COMMUNITY EMPOWERMENT BOARD TRAINING

Participant Manual

Prepared for:

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Leadership

Activities of a Leader

- **Search** for opportunities for change and improvement
- # Experiment and take risks
- # Envision the future
- # Enlist others to follow
- **#** Foster collaboration
- # Empower followers
- **#** Lead by doing
- # Build commitment to action
- **#** Recognize contributions
- # Celebrate accomplishments
 - Kouzes and Posner, <u>The Leadership Challenge</u> (1987)

Activities of a Manager

- **%** Structure the job
- **#** Select staff
- # Improve competencies
- Correct incorrect behavior
- **#** Motivate staff
- # Delegate responsibility and authority
- **Support your staff's activities**
 - Clay Carr, <u>The New Manager's Survival Manual</u> (1989)

Leadership Questions

- # Who do you think of as leaders?
- **What was his/her chief leadership characteristic?**
- # Who do you think of as managers?
- # What was his/her chief manager characteristic?
- What are the differences between a leader and a manager?
- Can the same person/group be a leader and a manager simultaneously?

Leader/Manager in an Empowerment Community

- # The role of leader is played by the Board
- # The role of manager is played by the Executive Director
- If the Board must play both roles, it must be very aware at any moment which role it is playing

Activity I How Do You Rate as a Leader?

- 1. On your own, fill out the Leadership Questionnaire.
- 2. Identify areas where you need improvement.
- 3. Devise a plan for becoming a better leader.
- 4. Make a commitment to carry out your plan.

Activity II Leadership Case Study

- 1. Read the case study.
- 2. Decide among your group how you would deal with the situation.
- 3. Does the case study have any relevance for your Board?
- 4. If so, what can you do about it?