

Session One:

What Leadership Means to Me

*Exploring Definitions of Leadership and
Developmental Needs of Youth Leaders*



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Facilitators Need to Know:

Leadership is not a concept with one right definition. Leadership, rather, is something that may differ depending on the people involved, the situation at hand, and the goals being pursued. Needs, values, and previous experiences will influence the way in which people define leadership or recognize leaders.

Two main types of leadership are transactional and transformational. Transactional leadership is concerned with the end result and involves a leader providing direction to others. Transformational leadership is concerned with the process and requires participation from all involved. There are advantages and disadvantages to both types of leadership. The circumstances of a given situation may require leaders to use one type of leadership over another.

The way in which youth define leadership is often very different from the way adults define leadership. Youth see leadership in a group context where all participants contribute and each person has a share of the overall leadership. Therefore, it is necessary for adults to understand the youth perspective of leadership in order to best help them develop as leaders.

Fertman and van Linden (1999) have identified three basic stages of leadership development for youth. They are awareness, interaction, and mastery. Awareness involves recognition of leadership potential. Youth need assistance in order to develop that potential and begin to identify themselves as leaders. Interaction is the stage where youth begin to focus on their personal leadership skills. They focus on interacting with others and respecting themselves and others. In the mastery stage, youth begin to influence others and apply their skills in a specific area or activity that is important to them.

These stages of leadership development, as with any other stage of development, can occur several times and can also occur at different rates. For example, once youth reach a level of mastery in one area, they may focus on another area. Youth then begin again in the awareness stage. Youth may progress through the stages at different rates.

Session Objectives:

- Adult volunteers and professionals who work with youth will be able to recognize and articulate a variety of definitions for “leadership” and develop their own definition of the term.
- Adult volunteers and professionals who work with youth will be able to define transactional and transformational leadership and provide examples of each.
- Adult volunteers and professionals who work with youth will be able to identify the Fertman and van Linden’s three stages of youth leadership development and recognize those stages in youth.

Total Time Needed: Approximately one hour and forty minutes of activities are recommended in this session. You will need to allow extra time for breaks and additional discussion.

Materials:

- LCD or Overhead Projector
- Power Point Slides or Transparencies (Slide Masters 1.1 – 1.12)
- Easel & Flipchart
- Markers
- Masking Tape
- Nametags
- Notepads & Post-it Notes
- Pens or Pencils
- Soft Ball to Toss
- Activity Sheet 1.1

Room Set-Up:

- Round tables or chairs arranged in theatre style
- Chairs that can be re-arranged into circular work groups
- Extra chairs should be available at the front of the room for panel discussion
- Table and screen for LCD or overhead projector
- Access to electricity

Welcome/Icebreaker

Time: 10 minutes

Materials: soft ball to toss

Slides: 1.1, 1.2, and 1.3

1. Welcome participants. (Show slide 1.1)
2. Explain the purpose of the training session: (Show slides 1.2 and 1.3)

Welcome to today's session, "What Leadership Means to Me." During our time together, we will explore definitions and types of leadership, examine the stages of leadership development in youth, and generate ideas for using our understanding of leadership when working with youth. Specifically, we will learn about the difference between transformational and transactional leadership and the youth leadership development stages of awareness, interaction and mastery.

3. Toss ball to one participant in the group.
4. Ask participant to share the following information:
 - Name
 - Role in Working with Youth
 - One Quality They Seek in a Leader
5. That participant will then toss the ball to another person who will share the same information.
6. Ask participants try to share a leadership quality that has not been mentioned by someone else.

What is Leadership?

Time: 15 minutes

Materials: Post-it Notes, Pens or Pencils, Easel and Flip Chart, Markers, Masking Tape

1. Ask participants to work with others at their table or form work groups of five participants.
2. Distribute post-it notes, pens or pencils, markers, and blank sheets from the flip chart.
3. Ask groups to answer the question, "What is leadership?"
4. Give each participant three to five post-it notes, and ask them to individually record one quality of leadership on each.
5. In the small groups, participants take turns sharing a leadership quality written on the post-it notes. After sharing, they should place the post-it notes on the flip chart paper. Responses may include definitions of leadership or simply qualities and characteristics that the participants feel are necessary to leadership. When sharing the information on the post-it notes, participants should share only those items which have not already been mentioned within their groups. Continue sharing, one at a time, until all ideas are exhausted.
6. Post group responses on the wall. Ask each group to share their definition list with the rest of the participants.

Two “T”s of Leadership

Time: 20 minutes

Materials: Pens or Pencils

Slides: 1.4-1.8

Activity Sheets: 1.1 (distribute as a two-sided handout)

Discussion Questions:

- If you were unsure about any of the answers, or indicated that the behavior may have been both transactional and transformational, why did you think so?
- Is one of the types, transactional or transformational, better than the other? Why or why not?
- What are some of the advantages and disadvantages to transactional leadership?
- What are some of the advantages and disadvantages to transformational leadership?

1. Review slides (1.4 – 1.8) which explain the difference between transactional and transformational leadership:

- Transactional leadership involves one leader providing direction. Transactional leaders are usually more concerned with the end product than with the process for reaching that product.
- Transformational leadership requires participation of all involved. Transformational leaders are usually more concerned with the process that is used to reach an end result than they are with the end result itself.

2. Distribute Activity Sheet 1.1 and ask participants to identify behaviors as transactional and/or transformational.

3. Engage participants in a brief open discussion (using discussion questions provided to the left as a guide).

<p>Stages of Youth Leadership Development</p> <p>Time: 15 minutes</p> <p>Slides: 1.9-1.12</p> <p>Discussion Questions:</p> <ul style="list-style-type: none"> • Are youth leadership stages always easy to recognize? • Are youth leadership stages separate, or can they overlap? 	<ol style="list-style-type: none"> 1. Review slides (1.10 – 1.12) which describe the stages of youth leadership development according to Fertman and van Linden. 2. Ask participants to think about youth with whom they have worked. 3. Ask participants to describe experiences with youth in the stages of awareness, interaction, and mastery. 4. Engage participants in reflection, using the discussion questions to the left as a guide.
<p>Youth Panel and Open Discussion</p> <p>Time: 30 minutes</p>	<ol style="list-style-type: none"> 1. Invite four to six youth leaders within the community. These can be club officers, school leaders, or someone who exhibits leadership characteristics. 2. Ask them to share some of their thoughts on leadership. Use some of the following questions as a guide. <p>Panel Questions:</p> <ul style="list-style-type: none"> • Do you consider yourself a leader? Why or why not? • How do you define leadership? • Describe an experience where you feel you were able to develop and or practice your leadership skills. • Is developing yourself as a leader important to you? Why or why not? • Who are some of the adults who have helped and influenced you? How did they do this?

Wrap-Up and Food for Thought

Time: 10 minutes

Materials: soft ball to toss

1. Review important points from the session:
 - There are a variety of definitions for “leadership”.
 - There are different types and styles of leadership.
 - Youth and adults may view leadership in different ways.
 - Leadership is a developmental process, and youth move through the process at different rates.
2. Toss the soft ball around to each participant. Ask them to share one thing they learned and/or enjoyed from the session.
3. Thank participants for attending and ask if they have any additional comments or questions.
4. Mention future training sessions if appropriate.