

## MODULE 8: Leadership as a Process

### Objectives

- Participants will understand and become familiar with the process of leadership.
- Participants will be asked to assess themselves individually as a leader and/or follower.
- Students will engage in a debate on the topic: Are leaders born or made?

### Context



*Some people refer to leadership as a process as the process in which people are engaging and working together as a team. Therefore, based on this view, leadership is not defined as the characteristics of a leader, but as the process “of coordinating efforts and moving together as a group”.*

Source: Horner, M. (1997). Leadership theory: past, present, future. *Team Performance Management*, 3(4)

### Handouts & Resources Needed:

- Handout 8.2: Leadership is a Process
- Sheet of paper – one for each participant
- Pen/pencils
- Journals – one per student
- Handouts
- Flit chart paper

### Activity #1: Leadership opportunities (30 min)

#### Procedure:

- Icebreaker
- Have participants make a list of events in which they assume a leadership role.
- Have the youth identify and number the times that they had opportunities for leadership and they did not act.
- Have the group discuss the reasons why they acted assertively in one set of situations and why they did not assume the leadership role in other situations.
- Ask participants to develop a list of circumstances (types of events, situations) in which they are comfortable being leaders.
- Debriefing

### Activity #2: Drawing leadership (55 min)

#### Procedure:

- Icebreaker
- Provide and review Handout 8.2: Leadership is a Process.
- Split the students up into small groups and have them draw on a piece of flipchart paper what their idea of leadership is.
- Ask the following question: "When you first hear the term 'leadership', what are the types of things that you immediately associate it with?"
- Before drawing, have the groups brainstorm their ideas and write them down on a separate sheet of paper. Then instruct them to draw the images associated with those ideas on the flipchart paper.
- When finished, ask one member from each group to present their work to the class.
- After all the drawings have been presented, discuss the similarities and differences between the drawings as a class, and try to come up with a cohesive definition of leadership.
- Debriefing

### Activity #3: Are leaders born or made? (55 min)

#### Procedure:

- Icebreaker
- Have students assemble into groups of three or four.
- On a piece of paper, have them write out a list of traits that are necessary for an effective leader to possess.
- After this part is completed, the students should refer back to the list and mark which traits are innate and which are skills that can be acquired.
- Instruct the students to count which traits they listed as innate to be used during their debate.
- If the group decides that the majority of their listed traits are innate, they will become the proponents of "Leaders are born." If most of the traits are acquired skills, then they will support "Leaders are made."
- Encourage a debate in the classroom. Remind students that they must always back up their arguments with solid support.
- Debriefing

## Handout 8.2

### **Leadership is a Process**

One of the most important things you will learn in this course is that leadership is a process. There are three necessary components to make the leadership process complete:

- A leader
- Followers
- Context

#### **LEADER**

The unique role of leaders is to take us places we've never been before.  
-Kouzes and Posner, The Leadership Challenge.

A leader is someone who sets goals and inspires others to work towards achieving them. According to Ralph Stodgill, "Leaders have drive, ambition, a desire to lead, honesty, integrity, self confidence, cognitive ability and knowledge of the business".

Everyone has the innate ability to lead. However, the way in which we develop our leadership skills determines our effectiveness as a leader. Therefore, involvement in programs, such as the one you are in right now, and other experiences in school and at work can help you recognize YOUR leadership abilities.

There are two main types of leaders, task motivated and relationship motivated. Task Motivated - more attentive to task related aspects of the leadership situation, more concerned with task success and more inclined to behave in a structuring, directive, and somewhat autocratic style of leadership.

Relationship Motivated - more attentive and responsive to interpersonal dynamics, more concerned with avoiding conflict and maintaining high morals and more likely to behave in a participative and considerate leadership styles.

#### **Traits of an Effective Leader**

**Honesty** - Display sincerity, integrity, and candor in all your actions. Deceptive behavior will not inspire trust in your followers.

**Competent** - Do not make decisions based on childlike emotional desires or feelings.

Your actions should be based on reason and moral principles.

**Forward-looking** - Set goals and have visions of the future. The vision must be owned throughout the group or organization. Effective leaders envision what they want and how to get it. They habitually pick priorities stemming from their basic values.

**Inspiring** - Display confidence in all that you do. By showing endurance in mental, physical, and spiritual stamina, you will inspire your people to reach for new heights.  
Take charge when necessary.

**Intelligent** - Read, study, and seek challenging assignments.

**Fair-minded** - Show fair treatment to all people. Prejudice is the enemy of justice.  
Display empathy by being sensitive to the feelings, values, interests, and well being of others.

**Broad-minded** - Seek out diversity.

**Courageous** - Have the perseverance to accomplish a goal, regardless of the seemingly insurmountable obstacles. Display a confident calmness when under stress.

**Straightforward** - Use sound judgment to make a good decision at the right time.

**Imaginative** - Make timely and appropriate changes in thinking, plans and methods.  
Show creativity by thinking of new and better goals, ideas, and solutions to problems.  
Compiled by the Santa Clara University and Tom Peters Group (Big Dog)

## **B. FOLLOWERS**

Followers are an essential component to the leadership process. Without followers, a leader cannot exist. Furthermore, effective followers produce effective leaders. According to Robert E. Kelley, who has conducted extensive research on followership, "An effective follower portrays enthusiasm, intelligence, and self-reliant participation in the pursuit of an organizational goal. They think for themselves and carry out their duties and assignments with energy and assertiveness. They are risk takers, self starters and independent problem solvers. Effective followers can succeed without strong leadership". Furthermore, effective followers are critical thinkers who will allow their talents to be utilized, but who will refuse to be used and abused by leadership.

## **Characteristics of Effective Followers**

- They manage themselves well.
- They are committed to the organization and to a purpose, principle or person outside themselves.
- They build their competence and focus their efforts for maximum impact
- They are courageous, honest, and credible.
- They do not have to be on constant observation.
- Effective followers see themselves as the equals of the leaders they follow.
- The effective follower is enthusiastic, well balanced, and responsible.