

# **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, The Leadership Challenge (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, The New Manager's Survival Manual (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?