

LEADERSHIP



Name

Overview

Leadership is a program that provides you with the essential information and skills needed for you to excel as a leader.

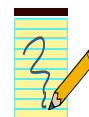
This program develops your leadership skills by using followership as a method to determine your leadership abilities. You will learn to identify and apply the skills of other effective leaders, work with negative emotions, deal with value challenges, and still gain followers.

Leadership is designed for you to actively participate with your peers in the training workshop. This training program encourages you to improve your knowledge and skills by integrating your work-related situations into the workshop.

Course Objectives

Our goal is to build greater personal skill and confidence in your ability to provide leadership in the organization by focusing on the areas listed below.

- *Distinguishing Between Leadership and Management*
- *Identifying and Applying the Skills of an Effective Leader*
- *Identifying “Blocks” to Leadership*
- *Recognizing the Emotional Level of Others*
- *Using Listening and Questioning Skills to Develop Rapport*
- *Determining How to Position Ideas and Solutions to Gain Followers*
- *Working With an Angry Person*
- *Managing Your Own Emotions*
- *Dealing with Challenges to Values*
- *Resolving Differences in Facts*



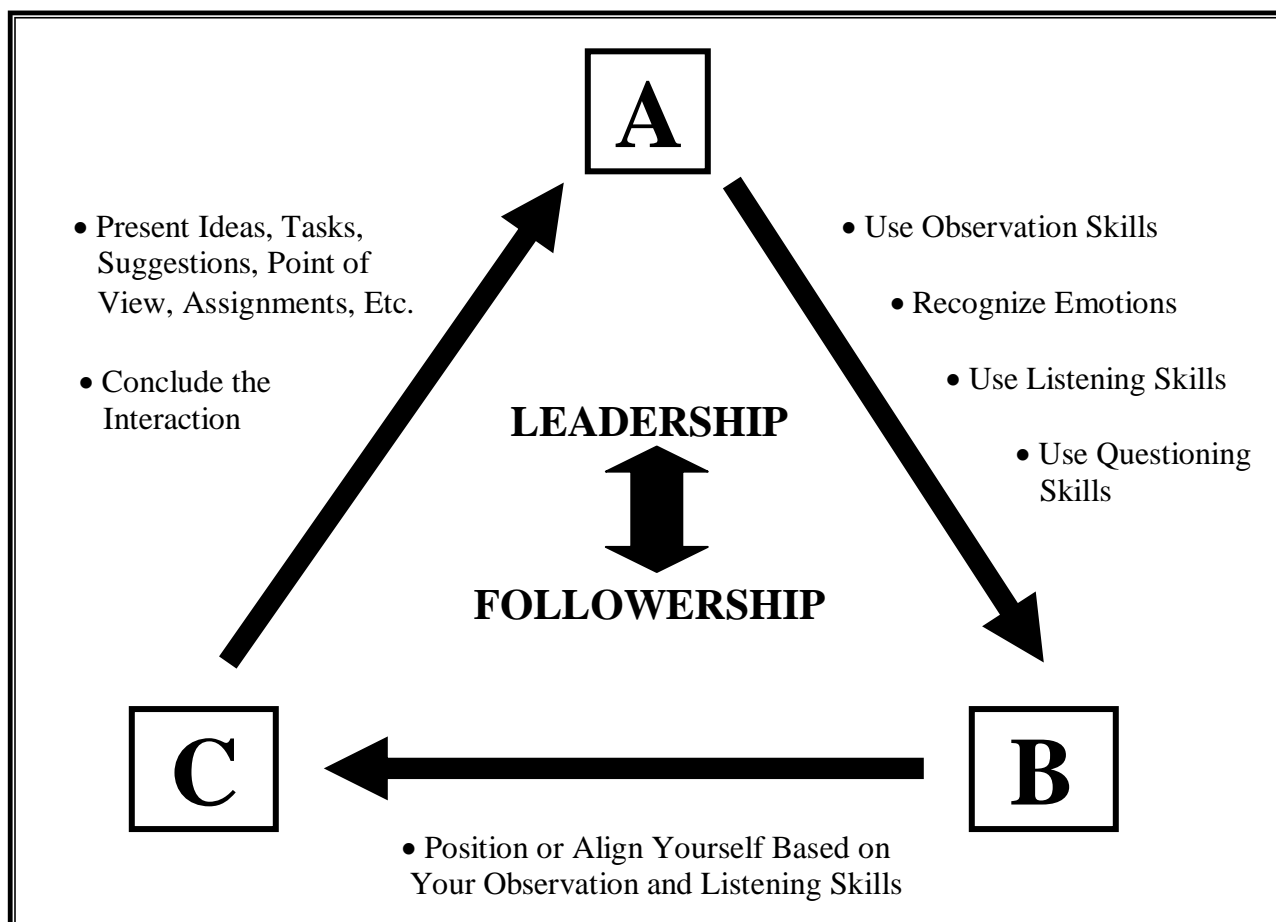
Personal Objectives

In this section of your workbook, write out one or two personal objectives you would like to accomplish by the end of Leadership. Use these objectives as your measuring tools to help you determine where to focus your energies during the workshop. Try to limit your initial objective to about 10 to 15 words and maybe one or two bullets. As you get into the exercises and talk to other participants, you can modify your objectives.

Leadership

The diagram below represents many of the Leadership skills you will be working on in this program. The goal of any leader is to gain followers. What exceptional leaders do is use their observation skills and recognize the prevailing emotion of the individual or group they're interacting with. By using their listening and questioning skills, they position or align themselves and their choice of words, prior to presenting their point of view, ideas, etc.

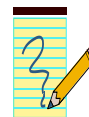
The reason for this is simple. Looking at the diagram, from "A" to "B," they are following the other person or group temporarily. From "B" to "C," they position themselves to the other person or group. From "C" to "A," they're inviting the other person or group to follow them. At that point, they start the process over again by using their observation skills. If the other person or group is following, great. If not, they again recognize the prevailing emotion, use their listening and questioning skills, and go back through the process.



A) Leadership is Very Measurable Per Project, Task, Assignment, etc.

B) No Followers, No Leader!

Leadership Exercise



Using the diagram from the previous page, write down the skills and work-related situations where you used the skills to gain followers, or you observed someone else in the organization using the skills to gain followers. After you have identified several situations, talk out-loud with your small group and discuss your examples.

1) "A" to "B" Skills

2) "B" to "C" Skills

3) "C" to "A" Skills

Management With Leadership

A key element in being a leader is knowing when to use your managerial skills, when to use your leadership skills, and when to combine the two.

Outlined below is a simple comparison between management and leadership. You can see that both skills rely on each other and work well together. The tendency for many managers is to focus more on the management side, simply because that's where they're most comfortable.

Leadership is an entirely different set of skills. You can see that to be successful as a leader, you must be able to create compelling teamwork by being influential, persuasive, and convincing. Working well with people takes creativity, and a real willingness to want to help others.

Management

- ☑ Good at putting resources together.
- ☑ Comfortable using data, information, tools, materials, procedures, and ideas to communicate decisions, directions, and expectations.
- ☑ Strives to find an efficient way to plan, organize, coordinate, and control the actions needed to produce the goal.

Leadership

- ☑ Good at putting people together
- ☑ Comfortable using persuasiveness, feelings, emotions, influence, credibility, and trust, to ask for decisive action and commitment from others.
- ☑ Strives to find a convincing way to obtain wholehearted followers to produce the goal.

The Result Generally Is

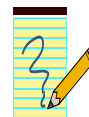
■ **Job Accomplished** . . . but not always as well as desired or as well as it could have been done.

■ **Teamwork Engaged** . . . assuming competent management has been added.

✓ *This is Why People Want to be Led, Not Just Managed!*

✓ *Managing Without Leadership is Simply Not as Powerful or Productive!*

Management with Leadership Exercise



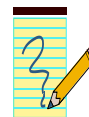
Using the comparison from the previous page, talk out-loud with your small group and decide on several work-related examples of Management, Leadership, and Management with Leadership. Try to use actual projects, assignments, tasks, etc.

1) Management Examples

2) Leadership Examples

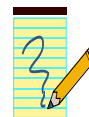
3) Management with Leadership Examples

Management with Leadership Questionnaire



Outlined below and on the following page are 20 questions you are to answer about yourself. It's a simple questionnaire that will give you a quick snapshot look at whether your tendency is toward management, leadership, or a balance between the two. There are no right or wrong answers. And don't try to read too much into the questions or the answers. Your answers are on an interval scale with 1 answering "no" to the question, and 5 answering "yes" to the question. If your answer is not an absolute yes or no, then circle a number somewhere in between. Once you complete the questions, follow the directions at the end of the questionnaire.

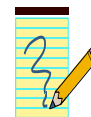
	<u>No</u>		<u>Sometimes</u>		<u>Yes</u>
1. I periodically walk around the office to check conditions and make sure everyone is working at full capacity.	1	2	3	4	5
2. I personally review all projects assigned to ensure accuracy.	1	2	3	4	5
3. When a person is upset about something, I feel it is my responsibility to make resources known and available to help resolve the problem.	1	2	3	4	5
4. In my absence, I have confidence in other people's ability to perform assignments successfully.	1	2	3	4	5
5. Within my office, I support other management decisions and actions even though I may do things differently.	1	2	3	4	5
6. In my office, meeting the "status quo" is not enough.	1	2	3	4	5
7. The reward of a job well done comes from within.	1	2	3	4	5
8. I ask people within my office for their ideas and suggestions about the best way to deal with operational problems.	1	2	3	4	5
9. When I assign projects, I encourage employees to handle it the way they think is best.	1	2	3	4	5
10. Job descriptions suffice to define an individual's realm of authority and responsibility.	1	2	3	4	5
11. On priority projects, I detail out the order in which tasks are to be completed.	1	2	3	4	5
12. I encourage people to set their own goals.	1	2	3	4	5

Management with Leadership Questionnaire - Continued

	<u>No</u>	<u>Sometimes</u>	<u>Yes</u>		
13. The best training is to learn from your mistakes.	1	2	3	4	5
14. I make it a priority to inform people about changes in policies and procedures that will affect our office.	1	2	3	4	5
15. Getting the job done is a priority no matter what it takes.	1	2	3	4	5
16. The “buddy system” of training enables employees to help each other with questions and problems.	1	2	3	4	5
17. Conflict is not healthy because it reduces the efficiency of output.	1	2	3	4	5
18. When a person’s performance is not up to expectations, we jointly work on resolutions.	1	2	3	4	5
19. Contingency planning is necessary to ensure efficiency in the completion of projects.	1	2	3	4	5
20. I look for opportunities to give positive reinforcement.	1	2	3	4	5

Go to the next page to complete the exercise.

Management with Leadership Questionnaire - Continued



Directions: Transfer your responses for each question to the designated space below. For example, the response to question #1 is in Column 1, while the response to question #3 is in Column 2. Total your point values for each column.

Column 1	Column 2
1 _____	3 _____
2 _____	4 _____
6 _____	5 _____
7 _____	8 _____
10 _____	9 _____
11 _____	12 _____
13 _____	14 _____
15 _____	16 _____
17 _____	18 _____
19 _____	20 _____
Total _____	Total _____

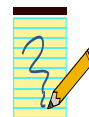
Looking at your totals for each column, the column with the highest score represents your tendency.

A higher score in Column 1 suggests that you may be spending more energy managing than leading. You may also be more comfortable in a management role.

A higher score in Column 2 suggests you may be more comfortable in a leadership role and using the practical skills necessary in this role.

Remember, this just gives you a quick snapshot look. Your next exercise will look at some of the requisite skills needed to be an effective leader.

Skills of an Effective Leader



Listed below and on the following page are a variety of skills that leaders should possess to be effective. Talk out-loud in your small group, and next to each skill, identify how you and your group members have used the skill on the job. If you are unable to identify something for yourself, identify how others have used the skill in your presence.

<u>Leadership Skill</u>	<u>How the Skill Was Used</u>
1. Listening	_____ _____ _____
2. Being a Visionary	_____ _____ _____
3. Decision-Making	_____ _____ _____
4. Coaching	_____ _____ _____
5. Being Creative	_____ _____ _____
6. Problem-Solving	_____ _____ _____