

TITLE: Leadership and Effectiveness in a NonProfit Organization: Rotary International

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OBJECTIVE: To compare the leader characteristics of the presidents of the relatively most successful American Rotary Club chapters with those the least successful chapters.

METHODOLOGY: The sample involved the past presidents and two members selected (randomly) from the Rotary International (1993-1994) who were associated with relative most successful chapters (N= 139) and relatively least successful chapters (N=145). The response rate from successful chapters was 67.6% and from the least successful chapters the response rate was 58.6%. Nearly ninety percent of the respondents were male; over 97% were caucasian. Respondents completed the LPI-Self and the LPI-Observer.

KEY FINDINGS: There were no statistically significant differences between leaders and their members (constituents) within the successful and not-successful chapters. The leadership practices of leaders from successful chapters were statistically higher than those of their colleagues in not-successful chapters. The same relationship was found on all five leadership practices as reported from chapter members in the successful and not-successful chapters. Discriminate analysis revealed that the most significant leadership practice for chapter leaders was inspiring a shared vision, while for chapter members challenging the process was the most significant leadership practice.

The author concludes: "In addition, because of its general nature, there is reason to believe that the Leadership Practices Inventory may well characterize the essence of effective leadership in any situation. It does not mean that the leader is going to be effective in all situations but it does mean that the or she will have the best chance of being effective if the leadership behavior encompasses the five dimensions specified by the Leadership Practices Inventory" (p. 107).