

LEADERSHIP DEVELOPMENT

inspired a leader

Alexis De Tocqueville

Influenced

Big Ego

Camouflaged

Communicator

Aggressive

Background in sales (an artist)

LeRoy Leep

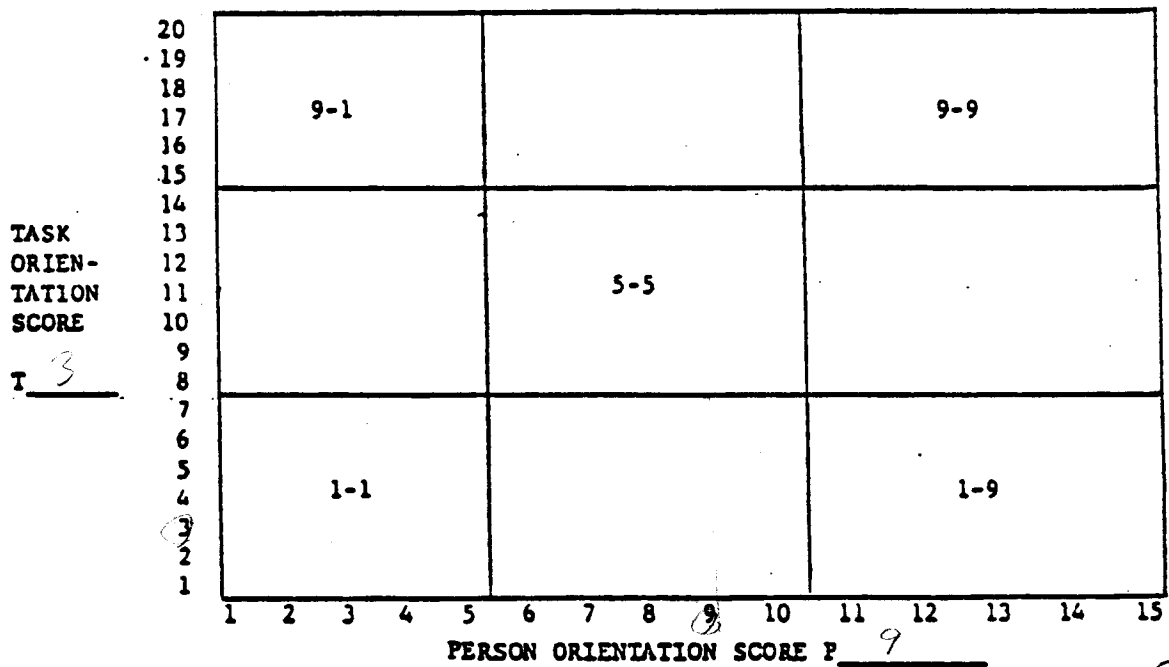
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SCORING INSTRUCTIONS:

- A. Circle the item number for items: 1, 4, 7, 13, 16, 17, 18, 19, 20, 23, 29, 30, 31, 34, and 35.
- B. Write a "1" in front of the circled items to which you responded S (seldom) or N (never).
- C. Write a "1" in front of items not circled to which you responded A (always) or F (frequently).
- D. Circle the "1's" which you have written in front of the following items: 3, 5, 8, 10, 12, 15, 17, 19, 22, 24, 26, 28, 30, 32, and 34.
- E. Count the circled "1's". This is your Person Orientation (P) score. Record this score in the blank following the letter "P" at the end of the questionnaire and on the horizontal axis of the graph below.
- F. Count the uncircled "1's". This is your task orientation (T) score. Record this number in the blank following the letter "T" at the end of the questionnaire and on the vertical axis of the graph below.

LOCATING ONESELF ON THE GRID:

To locate yourself on the grid below, circle your P score on the horizontal axis and draw a line straight upward. Next, circle your T score on the vertical axis and draw a line straight across, until the two lines intersect. The numbers in the five cells correspond to the major management styles of Blake and Mouton.



③

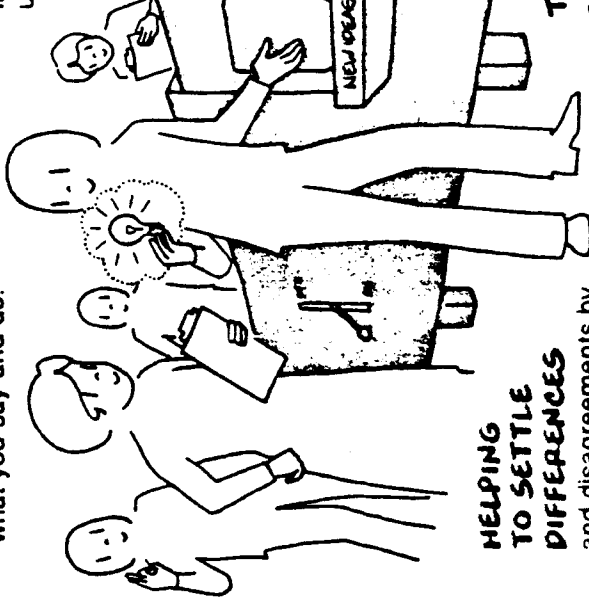
What is
LEADERSHIP
?

**IT'S INSPIRING
AND HELPING
PEOPLE TO WORK
TOWARD A GOAL.**

Leadership doesn't necessarily mean "taking charge" -- there are **MANY DIFFERENT WAYS TO LEAD**. For example, you can lead by:

**SETTING AN
EXAMPLE**

for others to follow, in what you say and do.

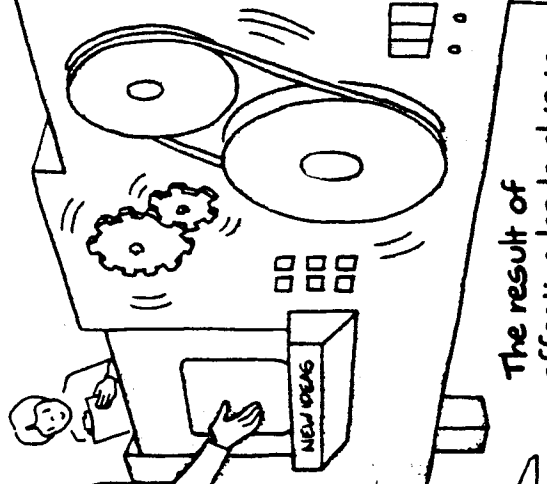


**HELPING
TO SETTLE
DIFFERENCES**

and disagreements by encouraging a spirit of cooperation.

**INTRODUCING
NEW IDEAS**

that help solve problems -- in other words, "thinking up" and "speaking up."



The result of effective leadership is people working together to achieve a goal.

WHY
should I
LEARN ABOUT
developing leadership
skills
?

Because -- even though everyone isn't a born leader -- everyone can develop leadership skills, and **EVERYONE CAN BENEFIT** from using them.

Whether you're appointed, elected or simply assuming an informal leadership role, leadership skills can help you:

CONTRIBUTE

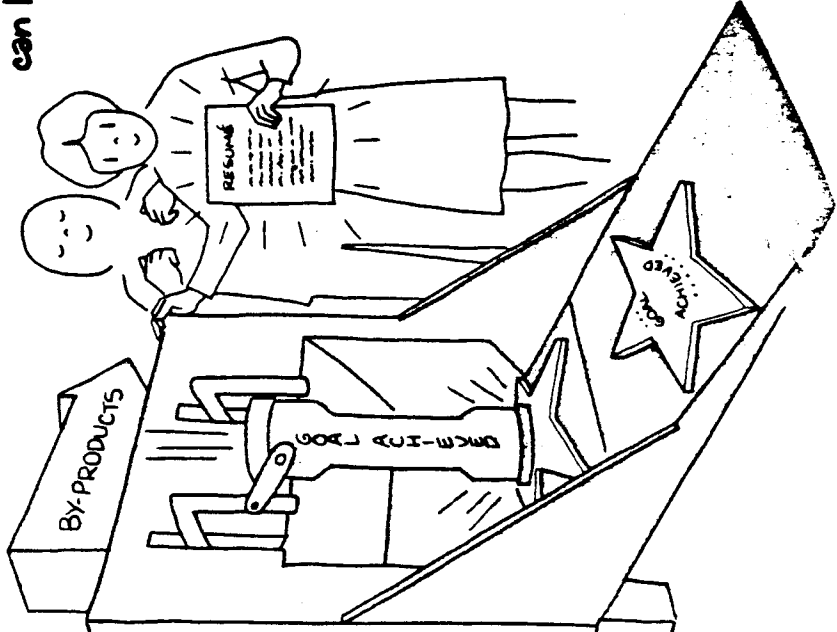
to the achievement of group goals, by helping focus everyone's energy on the task at hand.

GROW

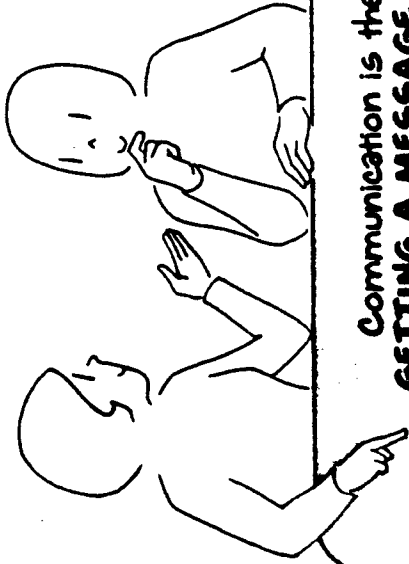
professionally, since leadership skills can be applied in any line of work.

ENJOY

personal growth and satisfaction, from knowing that you're making a difference in the world around you!



LEARN
MORE...



EFFECTIVE LEADERS ARE GOOD COMMUNICATORS

Whenever you're working with people, success depends on your ability to communicate.



Communication is the art of **GETTING A MESSAGE ACROSS.**

It may be:

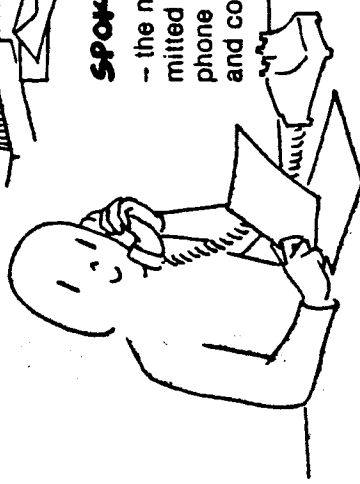
WRITTEN

- information is sent via letters, memos, reports, etc.



SPOKEN

- the message is transmitted by the speaker via phone calls, speeches and conversations.*



UNWRITTEN AND UNSPOKEN

- people form attitudes and opinions based upon the communicator's tone of voice, body language, mannerisms, etc.



SOME TIPS ON BECOMING A GOOD COMMUNICATOR

PERSON-TO-PERSON COMMUNICATION

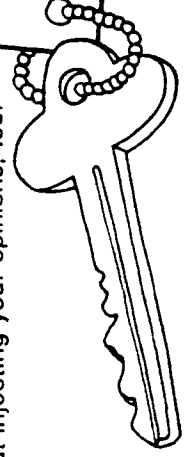
- **DEVELOP YOUR SPEAKING SKILLS.** Speaking, whether to an individual or to a group, is a skill that improves with practice.
- **BE "TIMELY."** Present only information that's current and relevant. Also make it a point to be on time and stick to the schedule.
- **PRACTICE GOOD LISTENING HABITS.** Be courteous and pay attention to what's being said. Take notes, and ask questions if you're confused.

- **KEEP A POSITIVE ATTITUDE.** Smile! Even if you disagree with what's being said, don't let your emotions interfere with clear thinking. Summarize without injecting your opinions, too.

WRITTEN COMMUNICATION

- **BE BRIEF.** Stick to the subject at hand, to avoid confusing your readers.
- **BE ACCURATE.** Check all the facts before putting anything on paper.
- **KEEP IT SIMPLE.** Don't use confusing terminology or unnecessarily complicated explanations.

COMMUNICATION IS THE KEY to developing and using all other leadership skills -- because people can't work together without communicating!



* Sometimes a speaker (or writer) uses other communication tools, such as charts, slides and films, to help get a message across.

HOW CAN I DEVELOP

other important leadership skills

?

HELP DEVELOP TEAM SPIRIT

As a leader, you can encourage enthusiasm and a sense of belonging among group members by showing:

FRIENDLINESS

Others will be more willing to share ideas if you're interested in them as people, too.

UNDERSTANDING

Everyone makes mistakes. Try to be constructive, tolerant and tactful when offering criticism.

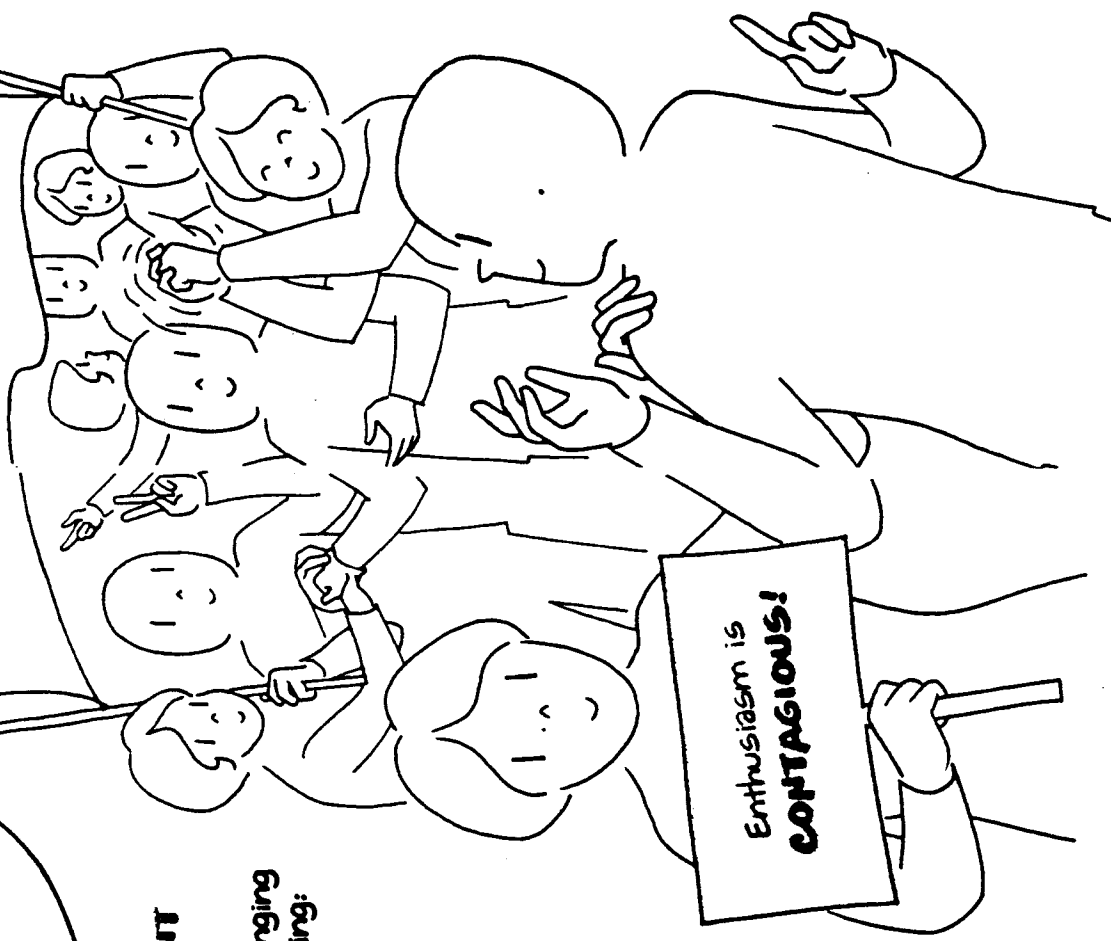
FAIRNESS

Equal treatment and equal opportunity lead to an equally good effort from all group members.

GOOD WILL

Group members will take their tasks more seriously if you show that you're more interested in group goals than your own personal gain. Remember, volunteers should be treated accordingly.

You can start by becoming
"TEAM-MINDED."



KEEP EVERYONE WORKING TOWARD TEAM GOALS

A team of individuals working together, sharing ideas and responsibilities, can accomplish much more than a team of individuals working alone.

REMIND EVERYONE

of the group's purposes from time to time. It's easy to become sidetracked and lose sight of your goals.

PROVIDE ENCOURAGEMENT

and motivation, by showing your appreciation for good ideas and extra effort.

HARMONIZE DIFFERENCES

and disagreements between group members by stressing compromise and cooperation. Don't hesitate to make decisions, however, when necessary.

INVOLVE EVERYONE

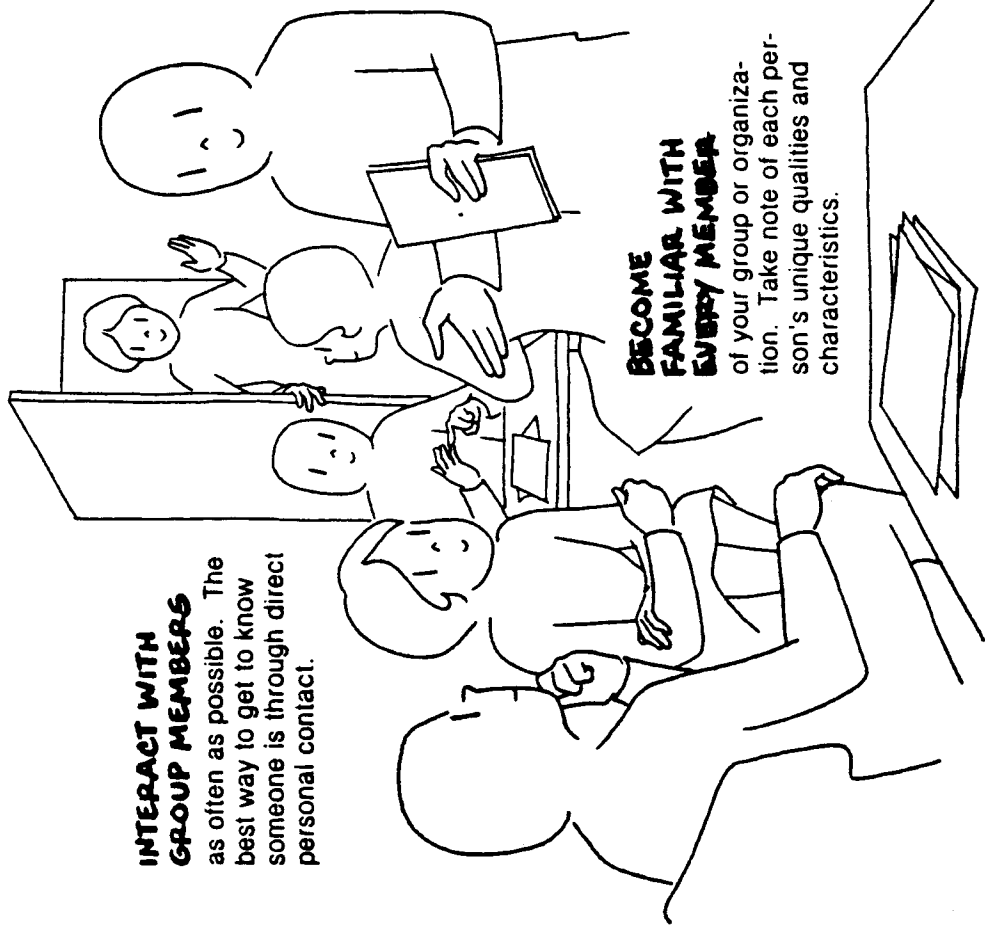
in discussions and decisions, even if it means asking for opinions and ideas.

GET TO KNOW THE PEOPLE AROUND YOU

Everyone has different abilities, wants, needs and purposes in life. To get along with other people and get results, you need to find out what makes them tick.

INTERACT WITH GROUP MEMBERS

as often as possible. The best way to get to know someone is through direct personal contact.



BECOME FAMILIAR WITH EVERY MEMBER

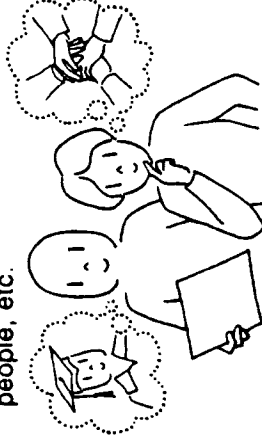
of your group or organization. Take note of each person's unique qualities and characteristics.

TREAT OTHERS AS INDIVIDUALS

Put your knowledge and understanding of each group member to work!

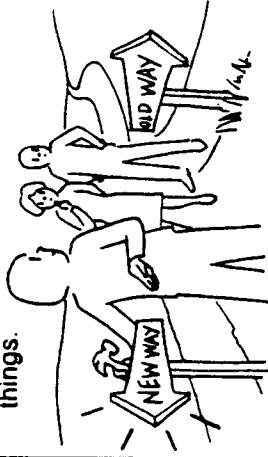
BE AWARE OF EXPECTATIONS

Everyone deserves individual treatment because everyone expects something different -- recognition, a chance to learn, a chance to work with other people, etc.



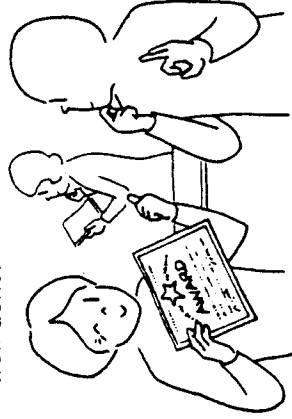
BE CREATIVE

A dull, repetitious routine can cause boredom and poor performance. The successful leader is often the one who is able to think of new (and better) approaches to old ways of doing things.



PROVIDE REWARDS

There's no substitute for a pat on the back. It's a source of personal satisfaction and positive reinforcement for a job well done.



DELEGATE RESPONSIBILITIES

Everyone should share the work to be done, so that everyone can share pride in the group's accomplishments. Everyone should know what's expected of him/her, what resources are available, what deadlines to meet, etc.

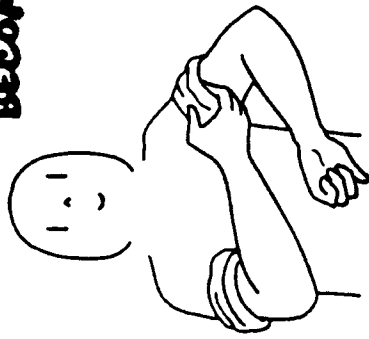


ACCEPT RESPONSIBILITY FOR GETTING THINGS DONE

Everyone can and should excel in this aspect of leadership.

BECOME ACTIVELY INVOLVED

You can't do it all alone, but you can help get the job done better and faster, if you:



SEEK HELP AND INFORMATION

Ask for advice if you need it. This will encourage group involvement and help accomplish group goals.

MAKE THINGS HAPPEN

By being decisive, energetic and enthusiastic, you can and will help get things done!

KNOW WHEN AND HOW TO SAY "NO"

If your time and resources are already committed, turn down extra tasks, but do it politely.

TAKE THE INITIATIVE

Why stand around and wait for someone else to get things started? Roll up your sleeves and dig right in!

OFFER HELP AND INFORMATION

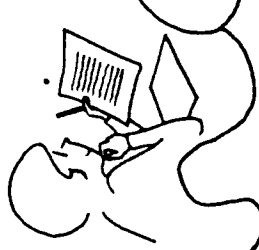
Your unique knowledge and skills may be just what's needed.



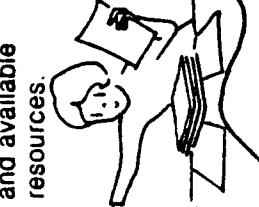
Use a **STEP-BY-STEP APPROACH TO PROBLEM SOLVING**

Whether you're faced with a decision to make or a conflict to resolve, following this logical approach will help.

1 STATE THE PROBLEM as simply and clearly as possible.



2 GATHER and organize all relevant information and available resources.



3 LIST as many ideas or solutions as you can think of.



4 EVALUATE each idea or solution and choose the best one.



5 DESIGN A PLAN for using your idea or solution. Include a timetable, assigned roles, and resources to be used.

And, don't forget to follow up on your plan by asking why your idea or solution did or didn't work.

TAKE TIME TO ANALYZE YOURSELF

LEARN TO UNDERSTAND YOURSELF

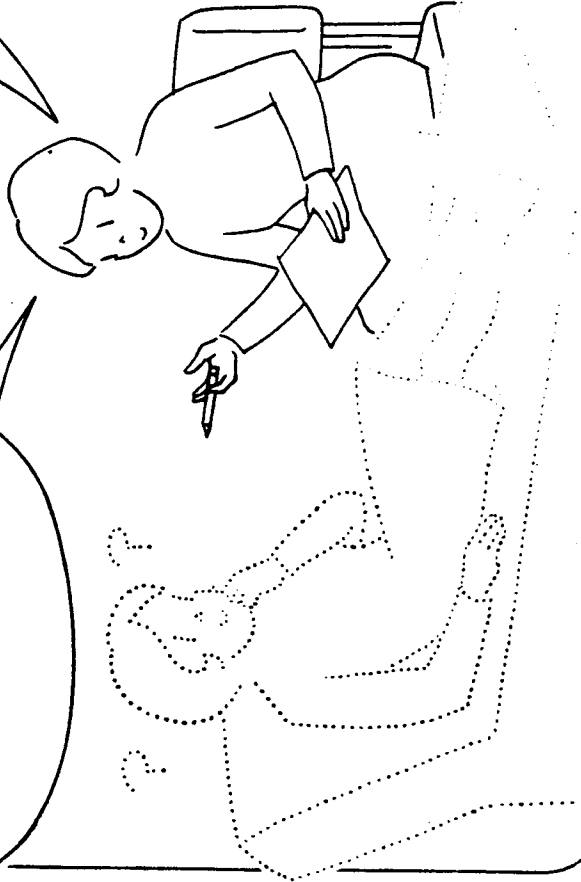
It's the first step to understanding others. Before you can successfully interact with others, you need to answer these 2 important questions:

WHO AM I?

Am I a leader who helps solve problems, a leader who helps people get along, a take-charge leader, a person who leads by example or a person who is able to combine these different leadership styles? How do others see me as a leader?

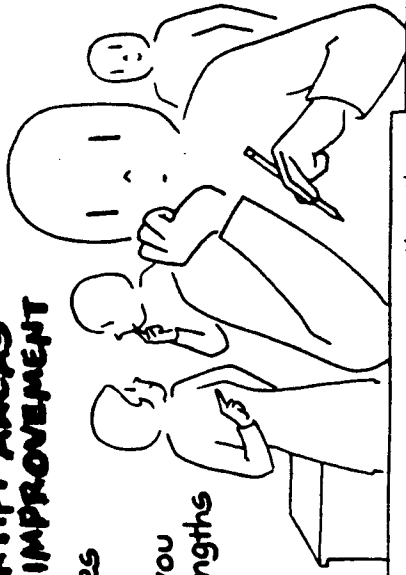
WHAT AM I DOING HERE?

What are my goals, purposes and expectations in working with this particular group or organization? What are the purposes of the group, as a whole?



IDENTIFY AREAS FOR IMPROVEMENT

Taking a few minutes to answer these questions can help you determine your strengths and weaknesses:



	Yes	No
Do I try to be aware of how others think and feel?	<input type="checkbox"/>	<input type="checkbox"/>
Do I try to help others perform to the best of their abilities?	<input type="checkbox"/>	<input type="checkbox"/>
Am I willing to accept responsibility?	<input type="checkbox"/>	<input type="checkbox"/>
Am I willing to try new ideas and new ways of doing things?	<input type="checkbox"/>	<input type="checkbox"/>
Am I able to communicate with others effectively?	<input type="checkbox"/>	<input type="checkbox"/>
Am I a good problem solver?	<input type="checkbox"/>	<input type="checkbox"/>
Do I make it a point to offer or seek help whenever necessary?	<input type="checkbox"/>	<input type="checkbox"/>

Any "No" answers may indicate areas in which improvement is needed.

MAKE YOUR OWN SELF-IMPROVEMENT PLAN

After analyzing your strengths and weaknesses, it's time to take action.

DEVISE A STRATEGY FOR UPGRADING YOUR SKILLS

For example, you can improve your:

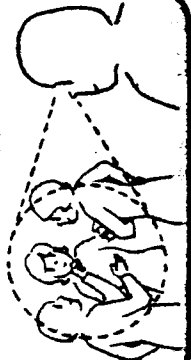
COMMUNICATION SKILLS,

by taking a speech or writing class, observing others, and practicing new skills as often as possible.



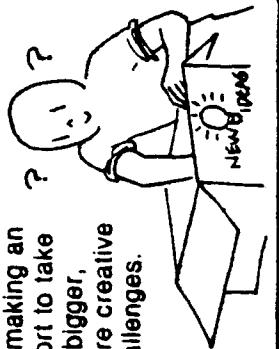
UNDERSTANDING OF GROUPS AND INDIVIDUALS,

by getting to know the people around you.



WILLINGNESS TO ACCEPT RESPONSIBILITY AND NEW IDEAS,

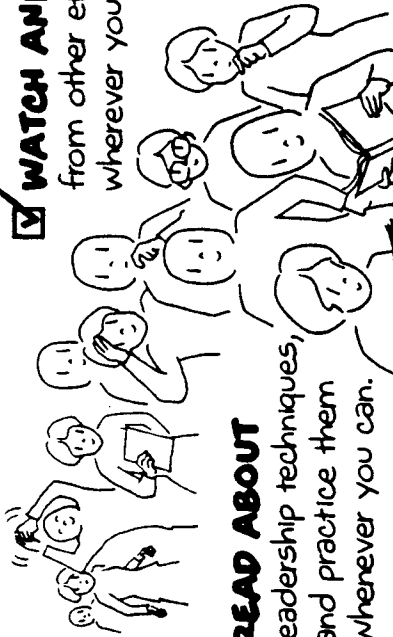
by making an effort to take on bigger, more creative challenges.



So--

Start Working on YOUR LEADERSHIP SKILLS TODAY!

WATCH AND LEARN
from other effective leaders wherever you find them.



READ ABOUT
leadership techniques, and practice them whenever you can.

GET INVOLVED
by making your group's goals and purposes your own.

