Module: LEADERSHIP SKILL

Leadership skills can help you in all aspects of your career, from applying for jobs to seeking career advancement. One of the many soft skills that employers value, leadership often incorporates several different personality traits and communication abilities that are useful for anyone to learn and practice over time.

In this module, we will handle leadership skills which are considered one of the important life skills. We need these skills not only in our personal life but also in our social and professional life.

Learning outcomes of leadership skills module:

1. Identify various leadership styles
2. Understand and analyze a specific leader's styles
3. Compile and organize information from a variety of sources
4. Express opinions about the person's leadership styles
5. Know a conceptual knowledge of general information, definitions, and approaches to leadership skills.
6. Familiarize with leadership qualities
7. Distinguish major leadership styles and their strong and weak sides.

Module Content:

1. **Energizer**
   1.1. Introduction Video
   1.2. Interactive task 1

   - Youtube Video (Authentic Leadership)
   - Questions

2. **Main Activity**
   2.1. Lecture Video
   - Youtube Video (Great leadership starts with self-leadership)
   - Youtube Video (Leadership, 5 Types of Leadership Styles with Examples)
   2.2. The Difference Between Leadership and Management
   2.3. Leadership styles
   - Authoritarian Leadership
   - Participative Leadership
   - Delegative leadership
   - Transactional leadership
   - Transformational Leadership
   2.4. Top Leadership Qualities
   2.5. Interactive task 2
3. **Evaluation**
   3.1. Interactive task 3
4. **Exploitation**
   4.1. Interactive task 4

Annexes: Content for the Workshop modules.

Introduction Video Transcript	Hi! Welcome to Leadership Module

Inspirational Speech:

What is a Leadership skill, as social beings, people can apply leadership styles in their daily life toward the people whom they are interacting with?

Are people born a leader, or do they gain leadership skills in their professional life? Is leadership learned?

Do you know that leadership skills help you to overcome the challenges in your family life, career path, and social life?

There are varieties of values that can be promoted for the capable leader candidates and for those who also can borrow them. Well-known speakers generally emphasize common values and qualities to possess, in their life. If I mention some of them, I can summarize them like:

- Become a learning leader.
- Be honest in difficult situations.
- Assess negative feedback objectively.
- Be brave enough to admit your mistakes.
- Don't let your successes blind you from your own shortcomings.
- Look outside your environment to find a better and outstanding solution.
- Thinking outside of the box is more effective if you make the box bigger.
- Give people the freedom to invent and explore.
- Give people the space they need to accept difficult decisions.
- Share your valid concerns with your team.
- Add metaphors into a story that already exists in the mind of your audience.
- You should care about the changes you are seeking to implement.
- Turn abstract ideas into concrete examples.
- Make goals clear and unambiguous.
- Set short-term tracking goals. |

- Change the environment to promote the required change.

- Use roadblocks as change agents.

- Complete your assignment timely.

- Take pride in being a 'pioneer'

- Don't hesitate at the first signs of trouble.

- Don't let the fear of failure prevent you from trying.

- Don't assume that people share your perspectives.

- Find common values to build better relationships.

- Bring people - who usually work separately – together to focus on one specific problem/challenge.

- Encourage people to share their stories in order to add true depth to relationships.

Leaders demonstrate the values they wish to see in their organization. Become an old person with a youthful passion for life.

Now we will try to answer the four questions that will help you understand what leadership is, and how to use and develop it.

Interactive task 1

But before that – please watch the video

(Authentic Leadership)

https://www.youtube.com/watch?v=JG69mNpafbo

then join the interactive tasks below.

Answer and discuss questions with groups and subgroups related to the video you watched.

1. How could you define the changes in the young man's behaviour or sense?
   (Here the author will write 10 sentences, 7 relevant 3 irrelevant)
   (The right answers are in blue, and the wrongs are in red)

   1) The young man continued his apathetic behaviour.
   2) The young man may think that authority must be respected, and their instruction must be followed.
   3) The young man believes that integrity is not doing the right things.

4) The young man regards integrity as doing the right thing.
5) The young man already thinks that being reliable can overcome troubles in teamwork.

6) The young man admires the life example set by another influential team member.
7) The changes that happened in the young man's behaviour are not an incident; rather, it is a result of the long-term leadership skills of his coworker/s.
8) Young man eager to work with the people who show sympathy and patience
9) Working with a team that shows empathy and patience helped him to gain integration.
10) Leadership is not a one-day activity. Therefore, sustainable leadership influenced the young man.

2. In what circumstances would there be no impact on a young man's behaviour?

(The right answers are in blue, and the wrongs are in red)
1) If the young person's team member/leader did not see potential in the young man.
2) If the coworker dictates the things to do.
3) If the young person had been treated hastily and intolerantly.
4) If the young man adheres to autocratic rule.
5) If the flaws or inadequacies were expressed harshly to the young man's face, it would still have a positive effect.

(Write 5 sentences, 3 relevant 2 irrelevant)
3. Reflect on your own thoughts on the behaviours you observed from the men who act as a leader. Choose the best ten adjectives to describe the situation.
Answers are shown in bold and red

 aware, **responsible**, objective, focused, **passionate**, inclusive, **collaborative**, **observant**, **influential**, adaptable, **appreciative**, approachable, challenger, **considerate**, direct, **empathetic**, **empowering**

4. In case you were in the position of the man how would you behave?
(4 sentences, 2 relevant 2 irrelevant)

(The right answers are in blue, and the wrongs are in red).

1) I would welcome the elder team member's approach

	toward me. 2) I would also try to pay back. 3) There is no valuable thing to pay attention. 4) Everyone must do things accordingly, no need to show an example.
Lecture Video Transcript	**What is Leadership?** "Great leadership starts with self-leadership, Lars Sudmann TEDxUCLouvain" https://www.youtube.com/watch?v=vIpKyLkIDDY "Leadership | 5 Types of Leadership Styles (with Examples)" https://www.youtube.com/watch?v=V6T0Tu19anQ **Lecture Video transcript:** Leadership skills can be considered one of the most important life skills. It has a lot of definitions. Literally, it can be defined as 'Leadership is the ability to influence others with vision and behaviors in a social and professional sense and motivate stakeholders, and teams, etc. to achieve desired goals and the path to follow for the general benefits. In other words, leadership is the ability of an individual, group, or organization to "lead", influence, or guide other individuals, teams, or entire organizations. A leader is a person who benefits the environment in which he is located, makes fundamental changes in the ongoing tradition, and bears responsibility for managing the environment with decisions and practices based on intuition, intelligence, and knowledge. A leader is a person who influences his environment, depending on his ability to use the power he has. He knows how to stand behind the difficult decisions he makes and the consequences when necessary. The leader knows that a person can be knowledgeable with the information he receives from others, but only smart with his own mind. Therefore, he consults with his environment, but always makes the final decision himself, taking full responsibility. As a basic approach, it has a structure that influences and drags the individuals around it with its oratory power, knowledge, and vision. He listens to people and makes special efforts to understand them. It provides positive change and continuous learning environments that will allow everyone around them to develop their best side. Thanks to the strong social values he has, the "charisma" he creates around him, the exemplary

personality he has, and his consistent behaviors lead him to be an effective role model for other people.

The Difference Between Leadership and Management

The main difference between the two is that leaders have people follow them, while managers have people who simply work for them.

Leadership is about motivating people to comprehend and believe in the vision you set for the company and to work with you on achieving your goals. While management is more about administering the work and ensuring the day-to-day activities are getting done as they should.

In short, leadership is about inspiring, and management is about planning.

Leadership styles

There are a lot of classifications in leadership skills. We will choose the most relevant ones in this section. Their meaning, difference, advantages, and disadvantages will be addressed.

1. **Authoritarian Leadership**

   Authoritarian leadership styles allow a leader to impose expectations and define outcomes. A one-person show can turn out to be successful in situations when a leader is the most knowledgeable in the team. Although this is an efficient strategy in time-constrained periods, creativity will be sacrificed since input from the team is limited. The authoritarian leadership style is also used when team members need clear guidelines.

   Advantages: Time spent on making crucial decisions can be reduced. The chain of command can be clearly emphasized. Mistakes in the implementation of plans can be reduced. Using an authoritarian leadership style creates consistent results.

   Disadvantages: A very strict leadership style can sometimes lead to employee rebellion. It kills employee creativity and innovation. It reduces group synergy & collaboration. Group input is reduced dramatically.

2. **Participative Leadership**
   Participative leadership styles are rooted in democratic theory. The essence is to involve team members in the decision-making process. Team members thus feel included, engaged, and motivated to contribute. The leader will normally have the last word in the decision-making process. However, if there are disagreements within a group, it

can be a time-consuming process to reach a consensus.

Advantages: It increases employee motivation and job satisfaction. It encourages use of employee creativity. A participative leadership style helps in the creation of a strong team. High level of productivity can be achieved.

Disadvantages: Decision-making processes become time-consuming. Leaders have a high probability of being apologetic to employees. Communication failures can sometimes happen. Security issues can arise because of transparency in information sharing. Poor decisions can be made if the employees are unskilled.

3. **Delegative leadership**

Also known as "laissez-faire leadership", a delegative leadership style focuses on delegating initiative to team members. This can be a successful strategy if team members are competent, take responsibility and prefer engaging in individual work. However, disagreements among the members may split and divide a group, leading to poor motivation and low morale.

Advantages: Experienced employees can take advantage of their competence and experience. Innovation & creativity is highly valued. Delegative leadership creates a positive work environment.

Disadvantages: Command responsibility is not properly defined. Delegative leadership creates difficulty in adapting to change.

4. **Transactional leadership**

Transactional leadership styles use "transactions" between a leader and his or her followers - rewards, punishments, and other exchanges - to get the job done. The leader sets clear goals, and team members know how they'll be rewarded for their compliance. This "give and take" leadership style is more concerned with following established routines and procedures in an efficient manner, than with making any transformational changes to an organization.

Advantages: Leaders create specific, measurable, and time-bound goals that are achievable for employees. Employee motivation and productivity is increased. Transactional leadership eliminates or minimizes confusion in the chain of command. It creates a system that is easy to implement for leaders and easy to follow by employees. Employees can choose reward systems.

Disadvantages: Innovation & creativity is minimized. Empathy is not valued. Transactional leadership creates more followers than leaders among employees.

5. **Transformational Leadership**

In transformational leadership styles, the leader inspires his or her followers with a vision and then encourages and empowers them to achieve it. The leader also serves as a role model for the vision.

Advantages: It leads to a lower employee turnover rate. Transformational leadership places high value on corporate vision. High morale of employees is often experienced. It uses motivation and

	inspiration to gain the support of employees. It is not a coercive approach to leadership. It places high value on relationships. **Disadvantages:** Leaders can deceive employees. Consistent motivation and constant feedback may be required. Tasks can't be pushed through without the agreement of employees. Transformational leadership can sometimes lead to the deviation of protocols and regulations **Top Leadership Qualities** These fifteen leadership qualities are needed in a good leadership character. In a class discussion, let everybody give her/his reflections on the term below. 1. Honesty and integrity 2. Confidence 3. Inspire Others 4. Commitment and Passion 5. Good Communicator 6. Decision-Making Capabilities 7. Accountability 8. Delegation and Empowerment 9. Creativity and Innovation 10. Empathy 11. Resilience 12. Emotional Intelligence 13. Humility 14. Transparency 15. Vision and Purpose
Main Activity **2.6.** Interactive task 2	To estimate how knowledgeable are you about leadership skills, you will now be asked to participate in the following interactive tasks and challenge your leadership skills. Good luck! **Interactive task 2** (Reflections) **Which sentences best explain the Leadership Qualities?** Sentences: 1) The supreme quality of leadership is unquestionably integrity. 2) If your actions inspire others to dream more, learn more, do more, and become more, you are a leader. 3) To be an effective leader, you should be confident enough to ensure that others follow your commands 4) Leaders should not be expected to be transparent 5) Humility is not a leadership skill.

Evaluation	
Exploitation Interactive Task 4	**Interactive task 4** In this part, your experience and knowledge will be checked extensively. Write your answer in a text format not more than 1 page about Leadership. **Please place the following "Leadership Phrases" under appropriate categories**. 1) Take the initiative to get processes up and running. 2) Model positive behaviors and outlooks for others to emulate. 3) Manage a team that is highly productive and successful. 4) Delegate work in a balanced and appropriate manner. 5) Develop and train employees constantly to improve their skills. 6) Take the initiative to get processes up and running. 7) Model positive behaviours and outlooks for others to emulate. 8) Manage a team that is highly productive and successful. 9) Delegate work in a balanced and appropriate manner. 10) Develop and train employees constantly to improve their skills. 1. Positive phrases for leadership 1) - 2) - 3) - 4) - 5) - 2. Negative phrases for leadership 1) - 2) - 3) - 4) - 5) - **Answers**: Positive phrases for leadership

	1. Take the initiative to get processes up and running.
	2. Model positive behaviours and outlooks for others to emulate.
	3. Manage a team that is highly productive and successful.
	4. Delegate work in a balanced and appropriate manner.
	5. Develop and train employees constantly to improve their skills.
	<u>Negative phrases for leadership</u>
	1. Do not take an active role in resolving conflicts or pain points.
	2. Provide more negative feedback to employees than praise and affirmation.
	3. Undermine teamwork by creating competition among employees.
	4. Address problems later than they should be,
	5. Focus more on personal goals and to-dos than on the needs of the entire team.
Reading & Resources	1. https://sdgresources.relx.com/special-issues/blueprint-business-leadership-sdgs#:~:text=The%20Blueprint%20for%20Business%20Leadership,to%20create%20impact%20at%20scale. 2. 3. https://unfoundation.org/what-we-do/issues/sustainable-development-goals/u-s-leadership-on-the-sdgs/ 4. https://www.researchgate.net/publication/340940468_Leadership_Leadership_Styles_and_Servant_Leadership 5. https://www.imd.org/imd-reflections/reflection-page/leadership-skills/ 6. https://sdg.iisd.org/commentary/generation-2030/the-essence-of-leadership-for-achieving-the-sustainable-development-goals/ 7. https://trainingindustry.com/articles/leadership/which-is-the-best-leadership-style-spon-centerforleadershipstudies/ 8. https://execed.esmt.berlin/open-programs/leadership?gclid=CjwKCAjwiuuRBhBvEiwAFXKaNA1lPt0SvW2yRDx28wShpIt4g4yOUsYksA2n1leadkO7N55gddfq5RoCJ08QAvD_BwE
Leadership styles	9. https://mbs.rutgers.edu/articles/%C2%A0discovering-your-leadership-style#:~:text=Five%20styles%20of%20leadership%20were,5)%20Laissez%2DFaire%20Leadership

Top Leadership Qualities	10. https://www.indeed.com/career-advice/career-development/leadership-qualities-that-make-a-great-leader 11. https://www.rochester.edu/emerging-leaders/15-qualities-that-make-a-great-leader/ 12. https://blog.taskque.com/characteristics-good-leaders/
Self-evaluation test / Quiz	13. https://www.profit.co/blog/performance-management/16-performance-review-phrases-for-leadership-traits/
Leadership tip sheets for trainers/mentors	14. https://www.goucher.edu/experience/getting-involved/leadership/leadership-resources
Meet the 2020 Class of Young Leaders for the SDGs	15. https://www.un.org/youthenvoy/2020class/
Competency Framework – OECD Performance-Leadership-OECD	16. https://www.oecd.org/careers/competency_framework_en.pdf 17. https://www.oecd.org/employment/pem/leadership.htm 18. https://www.oecd.org/gov/pem/performanceandleadership.htm
Leader Vs. Manager	19. https://isha.sadhguru.org/in/en/wisdom/article/leader-manager?gclid=CjwKCAjwiuuRBhBvEiwAFXKaNOBMi_6PV-j2qid7_P6JESCtySYGTGD65H6nXUNkpzc63UN0EcmMxhoCqckQAvD_BwE

Evaluation

Interactive task 3

Instructions: This questionnaire contains items about different dimensions of authentic leadership. There are no right or wrong responses, so please answer honestly. Use the following scale when responding to each statement by writing the number from the scale below that you feel most accurately characterizes your response to the statement.

 Key:

1 = Strongly disagree **2** = Disagree **3** = Neutral **4** = Agree **5** = Strongly agree

1	I can list my three greatest weaknesses.	1 2 3 4 5
2	My actions reflect my core values.	1 2 3 4 5
3	I seek others' opinions before making up my own mind. .	1 2 3 4 5
4	I openly share my feelings with others. .	1 2 3 4 5
5	I can list my three greatest strengths. .	1 2 3 4 5
6	I do not allow group pressure to control me. .	1 2 3 4 5

7	I listen closely to the ideas of those who disagree	1 2 3 4 5
8	I let others know who I truly am as a person. .	1 2 3 4 5
9	I seek feedback as a way of understanding who I really am as a person.	1 2 3 4 5
10	Other people know where I stand on controversial issues.	1 2 3 4 5
11	I do not emphasize my own point of view at the expense of others.	1 2 3 4 5
12	I rarely present a "false" front to others. .	1 2 3 4 5
13	I accept the feelings I have about myself.	1 2 3 4 5
14	My morals guide what I do as a leader. .	1 2 3 4 5
15	I listen very carefully to the ideas of others before making decisions.	1 2 3 4 5
16	I admit my mistakes to others. .	1 2 3 4 5

Scoring:

1. Sum the responses on items 1, 5, 9, and 13 (self-awareness).
2. Sum the responses on items 2, 6, 10, and 14 (internalized moral perspective).
3. Sum the responses on items 3, 7, 11, and 15 (balanced processing).
4. Sum the responses on items 4, 8, 12, and 16 (relational transparency).

Total Scores

Self-Awareness: _____
Internalized Moral Perspective: _____
Balanced Processing: _____
Relational Transparency: _____

Scoring Interpretation

This self-assessment questionnaire is designed to measure your authentic leadership by assessing four components of the process: self-awareness, internalized moral perspective, balanced processing, and relational transparency. By comparing your scores on each of these components, you can determine which are your stronger and which are your weaker components in each category. You can interpret your authentic leadership scores using the following guideline: high = 16–20 and low = 15 and below. Scores in the upper range indicate stronger authentic leadership, whereas scores in the lower range indicate weaker authentic leadership.