



Youth Leadership Training Program (YLTP)

Trainees' Guide

Prepared by



Business and Personal Development

**Addis Ababa
August 2008**

COPYRIGHT © FRIEDRICH-EBERT-STIFTUNG 2008

Addis Ababa Office
P.O.Box 8786
Addis Ababa
Ethiopia
Email: fes-ethiopia@fes.org.et

All rights reserved. No part of this publication may be reproduced, stored in a retrieval system, or transmitted, in any form of by any means, without prior permission in writing of Friedrich-Ebert-Stiftung, or as expressly permitted by law, or under terms agreed with the appropriate reprographics rights organization.

1 Leadership



Activity 1 (25 minutes)

Break into small groups of 4-5 each and answer the following questions.

1. How do you define the term "leadership"?

2. What do you understand by the term management?

3. Is there a difference between leadership and management?

4. If your response for question number 2 above is yes, indicate their differences.

Leadership	Management

5. Which should be come first? And why?

Present your answers written on a flip chart.

Are leaders born or acquired?

1. Do you think leaders are born or made?

2. Think of four leaders who you have had occasion to observe or read about him/her. If you have not observed a leader in a work setting, choose leaders from clubs, teams, neighborhoods, and so on. Write their initials in below.

Leader 1

Leader 2

Leader 3

Leader 4

3. Now write down the ways these leaders behave differently from each other. Be specific. For example, if one leader strikes you as a better communicator than another write down the specific behavior that is different.

4. Using the list of behaviors or characteristics you generated for number 3, rank according to how important they are in terms of a leader's effectiveness. The most important characteristic should be number one; the second most important should be number two, and so on.

5. What are your strengths as a leader?

6. How you rate yourself on the characteristics you previously identified for the four leaders you described?

7. *List 3 good and 2 bad leaders, discuss with your partner why you admire and criticize them accordingly, and forward those attributes to the plenary!*

Characteristics of an Effective Leader



Activity 2 (25 minutes)

Instruction

1. Divide yourself into group of 3 or 4
2. Answer the following question

1) Think your own experience as a follower. List the characteristics of the leader that you liked most.

2) Now, think of your own experience as a follower. List the characteristics of the leader that you did not like most.

3) What are the activities that you think will make a leader effective?

4) Select a spokesperson. and present the characteristics which the group has liked most and the characteristic of the leader that they disliked most

LEADERSHIP COMPETENCIES

1.1.1 What is a competency?

1.1.2 What kind of competencies a leader has to have to be an effective leader?

1.1.3 What it takes to be a leader?

Styles of Leadership

Instructions: individually complete the Leadership Style Survey located on the next pages.



Activity 3 (20 Minutes)

Instruction

Please rate your own leadership style by filling the leadership style survey provided bellow.

Leadership Style Survey

This informal tool is designed to help you think about the different leadership styles and the style you use most often when working with employees or team members.

This questionnaire contains statements about leadership style beliefs. Next to each statement, circle the number that represents how strongly you feel about the statement by using the following scoring system:

- **Almost always true (AAT) = 5**
- **Frequently true (FT) = 4**
- **Occasionally true (OT)= 3**
- **Seldom true (ST) = 2**
- **Almost never true (ANT) 1**

Be honest about your choices as there is no right or wrong answer—it is only for your own self-assessment.

		AAT	FT	OT	ST	ANT
1	I always retain the final decision-making authority within my team.	5	4	3	2	1
2	I always try to include one or more team members in determining what to do and how to do it. However, I maintain the final decision-making authority.	5	4	3	2	1
3	My team and I always vote whenever a major decision has to be made.	5	4	3	2	1
4	I do not consider suggestions made by my team members, as I do not have the time for them.	5	4	3	2	1
5	I ask for ideas and input on upcoming plans and projects from team members.	5	4	3	2	1
6	For a major decision to pass, it must have the approval of each individual or the majority.	5	4	3	2	1
7	I tell my team what has to be done and how to do it.	5	4	3	2	1
8	When things go wrong and I need to create a strategy to keep a project or process running on schedule, I call a meeting to get my team's advice.	5	4	3	2	1
9	To get information out, I send it by e-mail, memos, or voice mail; very rarely is a meeting ailed. My team members are then expected to act upon the information.	5	4	3	2	1
10	When someone makes a mistake, I tell him or her not to ever do that again and make a note of it.	5	4	3	2	1
11	I allow my team to determine what needs to be one and how to do it.	5	4	3	2	1
12	I allow my team to determine what needs to be one and how to do it.	5	4	3	2	1
13	New hires are not allowed to make any decisions unless I approve it first.	5	4	3	2	1
14	I ask team members for their vision of where they see their jobs going and then use their vision where appropriate.	5	4	3	2	1
15	My team members know more about their jobs than I do, so I allow them to carry out the decisions to do their job.	5	4	3	2	1
16	When something goes wrong, I tell my	5	4	3	2	1

	team that a procedure is not working correctly, and I establish a new one.					
17	I allow my team to set priorities with my guidance.	5	4	3	2	1
18	I delegate tasks in order to implement a new procedure or process.	5	4	3	2	1
19	I closely monitor my team to ensure they are performing correctly.	5	4	3	2	1
20	When there are differences in role expectations, I work with them to resolve the differences.	5	4	3	2	1
21	Each individual is responsible for defining his or her job.	5	4	3	2	1
22	I like the power that my leadership position holds over subordinates.	5	4	3	2	1
23	I like to use my leadership power to help subordinates grow.	5	4	3	2	1
24	I like to share my power with my subordinates.	5	4	3	2	1
25	Team members must be directed or threatened with punishment in order to get them to achieve the organizational objectives.	5	4	3	2	1
26	The team will exercise self-direction if members are committed to the objectives.	5	4	3	2	1
27	The team members will have the right to determine their own organizational objectives.	5	4	3	2	1
28	Team members seek mainly security.	5	4	3	2	1
29	The team knows how to use creativity and ingenuity to solve organizational problems.	5	4	3	2	1
30	My team can lead itself just as well as I can.	5	4	3	2	1

In the fill-in lines below, mark the score of each item on the questionnaire. For example, if you scored item one with a 3 (occasionally), then enter a 3 next to Item 1. When you have entered all the scores for each question, total each of the three columns.

Item Score

1. _____	2. _____	3. _____
4. _____	5. _____	6. _____
7. _____	8. _____	9. _____
10. _____	11. _____	12. _____
13. _____	14. _____	15. _____
16. _____	17. _____	18. _____
19. _____	20. _____	21. _____
22. _____	23. _____	24. _____
25. _____	26. _____	27. _____
28. _____	29. _____	30. _____
TOTAL _____	TOTAL _____	TOTAL _____
(Autocratic)	(Democratic)	(Free
Authoritarian	Participative	Reign)
		Delegative

This questionnaire is to help you assess the leadership style under which you normally operate. The lowest score possible for a stage is 10 (almost never) while the highest score possible for a stage is 50 (almost always).

The highest of the three scores indicates which style of leadership you normally use. If your highest score is 40 or more, it is a strong indicator of your normal style.

The lowest of the three scores is an indicator of the style you least use. If your lowest score is 20 or less, it is a strong indicator that you normally do not operate out of this mode.

If two of the scores are close to the same, you might be going through a transition phase, either personally or at work, except:

If you score high in both the participative and the delegative, then you are probably a delegative leader.

If there is only a small difference between the three scores, this indicates that you have no clear perception of the mode under which you operate, or you are a new leader and are trying to feel out the correct style for you.

Normally, some of the best leaders operate out of the participative mode and use the other two modes as needed. The exception would be a leader who has a new crew or temporary work force. That leader would probably be operating out of the authoritarian mode. On the other side, a leader who has a crew of professionals

or a crew that knows more than she or he does would probably operate out of the delegative mode.

Leaders who want their employees to grow use a participative style of leadership. As they “grow” into their jobs, then they are gradually given more authority (delegative) over their jobs.



Activity 4 (20 minutes)

1.2 Discuss different styles of leadership.

1.3 Which style is best? Why? (Discuss the advantages and disadvantages each style you have identified)

**1.4 Do you think leadership style fixed and unchangeable for a leader or flexible and adaptable?
Discuss**

1.5 Discuss factors if any that determine appropriate leadership choices (styles of leadership)

Gender and Leadership



Activity 5 (15 minutes)

Instruction

Ask participants to:

1. Form a group of 4-5 members
2. Select a moderator and a spokesperson
3. Write their answers for the following questions on a flip chart and present it to the participants when requested

1. Do women lead differently than men?

Yes No

2. If you think that there are differences between men and women leadership can you please indicate the similarities and differences?

Similarities

Men Leaders	Female Leaders

Difference

Men Leaders	Female Leaders

Summarize the participants' response.



Culture and Leadership

1.6 *Your assignment is to analyze the culture of an organization you know well (a work setting, club, or even the organization which provides you training) how do you describe its organizational culture?*

1.7 *What is culture?*

1.8 *How it is formed*

1.9 *What do we mean by cultural diversity, and how it is formed?*

1.10 *Discuss the advantages and disadvantages of multicultural team.*

1.11 *What challenges and opportunities will bring cultural diversity?*

Decision making

1.12 What is decision making to you?

1.13 Why is decision making considered a fundamental part of management effectiveness?

1.14 How many types of decision making you know?

1.15 Why many decisions are are made in group rather than by individuals?

1.16 Analyze the decision you made over the past six months. Which of these were programmed and which were non-programmed?

1.17 Do you think intuition is a valid approach to making decisions in an organization? Why or why not how might intuition be combined with a rational decision making approach?

1.18 How do you make decision?

Ethical Leadership

How do you define ethics?

Discuss the characteristics of an ethical leader?

6. Teamwork and leadership

How do you define team?

What are the roles of a leader in forming an effective team?

List out the characteristics of an effective team

Do you think teamwork is a solution for every problem?
