

# THE ROTARY LEADERSHIP INSTITUTE COURSE

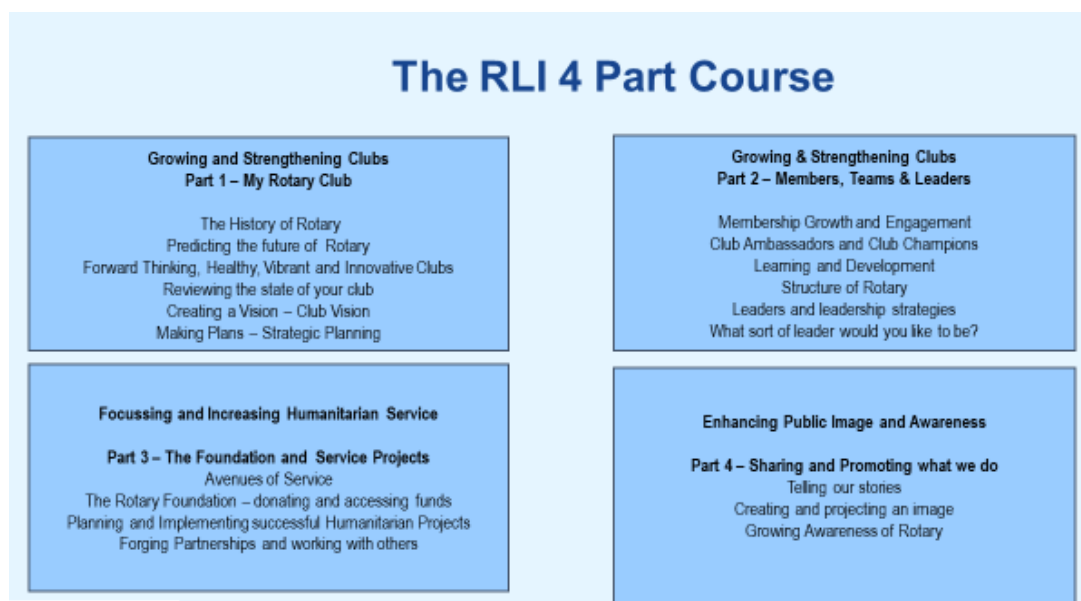
The Rotary Leadership Institute {RLI} is a worldwide interactive learning and development course that continues to gain support and provide valuable experiences that help build confidence, enhance understandings about Rotary, change attitudes and behaviours and empower Rotarians.

During our 4-part course, participants will meet and team with other Rotarians from a broad range of Rotary groups and be involved in a variety of facilitated discussions and relevant tasks. Importantly, they will explore and acquire an up to date view of Rotary and the roles and responsibilities of all Rotarians and be encouraged to consider the future beyond Rotary, to dream big, innovate and take on leadership positions in their clubs and beyond.

[www.rotaryleadershipinstitute.org](http://www.rotaryleadershipinstitute.org)

## Participant's Learning and Development Workbook.

This workbook is for you to record the information, messages, ideas and strategies that you believe are relevant to your vision of what Rotary should be and what your Rotary colleagues deserve.



## Presented via ZOOM 2021



### Preparatory tasks:

1. Establish an account on my Rotary if you do not already have one.  
[www.rotary.org](http://www.rotary.org) → Register for an account → Complete the account registration details → You will receive an email confirming registration.  
  
You can check your member ID with your Club Secretary or at [www.district9800.org.au](http://www.district9800.org.au).  
Login at the Member Area on the top right of your screen.
2. If you have an account, make sure you remember the log on and password details.
3. Read about the history of Rotary at <https://www.rotary.org/en/about-rotary/history>
4. Explore the Rotary history timeline on the Rotary Global History Fellowship.  
<https://rghf.org>  
  
\*\* Use the text box on page 3 of this workbook to record 3 items which make an impression with you.
5. Visit the District website and peruse the District history pages.  
<https://rotarydistrict9800.org.au/SitePage/district-information/district-history>  
  
When was your club founded? Who was your club/s parent?
6. Read the 101 Strategies for recruiting members and choose 3 which would work for your club.  
Note them on Page 14 of Part 2 of the workbook.  
  
<https://rotary9780.org/sitepage/101-strategies/101-strategies-for-recruiting-and-retaining-members>
6. What I would like to learn and achieve during this course.

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## Part 1: Growing and Strengthening Clubs.

Focus: My Rotary Club

### Curriculum Content:

During Part 1, we will be focussing on:

- ❖ The History and Future of Rotary
- ❖ Forward Thinking, Healthy, Vibrant and Innovative Clubs
- ❖ Creating a Vision and Making Plans
- ❖ Preparing Rotarians for Service
- ❖ Rotary resources and opportunities

### The History and Future of Rotary

From your readings, what are the items which resonated or made an impression on you?



The first four Rotarians (from left): Gustavus Loehr, Silvester Schiele, Hiram Shorey and Paul P. Harris, circa 1905-12

Do you have a prediction for the future of Rotary? Share.

## Becoming a Forward Thinking, Healthy, Vibrant and Innovative Club.

Write a short statement about your own club:

The Rotary Club of

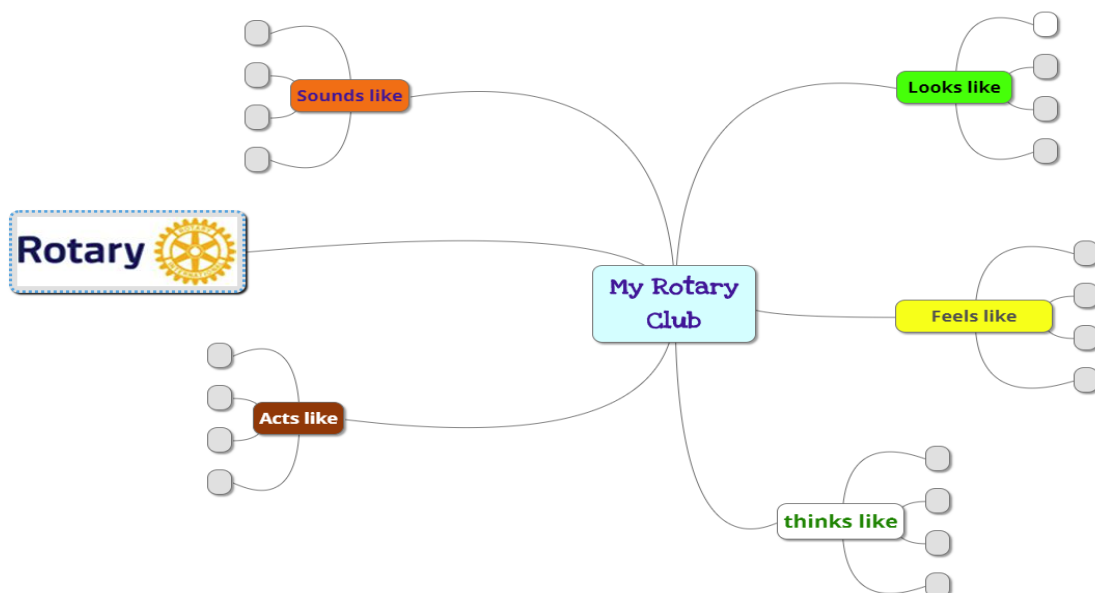
Think about what a Forward Thinking, Healthy, Vibrant and Innovative Club would **Look Like, Sound Like, Feel Like, Act Like** and **Think Like**.

When you visit another club, what do you feel? What impressions do you take away?

### Do you know what Mind Maps look like and how to develop one?

A mind map is an easy way to brainstorm thoughts without worrying about order and structure. It allows you to visually structure your ideas to help with analysis and recall.

A mind map is a diagram for representing tasks, words, concepts, or items linked to and arranged around a central concept or subject using a non-linear graphical layout that allows the user to build an intuitive framework around a central concept. A mind map can turn a long list of monotonous information into a colourful, memorable and highly organized diagram that works in line with your brain's natural way of doing things.



## Forward Thinking Clubs invite and embrace change and they also ...

- foster and build a culture that **encourages and welcomes forward, innovative and creative thinking and action** and **seek and value the contributions of everyone**
- conduct annual Club Health Checks – so they are aware of **the specific health and vibrancy issues and problems** that they need to address
- employ a “**we can do it**” **attitude** and come at things from a **positive perspective** by **staging problem solving Forums and Debates and set up formal processes for Rotarians to present new / alternative ideas** related to projects and club organisation and management to the Board and colleagues and trial them
- **promote the importance of sharing the load and the roles and responsibilities of Rotary Club members** – including *leadership* eg. they make **Succession Planning** a priority and an exciting aspect of their work!
- **support and encourage their future leaders by providing a broad range of learning and development opportunities for Rotarians** to build confidence, refine and extend leadership skills and further Rotary knowledge eg. encourage participation at RLI, attend Scatter Meetings, organise/attend Leadership Training seminars and District Assembly, implement Shadowing Programs for PEs and PNs. Encourage members to attend District Seminars, assign Leadership Support people,
- **value and appreciate the efforts and dedication of their Rotarians** by ensuring they are “looked after”, happy, engaged and contributing. They also celebrate achievements and employ a process for dealing with complaints, problems and grievances (A Retention Policy and Program)
- **promote and foster diversity** and invite and welcome all guests and visitors to **engage with them in conversations about Rotary and their Club** in the hope that many will become Rotarians or Friends and Supporters of their Club
- engage Rotarians in the **use of technology and social media to expand their view of Rotary and what it means to be a Rotarian** in today’s world eg. encourage members to undertake a make-up with the District e-club, use social media to advertise Club Projects, **encourage the use of “My Rotary”** and if needed, assign mentors to help them
- **commit themselves to developing a shared vision** by staging a Club Vision event to help them reach consensus about who they want to be, what they want to do, how they will work together to achieve their goals etc.
- encourage their **Rotarians to work together to translate their shared vision into action** by developing, implementing, reviewing and evaluating a **3 Year Club Strategic Plan**
- **consult others and seek support and advice** to enhance their work including the development of partnerships, gaining sponsorships, applying for grants, project development,

Use the comments contributed by previous RLI participants on page 7 to develop a Mind Map of your club and look at what may need to change. Discuss with your mentor or the club leadership.

### What changes would you like to see?

Record 3 items from the previous page - **Becoming a Forward Thinking and Planning Club**; and the grid of **Indicators of Healthy, Vibrant Clubs** that you believe are needed at your club.

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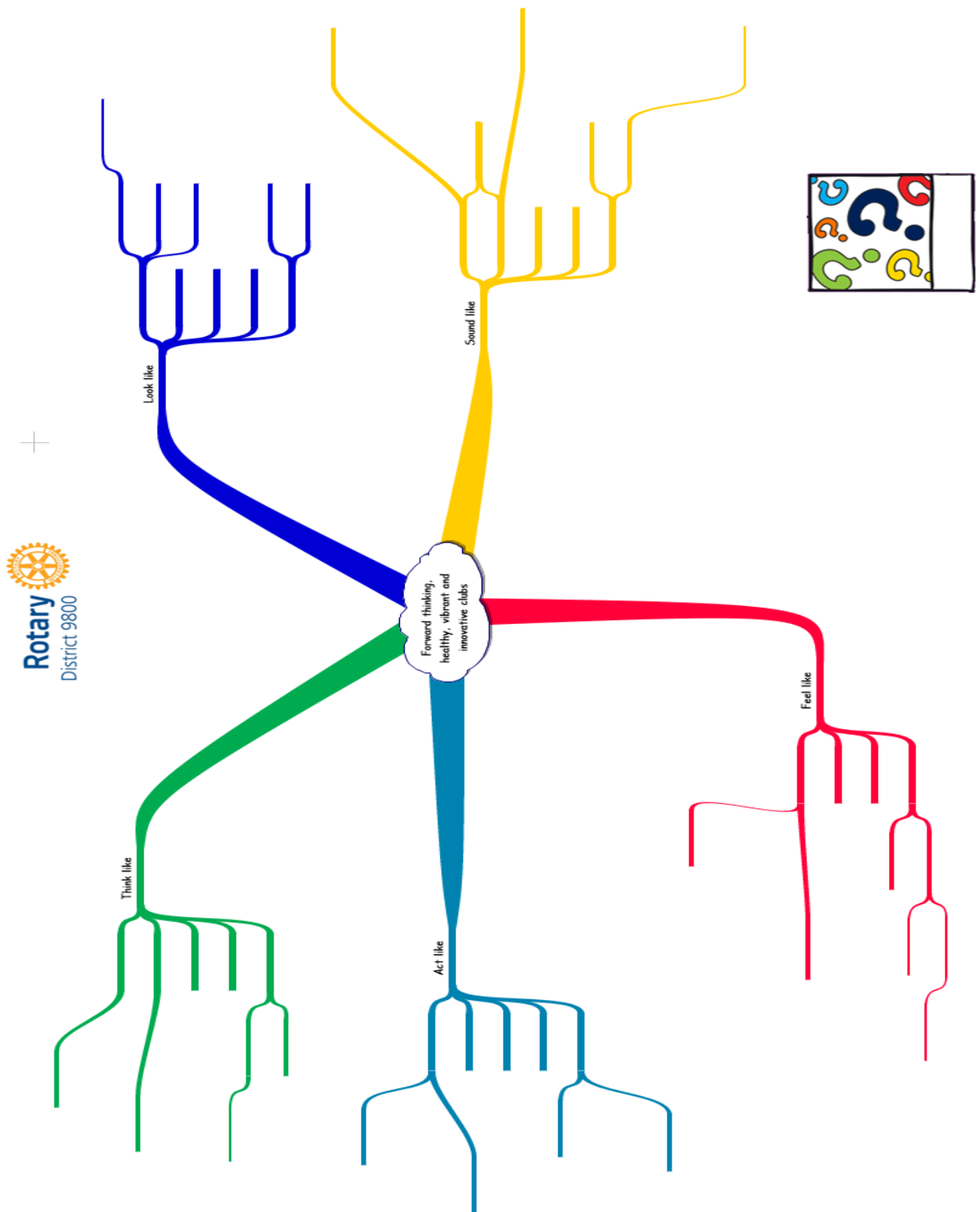
What are some strategies to facilitate “change” that you think would work at your club:

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The following indicators were brainstormed by previous RLI participants and then used to audit their own clubs.

Healthy, Vibrant Clubs look ...	sound ...	act ...	and think ...
<ul style="list-style-type: none"> <li>• busy</li> <li>• well organised, efficient</li> <li>• diversity of gender, age, cultural background</li> <li>• relationships between members obvious</li> <li>• mixing easily</li> <li>• growing and retaining members</li> <li>• strong</li> <li>• a group including visitors, guests, friends, family and members</li> <li>• a group with a vision</li> <li>• confident</li> <li>• dedicated / committed</li> <li>• same but different</li> <li>• obvious group of Rotarians – branded</li> <li>• actively engaged, work with attitude – ownership</li> <li>• willing workers having fun</li> <li>• motivated, excited, focussed</li> </ul>	<ul style="list-style-type: none"> <li>• loud / busy</li> <li>• informed / rotary knowledge evident</li> <li>• knowledgeable</li> <li>• collaborative</li> <li>• input from many</li> <li>• offering opinions and ideas</li> <li>• sharing news and ideas</li> <li>• contributions from all</li> <li>• ask for assistance and advice from experts, District reps</li> <li>• tell their stories / promote their club and Rotary</li> <li>• thank and congratulate each other</li> <li>• harmonious</li> <li>• invite others to join then to work on projects</li> <li>• air grievances, concerns</li> <li>• consult with a broad range of community groups</li> <li>• have a <i>club voice</i> – <i>share agreed messages as well as their own when talking about their work and their club</i></li> <li>• celebrate successes, say thanks, acknowledge contributions/effort of individuals and groups</li> </ul>	<ul style="list-style-type: none"> <li>• cohesively – working together</li> <li>• well organised</li> <li>• collaboratively</li> <li>• co-operatively</li> <li>• have fun</li> <li>• with pride and integrity</li> <li>• considerably</li> <li>• seek advice, support from others</li> <li>• inclusively / display team work</li> <li>• plan / work strategically</li> <li>• apply for grants</li> <li>• form partnership</li> <li>• seek sponsorships</li> <li>• share responsibilities</li> <li>• volunteer time for club business</li> <li>• educate members / leaders</li> <li>• trial suggestions</li> <li>• risk manage</li> <li>• reach consensus</li> <li>• responsive, respectfully</li> <li>• work with integrity</li> <li>• balance work and play</li> <li>• work to achieve goals</li> <li>• flexibly</li> <li>• draw on professional knowledge / experiences</li> <li>• monitor and update plans and the state of their club</li> <li>• use strengths to enhance work</li> </ul>	<ul style="list-style-type: none"> <li>• individually and as a group/team</li> <li>• out loud</li> <li>• positively – excited by innovation</li> <li>• considerate</li> <li>• consider the thoughts and opinions of others</li> <li>• forward / innovative thinking</li> <li>• problem solve</li> <li>• facilitate creative and innovative thinking</li> <li>• think with better outcomes in mind</li> <li>• think from different perspectives</li> <li>• thoughtful</li> <li>• laterally</li> <li>• global view</li> <li>• reflective / evaluative</li> <li>• as a team – joint decision making</li> <li>• in exploratory ways – always looking and thinking about new ways of thinking and working</li> <li>• about the Rotary and their club image</li> <li>• about a sustainable future for their club</li> <li>• responsibly and respectfully</li> </ul>

A mind map template for you to start with.





## Creating a Club Vision

Forward thinking and planning Rotary Clubs and their Rotarians are always looking for ways to grow and strengthen their clubs.

A facilitated Club Vision Event can help them do this.



## What happens during a Club Vision event?

During a four hour session, a team of District 9800 Facilitators will encourage your President and fellow Rotarians to dream, document and share their visionary ideas, which will be scribed and displayed for everyone to consider.

Then they will invite you all to participate in a voting exercise that will help your group select and identify the important ideas that they believe should underpin and inform their Club Vision.

By the end of the session the Facilitation Team will have also assisted you in the development of a "Where to from Here Action Plan" that should ideally lead to the creation of ...

- a Club Vision statement
- a list of club attributes
- a membership target
- 3 major goals for each of the Avenues of Service
- 3 goals for promoting Rotary and improving your club's public image and a Leadership Development and Succession Plan and in time, the documentation of a 3 Year Strategic Plan, that reflects your Club's Vision and your group's commitment to make it a reality.

A Club Vision Event will work for your club because...

- your group will have reached consensus about their future so you all have a sense of ownership and a vested interest in making it happen
- you end up with a vision that reflects what you all want your club to be and to do
- it means that consistency and continuity can be achieved in relation to long-term management, budgeting, planning and implementation approaches
- your vision will provide you with all the information you will need to develop a Club Strategic Plan (see also the District 9800 Strategic Planning Brochures distributed to your President at the beginning of this year).

**For further information or to book an event please contact ...**

PDG Murray Verso [version@netspace.net.au](mailto:version@netspace.net.au) Chair Club Vision Facilitation Committee

Or visit the District 9800 Website:

<https://rotarydistrict9800.org.au/Committee/club-vision>

*As Paul Harris said, "Rotary is not an organisation for retrospection, it is rather one whose worth and purpose lie in future activity rather than past performance."*

# My Rotary

<https://my.rotary.org>



You have been signed in as [lillico2009@gmail.com](#).

## Learning & Reference



What do you want to do?

### About Rotary

We connect leaders, link diverse perspectives and build lasting relationships to take action in our communities at home and around the globe. Discover who we are, what we do, and how we take on some of the world's most challenging

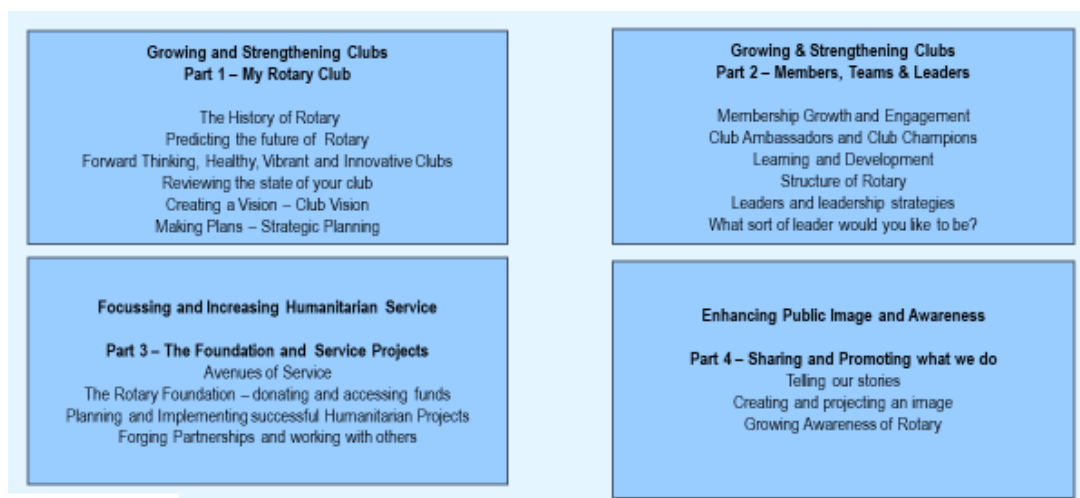
### Learn by role

Learn about Rotary club and district roles, as well as their impact on your community. Find resources and tools that support members in these roles.

Browse the My Rotary dashboard and explore at least **3** different links

## You have now completed Part 1.

*The RLI Course provides time for us all to learn and develop with other Rotarians, engage in facilitated discussions and meaningful tasks that will further our Rotary understandings, change our attitudes and behaviours, enhance our skills and enlighten, inspire and empower us.*



## **Part 2: Growing and Strengthening Clubs.**

**Focus: Members, Teams and Leaders**

### **Curriculum Content:**

**During Part 2, we will be focussing on:**

- ❖ **Membership Growth and Engagement**
- ❖ **Club Ambassadors and Club Champions**
- ❖ **Learning and Development**
- ❖ **Preparing Rotarians for Leadership and Service**
- ❖ **The Structure of Rotary**
- ❖ **Leaders and Leadership Styles, Strategies and Characteristics**
- ❖ **Characteristics of Effective, Caring and Interdependent teams**

**What I would like to learn and achieve during Part 2.**

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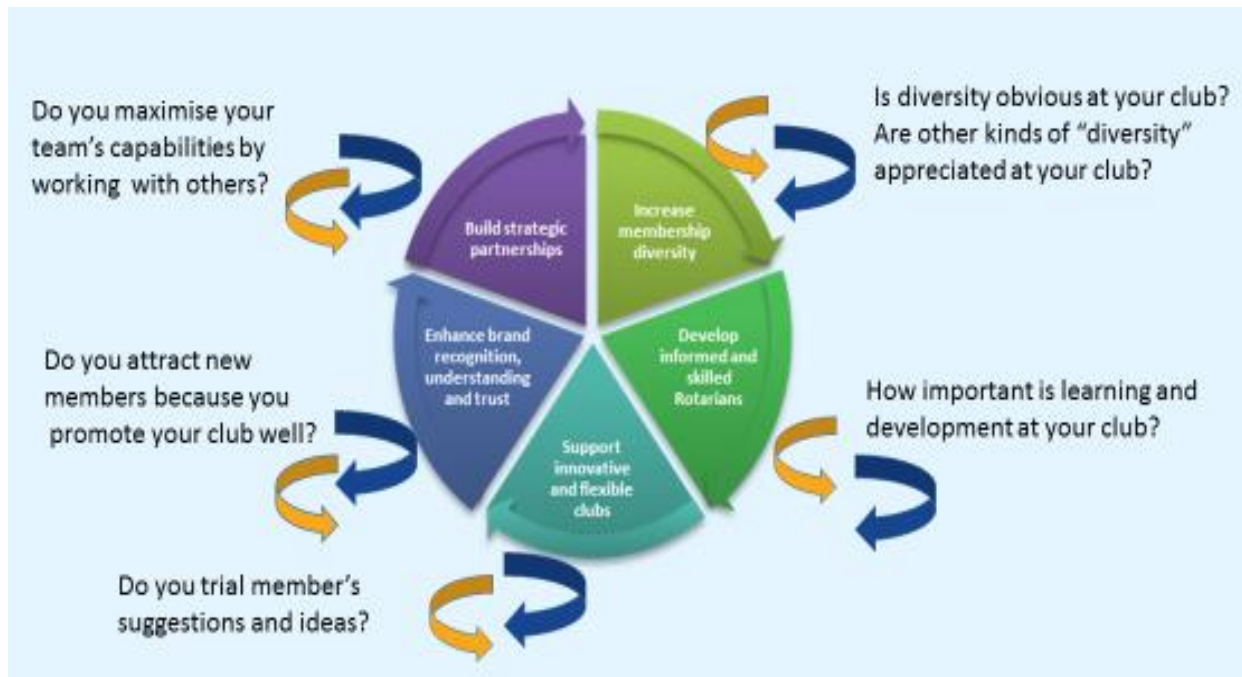
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# Membership

*Keys to growing and strengthening membership.*



Does your club have a Membership Plan?

What features would you include in a club Membership Plan?

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<https://my.rotary.org/en/learning-reference/learn-topic/membership>

## Read the 100 Strategies for recruiting and retaining members document developed by District 9780.

<https://rotary9780.org/sitepage/101-strategies/101-strategies-for-recruiting-and-retaining-members>

Select 3 Recruitment Strategies that you think would work at your club now.

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Follow up task – Share your new understandings with your Club Membership Committee.

## Membership Engagement

What can clubs do to ensure all their Rotarians have a “voice” and a sense of belonging?

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*New Members Seminars are conducted in both rural and metropolitan areas. Check the District website for details and recommend them to your new members.*

Follow up task – Make a list of 10 membership recruitment and retention strategies that you believe would work and publish them in your Club's Bulletin.

## Club Ambassadors and Club Champions

Who in your club would be excellent Club Ambassadors or Club Champions?  
How could you use their strengths to promote your club and increase membership?

Browse the District 9800 Membership Plan.

PDG Peter Frueh is the District Membership Chair and would be pleased to visit your club and provide support. This matrix was developed by Peter for clubs to use.

[membership@rotarydistrict9800.org.au](mailto:membership@rotarydistrict9800.org.au)

Subscribe to [Membership Minute](#)

Target? Offer?	New to the region	Ethnic groups	Newly retired	40 – 55 YO exec's	Local Business	What processes exist?
Make a (bigger) difference	A sense of purpose/meaning, being part of something bigger than oneself. Feel good.					<ul style="list-style-type: none"> <li>Projects – L, N &amp; I</li> <li>Process of engage't</li> </ul>
Friendship Fellowship	A sense of belonging, connectedness.					<ul style="list-style-type: none"> <li>Social events</li> <li>Dinner mtgs</li> </ul>
(Business) Networking	Business development.					<ul style="list-style-type: none"> <li>Business Network events</li> <li>Speakers</li> </ul>
Mentoring Learning	Career development. Ongoing <i>experiential</i> learning.					<ul style="list-style-type: none"> <li>Formal mentoring</li> <li>Project Mgmt</li> </ul>
Profile & Image	Raise their profile in their markets. Create a positive (ethical) image. Engage Millennials.					<ul style="list-style-type: none"> <li>Sponsorship</li> <li>Co-branding</li> <li>CSR Strategy</li> </ul>
How/where do we find them?	<ul style="list-style-type: none"> <li>Local Gov't</li> <li>Schools</li> <li>Businesses</li> <li>RE Agents</li> </ul>	<ul style="list-style-type: none"> <li>Local Gov't</li> <li>Schools</li> <li>Comm. groups</li> </ul>	<ul style="list-style-type: none"> <li>Businesses</li> <li>Over 60</li> <li>LinkedIn</li> </ul>	<ul style="list-style-type: none"> <li>Businesses</li> <li>Business Assoc's</li> <li>Schools</li> </ul>	<ul style="list-style-type: none"> <li>Businesses</li> <li>Business Assoc's</li> <li>Schools</li> </ul>	
How do they find us?	<ul style="list-style-type: none"> <li>Website</li> <li>Facebook</li> <li>Schools</li> <li>Businesses</li> </ul>	<ul style="list-style-type: none"> <li>Local Gov't</li> <li>Schools</li> <li>Comm. groups</li> </ul>	<ul style="list-style-type: none"> <li>Website</li> <li>Facebook</li> <li>Businesses</li> <li>Over 60</li> </ul>	<ul style="list-style-type: none"> <li>Businesses</li> <li>Business Assoc's</li> <li>Schools</li> </ul>	<ul style="list-style-type: none"> <li>Businesses</li> <li>Business Assoc's</li> <li>Schools</li> </ul>	

## Learning and Development

When people like you and me join Rotary, they bring:

- ❖ life and vocational experiences
- ❖ soft/ interpersonal skills
- ❖ leadership, team and management experiences
- ❖ attitudes, skills, understandings and behaviours acquired during past educational experiences.

They then use Rotary experiences and online resources including *My Rotary* to further their knowledge and skills and to enhance their confidence.

They learn “on the job” from their leaders, mentors and peers and through engagement with their club program and activities and Rotarians from other clubs.

They also choose to participate in a broad range of more formal Rotary Learning and Development Opportunities.

Why did you join Rotary?

*Our District offers many opportunities for Learning and Development for all Rotarians:*

<ul style="list-style-type: none"><li>• New Members Seminar</li><li>• District Assembly</li><li>• Club Visioning</li><li>• Foundation Seminar</li><li>• District Conference</li><li>• Rotary Showcase</li><li>• My Rotary</li><li>• District website</li><li>• Networker</li><li>• Rotary Down Under</li></ul>	<ul style="list-style-type: none"><li>• Marketing &amp; Membership Seminar</li><li>• Foundation Seminar</li><li>• Future Club Leaders Seminar</li><li>• Grant Seminar</li><li>• Strategic Planning Seminar</li><li>• Facilitation Team Learning and Development Seminar</li><li>• Involvement, Beyond the Club Seminar</li><li>• Rotary Leadership Institute Course (RLI)</li></ul>	<ul style="list-style-type: none"><li>• Avenues of Service Seminars</li><li>• President Elect Training</li><li>• Multi District PELD</li><li>• Leadership Mentors</li><li>• President Elect Training</li><li>• District Learning Team Leadership &amp; Development</li><li>• Vocational Training Team</li><li>• Rotary Discussion Groups</li></ul>	<ul style="list-style-type: none"><li>• The Annual World Convention</li><li>• Rotary International Presidential Conferences</li><li>• Rotary Peace Conferences</li><li>• Rotary Zone Conference</li></ul>
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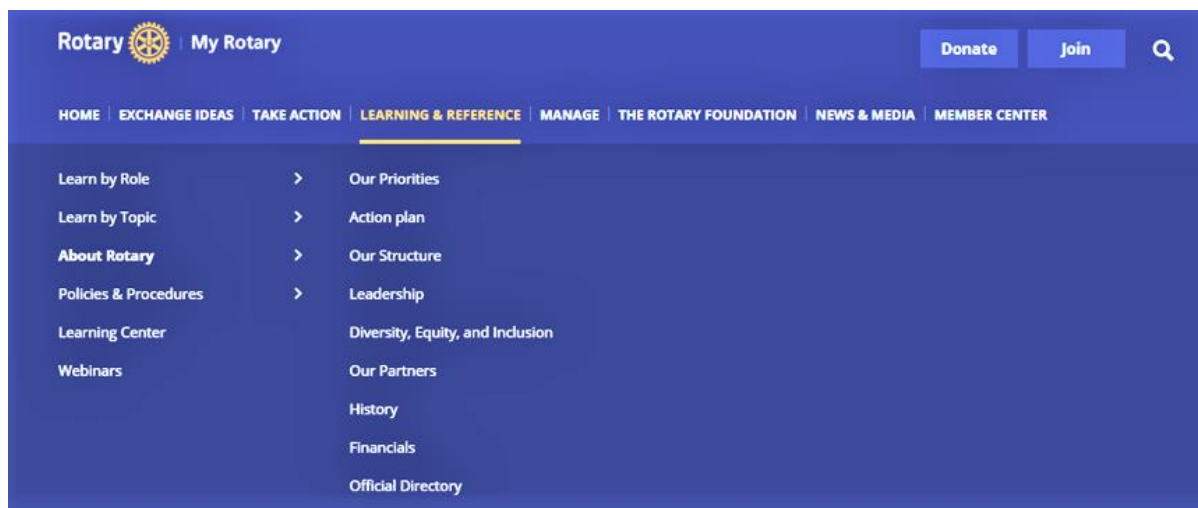
At My Rotary, you can also access a several different courses at the Learning Centre which are specific to your club role or area of interest.

<https://my-cms.rotary.org/en/document/learning-center-course-catalog?embed=true>



## Rotary Learning and Development.

Online learning opportunities at My Rotary. You must sign in to access them.



<https://my-cms.rotary.org/en/document/learning-center-course-catalog?embed=true>

Reading is one of the best ways to keep learning. Rotary offers a number of newsletters direct to your Inbox which you can sign up for at <https://my.rotary.org/en/news-media/newsletters>

<i>End Polio Now</i>	<i>Membership Minute</i>	<i>Peace in Action</i>
<i>Rotary Leader</i>	<i>Rotary Service</i>	<i>Rotary Weekly</i>
<i>Rotary Youth Exchange</i>	<i>The Rotarian Newsletter</i>	
<i>Training Talk</i>	<i>Vocational Service</i>	<i>Young Leaders in Action</i>

**In Zone 8, sign up for:**

[Rotary on the Move](#)

[Zone 8 Public Image newsletter](#)

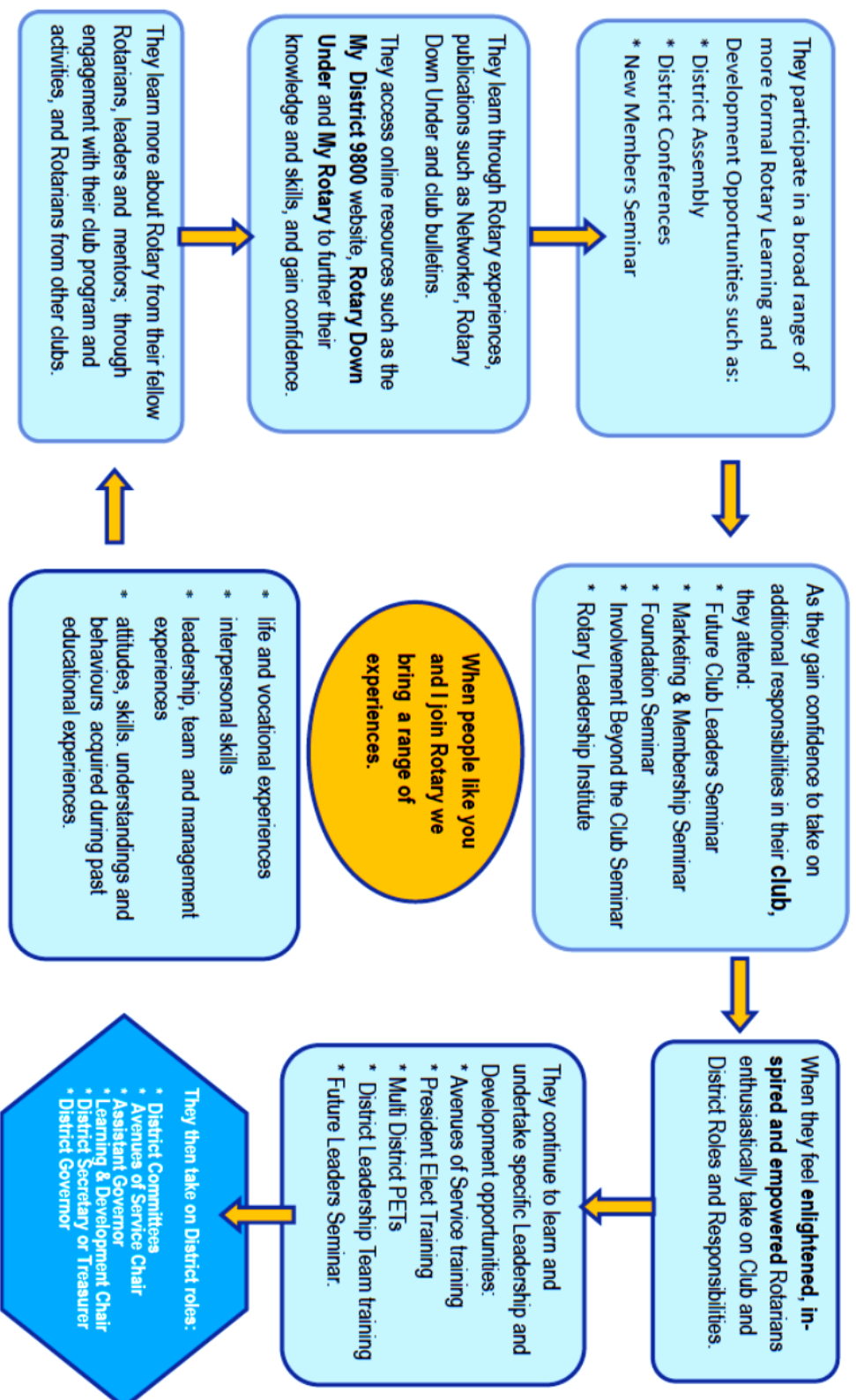
[Rotary Zone 8 news](#)

Rotary Down Under – your club should have registered you to receive this magazine either digitally/printed. <https://rotarydownunder.com.au>

Go to My Rotary and visit the Learning and Reference Section or participate in a Discussion Group.

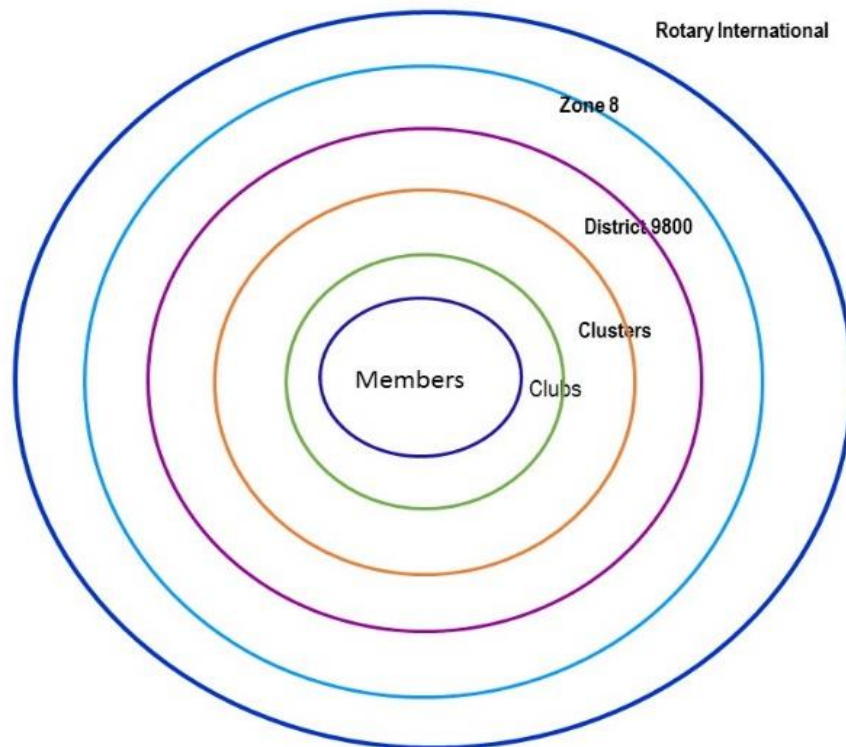


## LEARNING AND DEVELOPMENT PATHWAYS



## The Structure of Rotary.

What do you know about the structure of Rotary?



### 2021

Rotary International  
Shekhar Mehta RC  
Calcutta-Mahanagar

PRIP Holger Knaack  
2020-2021  
and the Board.

Zone 8 Director PDG  
Jesse Harman and the  
Board

District 9800 Governor  
Dale Hoy, DGE Amanda  
Wendt and the Board

Assistant Governors  
responsible for clubs in  
a cluster

Presidents and Boards  
of each Rotary club

Members of every  
Rotary club

RI President 2021-2022 Shekhar Mehya, rotary Club of Calcutta-Mahanagar

District Governor 2021-2022 Dale Hoy, Rotary Club of Brighton

District Governor 2022-2023 Mandi Wendt, Rotary Club of Melbourne

District Governor 2023-2024 Ron Payne, Rotary Club of Eaglehawk

*The heart of Rotary is our members, dedicated people who share a passion for community service and friendship.*



## Rotary Leaders.

What type of leader do we need in Rotary?

List your ideas about the types of leaders that Rotary needs?

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### ACTIVITY:

On the following page there is a Sample of Leadership Styles.

Read through them and prepare for discussion.

**Challenge:** The "Laissez Faire" leadership style would work best!

Review the **Leadership Styles** document and identify aspects of leadership that you believe are relevant to Rotary and the work of Rotarians.

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## A Sample of Leadership Styles (based on content from the 20 Leadership Styles web page)

**Autocratic Leadership:** This leadership style has to do with control and one's perception of how much control one should give to others. For example, the laissez faire style implies low control, the autocratic style requires high control while the participative one lies somewhere in between. Kurt Lewin (1939) called these styles: authoritative, participative (democratic) or delegative (Laissez Faire).

**Bureaucratic Leadership:** An autocrat doesn't require a bureaucracy, but the autocrat and the bureaucracy goes together like a hand and glove. This is about obedience to authority. In fact, one can make an argument that in large groups such as the multinational corporations and government agencies authority is the most common type of influence used.

**The Coaching Style:** "A groom used to spend whole days in currycombing and rubbing down his Horse, but at the same time stole his oats and sold them for his own profit. Great coaches are definitely leaders who possess a unique gift ability to teach and train. They groom people to improve both knowledge and skill.

**Cross-Cultural Leadership:** Not all individuals can adapt to the leadership styles expected in different cultures whether the culture are organizational or national. In fact, there is some evidence that American and Asian Leadership Styles are very different, primarily due to cultural factors. This is particularly relevant to Rotary leadership.

**Emergent Leadership:** "The superior man understands what is right; the inferior man understands what will sell." – Confucius. Contrary to the belief of many, groups don't automatically accept a new "boss" as leader. Emergent leadership is what you must do when one taking over a new group. This too is relevant to Rotary leadership because we change leaders, annually.

**The Leader Exchange Style:** Sometimes known as leader-member exchange, the style involves the exchange of favours between two individuals. An exchange can be hierarchical between the boss and subordinate or occur between two individuals of equal status. For this leadership style to work, you need great communication skills and how to develop, maintain and repair relationships.

**The Laissez Faire Leadership Style:** The style is largely a "hands off" view that tends to minimize the amount of direction and face time required. Works well if you have highly trained, highly motivated followers and a system of direct reporting in place.

**Situational Leadership:** In the 1950s, management theorists from Ohio State University and the University of Michigan published a series of studies to determine whether leaders should be more task or relationship (people) oriented. The importance of the research cannot be over-estimated since leaders tend to have a dominant style; a leadership style they use in a wide variety of situations. Surprisingly, the research discovered that there is no one best style: leaders must adjust their leadership style to the situation as well as to the people being led. In this model, there are four options: telling, selling, participating and delegating.

**Strategic Leadership:** This is practiced by the military services such as the US Army, US Air Force, and many large corporations. It stresses the competitive nature of running an organization and being able to out fox and outwit the competition.

## THE SERVANT AS LEADER

While servant leadership is a timeless concept, the phrase “servant leadership” was coined by Robert K. Greenleaf in *The Servant as Leader*, an essay that he first published in 1970. In that essay, Greenleaf said:

“The servant-leader is servant first... It begins with the natural feeling that one wants to serve, to serve first. Then conscious choice brings one to aspire to lead. That person is sharply different from one who is leader first, perhaps because of the need to assuage an unusual power drive or to acquire material possessions... The leader-first and the servant-first are two extreme types. Between them, there are shadings and blends that are part of the infinite variety of human nature.

“The difference manifests itself in the care taken by the servant-first to make sure that other people’s highest priority needs are being served. The best test, and difficult to administer, is: Do those served grow as persons? Do they, while being served, become healthier, wiser, freer, more autonomous, more likely themselves to become servants? And, what is the effect on the least privileged in society? Will they benefit or at least not be further deprived?”

A servant-leader focuses primarily on the growth and well-being of people and the communities to which they belong. While traditional leadership generally involves the accumulation and exercise of power by one at the “top of the pyramid,” servant leadership is different. The servant-leader shares power puts the needs of others first and helps people develop and perform as highly as possible.

Robert Greenleaf recognized that organizations as well as individuals could be servant-leaders. Indeed, he had great faith that servant-leader organizations could change the world. In his second major essay, *The Institution as Servant*, Greenleaf articulated what is often called the “credo.” There he said:

“This is my thesis: caring for persons, the more able and the less able serving each other, is the rock upon which a good society is built. Whereas, until recently, caring was largely person to person, now most of it is mediated through institutions – often large, complex, powerful, impersonal; not always competent; sometimes corrupt. If a better society is to be built, one that is more just and more loving, one that provides greater creative opportunity for its people, then the most open course is to raise both the capacity to serve and the very performance as servant of existing major institutions by new regenerative forces operating within them.”

The servant leadership philosophy and practices have been expressed in many ways, and applied in many contexts. Some of the most well-known advocates of servant leadership include Stephen Covey, Peter Senge, M. Scott Peck, Margaret Wheatley, Ann McGee-Cooper & Duane Trammell, Larry Spears, and Kent Keith.

Greenleaf developed the principles of *servant leadership*, a congruent leadership philosophy based a simple but profound idea: Leaders whom we trust and want to follow achieve moral authority by being *servants* to followers and organizations, not by wielding titles or using coercive power. Moreover, entire institutions can act as servants. Every organization has a chart that shows who we are *to* each other, but servant leadership turns the chart upside down by focusing on how we are *for* each other.

Servant leadership, however, is not a shallow feel-good philosophy. It calls for radical personal and corporate accountability, deep inner work, and an effort to develop capacities like systems thinking, persuasion, intuition, foresight, and listening with presence.

## Characteristics of Effective and Caring Leaders:

- 1. Effective Communicator:** Effective communication skills are one of the top qualities that people look for in a leader because no matter how business savvy or intelligent a leader is, if they cannot communicate, they cannot successfully lead. They also enable a leader to connect with members, their partners and families, their local community and District when required.
- 2. Trust:** Trust is a core value that people look for in their leaders and count on in times of conflict and concern. It is also closely related to taking responsibility, walking the talk and being there. Members will always respond to requests for help from a leader whom they trust, respect and believe in.
- 3. Ability to See the Past, Present, and Future:** A great leader needs more than an optimistic outlook for the future of his/her Rotary Club. He / she considers and learns from what has happened in the past, adapts to how things are going in the present, and works with their team to create and plan a future for their club.
- 4. Their actions Speak Louder than Words:** Great leaders employ ethical behaviours, develop and maintain healthy relationships, and work for and with their team members.
- 5. Motivator:** Great leaders provide members with a reason to fulfil their potential and shared goals through engaging them in decision making, encouragement, mentoring and the provision of support when it is needed. They also exhibit high levels of optimism, excitement and commitment which are all infectious and influential.
- 6. Consistency:** Great leaders treat their team members equally and they maintain and employ a balanced approach in all aspects of their work. They also welcome and consider feedback, even though they may not want to hear what is being said.
- 7. Take Responsibility:** Great leaders fulfil the responsibilities of their role and at the same time they delegate and give direction, encouragement and support to their team. They share the workload, acknowledge the work and contributions of others and admit when they have made a mistake or a poor decision.
- 8. Organised:** Great leaders know what is happening and have their finger on the pulse. They plan and prioritise and spend time finding the right person for the job. They value a team approach and advocate the importance of setting and achieving goals.
- 9. Relatable:** Great leaders develop strong and honest relationships with their team members by spending time with them so they can get to know them as individuals and to identify what they are interested in, what motivates them and what is likely to offend or upset them. They advocate harmony and collegiality and foster interdependence.
- 10. Listen and learn from others:** Great leaders genuinely listen to, consider and respond to the ideas and opinions of others because they openly value their input, their expertise and knowledge. They also freely call upon outside support and advice to enhance and further their understandings and practices.

**Sources:** Robert Greenleaf, Greenleaf Centre for Servant Leadership, Dirk van Dierendonck Literature review, the research of Robert C. Liden, Larry C. Spears. List adapted from "Character and Servant Leadership: 10 Characteristics of Effective, Caring Leaders" by Larry C. Spears, published in "The Journal of Virtues and Leadership," Vol. 1, Issue 1.



## Five Practices of Exemplary Leadership

### Model the Way

Rotary leaders model the way for their members. To successfully illustrate the performance expected of others, a leader must first have guiding principles to follow. A leader must clarify values. This means opening up about values from within as well as values of the organization. Knowing what you value as a leader will help you align your values with those of Rotary. A leader must “walk the talk” this is setting the example by going first. Going first is exhibiting importance of things through taking actions.

### Inspire a Shared Vision

Leaders inspire a shared vision. They have to see beyond today and look ahead for future possibilities. A leader must inspire a movement concurrent with the vision; gain commitment to an inspired vision not compliance and enlist others. To do this, leaders must gain certain knowledge about their members such as their dreams, ideas, hopes, aspirations, visions, and values. “Leadership is a dialogue, not a monologue.”

### Challenge the Process

No process is set in stone. each process can be enhanced with a new perspective. Look for ways to innovate, grow, and improve. Listening to people in and around the Club and the wider Rotary world will more than likely present opportunities for innovation. Most leaders are not the “inventors as much as they are the early patrons and adopters of innovation”. With innovation comes change involving experiments, taking risks and trialling. Paying attention to the abilities of members to manage change is important so that a safe environment for taking risks is established

### Enable Others to Act

To get amazing results, leaders must make it possible for people to take action. Leaders foster collaboration and this means connecting all your members together, including all those who have a stake in your Rotary Club. Leaders know to produce these results people must feel empowerment and ownership; they empower others by giving them responsibility to deliver. Exemplary leaders strengthen others, build and teach capabilities to help make each person successful in their endeavours.

### Encourage Heart

Being a sincere and caring leader boosts people's spirit and brings them forward. Recognising contributions is a way leaders show they are grateful for their constituents' assistance. It's a leader's job to create a culture of celebrating values and victories. This is about celebrating what wonderful things have been done and achieved. These celebrations should be done for the benefit of members and for Rotary. Celebrations should recognise people for the efforts made that reflect the company's values and core principles.

**Remember this acronym – “MMFV” – Make Me Feel Valued**

### Leadership is a Relationship

Leadership can be found in any one person. It is not a magical gift. It can be learned. “Leadership is a relationship between those who aspire and those who choose to follow.”

Leadership of a Rotary Club can be one of the greatest opportunities and experiences a Rotarian can ever have. Plan to enjoy it, with one final small reminder about the value of good fellowship in a Rotary Club:

**“There is little success where there is little laughter.”**

## Five Strategies of Appreciative Leadership

*Adapted from Appreciative Leadership:  
Focus on What Works to Drive Winning Performance and Build a Thriving Organization  
Diana Whitney, Amanda Trosten-Bloom and Kae Rader*

Through our research on Appreciative Leadership and positive power, we have identified five areas of relational practice—what we call the Five Strategies of Appreciative Leadership. Each of the Five Strategies meets a different need that people have for high performance:

- to know they belong;
- to feel valued for what they have to contribute;
- to know where the organization or community is headed;
- to know that excellence is expected and can be depended on; and
- to know that they are contributing to the greater good.

**Inquiry** lets people know that you value them and their contributions. When you ask people to share their thoughts and feelings—their stories of success or ideas for the future—and you sincerely listen to what they have to say, you are telling them, “I value you and your thinking.”

**Illumination** helps people understand how they can best contribute. Through the practices of illumination you can help people learn about their strengths and the strengths of others. You can give them confidence and encouragement to express themselves, take risks, and support others in working from their strengths.

**Inclusion** gives people a sense of belonging. When you practice inclusion, you open the door for collaboration and co-creation. This, in turn, creates an environment in which people feel they are a part of something. When they feel part of something, they care for it.

**Inspiration** provides people with a sense of direction. By forging a vision and path forward, you give people hope and unleash energy. These are the foundations for transformation, innovation and sustainable high performance.

**Integrity** lets people know that they are expected to give their best for the greater good, and that they can trust others to do the same. When you lead with integrity, people know they can depend on you to connect them to the whole. Your example sets a standard for others to follow.



## Leadership in Action.

Record your thoughts on the characteristics of effective, caring and interdependent leaders from the reading on page 22.

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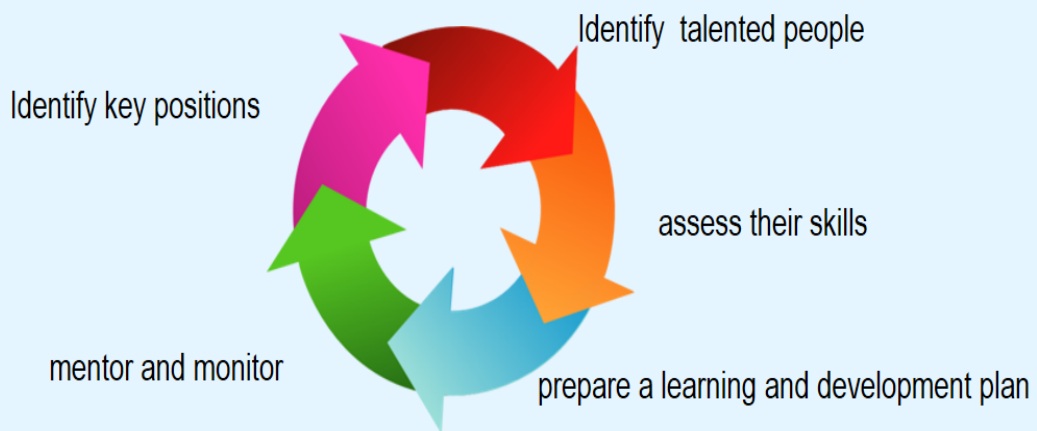
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Putting philosophies into practice.

How do effective, caring and interdependent leaders look, sound, act, and think?

How important is Succession Planning in Rotary?



The key question in Rotary is – what sort of action?

Note your thoughts and ideas on caring, effective and interdependent leaders from your club's perspective.

### **Effective, caring and interdependent teams.**

What makes an effective team? Are your teams effective?

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In [Seven Habits of Highly Effective People](#), Stephen R. Covey introduces a model called the Maturity Continuum. The model describes the three Habits necessary to achieve what Covey calls the Private Victory, which is the shift from dependence to independence, and three Habits, which comprise the Public Victory, which is the elevation of a person beyond independence into interdependence.

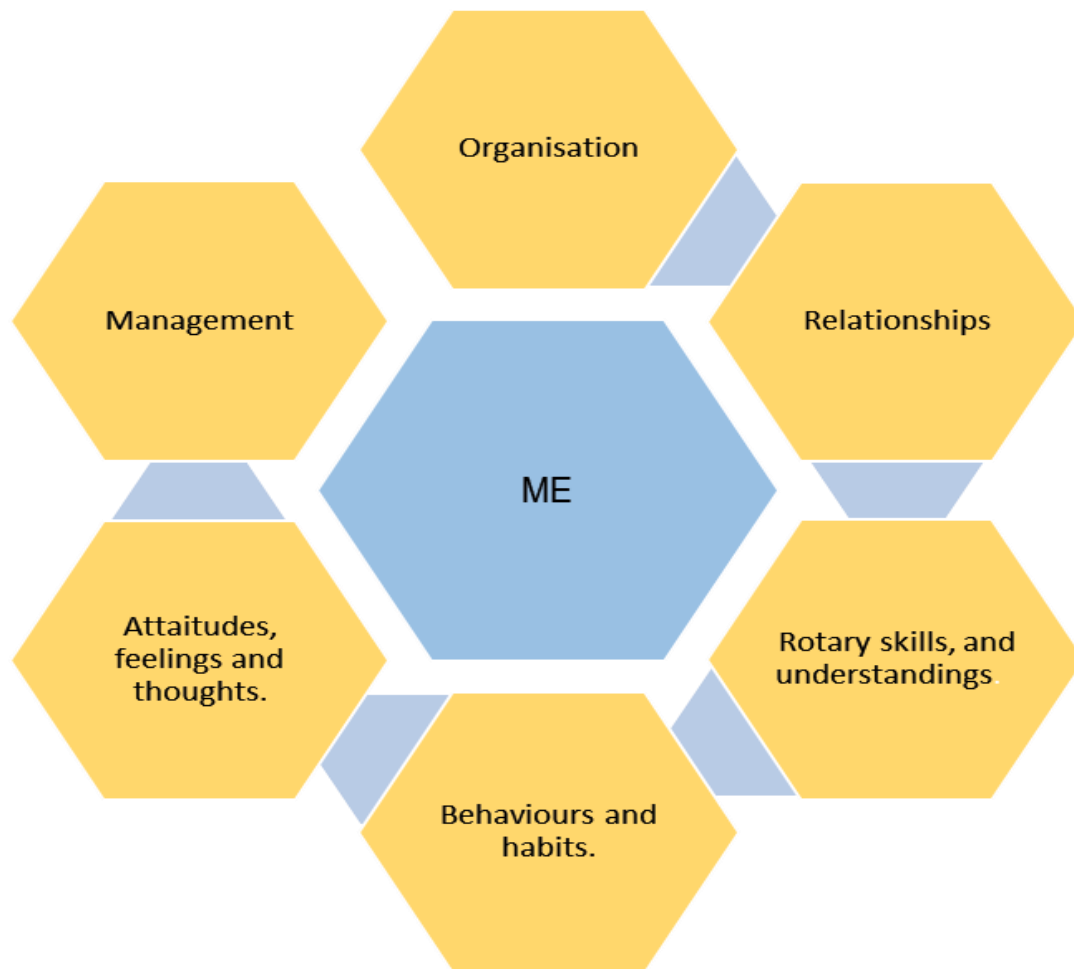


## Emotional Intelligence/Soft Skills

How team members relate to and interact with their colleagues and others (inner strength and interpersonal effectiveness)

Soft Skills
assertiveness
being creative and innovative
being dependable
being focussed and flexible
body language and communication skills/crucial conversations
collaboration and co-operation
dealing with and managing situations – dispute resolution
enthusiasm and empathy
group etiquette and ethics
growth awareness
helping, supporting, encouraging and coaching colleagues
identifying and exploring options and processes and negotiating change
influencing and persuading others
inspiring and motivating others
patience
perceptiveness
persistence and perseverance
personal and professional communication skills
personal branding
privacy, respect, dignity, confidentiality
problem solving, collaboration, critical thinking, taking responsibility, being positive
recognising and reading different cultures and adapting behaviours
regulating emotions
self confidence
self-awareness and control
self-leadership and assessment
stress management and resilience
taking initiative
trouble shooting
voicing opinions and giving and being open to feedback

## Your Personal Leadership Profile.



Follow-up Task: Use the template to begin developing a concept map of the sort of Rotary leader you would like to be.

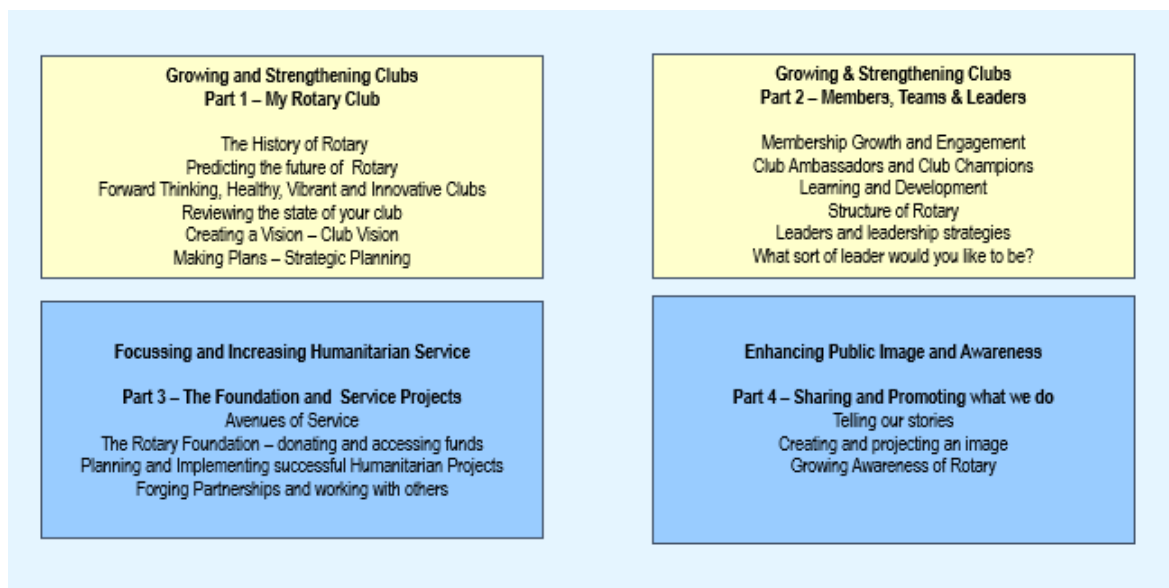
*"Be sure you apply the qualities that made your own vocation successful as diligently in the business of Rotary: the multinational enterprise in which we are all partners. We must work tirelessly to perfect our important product, service, and look always toward our ultimate bottom line: international understanding and peace."*

1988-89 RI Pres. Royce Abbey  
— *Running Rotary Like a Business*, THE ROTARIAN, October 1988

## You have now completed Part 2.

Congratulations on your participation, discussions and meaningful tasks that will further your Rotary understandings, change attitudes and behaviours, enhance skills and enlighten, inspire and empower us.

Refer back to the goals you set at the beginning of today.  
Have your questions been answered? Have your goals been met?  
Do you have any questions?



### Follow up Tasks:

Present to your club about your participation in RLI and what you have learned.

Encourage others to attend RLI.

Speak to appropriate board members about what you have learned and what you would like to personally implement/change at your club.

Write an article about your RLI experience and publish it in your club bulletin.

## References:

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Indicators of Healthy, Vibrant Clubs.

Rotary Zone 8 website: [Be a vibrant club](#)

District 9800 Club Visioning Brochure. <http://rotarydistrict9800.org.au/downloads>

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Characteristics of Effective, Caring and Interdependent Leaders document. Covey, Stephen R.

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<https://positivechange.org/five-strategies-of-appreciative-leadership/>

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[https://www.regent.edu/acad/global/publications/jvl/vol1\\_iss1/Spears\\_Final.pdf](https://www.regent.edu/acad/global/publications/jvl/vol1_iss1/Spears_Final.pdf)

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