

# Rotary Large Club Conference President Session

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# Agenda:

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- Charting the Course
- Major Objectives
- Leadership & Self Awareness
- Understanding Your Predictive Index
- Leadership & Emotional Intelligence

# Charting the Course

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## Why Organizations Fail:

- Lack of long-term organization vision
- Failure to establish clear goals and objectives
- Misunderstanding what customers want
- Underestimating the competition
- Inadequate financial planning
- Lack of strong leadership
- Ineffective procedures and systems
- Absence of critical business skills
- Inability to change
- Failure to formally write and communicate the plan

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“It’s supposed to be hard; if it  
wasn’t hard, everyone would do it.  
The hard is what makes it great.”

-Tom Hanks

# What will be your major objectives for your Presidency?

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- Membership Satisfaction
- Perpetuation of your Club
  - Bringing in New Members
  - Developing Future Leaders

# Communication of Major Objectives

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- Communication must be frequent and consistent in meaning.
- Rotarians love to help – engage them!
- Identify, as a team, what must be done to achieve your major objectives, who will perform the work and what success looks like.
- Measure progress as least quarterly.
- Assign Board Members to oversee committees but not to “Run” Committees this will help to build better future leaders.
- Resist being over involved in the details.
- Stay out of your Executive Director’s kitchen.

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“Change your thoughts and you  
will change your world.”

-Norman Vincent Peale

# Characteristics of Admired Leaders

Leadership Challenge  
James Kouzes & Barry Posner

Percentage of Respondents Selecting Each Characteristic					
Characteristic	1987	1995	2002	2007	2012
HONEST	83	88	88	89	89
FORWARD-LOOKING	62	75	71	71	71
COMPETENT	67	63	66	68	69
INSPIRING	58	68	65	69	69
Intelligent	43	40	47	48	45
Broad-minded	37	40	40	35	38
Fair-minded	40	49	42	39	37
Dependable	33	32	33	34	35
Supportive	32	41	35	35	35
Straightforward	34	33	34	36	32
Cooperative	25	28	28	25	27
Determined	17	17	23	25	26
Courageous	27	29	20	25	22
Ambitious	21	13	17	16	21
Caring	26	23	20	22	21
Loyal	11	11	14	18	19
Imaginative	34	28	23	17	16
Mature	23	13	21	5	14
Self-Controlled	13	5	8	10	11
Independent	10	5	6	4	5

Note: These percentages represent respondents from six continents: Africa, North America, South America, Asia, Europe, and Australia. The majority of respondents are from the United States. Because we asked people to select seven characteristics, the total adds up to more than 100 percent.



# Leadership – Reference Profile

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Reference Profiles are a particularly valuable tool for helping us to develop EQ (emotional intelligence). In fact, Reference Profiles contribute directly to all five of the key factors that underpin EQ:

- Self-awareness
- Self-management
- Empathy
- Relationship management
- Effective communication

**Emotional intelligence is one of the strongest predictors of success**, so understanding ourselves and our coworkers is a direct path to better performance.

# Leadership – Self Awareness

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Increasing self-awareness is a practice that should be at the forefront of your leadership development. Use this checklist to identify gaps in your self-awareness. By doing this, you'll know which areas to focus your improvement efforts on.

## **Self-awareness in knowing yourself**

- ☐ I have a clear understanding of my emotions and how I react to difficult situations.
- ☐ I understand the “triggers” and “stressors” in my life and have a plan for processing stress and disappointment.
- ☐ I continue to stay curious and frequently take steps to learn more about myself.
- ☐ When I receive criticism I ask: “How can I learn from this experience?”

## **Self-awareness in working with others**

- ☐ I have a clear understanding of the emotions of the people around me and how those people react in different environments.
- ☐ I tailor the way I provide feedback to others based on their innate behavioral drives and needs.
- ☐ I regularly ask others to give me feedback about my actions, communication, and management style.

# Leadership – Self Awareness

(cont.)

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## **Self-awareness in communication**

- ☐ I'm aware of the non-verbal cues (e.g. body language) I give to the people I work with.
- ☐ I'm aware of my tone of voice when I'm speaking to others in the workplace.
- ☐ I defer judgment and allow others to finish their thoughts before responding.
- ☐ I practice active listening when interacting with others.

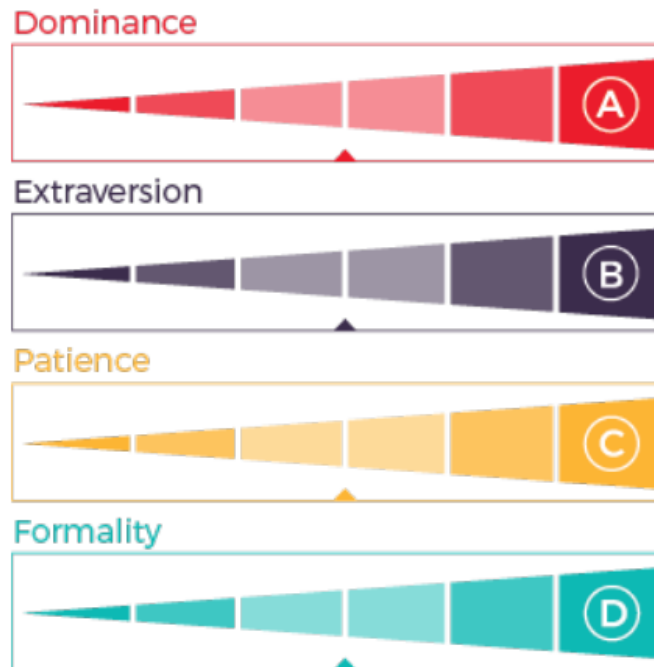
## **Self-awareness tools and processes**

- ☐ I use behavioral assessment tools to identify my innate strengths as well as areas I need to work on.
- ☐ I use behavioral assessment tools to understand the best way to motivate and manage my direct reports.
- ☐ I have completed a 360-degree review to gather honest feedback from co-workers, direct reports, and my manager.
- ☐ When I make key decisions, I write down what I expect will happen; nine months to a year later, I compare the results to my expectations.

# Understanding Your Predictive Index (PI)

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## Factor Insights



## Rachel Green

Assessment Date  
Report Date

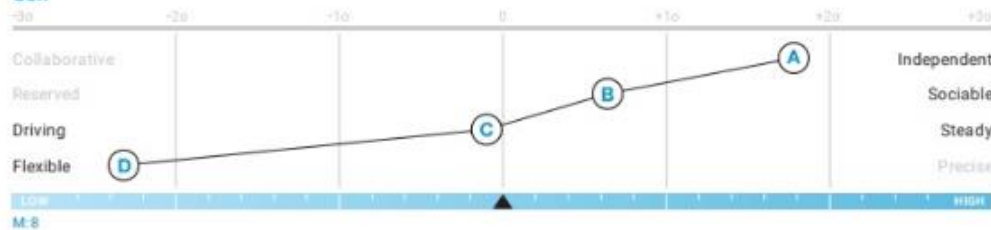
10/12/2018  
3/16/2020



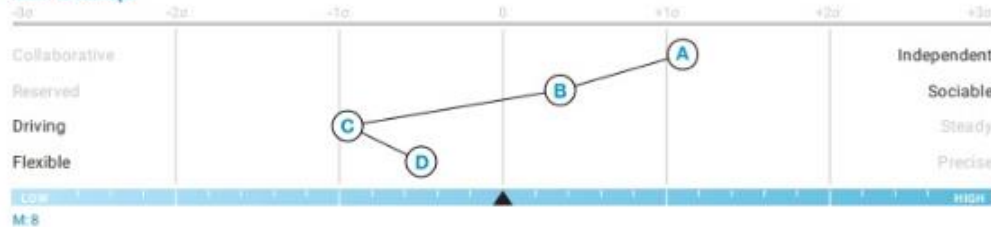
### Maverick

A Maverick is an innovative, "outside the box" thinker, who is undaunted by failure.

#### Self



#### Self-Concept



#### Synthesis



**Self** – Behaviors that come naturally to the Person.

**Self Concept** – How the Person feels they need to behave in the current role.

**Synthesis** – How the Person usually behaves in the workplace (the average of the Self and Self Concept results).

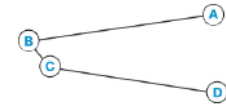
**Factor E** - the degree to which an individual relies on objectivity when processing information and making decisions. Individuals who score high on this dimension tend to be rational, logical and are typically influenced by facts and data. Individuals who score low on this dimension tend to be subjective, intuitive and are typically influenced by feelings and emotions.

# The 17 Reference Profiles



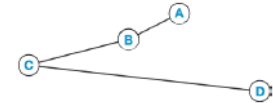
## Analyzer

Intense, high standards with a disciplined and reserved personality



## Controller

High quality, detail-oriented, and conservative with a preference for technical expertise



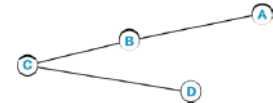
## Specialist

Highly precise worker, skeptical while respecting authority



## Strategist

Results-oriented, innovative and analytical with a drive for change



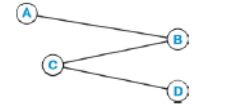
## Venturer

Self-starter, self-motivator, risk-taker with strong goal-orientation.



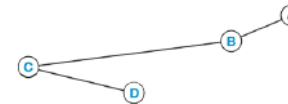
## Altruist

Congenial and cooperative with an efficient, precise work ethic



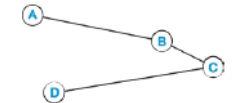
## Captain

Problem solver who likes change and innovation while controlling the big picture



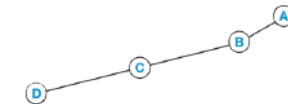
## Collaborator

A friendly, understanding, willing and patient team player



## Maverick

Innovative, "outside the box" thinker, undaunted by failure



# The 17 Reference Profiles



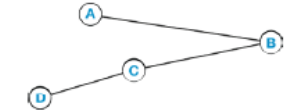
## Persuader

Socially poised, risk-taker. A motivating team builder.



## Promoter

Casual, inhibited; a persuasive extravert with a tendency for informality



## Adapter

Bridge-builder, able to adapt to situations easily



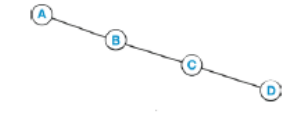
## Craftsman

Accommodating, analytical, producing highly precise and accurate work



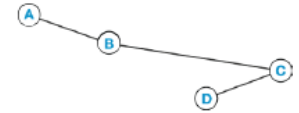
## Guardian

Unselfish and approachable with a preference for detailed, skill-based work



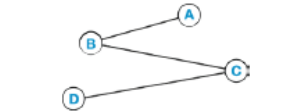
## Operator

Patient, conscientious and relaxed; a cooperative team worker



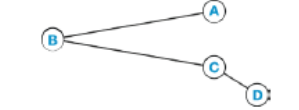
## Individualist

Highly independent and persistent, while remaining results-oriented



## Scholar

Accurate, reserved, imaginative and seeks a high level of technical expertise



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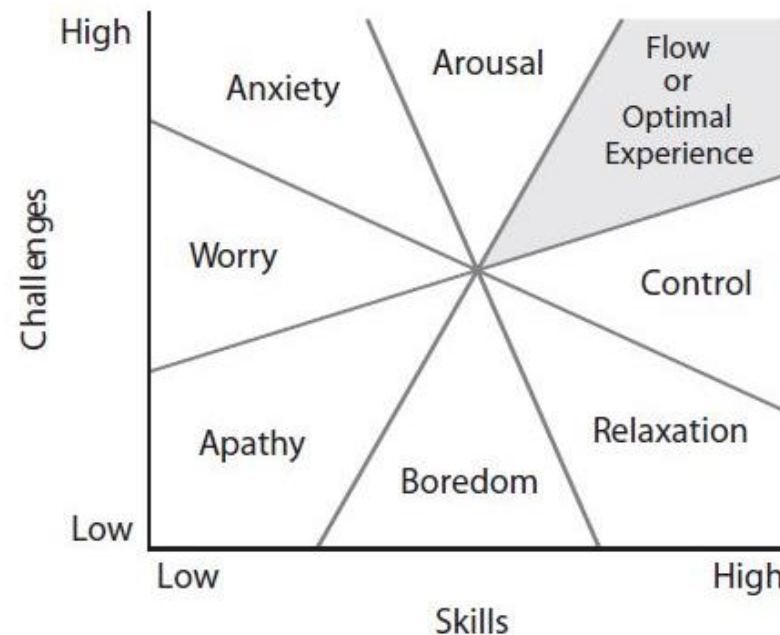
“Tomorrow belongs to the  
people who prepare for it  
today.”

-Malcolm X



# State of Flow

FIGURE 8.1 OPTIMAL PERFORMANCE, CHALLENGE, AND SKILL.



Source: M. Csikszentmihalyi, *Finding Flow: The Psychology of Engagement with Everyday Life*, New York: Basic Books, 1997, p. 31.

### The Six Leadership Styles at a Glance

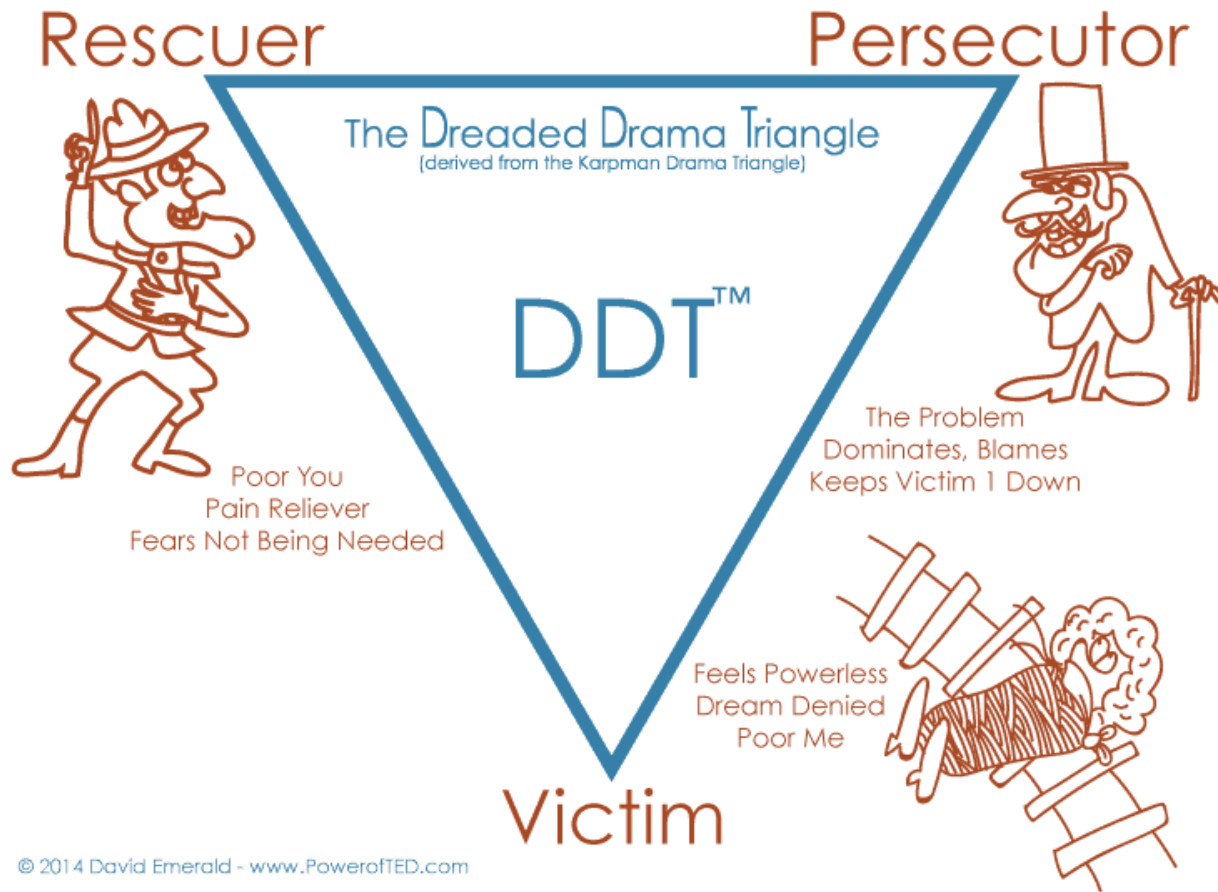
	Coercive	Authoritative	Affiliative	Democratic	Pacesetting	Coaching
The Leader's modus operandi	Demands immediate compliance	Mobilizes people toward a vision	Creates harmony and builds emotional bonds	Forges consensus through participation	Sets high standards for performance	Develops people for the future
The style in phrase	"Do what I tell you."	"Come with me."	"People come first."	"What do you think?"	"Do as I do, now."	"Try this."
Underlying emotional intelligence competencies	Drive to achieve, initiative, self-control	Self-confidence, empathy, change catalyst	Empathy, building relationships, communication	Collaboration, team leadership, communication	Conscientiousness, drive to achieve, initiative	Developing others, empathy, self-awareness
When the style works best	In a crisis, to kick start a turnaround, or with problem employees	When changes require a new vision, or when a clear direction is needed	To heal rifts in a team or to motivate people during stressful circumstances	To build buy-in or consensus, or to get input from valuable employees	To get quick results from a highly motivated and competent team	To help an employee improve performance or develop long-term strengths
Overall impact on climate	Negative	Most strongly positive	Positive	Positive	Negative	Positive

Goleman, Daniel. "Leadership that Gets Results." HBR's 10 Must Reads on Managing People. Boston, MA : Harvard College, 2000.

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“The first step towards getting somewhere is to decide that you are not going to stay where you are.”

-J. Pierpont Morgan



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There are two main causes of poor decision making:

Insufficient Motivation & Cognitive Biases

Beshears, John, and Francesca Gino. "Leaders as Decision Architect." Harvard Business Review May 2015.

# Biases

## ACTION-ORIENTED BIASES

- **EXCESSIVE OPTIMISM** We are overly optimistic about the outcome of planned actions. We overestimate the likelihood of positive events and underestimate that of negative ones.
- **OVERCONFIDENCE** We overestimate our skill level relative to others and consequently our ability to affect future outcomes. We take credit for past positive outcomes without acknowledging the role of chance.

## BIASES RELATED TO PERCEIVING AND JUDGING ALTERNATIVES

- **CONFIRMATION BIAS** We place extra value on evidence consistent with a favored belief and not enough on evidence that contradicts it. We fail to search impartially for evidence.
- **ANCHORING AND INSUFFICIENT ADJUSTMENT** We root our decisions in an initial value and fail to sufficiently adjust our thinking away from that value.
- **GROUPTHINK** We strive for consensus at the cost of a realistic appraisal of alternative courses of action.
- **EGOCENTRISM** We focus too narrowly on our own perspective to the point that we can't imagine how others will be affected by a policy or strategy. We assume that everyone has access to the same information we do.

# Biases (continued)

## **BIASES RELATED TO THE FRAMING OF ALTERNATIVES**

- **LOSS AVERSION** We feel losses more acutely than gains of the same amount, which makes us more risk adverse than a rational calculation would recommend.
- **SUNK-COST FALLACY** We pay too much attention to historical costs that are not recoverable when considering future courses of action.
- **ESCALATION OF COMMITMENT** We invest additional resources in an apparently losing proposition because of the effort, money and time already invested.
- **CONTROLLABILITY BIAS** We believe we can control outcomes more than is actually the case, causing us to misjudge the riskiness of a course of action.

## **STABILITY BIASES**

- **STATUS QUO BIAS** We prefer the status quo in the absence of pressure to change it.
- **PRESENT BIAS** We value immediate rewards very highly and undervalue long-term gains.

# Questions?

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