

**MJF LION ANAGHA GANDHI**

**D.C. - District Lions Leadership Institute,  
Dist. 323 A2.**



**Dear Fellow Lions ,**

**New Centenary Year Greetings & Good Wishes !**

It gives me immense pleasure to present the “**Leadership Development Manual**” of **District Lions Leadership Institute**, District 323-A2 on the occasion of Inauguration of “**1<sup>st</sup> Leadership Development Training workshop**” on 17<sup>th</sup> July 2016 for the club Leaders of District 323-A2. The objective of this training workshop is to create future leaders at all levels & enhance their leadership qualities by providing effective trainings under experts’ guidance.

I am sure the club leaders will definitely inspire & inculcate Leadership skills & team spirit by this Leadership training & lead your own club at par excellence in this centenary year. At this juncture, I wish all of you “ **All the best**” to achieve your set Goals & have a successful year. I am grateful to all the **keynote speakers** for their valuable guidance & to all my **DLLI family members** for their untiring efforts & unparalleled contribution for making this Leadership Development Workshop successful. With Warm Regards,

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# LEADERSHIP



“Leadership is a function of knowing yourself, having a **vision** that is well communicated, **building trust** among colleagues, and **taking effective action** to realize your own leadership potential.”

Leadership is defined as influencing others to work diligently towards achieving their goals.

Clearly stating your vision!

Explaining your plans for attaining your vision!

Instilling confidence and optimism!

Expressing confidence in those you lead!!!

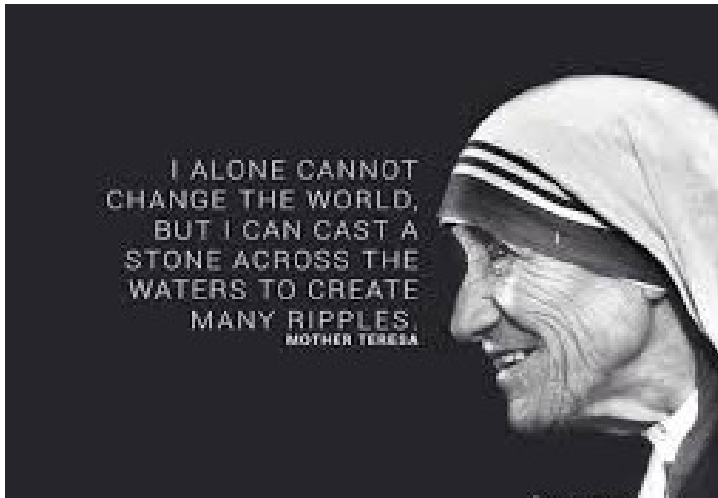
**Overall, others must.....**

...Trust you!

...Have faith in you!

...Believe in you!

# LEADERSHIP- Inspiration & Action



## 10 Roles of Inspirational Leadership

1. Provide an inspiring vision and strategic alignment, launch a crusade.
2. Help people connect their personal goals to their profession goals.
3. Make relentless innovation a religion
4. Encourage entrepreneurial creativity and experimentation
5. Involve everyone, empower and trust subordinates.
6. Coach and train your students & subordinates to greatness.
7. Build teams and promote teamwork, leverage diversity
8. Motivate, inspires and energize people, recognize achievement
9. Encourage risk taking
10. Make day to day living fun

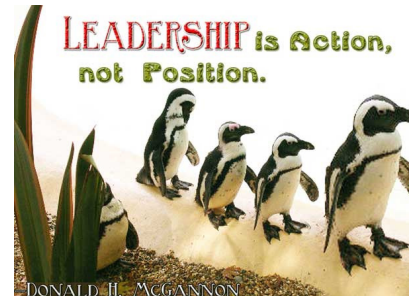
# Leadership Traits and Skills

## Traits

- Adaptable to situation
- Alert to social environment
- Ambitious and achievement orientated
- Assertive
- Cooperative
- Decisive
- Dependable
- Dominant (desire to influence other)
- Energetic (high activity level)
- Persistent
- Self-confident

### use:

- Tolerant of stress  
,compassion,
- Willing to assume responsibility



## Leaders will also

Integrity, Honesty

Humility

## Skills

- Clever(intelligent)
- Conceptually skilled
- Creative
- Diplomatic and tactful
- Fluent in speaking
- Knowledgeable about group task
- Organised (administrative ability)
- Persuasive
- Socially skilled

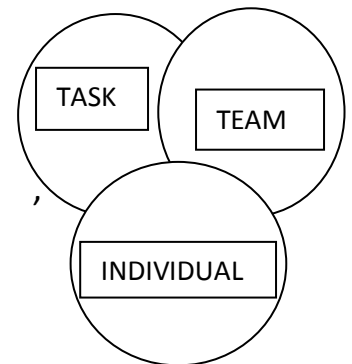
# Key Leadership Theories



## Functional Theories

Leader is concerned with interaction of 3 areas

- **TASK** –goal setting, methods and process
- **TEAM**- effective interaction/ communication  
Roles, team morale
- **Individual** – attention to behavior, feelings, coaching



## Behaviorist theories

- Leaders behavior and action, rather than their traits and skills e.g. production orientation or people orientation .
- Different leadership behaviors categorized as ‘leadership styles’ e.g. autocratic, persuasive ,consultative, democratic.
- Doesn’t provide guide to effective leadership in different situations .

## Transformational Theories

- Leaders inspire individuals, develop trust, and encourage creativity and personal growth.
- Individuals develop a sense of purpose to benefit the group, organization or society. This goes beyond their own self – interests and an exchange of rewards or recognition for effort & loyalty.

# TOP 10 SKILLS EVERY GREAT LEADER NEEDS TO SUCCEED



## 1. Inspires and motivates others

Great leaders create a vision of the future that is vivid and compelling and that motivates employees who want to achieve it. Everyone wants to work for a company that makes a difference in the world. As a leader, you are best able to help the members of your team connect what they do to the impact it has on customers and communities

## 2. Display high integrity and honesty

Great leaders are honest and transparent, and have high integrity. They do what they say and they are going to do too and they walk their talk. As Umpqua Bank CEO Ray Davis said in his book *Leading through Uncertainty* "I always tell our people that they're entitled to get answers to every question they have. That doesn't mean they're going to like the answers. But it's going to be truthful, and I know they can deal with the truth. This might create additional questions, but we'll get through them and we do"

### **3. Solve problem and analyzes issues**

Ultimately, leaders recruited, trained, and chosen to solve organization problems, and to take advantage of opportunities in the marketplace. This requires not only excellent analytical abilities, but also above average people skills.

### **4. Drives for results**

Some people are happy to sit back and watch the world go by, while others aren't unless they are making things happen in their organization. Great leaders have a higher level of perseverance, stick-to-itiveness, and drive than most anyone else and they can be counted on to get things done.

### **5. Communicates powerfully and prolifically**

Great leaders communicate with their people often and in a variety of different ways. Whether it's by means of one-on-one conversations, team meeting, blog posts, email message, phone or Skype call, or any other such medium, leaders don't talk about communicating, they just do it.

### **6. Builds relationships**

Business is built on a solid foundation of relationship and trust. Without these two things, you can't have a business, or at least not a successful business. Take time every day to build relationship with the members of your team, your customers and vendors, your boss, and boss's boss, others in your industry, and your community. The stronger your relationship, the better a leader you will be.

### **7. Display technical or professional expertise**

Most leaders start out business with a specific skill, such as selling, or accounting, or designing software. The best leaders build on their technical and professional skill over time, becoming valuable experts in their field and skilled at leading their team.

## 8. Displays a strategic perspective

Great leaders have a long- term vision of the future, and they avoid getting bogged down in their and now. While they can be tactical when necessary, they maintain the strategic outlook necessary to guide their businesses to the best future possible.

## 9. Develops others

Just as they work to continuously develop and build their own technical and professional expertise, the best leaders set aside time (and money in their budgets) to develop their work force. They look the most promising employees, and provide them with the training they need to become their company's next generation is great leader.

## 10. Innovates

According to General Electric's 2012 Global Innovation Barometer, which polled 2,800 senior executive on the state of innovation around the world, 92 percent of respondents agreed with the statement that "Innovation is the main lever to create a more competitive economy."The ability to innovate is a key skill for every great leader.



# 12 Unique Insights on Leadership

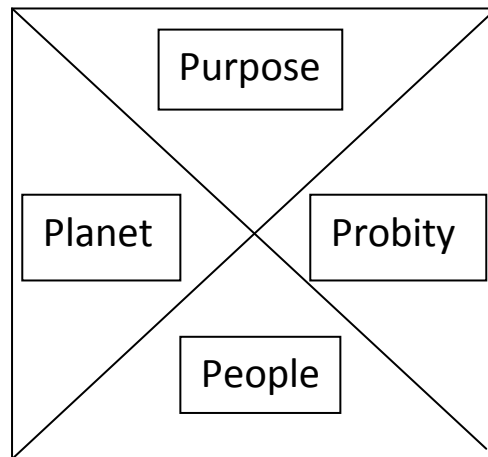
1. Become a “Destiny architect”.
2. Encourage “Elasticity of thinking”—be a “Destiny pursuer” versus an “Operational comfort seeker”.
3. Identify, assess, and engage the very best talent .
4. Become “Strategic” rather than “Operational”.
5. Create a “Climate or spirit of celebration and applause”—spirited organizations excel .
6. Be committed every day to putting the pickax to the mountain, find new ways to lift yourself and other higher.
7. Be the source of “Possibility thinking”.
8. Let your co-workers know they are “Worthwhile” and full of promise.
9. Find disciplined, organized ways to focus on integrity, trust, credibility, and the commitment to do the right thing.
10. Know that management is about today—and leadership is about tomorrow!
11. Know that management is about process—leadership is about purpose.
12. Recognize “**Success**” is not about perfection, it’s about “**Progress**”.



# Leadership Philosophies

## Ethical Leadership

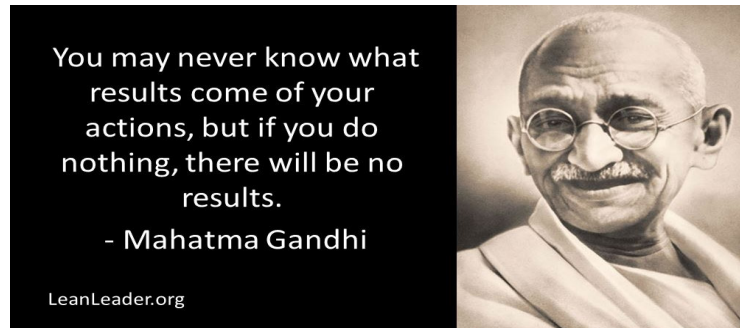
- CSR ,sustainability , equality, humanitarianism
- Four P's – Purpose, People, Planet, Probity



## Accountability, Responsibility, and Authority

- Accountability the state of being accountable ,liable, or answerable
- Responsibility (for object, tasks or people) can be delegated but accountability can not- buck stop with you!
- A good leader accepts ultimate responsibility:
  - Will give credit to other when delegated responsibilities succeed
  - Will accept blame when delegated responsibilities fail
- Accountability can not operate fairly without the leader being given full authority for the responsibilities concerned.
- Authority is the power to influence or command thought, opinion or behavior.
- Cross-functional team-less authority-more difficult to manage.

# 5 Levels of leadership



## **Leadership - Level -V- Pinnacle**

All people love this person. Ideal image for society.  
People absolutely follow that person. Hero of the public.

## **Leadership - Level -IV- Respect**

Growing people. Capacity to empower others. Key to positioning well higher & higher & earn respect. Highly respectable personality .

## **Leadership - Level -III -Production**

They produce. People do what they say. Committed to work .  
Devotion for organization. Strong team Builder. Attract people.  
People from Business / Sports / Govt. / Industry

## **Leadership - Level- II -Relationship**

Pleasure mind set up. Influence the People. Listen well & observe.  
Attitude to love institute beyond power – Great Vision

## **Leadership - Level- I – Position**

Makes you Leader as you have power .  
Boss of the company or President of Lions club

# Communication Skills :

Communication skill is a process of transferring a message between a sender & a receiver through various methods – written words ,non verbal , spoken words etc. It is also a mechanism to establish and modify relationship .



## Public Speaking

- Prepare a speech outline
- Implement techniques of effective speech delivery

### Prepare your outline.

- **Opening** –Indicate how you will structure your opening including the techniques you will use to gain the audience’s attention.
- **Body** – Indicate the main and supporting points of the speech.(Try to limit yourself to no more than three main points with one to three supporting points for each.)

### Public Speaking: Delivery Tips

Research shows that what you say accounts for only 7% of the impact of your presentation. 93% of how people respond to you depends on how you are saying it. There are many factors that affect your speaking performance. Some of them are presented below:

- Eyes - Movement and contact
- Voice - Tone , Face, and Expression
- Body - Movement and Posture
- Language - Appropriate for Audience Nervousness
- Dress and Appearance

## HUMAN RELATIONS - THE FOUNDATION OF LEADERSHIP



To be a good leader one must build strong relationship with your team and vice versa. Increasingly, the world over, successful organizations are focusing on the human relations significantly enhance and enrich their leadership practices.

We should work towards strengthening relationship first, since there cannot be better foundation for effective leadership. The ability to build strong relationships is not only critical for effective leadership, but also for a successful life –at work and at home. Just as we maintain harmonious relationship with our family, we must extend this to our colleagues and to our larger communities.

It is a notable that leadership is all about relationship and relationships imply **‘Interdependence’**. There is no scope for ‘Independence’ while practicing leadership. We should replace independence with Interdependence because through Independence comes ‘Competition’ while interdependence results in, ‘Co-operation’. Collaboration sees people coming together to share ideas and thoughts , express their feelings in a safe environment , engage in collective activities work with the more creativity and new ideas achieve common goals.

It is obvious that for each successful task, we should be a good leader; and to be a good leader, we should constantly hone our human relation skills. Let as use these skills to further strengthen & volunteering tasks and services. We can assess impact by practicing relational leadership by strengthening human relations. This will ultimately lead to constructive relationship.

It is critical that we develop a practical and realistic strategy to improve leadership effectiveness by focusing on human relation skills and relational leadership .We need leaders who can identify talent and inspire people, who “Praise in public and admonish in private,” who share credit, but are the first to accept blame when things go wrong, who empower their team by giving them a fine reputation to live up to and finally who value constructive relationships.

# Team Management

## The Skills You Need To be a Great Leader



- The Importance of Delegation
- Motivating Your Team
- Developing Your Team
- Communicating and Working With Your Team – and With Others
- Communicating With People in Your Team
- Communicating With People Outside Your Team
- Managing Discipline
- Traps to Avoid

### **Key Points -**

The key Management activities of organizing, motivating, developing, & communicating with your team, make you the **GREAT LEADER** .

Above all, learn how to delegate effectively, how to motivate people, develop team members, communicate effectively with people inside and outside your team, and manage discipline effectively.

# Team

“A team is a group of people working towards a common goal.”

## OUR TEAM

- Identify effective teams
- Recognize stages of team development
- Use strategies to build effective teams

## Characteristic of Effective Teams

1. Interaction
  2. Accountability
  3. Commitment to goals
  4. Shared planning and decision making
- Stages of team Development
    - Forming- Get acquainted , Set goals, Awareness
    - Storming -Challenge, Negotiate, Conflict
    - Norming-Share , Understand, Cooperate
    - Performing-Togetherness, Achievement,Productivity



# Stages of team Development

## 10 Commandments for an Enthusiastic Team

1. Help each other, be right or wrong
2. Look for ways to make ideas WORK
  - not for reasons they will not
3. If in doubt –check it out! Don't negative assumptions about each other
4. Help each other to win and take pride in each other's victories
5. Speak positively about each other and about the organization at every opportunity
6. Maintain a positive mental attitude no matter what the circumstances
7. Act with initiative and courage as if it all depends on you
8. Do everything with enthusiasm- it's contagious
9. Whatever you want – give it away
10. Don't lose faith-never give up



## 1. FORMING

During this stage, team members discover behaviors are acceptable to group. For teams with new leadership mission and members, this tag is a provider of testing behavior and dependence on formal and informal group leadership .Other characteristics may include :-

- Getting to know one another and defined roles within the group
- Feeling of initial attachment to the team
- Establishing mission, roles and ground rules, Hesitant participation
- Tests of behavioral expectation and way to handle problems
- A mixture of enthusiasm and excitement, and suspicious, fear and anxiety about the new situation
- Members tend to be on their best behavior, polite and bit restrained
- Discussion of symptoms or problems peripheral to the task
- Minimal work accomplishment

## **2.STROMING**

During stage 2, team members may become hostile or overzealous as a way to express their individuality and resist group formation. Team members are responding emotionally to the challenges of accomplishing the task. Other characteristics may include :-

- In- fighting and challenging the leader
- Establishment of unachievable, unclear goals
- Disunity increased tension, and jealousy
- Resistance to the task demand
- Polarization in group members
- Creativity due to comfort level in sharing ideas and opinions
- Concern over excessive work
- Establishment of packing orders
- Minimal work accomplishment

## **3. NORMING**

During this stage, members accept the team, team norms, their own roles, and idiosyncrasies of fellow members. Emotional conflict is reduced by patching up previously conflicting relationships. Other characteristics of this stage include :-

- An attempt to achieve harmony by avoiding conflict
- A high level of familiarity
- A new ability to express emotion constructively
- A sense of team cohesiveness with common spirit and goals
- The establishment and maintenance of boundaries
- Lack of creativity or new ideas due to avoidance of conflict
- Moderate work accomplishment

## **4.PERFORMING**

Now that the team has established its interpersonal norms, it becomes an entity capable of diagnosing and solving problems, and making decisions. This stage is not always reached by every team. Other characteristics of this stage include :-

- Members experience insight into personal and interpersonal processes
- Constructive self-change occurs
- Conflicts are dealt with constructively as they arise
- Members can challenge each other's ideas without getting personal
- A great deal of work is accomplished.

# Problem Solving

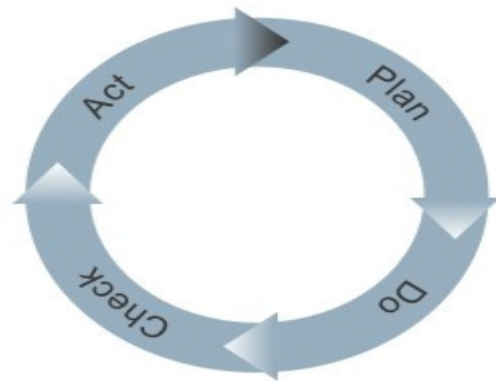
## Solving Complex Business Problems / Team Problems

### Plan-Do-Check-Act (PDCA)

#### Implementing New Ideas in a Controlled Way

Also known as the PDCA Cycle, or Deming Cycle

Figure 1: The Plan-Do-Check-Act Cycle



The four phases in the Plan-Do-Check-Act Cycle involve :

**Plan:** Identifying and analyzing the problem.

**Do:** Developing and testing a potential solution.

**Check:** Measuring how effective the test solution was, and analyzing whether it could be improved in any way.

**Act:** Implementing the improved solution fully.

### How to Use the Tool

The PDCA Cycle encourages you to be methodical in your approach to problem solving and implementing solutions. Follow the steps above every time to ensure you get the highest quality solution possible.

# Decision Making



## How to Make Better Decisions

How you go about making a decision can involve as many choices as the decision itself. Sometimes you have to take charge and decide what to do on your own. Other times it's better to make a decision using group consensus. How do you decide which approach to use?

Making good decisions is one of the main leadership tasks. Part of doing this is determining the most efficient and effective means of reaching the decision.

You don't want to make autocratic decisions when team acceptance is crucial for a successful outcome. Nor do you want to be involving your team in every decision you make, because that is an ineffective use of time and resources. What this means is you have to adapt your leadership style to the situation and decision you are facing. Autocratic styles work some of the time, highly participative styles work at other times, and various combinations of the two work best in the times in between.

## Understanding the Model

When you sit down to make a decision, your style, and the degree of participation you need to get from your team, are affected by three main factors:

- **Decision Quality** – how important is it to come up with the "right" solution? The higher the quality of the decision needed, the more you should involve other people in the decision.
- **Subordinate Commitment** – how important is it that your team and others buy into the decision? When teammates need to embrace the decision you should increase the participation levels.
- **Time Constraints** – How much time do you have to make the decision? The more time you have, the more you have the luxury of including others, and of using the decision as an opportunity for teambuilding.

# Time management

## Strategies for Effective Time Management

- **Set Objective**

Establish objectives for each task or project. Make sure your objectives are specific, measurable, achievable, realistic, and time bound.

- **Prioritize**

Determine which of your tasks you should:

- Do yourself
- Delegate to someone else
- Delay to another time

Address tasks that have short-term consequences, and set deadlines to tasks that have more long-term Implication.

- **Find away to stay organized**

Use a planner, a calendar, a notebook, or software program to keep track of your tasks, project deadlines, and appointments.

- **Learn when to say “No”**

Realize that you cannot do everything, and avoid agreeing to things that you do not have time to complete. Make sure that when you do commit to something, that it is consistent with your goals and objectives.

- **Use Your Waiting Time**

Accomplish small tasks, like reading and writing emails or letters, while you wait. Look at the time you spend waiting as a “gift of time” rather than a “waste of time”

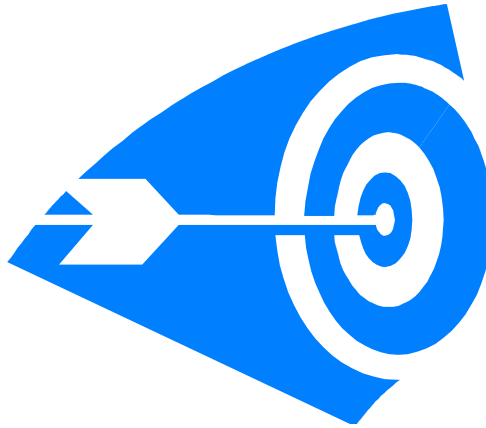
- **Concentrate on one thing at a time**

Put your energy into the task at hand. Tune out interruptions and set aside time when you will not answer the phone, check email, or schedule visitors.

- **Celebrate success**

Take time to enjoy the feeling of having achieved your objectives. Reward yourself when you complete a task or finish a project.

# GOAL SETTING& ACTION PLANNING



## **Achieve more**

Research has shown that people with high levels of achievement consistently set goals. Committing to a goal increases personal motivation to achieve the goal.

## **Be successful**

By deciding what is important to you and what you want to achieve in life, you are outlining your path to success.

## **Increase confidence**

Consistently achieving your goals builds your self-esteem and makes you more confident in your abilities.

## **Have clear direction**

Goals enable you to concentrate your efforts in a specific direction rather than drifting aimlessly.

## **Reduce stress**

People who set goals have a better sense of control over their lives. They tend to worry less and accomplish more.

# Benefits of Goal Setting and Action Planning



- **Increased Performance:** Identifying a specific goal and clear path to achievement drastically increases the opportunity for high performance.
- **Increased efficiency:** Goals and action plans keep you focused and productive so that you can get more accomplished in less time.
- **Decreased stress/ anxiety:** By establishing goals and action plans, you will feel less stressed or anxious because you have a clear purpose and direction to guide you when making decisions.
- **Increased motivation:** Goals and action plans provide measurements of progress toward achievement, and can inspire you to work harder to move forward and meet milestones.
- **Increased confidence:** Goal setting and action planning can increase your self- confidence when you encounter challenges and have to make decisions on the path to achievement.

# Review your performance as a Leader

## Individual Exercise:

1. Assess Yourself as a Leader
  - Conduct a SWOT analysis – Strengths ,Weaknesses, Opportunities, Threats
2. Develop an Action plan to improve as a leader
  - List 2 actions you will undertake to address Weaknesses or capitalize on Opportunities identified
  - Apply **SMART** targets to your action – Specific, Measurable ,Achievable, Realistic, Time–bound



## Effective Goals

✓	<b>Specific</b>	A specific goal has a much greater chance of being accomplished than a general goal. You will have more focus if your objective is clear
✓	<b>Measurable</b>	When you measure your progress, you stay on track, reach your target dates, and experience the exhilaration of achievement that spurs you on to continued effort required to reach your goal. If you can't measure it, you can't manage it.
✓	<b>Actionable</b>	Make sure you have some control over the accomplishment of your goal. If there is nothing you can do, you won't succeed.
✓	<b>Realistic</b>	Goals should be challenging, but not so much so that there is no chance of achieving them
✓	<b>Time bound</b>	Set a time frame for the goal: next week, in three months, by the end of the year. Putting an end point on your goal gives you a clear target to work.

## Activity: *Practicing Goal Setting and Action Planning*

WHAT (Goal):

ILL WE KNOW?

if the action step/goal is

For each statement, click the button in the column that best describes you. Please answer questions as you actually are (rather than how you think you should be), and don't worry if some questions seem to score 'in the wrong direction'. When you are finished, please click the 'Calculate My Total' button at the bottom of the test.

## 18 Statements to Answer

	Not at All	Rarely	Some- times	Often	Very Often
1 When assigning tasks, I consider people's skills and interests.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2 I doubt myself and my ability to succeed.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3 I expect nothing less than top-notch results from people.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4 I expect my people to work harder than I do.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5 When someone is upset, I try to understand how he or she is feeling.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
6 When circumstances change, I can struggle to know what to do.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
7 I think that personal feelings shouldn't be allowed to get in the way of performance and productivity.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
8 I am highly motivated because I know I have what it takes to be successful.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
9 Time spent worrying about team morale is time that's wasted.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
10 I get upset and worried quite often in the workplace.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
11 My actions show people what I want from them.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
12 When working with a team, I encourage everyone to work toward the same overall objectives.					
13 I make exceptions to my rules and expectations – it's easier than being the enforcer all the time!					
14 I enjoy planning for the future.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
15 I feel threatened when someone criticizes me.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

## 18 Statements to Answer

Not  
at All   Rarely   Some-  
times   Often   Very  
Often

16 I make time to learn what people need from me, so that they can be successful. ☐ ☐ ☐ ☐ ☐

17 I'm optimistic about life, and I can see beyond temporary setbacks and problems. ☐ ☐ ☐ ☐ ☐

18 I think that teams perform best when individuals keep doing the same tasks and perfecting them, instead of learning new skills and challenging themselves. ☐ ☐ ☐ ☐ ☐

Total = 0

## Score Interpretation

Score	Comment
18-34	You need to work hard on your leadership skills. The good news is that if you use more of these skills at work, at home, and in the community, you'll be a real asset to the people around you. You can do it – and now is a great time to start! (Read <u>below</u> to start.)
35-52	You're doing OK as a leader, but you have the potential to do much better. While you've built the foundation of effective leadership, this is your opportunity to improve your skills, and become the best you can be. Examine the areas where you lost points, and determine what you can do to develop skills in these areas. (Read <u>below</u> to start.)
53-90	Excellent! You're well on your way to becoming a good leader. However, you can never be too good at leadership or too experienced – so look at the areas where you didn't score maximum points, and figure out what you can do to improve your performance. (Read <u>below</u> to start.)

There are many leadership skills and competencies that, when combined and applied, go toward making you an effective leader. You have the ability to develop each of these skills within yourself. Read on for specific ideas on how you can improve your leadership skills!

## Personal Characteristics

Successful leaders tend to have certain traits. Two keys areas of personal growth and development are fundamental to leadership success: self-confidence, and a positive attitude.

Self-confident people are usually inspiring, and people like to be around individuals who believe in themselves and in what they're doing. Likewise, if you're a positive and optimistic person who tries to make the best of any situation, you'll find it much easier to motivate people to do their best.

## Self-Confidence

(Questions 2, 8)

Self-confidence is built by mastering significant skills and situations, and by knowing that you can add real value by the work you do. One of the best ways to improve your confidence is to become aware of all of the things you've already achieved.

Our article on Building Self-Confidence explains what you can do to understand yourself better and build your self-confidence. From there, you'll begin to make the most of your strengths and improve your weaknesses. Explore this further with our Bite-Sized Training session on Personal SWOT Analysis.

## Positive Attitude and Outlook

(Questions 10, 17)

A positive mindset is also associated with strong leadership. However, being positive is much more than presenting a happy face to the world: you need to develop a strong sense of balance, and recognize that setbacks and problems happen – it's how you deal with those problems that makes the difference.

Positive people approach situations realistically, prepared to make the changes necessary to overcome a problem. Negative people, on the other hand, often give in to the stress and pressure of the situation. This can lead to fear, worry, distress, anger and failure.

Stress management techniques, including getting enough Rest, Relaxation and Sleep as well as physical exercise, are great ways of getting rid of negative thoughts and feelings. Understanding your thinking patterns, and learning to identify and eliminate negative thinking are key. You can learn how to do this. 'Thought Awareness, Rational Thinking and Positive Thinking', and you can find out how to become more optimistic

## Emotional Intelligence

(Questions 5, 15)

The concept of emotional intelligence used to be referred to as "soft skills," "character", or even "communication skills". The more recent idea of Emotional Intelligence (EQ) offers a more precise understanding of a specific kind of human talent. EQ is the ability to recognize feelings – your own and those of others – and manage those emotions to create strong relationships.

Learning to develop Empathy is essential for emotional intelligence, as is communicating effectively, and practicing Empathic Listening. These all help you really understand the other person's perspective.

Our Leadership area has a — emotional intelligence in leadership.

## Transformational Leadership

Transformational leadership is a leadership style where leaders create an inspiring vision of the future, motivate their followers to achieve it, manage implementation successfully, and develop the members of their teams to be even more effective in the future. We explore these dimensions below.

### Providing a Compelling Vision of the Future

(Questions 6, 14)

This is your ability to create a robust and compelling vision of the future , and to present this vision in a way that inspires the people you lead.

The first part of being able to do this is to have a thorough knowledge of the area you're operating in.

From there, good use of strategic analysis techniques can help you gain the key insights you need into the environment you're operating in, and into the needs of your clients. See our Strategy section for more than 50 powerful techniques that give you these insights.

With these tools, you can explore the challenges you face and identify the options available to you. You can identify the best of these with good use of prioritization skills and appropriate decision-making techniques

Finally, to sell your vision, you need to be able to craft a compelling and interesting story. Our article, "Powers of Persuasion ," can help you open closed minds, so that people consider your ideas fairly. Another great way of inspiring people is to use vivid stories to explain your vision:

## Key Points

To be successful in your career, regardless of your title or position, focus on developing your leadership skills.

Effective leaders can add value simply by being present on teams. They are inspirational and motivating. They know the right things to say to people to help them understand what's needed, and they can convince people to support a cause.

When you have talented and effective leaders in your organization, you're well on your way to success. Develop these leadership skills in yourself and in your team members – and you'll see the performance and productivity of your entire team improve.

# Leadership Evaluation

**Please answer the following questions -**

1. According to me Leadership is....
2. Please state the most important qualities of a leader and why?
3. Please write any experience where you demonstrated leadership qualities.
4. What prevents any individual to become a good leader?
5. Is there any difference between leadership in business / profession and social leadership ?  
Please justify.
6. What leadership quality you admire the most which is passed by you.
7. Please give name of any most influential leader of your life and justify.
8. The Leaders are born or developed ?
9. Do you have the potential to become a highly successful leader ? Please justify
10. Please share any experience where you had overcome difficulties & achieved your goal.