



Guidance and Exercises on Leadership Development: Week 3

Further Development of Your Leadership Characteristics

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 third. Complete it in the next few days before you get the next one.

This worksheet supplements what you have already done in your own personal leadership development plan of action. It is more detailed, requires some time, and can be done in a group, with a mentor, or on your own. After completing it, you can go back to update your personal plan.

Think about the following six categories of leadership characteristics as identified by the Oxford English dictionary with details from Merriam Webster.

- a. **Skills** – your abilities or your expertise to do something well
The ability to use one's knowledge effectively and readily in execution or performance; a learned power of doing something competently; a developed aptitude or ability. Synonyms: adeptness, adroitness, art, artfulness, artistry, cleverness, craft, deftness, masterfulness, skillfulness. Skill stresses technical knowledge and proficiency.
- b. **Attitudes** – your way of thinking or feeling about something
The arrangement of the parts of a body or figure; a position assumed for a specific purpose (a threatening attitude); a mental position with regard to a fact or state (a helpful attitude); a feeling or emotion toward a fact or state (a negative attitude, an optimistic attitude); a negative or hostile state of mind. Synonyms: carriage, poise, posture, stance.
- c. **Motivations** – the reasons for your acting or behaving in a particular way
Something that arouses action or activity, motivating forces, stimulus, or influences; incentives, drives, inducements, invitations, causes, considerations, grounds, reasons, catalysts, fuels, sparks. Synonyms: boosts, encouragements, goads, impetus, impulses, incentives, incitements, instigations, momentums, provocations, spurs, stimulants, stimulus.
- d. **Behaviors** – the way you act or conduct yourself especially towards others

Further Development of Your Leadership Characteristics

The way in which someone conducts oneself or behaves; the manner of conducting oneself; anything that an organism does involving action and response to stimulation; the response of an individual, group, or species to its environment; the way in which something functions or operates. Synonyms: actions, bearing, comportment, conduct, demeanor, deportment.

- e. **Knowledge** – facts, information and skills you have acquired through experience or education
The condition of knowing something with familiarity gained through experience or association; acquaintance with or understanding of a science, art, or technique; the range of one's information or understanding; the condition of apprehending truth or fact through reasoning; the condition of having information or of being learned; the body of truth, information, and principles acquired by humankind. Synonyms: lore, science, wisdom.
- f. **Understanding** – your comprehension, abstract thinking, intellect, or sympathetic awareness
A mental grasp; the power of comprehending, especially the capacity to apprehend general relations of particulars; the power to make experience intelligible by applying concepts and categories; a mutual agreement not formally entered into but in some degree binding on each side; friendly or harmonious relationship. Synonyms: accord, agreement, compassionate, empathetic, humane, sympathetic.

With clear understanding of these characteristics, now develop further your own leadership:

1. Identify one to three things you do really well and one to three you haven't done well in each category and share these with your partner or mentor. Write them down in the chart below.
2. Discuss and determine if there are other important characteristics you should include. Don't add too many as a big list becomes unmanageable. Add to what you have written.
3. After discussion, *underline the most important items* in each of the six categories to describe what you do well (indicate with a +) and what you need to improve (indicate with a -).
4. Keep this listing and refer to it as a soft plan to heighten your awareness for continuous improvement over time as you go through your regular work.
5. For continuous learning, keep your eyes open and ears tuned in because much of what you read and see and hear day to day can contribute to your leadership development if you are observant.
6. And of course, you should learn from the best thinking of leadership writers and courses you can find locally.
7. And talk with others to get their honest feedback. Keep up the good work, *Ken*

Further Development of Your Leadership Characteristics

Worksheet III: Identifying and Developing Your Leadership Characteristics

Name _____ Date _____ Mentor _____

List 1 to 3 things you do well (+) and 1 to 3 things you don't do well (-).

Skills	Attitudes	Behaviors
1 +	1 +	1 +
2 +	2 +	2 +
3 +	3 +	3 +
4 -	4 -	4 -
5 -	5 -	5 -
6 -	6 -	6 -
Motivations	Understanding	Knowledge
1 +	1 +	1 +
2 +	2 +	2 +
3 +	3 +	3 +
4 -	4 -	4 -
5 -	5 -	5 -
6 -	6 -	6 -

If you need assistance, do a search for examples in each of the six categories to broaden, and then focus, your thinking on how the characteristics of skills, attitudes, behaviors, motivations, understanding, and knowledge apply to you and what you need to develop.

Further Development of Your Leadership Characteristics

Indicate your priorities for development, why they are important, and what you will do.

Specifics for What Each Characteristic Looks Like	Why These Specifics Are Inspiring to Others	What I Will Do To Develop These Specific Characteristics
Important <u>skills</u> for me		
Important <u>attitudes</u> for me		
Important <u>motivations</u> for me		
Important <u>behaviors</u> for me		
Important <u>knowledge</u> for me		
Important <u>understanding</u> for me		

Keep working on your leadership. It will be worthwhile. *Ken*