



President Session

Rotary Large Club Conference

October 14, 2021

9:30 a.m.

Continental Room

Hilton Cincinnati Netherland Plaza

Cincinnati, Ohio

Presenter: **Rick Flynn**, CPA

Past President – Rotary Club of Cincinnati

Flynn & Company, CPAs & Business Consultants

Introduction

Leaders are made, not born. Rotary can be a personal and business accelerator. The following summary is a supplement to the twenty-four page handout.

Agenda

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

Charting the Course

Platforms (businesses and Organizations) can do powerful work for your community and are worth saving and growing. Your Rotary Club took years to build and it is your vehicle to do good in the world. Nurture It for the use of the future leaders of your Club.

Leaders do their best work when working through other people. As Harry Truman once said “It is amazing what you can accomplish if you do not care who gets the credit.” As President, you must set the course of action for your Club and maintain the cadence of your team’s efforts. Recognize that it is not your role to do all of the work. Rotarians want to help and you should delegate at every possible opportunity. “If you want to go fast, go alone; if you want to go far go together,” African Proverb.

The Members of your Club are your number one customer. Recognize who competes for your members’ time and resources – employers, spouses/partners, family, etc. Your Club’s value proposition must be excellent for your “Customers” to stay involved.

People want strong leaders. Strong leaders delegate, say “no”, follow up, take notes, and find people (members) who excel at what the leader needs them to do. The Pareto Principle or 80/20 Rule will direct you to determine the most effective activities to pursue and identify the specific members of your team that will consistently produce the highest return.

Major Objectives

Pare down your objectives to the lowest number. Rick’s objectives during his Rotary Presidency were 1) membership satisfaction, 2) bringing in new members, and 3) developing future leaders.

Communication is key. Your Board must understand your critical few objectives and buy-in to their importance. Then the Board must extol these objectives to the committees they oversee and other members of your Club. Ideally, all members of the Club will understand and pursue the critical few objectives independently (without being told). Your success will be measured from attaining these objectives.

Leadership & Self Awareness

The top four characteristics of admired leaders, as referenced in James Kouzes and Barry Posner’s book entitled Leadership Challenge, are 1) Honest, 2) Forward-looking, 3) Competent, and 4) Inspiring. There is an interesting parallel of these four characteristics with Rotary’s Four Way Test. It is highly effective and efficient to practice daily the top four characteristics...the people around you will see you as a leader they admire.

One of the strongest predictors of a successful leader comes from developing their EQ or Emotional Intelligence. EQ stands for Emotional Quotient, often referred to as Emotional Intelligence. A leader’s ability to work with people far exceeds their technical ability (skills).

Leaders should be aware of their selves by regularly going through the checklist on pages ten and eleven of the handout to train their selves again and again.

Understanding Your Predictive Index

A Predictive Index (PI) assessment allows organizations to evaluate the cognitive abilities, personality traits, and behavioral tendencies of a person to determine how well they will fit into an organization.

Four behavioral factors are measured in a PI assessment: 1) Dominance, 2) Extraversion, 3) Patience, and 4) Formality. A fifth factor of Objectivity has also been added to show how an individual processes information and makes decisions.

Knowing who you are is key to becoming a successful leader. Seventeen referenced profiles are listed on pages fourteen and fifteen of the handout. Understanding your profile type enables one to do more at what you are best. Effective leaders identify others to work with that have strengths they do not possess.

Leadership & Emotional Intelligence

Your job as President is to get your Club into the “Flow” or “Optimal Experience” category in Figure 8.1 on page seventeen of the handout. As president you should regularly assess where your club is on the diagram to figure out how to move it into “Flow”. The Covid-19 Pandemic greatly slowed the progress of Rotary Clubs. By increasing the Challenges and Skills of your Club you can significantly raise your membership’s Optimal Experience.

Most of us lean toward a primary leadership style and this is largely driven by the dominant environment in which we exist. The Best managers can practice all six leadership styles listed on page eighteen of the handout. Be cognizant of your dominant or “Go To” leadership styles and decide if they are helpful or harmful when presiding over your club. Knowing which leadership style works best when will greatly enhance your rapport and effectiveness.

Don’t get caught playing into the “Dreaded Drama Triangle” shown on page twenty of the handout. As president of your club, members may approach you to solve personal conflicts. Simply don’t play. That way you will not get caught in a damaging, non-productive cycle that is hard to escape.

There are two main causes of poor decision making: Insufficient Motivation & Cognitive Biases shown on page twenty-one of the handout. Club Presidents and their team need to expend sufficient energy and without bias to address very important decisions. Regularly review the list of biases on pages twenty-two and twenty-three when pondering a decision.

Recorded by Tim Hershner, Rotary Club of Cincinnati Board Member