



## **IRL: Leading the Way**

### **Program Description**

When you became an officer, your entire world changed. Equally as important as executing your long list of responsibilities is modeling and leading the way for your department and the rest of your chapter. This session will help participants gain self-awareness about their leadership style and offer tips and tricks for creating and maintaining credibility as a chapter leader.

### **Learning Objectives**

- Discover your personal leadership style.
- Identify personal strengths.
- Compare leadership styles of your executive council.
- Solve a problem using your executive council strengths.
- Describe ways to build trust in your chapter.
- List the five rules of leadership.
- Identify leadership lessons that can be applied to your chapter.

### **Leadership Qualities**

What are you hoping to learn about leadership this weekend?

Which qualities or skills do you admire most in a leader?



### The Leadership Compass

Read each of the statements below. Place a check mark in the box next to any statements that apply to how you make choices and decisions in your role as a chapter leader. Each of these statements will apply to all of us *some* of the time; we are interested in knowing which of these statements represent you *most* of the time. Count the total number of check marks in each section and write the total in the shape to the right of the section. The section with the highest number is your dominant leadership style.

#### North

- I am usually assertive, active and decisive.
- I like to determine the course of events and be in control of relationships.
- I am quick to act and express a sense of urgency for others to act.
- I enjoy challenges presented by difficult situations and people.
- I think in terms of the bottom line or results.
- I like a quick pace and a fast track.
- I persevere and am not stopped by hearing "no;" I probe and press to get at hidden resistances.
- I like variety, novelty and new projects.
- I am comfortable being in front of a room or crowd.
- Some of my value-oriented phrases include "Do it now!," "I'll do it!" and "What's the bottom line?"

A large, light-gray, multi-pointed starburst shape is positioned to the right of the North section. Inside the shape, the text "# of boxes checked in North" is centered.

#### East

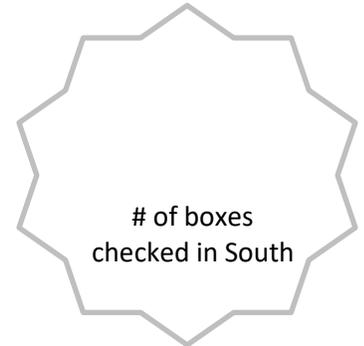
- I am a visionary who sees the big picture.
- I am a generative and creative thinker; I am able to think outside the box.
- I am very idea-oriented and focus on future thought.
- I make decisions by standing in the future.
- I usually have insight into mission and purpose.
- I look for overarching themes and ideas.
- I am adept at problem-solving.
- I like to experiment and explore new ways of doing things.
- I appreciate a lot of information.
- My value-oriented words are "option," "possibility" and "imagine."

A large, light-gray, multi-pointed starburst shape is positioned to the right of the East section. Inside the shape, the text "# of boxes checked in East" is centered.



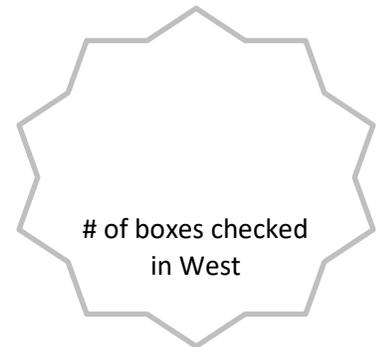
**South**

- I integrate the input of others in determining the direction of what's happening.
- I use relationships to accomplish tasks and interaction is important to me.
- I am supportive of colleagues and peers.
- I have a willingness to take other's statements at face value.
- I am feeling-based and trust my own emotions and intuition.
- I believe my intuition and emotions are regarded as truth.
- I am receptive to other's ideas; I am a team player; I build on the ideas of others.
- I am generally non-competitive.
- I am able to focus on the present moment.
- My value-oriented words are "right" and "fair."



**West**

- I understand what information is needed to assist in decision-making.
- I am seen as practical, dependable and thorough in task situations.
- I move carefully and follow procedures and guidelines.
- I use data analysis and logic to make decisions.
- I weigh all sides of an issue and am balanced.
- I am introspective and self-analytical.
- I maximize existing resources and get the most out of what has been done in the past.
- I'm helpful to others by providing planning and resources and come through for the team.
- I am skilled at finding flaws in an idea or project.
- My value-oriented word is "objective."



Which leadership style did you score the highest? \_\_\_\_\_

Which leadership style did you score the lowest? \_\_\_\_\_



## Leadership Styles at their Best

### North-Action

- Assertive, active and decisive.
- Likes to determine the course of events and be in control of relationships.
- Quick to act; expresses a sense of urgency for others to act.
- Enjoys challenges presented by difficult situations and people.
- Thinks in terms of the bottom line.
- Likes a quick pace and the fast track.
- Perseveres; not stopped by hearing "no;" probes and presses.
- Likes variety, novelty and new projects.
- Comfortable being in front of a room or crowd.
- Value-oriented phrases include, "Do it now!," "I'll do it!" and "What's the bottom line?"

### West-Analytical

- Understands what information is needed to assist in decision-making.
- Seen as practical, dependable and thorough in task situations.
- Helpful to others by providing planning and resources; comes through for the team.
- Moves carefully and follows procedures and guidelines.
- Uses data analysis and logic to make decisions.
- Weighs all sides of an issue; balanced.
- Introspective and self-analytical.
- Careful; thoroughly examines people's needs in situations.
- Maximizes existing resources; gets the most out of what has been done in the past.
- Skilled at finding flaws in an idea or project.
- Value-oriented word is "objective."

### East-Vision

- Visionary who sees the big picture.
- Generative and creative thinker; able to think outside the box.
- Very idea-oriented; focuses on future thought.
- Makes decisions by standing in the future.
- Insight into mission and purpose.
- Looks for overarching themes and ideas.
- Adept at problem-solving.
- Likes to experiment and explore.
- Appreciates a lot of information.
- Value-oriented words are "option," "possibility" and "imagine."

### South-Empathy

- Understands how people need to receive information in order to act upon it.
- Integrates others' input in determining direction of what's happening.
- Value-driven regarding aspects of professional life.
- Uses relationships to accomplish tasks; interaction is important.
- Supportive of colleagues and peers.
- Displays a willingness to take others' statements at face value.
- Feeling-based; trusts own emotions and intuition as truth.
- Receptive of others' ideas; team player; builds on ideas of others; non-competitive.
- Able to focus on the present moment.
- Value-oriented words are "right" and "fair."



## Leadership Styles under Stress

### North-Action

- May easily overlook process and comprehensive strategic planning when driven by need to act and decide.
- May get defensive quickly, argue and try to “out expert” you.
- May lose patience; pushes for decisions before its time; avoids discussion.
- May be autocratic; want things their way; has difficulty being a team member.
- Sees things in terms of black and white; little tolerance for ambiguity.
- Not heedful of others’ feelings; may be perceived as cold.
- Has trouble relinquishing control; finds it difficult to delegate responsibilities.
- Value-oriented phrase is “If you want something done, do it yourself!”

### West-Analytical

- Understands what information is needed to assist in decision-making.
- May be bogged down by information or analysis process at the expense of moving forward.
- May become stubborn and entrenched in position.
- May be indecisive, collect unnecessary data, become mired in details or suffer from “analysis paralysis.”
- May appear cold or withdrawn in respect to others’ working styles.
- May have a tendency towards watchfulness or observation.
- May remain withdrawn and distant.
- May resist emotional pleas and change.

### East-Vision

- May put too much emphasis on vision at the expense of action.
- May lose focus on tasks.
- Poor follow-through on projects; can develop a reputation for lack of dependability or attention to detail.
- Not time-bound; may lose track of time.
- Tends to be highly enthusiastic early on, but burns out over the long haul.
- Will not work on projects that do not have a comprehensive vision.
- Easily frustrated and overwhelmed when outcomes are not in line with vision.

### South-Empathy

- May lose focus on goals when they believe relationships and/or needs of people are being compromised.
- Has trouble saying “no” to requests.
- Internalizes difficulty and assumes blame.
- Prone to disappointment when relationship is seen as secondary to task.
- Has difficulty consulting, confronting and dealing with anger; may be manipulated by anger.
- May over-compromise to avoid conflict.
- Immersed in the “now”; loses track of time; may not see long-range view.
- May become mired in the process at the expense of accomplishing goals.



**Team Styles**

Name	Position	Leadership Style

My chapter advisor's leadership style is: \_\_\_\_\_.

**Working Together**

Your chapter is getting ready to plan its Centennial Celebration (or another major anniversary). Taking into consideration the leadership styles of your executive council how can your team best work together to pull off a successful event? How can each style best contribute? Which aspects of planning might be a struggle for your team? How can you balance each other's strengths and weaknesses?



## Credibility

When \_\_\_\_\_ have high \_\_\_\_\_ members are more likely to:

- Be proud to tell others they are a part of the organization.
- Feel a strong sense of team spirit.
- Feel attached to the organization.
- Feel a sense of ownership for the organization.
- Are more likely to admit to their own errors.

## 4 Ways to Build Trust

1)

2)

3)

4)

My chapter excels at building trust by: \_\_\_\_\_

My chapter could improve trust in our chapter by: \_\_\_\_\_



## Five Rules of Leadership

Rule 1:

What is one thing your chapter does online that could be done in person instead?

Rule 2:

Rule 3:

Rule 4:

How can you share your personal time and energy with a member or members of your chapter?

Rule 5:



## **Leadership Lessons**

Leadership lesson 1: Your members will not love Gamma Phi Beta until you love Gamma Phi Beta.

Leadership lesson 2: Friends matter. Spend time “not working” with your team and your sisters.

Leadership lesson 3: Leadership is not a license to do less; it is a responsibility to do more.

Leadership lesson 4: When leaders admit their mistakes, so do their followers.

Leadership lesson 5: The best leaders share what they know with others and ask for help when they need it. The worst leaders believe it is their intelligence or their rank that make them valuable.

Leadership lesson 6: Our best days as leaders are not necessarily when things go as planned. Sometimes our best days are barely making a deadline while eating cold pizza at 3 am.

Leadership lesson 7: The most important question a leader can ask is, “What do you think?”

Leadership lesson 8: The most important thing a leader can say is “thank you.”

Leadership lesson 9: You either lead by example or you don’t lead at all.

Leadership lesson 10: DWYSYWD. Do what you say you will do.

## **Take It Home**

- Complete this leadership style assessment with other teams you work with regularly such as committees, departments or your advisory board.
- Include this assessment as part of officer transitions. You can compare your style and strengths at the beginning and end of your term as a leader.