

LEADERSHIP SURVIVAL KIT

New Zealand Rural Leadership Programme
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HAVE YOU JUST TAKEN ON A NEW ROLE IN YOUR ORGANISATION
OR GROUP ?

ARE YOU; BEWILDERED BY THE RESPONSIBILITY ?

UNSURE ABOUT WHAT TO DO ?

UNSURE ABOUT HOW TO GET THE JOB DONE ?

NERVOUS ABOUT HOW TO GET RESPECT ?

DON'T DESPAIR

THIS SURVIVAL KIT HAS BEEN PUT TOGETHER WITH YOU IN MIND

CONTAINED IN THESE PAGES ARE TIPS FOR:

LEADING EFFECTIVELY

EFFECTIVE COMMUNICATION

MOTIVATION OF OTHERS

DECISION MAKING

MANAGING A MEETING

ORGANISING YOURSELF

LEADERSHIP

WHAT MAKES A GOOD LEADER?

There are many theories, guidelines and advice about how to lead others effectively.

This "SURVIVAL KIT" contains some of those theories and guidelines for your information.

HOWEVER, it is important to remember that these are only guidelines. YOU have been elected to the job because of the qualities you already have.

The following pages are to help you understand, a little better, the behaviour of yourself and others.

TAKE FROM IT WHAT YOU NEED TO HELP YOU AND GO ON TO LEAD YOUR ORGANISATION TO SUCCESS!!

ON LEADERSHIP

The superior leader gets things done
 With very little motion
 He imparts instruction not through many words
 But through a few deeds.
 He keeps informed about everything
 But interferes hardly at all.
 He is a catalyst.
 And though things wouldn't get done as well
 If he weren't there,
 When they succeed he takes no credit.
 And because he takes not credit
 Credit never leaves him.

FROM VERSE III

In managing the affairs of men
 Let rule be entrusted
 To those who treat their responsibilities
 As their souls.
 Leadership can be
 Committed to that man
 Who loves all people
 As he loves himself.

TOA-TI CHIN by LAO-TZU, 6th century B.C.

FROM VERSE II

Be still, manage things quietly,
 And keep good control over everything.

TEAM BUILDING

For any organisation to work and grow well together a strong team spirit must exist. The team leader plays an important role in developing that team spirit.

Each member of that team must feel that their contribution is recognised and appreciated. Each team member's abilities must be used to the full.

Team building is simply a matter of treating people well, allowing them to develop, where necessary providing training for that development, and allowing people to contribute to the team in the most effective way.

AS TEAM LEADER IT IS YOUR RESPONSIBILITY TO ENSURE ALL THE INGREDIENTS ARE PRESENT TO MAKE YOUR TEAM THE MOST EFFECTIVE TEAM POSSIBLE.

TEAM BUILDING

Team Leaders:

- Guide
- Focus on Individual Strengths
- Set objectives, goals, a mission statement
- Provide team members with the resources
- Facilitate mutual respect
- Coach and accept new members
- Allow the team to have fun
- Allow time to celebrate the team's accomplishments

COMMUNICATION



COMMUNICATION

THINK OF THE LEADERS YOU ADMIRE THE MOST.

WHAT IS IT THAT MAKES THEM SPECIAL?

The quality most easily recognised in effective leaders is their ability to communicate well.

Communication is not only speaking, it involves questioning, listening and the ability to breakdown all barriers involved in making people understand your message.

THEY KNOW WHAT THEY WANT TO SAY AND THEY KNOW HOW BEST TO MAKE OTHERS HEAR.

GETTING ON YOUR FEET

Whether it is to stand up at a meeting,debate for or against a motion, chairing a meeting or addressing a group,you will all at some time be called upon to get on your feet,open your mouth and string words together coherently.

If you are not experienced at this you will also be battling with a dry mouth,teeth that feel larger than normal,knees that are shaking and palms that are sweating.

Don't worry,the symptoms decrease every time you get on your feet and speak !

The effective use of speech is one of the most powerful tools you can develop. All you need to do is follow a few simple rules :

1. Be clear about what you want to say
2. Relax, by taking a few deep breaths
3. Say your piece as if you enjoy it
4. Sit down and feel proud of yourself
5. Take every opportunity to practice

REMEMBER: The first time on your feet is always the worst.From then on its downhill all the way !

QUESTIONING

In order to keep communication moving both ways, questions must be asked. To ensure that information is effectively exchanged, the questions must also be effective.

CLOSED QUESTIONS: are those which require only a yes or no answer. These tend to stifle conversation and are those questions that start with Did, Do, Is.

OPEN QUESTIONS: are those that require a more substantial answer. They keep the exchange flowing and are those questions that start with What, Why, How, When.

TO KEEP INFORMATION FLOWING FREELY AND WITHOUT INTERROGATION
USE OPEN QUESTIONS.

LISTENING

Listening is the second half of communication that completes the process. For communication to be complete you must listen properly to what the other person is saying.

- Show by your manner that you are interested
- Do not interrupt to have your say
- Show by your reply that you understood the message
- Make sure your response is appropriate for the message

Listening is not just waiting for your turn to talk !!

BE AWARE OF ALL THE MESSAGES : THE WORDS,THE GESTURES,THE EXPRESSIONS.

REMEMBER THIS FORMULA:

- #listen for what is said
- #listen for what is unsaid
- #listen for what the other person would like to say
but needs help to say.

"KNOW HOW TO LISTEN AND YOU WILL PROFIT EVEN FROM THOSE WHO TALK BADLY"

PLUTARCH

THE COMMUNICATION PROCESS

Communication is the basis for all relationships. It is a transmission of an idea, a message, a point of view from one to another.

Before communication can occur there must be a transmitter and a receiver. (A speaker and a listener). Both must have all channels open.

HUMAN SPEECH IS AN INTEGRAL PART OF HUMAN BEHAVIOUR-- MAKE IT COUNT!

The communication gap is the static that gets in the way of accurate transmission of the message. This static is a result of :

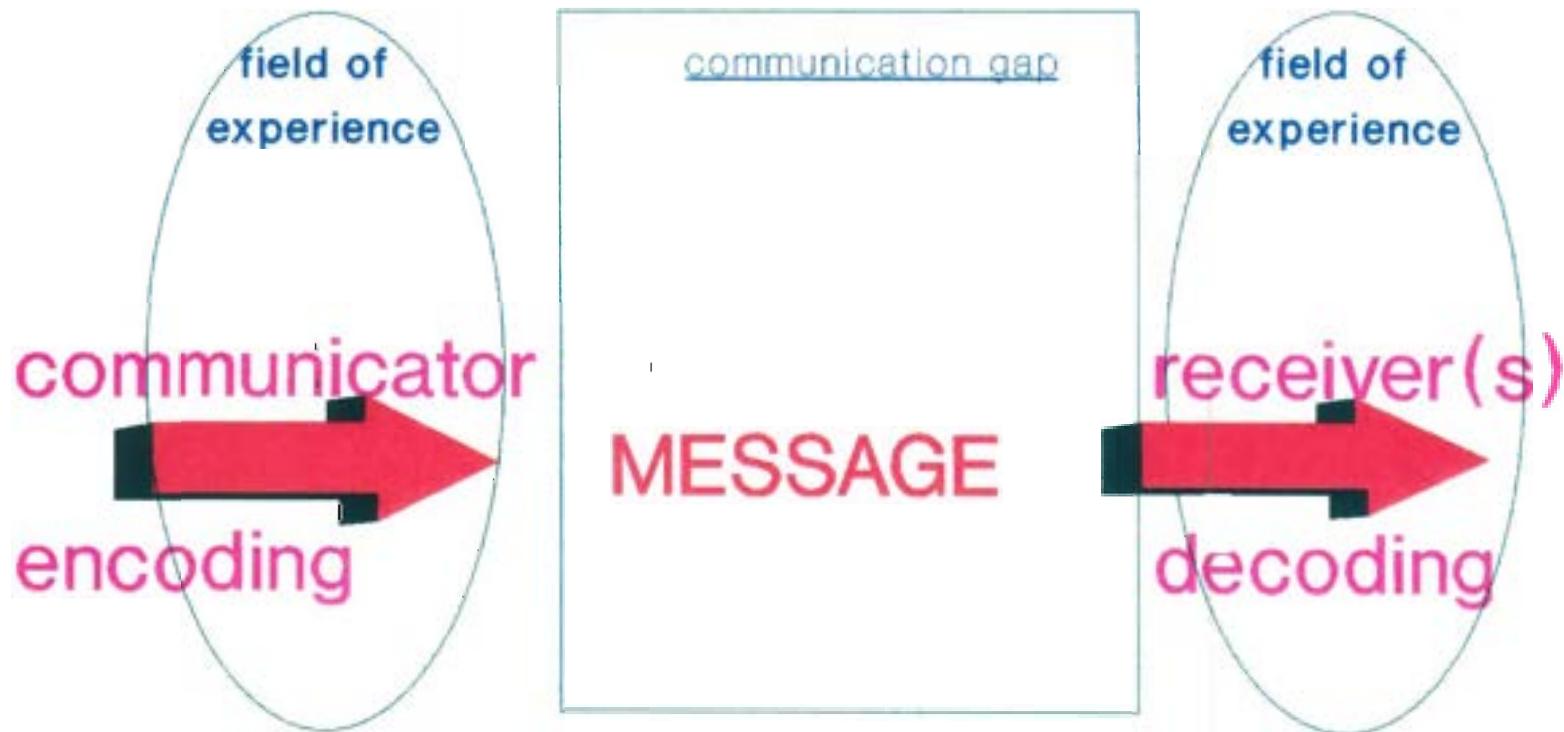
Differing environmental factors	-experience
	-upbringing
	-language
	-culture

Differing Value judgements	-Preconcieved ideas
	-interpretation
	-misconceptions
	-understanding

REMEMBER: KEEP ALL CHANNELS OPEN.

communication

the communication process



NARROWING THE GAP

Either side of the communication process can narrow the communication gap. The listening, questioning and speaking skills must be effective, however there are a number of conditions that must be met to ensure the gap is narrowed as much as possible.

- # Follow-up : Make sure the message is understood by following up the actions required, by asking questions, or by observing the listener.
- # Empathy : Imagine you are in the other persons shoes.
Be understanding
- # Repetition: If necessary, repeat the message to ensure the content is understood.
- # Mutual trust: If the message is to be accepted there must be trust that has developed during the course of the relationship.
- # Simplifying language: Make sure that the words used are appropriate and are part of the listeners background knowledge (ie No Jargon)

ASSERTIVENESS

A leader cannot afford to be passive in dealing with others, but neither can they afford to be aggressive. The middle ground is to be Assertive. To be able to ensure their own rights are protected while not jeopardising the rights of others.

REMEMBER: there is no need to diminish the ideas, ideals or personality of others in order to reinforce your own.

A Bill of Assertive Rights

YOU HAVE THE RIGHT:

- ✓ To praise yourself
- ✓ To ask for help
- ✓ To make mistakes and be responsible for them
- ✓ To be treated like an adult and not patronised
- ✓ To feel and express your feelings, including anger
- ✓ To be independent
- ✓ To say no without feeling guilty or selfish
- ✓ To say "I don't know" or "I don't understand"
- ✓ To use your time in your own way

Remember: Other's have these rights too.

MOTIVATION



MOTIVATION

There is a question often asked by group leaders

"How can I get them MOTIVATED ?"

The truth is that you can't. People have to motivate themselves, however you can help provide the environment where people can motivate themselves.

You can light the fuse but how people react is up to them!!

"THE THEORIES"

There are many theories about what motivates people. Maslow's theory deals with a pyramid of needs where the bottom of the pyramid must be complete before moving up a rung.

At the bottom are the physiological needs (Food, warmth, shelter). Once these have been met a person can then concentrate on assuring personal safety and security. A secure, warm and well fed person then will feel the need for company and friendship, maybe even love. From here a person's esteem is important, everyone needs to feel respected. The final step in Maslow's ladder is self actualisation, that is a private, personal satisfaction with one's own achievements.

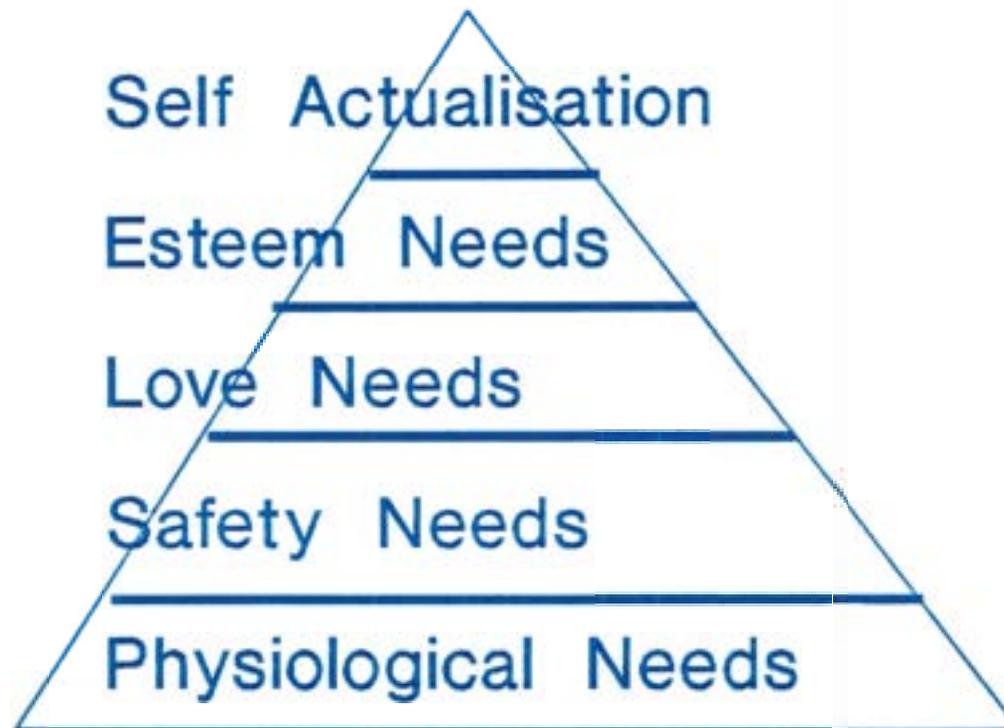
Other theories that are worth investigating are those of Herzberg, McClelland and McGregor.

Whichever theory you agree with, people will be motivated to take part in any organisation if their need for esteem (recognition and respect) is met. As a group leader you can help them fulfill that need. Some people will have reached a stage where the need for self actualisation is a strong motivating factor. In many cases the group can provide enough challenge for these people to strive solely for their own self satisfaction.

In order to keep the group motivated the leader must recognise each individual motivating force and foster the right environment.

MASLOW

Theory of motivation



the needs at the bottom of
the pyramid are met first

DECISION MAKING and PROBLEM SOLVING



Problem solving and decision making are a fundamental part of everyday life. Effective leaders can make decisions either as individuals or within a group.

Whether consciously or unconsciously a defined process is used in all problem solving and decision making.

There are many different "models" for the process but the basic ingredients are the same.

- # define the problem, state the aims or establish objectives
- # Gather the relevant facts
- # List possible solutions, alternatives
- # Test and select the best solution, alternative
- # Implement the solution
- # Follow up to ensure the effectiveness of the chosen path.

DEFINE THE PROBLEM

What is a problem ?

How do you know you have a problem to solve ?

When things go wrong a problem is usually easy to identify. However it is important to recognise the basic problem rather than looking at the symptoms. When the problem is accurately identified the problem solving process will result in an accurate solution.

For example; The symptom is that membership is falling.

What is the problem you want to solve ?

- Do you want to find out why ?
- Do you want to increase membership ?

Problem 1) Why is membership falling ?

It could well be a valuable exercise to find out why and go no further.

Problem 2) How do we increase the membership ?

This will result in ways and means of achieving the objective

BOTH PROBLEMS ARE VALID AND WILL DEPEND ON THE IMPLICATION OF THE SYMPTOM
THEREFORE BE SURE YOU HAVE DEFINED THE RIGHT PROBLEM

STATING AIMS

To focus the decision making on a narrow and well defined path a further step is to set aims and objectives.

eg: "To increase membership by 10% each year"

Aims and objectives must be realistic and achievable. They must be clearly stated and during the whole process nobody must lose sight of them.

Solutions must be measured against the aims and objectives and to be worthy of consideration must meet them.

However, they must not preempt the conclusion, which limits the ability of the decision making process to explore every alternative.

This step is optional and will depend on the desired outcome.

GATHERING ALL THE FACTS

All relevant details must be collated before an informed decision can be made.

There are a number of techniques that can be used.

- if in a group situation "Brainstorming" is an effective technique. All group members take part and every detail is recorded.
- if working alone all facts and details can be collated and recorded in the most suitable format.

LIST SOLUTIONS OR ALTERNATIVES

List anything that comes to mind no matter how impossible it may seem. Be lateral in the approach to solutions.

TEST ALL SOLUTIONS

All solutions must be tested against the aims and objectives (if any have been set.) If the solution does not meet these then it must be discarded.

Does the solution really solve the problem ?.

Then after a few acceptable solutions are listed they must all be rated in terms of practicality, cost, time, etc.

YOU ARE NOW READY TO SELECT THE BEST SOLUTION TO YOUR PROBLEM.

IMPLEMENT THE SOLUTION

YOU HAVE SELECTED THE BEST SOLUTION.-- NOW WHAT?

If the solution to the problem is to be given a fair deal then the group leader must sell the idea to the group.

If necessary,resources must be available and all the information required must be relayed to the group.

NO DECISION OR SOLUTION SHOULD BE PRESENTED TO A GROUP AS A "FAIT ACCOMPLI"

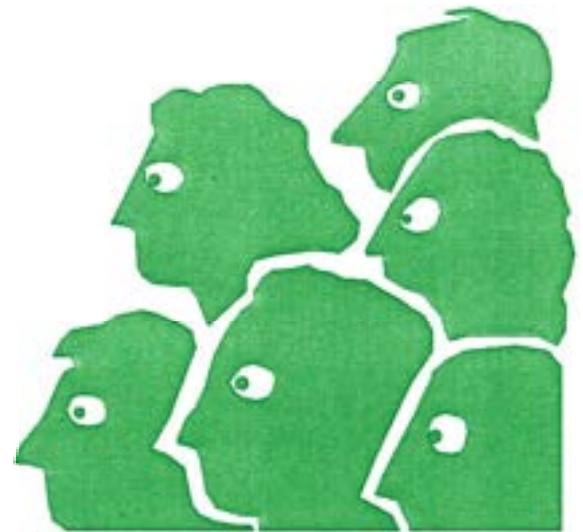
FOLLOW-UP

Whatever decision has made will involve some change.

A time should be set to review the decision to make sure it has been accepted and that it has met all objectives and(most importantly) has SOLVED THE PROBLEM.

A good leader should be able to have confidence in decisions made but should not be afraid to change or modify a decision if necessary.

MEETINGS



MEETINGS

Meetings are a necessary part of any group. No organisation can run efficiently without meetings to discuss business, make decisions, manage finances and elect officers.

The way in which meetings are conducted can make or break any organisation and therefore it is important that the chairman, secretary and other officers understand the purpose of a meeting and how to manage meetings well.

The rules are easy to follow and when followed make the meetings easy to manage.

AGENDAS

All meetings should have agendas to follow.

There are two types of agenda that can be prepared:

- When the participants have to prepare reports, study remits or bring forward ideas then the agenda must be prepared in plenty of time so that it can be circulated to all members. The secretary prepares the agenda in consultation with the Chairman.

- Some meetings follow the same procedure each time and general business is usually straightforward. In this case a circulated agenda is not usually necessary. However the chairman must have an agenda to follow to allow the meeting to run smoothly.

An agenda is simply a schedule or list of items that must be attended to.

CHAIRMAN

(a.k.a. chairperson, chair, madam chair, Mr chairman)

The chairman of any meeting must:

- be clear about the purpose of the meeting and convey that purpose to the group.
- guide the group through the agenda.
- remain impartial, be careful not to dominate.
- Allow discussion to take place, but guide it along so that the purpose of the meeting is met, assuring at all times that everyone can contribute.
- follow correct business procedure, but be flexible enough so "the rules" do not get in the way of efficiency and fair play.

THE CHAIRMAN IS THE GUIDING HAND OF ANY MEETING PROVIDING DIRECTION TO THE PARTICIPANTS AND ALLOWING THE WISHES OF THE GROUP TO BE MET.

SECRETARY

The Secretary of any group:

- * takes the minutes of the meeting (even less formal meetings should be recorded)
- * Receives and answers correspondence. All correspondence should be read (Abbreviated or in full) to the meeting and accepted by the meeting.
- * consults with the chairman on setting up the agenda and if necessary circulating to the members prior to the meeting.
- * works with the chairman in organising the activities of the group.

THE SECRETARY IS THE VOICE OF ANY ORGANISATION AND PROVIDES THE HISTORICAL RECORDS OF MEETINGS AND ACTIVITIES.

"BUSINESS PROCEDURE"

Officers within an organisation should be familiar with the constitution, rules and bylaws of that organisation.

This ensures the smooth running of business sessions and all business is carried out according to regulation.

Many arguments are avoided and decision making is made easier.

When chairing a meeting a chairman should be familiar with correct business procedure.

eg:*moving,seconding,discussing and voting on a motion or remit.

*voting on and discussing amendments to a motion.

*passing correspondence and accounts.

*procedures for the AGM.

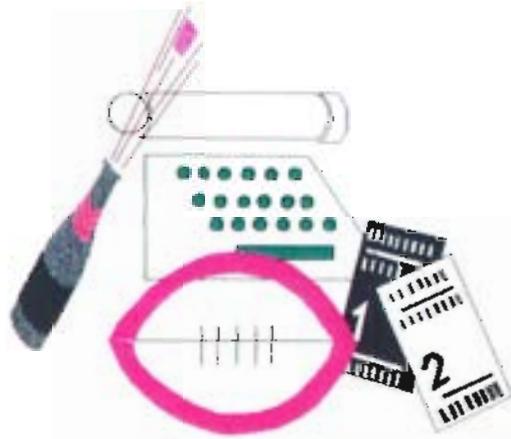
A good knowledge of these procedures is invaluable when controlling meetings. (controlling does not mean the "iron fist" approach-be subtle) Most organisations will have published guidelines for chairmen,otherwise ask a more experienced member to help you. Books are also available on business or parliamentary procedure,ask at your local library.

Business procedures exist to protect you and your organisation.If used properly your meetings will run smoothly.

However do not be too dogmatic in your approach or over zealous in your efforts to do everything "right". Remember the free exchange of ideas is crucial to progress. Flexibility is the key to success.



ORGANISING YOURSELF



ORGANISATION

Organising yourself is the greatest favour you can do your group.
If your life is in order and you can cope with all the demands made
of you then the benefit is widespread.

Organising yourself involves managing your time better, learning
to cope with the stresses and pressures involved in a busy life,
learning to delegate tasks that others can do for you,

: These are simple skills that can be learnt by anyone.

TO MAKE LIFE EASY FOR ALL INVOLVED LEARN A FEW SKILLS TO
KEEP YOUR OWN LIFE RUNNING SMOOTHLY.GOOD THINGS CAN ONLY
FOLLOW.

MANAGING YOUR TIME EFFECTIVELY

- #SET PRIORITIES: How soon is the material needed?
How long will the job take?
Can similar tasks be done at the same time?
Can it really wait?
- #PLAN HOW TO DO EACH TASK: What exactly is required?
What standard does the job have to meet?
Who else needs to be involved?
Have I got all the material I need?
Where can I get the material, how long will it take?
Do I know enough?
- #DON'T WASTE TIME ON TRIVIA: Does this job really need doing?
Is it really important?
How much time does it warrant?
- #ORGANISE YOUR WORKPLACE: Do you know where everything is?
Is there a more effective way things can be arranged?
How long does it take to find things?
- #USE A DIARY OR NOTEBOOK: Is everything you have planned written down so
you won't forget?
Do you plan well in advance?
- #LEARN TO SAY NO : Do you want to do this?
Are you capable of doing it?
Have you the time, skills, resources to do it?

COPING WITH STRESS

Stress is an important part of all our lives. Without it nothing could be achieved.

However everyone has a different "Stress Threshold"

Individuals cope with stress in different ways and have different symptoms of stress.

LEARN HOW MUCH YOU CAN COPE WITH AND RECOGNISE THE SIGNS OF OVERLOAD FOR YOU.

LEARN SOME COPING SKILLS

- ° Personal management : Useful when your life is getting out of your control.
 - set priorities,goals
 - manage your time,delegate
 - learn to say no.
- ° Relationship Skills: Useful when you need support,a listener,a friend.
 - seek support
 - be assertive
 - talk and listen to others
 - don't be afraid to ask for help.
- ° Outlook Skills: Useful when you are plagued by negative thoughts.
 - acknowledge your vulnerability
 - adopt a positive outlook
 - send yourself positive messages
 - recognise and accept your own limits.
- °Body shop Skills: Useful when your body is suffering,you push yourself too hard.
 - exercise
 - nutrition
 - relaxation.

DELEGATION

YOU ARE NOT INDISPENSIBLE!!

Someone else should be able to do a task for you. If you are running out of time or know someone else will do the job better, then DELEGATE.

Shared decision making is an important step in delegation. As time goes on the whole decision or task can be left in your colleague's hands because you know they understand what is required.

Most delegation requires a conscious effort by leaders and it may cost in efficiency first time round. However with training and support your colleague will cope better and better as time goes on. You will all benefit.

Delegation serves two purposes: Helps you organise your own time because you don't have to do it yourself.

Trains others to take over from you when you step down. If you have left others to take over from you, your job has been well done.

COPING WITH CHANGE

All leaders need to be able to cope with change. This is a skill that will help you to lead your group onto better things, cultivate it and you personally will benefit.

Change always brings winners and losers.

The winners are those who see change as a big opportunity-they adapt to it and grow with it.

The losers are those who see change as a problem, resist and eventually fade away.

Change

*"Change, there is nothing more difficult to take in hand-
more perilous to conduct, or more uncertain in its success
than to take the lead in the introduction of a new order of
things. The innovator has for enemies, all those who have
done well under the old conditions and lukewarm defenders in
those who may do well under the new"*

Machiavelli

