荐三条最优路径，在此做选择。）

How would you like to select your learning path?



View all path options

View all paths available based on your selections above.



View Path Options



Take an online assessment

Take a brief online assessment to suggest learning paths based on your goals.

Take Assessment

Continue

1.5 会员-入门到精通

默认语言

温馨提示，你选择的 Path 语言默认和你做测评的语言一致，如果想要更改，只有这一次机会，在如上红色框内。一经确认就无法回退重新选择。

RECOMMENDED PATHS

When you purchase a path in Pathways, a new shopping cart will be created. Any previous items in your shopping cart will be saved and restored once your Pathways purchase is complete.

Select a Language

English

Best Match



Visionary Communication

You cannot purchase this path at this time.
This path is currently in progress on your Base Camp transcript.

Choose this Path



Effective Coaching

This path helps you build your skills as a positive communicator, leader and coach. You will work through projects that focus on understanding and building consensus, contributing to the development of others by coaching and establishing strong public speaking skills. Each project emphasizes the importance of effective interpersonal communication. The Effective Coaching path culminates in a "High Performance Leadership" project of your design. Not available in printed materials.

Choose this Path



Team Collaboration

This path helps you build your skills as a collaborative leader. You will work through projects that focus on active listening, motivating others and collaborating with a team. Each project contributes to building interpersonal communication and public speaking skills. The Team Collaboration path culminates in a project focused on applying your leadership skills. Not available in non-English printed materials.

Choose this Path

1.6 会员-入门到精通

路径重选

如果你选完 Path 发现选错了语言，或者你开始学习 Path 之后发现并不适合自己想重新选，只要这个时点在你选完 Path 的 30 天内，仍然可以通过写邮件头马总部 supplyorders@toastmasters.org 邮箱进行免费退换。

邮件模板如下供参考：

Dear Toastmasters International,

I am (姓名, membership ID) from XXX Club (Club ID), my Email address is (你的个人常用邮箱地址). I have ordered a Path like (你已经选择的 Path) in language (你已经选择 Path 的语言). **[However, I really want to change my Path from (目前已选的 Path) to (现在想要使用的 Path)] / [However, I choose a wrong language. Now I really want to change my Path language from (选错的语言) to (现在想要使用的语言)]** Hope that you can help me to correct the problem I have made.

Thank you so much!

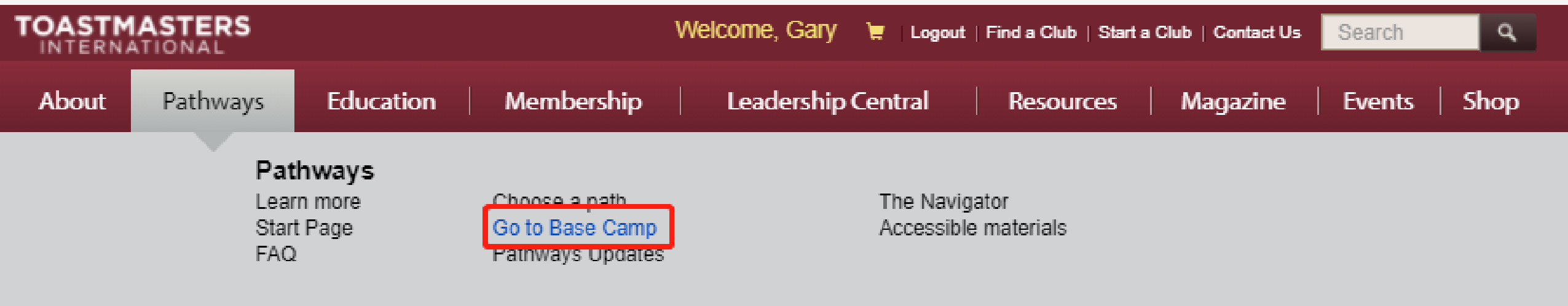
Best Regard,

(你在官网的注册姓名)

1.7会员-入门到精通



登录 Base Camp

进入官网后点击“Go to Base Camp”。



The screenshot shows the top navigation bar of the Toastmasters International website. The bar is dark red with white text. On the left is the Toastmasters International logo. On the right, it says "Welcome, Gary" followed by a shopping cart icon and links for "Logout", "Find a Club", "Start a Club", and "Contact Us". A search bar is also present. Below the navigation bar, a dropdown menu for "Pathways" is open, showing options like "Learn more", "Start Page", "FAQ", "Choose a path", "Go to Base Camp" (highlighted with a red box), and "Pathways Updates". Other menu items include "About", "Education", "Membership", "Leadership Central", "Resources", "Magazine", "Events", and "Shop".

TOASTMASTERS
INTERNATIONAL

Welcome, Gary  | [Logout](#) | [Find a Club](#) | [Start a Club](#) | [Contact Us](#) 

[About](#) | [Pathways](#) | [Education](#) | [Membership](#) | [Leadership Central](#) | [Resources](#) | [Magazine](#) | [Events](#) | [Shop](#)

Pathways
Learn more
Start Page
FAQ

Choose a path
[Go to Base Camp](#)
Pathways Updates

The Navigator
Accessible materials

1.8 会员-入门到精通

登录 Base Camp

进去后点击“Open Curriculum” (建议使用谷歌浏览器，首次打开时允许弹窗)。

The screenshot shows the Base Camp user interface. At the top, there is a navigation bar with tabs for 'Home', 'Paths and Learning', and 'Tutorials and Resources'. Below this, a user profile section for 'Gary Wu' includes links for 'Base Camp Profile', 'Feedback', 'Paths and Learning', and 'E-portfolio'. The main content area is titled 'Paths and Learning' and contains the instruction: 'Access your path and track your progress here. Select the Open Curriculum button to access the projects on your path. Before launching projects, ensure that your pop-up blocker is turned off. If you want to access completed or archived items, use the Active dropdown menu below. If you need to archive an item, select the arrow adjacent to the Launch or Open button and choose Move to Archived Transcript.' Below the text, there are three dropdown menus: 'Active', 'By Training Type', and 'All Types', along with a search bar labeled 'Search for training'. A search result for 'Innovative Planning' is displayed, showing 'Due: No Due Date' and 'Status: In Progress'. The 'Open Curriculum' button is highlighted with a red circle.

1.9会员-入门到精通

点击“Launch”开始进行项目

点击进去后会弹出一个窗口里面内容为学习指引、自评以及项目资料下载。

The screenshot displays the Toastmasters Pathways website interface. At the top, the logo reads "TOASTMASTERS PATHWAYS — learning experience —". A search bar and user profile icons are visible in the top right. The navigation menu includes "Home", "Paths and Learning", and "Tutorials and Resources". The main content area shows a breadcrumb trail: "Gary Wu > Paths and Learning > Innovative Planning". A large circular progress indicator shows "62%" for "CURRICULUM PROGRESS". Below this, a sidebar lists "Innovative Planning" with three levels: "LEVEL 1", "LEVEL 2", and "LEVEL 3", each with a checkmark. The main content area is titled "Innovative Planning" and features an "Options" dropdown. Under "Level 1", it shows "100% Completed: 4 Min Required: 4 Total Items: 4". Two project cards are listed: "Ice Breaker" and "Evaluation and Feedback". Each card includes a status of "Completed", a "Due: No Due Date", a brief description, and a "Launch" button with a dropdown arrow.

1.10会员-入门到精通

自评分环节

根据自身情况点击“》”进行自评直至出现“Submit/提交”按钮。

每个项目需要完成两次评估
Before/After 才算项目完成。

ASSESS YOUR SKILLS—BEFORE

I am confident and calm when speaking in front of groups.

1 2 3 4 5

● ○ ○ ○ ○ ○

BACK

NEXT

ASSESS YOUR SKILLS—AFTER

FEEDBACK

You've successfully submitted your responses. Compare your initial answers to your new skill level. Scroll down to view all statements.

BEFORE	AFTER	STATEMENT
4	5	I am confident and calm when speaking in front of groups.
4	5	I understand the structure of a basic speech.
3	5	I am aware of my strengths as a communicator and leader.
3	5	I am aware of where I need to improve my communication (listening, thinking, and speaking) and leadership skills.

1.11会员-入门到精通

下载点评表

一步步查阅翻页到你的点评页面下载并打印点评表交由你的点评者。


YOUR EVALUATION

5 4 3 2 1

Select the tabs above to review the criteria for the evaluation in this project. Your evaluator will use the following scale:

- 5 Exemplary
- 4 Excels
- 3 Accomplished
- 2 Emerging
- 1 Developing

After your speech, log in to complete the second portion of your self-assessment on the "Assess Your Skills—After" screen.



RESOURCES

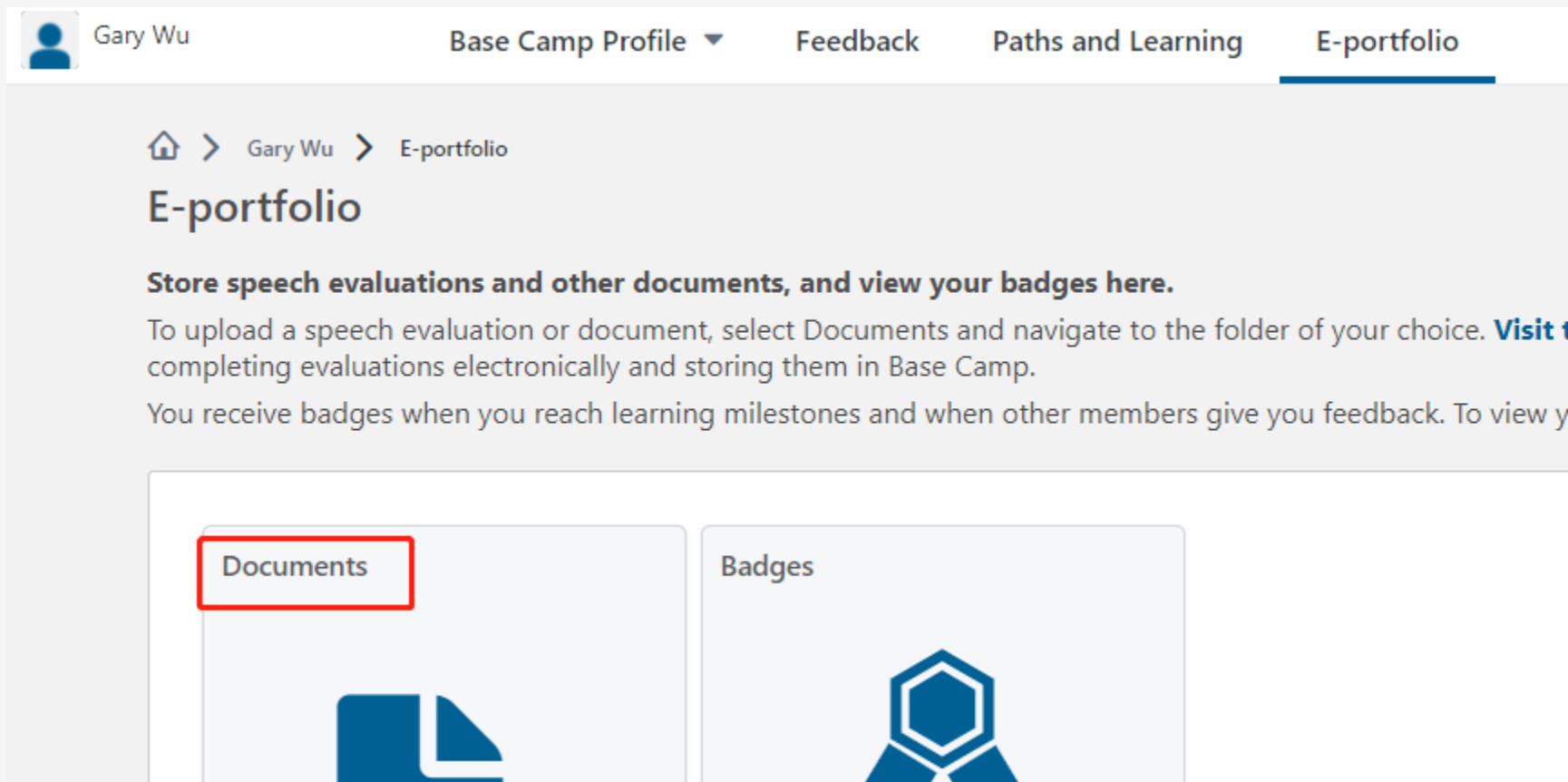
- [Evaluation Resource](#)
- [Print My Project](#)
- [Ice Breaker Speech Outline Worksheet](#)

Directions ▲

1.12会员-入门到精通

上传点评表

在Base camp里E-portfolio界面可以上传点评表存根项目完成非必须上传。



The screenshot shows the user interface for Gary Wu's E-portfolio. At the top, there is a navigation bar with the user's name 'Gary Wu', a dropdown menu for 'Base Camp Profile', and links for 'Feedback', 'Paths and Learning', and 'E-portfolio'. Below the navigation bar, the breadcrumb path is 'Home > Gary Wu > E-portfolio'. The main heading is 'E-portfolio', followed by the instruction: 'Store speech evaluations and other documents, and view your badges here.' Below this, there is a paragraph explaining the process: 'To upload a speech evaluation or document, select Documents and navigate to the folder of your choice. Visit t... completing evaluations electronically and storing them in Base Camp.' Another paragraph states: 'You receive badges when you reach learning milestones and when other members give you feedback. To view y...'. At the bottom, there are two main sections: 'Documents' (highlighted with a red box) and 'Badges'. The 'Documents' section contains a blue document icon, and the 'Badges' section contains a blue badge icon.

1.13会员-入门到精通

完成阶段提交

在做完特定Level之后

提交完成/Mark Complete

主席/教育副主席/秘书长

以上三位官员可审核通过。

The screenshot displays the 'Innovative Planning' curriculum progress. At the top, a circular progress indicator shows 62% completion. Below this, a sidebar lists the curriculum levels: LEVEL 1, LEVEL 2, LEVEL 3, LEVEL 4, Elective Projects, LEVEL 5, and PATH COMPLETION. LEVEL 4 is currently selected. The main content area shows the details for 'Level 4', which is 67% completed (2 of 3 items). The first item, 'Manage Projects Successfully', is completed and has a 'Launch' button. The second item, 'Elective Projects', is 100% completed and has a 'View Details' button. The third item, 'Level 4 Completion—Innovative Planning', is in progress and has a 'Mark Complete' button highlighted with a red box.

Innovative Planning Options ▾

Level 4 ⁱ
67% Completed: 2 Min Required: 3 Total Items: 3

Manage Projects Successfully Launch ▾
Status: Completed Due: No Due Date
This project focuses on skills needed to effectively manage a project, develop rapport with stakeholders and cultivate strong relationships with a team.

Elective Projects ⁱ View Details
100% Completed: 1 Min Required: 1 Total Items: 7

Level 4 Completion—Innovative Planning Mark Complete ▾
Status: In Progress Due: No Due Date
Use this resource to help you through the process of requesting that your vice president education approve your completion of Innovative Planning Level 4.

2.1 官员-履行及运用

Base Camp 管理员

担任主席、教育副主席、
秘书长这三位官员职位
还会多一个选项，就是

“Log in as Base Camp Manager”

TOASTMASTERS INTERNATIONAL WHERE LEADERS ARE MADE

ABOUT | PATHWAYS | EDUCATION | MEMBERSHIP | LEADERSHIP CENTRAL | RESOURCES | MAGAZINE | EVENTS | SHOP

Home Welcome to Pathways

PATHWAYS LEARNING EXPERIENCE

Welcome to Pathways! You'll be challenged and inspired to reach new heights both personally and professionally.

Choose your path

What are your goals and how will you achieve them? Take the Pathways Assessment to identify the path that best aligns with your interests and objectives.

Club officers: you can order a path for yourself or a path in printed materials for your members.

Yourself Another Member

Continue to Path Selection

Access my path through Base Camp

Access your path here through Base Camp, your online gateway to Pathways. Base Camp tracks your progress and lets you connect online with other members of your club.

Your home club:
iRead + Bilingual Toastmasters Club

Log in as a Member

Log in as Base Camp Manager

The Navigator

View *The Navigator* to guide you through each step of your journey. Refer to it to support your progress and to answer your questions along the way.

Select Language:
English

NAVIGATOR

Launch The Navigator

2.2 官员-履行及运用

教育进度审核

点击左边的蓝色正方形

“PENDING REQUESTS”

就可以直接进入所有待审批事项列表进行会员教育进度审批。

Base Camp Manager

Welcome to your Base Camp manager home page. Here, you will find the tools you need to manage member progress in the Toastmasters Pathways learning experience.

As the vice president education, you are responsible for education approvals in your club. Your club president and secretary also have access to the Base Camp manager portal and are your backup approvers for Base Camp manager tasks. For more information on the Base Camp manager approval workflow, **view the Base Camp Manager Overview tutorial**.

To return to your personal learning experience in Base Camp, **visit the Pathways Start page** and log in as a member.



View Pending Requests

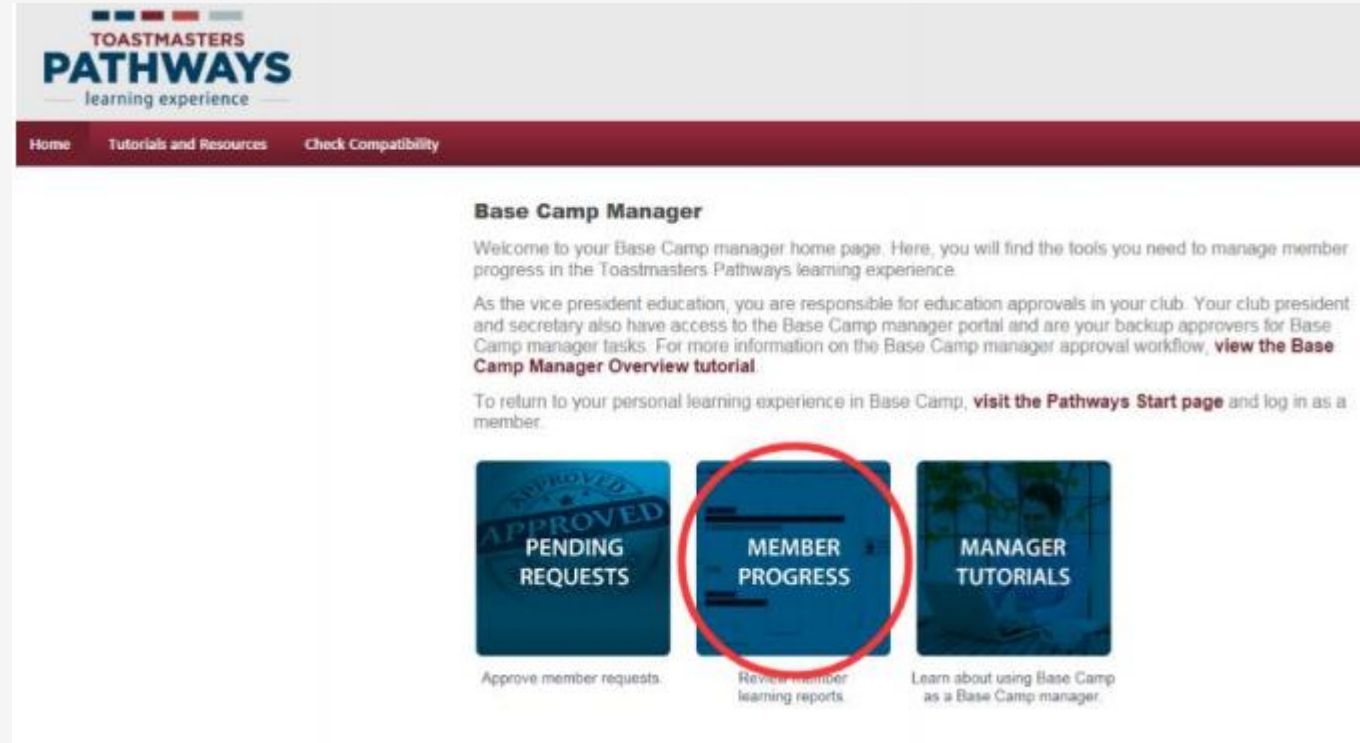
View outstanding training requests you must approve, defer, or deny. Deferring a request will send the request to the next person in the approval chain for that employee. Click on the employee's name to view their transcript. If you would like others to make approvals on your behalf, you may share your approving permissions for users for whom you are the following:

Training Pending Approval				
Printable Version Export to Excel (2 Results)				
Name <input type="text"/> <input type="button" value="Search"/>				
Requested By	Training	Type	Date	Options
Han, Michael iRead + Bilingual Toastmasters Club (Club) Member (Position)	Level 1 Completion—Effective Coaching (Simplified Chinese)	Completion	6/10/2018 8:09 AM	

2.3 官员-履行及运用

教育进度查询

点击“Member Progress”进入页面
查看俱乐部教育进度报表。



TOASTMASTERS PATHWAYS
learning experience

Home Tutorials and Resources Check Compatibility

Base Camp Manager

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To return to your personal learning experience in Base Camp, [visit the Pathways Start page](#) and log in as a member.

APPROVED PENDING REQUESTS
Approve member requests.

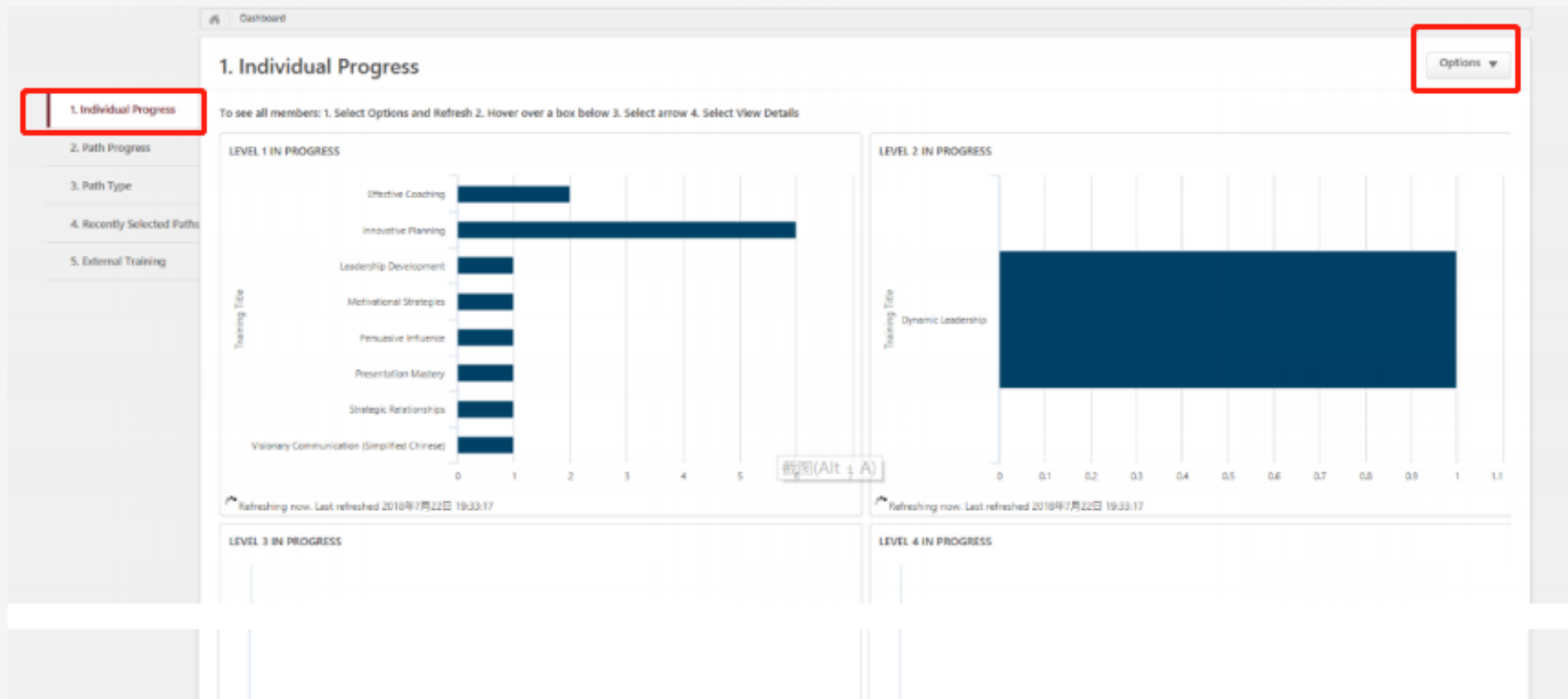
MEMBER PROGRESS
Review member learning reports.

MANAGER TUTORIALS
Learn about using Base Camp as a Base Camp manager.

2.4 官员-履行及运用

会员教育进度

Individual Progress处选择旁边的“Option”点击“Refresh”刷新生成报表。



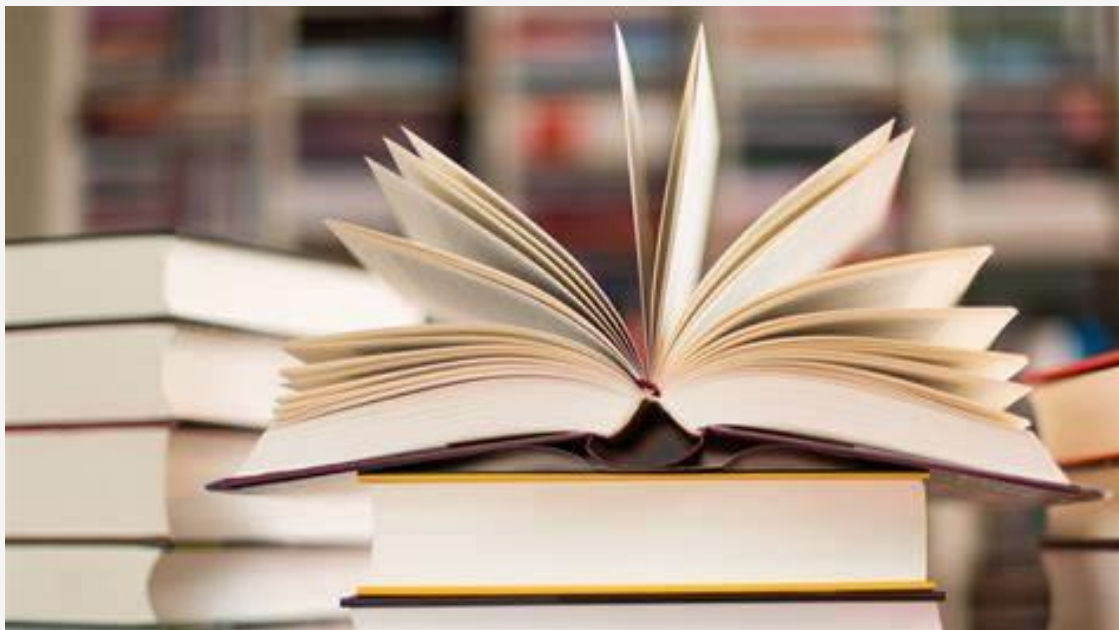
小结:

严于律己 以身作则

我们已步入二零纪元，系统也跟着演变，头马的线上系统管理已非常成熟，小到会员的学习，大到大区的俱乐部数据全部已实现在线操作和预览，日新月异，紧随时代变化。

三、授之于渔

1.1论Pathway价值



1.2论Pathway价值



1.3论Pathway价值

生活中的场景

- 家庭中的矛盾如何沟通? -说服性影响力
- 工作遇到瓶颈如何突破? -领导力培养
- 如何克服演讲时的恐惧? -精通演讲
- 如何倾听如何给予反馈? -愿景沟通

- Pathway

大家如何使用 Pathways:



通过“掌握演讲展示技巧”，Cate 受到启发，通过编写小故事，以趣味盎然的方式传达社区信息，令人难忘。

“我们的工作技术性很强，十分复杂，对大多数人来说，非常枯燥；我在讲述时，经常发现大家提不起兴趣……多亏了 Pathways。”

—Cate Arnold
城市议员
俄勒冈比弗顿



当公司提供从印度调到美国工作的挑战和机遇时，Kaushik 借助 Pathways 在以英语作为母语的下属员工中发挥了更大的个人影响力，能够在新环境中管理工作团队。

“Pathways 为我提供了不断学习和进取的机会。”

—Kaushik Balasubramanian
技术主管
Intel Corporation



完成“战略关系”路线的学习后，James 在群体中可以更自如地与人交谈、握手和沟通。

“我需要直接面对这种恐惧，更自然地与人沟通……确实转变很大。”

—James Wantz
CAD 绘图员
Willamette Mfg. & Supply Co., Inc.



Adrian 通过 Pathways 促进了个人职业的发展。

“培训让我在工作时更加专注、更加自律，而且改善了我与同事之间的交往。”

—Adrian Jefferson Chofor
营销运营顾问
Kaiser Permanente

Pathways 如何改变了你？

立即注册参加，开始学习之旅！www.toastmasters/pathways

感谢您的参与

功不唐捐 玉汝于成