

Success **Leadership** Series

“Leadership, Part I: Characteristics of Effective Leaders” is a module of Toastmasters International’s *Success/Leadership Series* made possible by the Ralph C. Smedley Memorial Fund.®

LEADERSHIP, PART I: CHARACTERISTICS OF EFFECTIVE LEADERS

Workbook

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**WHERE LEADERS
ARE MADE**

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LEADERSHIP, PART I: CHARACTERISTICS OF EFFECTIVE LEADERS

You've heard or read it many times: We need leaders. It's said about business, politics, religion. If there is one ingredient essential to the success of any organization or effort, it is leadership.

This is your workbook for helping you recognize and develop your leadership skills. It contains information and exercises that correspond to the lesson and activities to be presented by your session coordinator. This booklet is yours to keep, so use it for your own personal benefit.

As you listen to the session coordinator, make notes in this booklet about what you hear. Write down any key points, important concepts, and useful ideas you discover. Make a conscious effort to remember them and make them a part of your everyday life.

When your session leader asks you to do so, do the exercises in the booklet.

LEADERSHIP

The capacity to influence others to achieve worthwhile results.

QUALITIES OF LEADERS

PERSONALITY QUALITIES

- ▶ Emotionally mature
- ▶ Independent
- ▶ Strong-willed
- ▶ Courageous
- ▶ Ambitious
- ▶ Resilient
- ▶ Charismatic

MENTAL QUALITIES

- ▶ Quick
- ▶ Knowledgeable
- ▶ Good judges
- ▶ Foreseeing

VALUES

Values are our beliefs and principles by which we live.

LEADERSHIP STYLE

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

STRENGTH-WEAKNESS IRONY

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

UNDERSTANDING YOUR LEADERSHIP STYLE MEANS...

- ▶ Understanding your strengths, knowing how they can sometimes become your weaknesses.
- ▶ Knowing how your style influences the attitudes, feelings, and actions of others.
- ▶ Knowing how to alter your behavior patterns to meet situational challenges/team needs.

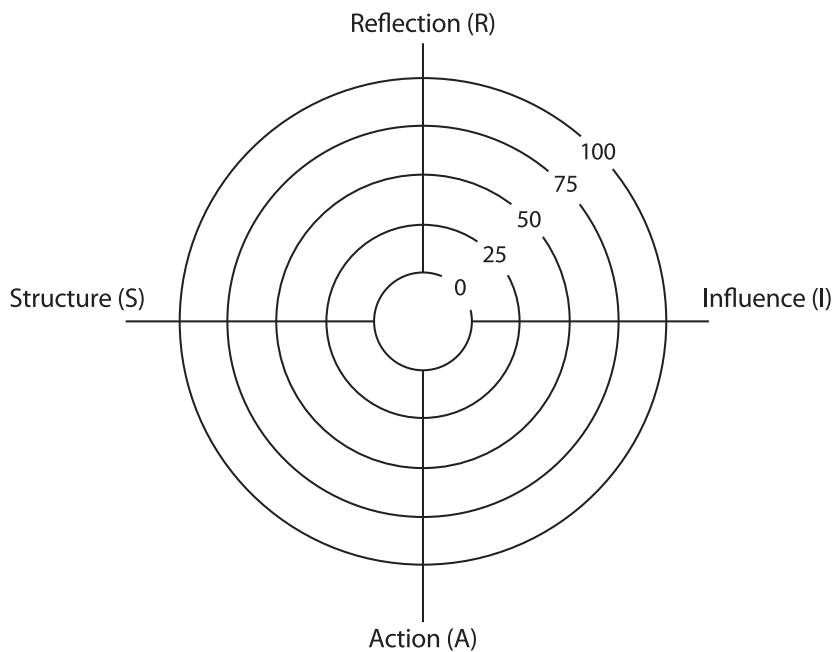
LEADER MATCH

When a leader's knowledge and skills match the situation/team needs.

LEADER GAP

When the leader's skills do not match the situation/team needs.

LEADERSHIP STYLE MODEL



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Reflection. Leaders vary in the extent to which they evaluate the situation and the challenges facing the enterprise, clarify the vision and mission, set the direction, establish priorities, and make plans. They also vary in how much they share with team members.

Influence. Leaders vary in how much they work with and through the talents of the team members. Leaders don't simply issue orders. Leaders must mobilize the skills, experience, viewpoints, and energies of the team members using personal persuasion, role modeling, idea selling, and hands-on interaction rather than simply by using formal authority.

Action. Leaders vary in how they tell people what to do. Leaders can be highly directive or highly permissive. They can directly channel the team's activities or allow the team to act intelligently on its own.

Structure. Depending on the size and complexity of the enterprise involved, leaders vary in how they create structures for assigning responsibilities, communicating, sharing information, planning, managing resources, and resolving disagreements. For a handful of people working as a close-knit team, very little structure may be needed. For a large and complex organization, a well-defined structure can play a key part in accomplishing the mission.

LEADERSHIP PATTERNS

- ▶ The “Intellectual” Leader
- ▶ The “Fix-It” Leader
- ▶ The “Bulldozer” Leader
- ▶ The “Bureaucrat” Leader

OTHER LEADERSHIP PATTERNS

- ▶ Reflection-Influence
- ▶ Influence-Action
- ▶ Reflection-Action

EXERCISE

MATCHING YOUR LEADERSHIP STYLE WITH TEAM LEADERSHIP NEEDS

Think for a moment about leadership positions you have held in your business, community, or even your Toastmasters club. In this exercise you will use your past leadership experience to assess your own leadership style, determine the leadership needs of your team, and decide whether your style was appropriate for the team and situation and what you could have done to be a more effective leader.

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 =

Now, plot each of your four final scores on the corresponding axis of the Leadership Style Profile and Team Leadership Needs Chart on page 15. Then connect the four dots with four straight lines to form a geometric figure. This figure shows your leadership style.

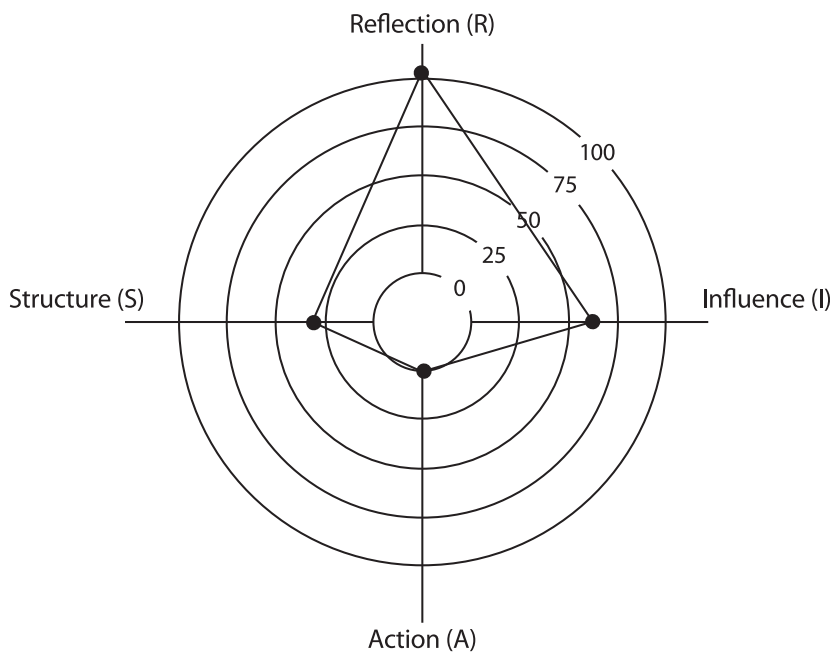
Example

The sample “Final Score Chart” below shows final (R), (A), (I), and (S) scores. To plot these scores on the sample “Leadership Style Profile and Team Leadership Needs Chart” below, you would first place a dot at the 100 spot on the (R) axis. Since the final (A) score is 0, you would put a dot at the appropriate spot on the (A) axis. Since the final (I) score is 60, you would put a dot at the appropriate spot on the (I) axis. Since the final (S) score is 35, you would put a dot at the appropriate spot on the (S) axis. Then connect the four dots with four straight lines to form the geometric figure which indicates leadership style.

YOUR LEADERSHIP STYLE SCORING CHART

TOTAL SCORE	ADJUSTED SCORE	FINAL SCORE
Total (R) Score: 25	- 5 = 20	x 5 = 100
Total (A) Score: 5	- 5 = 0	x 5 = 0
Total (I) Score: 17	- 5 = 12	x 5 = 60
Total (S) Score: 12	- 5 = 7	x 5 = 35

LEADERSHIP STYLE PROFILE AND TEAM LEADERSHIP NEEDS CHART



DISCUSSION QUESTIONS:

- ▶ How accurately do you feel the profile describes your leadership style? Does your profile surprise you in any way?
- ▶ How would this behavior pattern appear in interactions with your 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?

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 =

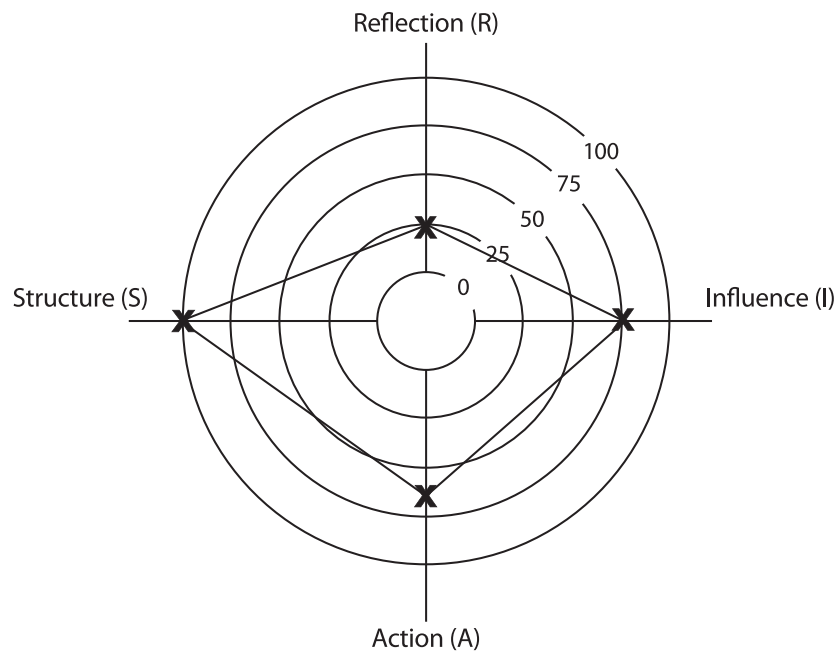
Now, using a different colored pen or pencil or an "x" instead of the dot used earlier, plot each of the team's four final scores on the corresponding axis of the Leadership Style Profile and Team Leadership Needs Chart on page 15. Then connect the four x's with four straight lines to form a geometric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

Example

The sample "Final Score Chart" below shows final (R), (A), (I), and (S) scores. To plot these scores on the sample "Leadership Style Profile and Team Leadership Needs Chart," you would first place an "x" at the 25 spot on the (R) axis. Since the final (A) score is 65, you would put an "x" at the appropriate spot on the (A) axis. Since the team's final (I) score is 75, you would put an "x" at the appropriate spot on the (I) axis. Since the team's final (S) score is 100, you would put an "x" at the appropriate spot on the (S) axis. Then connect the four x's with four straight lines to form a geometric figure. This figure shows what type of leadership style the team needs to accomplish its mission, as you perceive it.

TEAM LEADERSHIP NEEDS SCORING CHART

TOTAL SCORE	ADJUSTED SCORE	FINAL SCORE
Total (R) Score: 10	- 5 = 5	x 5 = 25
Total (A) Score: 18	- 5 = 13	x 5 = 65
Total (I) Score: 20	- 5 = 15	x 5 = 75
Total (S) Score: 25	- 5 = 20	x 5 = 100



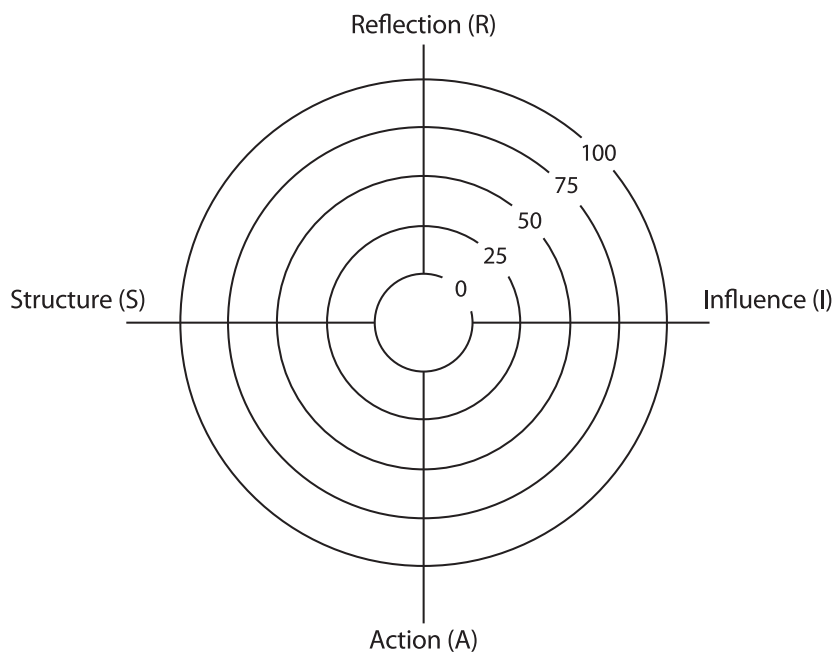
Discussion Questions

Is there anything unique about the current situation facing the enterprise and the team that 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 enterprise 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 team members need leadership attention?
- ▶ Are difficult or divisive issues facing the group? Is the group breaking up into factions, or are certain members feeling competitive toward one another?

YOUR LEADERSHIP STYLE PROFILE AND TEAM LEADERSHIP NEEDS CHART

Plot your final scores from Part A and Part B on the chart below.





NOTES