



**UNDERSTANDING LEADERSHIP TALENTS**  
**PG-301**



# OBJECTIVES

- Establish the meaning of leadership
- Review the various kinds of leadership – both positive & negative
- Understand how people make decisions – what influences them
- Apply the principles of good leadership in the participant's own home situation.

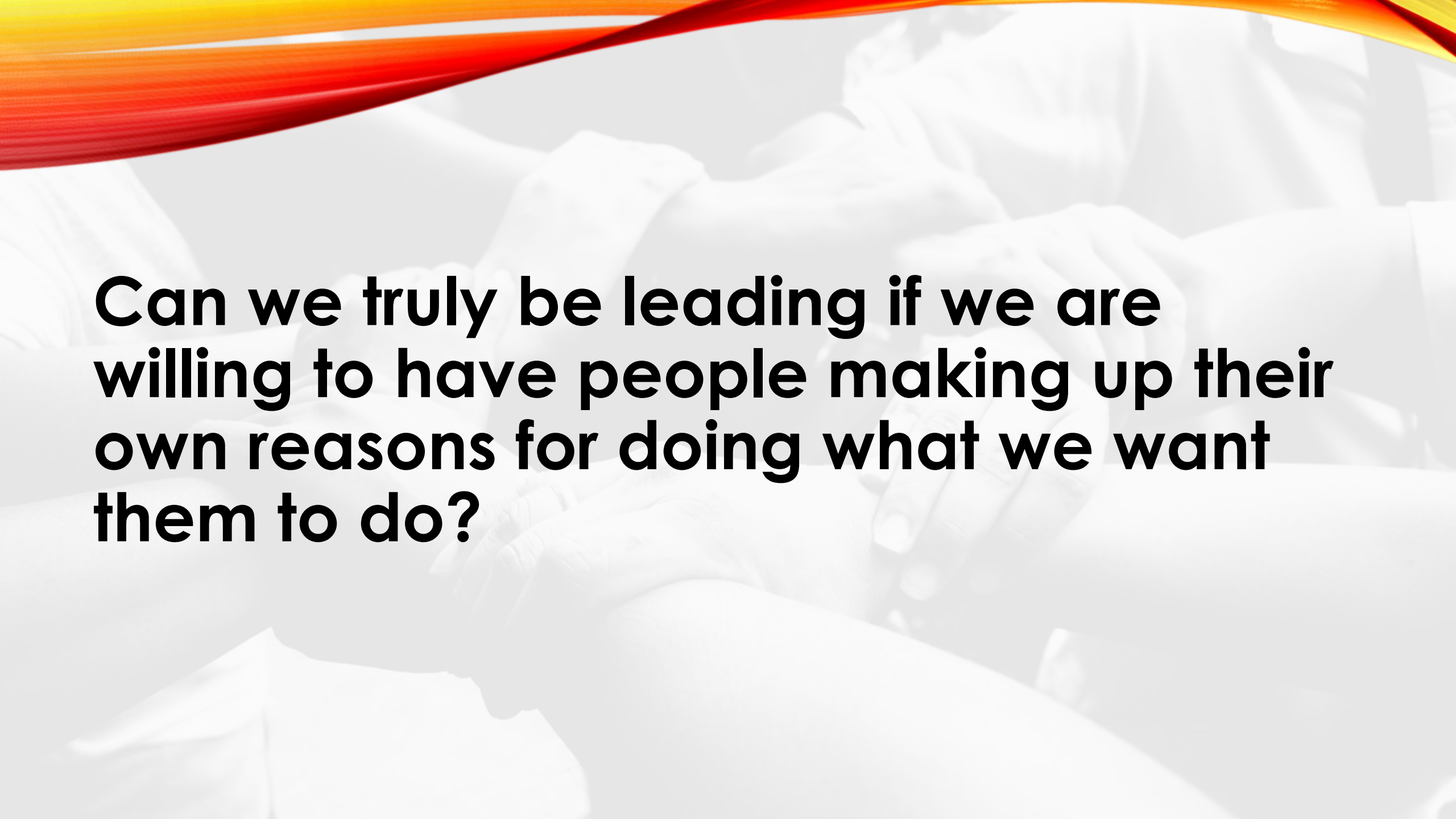


**HOW DO I RATE AS AN EFFECTIVE  
LEADER?**

# WHAT IS LEADERSHIP?

- According to the dictionary
- Leadership: ability to lead, guide, direct, or influence people.
- Is this a good definition?



A group of people in white shirts holding hands in a circle, with a red and yellow banner at the top.

**Can we truly be leading if we are willing to have people making up their own reasons for doing what we want them to do?**



# LEADERSHIP

- What's another word for the process of leadership we're talking about here?
- How about "Persuasion?"
- One way to look at leadership is to define it in terms of "Mastering the art of Persuasion."

# COERCION

- What is “Coercion?”
- According to the dictionary
- Coercion: forcing of somebody to do something



# COERCION

- Coercion is just the opposite, isn't it?
- What is the major method used in coercion?
- Threats



Let's generate some  
examples of coercion.

# PERSUASION VS. COERCION



# HOW DO PEOPLE MAKE DECISIONS?

- Sociologist Abraham Maslow described what he termed a human being's "Hierarchy of Needs" in 1954.
- Here is what he found
  1. Physiological – food, water, warmth, rest
  2. Safety/Security
  3. Social/Affection/Belonging
  4. Self-Esteem/Self-Respect – prestige, feeling of accomplishment, Respect of others
  5. Self-actualized

# MASLOW'S HIERARCHY OF NEEDS





# HIERARCHY OF NEEDS

- As leaders, our knowledge and understanding of the state of needs-fulfillment in those we lead may
- Prove extremely important in decisions we make about how to lead.
- Coach, Teach Model

# SITUATIONAL LEADERSHIP

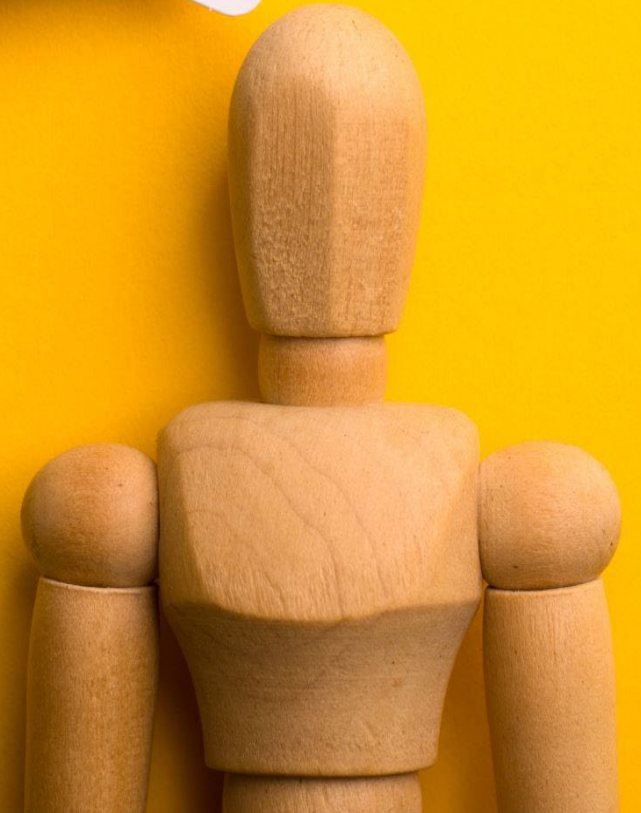
- “Situational Leadership” data
- One further study can be helpful to us in our tasks today: it tells us how to inter-relate the need to get a task completed with the need to relate one-on-one with those who work on that task.
- The researchers are Hersey & Blanchard: their work is called Situational Leadership.” Leaders should adapt their style to follower.

# SITUATIONAL LEADERSHIP

- Leaders should adapt their style to follower development style (or 'maturity'), based on how ready and willing the follower is to perform required tasks (that is, their competence and motivation).  
This is where Coach, Teach, Model can help us
- There are four leadership styles (S1 to S4) that match the development levels (R1 to R4) of the followers.

## **S1: TELLING / DIRECTING**

- Follower: R1: Low competence, low commitment / Unable and unwilling or insecure
- Leader: High task focus, low relationship focus



## **S2: SELLING / COACHING**

- Follower: R2: Some competence, variable commitment / Unable but willing or motivated
- Leader: High task focus, high relationship focus



## **S3: PARTICIPATING / SUPPORTING**

- Follower: R3: High competence, variable commitment / Able but unwilling or insecure
- Leader: Low task focus, high relationship focus

## **S4: DELEGATING / OBSERVING**

- Follower: R4: High competence, high commitment / Able and willing or motivated
- Leader: Low task focus, low relationship focus



# SITUATIONAL LEADERSHIP

- Hersey & Blanchard tell us that we must see not only the task to be accomplished, but the people we lead in accomplishing it, and balance our emphasis of both to the maturity levels of the individuals in the group.

# THE ROLE OF MOTIVATION IN LEADERSHIP

- What is motivation?
- According to the dictionary, Motivation: the act of giving somebody a reason or incentive to do something




## MOTIVATION

- People mostly do things for their own good, anyway.
- As leaders, we need to remember the key role proper motivation plays in getting things done.



## HOT BUTTONS

- Hot buttons is a term that describes various motivations.
- What works for one person might not work for another.



**The successful Motivator learns to recognize and identify individual “hot Buttons” and when and how to “push” them for the desired results.**

# BECOME AN ENABLER

- Leadership is at its most powerful when it spawns and develops new leadership.
- I submit, that one of your most challenging roles as a leader is...
- To become an “ENABLER.”





# ENABLER

How does one become an “enabler?”

1. We need to help potential leaders to “build their own case” for doing what we want them to do; this is PERSUADING.



## ENABLER

2. We must help potential leaders to identify their inner needs, their beliefs and how to satisfy them; this is MOTIVATING



## ENABLER

3. We must equip those potential leaders with all the resources, information and skills they will need to make good decisions; this is ENABLING.

# LEADER TRAITS

- What traits should we look for in a good leader?
- Do we really need to look any further than our own Scout Law? Twelve excellent Traits of a Leader are listed right there, in a very positive language:
- A Scout is ...



# THE PRINCIPLES OF GOOD LEADERSHIP

- Setting the example
- Accomplishing tasks
- Protecting the welfare of those led

# THE VALUES OF A LEADER

- The U.S. military refers to these as “The Core of Character”
- COURAGE - Both physical and more; knowing the difference between right and wrong: ethics.
- CANDOR – Frankness; openness; honesty; having integrity; proper use of tact when being candid
- COMPETENCY – Skills; knowledge; confidence; professionalism.
- COMMITMENT – Dedication to the mission and team being led; upholding the values of the team.



# SKILLS OF LEADERSHIP

## 1. PLANNING

- Using resources
- Setting objectives
- Identifying methods
- Evaluating skills
- Committing the plan to paper
- Reviewing Progress
- Making adjustments

# SOME RESOURCES

- Unit Planning Tools <https://www.scouting.org/programs/scouts-bsa/troop-resources/program-planning-tools/>
- Handbooks, Merit Badge Pamphlets, Leader's Guide, Scoutbook, Other Leaders, Social Media Forums
- Program Features  
There are 48 themed program features in the following categories: Outdoor, Sports, Health and Safety, Citizenship and Personal Development, STEM, and Arts and Hobbies, each with their own set of corresponding activities.  
<https://www.scouting.org/programs/scouts-bsa/troop-resources/events/>



# SKILLS OF LEADERSHIP

## 2. KNOWLEDGE

- Of our program & methods
  - through experience
  - through training
  - through reading/studying our literature

## KNOWLEDGE

- Of Scouters as individual persons
  - their resources
  - their needs & wants
  - their “hot buttons”

# SKILLS OF LEADERSHIP

## 3. COMMUNICATION

- Begin by being a good listener
- “hear” what’s being said – listen to understand *not* to **respond**
- Ask questions; clarify understanding
- Emphasize information/facts
- Avoid emotion-driven responses
- Strive for clarity, being well-understood

# SKILLS OF LEADERSHIP

## 4. EVALUATION

- Begins with a written plan to follow
- It's a constant, on-going process
- It's driven by new information
- It adjusts efforts based on that information

# SKILLS OF LEADERSHIP

## 5. REPRESENTATION

- Your position may mean representing more than one belief or goal
- Learn to properly balance loyalties
- Learn to recognize

# SKILLS OF LEADERSHIP

## 6. SHARING LEADERSHIP

*Many hands make light work*

- Learn to work through others
- Be alert on ways to break tasks apart and parcel out the parts
- Acknowledge the needs/wants of others



# SKILLS OF LEADERSHIP

## 7. SETTING THE EXAMPLE

- Remember B-P's famous words
- There is no teaching to compare with example!"

# SKILLS OF LEADERSHIP

## 8. CONTROL

- Master control of self, first
- Use other's energies to meet group goals
- “When given the tiller, ... Steer!”



# SUMMARY

How should we lead?

- Persuade
- Motivate
- Enable





**Questions?**



**Thank You**