

# Intro to Leadership

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When have you been a leader?

- School
- Church
- Sports team
- Fraternity/sorority
- Camp
- In a group of friends
- Working with kids/adults

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What is Leadership?

- Over 100 recognized definitions
- Art of getting or inspiring people to do something.
- Focus on "People"

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**Views of Leadership**

- As a Trait
  - Focus on "leaders are born not made"
  - Basic qualities of the leader, not learned
  
- As an Ability/Skill
  - Capacity to Lead
  - Abilities can be developed and honed
  - Skills can be learned and practiced

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**Views of Leadership**

- As a Behavior
  - What leaders do
  - Observable actions that others see and can identify

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**Views of Leadership**

- As a Relationship
  - Focus is on communication between leaders and followers
  - Collaboration
  - Includes need of the followers in the process of leadership
  - Achieving mutual purposes

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Qualities of Leadership

- What qualities must a leader possess?
- Intelligence- good language skills, reasoning ability and perceptual skills
  - Wisdom-able to apply intelligence
- Confidence- Don't second guess decisions, clear vision,
  - Comes from understanding task and practice

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Qualities continued

- Charisma (Personality)-Provides influence,
  - Serve as role models
  - Show competence
  - Articulate clear goals
  - High expectations for followers
  - Inspire others

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Qualities cont.

- Determination
  - Decision to get the job done
  - Initiative, persistence and drive

Sociability

- Establish relationships
- Friendly, outgoing, sensitive, good interpersonal skills

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Qualities cont.

- Integrity- Makes a leader believable and worthy of trust
  - Takes responsibility for their actions
  - Loyal, dependable and transparent

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# Leadership Styles

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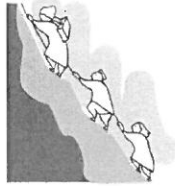
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Leadership Styles

- Leadership style is developed based on the person/people being lead and the type of activity.
- Situational!



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**McGregor's Theory**

- Theory X Employees
  - inherently dislike work and therefore must be coerced into doing it
  - avoid responsibility
  - prefer to be directed
  - have little ambition
  - value personal security above all else

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**Theory Y Employees**

- view work as a source of satisfaction
- committed to achieving organizational objectives
- self-motivated
- self-directed
- accept responsibility
- find work as natural as play

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**Leadership Styles**

- Autocratic Leader
- Tells people what to do expects it to be done their way
- No input from group or others



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Leadership Styles

- Democratic Leader
- Seek input from group
- Majority rules
- Leader is a facilitator



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Leadership Styles

- Participative
- Group gives input but leader makes ultimate decision
- Helps develop future leaders



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Leadership Styles

- Laissez-faire
- Hands off approach
- Lets the group make decisions
- Hire good people and get out of the way



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5-19

Power

- The ability to get someone to do something they might not do on their own

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Power

- Five sources of Power
- Legitimate- comes with a title or position
- Reward- leader can provide positive consequences
- Coercive- leader can provide negative consequences
- Referent- force of personality, charisma
- Expert- leader has knowledge or expertise

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Smoke Jumpers 1949



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## Lost At Sea Worksheet

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*Instructions:*

You are adrift on a private yacht in the South Pacific. As a consequence of a fire of unknown origin, much of the yacht and its contents have been destroyed. The yacht is now slowly sinking. Your location is unclear because of the destruction of critical navigational equipment and because you and the crew were distracted trying to bring the fire under control. Your best estimate is that you are approximately one thousand miles south-southwest of the nearest land.

Below is a list of fifteen items that are intact and undamaged after the fire. In addition to these articles, you have a serviceable, rubber life raft with oars large enough to carry yourself, the crew, and all the items listed below. The total contents of all survivors' pockets are a package of cigarettes, several books of matches, and five one-dollar bills.

Your task is to rank the fifteen items below in terms of their importance to your survival. Place the number 1 by the most important item, the number 2 by the second most important, and so on through number 15, the least important.

<i>Individual Rank</i>	<i>Item</i>	<i>Group Rank</i>	<i>Expert Rank</i>
_____	Sextant	_____	_____
_____	Shaving Mirror	_____	_____
_____	5 gal can of water	_____	_____
_____	Mosquito netting	_____	_____
_____	One case of US Army C rations	_____	_____
_____	Maps of the Pacific Ocean	_____	_____
_____	Seat cushion (flotation device)	_____	_____
_____	2 gal can of oil-gas mixture	_____	_____
_____	Small transistor radio	_____	_____
_____	Shark repellent	_____	_____
_____	Twenty square feet of opaque plastic	_____	_____
_____	1 qt of 160-proof Puerto Rican Rum	_____	_____
_____	Fifteen feet of nylon rope	_____	_____
_____	Two boxes of chocolate bars	_____	_____
_____	Fishing Kit	_____	_____

*Adapted from the 1975 University Associates Annual Handbook for Group Facilitators*



## Lost At Sea Answer and Rational Sheet

According to the “experts” the basic supplies needed when a person is stranded in mid ocean are articles to attract attention and articles to aid survival *until rescuers arrive*. Articles for navigation are of little importance: Even if a small life raft were capable of reaching land, it would be impossible to store enough food and water to subsist during that period of time. Therefore, of primary importance are the shaving mirror and the two gallon can of oil-gas mixture. These items could be used for signaling air-sea rescue. Of secondary importance are items such as water and food, e.g., the case of army rations.

A brief rationale is provided for the ranking of each item. These brief explanations obviously do not represent all of the potential uses for the specified items but, rather, the primary importance of each.

- 1 – Shaving mirror  
Critical for signaling air-sea rescue.
- 2 – Two-gallon can of oil-gas mixture  
Critical for signaling—the oil-gas mixture will float on the water and could be ignited with a dollar bill and a match (obviously outside the raft).
- 3 – Five-gallon can of water  
Necessary to replenish loss by perspiring, etc.
- 4 – One case of U.S. Army C rations  
Provides basic food intake.
- 5 – Twenty square feet of opaque plastic  
Utilized to collect rain water, provide shelter from the elements.
- 6 – Two boxes of chocolate bars  
A reserve food supply.
- 7 – Fishing kit  
Ranked lower than the candy bars because “one bird in the hand is worth two in the bush.” There is no assurance that you will catch any fish.
- 8 – Fifteen feet of nylon rope  
May be used to lash equipment together to prevent it from falling overboard.
- 9 – Floating seat cushion  
If someone fell overboard, it could function as a life preserver.
- 10 – Shark repellent  
Obvious.
- 11 – One quart of 160-proof Puerto Rican Rum  
Contains 80 percent alcohol—enough to use as a potential antiseptic for any injuries incurred; of little value otherwise; will cause dehydration if ingested.

12 – Small transistor radio

Of little value since there is no transmitter (unfortunately, you are out of range of your favorite AM radio stations).

13 – Maps of the Pacific Ocean

Worthless without additional navigational equipment—it does not really matter where you are but where the rescuers are.

14 – Mosquito netting

There are no mosquitoes in the mid Pacific.

15 – Sextant

Without tables and a chronometer, relatively useless.

The basic rationale for ranking signaling devices above life-sustaining items (food and water) is that without signaling devices there is almost no chance of being spotted and rescued.

Furthermore, most rescues occur during the first thirty-six hours, and one can survive without food and water during this period.

*Officers of the United States Merchant Marines ranked the fifteen items and provided the “correct” solution to the task.*

## THE 5-MINUTE PERSONALITY TEST

Below are ten horizontal lines with four words on each line, one in each column. In each line, put the number "4" next to the word that best describes you in that line; a "3" next to the word that describes you next best; a "2" to the next best word, and a "1" by the word that least describes you. On each horizontal line of words, you will then have one "4", one "3", one "2", and one "1".

For example: One choice for the first line of words would be as follows:

3 Likes Authority    4 Enthusiastic    2 Sensitive Feelings    1 Likes Instructions

**L**

**O**

**G**

**B**

1. ___ Likes Authority	___ Enthusiastic	___ Sensitive Feelings	___ Likes Instructions
2. ___ Takes Charge	___ Takes Risks	___ Loyal	___ Accurate
3. ___ Determined	___ Visionary	___ Calm, Even Keel	___ Consistent
4. ___ Enterprising	___ Very Verbal	___ Enjoys Routine	___ Predictable
5. ___ Competitive	___ Promoter	___ Dislikes Change	___ Practical
6. ___ Problem Solver	___ Enjoys Popularity	___ Gives In To Others	___ Factual
7. ___ Productive	___ Fun-Loving	___ Avoids Confrontations	___ Conscientious
8. ___ Bold	___ Likes Variety	___ Sympathetic	___ Perfectionist
9. ___ Decision Maker	___ Spontaneous	___ Nurturing	___ Detail-Oriented
10. ___ Persistent	___ Inspirational	___ Peacemaker	___ Analytical
___ TOTAL "L"	___ TOTAL "O"	___ TOTAL "G"	___ TOTAL "B"

**Total up the numbers for each vertical column (L, O, G, B).**

Retrieved online from: [mrfarshtey.net/Psychology/5minute\\_personality\\_test.doc](http://mrfarshtey.net/Psychology/5minute_personality_test.doc)

Originally developed by Smalley and Trent, 1999.

The Two Sides of Love, Gary Smalley and John Trent, 1999, Tyndale House Publishers, Carol Stream, Illinois

## THE 5-MINUTE PERSONALITY TEST

**Now that you've taken the survey, what does it all mean?** Each letter (L, O, G, B) stands for a particular personality type. The column with the highest score is your dominant personality type, while the column with the second highest number is your sub-dominant type. While you are a combination of all four personality types, the two types with the highest scores reveal the most accurate picture of your natural inclinations, strengths and weaknesses, and how you will naturally respond in most situations.

**The four personality types can be likened to animals** to make them easier to understand and remember. Below are complete descriptions of each one.

### L = Lions

Lions are leaders. They are usually the bosses at work...or at least they think they are! They are decisive, bottom line folks who are observers, not watchers or listeners. They love to solve problems. They are usually individualists who love to seek new adventures and opportunities.

Lions are very confident and self-reliant. In a group setting, if no one else instantly takes charge, the Lion will. Unfortunately, if they don't learn how to tone down their aggressiveness, their natural dominating traits can cause problems with others. Most entrepreneurs are strong lions, or at least have a lot of lion in them.

#### Natural Strengths

- Decisive
- Goal-oriented
- Achievement driven
- Gets results
- Independent
- Risk-taker
- Takes charge
- Takes initiative
- Self-starter
- Persistent
- Efficient
- Competitive
- Enjoys challenges, variety and change
- Driven to complete projects quickly and effectively.

#### Natural Weaknesses

- Impatient
- Blunt
- Poor listener
- Impulsive
- Demanding
- May view projects more important than people
- Can be insensitive to the feelings of others
- May "run over" others who are slower to act or speak
- Fears inactivity, relaxation
- Quickly bored by routine or mechanics

<b>Basic Disposition:</b>	Fast-paced, task oriented
<b>Motivated by:</b>	Results; challenge, action, power, and credit for achievement
<b>Time Management:</b>	Lions focus on NOW instead of distant future. They get a lot more done in a lot less time than their peers. Hate wasting time; and like to <i>get right to the point</i> .
<b>Communication Style:</b>	Great at initiating communication; not good at listening (one way communicator)
<b>Decision Making:</b>	Impulsive; makes quick decisions with goal or end result in mind. Results-focused. Needs very few facts to make a decision.
<b>In Pressure or Tense Situations:</b>	The lion takes <i>command</i> and becomes autocratic.
<b>Greatest Needs:</b>	The lion needs to see results, experience variety, and face new challenges. He needs to solve problems and wants <i>direct</i> answers.
<b>What the Lion Desires:</b>	Freedom, authority, variety, difficult assignments, opportunity for advancement.

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# O = Otters

Otters are excitable, fun seeking, cheerleader types who love to talk! They're great at motivating others and need to be in an environment where they can talk and have a vote on major decisions. The otters' outgoing nature makes them great *networkers*—they usually know a lot of people who know a lot of people. They can be very loving and encouraging unless under pressure, when they tend to use their verbal skills to attack. They have a strong desire to be liked and enjoy being the center of attention. They are often very attentive to style, clothes, and *flash*. Otters are the life of any party; and most people really enjoy being around them.

## Natural Strengths

- Enthusiastic
- Optimistic
- Good Communicator
- Emotional and Passionate
- Motivational and Inspirational
- Outgoing
- Personal
- Dramatic
- Fun-loving

## Natural Weaknesses

- Unrealistic
- Not detail-oriented
- Disorganized
- Impulsive
- Listens to *feelings* above *logic*
- Reactive
- Can be too talkative
- Excitable

<b>Basic Disposition:</b>	Fast-paced. People-oriented.
<b>Motivated by:</b>	Recognition and approval of others
<b>Time Management:</b>	Otters focus on the future and have a tendency to rush to the next exciting thing.
<b>Communication Style:</b>	Enthusiastic and stimulating, often one-way; but can inspire and motivate others.
<b>Decision Making:</b>	Intuitive and fast. Makes lots of “right calls” and lots of wrong ones.
<b>In Pressure or Tense Situations:</b>	The otter ATTACKS. Can be more concerned about their popularity than about achieving tangible results.
<b>Greatest Needs:</b>	The otter needs social activities and recognition; activities that are fun, and freedom from details.
<b>What the Otter Desires:</b>	Prestige, friendly relationships, opportunity to help and motivate others, and opportunities to verbally share their ideas.

# G = Golden Retrievers

One word describes these people: LOYAL. They're so loyal, in fact, that they can absorb the most emotional pain and punishment in a relationship and still stay committed. They are great listeners, incredibly empathetic and warm encouragers. However, they tend to be such pleasers that they can have great difficulty being assertive in a situation or relationship when it's needed.

## Natural Strengths

- Patient
- Easy-going
- Team player
- Stable
- Empathetic
- Compassionate
- Sensitive to feelings of others
- Tremendously loyal
- Puts people above projects
- Dependable
- Reliable
- Supportive
- Agreeable

## Natural Weaknesses

- Indecisive
- Over-accommodating
- May sacrifice results for the sake of harmony
- Slow to initiate
- Avoids confrontation even when needed
- Tends to hold grudges and remember hurts inflicted by others
- Fears change

<b>Basic Disposition:</b>	Slow-paced, people-oriented
<b>Motivated by:</b>	Desire for good relationships and appreciation of others.
<b>Time Management:</b>	Golden Retrievers focus on the present and devote lots of time to helping others and building relationships.
<b>Communication Style:</b>	Two-way communicator; great listener and provides empathetic response.
<b>Decision Making:</b>	Makes decisions more slowly, wants input from others, and often yields to the input
<b>In Pressure or Tense Situations:</b>	The Golden Retriever gives in to the opinions, ideas, and wishes of others. Often too tolerant.
<b>Greatest Needs:</b>	The Golden Retriever needs security; gradual change and time to adjust to it; an environment free of conflict.
<b>Desires:</b>	Quality relationships; security; consistent known environment; a relaxed and friendly environment; freedom to work at own pace.

# B = Beavers

Beavers have a strong need to do things right and *by the book*. In fact, they are the kind of people who actually read instruction manuals. They are great at providing quality control in an office, and will provide quality control in any situation or field that demands accuracy, such as accounting, engineering, etc. Because rules, consistency and high standards are so important to beavers, they are often frustrated with others who do not share these same characteristics. Their strong need for maintaining high (and oftentimes unrealistic) standards can short-circuit their ability to express warmth in a relationship.

## Natural Strengths

- Accurate
- Analytical
- Detail-oriented
- Thoroughness
- Industrious
- Orderly
- Methodical and exhaustive
- High standards
- Intuitive
- Controlled

## Natural Weaknesses

- Too hard on self
- Too critical of others
- Perfectionist
- Overly cautious
- Won't make decisions without "all" the facts
- Too picky
- Overly sensitive

<b>Basic Disposition:</b>	Slow-paced, task-oriented
<b>Motivated by:</b>	The desire to be right and maintain quality.
<b>Time Management:</b>	Beavers tend to work slowly to make sure they are accurate.
<b>Communication Style:</b>	Beavers are good listeners, communicate details, and are usually diplomatic.
<b>Decision Making:</b>	Avoids making decisions; needs lots of information before they will make a decision
<b>In Pressure or Tense Situations:</b>	The beaver tries to avoid pressure or tense situations. They can ignore deadlines.
<b>Greatest Needs:</b>	The beaver needs security, gradual change and time to adjust to it.
<b>What the Beaver Desires:</b>	Clearly defined tasks, stability, security, low risk, and tasks that require precision and planning.