

*Find Your Passion in Rotary*



## **Lone Star Division RLI**

A Joint Project of over 400 Rotary Districts worldwide

*2024-2025 Participant Materials*

# **Participant-PART II**



# Lone Star Division RLI

## Greetings RLI Part II Participants!

Welcome to Part II of your RLI journey! This phase builds on foundational Rotary knowledge, introducing advanced skills and strategies to strengthen your impact and leadership within your club. While Part I focused on the fundamentals of being a Rotarian, Part II is designed to enhance your effectiveness within your Rotary club.

We are excited to help you develop essential skills for club effectiveness and leadership as we delve into Coalition Building, Team Building and Club Communication.

Exploring the multitude of Rotary Opportunities helps us understand the wealth of experiences we offer our members and will guide us in exploring how your club can Attract Members who share our values and commitment.

Building on the practical mechanics of service projects and the basics of the Rotary Foundation covered in Part I, we will now learn how to Target Service efforts using Rotary Foundation resources.

We look forward to joining you on this journey as we navigate "the road ahead" and continue to explore Your Passion in Rotary!

**Best regards,**

**Debbie G. High**

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Lone Star Division RLI

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Lone Star Division RLI



SCAN ME

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RLI is a recommended program of Rotary International but is not an official program of Rotary International.

**Our Mission:** International Rotary Leadership Institute is a grassroots, multi-district leadership development program whose mission is to strengthen Rotary clubs through quality leadership education.



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# Rotary Opportunities



*As I further my Rotary journey, I can explore the many opportunities available within Rotary for personal, community and professional growth and development.*

## ***Session Goals***

- Understand Rotary's structured programs
- Raise awareness of the opportunities for involvement
- Establish connections between our clubs and the structured programs

## ***Resources***

- Rotary International
- District websites
- *Rotary* magazine
- Rotary Fellowships
- Rotary Action Groups
- Rotary Community Corps
- Interact
- Peace Fellowships
- Rotary Youth Exchange
- Friendship Exchange

- 1) What are structured programs?
- 2) Why do we have structured programs?
- 3) What programs do you know about?
- 4) Who is a member of one of these programs? Who has worked with one of these programs?

- 5) How do these programs relate to Rotary's Action Plan?
- 6) How could these programs help your club or district? Or you?
- 7) How could you start a Fellowship or Action Group?
- 8) What about district service?



## **Eight Rotary International Structured Programs**

**Interact** is a service organization organized and sponsored by Rotary clubs to help develop leadership skills and an appreciation for service above self for youth ages **12-18**. It has more than 14,900 clubs in 145 countries and geographical areas with almost 342,900 young people involved.

**Rotary Youth Leadership Awards** are seminars sponsored by clubs and districts to encourage and recognize the leadership abilities of youth and young adults ages 14-30.

**Rotary Peace Fellowships** develop the capacity of peace and development professionals to become effective catalysts for peace through academic training, practice, and global networking opportunities. Each year, The Rotary Foundation awards up to 50 fellowships for master's degrees and up to 80 for certificate studies at premier universities.

**Rotarian Action Groups** are global independent entities affiliated with Rotary. They provide assistance and support to Rotary clubs and districts in planning and implementing service projects in their respective areas of expertise. They are comprised of Rotary members and nonmembers around the world who have knowledge, experience, or an interest in the topic.

**Rotary Youth Exchange** offers students ages 15-19 the chance to travel abroad for cultural exchanges of one week to a full academic year. Rotary clubs and districts sponsor and host about 10,000 students each year. Started in 1929 but didn't become an official program until 1975.

**Friendship Exchange** is an international exchange program for Rotary members and friends that allows participants to take turns hosting one another in their homes and clubs. Participants may travel as individuals, couples, families, or groups, and may be Rotary members or not. Friendship exchanges are organized around at least one of three themes: culture, service, and vocation.

**Rotary Community Corps (RCC)** are groups of non-Rotarians who work to improve their communities. There are over 12,000 RCC in over 105 countries, all sponsored by Rotary Clubs.

**Rotary Fellowships** are international groups that share a common passion. Being part of a fellowship is a fun way to make friends around the world, explore a hobby or profession, and enhance your Rotary experience.

## Partial List of Rotary Fellowships

*(For current fellowships, see <https://www.rotary.org/myrotary/en/rotary-fellowships>.)*

4x4	Francophonie	Peace Fellows
Antique	Gaming	Performing Arts
Automobiles	Globetrotters	Photographers
Argentine Culture	Genealogists	Pickleball
Artificial	Gift and Estate	Public Health
Intelligence	planning	Public Speakers
Astrology	Gin	Quilters and Fiber
Authors	Global	Artists
Badminton	Development	Railroads
Bathhouse	Golf	Real Estate
Beard and	Gourmet Cooking	Recreational
Moustache	Graphic Designers	Vehicles
Bee	Healthcare	Rotary Global
Beer	Professionals	History
Bird Watching	Hiking	Rotary Means
Bowling	Home Exchange	Business
Camping	Horse Racing	Rotary on Pins
Caravanning	Horseback Riding	Rotary on Stamps
Chess	Hunting	Rowing
Coffee Lovers	Internet	Rugby Fans
Comedy	Italian Culture	Scouting
Composting	IT Professionals	Scuba
Computer Users	Jazz	Shooting Sport
Corporate Social	Kites	Skiing
Responsibility	Latin Culture	Startup Investors-
Cricket	Lawyers	RING
Cultural Heritage	Leadership	Surfing
Curling	LGBT+	Table Tennis
Cybersecurity	Magicians	Tea Lovers
Cycling	Magna Graecia	Tennis
Doll Lovers	Marathon Running	Total Quality
Draughts	Mental Wellness	Management
(Checkers)	Counsellors	Travel and Hosting
E-Clubs	Mentoring	Triathlon
Editors and	Metalhead	Urban Gardening
Publishers	Metaverse	Vegans
Educators	Military Veterans	Vintage Collectibles
Egyptology	Mountains	Weather
Empowering	Motorcycling	Enthusiasts
Women	Music	Whisk(e)y
Entrepreneurs	Old and Rare Books	Wildlife
Esperanto	Palmwine	Conservation
Ethics	Past District	Wine
Fashion	Governors	Yachting
Fine Arts	Past Presidents,	Yoga
Fishing	Officers, and	Young Rotarians
Flying	Friends	



## Rotary Action Groups by Area of Focus

(For current Rotary Action Groups, see <https://my.rotary.org/en/take-action/empower-leaders/rotary-action-groups>)

### **Promoting peace**

Peace

Refugees

Slavery Prevention

### **Fighting disease**

Addiction Prevention

Alzheimer's/Dementia

Blindness Prevention

Blood and Organ Donation

Diabetes

Family Health & AIDS Prevention

Health Education and Wellness

Hearing

Hepatitis Eradication

Malaria

Mental Health Initiatives

Multiple Sclerosis

### **Providing clean water and sanitation**

Water, Sanitation and Hygiene

### **Saving mothers and children**

Clubfoot

Reproductive Maternal and Child Health

### **Supporting education**

Basic Education and Literacy

### **Growing local economies**

Community Economic Development

Disaster Assistance

Menstrual Health and Hygiene

### **Protecting the environment**

Endangered Species

Environmental Sustainability

### **Action groups that work in more than one area of focus**

Food Plant Solutions

# Effective Leadership: Coalition Building



*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 insights into leadership, team building & club communication
- Improve our ability to lead & communicate in group settings
- Identify ways we can win support for our goals and purposes

## **Resources**

- Building a Coalition (excerpted from *Leadership Development: Your Guide to Starting a Program*)
- Leadership Strategies for Rotarians. Kathleen O'Connor. *7 Leadership Strategies to Help You Handle Change* (Originally published at the Super Performance website, now offline)
- 8 Common Leadership Styles (from Indeed)

## ***Session Topics***

- 1) What is coalition? When might you need to build coalition?
- 2) If you wanted to build a coalition for your plan, what sort of things might you do?
- 3)
- 4) Which of these approaches would be best? Why?
- 5) What sort of things would you want to avoid?

### ***Discuss each point and how to avoid these mistakes***

- 5) What are some examples you have seen of good coalition building in your club or at your job? How did they achieve the goal? What did they do?
- 6) Why do some people seem to have influence and others do not?
  - a) Does charisma matter?
  - b) Does Title matter?
  - c) What leadership strategies do you suggest?

7) ***Ask each group to answer these questions:***

***a) What, if any, are the club's real problems?***

***b) How could leadership help solve them?***

***c) What leadership strategies do you suggest?***

**Summary:**

- We are more successful when we work together
- Building a coalition is critical for success

## 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 result 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.

## Effective Leadership Strategies Case Studies

### 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 craft persons from the region to come to exhibit and sell their wares. He also wants to invite artists 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 she 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.

## 7 Leadership Strategies for Rotarians

*Adapted from 7 Leadership Strategies to Help You Handle Change*

- A team is more than the sum of the parts. Picking the right mix of people is key (experienced vs. newbies; identifying professional related to the project moves things along, etc.)
- Be effective with your own time and take matters to closure. Clarity and delegation are important. Time is valuable. Keep the process moving.
- Know the problem and empower others to break through barriers with their own solutions. Preparation is obvious but empower committee to find solutions.
- We are Rotarians. Recognize the work/life balance. Each goal must be made worth the effort by stressing the meaningfulness of the goal, recognition, and the expectations of the leader.
- Solve problems with the right questions. Start with consensus building. Follow-up with questions to get to the real issues involved with the project as preparation so everyone is aware of the challenges and can contribute to the solutions.
- Listen! Leaders are tempted to add input into new ideas from the team, which is often counterproductive. Be enthusiastic and supportive. The team needs to feel ownership in the endeavor. Part of the Rotary leader's job is to make winners of the volunteers.
- Build your Rotarian leadership pool. The more experienced, knowledgeable and motivated Rotarians you have in your pool, the more you will be able to accomplish. Partnering, mentoring, and succession planning, are effective techniques to make this happen. Every key person in your organization should have a replacement trained and ready to do the job if called upon. Recognizing your mentors but placing the responsibility on them to have a replacement, is key.

## 8 Common Leadership Styles

*Adapted from Indeed.com*

At some point in your Rotary activities, you may take on a leadership role. Whether you're leading a meeting, project, team or the club, district, zone, or Rotary International, you might consider identifying with or adopting a defined leadership style.

Most professionals develop their own style of leadership based on factors like experience and personality, as well as the specific needs of a assignment and its organizational culture. Every leader is different, but there are eight leadership styles commonly referenced.

In this article, we'll cover eight of the most common leadership styles and provide examples and common characteristics of each.

### **What are leadership styles?**

Leadership styles refer to the distinct manner and approach in which a leader guides, motivates, and manages their team. It encompasses a set of behaviors, strategies, and decision-making processes that reflect the leader's values, personality, and experience.

Leadership styles can range from authoritative and autocratic to democratic and transformational, with each style having its own strengths and weaknesses depending on the context in which it is applied. Understanding different leadership styles helps in identifying how leaders can influence their team's dynamics, productivity, and overall success.

### **Why is it important to know your leadership style?**

Knowing what leadership style fits you is crucial because it allows you to lead more effectively and adapt your approach to various situations. Self-awareness of your leadership tendencies enables you to leverage your strengths while addressing areas that may need improvement.

Additionally, understanding your leadership style helps you communicate better with your team, aligning your strategies with their needs and fostering a more cohesive and productive working environment. It also allows you to adapt to different team dynamics and challenges, ultimately leading to more successful and sustainable leadership.



## Types of leadership styles

Here's an overview of eight common leadership styles, from autocratic to visionary, with a look at the benefits and challenges of each style:

### 1. Autocratic leadership style

Also called the “authoritarian style of leadership,” this type of leader is someone who's focused primarily on results and team efficiency. Autocratic leaders often make decisions alone or with a small and trusted group and expect employees to do exactly what they’re asked.

Autocratic leaders typically have self-confidence and are self-motivated. They communicate clearly and consistently, are dependable, and follow the rules. They value highly structured environments and are proponents of supervised work environments.

**The benefits and challenges of an autocratic leadership style include:**

**Benefits: Autocratic leaders can promote productivity through delegation, provide clear and direct communication, and reduce employee stress by making decisions quickly on their own.**

**Challenges: Autocratic leaders are often prone to high levels of stress because they feel responsible for everything, plus their lack of flexibility can lead to team resentment.**

### 2. Bureaucratic leadership style

Bureaucratic leaders are similar to autocratic leaders in that these leaders expect their team members to follow the rules and procedures precisely as written. The bureaucratic style focuses on fixed duties within a hierarchical system, where each employee has a set list of responsibilities, and there's little need for collaboration and creativity.

This leadership style is most effective in highly regulated industries or in departments like finance, health care, or government. This style may fit your leadership approach if you're detail-oriented and task-focused, value rules and structure, are strong-willed and self-disciplined, and have a great work ethic.

### **The benefits and challenges of a bureaucratic leadership style include:**

**Benefits:** This style can be efficient in organizations that need to follow strict rules and regulations. These leaders separate work from relationships to avoid clouding the team's ability to hit goals.

**Challenges:** This style doesn't promote creativity, which can feel restricting to some employees. This leadership style is also slow to change and does not thrive in an environment that needs to be dynamic.

### **3. Coaching leadership style**

A coaching leader is someone who can quickly recognize their team members' strengths, weaknesses, and motivations to help each individual improve. This type of leader often assists team members in setting smart goals and then provides regular feedback with challenging projects to promote growth. They set clear expectations and create a positive, motivating environment.

The coach leadership style is one of the most advantageous for employers as well as the employees they manage. Unfortunately, it's often also one of the most underused styles—largely because it can be more time-intensive than other types of leadership. Coaching leaders are supportive and value learning as a way of growing. They're self-aware, offer guidance instead of giving commands, and ask guided questions.

### **The benefits and challenges of a coaching leadership style include:**

**Benefits:** Coaching leadership is positive in nature and promotes the development of new skills, empowers team members, and fosters a confident company culture. They're often seen as valuable mentors.

**Challenges:** While this style has many advantages, it can be more time-consuming as it requires one-on-one time with employees which can be difficult to obtain in a deadline-driven environment.

#### 4. Democratic leadership style

The democratic style (aka the "participative style") is a combination of the autocratic and laissez-faire types of leaders. A democratic leader asks their team members for input and considers feedback from the team before they make a decision. Because team members feel their contributions matter, a democratic leadership style is often credited with fostering higher levels of employee engagement and workplace satisfaction.

Democratic leaders value group discussions and provide all information to the team when making decisions. They promote a work environment where everyone shares their ideas and is characteristically rational and flexible.

**The benefits and challenges of a democratic leadership style include:**

**Benefits:** Working under the democratic leadership style, employees can feel empowered, valued, and unified. It has the power to boost retention and morale. It also requires less managerial oversight, as employees are typically part of decision-making processes and know what they need to do.

**Challenges:** This leadership style has the potential to be inefficient and costly as it takes time to organize group discussions, obtain ideas/feedback, discuss possible outcomes, and communicate decisions. It also can add social pressure to members of the team who don't like sharing ideas in group settings.

#### 5. Laissez-faire leadership style

The laissez-faire style is the opposite of the autocratic leadership type, focusing mostly on delegating many tasks to team members and providing little to no supervision. Because a laissez-faire leader doesn't spend their time intensely managing employees, they often have more time for other projects.

Managers may adopt the laissez-faire style when all team members are highly experienced, well-trained, and require little oversight. However, it can cause a dip in productivity if employees are confused about their leader's expectations, or if some team members need consistent motivation and boundaries to work well.

### **The benefits and challenges of a laissez-faire leadership style include:**

**Benefits:** The laissez-faire leadership style encourages accountability, creativity, and a relaxed work environment, which often leads to higher employee retention rates.

**Challenges:** This style typically doesn't work well for new employees, as they need guidance and hands-on support in the beginning. Other employees may not feel properly supported.

## **6. Pacesetter leadership style**

The pacesetter style is one of the most effective for achieving fast results. Pacesetter leaders primarily focus on performance, often set high standards, and hold their team members accountable for achieving their goals.

While the pacesetter leadership style can be motivational in fast-paced environments where team members need to be energized, it's not always the best option for team members who need mentorship and feedback.

### **The benefits and challenges of a pacesetter leadership style include:**

**Benefits:** Pacesetter leadership pushes employees to hit goals and accomplish business objectives. It promotes high-energy and dynamic work environments.

**Challenges:** Pacesetter leadership can also lead to miscommunications and stressed-out employees as they are always pushing toward a goal or deadline.

## **7. Servant leadership style**

Servant leaders live by a people-first mindset and believe that when team members feel personally and professionally fulfilled, they're more effective and more likely to regularly produce great work. Because of their emphasis on employee satisfaction and collaboration, they tend to achieve higher levels of respect.

Servant leaders motivate their teams and have excellent communication skills. You may find this leadership style a match for your own style if you

tend to encourage collaboration and engagement among team members and if you commit to growing your team professionally.

**The benefits and challenges of a servant leadership style include:**

**Benefits:** Servant leaders have the capacity to boost employee loyalty and productivity, improve employee development and decision-making, cultivate trust, and create future leaders.

**Challenges:** Servant leaders can become burnt out as they often put the needs of their team above their own. They may have a hard time being authoritative when they need to be.

## **8. Visionary leadership style**

Visionary leaders possess a powerful ability to drive progress and usher in periods of change by inspiring employees and earning trust for new ideas. A visionary leader is also able to establish a strong organizational bond. They strive to foster confidence among direct reports and colleagues alike.

Visionary style is especially helpful for small, fast-growing organizations, or larger organizations experiencing transformations or restructuring. Visionary leaders tend to be persistent and bold, strategic, and open to taking risks. They're often described as inspirational, optimistic, innovative, and magnetic.

**The benefits and challenges of a visionary leadership style include:**

**Benefits:** Visionary leadership can help companies grow, unite teams and the overall company, and improve outdated technologies or practices.

**Challenges:** Visionary leaders may miss important details or other opportunities, like recognizing their teams, because they're so focused on the big picture.

## **How to choose a leadership style**

As someone who's interested in the leadership path or looking for more structure in their current leadership approach, it can be helpful to choose a leadership style that feels authentic to you. Some questions you may ask yourself when trying to determine which style is right for you include:

- *What do I value more—goals or relationships?*
- *Do I believe in structure or freedom of choice?*
- *Would I rather make a decision on my own, or collectively?*
- *Do I focus on short or long-term goals?*
- *Does motivation come from empowerment or direction?*
- *What does a healthy team dynamic look like to me?*

# Attracting Members

*I can lead and promote my club's reexamination of its distinctive position in my community and the quality of members we attract. I want to collaborate with the best people!*



## Session Goals

- Understand why members join Rotary
- Explore how my club can attract and keep good Rotarians.

## Resources

- Attracting New Members
- Membership Assessment Tools 801-EN-(1022)
- Strengthening Your Membership
- Proposing New Members 254-EN (515)
- Creating a Positive Experience for Prospective Member
- Introducing New Members to Rotary

## ***Session Topics***

- 1) What characteristics should your club have so they want to join us?
- 2) What are the characteristics of a potential Rotarian?
- 3) Where can we look to find new members?
- 4) Does your club reflect your community? What does this mean? Does it matter?
- 5) How does your club welcome visitors and prospective members?

## **Summary**

- Building a strong club attracts new members.
- Making people feel welcome and included builds a strong club.



## Attracting New Members

- The concept of “attracting members” is that a Rotary club should be vibrant and known in their community, and therefore that it should be attractive to prospective members.
- Membership in a Rotary club is by proposal of a member and invitation by the club.
- Rotary clubs are members of the organization called Rotary International and subject to its charter and bylaws (unless modified) including requirements regarding membership.
- Rotary clubs select their own members but are subject to the laws of their jurisdiction and Rotary policies on membership.
- The 2016 Council on Legislation, “Rotary’s Congress” passed several changes allowing clubs to decide what works best for them in the area of attracting members. Some of the changes:
  - Clubs can decide to vary their meeting times.
  - Clubs decide whether to meet online or in person.
  - Clubs decide when to cancel a meeting, as long as they meet at least twice a month.
  - Clubs can provide that a service activity or other club function can serve as a meeting.
  - Clubs have flexibility in choosing their membership rules and requirements.
  - Replaced the previous six membership criteria from the RI Constitution with a simple requirement that a member be a person of good character who has a good reputation in their business or community and is willing to serve the community.
- Rotary continues to promote policies that are targeted toward introducing younger persons to Rotary, including making Rotary membership more convenient and affordable.
- Women have been eligible to join Rotary since 1989. As of 2024, women constitute about 28% of Rotarians worldwide.

## Classification List

This Classification list is general in nature and could be used in most medium size Rotary Clubs.

To customize it for your club simply remove the classifications that are not available in your area and add those that are not shown on this list. It is suggested that you use a Chamber of Commerce business list or the headings in your local yellow page phone directory to help modify this list to fit your available classifications.

Reformat and show your member's name after their classification and the classifications left without a name are the ones you need to start filling.

Accounting Service-Commercial	Bicycle-Service	Contractors-Electrical
Accounting Service-Management	Blueprint Services	Contractors-General
Accounting Service-Personal	Boat-Services	Contractors-Grading & Paving
Addressing Service	Boat-Sales New	Contractors-Masonry
Advertising, General	Boat-Sales Used	Contractors-Painting
Advertising, Direct Mail	Book-Distribution	Contractors-Roofing
Advertising, Outdoors	Book-Publishing	Contractors-Supplies
Advertising, Periodical	Book-Sales	Copier-Sales
Advertising, Radio	Bookkeeping Services	Copier-Services
Advertising, Specialty	Bottle Gas Distribution	Copier-Supplies
Advertising, Aerial	Bowling Centers	Copywriters
Aircraft-Maintenance	Broadcasting-Radio	Cosmetics-Retail
Aircraft-Sales	Broadcasting-Television	Counseling Services
Airport Management	Building Construction	Courier Services
Airport Services	Building Materials-Retailing	Credit Card Accounting
Airport Transportation	Building Services	Credit Card Services
Alcohol & Drug Programs	Burglar Alarm Services	Credit Union Services
Answering Services	Business Forms & Systems	Cycle Accessories-Retail
Antique Sales	Business Services	Dance Studio
Apartment, Rentals	Bus Transportation	Data Processing
Appliances-Retail	Cable Television Services	Day Care
Appliances-Service	Camera-Rental	Decorating Materials-Retailing
Appraising Service-Commercial	Camera-Repair	Delicatessen
Architecture-Building	Camera Sales-Retail	Dental Lab
Architecture-Landscape	Candies-Retail	Dentistry-General
Artists Materials-Retail	Carpet-Cleaning	Dentistry-Oral Surgery
Asphalt Products	Carpet-Sales	Dentistry-Orthodontics
Association Management	Catering Services	Dentistry-Preventative
Athletic Club	Cemeteries	Department Stores
Athletic Teams	Chamber of Commerce	Desktop Publishing
Auctioning Services	Check Cashing Services	Developers
Audio Visual Services	Child Care Services	Direct Mail Services
Auto-Body	Chiropractic Services	Draperies-Retail
Auto-Care	Cleaning Services-Home	Drug Stores
Auto-Clubs	Cleaning Services-Commercial	Dry Cleaners
Auto-Customizing	Clock-Sales	Dry Goods-Retailing
Auto-Leasing	Clock-Service	Education-Primary
Auto-Rentals	Closet Organizer Systems	Education-Commercial
Auto-Sales New	Clothing-Children	Education-Community College
Auto-Sales Used	Clothing-Collectible	Education-Private Schools
Auto-Sales Foreign	Clothing-Men	Education-Secondary
Auto-Servicing	Clothing-Women	Education-Special
Auto-Towing	Clubs & Associations	Education-University
Auto-Wrecking	Cocktail Lounges	Educational Services
Baking-Commercial	Coffee Distribution	Educational Supplies
Baking-Pastry	Collection Services	Electrical Supplies-Retail
Baking-Retailing	Communications-Paging	Electrical Supplies-Wholesale
Banking-Commercial	Communications-Systems	Electronic Manufacturer
Banking-Retail	Computer-Consulting	Electronic Products-Retail
Banking-Services	Computer-Furniture	Emergency Services
Barbering	Computer-Hardware	Employment Agency
Bath Fixtures-Sales	Computer-Retail	Employment Skills Training
Bath Fixtures-Refinishing	Computer-Services	Engineering-Audio
Beauty Salon	Computer-Software	Engineering-Civil
Beauty Salon-Supply	Computer-Supplies	Engineering-Communication
Beverage-Distribution	Computer-Training	Engineering-Electrical
Beverage-Retailing	Construction-Commercial	Engineering-Industrial
Bicycle-Manufacturers	Construction-Remodeling	Engineering-Marine
Bicycle-Retailing	Construction-Residential	Engineering-Petroleum

## Classification List

Engineering-Professional	Law-Bankruptcy	Real Estate-Rentals
Entertainment Services	Law-Business	Real Estate-Residential
Environmental Consulting	Law-Civil Litigation	Recording Services
Event Planners	Law-Computer	Recreational Services
Exercise Equipment Sales	Law-Commercial	Recycling Services
Express & Transfer Services	Law-Contract	Rehabilitation-Medical
Farming	Law-Copyright	Religion
Feed Store	Law-Corporation	Reporting Services-Deposition
Finance Companies	Law-Criminal	Restaurant-Fast Food
Financial Consulting	Law Enforcement	Restaurant-Family
Financial Planning	Law-Estate Planning	Restaurant-Management
Fire Equipment-Sales	Law-Family	Restaurant Specialty-Mexican
Fire Equipment-Services	Law-General Practice	Restaurant Specialty-Pizza
Fire Protection-Municipal	Law-Insurance	Restaurant Specialty-Sandwich
Fire Protection-Sprinklers	Law-Labor	Retirement Homes
Flooring-Installation	Law-Malpractice	Rubber Stamp Co.
Flooring-Sales	Law-Personal Injury	Savings & Loans Associations
Floral Supplies	Law-Real Estate	Secretarial Services
Florist-Retail	Law-Workers Compensation	Security Services
Florist-Wholesale	Lighting Supplies	Security Systems
Food Products	Liquor & Wine-Retailing	Service Stations
Forest Products	Loans-Commercial	Sewing Machines-Retailing
Formal Wear	Loans-Real Estate	Scouting
Frozen Food Lockers	Loans-SBA	Shoes-Retailing
Funeral Chapel	Luggage-Retailing	Shopping Center Management
Furniture-Retail	Lumber-Retailing	Signs
Furniture-Rental	Machine Shop	Sporting Goods-Retailing
Furniture-Wholesale	Management Consulting	Stationers
Garages	Management Training	Stock & Bond Breakage
Gas Services	Medical Products	Storage Services
Gift Shops	Microfilming	Tax Service
Glass Dealer	Mobile Home Park Management	Taxi Services
Glass-Stained	Mortgage Companies	Tire Sales-Retail
Golf Courses	Motorcycle-Retail	Tire Sales-Wholesale
Golf Equipment	Motorcycle-Service	Title Companies
Governmental Agencies	Moving & Storage	Toys-Retailing
Governmental Relations	Music Stores	Tractor Sales & Service
Graphic Designs	Newspaper Publishing	Transportation-Air
Groceries-Distribution	Non-profit Organizations	Transportation-Ambulance
Groceries-Retailing	Nursing Services	Transportation-Bus
Halls-Rental	Office Equipment	Transportation-Limousine
Hardware-Retailing	Office Supplies	Transportation-Truck
Health Care-Public	Opticians	Travel Agency
Health Care-In Home	Optometrists	Tree Services
Heating/Air Conditioning Service	Party Supplies-Retailing	Trophy-Retailing
Hospitals-General	Pet Grooming	Vending Supplies
Hospitals-Convalescent	Pet Shop	Video Production Services
Hospitals-Psychiatric	Petroleum Distribution	Waste Disposal Services
Hospitals-Veterinary	Photo Finishing	Water Treatment
Hotel Management	Photography-Aerial	Welcoming Services
Ice Cream Parlors	Photography-Commercial	Word Processing Services
Import Stores	Photography-Portrait	
Import/Exporting	Physical Therapy	
Insurance-Auto	Picture Framing	
Insurance-Benefits	Polygraph Services	
Insurance-Home	Pool Services	
Insurance-Life	Postal/Message Services	
Insurance-Marine	Postal Service	
Interior Decorating	Printing Broker	
Internet Marketing	Printing-Checks	
Internet Service Provider	Printing Services	
Inventory Services	Property Management	
Investments & Securities	Public Utilities-Gas/Electric	
Janitorial Services	Public Utilities-Telephone	
Janitorial Supplies	Public Utilities-Water Service	
Jewelry-Design	Publicity/Public Relations	
Jewelry-Retail	Real Estate-Commercial	
Kitchen Cabinet-Sales	Real Estate-Consulting	
Landscaping-Commercial	Real Estate-Management	
Laundry Equipment-Leasing	Real Estate-Relocation Service	

Note: Rotary International made changes to the Standard Rotary Club Constitution that permits members to join without a classification.

# Club Communication



*I can serve by leading and promoting effective communications to my club's internal and external audiences. Refine and practice my skills.*

## **Session Goals**

- Review the importance of effective communication in a complex society
- Prioritize the most effective communication opportunities within the club and the local community
- Create more awareness of District Communication methods

## **Resources**

- Introducing a Speaker
- 10 Tips for Public Speaking
- Rotary Brand Center
- Rotary Learning Center

## Session Topics

- 1) What opportunities exist for a leader or any member of a Rotary club to communicate with other club members?
- 2) Exercise! Introducing a Speaker
- 3) Is your community aware of your club? How can we be better at Public Relations?  
Is there something about your club that the community recognizes?  
Is it different from the brand of Rotary International?
- 4) What problems exist for effective communication? How can we address these issues?  
Does the age of the target make a difference?

5) Does your club have a Public Image chair? A team? What is their role? How is it working?

6) How does your District communicate with your club?

7) How have communications changed in the past 10 years? 20 years? How has your club communication changed recently?

8) Exercise!

9) How can club members be part of the Public Image strategy?

10) What resources are available to you and your club?

**Summary:**

- Communication is only effective if the intended recipient engages.
- Communication is the most difficult challenge we are likely to face as a club leader.



## INTRODUCING A SPEAKER

### Some Things to Think About

#### ● The Preparation

- Visit with the speaker beforehand. If you can't, do some research (Google, etc.).
- Learn one or two personal bits of information about the speaker to use in the introduction.
- Think of something you can share from your own experience that connects you with the speaker and/or topic.
- Pick out a few relevant items to use from the printed bio but, above all, don't "read" the bio!

#### ● The Approach

- 60 to 90 seconds is about right.
  - Practice and time yourself
- Avoid clichés: "This person needs no introduction," for instance.
- Develop eye contact with the audience; Look up frequently from your notes
- Be enthusiastic and upbeat

#### ● The Introduction

- Introduce yourself unless someone has already done it for you
- Identify the speaker and the topic/title
- Explain why the speaker is qualified to speak on this topic (background; current or past positions, etc.)
- Tell why this subject is important to your audience
- Share some personal information about the speaker (and you)
- End the introduction on a high note with your voice and body language, i.e. "It is MY PLEASURE to present....etc." Lead the applause!
- Welcome the speaker to the lectern, shake hands and "turn over the audience" to him or her.

Source: Zones 21B/27 Rotary Institute 2014



## **10 Tips for Public Speaking**

**Feeling some nervousness before giving a speech is natural and even beneficial, but too much nervousness can be detrimental.**

Here are some proven tips on how to control your butterflies & give better presentations:

1. **Know your material.** Pick a topic you are interested in. Know more about it than you include in your speech. Use humor, personal stories and conversational language – that way you won't easily forget what to say.
2. **Practice. Practice. Practice!** Rehearse out loud with all equipment you plan on using. Revise as necessary. Work to control filler words; Practice, pause and breathe. Practice with a timer and allow time for the unexpected.
3. **Know the audience.** Greet some of the audience members as they arrive. It's easier to speak to a group of friends than to strangers.
4. **Know the room.** Arrive early, walk around the speaking area and practice using the microphone and any visual aids.
5. **Relax.** Begin by addressing the audience. It buys you time and calms your nerves. Pause, smile and count to three before saying anything. ("One one-thousand, two one-thousand, three one-thousand. Pause. Begin.) Transform nervous energy into enthusiasm.
6. **Visualize yourself giving your speech.** Imagine yourself speaking, your voice loud, clear and confident. Visualize the audience clapping – it will boost your confidence.
7. **Realize that people want you to succeed.** Audiences want you to be interesting, stimulating, informative and entertaining. They're rooting for you.
8. **Don't apologize** for any nervousness or problem – the audience probably never noticed it.
9. **Concentrate on the message – not the medium.** Focus your attention away from your own anxieties and concentrate on your message and your audience.
10. **Gain experience.** Mainly, your speech should represent *you* — as an authority and as a person. Experience builds confidence, which is the key to effective speaking. A Toastmasters club can provide the experience you need in a safe and friendly environment.

Free resource from [www.toastmasters.org](http://www.toastmasters.org)

# Team Building

*I can lead and promote my club's collaboration in effective and motivated groups to accomplish our goals of service. Harness the real power of Rotary clubs and Rotarians!*



## Session Goals

- Reflect on one's own leadership style
- Compare the advantages and disadvantages of leadership styles in a volunteer environment
- Investigate the importance of team building in Rotary
- Relate teamwork to leadership development

## Resources

- Club Committee Structures
- Urbana University Exercise
- Rotary Club Coat of Arms
- Leadership Styles
- Rotary Learning Center – Club President Essentials
- Be a Vibrant Club

## ***Session Topics***

- 1) Does your club use teamwork? How? What does teamwork look like in your club?
- 2) Is teamwork helpful or not? Give examples.
- 3) Does your club have committees? What is the difference between a committee and a team? Is there a difference? Explain.
- 4) How do leadership styles affect a team?
- 5) In a committee, what is the role of the committee chair?
- 6) What is the difference between delegating authority and assigning responsibilities? Is there a difference?
- 7) Please take a look at the attachment: **Stages of Team Development**. How does leadership style fit into this?
- 8) How can we make effective Rotarian teams and committee teams? Do teams look the same in all clubs? Why or why not?

## Summary

- Teamwork is a skill
- Teams help us accomplish goals quicker and better
- Leadership is part of teamwork

# SAMPLE CLUB COMMITTEE STRUCTURE

Rotary recommends five club committees. Clubs can add, eliminate, or combine committees or subcommittees according to their interests, activities, and number of members. Assistant governors or district governors can help club leaders determine suitable subcommittees.

OPTION 1: Standard Rotary Club Committees					
COMMITTEES	Club administration	Membership	Public image	Service projects	Rotary Foundation
	<ul style="list-style-type: none"> <li>• Club program</li> <li>• Member communications</li> <li>• Website</li> <li>• Social events</li> </ul>	<ul style="list-style-type: none"> <li>• Attraction</li> <li>• Engagement</li> <li>• New member orientation</li> <li>• Diversity</li> </ul>	<ul style="list-style-type: none"> <li>• Media relations</li> <li>• Advertising and marketing</li> <li>• Web and social media</li> </ul>	<ul style="list-style-type: none"> <li>• International</li> <li>• Community</li> <li>• Vocational</li> <li>• Youth service</li> <li>• Fundraising (for club projects)</li> </ul>	<ul style="list-style-type: none"> <li>• Polio</li> <li>• Fundraising (for grants)</li> <li>• Grants</li> </ul>

OPTION 2: Small Rotary Club Committees					
COMMITTEES	Club administration	Membership	Public image	Service projects	Rotary Foundation

OPTION 3: Large Rotary Club Committees					
COMMITTEES	Club administration	Membership	Public image	Service projects	Rotary Foundation
	POSSIBLE SUBCOMMITTEES	POSSIBLE SUBCOMMITTEES	POSSIBLE SUBCOMMITTEES	POSSIBLE SUBCOMMITTEES	POSSIBLE SUBCOMMITTEES
	<ul style="list-style-type: none"> <li>• Club program</li> <li>• Club communications</li> <li>• Website</li> <li>• Social events</li> </ul>	<ul style="list-style-type: none"> <li>• Attraction</li> <li>• Engagement</li> <li>• New member orientation</li> <li>• Diversity</li> <li>• New clubs</li> <li>• Membership leads</li> <li>• Assessment</li> </ul>	<ul style="list-style-type: none"> <li>• Media relations</li> <li>• Advertising and marketing</li> <li>• Web and social media</li> </ul>	<ul style="list-style-type: none"> <li>• International</li> <li>• Community</li> <li>• Vocational</li> <li>• Youth service</li> <li>• Fundraising (for club projects)</li> </ul>	<ul style="list-style-type: none"> <li>• Polio</li> <li>• Fundraising (for grants)</li> <li>• Grants</li> <li>• Annual giving</li> <li>• Major giving</li> <li>• Stewardship</li> </ul>

## Rotary Club Coat of Arms or Banner Exercise

**MATERIALS:** Use the blank shield on the next page or draw on flip chart pads.

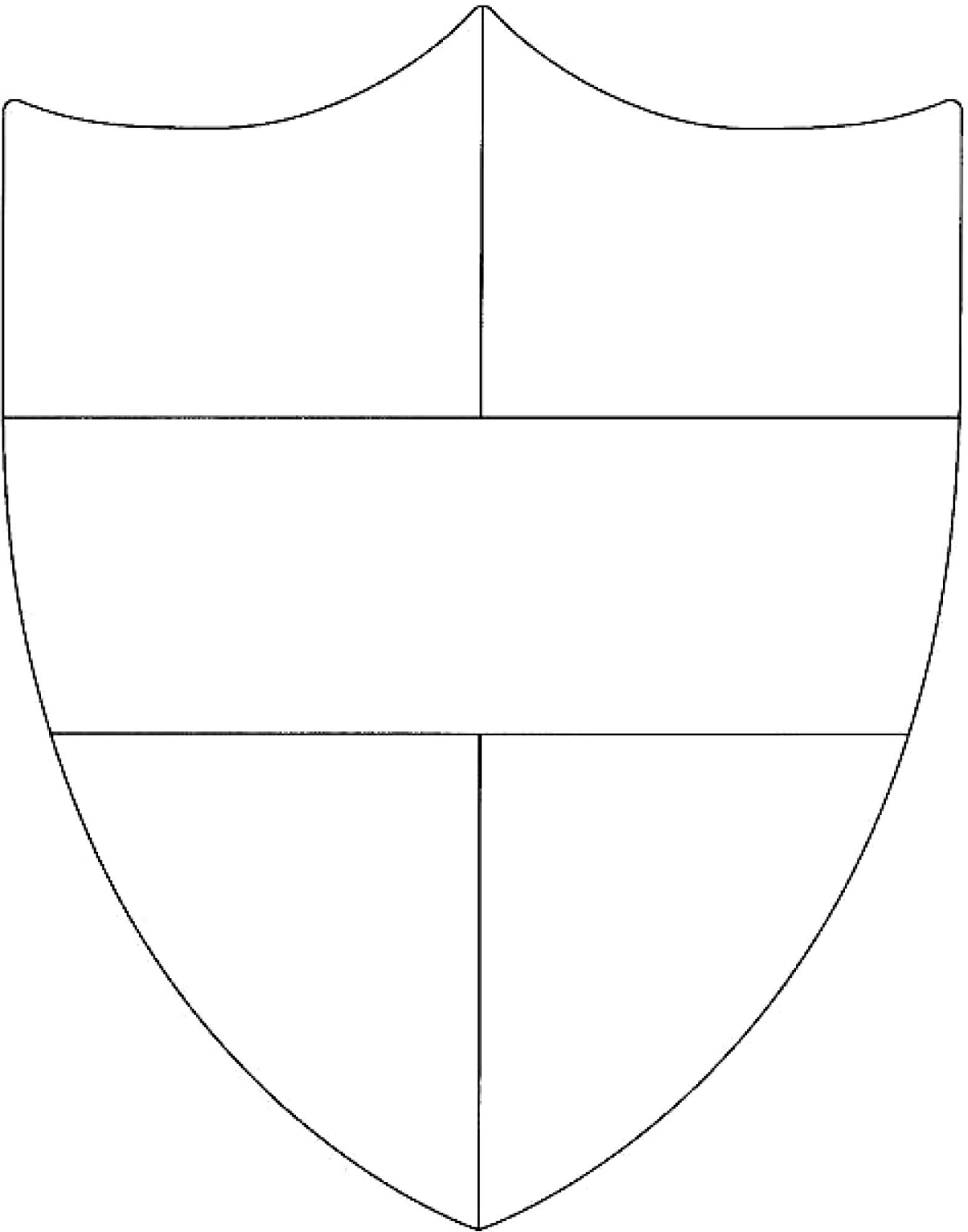
**TIME:** Groups have 20 minutes to create their Rotary Club Coat of Arms and 15 minutes are recommended to review the follow up questions.

**EXERCISE:** The class should be divided into groups. Instructions should be read by the Facilitator and limited to the precise instructions below.  
Groups should be spaced apart and work independently from each other.

**INSTRUCTIONS:** Heraldry is the practice of designing, displaying, describing and recording a coat of arms. It is a system of identification that is a very personal and unique form of individual or group expression. A coat of arms is used to illustrate specific characteristics, deeds, accomplishments or traits that are important to the individual or organization. The term “Blazon” comes from the German “To blow the horn.” At a tournament, the “herald” would sound the trumpet, and it was their duty to explain the meaning of the shields or “coat of arms” to the other participants. Thus “blazon” meant to “describe a shield in words using heraldic terms.”

The goal is to design, develop and explain a Rotary coat of arms and heraldry. The students are not limited to using the enclosed blank shield and may design a coat of arms in whatever manner they wish. However, all items, symbols, colors or designs must be explained and relevant to Rotary, their clubs or districts. Note that the artwork, colors and designs do not have to be perfect. But they need to be clear enough so they can be explained and so the class can understand the concepts represented. After teams have had a chance to display and explain their coats of arms, the follow up questions and group discussion will be led by the Facilitator.

## Club Coat of Arms





## **Urbana University of Illinois Exercise**

### **Background:**

The Club began six months ago with 4 leaders who had become impressed with Rotary through Polio Plus activities and results. They started meeting weekly on Wednesdays at 5:30 and agreed amongst themselves that they would bring together a strong group of leaders like themselves within the next year. The four took on the offices of President, Vice President, Secretary, and Treasurer. To date they have recruited 26 new members.

Within a month, a community service project was being accomplished each month. These projects were being so well accomplished by the team of 4 that new members were recruited by each new project. Each Club meeting was a planning meeting for next month's project or a speaker from the community describing a specific need. New members were put in charge of certain parts of the service projects. As members became excited about what the Club was able to accomplish, they started to recommend their friends for membership.

New members were also recruited from the Club program speakers.

### **Current Situation:**

In two weeks they will install and welcome 10 more members. But the group of four are getting overwhelmed with everything. So President Jack told the other officers, "we need to build an effective team to help carry the leadership load. I am appointing a committee to come up with a recommendation on how we can build a team".

### **Assignment:**

In the next 15 minutes, develop a recommendation on how this club can build a team. What specific steps do they need to follow?

## **Leadership Styles**

A leadership style refers to the methods leaders use to engage with, motivate, and direct their fellow workers or volunteers. They take into account not just how they interact with their teams but also how they approach things like overall strategy and stakeholder management.

People have been theorizing about what makes a great leader for centuries – Aristotle said that to be a good leader, you must first be a good follower. However, it has only been in the past few years that we have identified specific leadership behaviors ... and which ones are most successful for us as Rotarians. It should be noted that leadership styles change based on different situations.

Knowing our own leadership style will help us as we delegate tasks in our clubs, adapt to change, work towards our goals, support others in the organization and provide feedback to our club members.

### **Coaching**

The coaching leadership style involves a recognition of, and the nurturing of the strengths of each team member and working with them to improve the desired outcomes of the team; it is most effective in building relationships.

### **Visionary**

The “big-picture” thinker on the team will see how actions reflect those in the RI Action Plan or the District Strategic Plan and will use these to unite and inspire members. Visionary leaders help to identify the goals and encourage others to think about how to reach them. The “visionary” is important when big changes are on the horizon.

### **Transformational**

Transformational leaders motivate others to be creative in their approach to club goals and objectives; this leadership style is often seen as a combination of coaching and visionary styles. If your club is experiencing a great deal of change, this leadership style is a good fit; examples might include the development of satellite clubs or the merger of two existing clubs. Transformational leaders work with club committees to investigate and implement new directions.

### **Servant**

Servant leaders consider their roles as being to help others in the team to succeed – empowering, encouraging and bringing people together who may have different viewpoints on an issue. This style of leadership is often found in e-clubs where remote teams work together.

### **Autocrat/Authoritarian**

This type of leadership can be helpful in some situations where there is a crisis and there is a need for quick decision-making based on having key information. This is a more suitable “fit” for business than for a volunteer organization.

## **Laissez-faire**

Whereas the autocrat might dictate direction and terms of assignments, the Laissez-faire leader will ask members to explore the topic on their own terms; this leadership style is best suited to a young club (or a club with many Millennials and Gen Zs, and Rotaractors, where creativity and innovation may abound.

## **Democratic**

Leaders who illustrate this style look for compromises and listen carefully to all perspectives. It is effective with clubs that have a history of skilled and experienced leadership. Clubs that are led by democratic leaders usually show much loyalty to the club, have high attendance rates since members feel valued.

## **Pacesetter**

This leadership style places an emphasis on the achievement of goals ... and often better than the expectation ... and with more speed. Pacesetters set high standards for themselves and for others in the club. This style of leadership will be of value in fundraising committees and project planning in the club.

The following two styles may be valuable in some business cases, but rarely are successful in a volunteer organization.

## **Transactional**

This leadership style, which emphasizes efficiency and sustainability is found more in business than in volunteer organizations like Rotary. It is often associated with rewards for good work and punishment for lack of performance. Since this leadership style reflects rewards for performance, it is not generally viewed positively in places where the members are self-motivated, encourage collaboration and member support.

## **Bureaucratic**

This leadership style is more common in older, traditional businesses and institutions where hierarchical structure is favored. Although it may be found in some situations in volunteer organizations, this style has little opportunity for success in Rotary. With a lack of predictability in our near future and with innovation (meeting times, projects, club structure), this leadership style seems somewhat out of place.

## Bruce Tuckman's Stages of Team Development

### Stage 1: Forming

In the **Forming** stage, personal relations are characterized by dependence. Group members rely on safe, patterned behavior and look to the group leader for guidance and direction. Group members have a desire for acceptance by the group and a need to know that the group is safe. They set about gathering impressions and data about the similarities and differences among them and forming preferences for future subgrouping.

Rules of behavior seem to be to keep things simple and to avoid controversy. Serious topics and feelings are avoided.

The major task functions also concern orientation. Members attempt to become oriented to the tasks as well as to one another. Discussion centers around defining the scope of the task, how to approach it, and similar concerns. To grow from this stage to the next, each member must relinquish the comfort of non-threatening topics and risk the possibility of conflict.

### Stage 2: Storming

The next stage, which Tuckman calls **Storming**, is characterized by competition and conflict in the personal- relations dimension and organization in the task-functions dimension. As the group members attempt to organize for the task, conflict inevitably results in their personal relations. Individuals have to bend and mold their feelings, ideas, attitudes, and beliefs to suit the group organization. Because of "fear of exposure" or "fear of failure," there will be an increased desire for structural clarification and commitment. Although conflicts may or may not surface as group issues, they do exist. Questions will arise about who is going to be responsible for what, what the rules are, what the reward system is, and what criteria for evaluation are.

These reflect conflicts over leadership, structure, power, and authority. There may be wide swings in members' behavior based on emerging issues of competition and hostilities.

Because of the discomfort generated during this stage, some members may remain completely silent while others attempt to dominate.

In order to progress to the next stage, group members must move from a "testing and proving" mentality to a problem-solving mentality. The most important trait in helping groups to move on to the next stage seems to be the ability to listen.

### Stage 3: Norming

In Tuckman's **Norming** stage, interpersonal relations are characterized by cohesion. Group members are engaged in active acknowledgment of all members' contributions, community building and maintenance, and solving of group issues. Members are willing to change their preconceived ideas or opinions on the basis of facts presented by other members, and they actively ask questions of one another. Leadership is shared, and cliques dissolve. When members begin to know-and identify with-one another, the level of trust in their personal relations contributes to the development of group cohesion. It is during this stage of development (assuming the group gets this far) that people begin to experience a sense of group belonging and a feeling of relief as a result of resolving interpersonal conflicts.

The major task function of stage three is the data flow between group members: They share

feelings and ideas, solicit and give feedback to one another, and explore actions related to the task. Creativity is high. If this stage of data flow and cohesion is attained by the group members, their interactions are characterized by openness and sharing of information on both a personal and task level. They feel good about being part of an effective group.

The major drawback of the norming stage is that members may begin to fear the inevitable future breakup of the group; they may resist change of any sort.

#### **Stage 4: Performing**

The **Performing** stage is not reached by all groups. If group members are able to evolve to stage four, their capacity, range, and depth of personal relations expand to true interdependence. In this stage, people can work independently, in subgroups, or as a total unit with equal facility. Their roles and authorities dynamically adjust to the changing needs of the group and individuals. Stage four is marked by interdependence in personal relations and problem solving in the realm of task functions. By now, the group should be most productive. Individual members have become self-assuring, and the need for group approval is past. Members are both highly task oriented and highly people oriented. There is unity: group identity is complete, group morale is high, and group loyalty is intense. The task function becomes genuine problem solving, leading toward optimal solutions and optimum group development. There is support for experimentation in solving problems and an emphasis on achievement. The overall goal is productivity through problem solving and work.

#### **Stage 5: Adjourning**

Tuckman's final stage, **Adjourning**, involves the termination of task behaviors and disengagement from relationships. A planned conclusion usually includes recognition for participation and achievement and an opportunity for members to say personal goodbyes. Concluding a group can create some apprehension - in effect, a minor crisis. The termination of the group is a regressive movement from giving up control to giving up inclusion in the group. The most effective interventions in this stage are those that facilitate task termination and the disengagement process.

Adapted from:

Tuckman, B. (1965) *Developmental Sequence in Small Groups*. Psychological Bulletin, 63, 384-399.

Tuckman, B. & Jensen, M. (1977) *Stages of Small Group Development*. Group and Organizational Studies, 2, 419-427.

For a group to develop properly through the stages of group development, it needs to do the following:

1. Rotate the responsibility of group facilitation.
2. The purpose/mission of the group must be clear to all members and the purpose/mission should be periodically revisited.
3. Ground rules should be established and monitored.
4. Help group understand that “conflict” (conflict in a positive way) is a normal and perhaps necessary part of group development.
5. Group must be reminded to “listen” to each other.
6. Wrap-up at the end of each session should be comprised of meaningful and constructive comments relative to group process.
7. Everyone must contribute and work to make the group a “learning team.”

Resource: George Mason University: *Five Stages of Group Development*

# Foundation II: Targeted Service



*I can lead and promote my club's participation in unique, significant, and targeted service opportunities through our Foundation. Understand the key concepts of Rotary programs!*

## Session Goals

- Review the Rotary Foundation Grant Model
- Learn how the Grant Model supports club projects
- Learn the role of Rotary's Areas of Focus
- Understand the importance of sustainability

**Resources, from either this Part II Workbook or on website,  
<https://lonestarrli.com/find-an-event/>**

- Foundation Grant Model
- Making a Difference With Rotary Grants
- Share System & Foundation Funding
- Six Steps to Sustainability
- Rotary's Areas of Focus
- The Rotary Foundation Reference Guide
- Terms and Conditions District Grants
- Terms and Conditions Global Grants
- Conducting Community Assessments

## ***Session Topics***

1. Let's review what we learned in Part 1: What is the mission of The Rotary Foundation?
2. What are the two main types of grants? How can each grant type be used?
3. Let's take another look at the seven areas of focus. Why are they important?  
What are they?
4. What do you think is meant by "sustainable"?  
What is the value of sustainability in projects?



5. One of the requirements for a Global Grant is that a community needs assessment be conducted. Why do you think a community needs assessment is required?  
Why is it important? How would you conduct a community needs assessment for a possible project in a country thousands of miles from your own club?

6. How can Making a Difference With Rotary Grants encourage Rotarians and Rotaractors to participate and contribute?

## 7. Can Making a Difference With Rotary Grants help the club's public image?

## Summary

- The Rotary Foundation allows Rotarians to Do Good in the World using grants.
- The Areas of Focus allow us to focus our efforts and work together to create sustainable projects.

## Foundation Grant Models

District Grants	Global Grants
Fund small-scale, short-term activities that address needs in your community and communities abroad. Each district chooses which activities it will fund with these grants.	Support large international activities with sustainable, measurable outcomes in Rotary's areas of focus. Grant sponsors form international partnerships that respond to real community needs.
Humanitarian projects, including service travel and disaster recovery efforts Scholarships for any level, length of time, location, or area of study Youth programs, including Rotary Youth Exchange, Rotary Youth Leadership Awards (RYLA), Rotaract, and Interact Vocational training teams, which are groups of professionals who travel abroad either to teach local professionals about their field or to learn more about it themselves You have plenty of freedom to customize your service projects.	Requires clubs in two countries.  Global grants can fund: Humanitarian projects Scholarships for graduate-level academic studies Vocational training teams, which are groups of professionals who travel abroad either to teach local professionals about their field or to learn more about it themselves

Refer to the Terms and Conditions for Rotary Foundation District Grants and Terms and Conditions for Global Grants (included as a resource at the beginning of this session) for information about district and global grant requirements.

### What are Programs of Scale programs?

Programs of Scale supports longer-term, high-impact programs led by Rotary members. These programs are:

- **Evidence-based** interventions that must have already demonstrated success in affecting change;
- **Locally-relevant** to the needs, priorities, and institutional structures of the setting and intended beneficiaries;
- **Ready to grow** by having the right stakeholders and systems engaged to bring the intended benefits to new settings, such as a different community or group of people;
- Implemented according to a **strong program logic** and have integrated **monitoring, evaluation, and collaborative** learning systems; and
- Guided by Rotary members in partnership with others, **leveraging the unique strengths of Rotary**.

For more details : <https://my.rotary.org/en/take-action/apply-grants/programs-scale-grants>



# Donation to Annual Fund **SHARE**

Donation is invested for  
3 years; growth supports  
Foundation operations.



## SPENDING DECISIONS SHARED

### **World Fund** (Trustee discretion)



GLOBAL  
GRANTS AND  
PROGRAMS\*

### **District Designated Funds (DDF)** (District discretion)



DISTRICT  
GRANTS      GLOBAL  
GRANTS

\*Includes PolioPlus, Rotary Peace Centers, other districts,  
and the Endowment Fund (areas of focus)

# SUSTAINABILITY

For Rotary, sustainability means providing long-term solutions to community problems that community members themselves can support after the grant funding ends.



## Start with the community

Identify a need and develop a solution that builds on community strengths and aligns with local values and culture.



## Encourage local ownership

Identify key community members who can help pioneer lasting improvements.



## Provide training

A project's success depends on people.



## Buy local

Purchase equipment and technology from local sources.



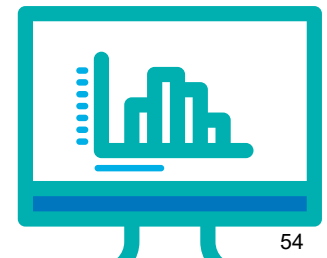
## Find local funding

Get local funding through governments, hospitals, companies, and other organizations.



## Measure your success

Develop clear and measurable project outcomes and determine how you will collect your data.



## The Rotary Foundation Areas of Focus

***We have identified specific causes to target to maximize our local and global impact. At the same time, we understand that each community has its own unique needs and concerns.***

***Through global grants and other resources, we help clubs focus their service efforts in the following areas.***



### **Peacebuilding and Conflict Prevention**

More than 79.5 million people fled war, persecution, and conflict in 2019 according to the United Nations. Through our partnerships with several leading universities, Rotary Peace Fellows develop the skills to strengthen peace efforts, train local leaders to prevent and mediate conflict, and support long-term peace building in areas affected by conflict. We provide up to 130 peace fellowships per year at Rotary Peace Centers.



### **Disease Prevention & Treatment**

WHO reports over 15 million, aged 30 to 69, die prematurely because of noncommunicable diseases; 85% of those deaths occur in low to middle-income countries. We aim to improve access to low-cost / free health care in underdeveloped areas. Members educate and mobilize communities to help prevent the spread of diseases such as polio, HIV/AIDS, and malaria. Many projects ensure medical training facilities are where the workforce lives.



### **Water, Sanitation & Hygiene**

More than 2.5 billion people lack access to adequate sanitation facilities. Yearly 297,000 children under the age of five die from preventable water and sanitation-related diarrheal diseases. Our projects give communities the ability to develop and maintain sustainable water and sanitation systems and support studies related to water and sanitation.



### **Maternal & Child Health**

In 2019 WHO reported 5.2 million children under age five died mostly from preventable and treatable causes. To help reduce this rate, we provide immunizations and antibiotics to babies, improve access to essential medical services, and support trained health care providers for mothers and their children. Our projects ensure sustainability by empowering the local community to take ownership of health care training programs.



### **Basic Education & Literacy**

Sixty-seven million children worldwide have no access to education and more than 775 million people over the age of 15 are illiterate. Our goal is to strengthen the capacity of communities to support basic education and literacy, reduce gender disparity in education, and increase adult literacy.



### **Community & Economic Development**

Nearly 1.4 billion employed people live on less than \$1.25 a day. We carry out service projects that enhance economic and community development and develop opportunities for decent and productive work for young and old. We also help strengthen local entrepreneurs and community leaders, particularly women, in impoverished communities.



### **Environment**

Global environmental issues represent some of the defining challenges facing humanity, and solutions account for our relationship with nature and natural resources connect us both locally and globally.



# MAKING A DIFFERENCE WITH ROTARY GRANTS

Rotary members around the world have access to different kinds of grants from The Rotary Foundation to support service projects, offer scholarships, and organize other activities that make a difference in their own communities and far away. Explore four grant options that can help turn your vision into reality.



MORE INFORMATION:  
[rotary.org/grants](https://rotary.org/grants)

	DISTRICT GRANTS	GLOBAL GRANTS	DISASTER RESPONSE GRANTS	PROGRAMS OF SCALE GRANTS
<b>How do we use these?</b>	These can address community needs in alignment with the Foundation's mission.	These support larger, international projects that align with an area of focus. They can also support scholarships and vocational training teams.	These support relief and recovery efforts in communities affected by natural disasters. They can be used to provide basic items like water, food, medicine, and clothing.	These competitive grants allow Rotary members to work with experienced partners and expand proven activities that align with an area of focus to make a significant impact.
<b>What's the time frame?</b>	These are for short-term activities that have a limited scope.	Use these for longer-term, sustainable projects that address needs identified in a community assessment.	Your district works with local entities on relief or recovery activities within six months of a disaster.	These evidence-based, sustainable, and measurable programs are implemented over three to five years.
<b>Do we need a partner?</b>	No, but it's often a good idea to work with other local organizations.	You need to work with another club or district, either as the host sponsor or international sponsor.	No, but your district should collaborate with local organizations to meet critical needs.	You need to work with implementing and investment partners outside Rotary and should also collaborate with other Rotary entities.
<b>Who can apply?</b>	A district, which can distribute funds to clubs	Clubs and districts	A district	A club or district
<b>Do we need to be qualified to apply for grants?</b>	Your district needs to be qualified.	Both sponsors need to be qualified.	Your district needs to be qualified.	The club or district leading the program needs to be qualified.
<b>What funding is available?</b>	Your district can seek up to 50% of its District Designated Funds allocated for that year.	Global grants have a minimum project budget of US\$30,000. You can ask for up to US\$400,000 from the World Fund.	Districts can get up to US\$25,000 if the Disaster Response Fund has funds available.	One US\$2 million grant may be awarded each year. Sponsors need to secure US\$500,000 from one or more investment partners outside Rotary.
<b>How and when do we apply?</b>	Your district applies by 15 May of the Rotary year for which you're requesting funds. Your club applies to the district.	Clubs and districts can apply throughout the year.	Your district applies within six months of the disaster.	Your club or district submits a concept note by 1 August. Select programs are invited to develop a full proposal that is due in January of the following year.





# Lone Star Division RLI



**Register NOW  
for the NEXT Part!!**