

FACULTY GUIDE

Part III: Effective Leadership Strategies (rev. 7/21)

Prior to the Session:

1. Copy the Insert ELS-1: Good to Know for Effective Leadership Strategies, cut apart the seven statements. Put into a box (basket or some type of container)
2. Write the three words – “EFFECTIVE”, “LEADER”, “STRATEGY” – on the whiteboard or newsprint
3. Collect materials needed to conduct all activities (newsprint, index cards, markers)
4. Prepare fun, unique ways to create partners and groups

Begin the Session:

- Introduce yourself and session
- Orient to the materials
- Review the Session Goals, where this course fits into the Leadership curriculum of RLI
- Point out referenced materials and where to find them

Warm-up: Partner Sharing

- Form pairs with participants
- Ask each pair to pick a statement from Good to Know Insert out of the box/basket
- The pair will then talk to each other about their statement, do they believe it is true or false and why
- Give them two (2) minutes
- Ask for volunteers to share some examples (Limit to 2 or 3 examples)

What is meant by Effective Leadership Strategies?

- Point out the words posted – EFFECTIVE; LEADER; STRATEGY

Prompt 1 – What does the word EFFECTIVE mean?

- Brainstorm with group the meaning of the group
- Repeat with LEADER and STRATEGY

Prompt 2 – In this context “Effective” describes our “Leadership Strategy”. The dictionary says it means producing the intended or expected result. All

Rotarians are all LEADERS. A key attribute for the purpose of Rotary is “influence”. The dictionary says that STRATEGY is a ‘plan for obtaining a specific goal or result’. We explored Strategic Planning in Part II.

Case Study - Insert ELS-2 Scenario 1 – Big Project/Small Club and Scenario 2 – Shrinking Club/Low Morale

- Divide participants into two (2) groups.
- Assign each group one of the scenarios

Prompt 3 – Take a look at your assigned scenario. Within your group discuss the situation. You are seeking approval of this project by your Rotary club.

Group 1 Big Project/Small Group - Develop your strategy. Where do you start? How can you build a coalition for the project? Summarize your findings on an index card and be prepared to present them to the larger group in 10 minutes.

Group 2 Shrinking Club/Low Morale – What are the club’s real problems? How can leadership solve them? What leadership strategies would work? Summarize your findings on an index card and be prepared to present them to the larger group in 10 minutes.

NOTE: If the total number of participants is too small to form two groups, consider choosing one of the case studies and have all participants work together as a group

Discussion - Big Project/Small Group – fill in as needed if not mentioned during the discussion:

- Where do you start?
 - Importance of pre-planning
 - Announcing plan at club meeting to get buy-in
 - Seeking out an influential club member
 - Seeking out others who have done similar projects in the past
 - Talking to club board
 - Talking to key club leaders
 - Presenting to club committee
- How do you build a coalition (alliance for combined action)?
 - Who might the key players/influencers be?

NOTE: Rotary refers to these as “partners” but that’s really confusing since Rotary uses the term partner for specific roles (Approved Partners – Matching Grants/Polio Plus Partners/ Spouses or Significant Others)

Prompt 4 – (to whole group) Is this project “too big” for certain clubs? Who makes the decision that the project is too big?

Prompt 5 - What about some people makes them influential?

Discussion might include:

- Charisma – that compelling attractiveness or charm that can inspire devotion in others
- Titles – Boss, Club President, Volunteer, how do they fit into influence
- Hierarchy
- Peers and Power
- Doing the hard work
- Plan to have power and influence

Prompt 6 – What Leadership Characteristics Impede the Success of a Project?

Discussion might include:

- Seeming elitist
- Bullying
- Pressing ahead without support
- Failure to consult
- Lack of respect for the project
- Ignoring details of proposal

Prompt 7 – We’ll now switch to the second case study. Let’s hear your thoughts.

Discussion – Shrinking Club/Low Morale

- What are the real problems?
- How does leadership solve them?”
- What strategies work?

Prompt 8 – (to whole group) When is it time to give up?

Debrief

- Summarize and stress the necessity of **building coalitions** to get things done
- A key factor is **thorough analysis, listening and planning**
- Effective Leadership involves **choosing the right tool** for the job

Conclusion:

Think about – In many Rotary clubs, “problems” are the flip side of “opportunities”. How can you bring fresh eyes to a problem that may help an innovative solution be revealed?

Some possibilities might include:

- Bring on new people into the process – different perspective; experiences; network
- Bring in an expert seasoned Rotarian from another club – help troubleshoot issues and solutions
- Identify a trained facilitator to bring new perspectives to group
- Research what other clubs or organizations are doing
- Frame problem in different way – look at bigger picture/illustrate it/frame it differently

