



**GRADUATE SEMINAR IN LEADERSHIP-PROGRAM ONE  
FACULTY NOTES**

**SECTION I A CLOSER LOOK AT LEADERSHIP QUALITIES  
SECTION 2 TEAM BUILDING AND INTRODUCTION TO COMMUNICATIONS  
SECTION 3 LEADERSHIP STRATEGIES FOR SUCCESS**

**MATERIAL IN BOLD DOES NOT APPEAR IN PARTICIPANT OUTLINES**

**SECTION I A CLOSER LOOK AT LEADERSHIP QUALITIES**

Purpose of the session:

Examine in detail the qualities and components of leadership

Self-introductions of participants

- a. Name-Club- Size of Club- Number of Years in Rotary
- b. Any leadership positions held in Rotary

**When discussing the following, ask the group to express their own experiences and the experiences in their clubs.**

What does the French proverb, “When a blind man bears the standard, pity those who follow.” mean to you?

What does, “The man who follows a crowd will never be followed by a crowd.” mean to you?

What does, “A man is only a leader when a follower stands beside him” mean to you?

What does, “A leader has been defined as one who knows the way, goes the way, and shows the way” mean to you?

What is your definition of a good leader?

**The following are all characteristics of a leader**

**This exercise is to try to highlight the most important characteristics of leadership. Ask the participants to write down the three most important characteristics and have someone write them on the flip chart. See how many pick the same ones. AFTER THAT, have the group relate their own experience in their clubs with leaders who have or do not have these characteristics and WHY some characteristics are most important.**

Competitive Drive	High Energy Level	Life Long Learning
Self-awareness	Self-regulation	Motivated
Empathy	Curiosity	Commitment
Ability to see bigger Picture	Social Skills	Risk Taker
Ability to learn from Failure	Good Listener	Open to new Ideas
Brings out the best in Others	Humble	Enables others to Act
Challenges the Norm	Inspires Shared Vision	Good Communicator
Is Approachable	Dresses Appropriately	Is Reliable-keeps their word
Delegates	Knows their own Strengths and Weaknesses	
Ability to speak in Public	Able to say No	Adaptable
Optimistic	Organized	Assertive
Passionate	Able to use different leadership styles	
Experienced	Patience	Able to Teach
Knows their purpose in Life	Respects Others	Flexible
Trusts Others	Friendly	Decisive
Fun to be With	Resourceful	Compassionate
Forgiving	Persuasive	Proactive
Diplomatic	Efficient	Collaborates
Praises others for work well done		Responsible
Gives and receives Feedback	Accepting	Willing to Participate
Prudent	Warm and friendly	Leads by example
Has vision		

**Estimated time 50 minutes**

## **SECTION 2 TEAM BUILDING AND INTRODUCTION TO COMMUNICATIONS**

Purpose of session: To demonstrate and understand the importance of using, building and working with teams (committees) to achieve the goals of an organization.

Key Points: 1.-Recognizing the role of the leader in a team project

2.- How individuals work within a team grouping

3.- Understanding the components to a successful team effort

4. – Understanding the importance of communication to the overall success  
of a project

This session will be comprised of three parts- Total duration approximately 1 hour 45 minutes.

**Part 1-** The development of a hands-on project involving teams of 3-5 individuals in the class.  
25 minutes

**Part 2 –** The communicating of the ideas or goals of the committee to others- 25 minutes

**Part 3-** Will analyze the dynamics and results of the team effort, concentrating on the processes that lead to the final decisions and goals. 55 minutes

### **Part One:**

The class should be broken into equal teams of 3-5 individuals. They should be given the following instructions ONLY and allowed to create, develop and finalize the end results. The groups should be separated so that ideas from one group are not incorporated by another. Spacing may be a problem, but each team is encouraged to work independently.

The goal: To design a house floor plan. –

Instructions: Each team is given a sheet of paper and a pen. They are asked to develop a detailed floor plan of a house, either single or multiple floors. It is left to the team to provide what kind of house, room arrangements, windows, doors, etc. The final drawing should be as complete as possible.

### **Part Two:**

Once all the teams have completed their drawings **THEY SHOULD NOT BE SHOWN TO ANY OTHER TEAM.**

Ask the members from one team (A) to go to the flip chart- then ask the members of a second team (B) to describe their floor plan to (A) asking them to draw what they are told on the flip chart. The idea is to verbally convey the design from one team (B -describers) to another (A- interpreters). Depending on the number of teams, repeat the process (B to A - A to C - C to B). It will be interesting to see how close the copy of the floor plan is to the original as developed by the various teams.

### **Part Three:**

Understanding the process by asking the following questions:

How was the team leader chosen?

Was a team leader necessary?

How were the different design elements decided? Room location walls etc.?

What special talents did any team member have that helped the process?

What methods were used to resolve conflicts?

How collaborative was the group effort, or did one or two people decide?

How was the team spokesperson chosen?

What discussions were used in understanding the goal. Was everyone clear on the objective?

How did the time element play in the final decisions that were made?

What could the team have done to become more effective in its final product?

How does this exercise relate to committee or team activities at the club level?

How was the team “describer” chosen?

How was the team “interpreter” chosen?

What were the difficulties in transferring the information from one team to another?

- a. Language- misinterpretation
- b. Unclear instructions
- c. Inconsistency in descriptions
- d. Power struggle between describers or interpreters
- e. Self fulfilled assumptions-

f. Not listening to what was being said

Why is it important to have good listening skills?

- a. Avoid saying the wrong thing-being tactless
- b. Increase confidence in you by others
- c. Makes the other person feel important and recognized
- d. Puts everyone on the same “wavelength”
- e. Keeps you focused on the topic

What might have been done to make the oral communications easier or clearer?

- a. Understand audience- to whom am I speaking
- b. Purpose- why am I speaking
- c. Content – What do I want to say
- d. Structure – In what order should I say it
- e. Style/Intent- How shall I say it.

What are the purposes of communication

- a. To gain information - ex. How much or where is it
- b. To give information – ex. The club meeting is every Thursday
- c. To persuade- ex.-We need you to be there
- d. To evaluate – ex. A great job – need to try again
- e. To express feelings- ex. I don't feel good I love you
- f. To socialize – ex. Great to see you
- g. To gain or maintain contact – ex. Nice to see you
- h To prevent communications- ex. Be quiet or silence

How was the problem Solved?

- a. Cooperation
- b. Shared leadership

c. Consensus

Who was the Leader?

a. The instructor initially

b. Leadership rotated among the group members

What was Given?

a. A problem

b. Rules to solve the problem

c. Time frame to resolve the problem

What Happened?

a. Chaos

b. Trial and Error

c. Competition

d. Agreement

e. Resolution

**Estimated time 1 hour to 1:15**

### **SECTION 3 LEADERSHIP STRATEGIES FOR SUCCESS**

Objectives of the Session:

How can we improve communication?

How can we win support for our goals?

**Material in Bold will not appear in participant outlines**

Exercise in seeking approval of a project by your Rotary Club! See Appendix I attached.

Develop your strategy-where do you start? **discuss possible options in getting started, such as the importance of pre-planning, announcing a plan at a club meeting, seeking out an influential member first, talking to the club board first, talking with the president or key officer, going to a club committee, etc. Which approaches are likely to work best?**

How can you build a coalition for the project? What is a coalition? How does coalition building work in life experiences, for instance getting a bill through a Legislature?

Let's practice giving a talk to the club board in support of the project! **Consider breaking the group into groups of 3 people first and having each discuss what points to stress in the talk to the board and then have one of them practice before the whole group. You can have the rest of the group be the Board and ask questions, make comments, etc. A critique by the group after the talks is important.**

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Why do some people have INFLUENCE and others do not? Is charisma important—what is it?

Let's talk about leadership characteristics that impede success of a project or other endeavor. (list on flip chart)

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

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Here is a scenario (Appendix II) about a troubled Rotary Club. Discuss what, if any, are the club's real problems and how leadership can help solve them. **Break the group up into several parts and ask each group to come up with the problems and proposed solutions. Have a representative of each group report to the whole group.**

## QUESTIONS AND COMMENTS

Seminar in Leadership-Appendix I

Scenario for seeking approval of a project

Rotary Club Vice-President Marvin Montrose is proposing holding an arts and crafts show in Rollins, Connecticut for his club of 25 members. There has not been such a show in that town in recent memory. He wants to invite crafts persons from New England to come to exhibit and sell their wares. He also wants to invite painters to do the same. He would charge the

exhibitors for display tables. Maybe the club members could sell soda and pretzels to make more money. The site of the show would be the municipal 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”.

## Appendix II

Case Study of club that could possibly be improved.

The Rotary Club of Milton Crossing has a few great 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 good members keep the club going, but they are getting tired of doing all the work. President Myron met with his 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 WANT ONLY QUALITY MEMBERS AND WE HAVE TO BE VERY CAREFUL.
- (6) The President announced that he is having trouble filling the committees, because most people said they were too busy to participate.

**CAN THIS CLUB BE SAVED? HOW, BY WHOM?**

**Estimated time for this section 1.5 hours**