


Identifying and Developing Leaders

Iraq Alumni Program




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Topics


- Meaning of leadership
- Leadership Characteristics
- Developing and Practicing Leadership Skills

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Part One

The Meaning of Leadership



What is leadership?

Leadership is mobilizing *others* to achieve *common goals*.



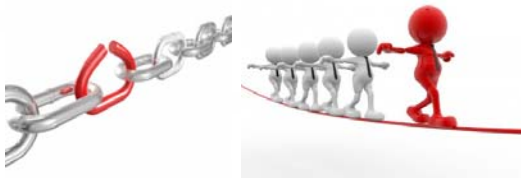
What is leadership? Cont.

1. Establishing direction for a group



What is leadership? Cont.

2. Gaining commitment from them



What is leadership? Cont.

3. Motivating group



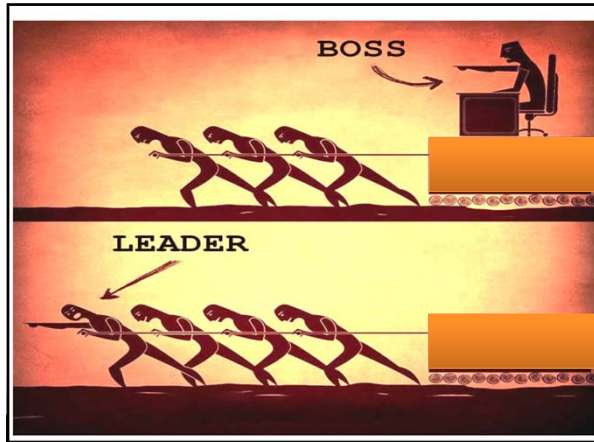
Summary

Leadership is:

- Establishing direction
- Gaining commitment
- Motivating

Something individual members

could not do *on their own!*



Leadership is not about one person

- What does this statement mean to you?
- Brainstorm the answers to this statement

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What do leaders do?

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What do leaders do?

- Model the way
- Challenge the process
- Inspire a shared vision
- Enable others to act
- Encourage the heart

Model the way



- Be honest, define and clarify your values
- Set an example
- Deeds match words
- Little things = success
- Stay with the process through good times and bad



Challenge the process



- Overcome barriers
- Never fear failure
- Encourage others to create change
- Treat every job as an adventure



Inspire a shared vision



- Be a catalyst for seeing the future
- Find common purpose by listening deeply
- Encourage passion and enthusiasm



Enable others to act



- Get people to interact among themselves
- Coach, support and build self-confidence
- Foster collaboration by creating trust
- Create a sense of ownership for others




Encourage the heart




- Recognize contributions
- Simple actions / dramatic gestures
- Reinforce to motivate
- Create a spirit of community



Activity Handout 1



Stand by your quote



Stand by your quote activity Handout 1

Stand by the one of the **eight** following quotations that **seems to be consistent** with your personal views on **what makes a good leader**


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Thoughts on leadership

“Outstanding leaders appeal to the hearts of their followers - not their minds.”

Author Unknown

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Thoughts on leadership

“I suppose leadership at one time meant muscles; but today it means getting along with people.”

Indira Gandhi

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Thoughts on leadership

“The very essence of leadership is that you have to have a vision.”

Theodore Hesburgh, President of Notre Dame University

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Thoughts on leadership

“True leadership must be for the benefit of the followers not the enrichment of the leaders.”

Robert Townsend, TV and movie producer

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Thoughts on leadership

“Leaders instill in their people a hope for success and a belief in themselves. Positive leaders empower people to accomplish their goals.”

Unknown

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Thoughts on leadership

If I have seen farther than others, it is because I was standing on the shoulder of giants.

Isaac Newton

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Thoughts on leadership

No man will make a great leader who wants to do it all himself or get all the credit for doing it.

Andrew Carnegie, American industrialist in 19th century

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Thoughts on leadership

An army of sheep led by a lion would defeat an army of lions led by a sheep.

Old proverb


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Part Two

Characteristics of Leadership



Activity



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Characteristics of A Leader

 <i>Margaret Thatcher</i>	 <i>Benazir Bhutto</i>	 <i>Mahatma Gandhi</i>
 <i>Nelson Mandela</i>	 <i>Gamal Nasser</i>	 <i>Mother Teresa</i>

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Analyze the Characteristics of Leaders

- What characteristics make the person a good leader?
- Form groups of three.

Handout 2

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Questions: Use **Handout 2**

- What were his/her leadership responsibilities?
- What difficulties did he/she face?
- How did the person overcome the difficulties?
- What leadership skills did the person have?
- What leadership skills did the person lack?

Activity




- Intelligent
- Vision
- Supportive
- Cooperative
- Caring
- Broad-minded
- Competency
- Honesty
- Dependable
- Inspirational
- Courageous
- Determined
- Fair-minded



Top Leadership Characteristics – rank ordered


- *Honesty*
- *Vision*
- *Inspirational*
- *Competency*



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Other Characteristics - rank ordered

- Intelligent
- Fair-minded
- Straightforward
- Broad-minded
- Supportive
- Dependable
- Cooperative
- Courageous
- Determined
- Caring



Top Leadership Characteristics – rank ordered

- **Honesty** – People need to trust a leader.
- **Vision** – Leaders know where they and their followers want to go.
- **Inspirational** – A leader's enthusiasm will show when asking others to get onboard.
- **Competency** – Leaders are capable of getting things done.



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Types Of Leadership

- *Autocratic* – decisions, no consensus
- *Inclusive* – everyone has equal say
- *De facto leader* -- automatically selected as leader, often the hardest worker
- *Controlling* -- being in charge ≠ leadership
- *Popular but overcommitted* -- well-intended but too busy

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Part Three

Developing and Practicing Leadership Skills



Develop some Leadership Skills

- Evaluate Yourself
- Build Self-Confidence
- Learn to listen attentively



EXERCISE:
Evaluate Yourself


Let's complete an inventory of your leadership skills



Handout 3

Johari Window

Public Area What I know about myself and want to reveal to others	Blind Spot What I don't know about myself but others do know
Private/Individual What I know about myself but conceal from others	Potential What I don't know about myself and others also don't know



Johari Window



Build your self-confidence

- Form small groups of 2-3 people
- Each group has objective to narrow the ten ways to five ways by eliminating five of the ways
- Entire group then share their choices and the top five are identified
- Group talks about why the selected five are important.

Handout 4



Create a Victory Tree

- Visualize success
- Build a Victory Tree to identify the fruits of your successes
- Celebrate your victories and paste them on the tree



Active Listening

- Story activity
- Three people from the group
 - ✓ 1st person tells a short story to second person with all listening expect the 3rd person
 - ✓ 2nd person re-tells the story to the 3rd person
 - ✓ Using the six characteristics of a good listener, the rest of the group determines how effective the listeners were.

Handout 5



What are You Talking About?

Jane and Laura are walking to the mall. They want to buy new clothes. Jane has some money and Laura has some money.

Suddenly, Jane is calling: "Laura! Laura! Look at that dress! Isn't it beautiful? I want that dress, but I don't have enough money."

Laura is calling: "What are you talking about? This is an ugly dress! It is just horrible! I don't even want to see this dress."

"Ok, ok..." Jane is whispering sadly.

Suddenly Laura is calling: "Oh my god! Look at this dress! It is beautiful! I want this dress. Oh, but look at the price. It is too expensive for me."

Now Jane is calling: "What are you talking about? This is an ugly dress! It is really horrible! I don't even want to see it."

"Ok, ok..." Laura is whispering sadly.

Now Jane is sad, and Laura is sad. They are walking home. They have no new clothes, but they know that next time they should respect other opinions...



Practicing Leadership



Four step plan

1. Identify SMART Goals
2. Get to Know Your Organizational Leaders
3. Identify Allies - Ask For Help
4. Find Mentors

Step 1: Know Your SMART Goals

- be Specific
- make it Measurable
- Assign it to someone who will get it done
- be Realistic
- make it Time related



Knowing Your Goal - a quick exercise

Think for a moment about a goal you have. Then answer the questions below

- What Do You Want?
- Who Knows This?
- Who Can Help You?
- Do They Know What You Want?



Step 2: Know Your Leaders or Supervisors

- Articulate Goals and Ways to Measure Achievement
- Be Consistent
- How Do Your Leaders Benefit?
- Don't Be Shy, Speak Up!



Step 3: Identify Allies - Ask for Help

- Explain the Specifics of your Goal
- Ask for Help
- List the Help You Need
- Follow-up



Identifying Allies

- Write down allies that might serve as mentors
- They may include:
 - Family
 - Friends
 - Colleagues
 - Experienced “higher level” person
 - People with similar responsibilities

Step 4: Find Mentors

- Seek Ongoing Guidance
- Mentors Can Help You Achieve Your Goals



Why Participate In A Mentoring Program?

- Builds confidence and skills
- Creates opportunities
- Helps to expand networks
- Builds sustainable relationships



MENTORSHIP ADVICE

- For mentors:
 - Communication is key
 - Share your experiences
 - Be committed
- For mentees:
 - Be proactive
 - Be prepared

Summary - 4 Step Plan

1. Know Your Goal
2. Get to Know Your Organizational and Network Leaders
4. Identify Allies - Ask For Help
5. Find Mentors

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Remember

You don't have to be a perfectionist to be a leader

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