



SKILLS:

- ☐ Learn about the different styles of leadership
- ☐ Complete a leadership service project
- ☐ Improve technology skills
- ☐ Explore conflict resolution techniques
- ☐ Identify personal leadership type(s)
- ☐ Discover your leadership motivation levels
- ☐ Apply leadership skills by working with younger 4-H'ers

LEADERSHIP

Leadership is a very personal skill that involves giving of one's self to help others. Some of the new skills that you can learn are listed on the left. Check your favorites and then work with your 4-H leaders and parents to make a 4-H project plan of what you want to do and learn this year.



LIFE SKILLS: Responsibility

LEADERSHIP STYLES

There are a number of different kinds of leadership styles. Each person has his or her own preference. Also, different situations require different leadership techniques. Can you identify the leadership style based on the description? Visit <http://www.mindtools.com> and click on "leadership skills" and then "leadership styles" to learn more about the 10 styles of leadership. Then, complete the puzzle below. Read the styles on the left-hand side. Then write the name of the style in the appropriate boxes using the word box. Please note: the words that contain hyphens, remove the hyphens when spelling the word in the boxes below.

ACROSS

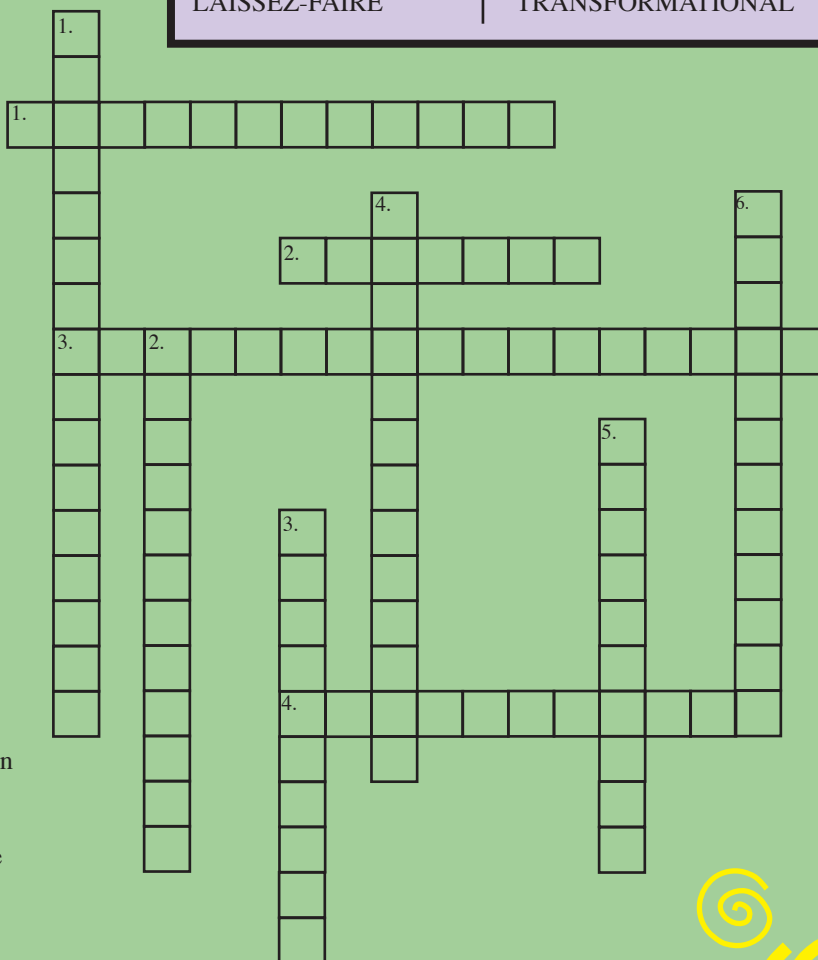
1. More of a managerial style; focused on accomplishing short-term task; works well for production-oriented jobs but not well for knowledge-based or creative work.
2. Someone who works to meet the needs of his or her team, but not formally recognized as a leader.
3. A leadership style that focuses more on team development than task accomplishment.
4. This leader is very enthusiastic and energetic in moving others forward, but often believes in his/her self more than the whole team.

DOWN

1. Involves leaders who inspire, spend a lot of time communicating when working with others to achieve goals. They are big picture-oriented, enthusiastic and rely on "detailed-oriented" people to accomplish goals.
2. A form of leadership where the leader basically leaves his or her co-workers to work on their own; works well in situations where the team members are very experienced and self-starters.
3. Defined as having absolute power over other team members.
4. A highly task-oriented leader; somewhat autocratic; focuses more on getting the job done, structures and plan with little regard to how the team works or is affected.
5. Even though this person will make the final decision, he or she includes others in the decision-making process.
6. A form of leadership that involves following protocol and procedures exactly.

AUTOCRATIC
BUREAUCRATIC
CHARISMATIC
DEMOCRATIC
LAISSEZ-FAIRE

RELATIONS-ORIENTED
SERVANT
TASK-ORIENTED
TRANSACTIONAL
TRANSFORMATIONAL



WHAT KIND OF LEADER ARE YOU?

The questionnaire below contains statements regarding leadership styles and beliefs. Using the number scale (5 = almost always true; 4 = frequently true; 3 = occasionally true; 2 = seldom true; and 1 = almost never, circle the number that best represents how you feel about the statement. Remember, there are no right or wrong answers. This is strictly a self-assessment.

1.	I always make the final decision.	5	4	3	2	1
2.	While I always try to include the thoughts and opinions of others in making a decision, I reserve the right to cast the deciding vote.	5	4	3	2	1
3.	Any decision made within a group setting involves a group vote.	5	4	3	2	1
4.	It doesn't really matter to me the suggestions of other people in my group as I am the leader.	5	4	3	2	1
5.	I ask for others to give me their ideas and suggestions on upcoming events.	5	4	3	2	1
6.	Before making a major decision, each team member must approve or I must have a majority of group members approving.	5	4	3	2	1
7.	I directly tell my team/group members what has to be done and how it is to be done.	5	4	3	2	1
8.	When something goes wrong, I get the advice of my fellow group members.	5	4	3	2	1
9.	I prefer to communicate by email, memos or phone; I do not care to meet with my group face-to-face to discuss information.	5	4	3	2	1
10.	I get very upset if a team/group member makes a mistake ... and they know it!	5	4	3	2	1
11.	I want all group members to have a sense of "ownership" regarding our project(s); therefore, I encourage them to participate in the decision-making process.	5	4	3	2	1
12.	I let my team/group members decide what needs to be done and how it needs to be done.	5	4	3	2	1
13.	I watch new/young group members closely and do not allow them to participate in the decision-making process.	5	4	3	2	1
14.	I ask team/group members what they are interested in seeing the group accomplish and use this information to set group goals.	5	4	3	2	1
15.	My team/group members understand their specific tasks/roles; therefore, I allow them to make decisions pertaining to those tasks/roles.	5	4	3	2	1
16.	When something goes wrong, I inform the group and then come up with a solution on my own.	5	4	3	2	1
17.	I work with my team/group members to decide which tasks/projects are priorities.	5	4	3	2	1
18.	I delegate tasks in order to accomplish a project.	5	4	3	2	1
19.	I watch my team/group members closely and monitor every detail of the project.	5	4	3	2	1
20.	When there are differences among team/group members, I work with them to resolve them.	5	4	3	2	1
21.	Each team/group member is responsible for deciding how he/she should accomplish a task.	5	4	3	2	1
22.	I enjoy the power that my position as a leader gives me over my team/group members.	5	4	3	2	1
23.	I like to use my leadership power to help my team/group members grow and develop.	5	4	3	2	1
24.	I like to share my leadership knowledge and skills with others.	5	4	3	2	1
25.	I feel that I have to direct my team/group members to get them to achieve any project.	5	4	3	2	1
26.	I believe my team/group members will self-direct themselves if they are committed to a project; they don't have to be told.	5	4	3	2	1
27.	I believe that my team/group members have the right to decide their own group objectives; they don't have to line up with the team's objectives or those of others in the group.	5	4	3	2	1
28.	I believe that the most important leadership element I can provide to my team/group members is a sense of belonging.	5	4	3	2	1
29.	I believe employees can use their own creativity to solve organizational problems.	5	4	3	2	1
30.	My team/group members can lead themselves as well as I can lead them.	5	4	3	2	1

WHAT IS YOUR LEADERSHIP STYLE? GO TO PAGE 4 TO FIND OUT!

HOW DO YOU HANDLE CONFLICT?

Read about the five types of conflict resolution on the right. Using the numbers 1-5, rank your use of each of these techniques with 1 being the most and 5 being the least. For example, if you use "competitive" more than any of the others, place a "1" in the yellow square.

Then, write an example of a conflict you have experienced. Which style did you use? Why did you select that style? If you could do it over, would you change anything? If so, what would you do differently? Use the blanks below to answer these questions.

COMPETITIVE

Takes a firm stand.
Operates from a position of power.
Knows what he or she wants.

COLLABORATIVE

Tries to meet the needs of all those involved.
Highly assertive, but very cooperative and acknowledges that all opinions are important.

ACCOMMODATING

Willing to meet the needs of others at the expense of the accommodator's own personal needs. Can be easily persuaded. Not assertive, but highly cooperative.

COMPROMISING

Attempts to find a solution that will at least partially satisfy everyone. All parties involved give up something to get something ... including the compromiser.

AVOIDING

Seek to evade the conflict all together.
Does not like to hurt others' feelings.
Will often delegate the final decision to others or accept default positions.

GET MOTIVATED!

One of the most important elements of leadership is the desire to lead others. How motivated are you to develop your leadership skills and to help others? For each question below, circle the number that best indicates how you feel.

		STRONGLY AGREE	AGREE	NEUTRAL	DISAGREE	STRONGLY DISAGREE
1	I am energized when people look to me for ideas.	5	4	3	2	1
2	I like to ask people challenging questions when we are working on projects together.	5	4	3	2	1
3	I like to compliment people that I work with when any progress or achievement is made.	5	4	3	2	1
4	I like to be a cheerleader and encourage others when times are good and when times are bad.	5	4	3	2	1
5	Team achievement is more important to me than my own personal accomplishments.	5	4	3	2	1
6	People often take my ideas and use them.	5	4	3	2	1
7	When involved in group projects, building team cohesiveness is important to me.	5	4	3	2	1
8	When involved in group projects, coaching others is an activity that I gravitate toward.	5	4	3	2	1
9	I find pleasure in recognizing and celebrating the accomplishments of others.	5	4	3	2	1
10	When involved in group projects, my team members' problems are my problems.	5	4	3	2	1
11	Resolving interpersonal conflict is an activity that I enjoy.	5	4	3	2	1
12	When involved in group projects, I am inclined to let my ideas be known.	5	4	3	2	1
13	When involved in group projects, I am find myself coming up with lots and lots of ideas.	5	4	3	2	1
14	I like to try to convince other people.	5	4	3	2	1

HOW MOTIVATED ARE YOU? GO TO PAGE 4 TO FIND OUT!

LEADERSHIP STYLE SURVEY RESULTS

Go back to page 2 to tally your score. Place the number you circled for each of the items next to the corresponding number in the table. For example, if you gave yourself a "3" for Question 1, then write a "3" in the column next to the number. When you have entered all the scores for each question, total each of the three columns. The highest of the three scores indicates which style of leadership you normally use. If your highest score is 40 or more, it is a strong indicator of your normal style. If your lowest score is 20 or less, it is a strong indicator that you normally do not work from this mode. Please remember, there is no right or wrong style and each of us uses parts of each of these leadership types depending on the situation.

1		2		3	
4		5		6	
7		8		9	
10		11		12	
13		14		15	
16		17		18	
19		20		21	
22		23		24	
25		26		27	
28		29		30	
TOTAL		TOTAL		TOTAL	

Autocratic
Bureaucratic
Task-Oriented
Transactional

Democratic
Relations-Oriented
Servant

Charismatic
Laissez-faire
Transformational

LEARNING TO LEAD

As a 4-H project leader, you should be able to share your skills, knowledge and experiences with younger 4-H members. There are two group activities on pages 5 and 6 that you can use as you plan your project group meeting. Can you think of others? How can this activity be used with other 4-H projects?

ACTIVITY 1 TOE TAPPING ON LEADERSHIP CHARACTERISTICS

Directions:
Included on the sheet.

ACTIVITY 2 LEADING WITH QUESTIONS

Directions

- Make a copy of the "Leading with Questions" card.
- Cut out each of the squares following the dotted lines.
- Give each participant one card to begin.

How to Play

- Each person goes up to another person and asks him or her the question written on his/her card. The other person then asks the question on his/her card.
- After both participants provide an answer, the two persons switch cards and moves on to find another person.

GET MOTIVATED! -- SURVEY RESULTS

Go back to page 3. In the "Get Motivated" section, add up the total score by adding all of the numbers you circled. Look at the score ranges below to determine your motivational level.

SCORE	COMMENT
14-27	Suggests low motivation to lead
28-55	Suggests some uncertainty regarding your motivation to lead
56-70	Suggests strong motivation to lead

ACTIVITIES

- Organize/lead a Leadership Project Group.
- Create bulletin boards, article for the school newspaper or flyers for your school to promote 4-H.
- Volunteer your leadership skills for special projects at school, church, 4-H and other organizations.
- Make a list of community leaders. Interview some of these leaders to learn more about leadership.
- Write an article for your local newspaper about a recent 4-H event.

SERVICE IDEAS

- Serve as the leader of a community service group with other 4-H members
- Volunteer your leadership skills for special projects at school, church, 4-H and other organizations
- Plan a leadership "thank you" party for your 4-H leader/adult volunteers
- Be a teen leader in your county
- Be a teen leader at camp
- Be a teen leader at the county fair

RESOURCES

- School and public libraries
 - www.mindtools.com
 - www.nwlink.com
 - 4-H project leader/group
- The following Websites were used to create this activity sheet. To learn more visit:
- www.utextension.utk.edu/4H/projects/leadership.htm
 - www.n4hccs.org
- Don't forget! For more ideas and info, contact your 4-H office.

TOE TAPPING

on leadership characteristics

INTRODUCTION

As with any new skill, learning the vocabulary is a huge step in gaining understanding. Using this simple game, you can help younger 4-H members learn some basic leadership characteristics.

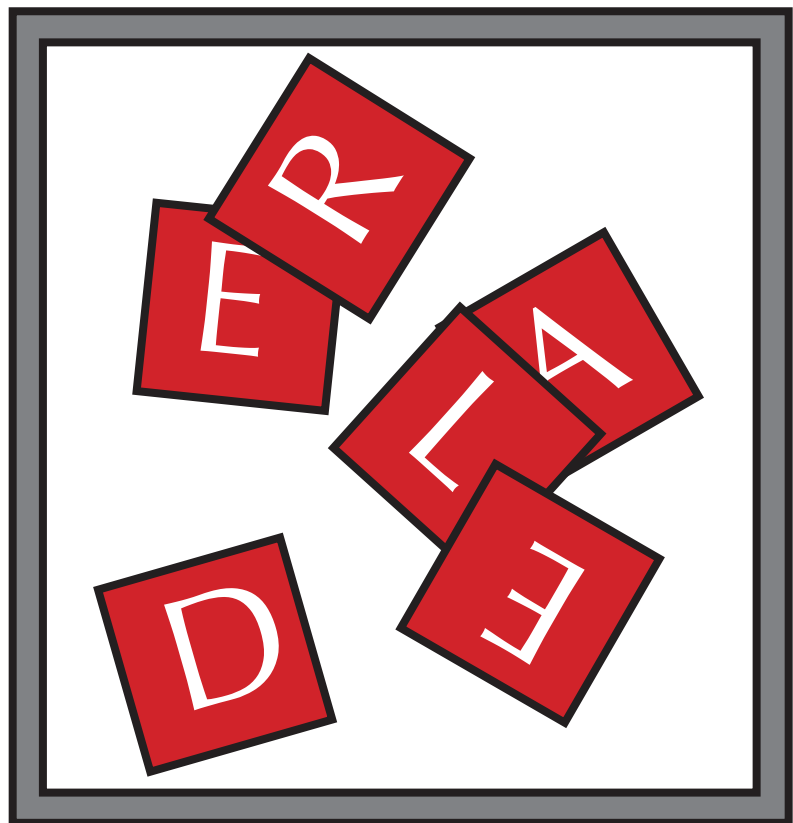
MATERIALS

- Tape (painters, masking, etc.)
- Bean bags (may be purchased at any teacher/school supply store) or card board featuring the letters of the alphabet
- Note cards with the following words written on them (you can use these or add some of your own to tailor your presentation):

Role Model	Volunteer	Opportunity
Listener	Communicator	Humor
Planner	Decision	Respect
Organized	Marker	Initiative
Enthusiastic	Cooperation	Speaker
Responsible	Courage	Patience
Rule Follower	Confident	Understanding
Teamwork	Delegates	Adventurous
Helper	Poised	Prompt

DIRECTIONS

- Make two large squares in the floor using the tape. (note example illustration on the right).
- Divide your participants into at least two groups of five to eight. If you have a large group, you may want to create more than two squares or simply take turns.
- Throw the bean bags or cardboard letters into the square. Make sure that all the letters are facing up. It is okay for the letters to lay on top of each other ... it's part of the challenge.
- Have each group take turns. Call a word from the word list. The group, working as a team, has to spell the word by touching their toe to the letters in the proper order without touching the inside of the square. There are no hard-and-fast rules as to how to accomplish this. Groups are challenged to figure out how to spell out the words, reach the words, etc. in the shortest amount of time.
- Reinforce the words by asking each group 1) what the word means and 2) why is it important that leaders have these characteristics.
- You may repeat the process as many times as you want.



COMPLETE THE
FOLLOWING
SENTENCE:

LEADERSHIP IS ...

WHO DO YOU THINK IS
THE GREATEST LEADER OF
ALL TIME AND WHY?

WHICH OF THE TWO
CHARACTERISTICS OF
LEADERSHIP IS MORE
IMPORTANT AND WHY?

GOOD COMMUNICATION
OR BEING HONEST

AS PRESIDENT OF YOUR
LOCAL CLUB YOU ARE
RESPONSIBLE FOR MANY
THINGS ... NAME ONE.

I AM A GOOD LEADER
BECAUSE ...

I NEED TO WORK ON THE
FOLLOWING LEADERSHIP
SKILL:

WHAT IS THE PROPER
PROCEDURE FOR MAKING
A MOTION DURING YOUR
CLUB MEETING (HOW DO
YOU STATE IT?)

NAME THREE
CHARACTERISTICS THAT
YOU FEEL ARE IMPORTANT
FOR A LEADER TO HAVE.

NAME ONE YOUNGER 4-H
MEMBER THAT YOU COULD
WORK WITH AND
DESCRIBE HOW YOU
COULD HELP HIM/HER.

HOW CAN YOU
DEMONSTRATE GOOD
LEADERSHIP SKILLS
WITHIN YOUR
CLASSROOM?

HOW CAN YOU
DEMONSTRATE GOOD
LEADERSHIP SKILLS AT
SCHOOL?

PART OF BEING A GOOD
LEADER IS HAVING
INITIATIVE. WHAT DOES
INITIATIVE MEAN?

USING THE LETTERS IN
YOUR FIRST NAME,
SELECT A WORD THAT
DESCRIBES YOUR
LEADERSHIP STYLE (I.E.,
KIM -- K IS FOR KIND; I
IS FOR INTELLIGENT; AND
M IS FOR MATURE)

IDENTIFY A LEADERSHIP
SKILL THAT YOU LEARNED
IN 4-H BUT YOU ALSO
USE IN ANOTHER
ORGANIZATION.

WHAT DO YOU WANT TO
BE WHEN YOU GROW UP?
HOW CAN LEADERSHIP
SKILLS HELP YOU IN THIS
CAREER?

WHAT IS THE GREATEST
CHALLENGE IN WORKING
WITH OTHER PEOPLE?