

Effective Leadership Strategies



As I further my Rotary journey, I will continue to examine my own leadership style, engage in more complex and skillful use of my leadership skills and seize opportunities to lead.

Session Goals

Build on Insights into Leadership, Team Building and Club Communication in Parts I and II

Improve our ability to lead and communicate in group settings

Identify ways we can win support for our goals and proposals

Materials

◆ **Insert ELS-1:** Effective Leadership Strategies Scenarios

◆ □ **Insert ELS-2:** Building a coalition, (Page 12)
Excerpted from Leadership Development: Your Guide to Starting A Program. 250-EN

Key: ◆ attached insert ● online □ article

Session Topics

1) Exercise in seeking approval of a project by your Rotary Club. See Insert ELS-1, Effective Leadership Strategies Scenarios on page 14.

a) Develop your strategy. Where do you start?

Faculty Note: Discuss possible options in getting started, such as:

- *importance of pre-planning*
- *announcing a plan at a club meeting*
- *seeking out an influential member first*
- *talking to the club board*
- *talking with the president or key officers*
- *going to club committee*
- *Which approach would be best?*

- b) How can you build a coalition for the project?
- What is a coalition?
 - How does coalition building work in life experiences, for example, getting support for a proposal at work, a community project, or a political issue or candidate?
- c) Practice giving a talk to the club board in support of a project.



- 2) Why do some people have “influence” and others do not?
- Is “charisma” important—what is it?
 - How do “titles”, i.e., “Boss”, “Club President”, “Volunteer”, fit into influence?
- 3) What leadership characteristics/behaviors may impede the success of a project or other endeavor. How can you avoid use of those characteristics? Should you?

List on flip chart & discuss:

- **Seeming elitist,**
- **pressing ahead without full support,**
- **seeming arrogant, failure to consult in advance,**
- **failure to go through the usual process of the organization - such as the relevant committee,**
- **not considering all the details of a proposal, etc. Discuss each point and how to avoid these mistakes.**

- 4) See the Scenario about a troubled Rotary club, Insert ELS-1, Scenario 2.
This scenario describes a troubled Rotary Club. Discuss what, if any, are the club’s real problems and how leadership can help solve them. Break the class up into three parts (different from previous groups) and ask each group to come up with the problems and proposed solutions. Have a representative of each group report to the whole class. Facilitators should feel free to substitute their own scenarios for this activity or build on previous discussion or issues as appropriate to the culture of their area.
- What, if any, are the club’s real problems?
 - How could leadership help solve them?
 - What leadership strategies do you suggest?

- 5) Questions & Comments

Summarize and stress the necessity of building coalitions to get things done.

Insert ELS-1: Effective Leadership Strategies Scenarios

Scenario 1:

Rotary Club Vice-President Marvin Montrose is proposing holding an arts and crafts show for his club of 25 members. There has not been such a show in that town in recent memory. He wants to invite crafts persons from the region to come to exhibit and sell their wares. He also wants to invite painters to do the same. He would charge the exhibitors for display tables. Maybe the club members could sell food and drinks to make more money. The site of the show would be the local park in the center of town. It is basically an empty lot with grass. ALL the members would be necessary to help out at the event. The club has never held such a large event in the town of 1500 people. Marvin says that a club committee could work out “details”.

What are the issues? Develop a plan and discuss how the group came to its conclusions. Discuss how they can gain acceptance for their plan and have it implemented by the club.

Scenario 2:

The Rotary Club of Milton Crossing has a few active, involved members, but most of the members are apathetic. They come to lunch, often they leave before the program starts, and do nothing else. The membership is 33, down from 62 three years ago. The few active, involved members keep the club going, but they are getting tired of doing all the work. President Maria met with her board and the board listed several problems:

- (1) *There are cliques who always sit together at meetings and ignore everybody else. People who wish to sit with them are discouraged.*
- (2) *Some of the inactive members are big talkers, but when asked to do something, they fade away.*
- (3) *Some members have not been at a meeting for many months, but the club is afraid of losing them if they push attendance.*
- (4) *Some members announce loudly that “We don’t need more members. We have a happy, friendly group now and more people will disturb that”.*
- (5) *When two members were asked to sponsor new members, they fired back that “we only want quality members and we have to be very careful...”*
- (6) *The President announced that he is having trouble filling the committees, because most people said they were too busy to participate.*

Can this club be saved? Develop a plan and discuss how the group came to its conclusions. Discuss how they can gain acceptance for their plan and have it implemented by the club.

Insert ELS-2: Building A Coalition

BUILDING A COALITION



Building a coalition is the act of finding a solution that satisfies everyone's needs, especially among those who have different viewpoints; it doesn't mean compromise or surrender. Leading others to a coalition results in a decision that is viable and sustainable.

Speaking points

- Define coalition, or share a story of a time you had to bring others together.
- Explain the benefits of open disagreement, which can lead to a better analysis of an issue and allow all parties to express their opinions.
- Discuss the benefits of coalition building, such as helping everyone feel a sense of ownership in the project and discovering new solutions.
- Outline the coalition-building process:
 1. List what each party wants out of the situation.
 2. Review what is critical for each person and what isn't as critical.
 3. Brainstorm new solutions.
 4. Discuss the outcomes of those solutions.
 5. Rework the solutions and other decisions to meet the critical needs.

Discussion questions

Why is coalition building important in your profession? Your Rotary club?

How do you ensure that a coalition doesn't result in compromise? How do you satisfy everyone involved?

Suggested activities

Group work: Have participants work in small groups on a case study. Assign group members different viewpoints, with one participant acting as a moderator who must build a coalition.

Individual work: Ask participants to reflect on a time when they had to participate in building a coalition. How do they think the process worked and were they satisfied with the result.