

# Team Building

I can lead and promote my club's collaboration in effective and motivated groups to accomplish our goals of service.



## 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 PDF
- Urbana University Exercise PDF
- Rotary Learning Center – Club President Basics
- Be a Vibrant Club <https://my-cms.rotary.org/en/document/be-vibrant-club-your-club-leadership-plan-north-america>
- Be A Vibrant Club Action Steps PDF
- Leadership Styles PDF

*All session materials are also available at [www.rlifiles.com](http://www.rlifiles.com)*

## **Preparation:**

Review all attachments and leadership styles from Part 1

### ***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.

*Discussion should end up focused on working together towards a common goal, establishing norms for interacting, and role/responsibility clarity.*

- 4) How can leadership style affect a team? Review of leadership styles (this pdf is an extension of what was covered in 1.1).

*This should be a review only. All participants should have covered this information in Part 1. Transition to Team Development as a learned skill just like Leadership styles.*

- 5) In a committee, what is the role of the committee chair?  
*Setting the schedule, building team spirit, motivating the team, appropriate delegation.*

*Club President?*

*Define initial mission, follow-up and deadlines, be available as a resource, do not micro-manage.*

*Secretary?*

*Query: Is this the club secretary or the committee secretary? If committee secretary, then keep an accurate account of the committee's deliberations.*

- 6) What is the difference between delegating authority and responsibility? 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?

9) Exercise: Urbana scenario

*Break the group into teams and ask them to do the exercise. Ask them to use the Be a Vibrant Club Action Steps. They can identify one of the ten strategies that might be useful to their plan. Each group will report their plan.*

*After completing the chosen exercise, facilitate the following questions among the groups.*

- a. How was the team leader chosen?*
- b. Was a team leader necessary?*
- c. How were the different symbols, colors and designed agreed upon?*
- d. What special talents did any team member have that helped the process?*
- e. What methods were used to resolve conflicts?*
- f. How collaborative was the group effort, or did one or two people decide*
- g. How was the team spokesperson chosen?*
- h. What discussions were used in understanding the goal. Was everyone clear on the objective?*
- i. How did the time element play in the final decisions that were made?*
- j. What could the team have done to become more effective in its final product?*

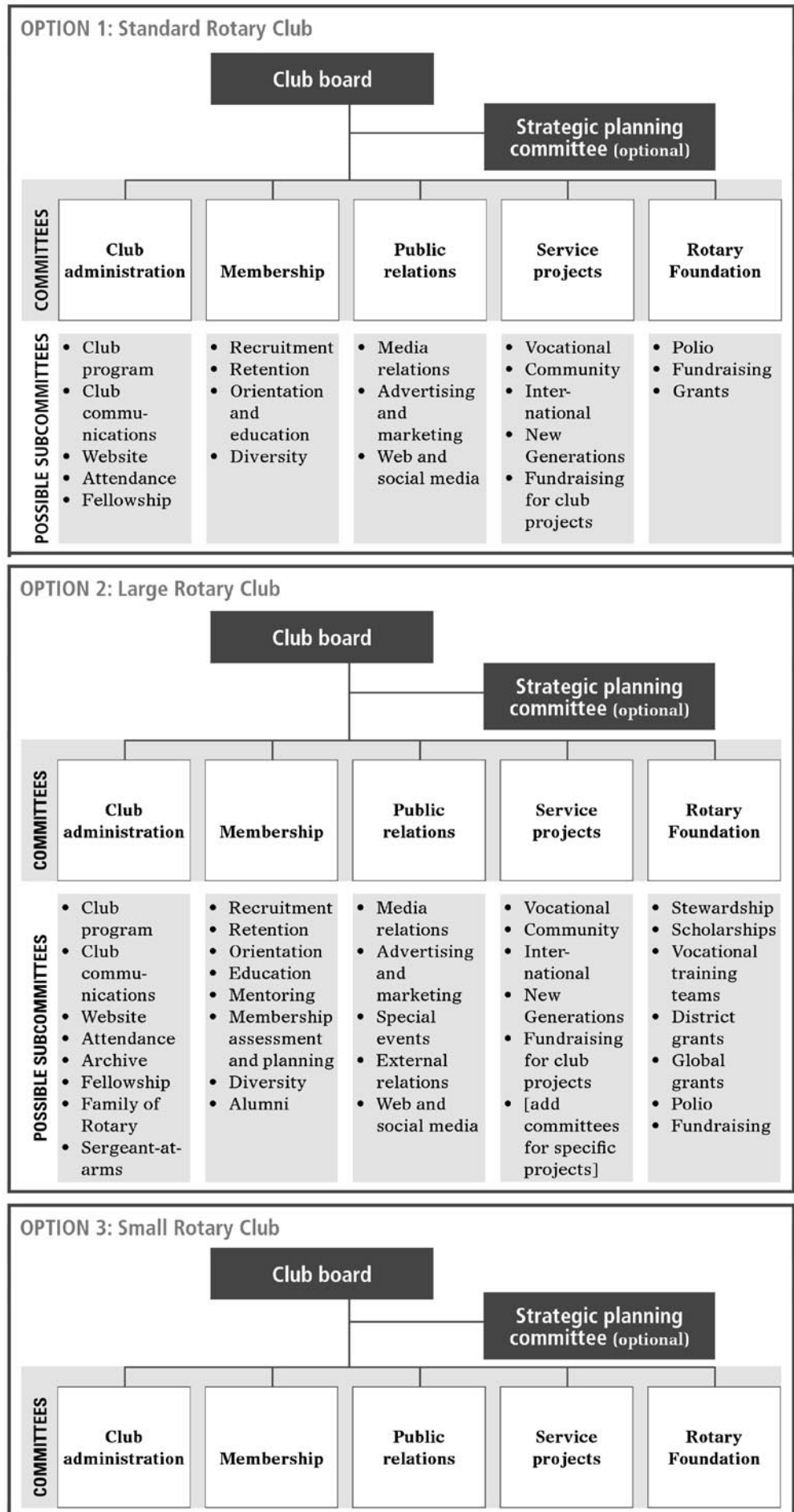
10) How can we use this information back in our clubs?

## **Summary**

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

# Club Committee Team Structures

Five committees are recommended for Rotary clubs. Clubs can add or eliminate committees or subcommittees according to their interests and activities. Assistant governors or district governors can assist club leaders with determining the appropriate subcommittees.



# Urbana University of Illinois Exercise

## Background:

The Club began six months ago with 4 leaders who had become impressed with Rotary through Polio Plus activity 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.”**

**Taken From <http://www.gmu.edu/student/csl/5stages.html>**

# START YOUR CLUB ON A PATH TO VIBRANCY

Vibrant clubs engage their members, conduct meaningful projects, and try new ideas. List the new ideas your club wants to try, and create a plan to increase community interest and attract more members.

As you develop your plan, use these tips and ideas, and let your club evolve.

## Decide what you'd like your club to be like in three to five years.

- Plan an annual visioning session, and use the **Rotary Club Health Check** to identify your club's strengths and areas that need improvement.
- Use the **Strategic Planning Guide** to set long-term goals.

## Decide on your annual goals, and enter them into Rotary Club Central.

- Focus on something your club is good at, and make it something your club is great at.
- Update committees once a month on your goal progress.

## Hold club meetings that keep members engaged and informed.

- Conduct the **Member Satisfaction Survey** to find out what your members like and don't like about your club, and create a plan for implementing changes.
- **Vary your meeting format** to include a mix of traditional and online meetings, service projects, and social gatherings.

## Communicate openly in your club.

- Share information at club meetings, on your club website, and through social media, and check regularly to see how members are feeling.
- Use the templates and resources in the **Rotary Brand Center** to create your club brochures and newsletters.

## Prepare members for future roles to smooth leadership transitions.

- Ensure continuity by making appointments for multiple years, having a current, incoming, and past chair on each committee.
- Conduct on-the-job training for incoming club officers, and have job descriptions for each officer.

## Adapt your club's bylaws to reflect the way the club works.

- Involve your members when you review your club's bylaws every year.
- Edit the **Recommended Rotary Club Bylaws** template to reflect new practices and procedures.

## Develop strong relationships within your club.

- Find suggestions in **Introducing New Members to Rotary**.
- Sit with different people at each meeting.

## Make sure all members are involved in activities that genuinely interest them.

- Conduct a member-interest survey, and use the results to plan projects, activities, and engaging meetings.
- Get new members involved early by learning their interests and giving them a role in the club.

## Coach new and continuing members in leading.

- Appoint a club training committee to oversee training for members.
- Use the **Leadership in Action** guide on starting a program to develop members' leadership skills.

## Create practical committees for your club.

- **Small clubs:** Consider how you can combine the work of committees.
- **Large clubs:** Create additional committees to get all members involved.