

Club Health Check

Diagnose the signs. Start the recovery.



1 VITAL SIGNS

Rate each item from 1 (low) to 5 (high).

 Attendance	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5
 Engagement	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5
 Guest Experience	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5
 Officer Follow-Through	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5
 Meeting Quality	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5
 Member Participation	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5
 Club Morale	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5
 Growth Readiness	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5

2 WARNING SIGNS

Check any that apply.

- ☐ Same members doing everything
- ☐ Weak guest follow-up
- ☐ Meetings feel flat
- ☐ Low speech participation
- ☐ Weak officer communication
- ☐ No clear growth plan
- ☐ Lack of ownership
- ☐ Low confidence in the future

3 QUICK REFLECTION



Our strongest vital sign is:



The warning sign we cannot ignore is:



One action we will take in the next 30 days is:

CLUB COACH'S CPR CARD



CONNECTION

Reconnect members to one another and to why they joined.



PURPOSE

Clarify the club's value, identity, and direction.



RESPONSIBILITY

Shared ownership creates sustainable recovery.

CLUB RESUSCITATION™

AT A GLANCE | A practical framework for healthier, more resilient clubs

THE CORE IDEA

A club's visible problem is not always its real problem. **Diagnose before you prescribe.** Listen to the member experience, understand the culture, identify the underlying condition, then act on the highest-leverage issue.

1. RECOGNIZE Something isn't working. What are we seeing?	2. LISTEN Understand the experience. What are members experiencing?	3. DIAGNOSE Find the underlying cause. What is producing the symptom?	4. PRIORITIZE Choose the highest-leverage issue. What should we address first?
5. RESUSCITATE Stabilize what is failing. What needs immediate attention?	6. RENEW Build something better. What should we preserve, improve, release or explore?	7. MEASURE Determine what changed. What evidence do we have?	8. MULTIPLY Develop people who can carry it forward. Can the improvement survive us?

THE SIX HEALTH SIGNALS RELEVANCE — Does the club still create meaningful value? ENGAGEMENT — Are members participating and contributing? BELONGING — Do members feel welcomed, valued and connected? LEADERSHIP — Are we developing people beyond today's leaders? CULTURE — Are our behaviours aligned with the culture we want? RENEWAL — Can we evolve without losing our purpose?	ASK THESE FOUR QUESTIONS 1. What is the symptom? 2. What might be causing it? 3. What evidence do we have? 4. What is the smallest high-leverage action we can take? PRESERVE what works • IMPROVE what can evolve RELEASE what no longer creates value • EXPLORE what could create new value
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THE CULTURE QUESTION

What behaviour are we tolerating today that we would not want a new member to learn tomorrow?

THE SUSTAINABILITY TEST

If the leader who initiated the improvement left tomorrow, would the improvement survive? If not, we have created a project—not yet a sustainable capability.

THE 30-DAY RULE Choose one priority • define three actions • assign an owner • identify one measure • set one review date.

THE ULTIMATE QUESTION

Don't ask only, *"How do we get our club back to where it was?"*

Ask: "What does our club need to become for the members we will serve next?"

Club Resuscitation™ Diagnose before you prescribe. Build beyond the crisis. Create a club capable of renewing itself.

Developed by Kelechi Erundu | Toastmasters International Convention 2026

CLUB RESUSCITATION™

A Quick Diagnostic

Is your club healthy, stuck, or quietly losing its pulse?

A practical reflection tool for Toastmasters clubs

BEFORE YOU BEGIN

A struggling club doesn't always look like a struggling club. Declining attendance, inactive members and leadership burnout are visible symptoms; other warning signs are quieter—new members who never engage, the same people doing everything, traditions continuing without purpose, or a club that depends on a few people.

Symptoms are not diagnoses. Understand what your club is actually experiencing before deciding what to do.

01 | TAKE THE PULSE

Rate: 1 = Strongly disagree 2 = Disagree 3 = Inconsistent/Unsure 4 = Agree 5 = Strongly agree

RELEVANCE	Score
Members understand the value of belonging to our club.	_____
Our meetings reflect current member needs.	_____
Members can see how the club contributes to their growth.	_____

ENGAGEMENT	Score
Participation is distributed across our membership.	_____
New members are given meaningful opportunities to contribute.	_____
We notice and intentionally re-engage inactive members.	_____

BELONGING	Score
New members feel genuinely welcomed and connected.	_____
Members feel that their contributions matter.	_____
Members feel comfortable asking for help.	_____

LEADERSHIP	Score
We are intentionally developing future leaders.	___
Leadership responsibilities are not concentrated among a few people.	___
Our club could continue effectively if a key leader left tomorrow.	___

CULTURE	Score
Members can share ideas and concerns safely.	___
Leaders model the behaviours we say we value.	___
Our culture is intentionally shaped rather than simply inherited.	___

RENEWAL	Score
We regularly question whether our practices still create value.	___
We preserve what works while remaining open to change.	___
We experiment when member needs change.	___

02 | FIND YOUR PRESSURE POINT

Strongest area: _____

Most vulnerable area: _____

Highest-leverage area: _____

THIS IS YOUR LEVERAGE POINT. Don't try to fix everything. Find the issue that can unlock the most improvement.

03 | LOOK BENEATH THE SYMPTOM

We are experiencing: _____

We assumed the problem was: _____

What might actually be causing it? _____

What evidence do we have? _____

Who should we listen to? _____

04 | CHECK THE MEMBER EXPERIENCE

Can your newest member confidently answer:

- Why does this club matter to me?
- Who can I ask for help?
- How can I participate?
- What am I becoming better at?
- Where can I contribute?
- What could my future here look like?

If several boxes are unchecked, don't immediately blame the member. Examine the experience.

05 | CHECK YOUR CULTURE

In our club, we say we value:

In practice, we consistently reward:

We currently tolerate:

We want to make more normal:

We need to make less normal:

What behaviour are we tolerating today that we would not want a new member to learn tomorrow?

06 | PRESERVE. IMPROVE. RELEASE. EXPLORE.

PRESERVE: What works and defines us?

IMPROVE: What works but needs to evolve?

RELEASE: What no longer creates enough value?

EXPLORE: What new possibility should we test?

Protect the purpose. Question the practice.

07 | YOUR 30-DAY RESUSCITATION PLAN

Our priority: _____

Because: _____

First three actions:

1. _____
2. _____
3. _____

Owner: _____

How we will know it is working: _____

Review date: _____

08 | THE RESUSCITATION TEST

- We are addressing the symptom.
- We have identified the underlying cause.
- We have evidence supporting our diagnosis.
- Members have helped us understand the issue.
- Our intervention addresses the root cause.

If you cannot confidently check the last three: STOP. LISTEN AGAIN.

THE CLUB RESUSCITATION™ CYCLE

RECOGNIZE — Something isn't working.

LISTEN — Understand the experience.

DIAGNOSE — Find the underlying cause.

PRIORITIZE — Choose the highest-leverage issue.

RESUSCITATE — Stabilize what is failing.

RENEW — Build something better.

MEASURE — Determine what changed.

MULTIPLY — Develop people who can carry it forward.

THE FINAL QUESTION

“How do we get our club back to where it was?”

Ask instead:

“What does our club need to become for the members we will serve next?”

Because the goal of resuscitation isn't simply to restore the past.

It is to create a club capable of renewing itself.

CLUB REFLECTION

Our club's greatest strength:

Our greatest vulnerability:

The one thing we need to understand better:

The one change we will begin:

The person who will help us move it forward:

Our first review date:

CLUB RESUSCITATION™

Diagnose before you prescribe. Build beyond the crisis.

A framework for healthier clubs, stronger member experiences, intentional cultures and sustainable leadership.

Developed by Kelechi Erundu | Toastmasters International Convention 2026

CLUB RESUSCITATION™

A 30–90 Day Club Recovery Workbook

From diagnosis to renewal: a practical system for stabilizing, strengthening and sustaining a club.

THE CORE PRINCIPLE

A visible club problem is not always its real problem. **Diagnose before you prescribe.** This workbook helps club leaders move from symptoms to evidence, from evidence to priorities, and from priorities to measurable action.

30 DAYS Stabilize	60 DAYS Strengthen	90 DAYS Sustain
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Developed by Kelechi Erundu | Toastmasters International Convention 2026

00 | How to Use This Workbook

A recovery workbook should create movement, not paperwork.

Use this workbook with your club executive team, a small recovery team, or the wider membership where appropriate. Do not attempt to complete every exercise in one sitting. Start with the diagnosis, identify one high-leverage priority, then build a 30-day intervention and a 60–90 day sustainability plan.

The recovery sequence

RECOGNIZE → LISTEN → DIAGNOSE → PRIORITIZE → RESUSCITATE → RENEW → MEASURE → MULTIPLY

Three rules for using the workbook

- Do not confuse activity with progress.
- Do not diagnose the club from one person's perspective.
- Do not launch multiple solutions before identifying the highest-leverage problem.
- Use evidence: attendance, participation, member feedback, leadership workload and actual outcomes.
- Build with members, not merely for members.
- Design improvements that can survive leadership transitions.

Recovery team

Club: _____

—

Club President / Recovery Sponsor: _____

—

Recovery Team Members: _____

—

Start Date: _____

—

Target 90-Day Review Date: _____

—

01 | Establish the Baseline

What is happening right now?

Before changing anything, capture the club's current state. This creates a baseline against which progress can be measured.

Club snapshot

Current membership:

Average meeting attendance:

Number of active members:

Number of members who have become inactive in the last 6 months:

Current leadership vacancies / role gaps:

Most significant operational challenge:

—

What is working?

Three strengths we should protect:

What is not working?

Three concerns we cannot ignore:

What has changed?

What was different 6–12 months ago?

02 | Club Health Diagnostic

Score the system before prescribing the solution.

Rate each statement from 1–5: 1 = Strongly disagree; 3 = Inconsistent/Unsure; 5 = Strongly agree.

RELEVANCE	Score
Members understand the value of belonging to our club.	___
Our meetings reflect current member needs.	___
Members can connect club participation to personal or professional growth.	___
ENGAGEMENT	Score
Participation is distributed across the membership.	___
New members receive meaningful opportunities to contribute.	___
We actively notice and re-engage members who are drifting away.	___
BELONGING	Score
New members feel welcomed and connected.	___
Members feel that their contributions matter.	___
Members know where to go for support.	___

LEADERSHIP	Score
We are developing future leaders intentionally.	_____
Responsibilities are not concentrated among a few people.	_____
The club could function effectively if a key leader left tomorrow.	_____

CULTURE	Score
Members can raise ideas and concerns safely.	_____
Leaders model the behaviours the club says it values.	_____
Our culture is intentionally shaped rather than simply inherited.	_____

RENEWAL	Score
We regularly question whether practices still create value.	_____
We preserve what works while remaining open to change.	_____
We experiment when member needs change.	_____

Interpretation: Your lowest-scoring area is not automatically the only problem. Ask: *Which issue, if improved, would unlock the greatest positive change?*

03 | Find the Real Problem

Symptoms are not diagnoses.

Step 1 — Name the symptom

What are we seeing?

Step 2 — Challenge the first assumption

What do we currently believe is causing it?

Step 3 — Test the assumption

What evidence supports our assumption?

What evidence contradicts it?

Step 4 — Listen before deciding

Who needs to be heard? (new members, inactive members, leaders, long-serving members, etc.)

What did we learn?

Root-cause statement

Our club is experiencing _____ because _____, as shown by
_____.

04 | Culture & Belonging

Every club has a culture. The question is whether it is intentional.

Culture is not only what a club says it values. It is what members repeatedly experience, observe, reward and tolerate. A healthy culture should reflect the club's purpose while making room for the people who belong to it.

In our club, we say we value:

In practice, we consistently reward:

We currently tolerate:

New members may experience us as:

Members from different backgrounds may experience us differently because:

We want to make more normal:

We need to make less normal:

Culture design exercise

IDENTIFY → What makes our club distinctive?

UNDERSTAND → What experiences and expectations do members bring?

DEFINE → What should our shared culture look and feel like?

ADAPT → What practice may unintentionally exclude, discourage or silence people?

Culture question: What behaviour are we tolerating today that we would not want a new member to learn tomorrow?

05 | Redesign the Member Experience

People join a club; they stay for the experience.

STAGE	WHAT HAPPENS?	WHAT SHOULD WE ASK?
DISCOVER	How do people first hear about us?	What promise are we making?
JOIN	What happens immediately after joining?	Do they know what to do next?
BELONG	How do they form relationships?	Who notices them?
PARTICIPATE	How do they contribute?	Are opportunities visible and accessible?
GROW	How do they experience progress?	Can they see their development?
LEAD	How do they become owners of the club?	Are we developing future leaders?
STAY / RETURN	Why would they continue?	What makes the club worth coming back to?

Where is the biggest experience gap?

What one change would make the biggest difference for a member at that point?

06 | Prioritize: The Leverage Test

Recovery is not doing everything. It is doing what matters most.

List the major issues your club could address, then choose the one with the strongest combination of **impact, urgency, feasibility and ownership**.

Issue	Impact 1-5	Urgency 1-5	Feasibility 1-5	Ownership 1-5	Total
_____	____	____	____	____	____
_____	____	____	____	____	____
_____	____	____	____	____	____
_____	____	____	____	____	____
_____	____	____	____	____	____
_____	____	____	____	____	____

Selected priority: _____

Why this one? _____

What would improve if we solved it? _____

What would happen if we did nothing? _____

07 | Preserve • Improve • Release • Explore

Renewal means evolving without losing purpose.

Take your chosen priority, existing practice or club tradition and decide what to do with it.

PRESERVE — What works, creates value or defines who we are.

IMPROVE — What works but needs to evolve.

RELEASE — What no longer creates enough value.

EXPLORE — What new possibility is worth testing.

08 | The 30-Day Resuscitation Plan

Stabilize what is failing.

Our 30-day objective

Three actions only

Action 1 | Owner | Deadline:

Action 2 | Owner | Deadline:

Action 3 | Owner | Deadline:

Immediate member communication

What will we tell members, and why?

30-day success measure

What evidence will tell us whether the intervention is working?

30-day review date: _____

09 | The 60-Day Strengthening Plan

Move from intervention to capability.

At 60 days, ask whether the improvement is becoming part of the club's normal operating rhythm—or whether it still depends on a few individuals.

What has improved?

What remains unresolved?

What process, role or practice should now be formalized?

Who else needs to be developed or involved?

What should we stop doing?

60-day measure: _____

10 | The 90-Day Sustainability Plan

Build a club capable of renewing itself.

Institutionalize

What should now become a repeatable club practice?

Develop

Who needs to be capable of carrying this forward?

Document

What knowledge, process, relationship or lesson needs to be captured?

Measure

What indicators will we continue monitoring?

Multiply

How will we help the next leader improve what we have built?

90-day outcome: _____

11 | Leadership & Succession

A healthy club does not depend on one heroic leader.

Use this page to identify where leadership capacity is concentrated and where it needs to be distributed.

Critical responsibility	Current owner	Backup / emerging owner	Documented?
			Yes No
			Yes No
			Yes No
			Yes No
			Yes No
			Yes No
			Yes No

The sustainability test: If the leader who initiated this improvement left tomorrow, would the improvement survive?

If no: we have created an initiative. If yes: we are building capability.

12 | Recovery Dashboard

Turn the plan into a visible management rhythm.

Indicator	Baseline	30 Days	60 Days	90 Days	Owner
Membership / active members	_____	_____	_____	_____	_____
Average attendance	_____	_____	_____	_____	_____
New-member participation	_____	_____	_____	_____	_____
Volunteer / leadership distribution	_____	_____	_____	_____	_____
Member satisfaction / belonging	_____	_____	_____	_____	_____
Targeted issue measure	_____	_____	_____	_____	_____
Other	_____	_____	_____	_____	_____

Review rhythm

Weekly: _____ Monthly: _____ 30/60/90-day review: _____

Decision rule: If the data is not improving, do not simply increase effort. Revisit the diagnosis.

13 | The Renewal Review

What did we learn—and what will we carry forward?

What changed?

What surprised us?

What did members tell us that we had misunderstood?

What should we preserve?

What should we release?

What should we explore next?

What capability now exists that did not exist 90 days ago?

THE CLUB RESUSCITATION™ CYCLE

Recognize → Listen → Diagnose → Prioritize → Resuscitate → Renew → Measure → Multiply

THE FINAL QUESTION

“How do we get our club back to where it was?”

Ask instead:

“What does our club need to become for the members we will serve next?”



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