



Guidance and Exercises on Leadership Development: Week 4

How Do You Actually Lead? What Do Others Experience?

This guidance and worksheet on leadership is described more fully in my book on *Make a Better World: A practical guide to leadership for fundraising success*.

I am sharing the worksheets on leadership in six sessions with each one coming to you one each week. Here is the fourth. I urge you to complete it in the next few days before you get the next one.

You should be guided by your “Personal Leadership Vision and Plan of Action” from Week 1, your “Character, Values, Caring, and Judgment for Responsible Leadership” from Week 2, your “Further Development of Your Leadership Characteristics” from Week 3, and especially what you have learned in the past few weeks.

As I wrote in the first exercise in week 1, being a leader is more than just skills – it is how you see yourself and what you do about that vision of yourself. As a guest on a recent podcast called “Perception Is Reality,” I opened the interview by saying that I was convinced that if you have a perception of yourself as a leader, that perception will become your reality. To hear the podcast: <https://podcasts.apple.com/us/podcast/you-can-make-a-better-world/id1447542608?i=1000467532432>

In this exercise, your perception of yourself will be reflected in how others see you. It is important to assess yourself from the perspective of those you lead. I am indebted to *Leadership Development, Maturity and Teamwork* by Lee Barr and Norma Barr and other sources at the Center for Creative Leadership as well as feedback and personal learning.

This exercise focuses on how people working for and with you actually perceive you as a leader. Keep in mind that leadership exhibits itself in many ways:

1. In many settings – in an organization or company, a task force or group, a meeting or function, even a neighborhood or family gathering.
2. In many situations – in your daily work, running a meeting or leading a task force, participating in a discussion or creating a new group, supporting someone or just chatting
3. In many positions – as director or board member of an organization, fundraiser or other staff member, volunteer or donor.

This is about how you actually lead others in any of these positions and any of these settings. It has to do with how you involve, support, and mentor others to grow and better themselves.

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Worksheet IV: How Do You Actually Lead? What Do Others Experience?

Name _____ Date _____ Mentor _____

A) Objective: Define how you think staff perceive you and how you rate yourself

Consider and then rate yourself according to how you believe staff see you as inspiring them to grow and get better (in the middle column). This takes some ‘stepping back’ from who you think you are, to placing yourself in the shoes of your colleagues, volunteers, and others! And then assess how you rate yourself as inspiring others to grow and get better (in the right column). Circle the correct term in each question.

When you have completed all the assessments, ask several staff or colleagues whom you trust or who could contribute to your learning to review your ratings in both columns and give you feedback. What do they think?

Impact of your leadership on <u>inspiring others to get better themselves</u> on the following key issues	<u>Your assessment of what others feel from you to grow</u>		<u>Your assessment of yourself in inspiring others to grow</u>	
1. I promote a continual internal push to excellence in thinking, responding, and doing.	Never Often	Sometimes Always	Never Often	Sometimes Always
2. I am always looking to discover new talents and expand recognized talents.	Never Often	Sometimes Always	Never Often	Sometimes Always
3. I encourage increased ability to risk and to learn from failure as well as success.	Never Often	Sometimes Always	Never Often	Sometimes Always
4. I increase confidence in others to step up and achieve in challenging situations.	Never Often	Sometimes Always	Never Often	Sometimes Always
5. I increase understanding about systems, people, politics, and organization.	Never Often	Sometimes Always	Never Often	Sometimes Always
6. I get improved performance through high expectations and encouragement.	Never Often	Sometimes Always	Never Often	Sometimes Always
7. I hold myself and others accountable for our actions.	Never Often	Sometimes Always	Never Often	Sometimes Always

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Based on your understanding, describe how you want to lead others in the future:

1. To promote excellence:

2. To develop talent:

3. To increase learning:

4. To build confidence:

5. To expand understanding:

6. To improve performance:

7. To be accountable:

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B) Objective: Identify Behaviors of Others and Your Leadership Style

Consider how your staff or colleagues behave. Rate yourself on each behavior listed below. Then circle the correct descriptor in each section.

When you have completed the assessments, ask several staff or colleagues whom you trust or who could contribute to your learning to review your ratings in both columns and give you feedback.

Clues about Behavior of Others When You Lead	How Often?	
1. Staff tend to quit thinking for themselves and think about what you want.	Yes often Rarely	Sometimes Not at all
2. You hear from staff how good you are and how hard you work. They don't want to irritate you.	Yes often Rarely	Sometimes Not at all
3. You find yourself taking credit with the Board, donors, and others and find others to blame for failure.	Yes often Rarely	Sometimes Not at all
4. Favoritism is perceived as determining privileges. Proximity matters more than performance.	Yes often Rarely	Sometimes Not at all
5. Information is guarded and secretive with many closed meetings.	Yes often Rarely	Sometimes Not at all
6. Staff spend time determining how to protect themselves.	Yes often Rarely	Sometimes Not at all
7. Trust is low. People are not candid. They play it safe.	Yes often Rarely	Sometimes Not at all
8. Blaming others and creating alibis is the norm. "It's not my job."	Yes often Rarely	Sometimes Not at all

Changing the behavior of leaders is really difficult. However, with effort it can be done. Think about how you might need to change your behavior in each category to step up to leadership.

After reviewing your answers, what shortfalls do you see? What will you do about it?

Keep up your good work, *Ken*