*Welcome To:*

# Bringing Out the LEADER in YOU

*Participant's Guide*

*Revised: 1/04/04*



## Workshop Overview

- Definition of Leadership
- Desired Leadership Behaviors
- Self Assessment
- Basics of Leadership
- Leadership for Volunteers

# ICEBREAKER

Warm-up
Time

Leadership is action,
Not position
Copyright 1991, Resources for Organizations, Inc. All rights reserved.

## Definition of Leadership

- **4 Leadership Styles (Book:** *Leader's Window***)**
- **Frontline Leadership** *by Zenger Miller*
- **7 Habits of Highly Effective People**
  *by: Stephen Covey*



## Conditioning vs. De-Conditioning

- **Research shows adults use only 13% of their creativity --- How does this affect our leadership abilities?**

Is it possible to "de-condition" and regain creativity?



What are some things that stop us from being creative, taking leadership roles, or sharing your point of view when it might be different from others?

What are some characteristics, attributes or traits that you feel are critical to effective leadership?

## Desired Leadership Behaviors

· Recognizes how his/her feelings shape what he/she perceives, thinks or does.
· Stays composed, positive and unflappable even in trying moments.
· Does not become upset with people who give him/her constructive feedback.
· Has the confidence to make decisions despite uncertainties and pressures.
· Models the changes he/she expects of others.·

# Desired Leadership Behaviors

· Always gives positive feedback when people perform well.
· Recognizes the need for change and removes obstacles that hinder it.
· Gives timely coaching, and offers assignments that challenge and foster a person's skills.
· Is an effective communicator.
· Gains and keeps the trust of his/her people.
· Encourage diversity. (values the differences in people, backgrounds and point of view

## Leadership Characteristics and Skills Survey

| | | Very Strong | Moderately Strong | Adequate | Moderately Weak | Very Weak |
|---|---|---|---|---|---|---|
| 1. | I enjoy communicating with others. | 5 | 4 | 3 | 2 | 1 |
| 2. | I am honest and fair. | 5 | 4 | 3 | 2 | 1 |
| 3. | I make decisions with input from others. | 5 | 4 | 3 | 2 | 1 |
| 4. | My actions are consistent. | 5 | 4 | 3 | 2 | 1 |
| 5. | I give others the information they need to do their jobs. | 5 | 4 | 3 | 2 | 1 |
| 6. | I keep focused through follow-up. | 5 | 4 | 3 | 2 | 1 |
| 7. | I listen to feedback and ask questions. | 5 | 4 | 3 | 2 | 1 |
| 8. | I show loyalty to the company and to the team members. | 5 | 4 | 3 | 2 | 1 |
| 9. | I create an atmosphere of growth. | 5 | 4 | 3 | 2 | 1 |
| 10. | I have wide visibility. | 5 | 4 | 3 | 2 | 1 |
| 11. | I give praise and recognition. | 5 | 4 | 3 | 2 | 1 |
| 12. | I criticize constructively and address problems. | 5 | 4 | 3 | 2 | 1 |
| 13. | I develop plans. | 5 | 4 | 3 | 2 | 1 |
| 14. | I have a vision on where we are going and set long term goals. | 5 | 4 | 3 | 2 | 1 |

| | | | | | | |
|---|---|---|---|---|---|---|
| 15. | I set objectives and follow them through to completion. | 5 | 4 | 3 | 2 | 1 |
| 16. | I display tolerance and flexibility. | 5 | 4 | 3 | 2 | 1 |
| 17. | I can be assertive when needed. | 5 | 4 | 3 | 2 | 1 |
| 18. | I am a Champion of change. | 5 | 4 | 3 | 2 | 1 |
| 19. | I treat others with respect and dignity. | 5 | 4 | 3 | 2 | 1 |
| 20. | I make myself available and accessible. | 5 | 4 | 3 | 2 | 1 |
| 21. | I want to take charge. | 5 | 4 | 3 | 2 | 1 |
| 22. | I accept ownership for team decisions. | 5 | 4 | 3 | 2 | 1 |
| 23. | I set guidelines for how others are to treat one another. | 5 | 4 | 3 | 2 | 1 |
| 24. | I manage by "walking around" (the front line is the bottom line). | 5 | 4 | 3 | 2 | 1 |
| 25. | I am close to the business and have a broad view of where we are going. | 5 | 4 | 3 | 2 | 1 |
| 26. | I coach team members. | 5 | 4 | 3 | 2 | 1 |
| 27. | I determine manpower requirements for my department and write job descriptions for them. | 5 | 4 | 3 | 2 | 1 |
| 28. | I interview and select the most qualified candidate for an open job position. | 5 | 4 | 3 | 2 | 1 |
| 29. | I provide new employees with on-the-job training. | 5 | 4 | 3 | 2 | 1 |

| | | | | | | |
|---|---|---|---|---|---|---|
| 30. | I determine resources, material, and supply requirements for my department. | 5 | 4 | 3 | 2 | 1 |
| 31. | I developed a budget for my department. | 5 | 4 | 3 | 2 | 1 |
| 32. | I can respond to an employee who is upset with me or someone else in the organization. | 5 | 4 | 3 | 2 | 1 |
| 33. | I have counseled employees who have personal problems (family, health, financial). | 5 | 4 | 3 | 2 | 1 |
| 34. | I react to situations in which the quality of an employee's work goes into a decline. | 5 | 4 | 3 | 2 | 1 |
| 35. | I deal with employees who have performance issues, such as suspected of substance abuse or chronically late. | 5 | 4 | 3 | 2 | 1 |
| 36. | I reward employees for good performances. | 5 | 4 | 3 | 2 | 1 |
| 37. | I conduct formal employee performance appraisals. | 5 | 4 | 3 | 2 | 1 |
| 38. | I can make a presentation to a group of peers and/or seniors. | 5 | 4 | 3 | 2 | 1 |
| 39. | I write reports to be distributed to a group of peers and/or seniors. | 5 | 4 | 3 | 2 | 1 |
| 40. | I have a deep-rooted understanding of the functions of my organization. | 5 | 4 | 3 | 2 | 1 |
| 41. | I am curious. | 5 | 4 | 3 | 2 | 1 |
| 42. | I know how to sell. | 5 | 4 | 3 | 2 | 1 |
| 43. | I am a good learner. | 5 | 4 | 3 | 2 | 1 |

| | | | | | | |
|---|---|---|---|---|---|---|
| 44. | I know how to influence people and get support. | 5 | 4 | 3 | 2 | 1 |
| 45. | I admit my mistakes and take responsibility for my actions. | 5 | 4 | 3 | 2 | 1 |
| 46. | I like to talk to people and I am a great listener. | 5 | 4 | 3 | 2 | 1 |
| 47. | I am a good delegator. | 5 | 4 | 3 | 2 | 1 |
| 48. | I can separate the important issues from inconsequential ones. | 5 | 4 | 3 | 2 | 1 |
| 49. | I have integrity and can be trusted. | 5 | 4 | 3 | 2 | 1 |
| 50. | I am political only when needed. | 5 | 4 | 3 | 2 | 1 |
| | **TOTAL** | | | | | |

Total score for all 5 columns: _____ Final Score

## Scoring

Total each of the five columns and then add the five columns together for your final score. The maximum score is 250 while the minimum score is 50.

- 175 and above - You are well on your way to becoming a leader.
- 125 to 174 - You are getting close.
- 124 and below - Don't Give up! Many before you have continued with their studies to become some of the finest leaders around.

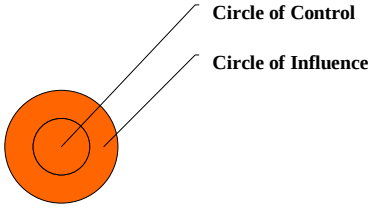
Use this assessment to help you to determine what skills and abilities you can continue to improve (Strengths) and what skills and abilities you need to develop (Opportunities for growth).

What are your strengths?

What are your opportunities for growth?

For more information refer to Optimist International **"Leadership Styles and Profiles"** Skills Development Module.

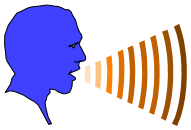
## Circle of Influence vs. Circle of Control






## Basics of Leadership Communication Skills

- **What you say and how you say it can be as important as anything else you do as a leader.**





What are some barriers to good communication?

## Basics of Leadership
## Getting Good Information from Others

- **Getting good information can help leaders make better decisions.**

# Ice Breaker

## Basics of Leadership
## Interpersonal Skills

- **Interpersonal Skills are needed in almost any aspect of leading others**
  - **Recognizing Positive Results**

People don't care how much you know....

Until they know how much you care

## Leading by Example

| Traits of "Doers" | Traits of "Don'ter" |
| --- | --- |
| ⌘ | ⌘ |
| ⌘ | ⌘ |
| ⌘ | ⌘ |
| ⌘ | ⌘ |
| ⌘ | ⌘ |
| ⌘ | ⌘ |



## Set the Example……

***Be a "DOER"***

## TEAM BUILDING

WELCOME!

For more information refer to Optimist International **"Team Bulding"** Skills Development Module.



## WHAT IS A TEAM?

- A group organized to work together.
- A team is a group of individuals working together to solve a problem, meet an objective, or tackle an issue.

## SHORT HISTORY OF TEAM BUILDING

- Mayo: confirmed relationship between human factors and productivity
- Maslow: linked motivation and performance
- Team relationships important
- Business demonstrated effectiveness of teams and refined structure and use



## WHY DO TEAMS WORK?

- Whole is greater than the sum of its parts
- Individuals bring a range of talents, knowledge, experience, contacts, etc.
- Working together, a team can accomplish more

## INTANGIBLE BENEFITS

- Sense of accomplishment
- Self-fulfillment
- Esprit de corps
- Get to know one another
- More participation in activities
- Enhance Club/OI reputation

*We know how to get things done for our kids!*

## BUILDING AN EFFECTIVE TEAM

- Get to know one another
- Establish consensus as to team's purpose
- Identify available resources
- Establish rules of behavior

## ESTABLISH CONSENSUS FOR TEAM'S PURPOSE

- Short term team: once achieved, team disbands
- Long term team: on-going objective
  - Establish specific objectives
  - Establish its authority
  - Reach consensus on expected results
  - Establish a completion date



## IDENTIFY RESOURCES

- What's the budget?
- Special equipment
- Time members can devote – get a commitment
- Special, relevant information
- Other teams and/or individuals

## HELPFUL BEHAVIOR

- Be optimistic
- Be on time
- Support one another
- Be courteous
- Be open minded
- Be honest
- Participate
- Be open
- Listen
- Stay on track
- Share the work
- Complete your work
- Present ideas, comments clearly
- Be prepared



## HARMFUL BEHAVIOR

- Constantly critical
- Dominate/monopolize
- Be manipulative
- Be judgmental
- Act bored/uninterested
- Do unrelated things
- Sub-conversations
- Simply agree with everything
- Avoid decisions
- Go off on tangent
- Name-calling
- Attack people/ideas

## COMMUNICATIONS

- "to make known"
- "to have an interchange, as of ideas"
- "to express oneself in such a way that one is readily and clearly understood



## RUNNING A HIGH PERFORMANCE TEAM

- Keep each team member in the loop
- Thank dominating members for their contributions, but ask them to allow others to participate
- Get all members to participate
- Help members make their point clearly

## Ways to Involve Team Members

- Pass a baton
- Ask open-ended questions
- Call directly on non-participants
- Assign specific tasks
- Ask for opinion
- Rotate team roles

## Conflicts and Behavior

- Individuals attacking personalities or ideas
- Constant criticism of other points of view
- Displaying anger
- Showing contempt
- Unwilling to share the workload
- Non participation
- Gossip

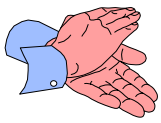
## Handling Team Conflicts

- Identify/recognize problems
- Act quickly
- Formal conflict resolution an option
- Team needs to reach consensus
- Fire someone



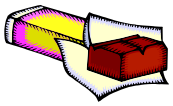
## Providing Recognition

- Recognize individual team members informally and continually
- Also provide formal recognition for special accomplishments



## Making Team Meetings Fun!

- Basic amenities for a comfortable meeting
- Appropriate equipment
- Good lighting and ventilation
- Quiet and place that avoids outside distractions
- Refreshments
- Icebreakers





## Making Team Decisions and Solving Problems

- Gathering information
- Analyzing information
- Generating and analyzing ideas
- Examining solution alternatives
- Making decisions and gaining consensus

# Summary

- Importance of effective teams in solving problems
- A team is only as good as its members make it
- Every team member brings attributes
- Establish rules of behavior
- Maintain  good communications
- Each member needs to participate
- Identify problems and resolve conflicts
- Recognition is important
- Make your meetings enjoyable
- Steps involved in making team decisions and solving problems
- Ways to make decisions and gain consensus



# TRUST

## Building Trust

- Trust is critical to the ability to gain confidence in one self and in one's leader

**Guard Dog**

Is it possible for this animal to be a "guard dog"? What are the pros and cons?

For more information on "mentoring", refer to Optimist International **"Mentoring"** Skills Development Module Module.

## To develop trust, you must:

- Walk the Talk
- Make policies explicit, transparent and apply them consistently across employees
- Under-promise and over-deliver
- Demonstrate how your interests are aligned with their interests
- Use participative decision-making processes
- Celebrate wins
- Take the first step: Signal that you trust them and that you expect them to trust you.



## MANAGING CHANGE

Optimist International

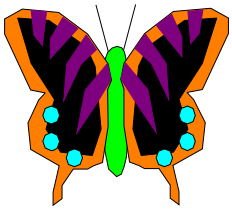
*Friend of Youth*

## Overview

- *This unit focuses on understanding the change process; recognizing why people resist or embrace change; learning techniques and strategies for breaking through the real-world barriers that get in the way of cooperation and change.*



- ***"One cannot become a butterfly by remaining a caterpillar."***



# I. What is Managing Change

## *B. What Is Managing Change?*

2. Understanding Change:
   - Change is all around us. In our personal lives and business there are opportunities every day where disagreements happen. Many times the disagreement occurs because one person wants to change something, move in a different direction, or add or drop an aspect of a business or enterprise. Conflict can arise when one person digs in their heels and resists. Why does this happen? Why is change so hard for us?
   - Resistance to change is usually neither blind nor irrational. Under normal conditions, people resist changes that negatively affect them and welcome changes that - they believe - positively affect them. That's rational conduct.



# II. What is Change

## *A. Definition of Change*

- **A transition.**
- **The process of going from one steady state to another**
- **Change occurs when the balance of our capabilities against our challenges is disrupted.**

## II. What is Change

### *B. Challenge vs Capability*

- **BALANCED**
  **Challenge = Capability**

- **POSITIVE**
  **Challenge < Capability**

- **NEGATIVE**
  **Challenge > Capability**



## II. What is Change

### *C. Types of Change*

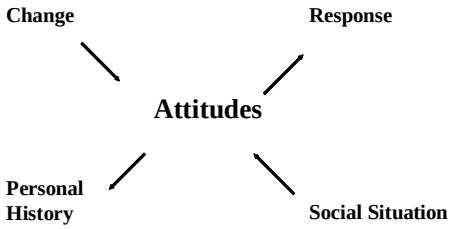
- **BALANCED**
  **Maintain Status Quo**

- **POSITIVE**
  **New Job, Marriage, Birth of a Child,**
  **New Members in Club, New Club Built**

- **NEGATIVE**
  **Loss of Job, Divorce, Death of Loved One**
  **Loss of Club Members, Loss of Club**

# *III. Why People Resist Change*

A. Roethlisberger's X-Chart






# *III. Why People Resist Change*

B. Factors - Resistance to Change

- ***Loss of security or status***
- ***Inconvenience***
- ***Distrust or uncertainty***
- ***Cognitive Discord Reduction***

# III. Why People Resist Change

## C. Understanding Control

- **At the heart of understanding how people react to change is the issue of control.**
- **People are most comfortable when they can influence what happens to them.**
- **People, therefore, feel in control of their lives when their expectations match what they think to be actually occurring.**
- **There are two types of control we all seek:**
  ***Direct – Ability to dictate outcome***
  ***Indirect – Ability to at least anticipate outcomes***



# IV. Factors for Meaningful Change

## A. Formula for Meaningful Change

**Change = Motivation x Vision x Next Steps**

1. **Motivation**
   **Some good reason to give up the status quo**
2. **Vision**
   **A clear and practical vision of the desired future state**
3. **Next Steps**
   **Understanding the next steps required to progress toward the vision**

## V. The Change Process

- **Unfreezing – *The Present State***
  - *Prepare the individual or group to accept change.*
- **Changing - *The Transition State***
  - *The specific changes to be introduced must be understood and accepted.*
- **Refreezing - *The Desired State***
  - *The process by which newly acquired behavior becomes regular behavior*



## Managing Change

- ***Go to the people***
- ***Learn from them***
- ***Love them***
- ***Start with what they know***
- ***Build on what they have***

- ***But of the best leaders***

- ***When their task is accomplished***
- ***Their work is done***
- ***The people will remark:***
- ***"We have done it ourselves."***

- 2000 Year Old Chinese Poem



For more information refer to our Optimist International **"Managing Change"** Skills Development Module

## Leadership for Volunteers

⌘Read Between the Lines….

- Our Optimist Creed – a Leadership guide



**The Optimist Creed is an excellent testimonial to leadership qualities related to character traits that have been discussed and emphasized throughout our seminar.**

*To be so strong that nothing can disturb your peace of mind.*

*To talk health, happiness and prosperity to every person you meet*

*To make all your friends feel there is something in them*

*To look at the sunny side of everything and make your Optimism come true.*

*To think only of the best, to work only for the best and to expect only the best.*

*To be just as enthusiastic about the success of others as you are about your own*

*To forget the mistakes of the past and press on to the greater achievements of the future*

*To wear a cheerful Countenance at all times and give every living creature you meet a smile*

*To give so much time to the improvement of yourself that you have no time to criticize others.*

*To be too large for worry, too noble for anger, too strong for fear and too happy to permit the presence of trouble.*