LEADERSHIP

Test Your Leadership Potential

	Usually	Sometimes	Rarely
1. I look for positive challenges during periods of change ?			
2. I'm willing to take risks and learn from mistakes ?			
3. I regularly acknowledge others' accomplishments.			
4. I reflect the values I claim to believe in.			
5. I look for ways to share power.			
6. I delegate tasks with the authority and decisiveness.			
7. I have written long range plans and I am committed to them.			
8. I know how to motivate other people.			
9. I know how to promote team effort and spirit.			
10. I regularly give honest, constructive feedback to team.			
11. I make decisions in a timely manner.			

Striving to answer "Usually" on each of these questions is a worthy goal for any leader. Any questions you answered with "Sometime" or "Rarely" should become your goals as you study the upcoming pages on Leadership and Time Management.

List your leadership goals below: for instance, "I will look for opportunities to be more decisive."

Goal 1 -

Goal 2 -

Goal 3 -

Goal 4 -

Goal 5 -

Leadership Development

I. Four Life Strategies for Success:

A. Goal setting
   1. Goals for
      a. Professional
      b. Personal
      c. Spiritual
      d. Family
      e. Legion
      f. Hobbies
      g. Etc.

B. Spirit – Motivation
   1. Motivate yourself – know your strengths and weaknesses
   2. Motivate your team – ask them what they want
   3. Use: awards, rewards, recognition, and positive feedback

C. Plan your attack
   1. Plan the use of your time
   2. Study the situation
   3. Conduct basic research
   4. Determine what you have now, and what you would like to have

D. Attack your plan
   1. Daily, weekly, monthly schedule
   2. 30, 60, 90, 120 day tactical plan review
   3. Annual strategic plan review

II. Team Building:

A. Know your Team Members
   1. Who they are
   2. What they want
   3. What they need

B. Use your Team Members
   1. Capitalize on their strengths and experiences
   2. Let them do their jobs
   3. Evaluate Team Members performance
   4. Give needed feedback

C. Hold your Team Members accountable
   1. They have accepted the position
   2. They must accept the responsibility that goes with it
   3. You must feel strongly enough about your goals to:
      a. Reprimand
      b. Remove
      c. Replace

A Sons of The American Leader Needs to :

1. **BE HONEST** – "This above all: to thine own self be true, and it will follow, as the night the day, Thou canst not then be false to any man." – William Shakespeare

2. **BE AMBITIOUS** – an ambitious person wants to improve things that can and should be improved; himself/herself, his/her organization and his /her community. Ambition is merely wanting better things for everyone.

3. **BE ENTHUSIASTIC** – An enthusiastic person is a happy, cheerful person. A person that enjoys life.

4. **BE CURIOUS** – A curious person is not a troublemaker, and is never concerned with personalities, as such. He/she has the ability to distinguish right from wrong and make as stand for the higher qualities.

5. **BE POISED** – To be poised is to have the ability to think fast and adapt to situations, to be able to put others at ease. A poised person is tactful, kind and considerate; cultivates a sense of humor and is able to accept criticism graciously.

6. **BE SELF-CONFIDENT** – A self-confident person leads a good life as far as he/she can. He/she does the best with what he/she has and is proud of it. He/she is an individual, not a carbon copy; he/she is reasonable and tolerant.

7. **KNOW YOUR ORGANIZATION AND ITS PROGRAMS** – The ability to seek out and assimilate information needed to help in the administration of programs is one of the requirements of a leader, but actual practice in the programs themselves is the only way of developing this skill. The ability to plan ahead is another requirement of a leader, but if one has never had to do this in actual experience, all the theory in the world will not help him/her when he/she meets a situation not in the book.

8. **LOOK THE PART** – Our leaders represent our organization in the community. What the community thinks of our leaders, they quite often think of our organization. Common sense will often tell you what is right and what is not.

Face the Facts

If you are going to be an effective leader in The Sons of American Legion or any group, accept the following statements before you turn another page:

1. You can't do it all; seven-day wonders only last a week.

2. Each of us would like to be remembered as a person who gets the job done. However, it is important to avoid a domineering leadership style.

3. None of us are indispensable. Make it a priority to work well with your group or others.

4. Don't ever forget that we are all volunteering our time and talents.

5. Decide to involve every member of your group; only then do you have a complete team.

6. A good leader will attempt to encourage, teach and develop the leadership potential in each member of the group.

7. Believe in yourself. You were chosen for a leadership role because others feel you are capable.

Practical Guidelines for Effective Leadership

1. The first step is to establish realistic goals. Do today what must be done today; already be working on what must be finished tomorrow and have a plan for what you will do in the short and long term. As a leader you will be guiding a team in the direction to accomplish your task. In deciding what these accomplishments should be, you should ask your leader or president what his /her goals are and, if possible, consider them when you set the specific goals. Seek out the advice of those more experienced in your given task. You may find that helpful. In any event, you haven't lost anything, but perhaps gained some valuable insight. Formulate your ideas and course of action in your own mind to present to the group.

    a. Have a strategy meeting with your committee, officers or those who will be working with you. Your first meeting is the most important; it sets the tone for the whole term. First impressions are hard to erase. Make this meeting a casual information gathering session. Be positive and enthusiastic – it is contagious. Establish a comfortable environment for all to express themselves. Many people are reluctant to open up in a group. The leader should ask them what their ideas or thoughts are. Convey to all members the feeling that their opinions and ideas are important to the success of the group.

    b. You may know what your leader would like to see done and what you hope to accomplish but, it will never happen unless each member of the group is committed to the same goals. Your role at this meeting is to raise questions and express your ideas in such a way that the goals you feel are important (and perhaps others you may have overlooked) surface as the suggestions of the group. This is one of the principles of good management that is applicable to good leadership. At this point the group "buys in" to your leadership and the accomplishments of what have become their goals.

2. The next step would be to prioritize the goals and assign a target date for completion. This should be put in writing. A brief description of how it will be accomplished and how the tasks have been delegated should be included. When the work to be done is divided among the members let them assume full responsibility to do well. It helps them feel good about themselves and the job they are going to do.

3. Follow up within a short period of time to keep the initial momentum going and to reinforce the goals. It is good to have monthly contact and progress reports. The group can assess how well plans are working. Any necessary changes can be made. It is still important for each member to feel responsible for his/her individual assignment. During the follow up phase, be generous with sincere praise and encouragement. Make helpful suggestions in ways that are not critical. Positive feedback fosters the desire to continue and succeed.

4. Evaluate the end results objectively as a group. Answer the following questions:

    a. Did anything unexpected occur and how did it affect the realization of the goals?

    b. Could you have done anything differently or better that may have improved the outcome?
    c. Ask each member of the group to express their feelings with regard to the outcome and the roll they had in it.

    d. It would be good to put this evaluation into writing and include any further suggestions. If you ever encounter a similar situation again or are asked for advice, the written results are there for review.

5. As a leader, the most appropriate final step is to thank those that worked with you. Express your appreciation to each member for the time, talent and effort that contributed to the success of the project. Compliment them for their hard work and a job well done. Shortly afterwards follow up with a note of gratitude. If you enjoyed working with them, say that also.

DEVELOPING THE LEADERSHIP POTENTIAL IN OTHERS

The development of new leaders is an important aspect of any organization to insure its continuity but where do leaders come from?

Very few people are born leaders. Most learn through the encouragement and example of others. What can we do to help develop members to be future leaders?

We must keep our eyes and ears open. Observe and identify members you fell possess leadership qualities. What should you look for?

a. Look for positive interaction and good communication skills with others in the group.

b. Look for someone who is enthusiastic, willing to learn, who participates in activities and shares ideas.

c. Look for someone who is reliable. Do they attend most meetings? Does this person fulfill responsibilities they accept?

d. Look for the person whose attitudes and actions reflect the philosophies and ideals of the organization.

When you find that person you feel can be an effective leader, praise him/her past accomplishments and express confidence in his/her ability. Ask this person to accept an increased level of responsibility. Most potential leaders need to start small and grow from there. Encouragement is vital at all levels.

Make any helpful information available to the member. Inform him/her where to find any additional information necessary to successfully to complete the task. ***Offer guidance but don't take over***. He/she needs to feel that they have done the job.

Publicly praise a job done well, it motivates the novice leader to accept increased leadership roles and motivates others to do a good job. You can build confidence in anyone by being supportive of their endeavor and telling him/her when they have done well.

Finally, thank the person for the effort put forth in completing the task. When someone has done the best he/she could do, it is gratifying to know that it was appreciated.

Characteristics of Highly – Cohesive Teams

Regardless of the situation or work environment, effective teams demonstrate certain common characteristics. Leaders need to develop these characteristics in their teams. An effective leader makes sure:

a. Team member understand and share the leader's vision.
b. Group members respect and ideally like one another.
c. Individuals derive satisfaction from being a member of the team.
d. Communication is open and all members are encouraged to participate in discussion and, where possible, decision-making.
e. The group has a sense of team pride.
f. There is little conflict on the team, and when conflict occurs, it is handled using constructive problem-solving techniques.
g. Group members are encouraged to cooperate with each other.
h. Group decision-making and problem solving is commonly practiced.
i. The group learns to work in a relaxed fashion.
j. Team recognition and credit for a good job is freely given.
k. Team members understand and share goals, objectives and mission.

Seven Basics of Team Leadership

As the leader of your team, you must ensure that the mood of your group is consistently upbeat and the activities it pursues are productive.

Seven ways to help accomplish this are listed below. Check each that you currently do.

I make effort to:

- ☐ 1. Treat all members equally and give each personal attention as required.
- ☐ 2. Keep the promises I make to all team members.
- ☐ 3. Be consistent and act positively, even if I feel negatively.
- ☐ 4. Set a good example and support organization policies and procedures.
- ☐ 5. Stay calm, I understand that others tend to imitate a leader's reactions under pressure
- ☐ 6. Provide opportunities to met and exchange ideas with my team members.
- ☐ 7. Make sure all my goals are clearly communicated and understood.

If you find yourself guilty of not following any of the above basics, take time to decide how to remedy the situation. Leadership, like other skills, can be continually improved through practice, practice and practice!

Characteristics of Team Members

Each member of any team has individual strengths and weaknesses. As a team leader, you must learn to use your team's attributes to get the job done as efficiently as possible.

You also have your personal characteristic, which need to be considered, Use the information you discovered earlier about your style of leadership and then apply similar characteristics to your team players. You can best motivate your team to perform when assignments match personalities.

The Traditional Team Player:

1. Is drawn to close relationships
2. Changes slowly
3. Is predictable
4. Is patient
5. Prefers a secure situation
6. Likes to identify with the organization
7. Supports the status quo
8. Is possessive
9. Looks for loyalty
10. Likes an easy-going, relaxed atmosphere
11. Views the team as important

The Analytical Team Player:

1. Likes established operating procedures
2. Does not like sudden change
3. Believes that precision works
4. Is accurate at all costs
5. Has very high standards for self and others
6. Tends to worry
7. Is conventional
8. Tends to hold back opinions unless certain they are right
9. Is very conscientious
10. Is slow decision maker
11. Takes a rational, problem-solving approach to tasks

The Dominating Team Player:

1. Likes prestige and position
2. Is easily bored
3. Likes challenge and change
4. Measures worth in terms of accomplishments
5. Likes direct answers from others
6. Does not like to be controlled by others
7. Has high self-assurance
8. Is very assertive and decisive
9. Is a good risk-taker
10. Plays a game to win
11. Is quick and impatient
12. Forceful and demanding

The Charismatic Team Player:

1. Thrives on popularity and social recognition
2. Likes freedom from details and control
3. Uses intuition well
4. Is sympathetic
5. Is friendly
6. Uses verbal skills well
7. Is trusting
8. Is good at persuading and charming people
9. Acts impulsively and emotionally
10. Acts confident and comfortable with self-promotion
11. Is enthusiastic

Getting Organized

Stephanie Winston, a well-known consultant on managerial productivity and author of *The Organized Executive* says, "Getting organized is not an end in itself; it is a means to get where you want to be."

1. Focus on where you want to be and what results you want to achieve.
2. Analyze what you spend time on that contributes to the results you want to achieve
3. Organize to meet your goals
4. Analyze habits and attitudes that block your effectiveness and learn ways to overcome those habits and attitudes

Leaders and Time Management

"If you want to make good use of your time, you've got to know what's most important and then give it all you got." Lee Iacocca, President, Chrysler Corp.

Effective leaders do not travel at reckless speeds….
Instead they:

1. Keep a steady pace
2. Expect the unexpected
3. Know how to delegate for results and
4. Don't waste other people's time.

Controlling time begins with planning. Every work-related action you perform should take you closer to achieving your goals. These actions should also be prioritized according to the relative importance of your goals.

You should maintain a calendar or desk journal that allows you to write action steps for your goals each day. Set aside some time each week (i.e. first thing Monday morning), to go over your goals and determine action steps that need to be taken during the coming week. Schedule those steps as if they were appointments to be kept during the week.

Group common tasks together, for instance; try to set aside a specific time each day to make and return phone calls. This will help eliminate some interruptions.

If you have to be away from your office for a meeting or appointment, identify any errands or other meetings you can schedule in that geographic area. This will eliminate wasted motion and reduce time spent traveling.

Time Management

Watch out for time theft !!!

Q. What happens when members don't know how to do their jobs, can't do their jobs because something prevents them, or don't want their jobs?

A. Members become less productive and interested. They commit "Time Crime."

Time crime is the disappearance of time at the organization's expense. Time crime takes many forms. Do you recognize any of these? Check those you have experienced:

- ☐ Inappropriate staffing for the amount of work; too many or too few members.
- ☐ Procrastination.
- ☐ Low morale causing negative attitudes and group complaining sessions.
- ☐ Members saying they forgot what day the meeting or function was.
- ☐ Members spending more time in lounge area or outside the Post instead of at the meeting or function.
- ☐ Members who always have an excuse as to why they can't participate.
- ☐ Members who say they will show up but never do.

☐ Lack of cooperation with other parts of the organization.

If any of these time crimes regularly occur in your Post, write out steps you can take to eliminate time crime from your Post.

10 COMMANDMENTS OF TIME MANAGEMENT

1. Plan your activities daily.
2. Do high priority actions first.
3. Learn to delegate effectively.
4. Group similar activities to save time.
5. Learn how to handle interruptions efficiently.
6. Learn to say "NO" to non-critical tasks.
7. Eliminate inefficient habits.
8. Mark appointments, meetings and deadlines on your calendar and review it daily.
9. Do ONLY those tasks that are appropriate for your position.
10. Learn the difference between "urgent" and "important."

PROBLEM SOLVING

The following is an outline that will help you solve almost any problem you might have come up before you:

1. Define the problem
2. Get all the facts
3. Define the facts
4. Test ideas
5. Pan for action
6. Start action
7. Initiate (start)
8. Regulate (control action)
9. Inform (discussion of ideas of the group)
10. Support (support of the group working on the problem)
11. Evaluate (assess the effectiveness of the work done)

BOSS OR LEADER?

The boss drives his/her people; the leader coaches them.

The boss depends on authority, the leader on goodwill.

The boss inspires fear; the leader inspires enthusiasm.

The boss says "I", the leader says "We."

The boss says: "Get here on time", the leader get there ahead of time.

The boss fixes blame for the breakdown, the leader fixes the breakdown.

The boss knows how it is done, the leader shows how.

The boss says "Go", the leaders says "Let's Go."

The boss uses people, the leader develops them.

The boss sees today, the leader also looks at tomorrow.

The boss commands, the leader asks.

The boss never has enough time; the leader makes time for things that count.

The boss is concerned with things; the leader is concerned with people.

The boss lets his/her people know where he/she stands; the leader lets his/her people know where they stand.

The boss works hard to produce; the leader works hard to help his/her people produce.

The boss takes the credit; the leader gives it.