Developing Personal Leadership

Building Connections:
Community Leadership Program

“...everything can be taken from a man but one thing: the last of the human freedoms — to choose one’s attitude in any given set of circumstances, to choose one’s own way.”

— Victor Frankl

Lesson Objectives
1. To understand one’s personal preference (strengths) for leading others
2. To identify ways to build on personal leadership strengths
3. To determine techniques and strategies for developing weak areas

Value of Work

- Values Assessment

Developing Personal Leadership
The Leadership Quest

How do you define leadership?

There are nearly the same number of leadership definitions as there are people who have attempted to define it.

Stogdill, 1974

Definitions from the “Pros”

- “Planning, organizing, staffing and human resource management, leading and influencing, and controlling.” (Buford, Bedeian, Lindner, 1995)

- “the process of working with and through individuals and groups and other resources to accomplish organizational objectives.” (Hersey, Blanchard and Johnson, 2001)

- “…not only embraces the principles of fairness and kindness, but also leads to quantum leaps in personal and organizational effectiveness.” (Covey, 1991)
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• “... the focus of group processes, as a matter of personality, as a matter of inducing compliance, as the exercise of influence, as particular behaviors, as a form of persuasion, as a power of relation, as an instrument to achieve goals, as an effect of interaction, as a differentiated role, as an initiation of structure and as many combinations of these.” (Bass, 1990)

• “The art of mobilizing others to want to struggle for shared aspirations.” (Kouzes and Posner, 1995)

Defining a Leader...

• Think of a leader you have worked for or observed...

What does this person do and what qualities does this person have that make you admire him or her as a leader?

Other Leadership Styles

• Autocratic
• Bureaucratic
• Democratic
• Authoritarian
• Coercive
• Transactional
• Transformational
• Laissez-Faire
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Ten Commitments of Leadership

1. Challenging the process
   - **Search** out challenging opportunities to change, grow, innovate and improve
   - **Experiment**, take risks, and learn from the accompanying mistakes

2. Inspiring a shared vision
   - **Envision** an uplifting and ennobling future
   - **Enlist** others in a common vision by appealing to their values, interests, hopes and dreams

3. Enabling others to act
   - **Foster** collaboration by promoting cooperative goals and building trust
   - **Strengthen** people by giving power away, providing choice, developing competence, assigning critical tasks and offering visible support

4. Modeling the way
   - **Set** the example by behaving in ways that are consistent with shared values
   - **Achieve** small wins that promote consistent progress and build commitment
Ten Commitments of Leadership

5. Encouraging the heart
   – Recognize individual contributions to the success of every project
   – Celebrate team accomplishments regularly

Perceptions of Exemplary Leaders

- People who frequently demonstrate these leadership behaviors are seen as:
  – being more effective in meeting job-related demands
  – being more successful in representing their units to upper management
  – creating better performing teams

Perceptions of Exemplary Leaders

- fostering loyalty and commitment
- increasing motivational levels and willingness to work hard
- reducing absenteeism, turnover and dropout rates
- possessing high degrees of personal credibility

Putting it to Work

- Activity –
  – List two behaviors, practices, “things” that you could do this coming year to enhance your transformational leadership style
Who Knows the Story?

Review of Objectives
- What are ways that we can identify our strengths?
- What are some fundamental characteristics of leaders?
- What are a few steps we can take to build our capacity for leadership?

For More Information
- To Take the Leadership Challenge, the Leadership Practices Inventory (LPI) go online to www.josseybass.com and search for the Leadership Practices Inventory (LPI) Self Starter Package, 3rd Edition