

5 hours credit with turn in of study guide and training sheet

“Where have all the leaders gone”

1. List the five foundation blocks of leadership *(These will reappear on future promotion exams)*

2. Which one means “They bring out the best in people”? _____

3. Good leaders should spend ___% of their time listening and ___% of their time talking

Comparing Authority granted Vs. Leadership skills

1. Which of the two will **usually** bring the best and desired results?

2. T / F When authority has to be used, it is best done in front of or near other members so the embarrassment will help it sink in.

3. For the leaders that you respect, you would never want them to be _____ in you.

Supervisory concepts

1. You manage other’s _____.

2. Your key resources are _____.

3. The group’s _____ reflects the leader’s ability.

Power

1. Power is the ability to influence the _____ and/or _____ of others.

2. Appropriate use of power is an _____ leadership skill

3. Positive power usage assumes preference for _____ - _____ solutions.

4. Match the five types of power

___ Formal	A. Having more knowledge and/or ability than others in some specific area and using it to your advantage. Others must be aware of your expertise without flaunting. Others comply because they respect your expertise.
___ Reward	B. Being liked, admired, and trusted by others. Using charisma to your advantage. Others comply because they want to please you and/or want your approval.
___ Coercive	C. The ability to give rewards in exchange for compliance. Rewards can be official or informal. Rewards must be meaningful. Others comply because they want to obtain some benefit which you control. The benefit may be as simple as the power to help someone feel good about themselves.
___ Expert	D. Tied to your position. Your position guarantees a certain level of authority. You can direct or order subordinates. The higher your position the more formal power. Others comply because they believe you have the right to tell them what to do and they have an obligation to do it.
___ Referent	E. The ability to punish for noncompliance. Punishments can be official or informal. Punishments must be meaningful. Others comply because they want to avoid some punishment which you control.

5. The two sources of power are..... Ascribed or _____ power, and achieved or _____ power.

6. Power has limits - Overuse of coercive power leads to _____.

7. Power has limits - Expert power is limited by other’s perceptions of how _____/_____ the area of expertise is.

8. Individuals with low _____ - _____ rely more on formal or coercive power

9. More sophisticated/capable individuals respond better to _____ or _____ power.

Balancing power

- 10. Which individual described in the characters would you most like to be lead by? _____
Why? _____
- 11. Which individual described in the characters would you least like to be led by? _____
Why? _____
- 12. Which of the forms of power is your strongest? _____
- 13. Which is your weakest? _____

What is Team & Team Building?

- 1. Definition of a team. _____
- 2. For the definition of a team, you first have to define the _____ before you can define who is in it.
- 3. Team building is the process of enabling that group of people to _____ their goal.
- 4. Team Islands are ___ or more people and the relationships are between _____.

Which team member are you going to play today

- 1. _____ try to create harmony
- 2. Sculptors bring things to _____.
- 3. _____ look for new and better ways of doing things and uncover hidden potential in people
- 4. _____ provide explanation of how and why things happen
- 5. Curators bring _____ to the inner world of information, ideas and understanding.
- 6. _____ introduce organization and logical structure into the way things are done
- 7. _____ use their imagination to create new and different ideas and perspectives
- 8. Crusaders give _____ to particular thoughts, ideas or beliefs.

Who works for who?

- 1. The primary point of this article is the concept that.....
 - A. Subordinates that you supervise had better know their place and not challenge your position
 - B. Outlines who can discipline who and to what extent
 - C. That you are working for the people you supervise, and everyone is working for everyone
 - D. That subordinates are actually in charge and can tell you what to do

Top ten mistakes leaders make

- 1. The top-down _____
- 2. Putting _____ before peoplework
- 3. The absence of _____
- 4. No room for _____
- 5. _____ in decision making
- 6. _____ delegation
- 7. Communication _____
- 8. Missing the _____ in department culture
- 9. _____ without successors
- 10. Failure to focus on the _____

The nine needs

List all nine needs

Negligence and contributory negligence

1. What are the "common laws" as outlined in this section? _____
2. The _____ law is the information, concepts and understanding in this manual.
3. Select the statement that best describes the meaning from the two "court cases".
 - A. If you are a supervisor and have ben accused of wrongdoing in leadership, you will have to provide photographs, at least two creditable witnesses for your side and have seniority over the other member for your case to be judged in your favor.
 - B. A split of 50% fault for both sides will result in an equal distribution of fault and equal actions to both the supervisor and person being supervised.
 - C. A supervisor is held to a higher expectation of actions and/or attitude which means a 50% split of responsibility may actually become a higher % of responsibility for the supervisor and that good documentation can be very important.

Evaluating your leadership and powerbase

1. T/F After completing an evaluation of yourself, if you discover areas that are low, you should hide that information because other members are not aware of your faults or weaknesses.
2. In your personal opinion, if you find a weak area, what are some ways that you can help improve?

Quotes and philosophical statements

1. "Leadership is reserved only for those who plan to leave a legacy of " _____"
2. " _____ percent of what people learn is through _____ they make. Thank God we let people make them."
3. Leadership should be born out of understanding of the _____ of those who would be _____ by it.
4. A good leader _____ others with confidence in him; a great leader inspires them with confidence in _____.
5. "If anything goes bad, ___ did it. If anything goes semi-good, _____ did it. If anything goes real good, then _____ did it. That's all it takes to get people to win football games for you."
6. "You can lead an organization through persuasion or formal edict. I have never found the arbitrary use of authority to control an organization either effective or, for that matter, personally interesting. If you cannot persuade your colleagues of the correctness of _____ _____, it is probably worthwhile to _____"
7. The desire for leadership comes when you want to emulate the one who lead you _____, or to be different from the one who lead you _____..... the choice is which kind of desire you plan to give your _____.