



Leadership, Part I: Characteristics of Effective Leaders

Success/Leadership Series

By Lei Du-Cuny

Agenda

18:10 Define leadership

- Qualities of effective leaders
- Four components of leadership style
- Concept of match and gap in leadership

18:45 Break

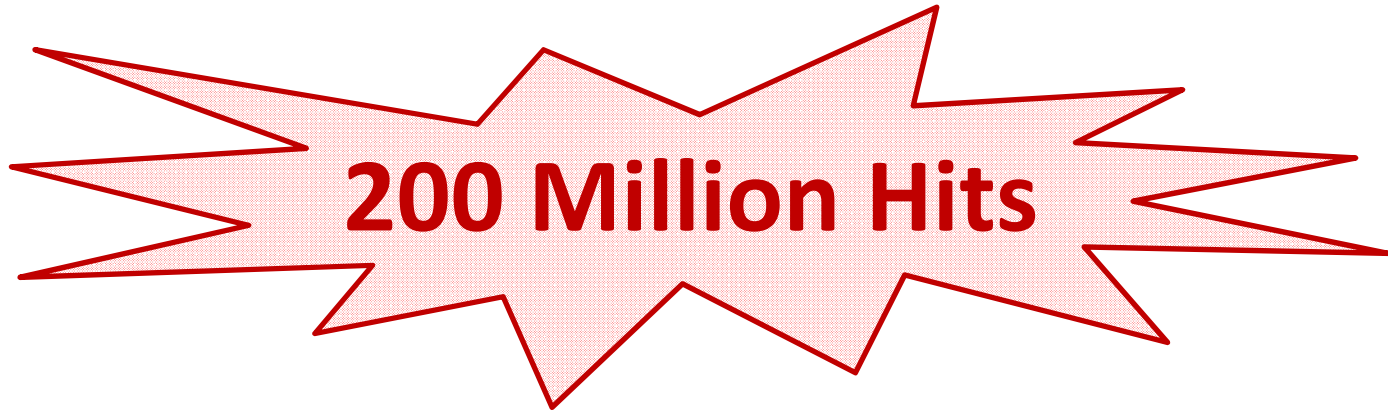
18:55 Discover our present leadership skills

19:10 Disclose how our skills perceived by others

19:25 Determine how we can become better leaders

19:35 Conclusion

Definition of Leadership



1. An act of leading a group of people
2. The capacity to lead
3. A position of leading

– *Merriam-Webster's Dictionary*

Definition of Leadership

(Lei's Favorite)

Leadership is an art of getting someone else to do something you want done because he wants to do it.

– *Dwight D. Eisenhower*

34th president of the United States from 1953 to 1961



Personality Qualities of Effective Leaders

Ambitious
Courageous Resilient
Independent
Leaders
Emotionally mature
Strong-willed
Charismatic

Mental Qualities of Effective Leaders

Quick Foreseeing
Leaders
Knowledgeable
Good judges

From Qualities to Styles of Leaders

Certain Qualities are common to most decent leaders; empathy, courage, vision, and passion, etc. How a particular leader choose to embody these characteristics can **only be in a style that is authentic to them.**

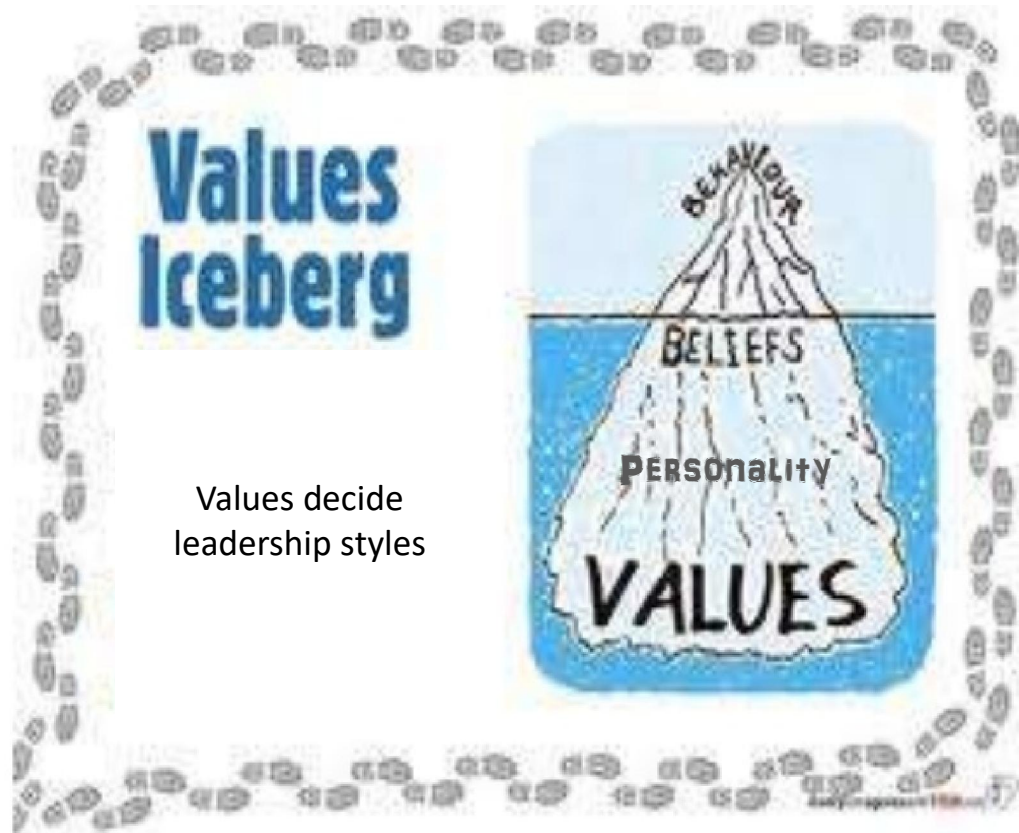
– *Troy Wade*

Co-Founder of Brown & Co



Values

(Beliefs and principles by which we live)



Values construct visions and define goals, thus decide leadership styles.

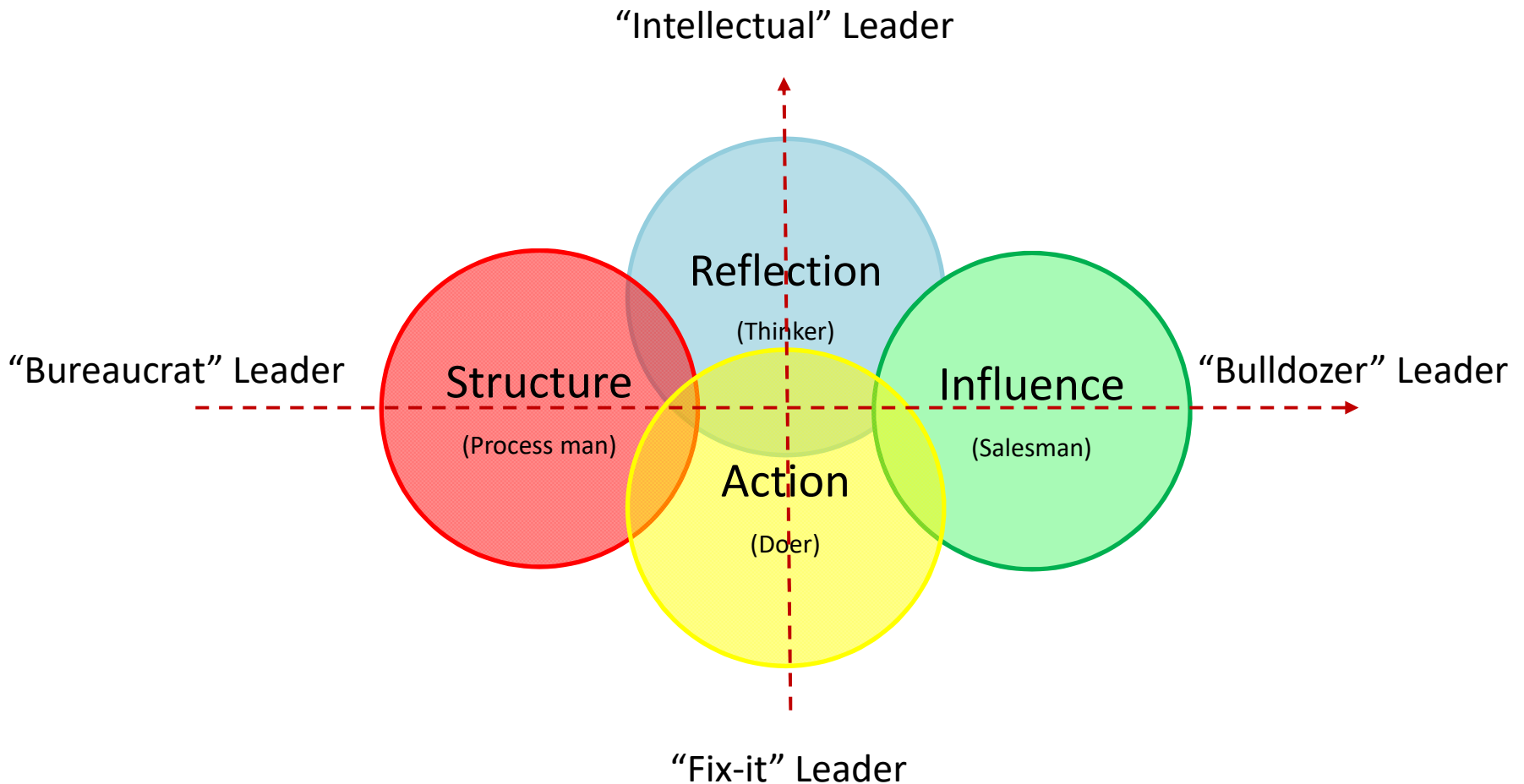
Leadership Style



- How you think
- How you influence others
- How you guide the day-to-day actions
- How you employ structure (rules, policies and systems)

Four Components of Leadership Style

(1999 Karl Albrecht)



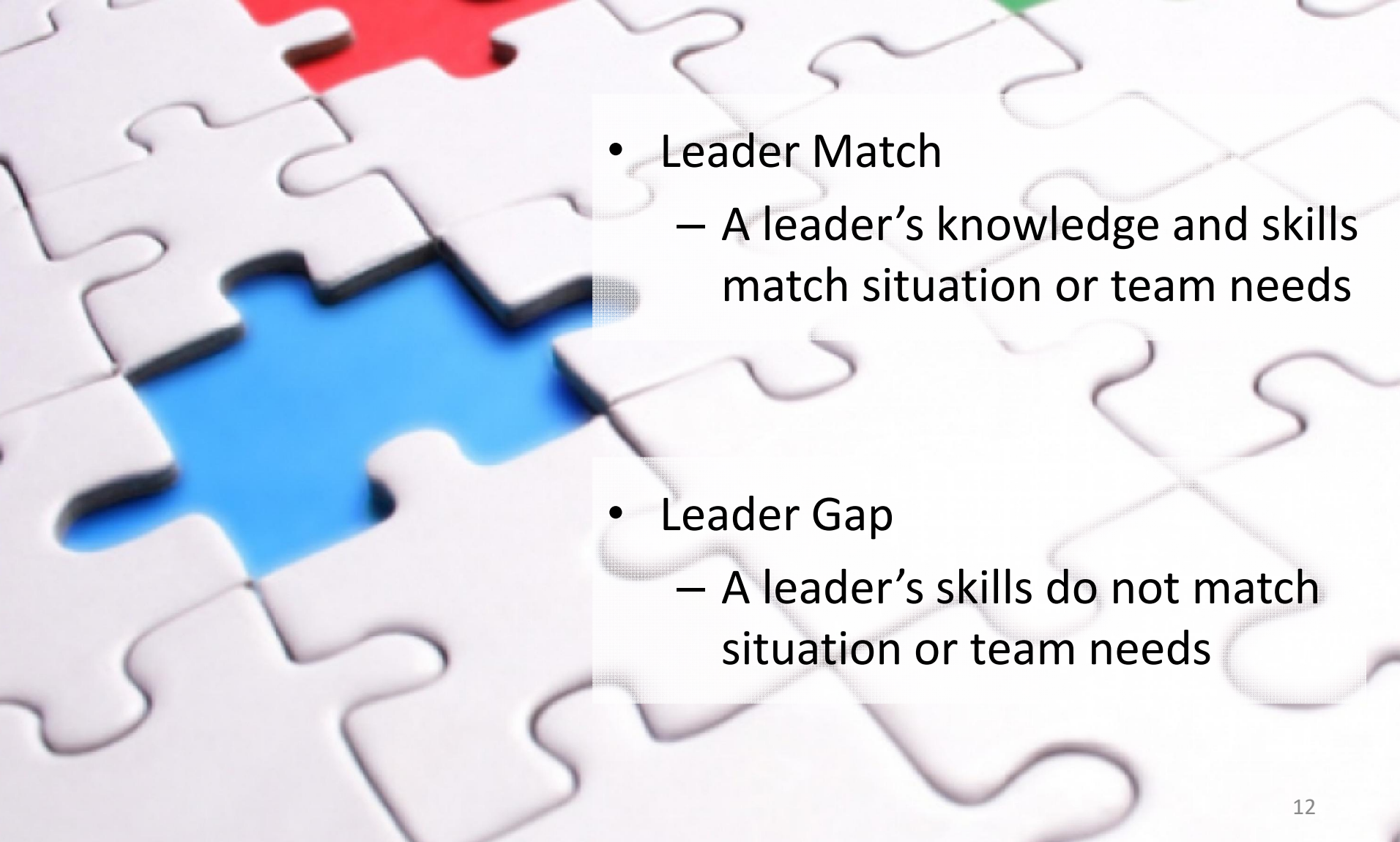
Strength-Weakness Irony

One's strength, when taken to an extreme, becomes a weakness



- Democratic decision-making ↔ Wishy-washiness
- Analysis ↔ Inability to take action
- Confidence ↔ Overconfidence / arrogance
- Determination ↔ Stubbornness / unwillingness

The Concept of Leader Match & Leader Gap

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- Leader Match
 - A leader's knowledge and skills match situation or team needs
 - Leader Gap
 - A leader's skills do not match situation or team needs

Group Exercises

- Goal:
 - To allow participants to recognize their individual leadership style
- Part A:
 - Create and discuss your own “Leadership Style Profile” [15 mins]
- Part B:
 - Evaluate and discuss the “Team Leadership Needs” [15 mins]
- Share your results and discuss the “Leadership Matches & Gaps” [10 mins]

BREAK

18:45-18:55

Leadership Within the Club



Immediate Past President Mentoring	Sergeant at Arms Logistics & Office support	Secretary Record keeping	Treasurer Budgeting	President Team building	VP Education Planning & Organizing	VP Membership Recruiting	VP Public Relation Propagating
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Leadership During the Meeting

- Meeting Level
 - Sergeant At Arms
 - President
 - VP Education
 - VP Membership
 - VP Public Relation

 - Toastmaster of the Evening

 - Table topics master
- Task / Responsibility
 - Welcome guests upon arrival
 - Preside over the meeting
 - Fulfill the meeting roles
 - Bring guests to the meeting
 - Distribute flyers during the meeting

 - Organize the meeting / time management
 - Plan topics reflecting the meeting theme

Group Exercise: Part A

(Assessing your leadership style)

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PART A: ASSESSING YOUR LEADERSHIP STYLE

Using the following scale, read each of the statements below, then in the space provided write the number that indicates how well you think the statement describes the way you typically act in leadership situations.

- 1 = I never or seldom act that way.
- 2 = I usually do not act that way.
- 3 = I sometimes act that way.
- 4 = I often act that way.
- 5 = I usually or always act that way.

Reflection (R)

- _____ I have a clear vision or concept of the mission my team must accomplish.
- _____ I approach important problems and decisions carefully and systematically rather than impulsively.
- _____ I gather facts, information, and ideas carefully before choosing a course of action.
- _____ I brainstorm various options and approaches before making important decisions.
- _____ I evaluate the results of my decisions and courses of action to see how well they succeeded in achieving the objectives.
- _____ **Total (R) score**

Action (A)

- _____ I stay abreast of the day-to-day work of the team and any problems they may be having.
- _____ I guide people to make sure they achieve their assigned results.
- _____ I make sure all team members are contributing equally.
- _____ I intervene quickly and decisively when the work is not being done properly.
- _____ I coach and counsel people to help them learn to handle their roles better.
- _____ **Total (A) score**

Influence (I)

- _____ I regularly remind people of the team's mission and its reason for existing.
- _____ I make sure all team members understand exactly what I expect from them.
- _____ I periodically meet with the team to evaluate performance and emphasize the importance of achieving results.
- _____ I encourage all team members to help and support one another.
- _____ I offer individual support, encouragement, and appreciation to each person on the team.
- _____ **Total (I) score**

Structure (S)

- _____ I make sure roles and responsibilities are clear for all team members.
- _____ I insist that people meet their assigned goals and deadlines.
- _____ I set clear ground rules and policies for the team's operation.
- _____ I promote the active sharing of important information and ideas among team members.
- _____ I emphasize the use of critical practices that are essential to the quality of the team's work.
- _____ **Total (S) score**

To Score:

First, complete the chart below. In the first column, write in the total score from each of the above four sections in the appropriate space. Next, adjust each of these scores by subtracting 5 from the "Total Score" column and writing the result in the "Adjusted Score" column. Then multiply this number by 5 and write the result in the "Final Score" column. For example, if your total (R) score was 25, you would write "25" in the appropriate space in the first column, then subtract 5 from 25 and write "20" in the "Adjusted Score" column. Next, you would multiply 20 by 5 and write "100" in the "Final Score" column. If you have questions about this procedure, see the example on the next page.

YOUR LEADERSHIP STYLE SCORING CHART

TOTAL SCORE	ADJUSTED SCORE	FINAL SCORE
Total (R) Score	- 5 =	x 5 =
Total (A) Score	- 5 =	x 5 =
Total (I) Score	- 5 =	x 5 =
Total (S) Score	- 5 =	x 5 =

Group Exercise: Part A

- **Create your own “Leadership Style Profile” Chart [10 mins]**
 - Answer the questions in each of the four components of the leadership style
 - Sum the item score up to give four component scores
 - Plot these four scores on the “Leadership Style Profile / Team Leadership Needs” chart **in BLUE color**
- **Discuss questions [5 mins]**
 - How accurately do you feel the profile describes your profile surprise you in any way?
 - How would this behavior pattern appear in interactions with team?
 - Do you have a strong point that, if taken to the extreme, could become a weakness?
 - Under what circumstances might this leadership assessment method give unreliable or unrealistic results?
 - Under what circumstances might your particular leadership style be least effective?

Group Exercise: Part B

(Evaluating team leadership needs)

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PART B: EVALUATING TEAM LEADERSHIP NEEDS

Using the following scale, read each of the statements below, then in the space provided write the number that indicates how well you think the statement describes the team you lead.

- 1 = A significant weak point of this team.
- 2 = An area in need of improvement.
- 3 = Adequate for the situation.
- 4 = An area of strength.
- 5 = A significant strong point of this team.

Reflection (R)

- _____ The mission is clear to team members.
- _____ Team members have a vision of success.
- _____ Team members have a clear plan of action.
- _____ Team members are appropriately involved in the decision-making process.
- _____ Team members understand team goals.
- _____ **Total (R) score**

Action (A)

- _____ The team members are properly selected and qualified.
- _____ Team members are trained and prepared.
- _____ Team members have the resources they need to accomplish goals.
- _____ Team members work effectively and efficiently.
- _____ Team members work cooperatively.
- _____ **Total (A) score**

Influence (I)

- _____ Team members are committed to the mission.
- _____ Team members are motivated to achieve goals.
- _____ Team members are focused on key priorities and objectives needed to achieve goals.
- _____ Team members enjoy working with one another.
- _____ Team members work cohesively.
- _____ **Total (I) score**

Structure (S)

- _____ Ground rules and policies for the team's operation are clear.
- _____ Team members' specific responsibilities and assignments are clear.
- _____ Team members share important information and ideas with one another.
- _____ Team members follow the critical practices needed to do a quality job.
- _____ Team members are achieving goals and deadlines.
- _____ **Total (S) score**

To Score:

Follow the same procedure as in Part A. First, complete the chart below. In the first column, write in the total score from each of the above four sections in the appropriate space. Next, adjust each of these scores by subtracting 5 from the "Total Score" column and writing the result in the "Adjusted Score" column. Then multiply this number by 5 and write the result in the "Final Score" column. For example, if the total (R) score was 10 you would write 10 in the appropriate space in the first column, then subtract 5 from 10 and write "5" in the "Adjusted Score" column. Next, you would multiply 5 by 5 and write "25" in the "Final Score" column. If you have questions about this procedure, see the example on the next page.

TEAM LEADERSHIP NEEDS SCORING CHART

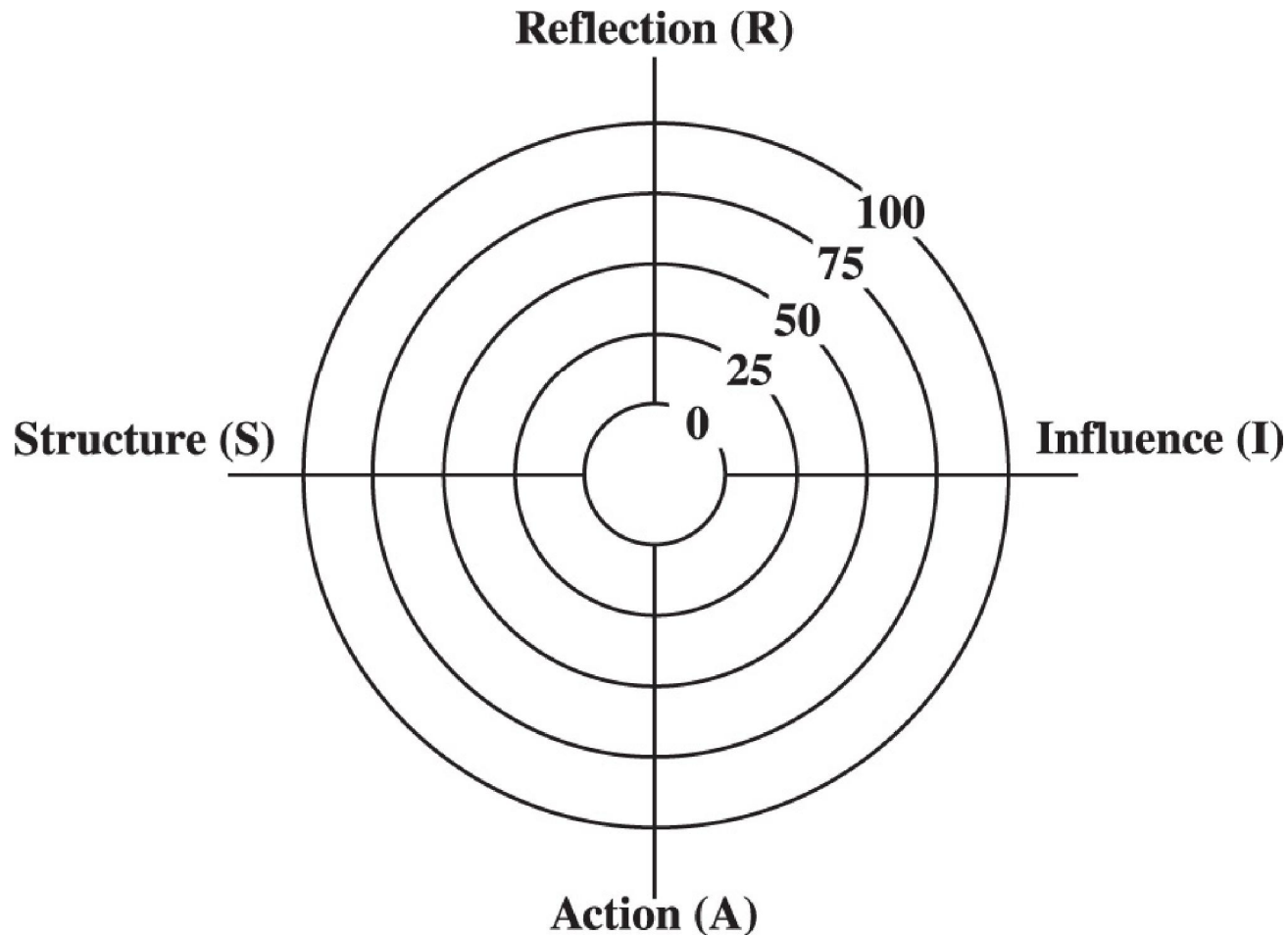
TOTAL SCORE	ADJUSTED SCORE	FINAL SCORE
Total (R) Score	- 5 =	x 5 =
Total (A) Score	- 5 =	x 5 =
Total (I) Score	- 5 =	x 5 =
Total (S) Score	- 5 =	x 5 =

Now, using a different colored pen or pencil or an "X" instead of the dot used earlier, plot each of the team's four final scores on the corresponding axis of the Leadership Style Profile and Team Leadership Needs Chart on page 15. Then connect the four x's with four straight lines to form a geometric figure. This figure shows the team's leadership needs.

Group Exercise: Part B

- **Evaluate “Team Leadership Needs” Chart [10 mins]**
 - Answer the questions in each of the four sections in Part B
 - Sum the item score up to give four section scores
 - Plot these four scores on the “Leadership Style Profile / Team Leadership Needs” chart **in RED color**
- **Discuss questions [5 mins]**
 - Is there anything unique about the current situation facing the team which indicates a need for certain aspects of leadership?
 - How is the need for leadership likely to change over the near term, and how might it be different further into the future?
 - Do the team members understand clearly what the mission of the team is, and if so, do they embrace and support it? Do they understand the challenges they must face in accomplishing the mission?
 - Are there any pressing problems facing the team?
 - Is the morale and social climate healthy, or do they need leadership attention?
 - Are there any difficult or divisive issues facing the group? Is the group breaking up into factions, or are certain members feeling competitive toward one another?

Share Your “Leadership Style” & “Team Leadership Needs”



- Discuss “Leadership Gaps” and “Leadership Matches”

Conclusion



- Being an effective leader, you need to firstly understand your leadership style and the team leadership needs.
- Understanding your leadership style means
 - Understanding your strength, knowing how they can sometimes become your weaknesses
 - Knowing how your style influences the attitudes, feelings, and actions of team members
 - Knowing how to alter your behavior patterns to meet situational challenges / team needs