

SG –1

*Please print and read the readme.doc file before proceeding!*

*This* is the presenters guide ... a place for you to make notes.

Each slide will have the highpoints of the Student Guide.

No, it won't be verbatim from the book! You'll probably notice that these highpoints will seldom be in the form of a complete sentence.

Unless you have a group of insomniacs please don't read to the folks attending this program ... *discuss* the material with the participants!





- SG – 1 *continued*
- Don't forget to tell participants *LDP* is an acronym for *Leadership Development Program* ... this is one of the few slides that shows LDP spelled out
- OK, you've read the student guide several times, reviewed the PowerPoint presentation and notes at the bottom of the slides ... so now it's time for you to begin
- **It's SHOWTIME!!**
- Have a sign in sheet for the Students ... name, rank, grade, Certificate #, etc.
- Begin by introducing yourself ... tell the participants a little about yourself ...in other words what makes you qualified to be at the front of the classroom.
- Have Participants introduce themselves, what is their vocation, why are they here, etc (don't assume that just because you have the Cdr, DC or CC sitting there that everyone knows everyone and what they do in USPS).



# LDP CONSISTS OF THREE PARTS:

**LEADERSHIP** ... workable tools for a practical approach to leadership

**COMMUNICATIONS** ... skills that a leader can use to communicate effectively

**MOTIVATION** ... how a leader can affect motivation directly



3

## SG – 2

- We'll discuss leadership styles ... we'll help you identify your predominant leadership style
- How many different ways are there to communicate?
- If you kick me in the shin, is that going to motivate me?  
*Yes, and you had better believe it'll be a long time before I let you get close enough to even think about doing it again!*





### SG – 3

Explain ...the big difference between most volunteer organizations ... i.e. USPS ... and the business world is that while there is a “chain of command” in both types of organizations ... the *chain* in the business is relatively static & in USPS the Cdr, bridge, committee chairs, etc. often change every year ... In USPS you always want to remember that we serve at the pleasure of the membership

Another big difference is that in the business world if your boss isn't satisfied with you he can fire you which is usually going to directly impact your finances in a negative way ... In an organization like USPS if you can't work out your differences with your boss you can always walk away with no financial consequences.

Another major difference is that most employees seldom have any direct communication with the CEO of *General Motors*, *Wal Mart* or other large company. It's not unusual for a member of USPS to pick up a phone and call the Chief Commander or talk to him at a District Conference or Governing Board



# MANAGEMENT vs LEADERSHIP

**MANAGEMENT** ... the process of organizing methods, materials, manpower and other resources to achieve organizational goals.

**LEADERSHIP** ... the process of influencing an organizational group in it's efforts of goal setting and goal achievement.



SG – 4

- Stress ... Management is an Organizational Process
- Stress ... Leadership is less tangible and more a process of influencing the behavior of an organization.

## Down to Basics:

Q If management is organization of the work of the organization, what's the extra dimension of leadership? Don't leaders organize too?

A Yes, they do ... but they do more than that. They encourage each of us by applying the proper motivational skills.

- The key to understanding leadership is to understand how a leader satisfies the needs of people ... in our case, members. And all people have certain needs



# MASLOW'S THREE PRINCIPLES

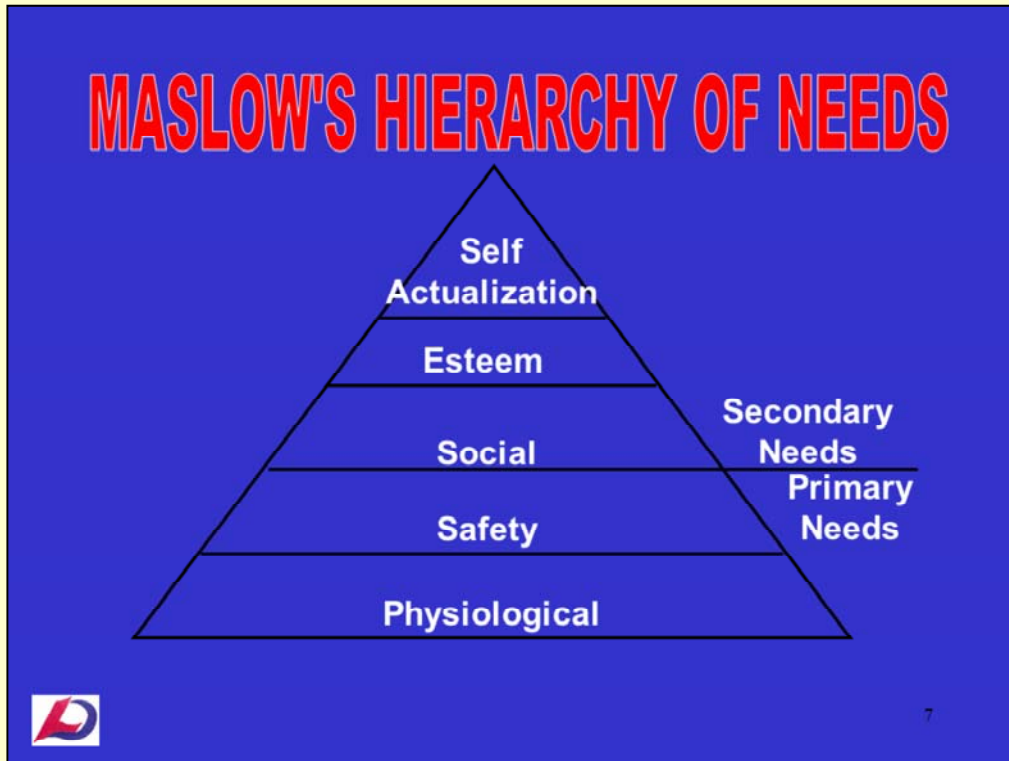
- *People are Needing Animals*
- A satisfied need does not motivate or cause behavior ... only an unsatisfied need can cause motivation
- Think of those needs as being arranged in a hierarchy of importance.



SG – 4

- Discuss Maslow's Theory ... Dolphins are "needing animals", they need to belong to pods ... humans are "needing animals", they have basic needs





SG – 4

Discuss ... Many people in this country and generally members of USPS have their *Primary Needs* met



# Physiological & Safety

We need to feel safe ...

We need to know we will be able to eat when we're hungry.



SG – 4

- We generally have a roof over head
- I wouldn't feel safe if a T-Rex lived in my neighborhood!
- We generally have enough to eat
- We are relatively secure ... our primary needs are met





SG – 4

USPS and other organizations to which we belong help us meet our social needs.



# SELF-ESTEEM

We need to feel worthy, unique,  
and respected.



10

SG – 4

A good leader recognizes the contributions of members at all levels and makes them feel unique and respected



# SELF-ACTUALIZATION

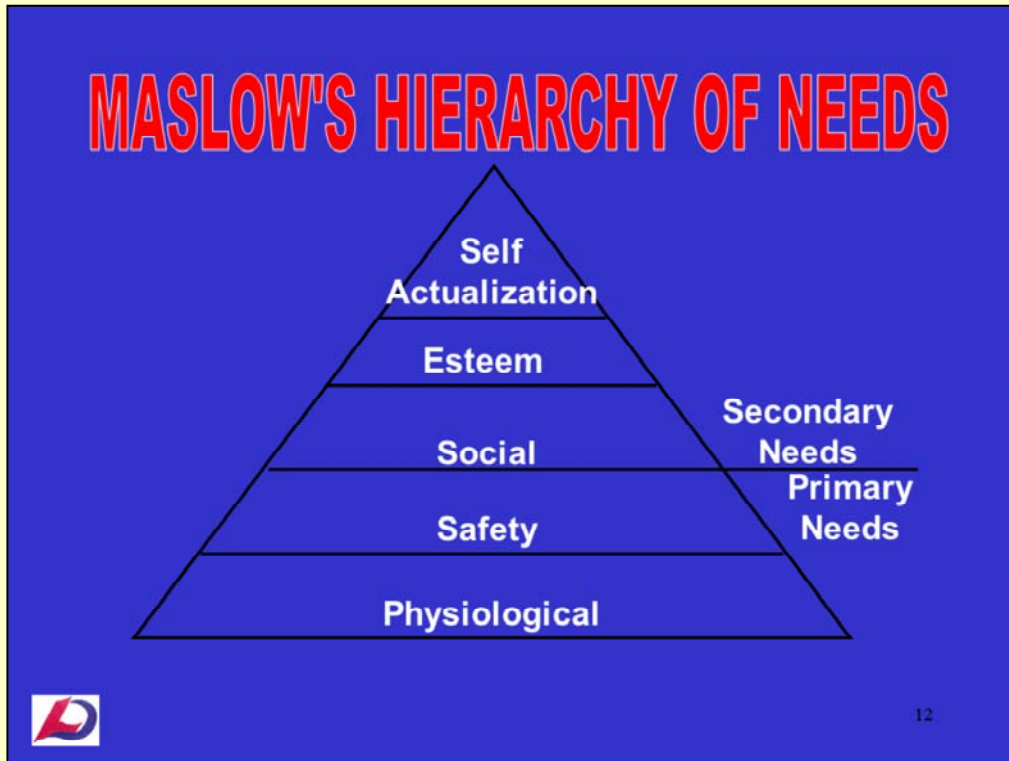
**We need work  
which attracts  
and challenges us**



SG – 4

What attracts one person may not attract/challenge another.  
A Leader recognizes a person's talents and assigns him/her  
to jobs that will satisfy their need





SG – 4

Discuss ... Remember, if our Primary Needs aren't met, our Secondary Needs aren't going to matter.

For example....Say we are on a cruise and a major storm blows in. We go back to our primary needs of shelter and safety. Forget about social, esteem and self-actualization.



**What is it about leader A  
that allows him to influence  
group B?**



13

SG – 5

Pick a leader, any leader ... ask the class if he/she has these qualities ...



**People with vision inspire us ...  
They become role models ...  
We want to be like them.**



14

SG - 5





**GREAT LEADERS IN  
THE WORLD TODAY**

**Do the exercise on Page SG – 6  
(No, you can't use the Pope,  
MLK, Golda Mier, or Churchill)**

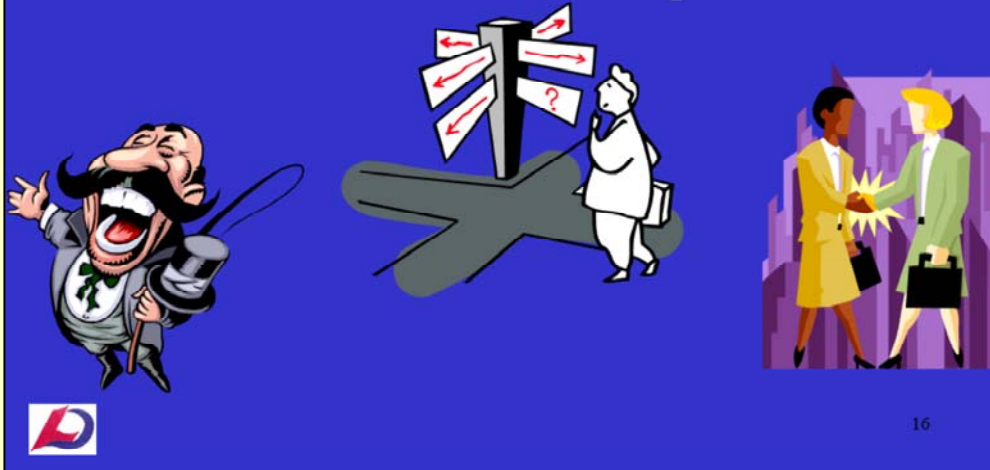
SG – 6

See SG – 6 in the ReadMe file. ... give the class 5 – 10 minutes and then discuss the answers ... Note there aren't any right or wrong answers to this exercise .



# Leadership Styles

Do the exercise on Page SG – 7



SG – 7

- Give the class 5 minutes and then discuss the answers ...  
Note there aren't any right or wrong answers to this exercise ... it's all a matter of each participant's personal style of managing people.



# ***BASES OF SOCIAL POWER***

- REWARD POWER
- COERCIVE POWER
- EXPERT POWER
- REFERENT POWER
- LEGITIMATE POWER



17

SG - 8





SG – 8

Test yourself ... What were your responses to questions 1 & 12 from SG-7:

1. I can provide members with special benefits.
  
12. I can make membership in USPS more enjoyable for members.






SG – 8

Test yourself ... What were your responses to questions 3 & 19 from SG-7:


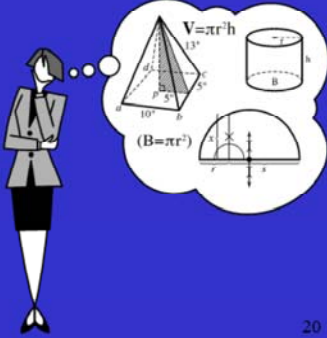
3. To improve performance, I may embarrass people when I call attention to their mistakes.
9. I can withhold merit mark recommendations.





# EXPERT POWER

Expert power is related to referent power in that *Knowledge* is a respected characteristic



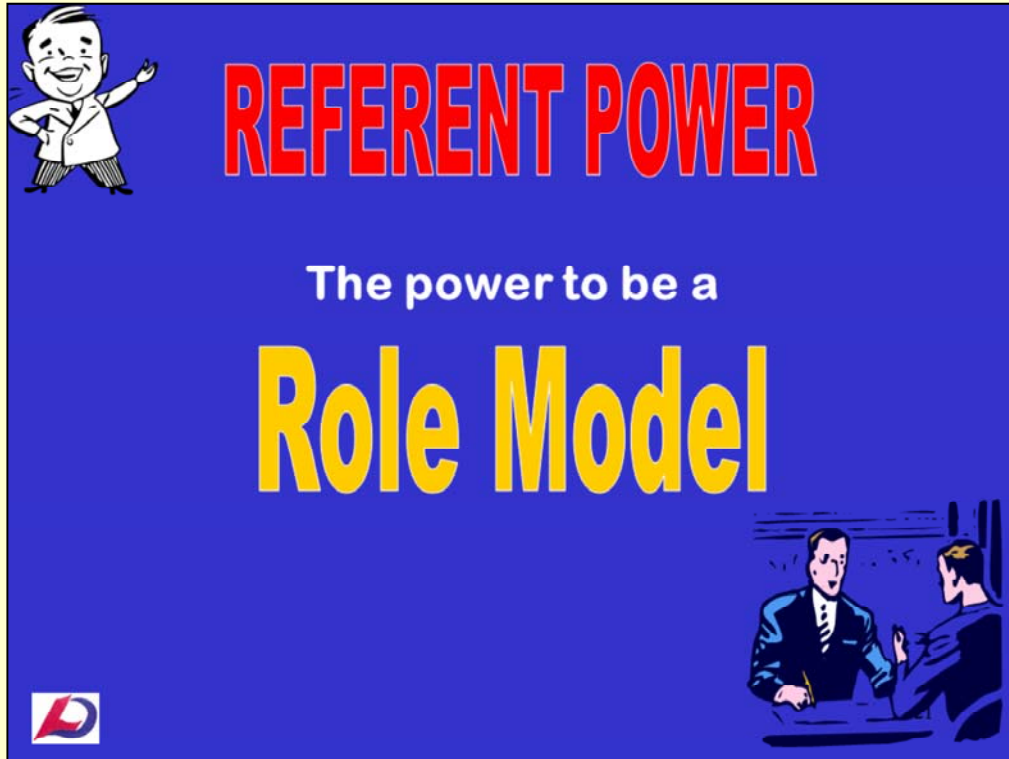
20

SG – 8

Test yourself ... questions 4 & 10 from SG-7:

4. I can provide needed technical knowledge
10. I share my experience and training with members of my team.





SG - 9

Test yourself ... What were your responses to questions 2 & 14 from SG-7:

- 2. I can make members recognize that they have commitments to meet.
  
- 14. I make members of my team feel like they should satisfy their responsibilities.





SG - 9

Test yourself ... What were your responses to questions 5 & 11 from SG-7:

5. I make members of my team feel important.

11. I make members of my team feel personally accepted.

SG- 10 USPS Leadership Qualities ... Review information in this section with participants



# What is a De Facto Leader?



SG – 10 - Informal Group Leaders

A: Synonym for an Informal Group Leader



# Leaders must understand what needs to be done within the organization

- Know the job requirements
- Identify members showing potential for leadership
- Be decisive
- Motivate



24

## SG – 10 - Positions of Leadership

Explain (last bullet on SG - 10) most squadrons have their Bridge Officers go through the chairs ... but it's not a requirement



**Take a few minutes**  
**Complete the Applied  
Leadership Questionnaire on  
pages  
SG - 11 & 12**



SG – 11 & 12

5 minutes should be more than enough time ... some may have done this questionnaire before, ask them to complete the questionnaire again ... their style may have changed

If you don't lead a group in your squadron, think about a group or individual you lead at work, in another organization, or at home



# APPLIED LEADERSHIP GRID

3 _____	2 _____
7 _____	6 _____
11 _____	10 _____
15 _____	14 _____
19 _____	18 _____
23 _____	22 _____
TOTAL	TOTAL
<input type="text"/>	
4 _____	1 _____
8 _____	5 _____
12 _____	9 _____
16 _____	13 _____
20 _____	17 _____
24 _____	21 _____
TOTAL	TOTAL
<input type="text"/>	



26

SG – 13

Have participants fill in the numbers from their questionnaires on 11 & 12

Demonstrate the first few by asking one person for their numbers for 1, 2, and 3



# DIRECTING

**Provide detailed instructions:**

- Give members specific goals and objectives
- Check in frequently to keep members on track
- Enforce rules and regulations
- Demonstrate the steps involved in doing the job



SG – 14 & 15

Useful for someone new to job ...

*EXAMPLE:* John, please set up the next Boating Class to start Monday, 1 Feb., at the High School ... make sure the cafeteria is reserved and the signs are posted. Keep me advised every step of the way.



# COACHING

- Represent bridge position in a convincing manner
- Try to motivate with incentives and recognition
- Sell members on their own ability to do the job
- Praise members for good work
- Provide members with a lot of feedback on how they are doing



SG – 14 & 15

Analogy ... usually have one person on the vessel to direct people in what needs to be done & when ... not necessarily tell them how to do things ...

*EXAMPLE:* John, please set up the next Boating Class to start Monday, 1 Feb, at the High School. We seem to get our best attendance at that site over the past few years. We have used the cafeteria but perhaps you have another suggestion. Keep me posted.



# FACILITATING

- Involve members in making the decisions which affect their work
- Make members feel free to ask questions and discuss important concerns
- Hold frequent team or staff meetings
- Help members locate and suggest their own development activities
- Listen to members' problems and concerns without criticizing or judging



29

SG – 14 & 16

i.e. a little less direction then coaching ...

*EXAMPLE:* John, we have to set up our next Boating Class. We have had good results using the High School, but perhaps it has been over used, what do you think? You make the decision and I'll support you.



# DELEGATING

- Delegate broad responsibilities to members and expect them to handle the details
- Expect members to find and correct their own errors
- Provide members with feedback on results
- Allow risk taking and innovation in members



SG – 14 & 16

i.e. Bridge Officers have responsibilities delegated to them by the Commander

*EXAMPLE:* John, let me know how you are coming along with our next Boating Class.



**QUESTION: Which style of leadership is the best within USPS?**



**ANSWER: All of them ... use the one which best applies to a specific situation ...  
Adjust *your* style to match the situation**



31

SG – 17 - 18

Everyone has a leadership style they are most comfortable with ... but you have to adapt to the situation ... the situation WILL NOT adapt to you



# Diagnosing the Independence Level of Members

Do exercise on SG – 17



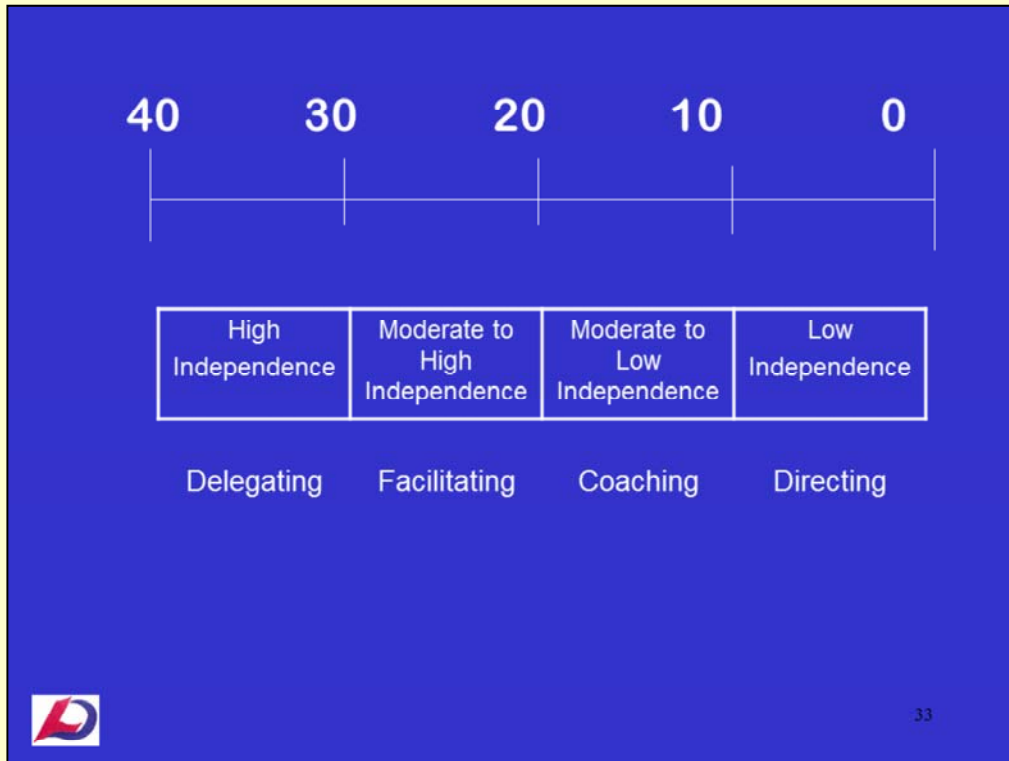
SG – 17

Have participants pick a group they manage

Review definitions for:

- Ability
- Expertise
- Motivation

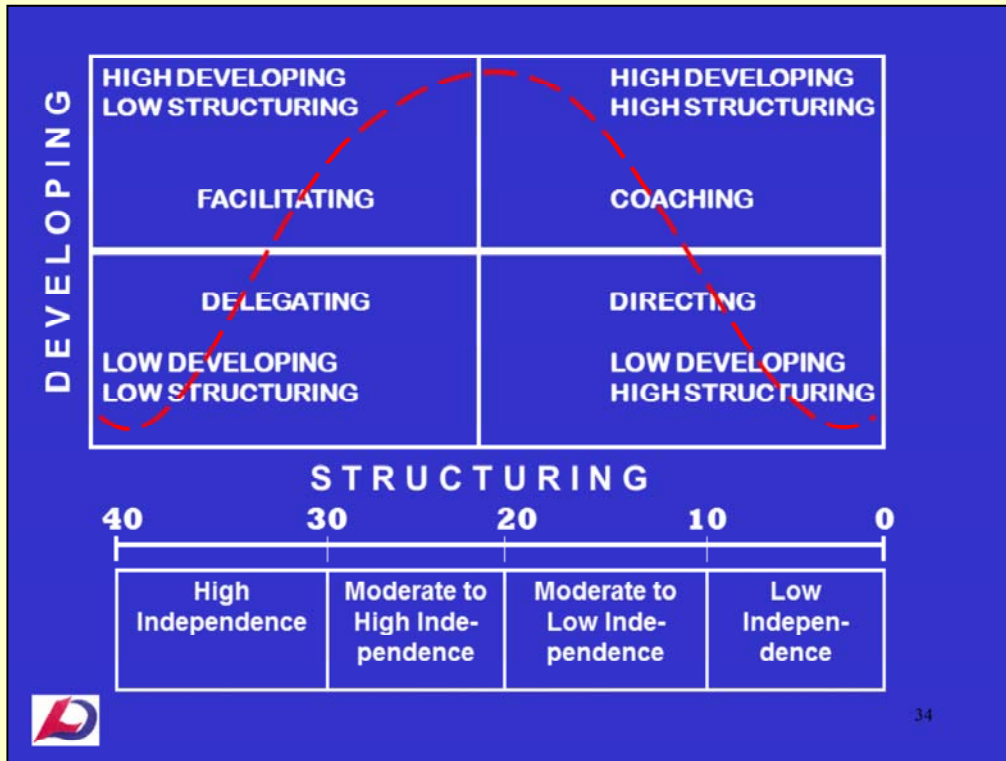




## SG – 18

Have participants enter “Total Score ➡ 3” on scale at bottom of SG – 18 ... this indicates where that individual/group would be on the “Independence Level Scale” ... So what? Continue on to SG - 18





SG – 18 - 20

Discuss ... the numbers indicate how much or little help and direction you can expect a group/individual to need

Briefly discuss the different Independence Levels on SG-19

- High Independence
- Moderate to High
- Moderate to Low
- Low Independence

SG – 20 Reinforce idea that leadership should be a function of the group/individual's independence level



# I've Determined:

- My Dominant Leadership Style ...
- The independence Level of a member/  
group ...

# So what do I do now?



35

SG – 21 – 24

Determined Dominant Leadership Style ... on SG – 14

Determined the independence Level of a member/group ...  
SG – 17 & 18



# Strategies for using Leadership Styles

1. Find your Dominant Leadership Style on SG – 21 – 24
2. Under your Leadership Style find the Independence Level of the Individual/Group



36

## SG – 21 – 24

- Ask a participant for his dominant style and the Independence level of his/her group. Review the four bullets under that style.
- Emphasize what is likely to happen if the wrong style is used
- Key – We must use the style that best fits the Independence Level of the group or individual





SG – 25

- Most of us are ineffective listeners
- 50% heard ... 75% of that is remembered
- Defending our opinions
- Leaders need to hear and understand the group
- Active Listening is the key.....





SG – 25

How good a listener are you? At least half of communicating is listening.

Give participants Listening Test from ReadMe ... don't give them scoring until you have finished discussing *The Active Listener*





# FOUR KINDS OF LISTENERS

1. Non-Listener ... doesn't hear at all!
2. Marginal Listener ... hears words but no meaning
3. Evaluative Listener ... makes no effort to understand
4. Active Listener ... places himself in speakers shoes



39

SG – 25 - 26

Discuss the different types of listeners



# Barriers to active & effective listening

**Lack of Concentration & Attitude ...** We hear what we want to hear ... we need to have a desire to hear what is being said

**Negative Attitudes Toward Listening ...** *When you're listening you're learning what the other person knows ... when you're talking you're showing how little you know.*

**Experience and Background ...** how much prior knowledge do you have about the topic? Ask for explanation when you don't understand



40

SG – 26

Briefly discuss barriers



# Poor Listening Setting

- **Location and Timing**
- **Emotions**
- **Daydreaming and Fantasizing**



SG – 27

**Location & Timing** ... often right after lunch or dinner is referred to as puppy dog time ... our bellies are full, we may have had a drink, they dim the lights and many of us immediately take a nap

**Emotions** ... don't pre-judge the speaker or message

**Daydreaming and/or Fantasizing** ... being boaters we would never go off into a fantasy world about our boat ... focus on what is being said



# Overcoming Difficult Styles

- **Train yourself to hear through styles/accents**
- **Work at improving your listening skills**
- **Check understanding by re-stating what you heard**



42

SG – 27



# Rules for active listening:

- Decide to become interested
- Avoid over reaction
- Resist distractions
- Try to interpret the speaker
- Listen with an open mind
- Focus on the main idea
- Capitalize on thinking speed
- Give feedback
- Summarize
- Apply what you hear



43

SG – 27

Review the Rules for Active Listening

Give scoring for Listening Test. (Slide 38)

Ask participants to feed back their scores. If someone scored low, ask why? What was the barrier to listening...lack of concentration?



# **The art of questioning ... or why do we ask questions?**

- To Gain Information
- To Uncover Motives and Gain Insight
- To Give Information
- To Obtain Member Participation
- To Check Understanding and Interest
- To Start Another Thinking
- To Reach Agreement
- To Bring Attention Back to a Subject
- To Give Positive Strokes and Build Trust
- To Give Psychological Reciprocity



44

SG-28

If active Listening is half of being an effective communicator ... then the art of questioning is the other half

Discuss the Art of Questioning ... There are a lot of reasons to ask questions ... probably the least of which is to test someone's knowledge



# BASIC TYPES OF QUESTIONS

**CLOSED ENDED QUESTIONS** ... require narrow answers to specific ... typically yes or no

**OPEN ENDED QUESTIONS** ... used to draw out a wide range of responses ... used to enhance and stimulate participation



45

SG –29

Closed Ended Questions ... used on surveys & when only a brief answer is desired

Open Ended Questions ... used to invite discussion



# Communicating to Improve Facilitation

- Ask questions
- Use feedback questions
- Clarify
- Take a personal interest



46

SG - 29

Think of yourself as a reporter ...



# How to improve communication skills

- Refrain from interrupting
- Eliminate distractions
- Avoid speeches
- Record and display Information
- Give positive feedback
- Just the facts, *ma'am!*
- Encourage questions
- Summarize main points
- Review previous discussions



47

SG – 29

What a leader can do to improve the communication skills of the team.



## **MOTIVATION ... a leader can excite people by:**

- Establishing a vision, mission &/or goals
- Communicating them in a way that fires up the followers
- Making your followers feel part of something important, uplifting and satisfying



SG-30 – Motivation



- **The key to motivation lies in identifying the needs our *members* are trying to satisfy**
- **Then tying their level of effort and performance to a reward that meets that need.**



49

SG-30 – Motivation



# Leadership

- Transcend self-interest
- Raise members need level
- Get members to share a common vision
- Make members feel important



50

SG – 31

Leaders motivate followers to:

- Transcend self –interest for the sake of the organization
- Raise their need level to self-esteem or self-actualization
- Share a common vision of the leader's goals
- Feel more important



## **Today's leader is a lot like an orchestra conductor**

- He knows what each instrument does
- But he does not have to know how to play them
- Or fix them

**- Leaders see the big picture**



51

SG – 31



**People will support what  
they help to create!**



52

SG - 31



**Remember ... effective leadership  
is an art developed  
through perpetual effort!**



53

SG - 31



**Thanks to the members in  
Districts 21 and 22 who helped  
put this presentation together**



54

- Thank members for their participation
- Challenge them to use these tools to improve their leadership styles