



A Model for Life Success

*An Introductory Leadership Development Program
for Student Leaders*

This Introductory Leadership Development Program guide contains five chapters of leadership principles for success:

PREVIEW ONLY

Chapter 1: LeaderSELF: A Model for Life Success,
Chapter 2: Principle #1-Self-Awareness (introspective focus),
Chapter 3: Principle #2-Self-Management (behavioral focus),
Chapter 4: Principle #3-Interacting with Others (interpersonal focus), and
Chapter 5: Principle #4-Influencing Others (team and organizational focus).

Participants will have an opportunity to understand these concepts and develop skills to contribute to the success experienced by themselves, their teams and the organization. An emphasis is placed on individual “real-time” activities which apply and reinforce the concepts.

Introduction: Continuous Improvement=Breakthrough

Chapter One

LeaderSELF: A Model for Life Success

Welcome to leadership development! Whether you are an experienced leader or a new-comer to leadership, there is always something you can do to sharpen your skills, and that's what this leadership development program guide is all about. The purpose of this program is to assist you to learn, or perhaps reinforce leadership principles of success. We're going to cover the following four principles: #1: Self-Awareness (introspective focus), #2: Self-Management (behavioral focus), #3: Interacting with Others (interpersonal focus) and #4: Influencing Others (team and organizational focus). The program will be useful and informative for anyone who desires to enhance their leadership skills, regardless of whether or not they are currently in a leadership position or role. Whether you are new to your role, or are an experienced leader, it is anticipated that this development program will provide you with a fresh perspective.

It has been said that there is no such thing as an excellent organization, only those that believe in continuous improvement. We'd like to view this concept on an individual level, by suggesting that there is no such thing as the "perfect" leader, only those who believe in continuous improvement. Just think for a moment, each one of us has specific skills, abilities, resources and experiences. And, where we are now, in terms of what we are achieving, is the direct result of our past development, skills and commitment.

The Japanese describe it as "Kaizen" or Continuous Improvement
Making incremental improvements, doing "little things" better;
setting and achieving ever higher standards of performance.

Skills + Activities=Performance

The idea of continuous improvement simply means that we can always learn to do something better, more effectively, and the key to enhancing performance and obtaining results is for us to be...

- open,
- ready to learn,
- capable of sharing,
- willing to change and
- able to adapt how we conduct ourselves.

We are anticipating that this development program will provide you with the opportunity to identify your unique perspective, learn about and apply principles of leadership success. Your development initiative can be enhanced if you chose to experience the program with a friend or colleague. This approach will allow for you and your colleague to work together and share ideas, strengthening the learning process and creating a strong foundation to become the leader that you know you can be! So let's get started by examining a formula for your developmental success.....

Skills + Activities =Performance

This formula is quite simple. The **Skills** portion refers to the abilities, techniques and competencies that each one of us has as a leader. The **Activities** portion of the formula refers to your visible observable actions or practices in applying skills to your day-to-day challenges and responsibilities, at home, at work, and at play. And the **Performance** segment of the equation refers to the results that you, your team, and the organization achieves.

What are some examples of skills that you currently have and activities which you currently demonstrate which significantly influence your performance?

- My Skills: _____
- My Activities: _____
- How satisfied are you with your current level of skills and activities and your performance? _____

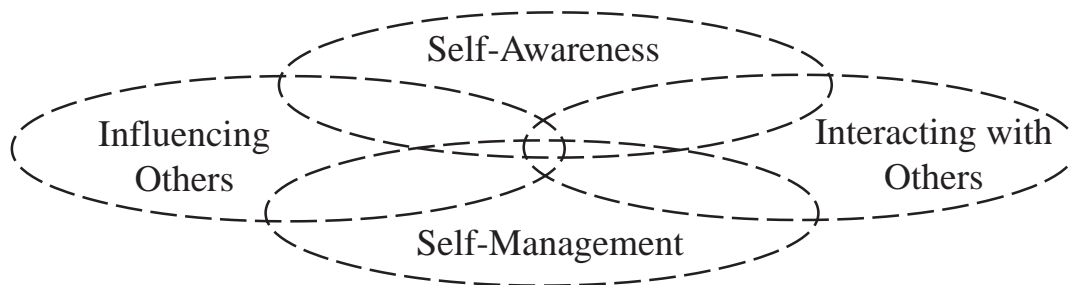
LeaderSELF: A Formula for Success

**LeaderSELF = Self-Awareness + Self-Management
Interacting with and Influencing Others**

LeaderSELF is a model providing a strategy for recognizing, developing and demonstrating effective leadership. It contains four distinct, yet interconnected, emotional intelligence components:

PREVIEW ONLY

- Self-Awareness (introspective focus),
- Self-Management (behavioral focus),
- Interacting with Others (interpersonal focus), and
- Influencing Others (team and organizational focus).



The LeaderSELF model emphasizes the interrelationship among each of the four components. In addition, the model displays the importance of developing competencies within each of the areas. As you strengthen your competencies, each of these areas become more “aligned,” enhancing your Zone of Impact (the overlapping area).

These four components serve as hallmarks guiding you in your ability to:

- accurately self-assess your strengths and areas for improvement,
- understand and lead your “SELF,”
- communicate and manage interactions with others, and
- demonstrate influence within teams and the organization.

Understanding LeaderSELF Principles

Principle #1: Self-Awareness (introspective focus)

- **Knowing My Self** “Where am I going?”
 - *My Interests: “What do I enjoy?”
 - *My Needs: “What do I need to work on?”
 - *My Values: “What is important to me?”
 - *My Skills: “Do I know and apply LeaderSELF principles?”
 - *My Unique Qualities: “LeaderSELF Assessment Inventory”

Principle #2: Self-Management (behavioral focus)

- **Leading My Self** “How do I demonstrate self-determination?”
 - *My Purpose: “What is my life focus?”
 - *Beliefs: “How do my beliefs influence my behavior?”
 - *Self-Talk: “How can purposeful self-talk transform my beliefs?”
 - *Motivation: “How can I be energized, directed, and sustained?”
 - *Goals: “What are my goals and how do I accomplish them?”

Principle #3: Interacting with Others (interpersonal focus)

- **Interpersonal Savvy:** “How do I strengthen my interactions with others?”
 - *Acceptance/Trust: “How do I convey acceptance, respect, and trust?”
 - *Left-Brain/Right-Brain: “Understanding preferences improves my interactions.”
 - *Communication Styles: “Identifying styles enhances my ability to communicate.”
 - *Communication: “How do I improve my ability to speak, listen, and empathize with others?”
 - *Interacting with Impact: “How do I develop my ability to interact with others?”

Principle #4: Influencing Others (team and organizational focus)

- **Leading By Example:** “How do I facilitate action to challenges/opportunities?”
 - *Shared Vision: “How do I inspire others through shared vision?”
 - *Developing Others: “How do I build team and organizational capacity?”
 - *Managing Conflict: “How do I de-escalate disagreements and strive for mutually agreeable resolutions.”
 - *Guiding Change: “How do I initiate ideas and new directions.”

The Four Principles of LeaderSELF: Principle #1: Self-Awareness

The Four Principles of LeaderSELF

Your LeaderSELF profile can be summarized by four essential principles, each of which have to be examined, understood and demonstrated in order for you to be as effective as possible. These principles are: Self-Awareness, Self-Management, Interacting with Others, and Influencing Others. Let's define them individually and outline how the LeaderSELF Leadership Development Program will relate to each of the four principles.

Principle #1: Self-Awareness (introspective focus) Greek Philosopher, Socrates taught eons ago that, "An unexamined life is not worth living." This personal and professional development program will provide you with an opportunity to "Know Thyself," through engaging in critical self-assessment, expanding self-knowledge and understanding. As you discover your unique qualities, you will heighten your self-concept. As you further gain insight through increased self-awareness, you will become more self-confident. The self-awareness aspect of your LeaderSELF analysis will focus on assessment of your interests, needs, values, and skills. These four self-awareness components impact your level of motivation and commitment, as well as your ability to effectively communicate.

Self-Awareness Components

My Interests: When I am interested in something, I **LIKE** what I am doing.

My Needs: When it conforms to my needs, I am **SATISFIED**.

My Values: When it addresses my values, I am **FULFILLED**.

My Skills: When I am skilled at what I am doing, I meet with **SUCCESS**.
These skills involve effective speaking, listening, and the ability to provide feedback.

**By understanding my personal interests, needs, values, skills, and purpose,
I can more effectively understand myself and others.**

The Four Principles of LeaderSELF:

Principle #2: Self-Management

Principle #2: Self-Management (behavioral focus) Highly effective individuals understand that before they can manage or lead **others**, they must first manage and lead **themselves**. This is an important principle of LeaderSELF because it underscores essential characteristics and behaviors that must be mastered and become visibly apparent in your day-to-day behavior. By behavior, we mean, that you are demonstrating specific characteristics through your visible observable actions. Your behavior is influenced by your beliefs. And, your beliefs and assumptions about yourself and those around you, influence and determine your perceptions of life.

My Purpose: Your potential and purpose represent your internal compass, guiding your life and career choices. Somewhere, deep inside you, you know what you want. It may take a little work to become aware of it, but it's there. And it is probably one of the most important issues in your life. You can't possibly get what you want unless you first *know* what you want.

My Beliefs, A Powerful Influence on Self and Others: My beliefs are the mental acceptance of or conviction in the truth or actuality of something. In essence, my BELIEFS are something that I don't know but ACCEPT as TRUE.

My Self-Talk/Affirmations: To affirm means "to make firm." An affirmation is a strong, positive statement that something is already so. It is a way of "making firm" that which you are imaging. It is a powerful technique, one which can in a short time transform many of your attitudes and expectations about life, and thereby help to change what you create for yourself.

My Motivation: The study of behavior and motivation is a search for answers to perplexing questions about human nature. Motivation deals with the choices you make, the energy you expend, and the channeling of your efforts. Motivation concerns incentives that induce you to increase your efforts toward some goal.

My Goals and Goal-Setting: When asked "what do you want," many people respond "I don't know." Well, if you don't know what you want, how do you know you don't already have it? And, if you don't know what you want, how will you know when you find it? What you want could be available to you and you wouldn't recognize it because you wouldn't know what it is.

The Four Principles of LeaderSELF:

Principle #3: Interacting with Others

Principle #3: Interacting with Others (interpersonal focus) Relationships at work, home and play are built upon respect and trust. Further, as human beings, we share one thing in common. We are all unique! Understanding the personal styles and preferences of yourself and others provides you with the ability to appreciate differences and adjust your style and preference to “match” that of another. As a result of this approach, you allow an individual to remain in their comfort zone. And when comfort levels increase, so does their ability to cooperate. Individuals who display the capability of relating well with others are said to have “interpersonal savvy,” or the practical know-how of interacting with impact.

Demonstrate acceptance, respect, and trust, establishing rapport: Capable leaders realize the importance of demonstrating acceptance, respect and trust, supporting the self-confidence and self-esteem of others.

Are you Left-Brained or Right-Brained?: It is worthwhile to identify your abilities within the areas of rational, logical, and sequential “left-brain” and holistic, intuitive, and emotional “right-brain” oriented characteristics.

Understanding Personal Communication Styles: Determining your perspective of being direct or indirect and focused on people or task influences your preferences for interaction within the areas of communication, motivation, and teamwork.

Communication: Key elements of communication involve speaking, observing, hearing, and providing feedback. However, to communicate effectively you must also engage in an internal process of: listening (as a result of the other person speaking), interpreting (translating information which you “selected” through observing the speaker), and evaluating (giving meaning to your listening of the speaker’s message.)

Interacting with Impact: If you make up your mind that it is impossible to get along with everybody...then you are halfway there to proving yourself correct. You won't get along with everybody! In fact, until you make up your mind that you can get along with everybody...there will always be somebody you will think is difficult, challenging or impossible to get along with. In order to interact with impact, you need to develop *behavioral flexibility*--the ability to adapt your behavior appropriately to meet the needs of the person with whom you are interacting.

The Four Principles of LeaderSELF:

Principle #4: Influencing Others

Principle #4: Influencing Others (team and organizational focus)

Accomplished leaders concentrate on creating an organizational environment within which all people feel free to contribute, learn and excel, thereby providing them with a sense of purpose and fulfillment. This environment values communication, constituent leadership, and teamwork, focused on a shared vision of the future.

Creating a Non-Threatening Environment: Aim to build consensus through high levels of interaction, mutual exchange and collaboration, creating an environment neutralizing the potential for *power over* relationships.

Inspiring Shared Vision: Contemporary leaders recognize the need to facilitate a compelling shared vision projecting how the organization intends to grow through individual, team and organizational excellence.

Encouraging Constituent Leadership: Because leadership is defined as a relationship, characteristics that can be attributed to *leaders* can also be used to describe the behavior of *constituents*. As such, the role of leader and constituent (follower) are in fact two sides of the same coin.

Developing Others through Empowerment, Delegation and Teamwork: Empowerment, delegation and teamwork are involved in accomplishing organizational purposes through the proper deployment of people. The aims of these approaches and *leadership* are similar: to accomplish organizational ends while enhancing the abilities, confidence, and initiative of constituents.

Managing Conflict: Focus on the specific situation, issue, or behavior (cool conflict), not on the person (hot conflict). By employing this practice, you build rapport and avoid defensive and uncooperative behavior. This approach is important to keep in mind, whether one is providing another with praise or criticism.

Guiding Change focused on Systematic Inquiry: A five-phase problem solving process permits organizations to establish a methodology promoting individual and/or organizational change through inquiry, interaction, and collaboration. The phases are: 1. Assessment, 2. Development, 3. Implementation, 4. Measurement/Monitoring and 5. Evaluation.