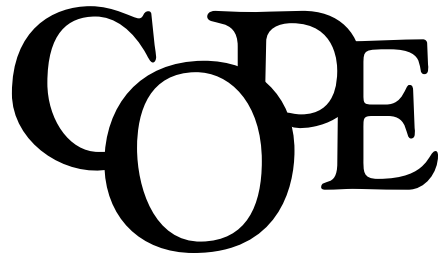


# The Center for Organizational and Personal Excellence



## **Student Leadership Development Scenarios:**

### ***"The Leadership Challenge: New Leader"***

#### **Objectives**

Participants will experience an interactive leadership application exercise which will:

- Simulate the alternate choices individuals face in a variety of situations a leaders,
- Learn a process to address important issues facing a new leader of an organization, and
- Interpret, discuss and understand the advantages and disadvantages of key decisions and actions.

#### **Description**

This **Student Leadership Development Exercise** is one component of a Student Leadership Development Program. This interactive leadership application exercise is a practical "hands-on" experience which simulates a situation that each participant must assess prior to making a particular decision and taking a specific course of action. This "new leader" exercise can be completed in a self-study or small group discussion format. A F.Y.I. (For Your Introspection) section and Discussion Question(s) section appear within various areas of the exercise in order to reinforce concepts presented and/or provide participants with opportunities to share perspectives.

The Leadership Challenge: New Leader; Participant's Workbook; V1, 11/06

The Center for Organizational and Personal Excellence

website: <http://www.centerforexcellence.net>

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# The Leadership Challenge: New Leader Our Guarantee

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**This workbook based exercise is UNLIKE any that you may have experienced in the past due to the multiple pathways that will unfold as you make key decisions and choices.**

**Introduction:** This is a practical "hands-on" experience which simulates the alternate choices that individuals often have in a variety of situations that they face as student leaders. It begins with a statement of a situation that you, as a new student leader, are facing. Your course of action may differ from others who will be participating in this same exercise. There is no one path to follow, just as there is no one path in real life. But which path you take will depend on your unique repertoire of experience, knowledge and skills. There will be multiple opportunities to consider issues and events which will impact your decisions and actions during the exercise. The choices you make, as a result of these decisions and actions, will either expand or limit your ability to succeed in conquering the situation at hand.

**Instructions:** Instead of looking at each page in sequence (ie: page 1, 2, 3, 4, etc.), you are to begin the exercise on page #6 and then decide what action you would take and then turn to the appropriate page # indicated for that choice. Other action choices will refer you to other pages, back and forth, as you go along. Be sure to use the Pathways to Leadership Success (page 4) form to record your decisions and actions as you complete the exercise. Please note that the information you record is valuable as it may later be used for small group discussions and/or one-on-one coaching and mentoring sessions.

**NOTE: Pages are numbered in the Upper Right Hand Corner.**

**NOTE: Use "Pathways to Leadership Success" form (pg 4) to record your decisions and actions.**

# Using Behavior Modeling to Acquire Skills: Six Steps

3

1. Understand Why the Skill is Important for the Job. Each training and development module provides an overview of the topic and its importance. Specific supervisory functions where the skill can be used, as well as typical “cues” for using the skill, are mentioned. As part of each session, you will discuss how the skill can be used in your role and what the impact could be if the skill was applied.
2. Identify the Key Actions Involved in the Skill. Through individual reading for each module and class discussions, you will identify and analyze the steps or Key Actions involved in the successful use of the skill. The rationale for each Key Action, “The Why” will be covered, as well as specific examples, or “The How.”
3. Participate in a Demonstration of the Key Actions. For each set of Key Actions, you will participate in a role play “scenario” demonstration. These demonstrations will show a supervisor handling an employee/supervisor interaction in a realistic and appropriate manner. These demonstrations are based on realistic situations from your organization. Participants will take notes on these role-play scenarios and will discuss how the Key Actions were used and what effect they had on the interaction.
4. Practice the Key Actions. Practice is at the heart of behavior modeling. Practice is required to perfect any skill. Practice builds the skill itself, along with the confidence to apply it to real-time situations.
5. Receive Constructive Feedback on the Use of the Key Actions. Feedback lets individuals know when they have succeeded. Additionally, it also provides someone with information about what aspects of their behavior need to be modified. Participants will receive feedback from fellow participants. This feedback will be based on concrete observation notes taken during one-on-one discussions and role-play opportunities.
6. Identify Applications for Key Actions at Work. Individuals will learn about and practice “the rule of three”: identifying the skill goals, anticipating obstacles and planning counter-measures in order to apply concepts. A Key Action Planning Worksheet is included within each training module to allow for participants to strategize the application of the skill to their on-the-job challenges.

**NOTE: Use "Pathways to Leadership Success" form (pg 4) to record your decisions and actions.**

# The Leadership Challenge

## Pathways to Success

Please use the space below to record each step you take in working through this new leader situation. Enter the page number and the option letter, if appropriate, in the areas below. (Disregard the total number of spaces available as you may not use them all.) Because this situation reflects reality, the reason WHY you chose a particular selection will be valuable in small group discussions and/or in one-on-one coaching or mentoring sessions. Please note your reasons in the spaces provided next to the particular page number/option letter.

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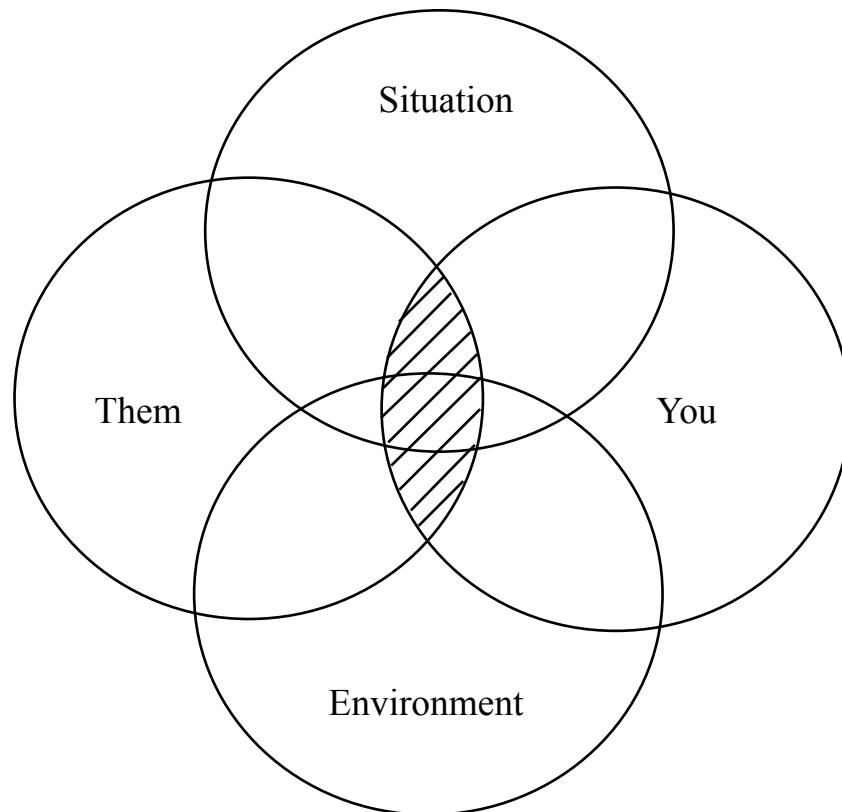
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**NOTE: Use "Pathways to Leadership Success" form (pg 4) to record your decisions and actions.**

Your Leadership Impact =  
Strength of Relationship  
Among Components



The "Leadership With Impact" Model emphasizes the interrelationship among each of the four components (You, The Situation/Task, Them and The Environment). In addition, the model displays how one's choice of strategy for dealing with the components will impact the nature of the interaction. Your strategy serves as your leadership "zone of influence" and the stronger the alignment among the components, the more effective your ability to lead.

As you attempt to influence these components...  
you are also being influenced by them.

**NOTE:** Use "Pathways to Leadership Success" form (pg 4) to record your decisions and actions.

## The Situation... A New Leadership Role

6

**The Situation:** You have just been elected (select one: President, a member of the Executive Board or Committee Chairperson) of your campus organization. This new role you are about to assume is an important one because you have been chosen to "fill a void" and provide much needed "leadership" for this position.

As you think about the immediate challenges you face, in your new position, you recognize that you will need to address the following issues:

1. You competed with two other members of your organization for your position. The election was hotly contested and you had some serious disagreements with your challengers on issues facing the organization (ie: identify an appropriate "issue" relevant to your organization.
2. You will need to assemble a "leadership team" and "membership team" to assist you,
3. During the election, several groups of members of your organization supported each of your competitors/challengers,
4. A key issue of your campaign was that, if elected, you would provide leadership in aligning organizational activities and programs to your organization's purpose.... (You believe that this will aid in the recruitment and retention of members.)
5. Another campaign issue was that you would provide leadership in strengthening communications both within the organization and between the organization and the student body.

**Please turn to Page # 17 for your selection of choices.**

**NOTE: Use "Pathways to Leadership Success" form (pg 4) to record your decisions and actions.**

# The Situation... A New Leadership Role

7

**STOP!!!!!! YOU ARE NOT FOLLOWING DIRECTIONS!!!!!!**

Nowhere are you instructed to turn to this page.

Remember, we said that this would not be like any regular exercise or workbook you have ever experienced, where you follow the pages in sequence. Instead, you will skip around, depending on the decisions and actions that you decide to take.

Now turn back to Page #6 and follow the instructions at the bottom of the page.

**NOTE: Use "Pathways to Leadership Success" form (pg 4) to record your decisions and actions.**

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## A New Leadership Role... Form a Recruitment & Retention Committee

8

It may be premature for you to create a new committee and appoint members **WITHOUT** any involvement or input from either your leadership team or members at large. **(See the information below and Return to Page 17 to select other higher priority actions which will strengthen your organization.)**

F.Y.I. (For Your Introspection):

Because this issue is so important to the future of your organization, it would be in everyone's best interest to postpone this action until it has been discussed at the leadership team and organizational membership levels.

Small Group Discussion Question(s):

Your comments for possible one-on-one coaching or mentoring session:

**NOTE: Use "Pathways to Leadership Success" form (pg 4) to record your decisions and actions.**

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## A New Leadership Role... Develop a Strategy for Working with Competitors

9

Which choice would you select for developing a strategy for strengthening your future working relationship with election challengers who competed against you for your position?

- A. Do not meet with either of your former competitors. (Turn to Page #29)
- B. Meet with the two competitors together. (Turn to Page #12)
- C. Meet with the two competitors individually. (Turn to Page #10)

**NOTE: Use "Pathways to Leadership Success" form (pg 4) to record your decisions and actions.**

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## Develop a Strategy for Working with Competitors

### Meet with the two competitors individually....

10

You are contemplating the following three choices in planning your strategy to meet with your former two competitors individually.

A. Discussing your concern that their ideas and their member "factions" will be counterproductive to your goals for the organization. Politely asking them to resign from the organization. (Turn to Page #14)

B. Asking for their assistance in contributing to the success of the organization by becoming a member of your "leadership team." (Turn to Page #27)

C. Asking them to remain active members of the organization. (Turn to Page #26)

F.Y.I. (For Your Introspection):

Small Group Discussion Question(s):

Your comments for possible one-on-one coaching or mentoring session:

**NOTE: Use "Pathways to Leadership Success" form (pg 4) to record your decisions and actions.**

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## Reorganizational "leadership team" meeting Appoint "competitors" to head special projects

11

Capitalize on this period of renewal by recommending to your leadership team that both of your prior competitors/challengers be appointed to head meaningful projects at the leadership team level. These specific projects would be best determined as a result of your prior individual meetings with them. This action will reinforce your commitment, and your former competitors commitment, to the organization.

**(Return to Page #15 to continue with your planned leadership actions for your reorganizational leadership team meeting.)**

F.Y.I. (For Your Introspection):

Small Group Discussion Question(s):

Your comments for possible one-on-one coaching or mentoring session:

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## Develop a Strategy for Working with Competitors

### Meet with the two competitors individually....

12

**Return to Page #9 to make another choice.** The thought of having you meet, in the same room, with both of your recent competitors/challengers, has the potential to put yourself in the middle of a confrontational situation.

F.Y.I. (For Your Introspection):

Small Group Discussion Question(s):

Your comments for possible one-on-one coaching or mentoring session:

**NOTE: Use "Pathways to Leadership Success" form (pg 4) to record your decisions and actions.**

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## A New Leadership Role... Call a "Special Organizational Meeting"

13

The idea of calling a "special organizational meeting" may be helpful. However, the scheduling of the meeting should coincide with the regularly scheduled organizational meeting time and day. This approach avoids "built-in" scheduling conflicts among members who may want to attend but couldn't if the time and day were changed. The timing though should be delayed UNTIL you have had an opportunity to speak individually with each of your former competitors/challengers. The meeting should also wait UNTIL you and your leadership team have met to discuss "reorganizational" and "transitional" issues, goals, and projects.

**(See information below and Return to Page 17 to select other higher priority actions which will strengthen your organization.)**

F.Y.I. (For Your Introspection):

Ideally, you and your leadership team should also meet to reach agreement on how your organization's activities and programs can become better aligned with the mission and purpose of the organization. **For an overview of this process, turn to Page #19.**

Small Group Discussion Question(s):

Your comments for possible one-on-one coaching or mentoring session:

**NOTE: Use "Pathways to Leadership Success" form (pg 4) to record your decisions and actions.**

## Meet with the two competitors individually.... Ask them to resign...

14

**Return to Page #10 to make another choice.** Your strategy to eliminate your former, and perhaps present, competitors/challengers will only serve to send a message throughout your organization that it is "Your Way or The Highway". This approach will demoralize members and will severely impact your organization's ability to attract, recruit and retain effective members.

F.Y.I. (For Your Introspection):

Small Group Discussion Question(s):

Your comments for possible one-on-one coaching or mentoring session:

**NOTE: Use "Pathways to Leadership Success" form (pg 4) to record your decisions and actions.**

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## A New Leadership Role... Reorganizational "leadership team" meeting

15

What would be your choices, in order of priority, for the agenda of a reorganizational meeting of your leadership team?

A. Ask existing leadership team members for their resignations so you can form your own team which will be 100% supportive and loyal to you. (Turn to Page #28)

B. Discuss your interest, and seek support, in planning an agenda for a leadership team "retreat" where you can, as a team, plan programs and activities that fulfill the mission and purpose of the organization. (Turn to Page # 25)

C. Recommend to your leadership team that two previous competitors/challengers be appointed to head projects which are significant to them and the organization. (Turn to Page #11)

D. Brainstorm at least ten strategies that your organization can use to enhance communications internally and ten strategies that can be used to expand communications within the student body. (Turn to Page #18)

E. Develop an agenda for a special meeting of your organization. (Turn to Page #23)

F. Review unfinished business and identify new business of the organization. (Turn to Page #22)

**NOTE: Use "Pathways to Leadership Success" form (pg 4) to record your decisions and actions.**

# Appoint Members to a Communications Task Force

If communications are so important and critical for your organization's success, then you should **"Lead By Example"** on this one and first solicit input from your leadership team on the need for and structure of a Communications Task Force.

**(See information below and Return to Page 17 to select other higher priority actions which will strengthen your organization.)**

F.Y.I. (For Your Introspection):

Members may question what you say, but they'll believe what you do....every time! And, unilaterally deciding to create this Task Force and appoint members to it WILL establish the fact in members minds that you aren't interested in their views or in two-way communications with them PRIOR to making certain key decisions.

Small Group Discussion Question(s):

Your comments for possible one-on-one coaching or mentoring session:

**NOTE: Use "Pathways to Leadership Success" form (pg 4) to record your decisions and actions.**

# The Situation

## A New Leadership Role

17

Which of the four steps listed below would you take first? Select the first step you would take from those listed below and turn only to the page number indicated for the one you select.

- A. Develop a strategy for working with the two individuals who competed against you for your position. (Turn to Page #9)
- B. Appoint members to a Communications Task Force. (Turn to Page #16)
- C. Form a Member Recruitment and Retention Committee. (Turn to Page #8)
- D. Schedule a "Special Meeting" of your organization. (Turn to Page #13)
- E. Call a Reorganizational Meeting of your "leadership team." (Turn to Page #15)
- F. Meet with Executive Board members to discuss how well the organization is engaging in teamwork. (Turn to Page #21)

**NOTE: Use "Pathways to Leadership Success" form (pg 4) to record your decisions and actions.**

## Reorganizational "leadership team" meeting Brainstorm communications strategies

18

It may not be necessary to spend "leadership team" time and energy on the brainstorming of ten strategies for enhancing communications internally and ten strategies that can be used to expand communications within the student body.

A more effective approach would be to schedule this discussion at your "special" organizational meeting or to establish a Communications Task Force or VP of Communications, Webmaster position to conduct the brainstorm process and report back to the leadership team and the organization on their recommendations. Be sure to agree on a deadline for reporting back with a plan of action.

**(Return to Page #15 for consideration of other higher priority leadership team reorganizational meeting items.)**

F.Y.I. (For Your Introspection):

Small Group Discussion Question(s):

Your comments for possible one-on-one coaching or mentoring session:

**NOTE: Use "Pathways to Leadership Success" form (pg 4) to record your decisions and actions.**

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# Aligning Organizational Programs and Activities with Your Mission and Purpose

19

## From Vision to Action..."The Big Picture"...

**Vision:** *A compelling view of a future yet to be...*

**Mission:** *Our role and place in this compelling view of the future...*

**Objective:** *A broad statement of a desired future condition which provides direction and a forward plan.*

**Goal Setting:** *A way of channeling member's energy and effort toward outcomes that are desirable for both the organization and the individual.*

**Goals:** *A specific measurable target that we are attempting to reach within a given time period. Written goals are more effective.*

**Strategies:** *Decisions that are focused on our forward plan.*

**Plans:** *The process which transforms time and energy into a knowable and predictable resource which is focused on our goal.*

**Activities:** *Visible observable actions directed toward the fulfillment of the plan.*

*Experts have found that successful organizations embrace  
**both** the conceptual aspects of vision and mission  
and the practical aspects of goals, plans and activities.*

1. Have an organizational vision and mission been articulated? If so, are members of the leadership team and members-at-large aware of the organization's vision and mission? If not, perhaps you should schedule time for the leadership team and members to discuss the organization's purpose, vision and mission.
2. What objectives, goals, plans, and activities have been associated with the organization in the past? Are these "initiatives" still relevant? If so, is everyone aware of them? If not, these items should be identified AFTER the purpose, vision, and mission are discussed.

**(Return to Page 17 to select other higher priority actions  
which will strengthen your organization.)**

**NOTE:** Use "Pathways to Leadership Success" form (pg 4) to record your decisions and actions.

**Meet with the two competitors individually....**

20

**Ask them to join your "leadership team"...**

Special Projects: The tactic of assigning competitors/challengers to head "special projects" to keep them busy and out of your way is an ineffective method for enlisting leadership assistance. Experienced and skilled members of an organization want to contribute their time, energy and commitment to something **THEY WANT TO PURSUE!** And, suggesting that they assume projects which are away from the real focus on the organization is a strategy that they will see through immediately. **(Return to Page #27 and make another choice.)**

F.Y.I. (For Your Introspection):

Small Group Discussion Question(s):

Your comments for possible one-on-one coaching or mentoring session:

**NOTE: Use "Pathways to Leadership Success" form (pg 4) to record your decisions and actions.**

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A high-performing team can be defined as *two or more interdependent individuals* who *share a common vision/mission* and who *have established goals* and *achieve results through cooperation and two-way communication*.

**Work Groups are not teams.** They are a platform for individuals to pursue their own interests and agendas. On the surface, the work group may appear cooperative, but beneath the surface, individuals compete for resources and assets. Competition creates power struggles which prevents groups from uniting and tapping their full potential. Whereas, **High Performing Teams Synergize Resources.** They are driven by the forces of cooperation and interdependence. These two forces underlie the team's ability to perform as a synchronized whole and to generate a power greater than the sum of its parts. Cooperation and interdependence forge close bonds among team members that are marked by trust and the courage to meet tough business challenges.

**What Makes a work group leap from an individual orientation to a high performing approach?"** The answer for High Performing Teams can be found in the way tasks and processes are understood and managed. For example, **task functions** involve business activities such as: goal-setting, collecting information and data, analyzing the information and data, problem solving and action planning. On the other hand, **process or relationship functions** dealing with the human elements of: skillful use of leadership, communication, the need for status, peer pressure and the distribution of power ARE ALL INVOLVED IN THE DEVELOPMENT OF TEAM EFFECTIVENESS. REMEMBER: Effective leaders do not concentrate on task functions instead of process or relationship functions, or vice versa. Both TASK and RELATIONSHIP/PROCESS functions must be integrated and balanced to achieve high performance.

1. What are some of the task functions of the organization and how well do you think leaders are managing the task functions?
  2. What are some of the process/relationship functions of the organization and how well do you think leaders are managing the process/relationship functions?
  3. What might leaders do to more effectively integrate and balance the two functions?
- (Return to Page 17 to select another action which will strengthen your organization.)**

**NOTE: Use "Pathways to Leadership Success" form (pg 4) to record your decisions and actions.**

## Reorganizational "leadership team" meeting Review Unfinished and New Business

22

It may not be necessary to spend "leadership team" time on the identification of all unfinished business and/or new business.

You may want to ask the leadership team members for their input AND schedule these items for the "special organizational meeting" in order to receive feedback from everyone on unfinished and/or new business of the organization.

**(Return to Page #15 for consideration of other higher priority items for your reorganizational leadership team meeting.)**

F.Y.I. (For Your Introspection):

Small Group Discussion Question(s):

Your comments for possible one-on-one coaching or mentoring session:

**NOTE: Use "Pathways to Leadership Success" form (pg 4) to record your decisions and actions.**

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## Reorganizational "leadership team" meeting Develop agenda for a "special meeting"

23

By investing the time of your leadership team in the planning of a "special organizational meeting," you are building support and consensus among your team. Because, individuals will support that which they help to create, any time focused on creating an agenda for a special organizational meeting will be worthwhile.

Be sure to plan to communicate the following leadership team discussions and recommendations as part of your "special organizational meeting:"

- \*New Leadership Team Appointments
- \*Leadership Team (and/or perhaps organizational) Plans for a "Retreat"
- \*Review of Any Unfinished Business
- \*Discussion of Any New Business
- \*Strategies for Effective Communications Within the Organization
- \*Strategies for Effective Communications Within the Student Body
- \*Strategies for the Recruitment and Retention of Members

NOTE: Remember that any of the above items can be "open for discussion" issues and topics at the "special organizational meeting." This open discussion should be at a convenient time/date to include as many members as possible. This approach will guarantee that there is an opportunity for further exploration and/or enhancement of the topics by all members. As a result, members will welcome the opportunity to contribute their input in the shaping of plans for *their* organization.

**(Congratulations! You are well on your way to creating an environment which welcomes diversity and encourages the participation and commitment of all in the fulfillment of both individual and organizational purpose.)**

NOTE: Use "Pathways to Leadership Success" form (pg 4) to record your decisions and actions.

## Objectives

- To Gain Self Awareness
- Practice Skills
- Develop a Sense of Team
- Organizational Problem-Solving

## Goals

- 1. Personal Introspection:** To enhance each individual's understanding of self through personal introspection and opportunities to address and reflect on the questions of: What Am I Doing Here?, Who Am I?, and Where Am I Going?
- 2. Skills Acquisition:** To provide an opportunity for individuals to learn about leadership concepts and strengthen their skills and abilities through participative and experiential learning activities.
- 3. Development of a Sense of "Team":** To identify and experience the benefits of teamwork and to broaden a sense of organizational interdependence.
- 4. Problem Solving Strategies and Interventions:** To learn about and apply problem identification, problem solving and decision making strategies customized to address specific problem areas in the organization.

### I. Self Awareness (Introspective Focus)

#### -Needs

"What Am I Doing Here?"

"What Do I Need to Work On?"

-Interests: "What do I enjoy?"

-Values: "What is important to me?"

-Skills: "How well do I communicate?"

### II. Self Management (Behavioral Focus)

### III. Interacting with Others (Interpersonal Focus)

### IV. Influencing Others (Team/Group/Organizational Development)

### V. Organizational Problem Identification and Problem Solving Strategies and Interventions

More Student Leadership Retreat & Development Information available  
[www.centerforexcellence.net](http://www.centerforexcellence.net)

**(Return to Page #15 to continue your reorganizational leadership team meeting.)**

**NOTE: Use "Pathways to Leadership Success" form (pg 4) to record your decisions and actions.**

## Reorganizational "leadership team" meeting Plan for a leadership team "retreat"

25

The discussion of your interest in dedicating quality time, as a leadership team, to seek support for the planning of a leadership team retreat is a worthwhile endeavor. A "retreat" could be defined by your team as encompassing as few as several hours or be expanded to include a half-day or longer period of activities. There is tremendous value in providing an opportunity for your leadership team to explore and plan a formal opportunity for members to interact with each other while strengthening their leadership awareness and capability.

**(See Below and then Turn to Page #24 to discuss key components of a Leadership Retreat for your Leadership Team and/or organization)**

F.Y.I. (For Your Introspection):

Leaders and members of organizations join for the experience of being part of something larger than life. They yearn for an organizational environment which will provide them with experiential connections to merge their individual sense of purpose with that of the organization. It is during "retreat" sessions that a process of individual and organization introspection can be created through active participant involvement, focus and communication.

Small Group Discussion Question(s):

Your comments for possible one-on-one coaching or mentoring session:

**NOTE: Use "Pathways to Leadership Success" form (pg 4) to record your decisions and actions.**

**Meet with the two competitors individually....**

26

**Ask them to remain "active members"...**

**Return to Page #10 and select another choice.** This "forced choice" of having the competitors/challengers remain "active members" may be too restrictive for individuals who have demonstrated that they have the ability and experience to assume a leadership role within the organization.

F.Y.I. (For Your Introspection):

Should either of the individuals indicate to you that "at this point in time" they would prefer to continue in a member role, and not assume a leader role, then Return to Page #17 to continue your steps to leadership success.

Small Group Discussion Question(s):

Your comments for possible one-on-one coaching or mentoring session:

**NOTE: Use "Pathways to Leadership Success" form (pg 4) to record your decisions and actions.**

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**Meet with the two competitors individually....  
Ask them to join your "leadership team"...**

27

You are thinking about the following two choices in meeting with your former two competitors individually to discuss having them join your "leadership team".

A. Assigning each of the competitors/challengers to head "special projects" to keep them busy, out of your hair and away from the real focus on the organization. (Turn to Page #20)

B. Asking each of the competitors/challengers how they would like to use their leadership abilities and interests for the betterment of the organization. (Return to Page #17 to continue your steps to leadership success.)

**NOTE: Use "Pathways to Leadership Success" form (pg 4) to record your decisions and actions.**

## Reorganizational "leadership team" meeting Ask for leadership team resignations

28

The "practice" of asking members of an existing leadership team for their resignations because you have been elected as their new leader is absurd. In order to lead, you need followers! You also need a nucleus of both experienced members and leaders in order to build on the momentum that the organization has experienced to date.

**(Return to Page #15 to make another choice.)**

F.Y.I. (For Your Introspection):

Small Group Discussion Question(s):

Your comments for possible one-on-one coaching or mentoring session:

**NOTE: Use "Pathways to Leadership Success" form (pg 4) to record your decisions and actions.**

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## Develop a Strategy for Working with Competitors <sup>29</sup>

### Don't meet with them....

**Return to Page #9 to make another choice.** To ignore the opportunity to recognize your two former competitors/challengers as important colleagues who have resources to contribute to the success of your organization is to ensure future frustration for you, them and other members of your organization.

F.Y.I. (For Your Introspection):

Small Group Discussion Question(s):

Your comments for possible one-on-one coaching or mentoring session:

**NOTE: Use "Pathways to Leadership Success" form (pg 4) to record your decisions and actions.**

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# The Leadership Challenge

## A New Leadership Role

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At no point in this workbook exercise were you instructed to turn to this page.....  
**the last page.**

Return to your previous page and get back on track.

**NOTE: Use "Pathways to Leadership Success" form (pg 4) to record your decisions and actions.**

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# Student Leadership Development Exercise

## The Leadership Challenge: New Leader

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1. As a result of this exercise, I learned that \_\_\_\_\_

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2. As a result of this exercise, I was encouraged to \_\_\_\_\_

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3. As a result of this exercise, I plan to \_\_\_\_\_

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4. The information presented during the exercise was helpful to me.

(Circle one response)

Strongly Agree

Agree

Disagree

Strongly Disagree

(Provide Comments Below)

5. The exercise activities reinforced my understanding of the concepts.

(Circle one response)

Strongly Agree

Agree

Disagree

Strongly Disagree

(Provide Comments Below)

6. My suggestions for future exercises are to do more of:

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7. My suggestions for future exercises are to do less of:

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8. As a result of completing this exercise, I believe that I could benefit from additional information/training in the following areas:

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NOTE: Use "Pathways to Leadership Success" form (pg 4) to record your decisions and actions.