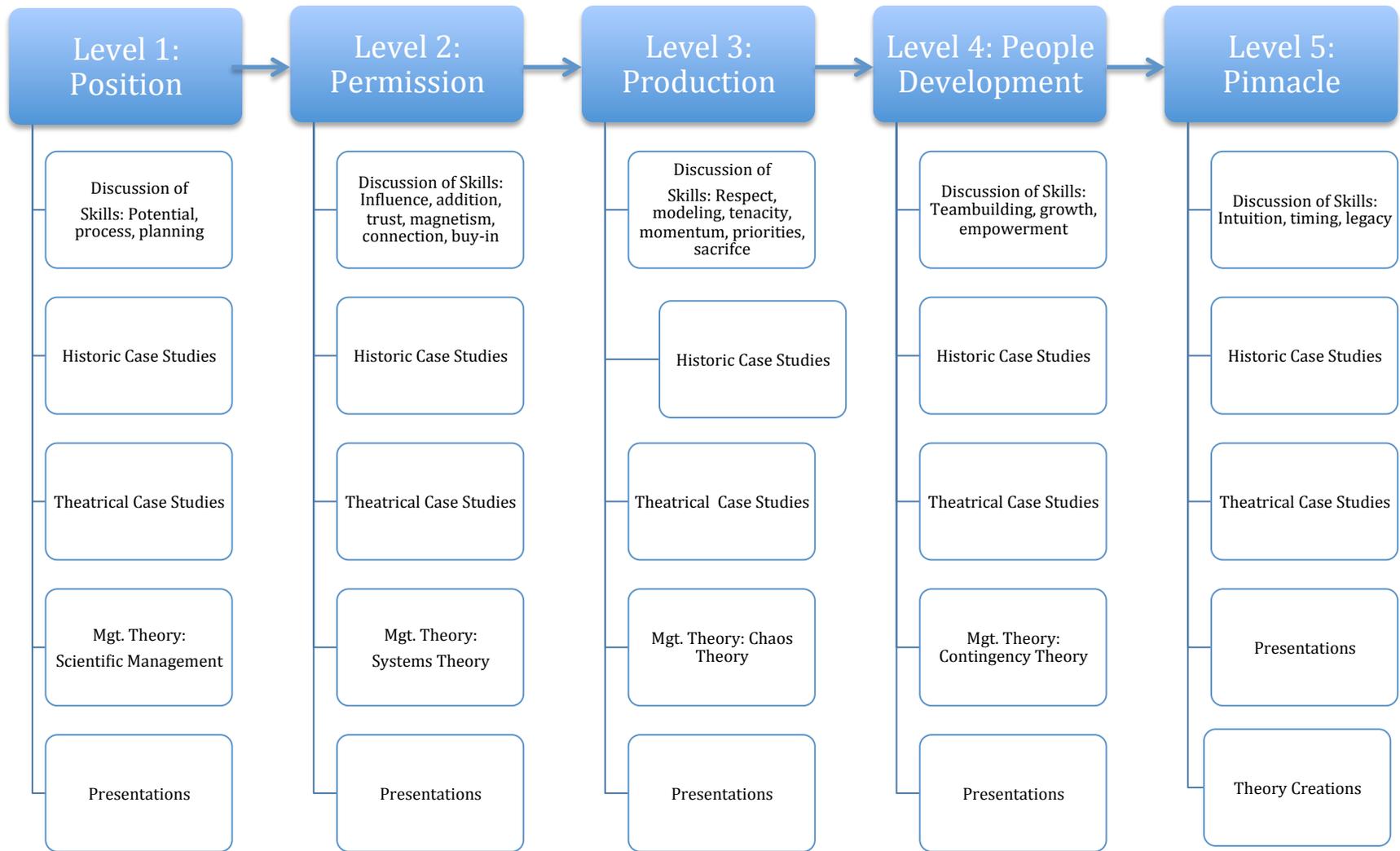


Leadership Workshop: Visual Map



LEVE III SKILLS CHEAT SHEET

Law of Respect

People Naturally follow leaders stronger than themselves

6 ways leaders gain others respect

1. Natural Leadership Ability
2. Respect for Others
3. Courage
4. Success
5. Loyalty
6. Value Added to Others

Law of The Picture

People do what people see

Principles of modeling:

1. Followers are always watching what you do
2. Leadership is caught not taught
3. Its easier to teach what's right to do than do what is right.
4. We should work on changing ourselves before trying to change others
5. The most valuable gift a leader can give is a good example

The Law of Victory

Leaders find a way for the team to win

3 components that contribute to a team's dedication to victory:

1. Unity of Vision
2. Diversity of Skills
3. A leader dedicated to victory and to raising players to their potential

The Law of Momentum

Momentum is a leaders best friend

Facts about Momentum:

1. Momentum is the great exaggerator
2. Momentum makes leaders look better than they are
3. Momentum is easier to steer than start
4. Momentum is the most powerful change agent
5. Momentum is the leaders responsibility
6. Momentum begins inside the leader.

The Law of Priorities

Leaders understand that activity is not necessarily accomplishment

The 3 R's of defining priorities:

1. Required – What must I do that no one else can or should do for me?
2. Return- What tasks are in my areas of strength and will yield the greatest return if I do them myself?
3. Reward – What are the things I love to do?

The Law of Sacrifice

A leader must give up to go up

1. There is no success without sacrifice
2. Leaders are often asked to give up more than others
3. You must keep giving up to stay up
4. The higher the level of leadership the greater the sacrifice

LEVEL II – Concept Sheet

INFLUENCE:

Seven factors of Influence

1. Character – Who you are
2. Relationships – Who you know
3. Knowledge – What you know
4. Intuition – What you feel
5. Experience – Where you have been
6. Past Success – What you've done
7. Ability – What you can do.

ADDITION:

We add value to others when we...

1. Truly value others.
2. Make ourselves more valuable to others.
3. Know and relate to what is valuable to them
4. Do things that align with our own ethics and values.

SOLID GROUND (TRUST):

Trust comes from a belief in the leaders character.

1. Character communicates Consistency
2. Character communicates Potential
3. Character communicates Respect

MAGNETISM:

What are qualities you have that draw similar people in the following areas?

1. Generation
2. Attitude
3. Background
4. Values
5. Energy
6. Giftedness/Talent
7. Leadership ability

CONNECTION:

1. Connect with yourself
2. Communicate with openness and sincerity
3. Know your audience
4. Live your message
5. Go to where they are
6. Focus on them, not yourself
7. Believe in them
8. Offer direction and Hope

Buy In

People will fall in line behind a person before the fall in line behind a vision

LEADER	+	VISION	=	RESULT
Don't buy in		Don't buy in		Get another leader
Don't buy in		Buy in		Get another leader
Buy in		Don't buy in		Get another vision
Buy in		Buy in		Get behind the leader

Level 4 People Development Skills Cheat Sheet

Law of Process

Leadership develops daily, not in a day

Phases of development and progress:

1. I don't know what I don't know.
2. I know that I need to know.
3. I know what I don't know.
4. I know, I grow and it starts to show.

Law of Addition

Leader's add value by serving others

We add value to others when we...

1. Truly value others.
2. Make ourselves more valuable to others.
3. Know and relate to what is valuable to them
4. Do things that align with our own ethics and values.

Law of The Inner Circle

A leader's potential is determined by those closest to him.

Questions to ask when building your team or inner circle:

1. Do they have a high influence with others?
2. DO they bring a complementary gift to the table?
3. Do they hold a strategic position in the organization or industry?
4. Do the add value to me and the team?
5. Do they positively impact other inner circle members?

Law of Empowerment

Only secure leaders give power to others.

Barriers to Empowerment:

1. Desire for job security
2. Resistance to change
3. Lack of self worth

Law of Explosive Growth

To add growth, lead followers – to multiply, lead leaders.

Leaders Who Attract Followers:

Need to be needed
Develop the bottom 20%
Focus on weakness
Treat everyone the same
Spend time with others
Grow by addition
Impact only the people they touch

Leaders Who Develop Leaders:

Want to be succeeded
Develop the top 20%
Focus on strengths
Treat individuals differently
Invest time in others
Grow by multiplication
Impact people beyond their reach.

Law of Buy-In

People buy into the leader, then the vision.

People will fall in line behind a person before they fall in line behind a vision

LEADER	+	VISION	=	RESULT
Don't buy in		Don't buy in		Get another leader
Don't buy in		Buy in		Get another leader
Buy in		Don't buy in		Get another vision
Buy in		Buy in		Get behind the leader

Level 5 Pinnacle Skills Cheat Sheet

Law of Intuition

Leaders evaluate everything with a leadership bias.

Leadership is informed intuition.

Leaders become intuitive by working to be readers of:

1. Situations
2. Trends
3. Their resources
4. People
5. Themselves

Law of Legacy

A leader's lasting value is measured by succession.

1. Know what the legacy you want to leave.
2. Live the Legacy you want to leave.
3. Choose who will carry on your legacy.
4. Make sure you pass the baton.

Law of Timing

When to lead is as important as what to do and where to go.

Every time a leader makes a move there are only four outcomes:

1. The wrong action at the wrong time leads to disaster.
2. The right action at the wrong time brings resistance.
3. The wrong action at the right time is a mistake.
4. The right action at the right time results in success.

Good leadership timing requires:

1. Understanding - leaders must have a firm grasp on the situation.
2. Maturity - if leaders motives are right, their timing will be off.
3. Decisiveness - wishy-washy leaders create wishy-washy followers.
4. Experience - if leaders don't possess experience, then they need to gain wisdom from others who do possess it.
5. Intuition - timing often depends on intangibles, such as momentum and morale.
6. Preparation - if the conditions aren't right, leaders must create those conditions.

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The Law of Priorities

Leadership Workshop Assignment

PART 1

Look at the last month. Go over you calendar and to do lists. Consider the work you did, projects you took on, tasks you accomplished, activities you participated in. Once you have a master list of all those things consider the following questions. What was required of me? What gave me the greatest return? What gave me the greatest reward? What tasks did not bring a high return that I could have delegated? Or could have been taken off the list completely? What things would have been my top 20 percent of priorities? What would have been a more productive way to dedicate my time, energy and resources to those top priorities?

PART 2

Look at the week ahead. List EVERYTHING you need to accomplish. Now answer those questions again. What is required of me? What will give me the greatest return? What will give me the greatest reward? What tasks will not bring a high return that I should delegate? Or could be taken off the list completely? What things should be my top 20 percent of priorities? What is the most productive way to dedicate my time, energy and resources to those top priorities? Use this list to create a daily schedule/to do list of what you will do as well as how much time you will spend on each task.

PART 3

Write a 2 -3 page paper discussing both lists that you created and the questions asked. What would have been done differently last month? How did the prioritization help you schedule your day? your week? Were there things you could delegate? If so what? Were there things that you could take off your list?

Deliverables:

Upload to blackboard, one PDF the paper from part 3.

The Law of Growth

Leadership Workshop Assignment

Instructions:

PART 1

One of the keys to leading leaders is being able to identify a person's leadership potential. This week use the following assessment to evaluate and identify the potential leaders on your team. These are people you want to spend time investing in and developing to become future leaders. Rate at least 5 people you are working with currently, or will be working with on an upcoming project.

PART 2

Fine someone from your rating who falls in the category of emerging leader or potential. Brainstorm a list of things you can do during this process to empower them to take the lead, ways to set them up to lead others. Find one thing to do this week that will place them in a leadership position.

“

Deliverables:

Upload to blackboard a PDF with appropriate bookmarks that includes the lists and ratings from part 1. Write a 2 page reflection paper including a description of who and what you chose for part 2 and the events that occurred as well as the brainstorming

POTENTIAL LEADERSHIP ASSESSMENT

POTENTIAL LEADER'S NAME: _____

0 = Never 1 = Seldom 2 = Sometimes 3 = Usually 4 = Always

1. Has influence with others. 0 1 2 3 4
2. Has self-discipline. 0 1 2 3 4
3. Has a good track record. 0 1 2 3 4
4. Has strong people skills. 0 1 2 3 4
5. Does not accept the status quo. 0 1 2 3 4
6. Has the ability to solve problems. 0 1 2 3 4
7. Sees the big picture. 0 1 2 3 4
8. Has the ability to handle stress. 0 1 2 3 4
9. Understands people. 0 1 2 3 4
10. Does not bring personal problems to work. 0 1 2 3 4
11. Is willing to take responsibility. 0 1 2 3 4
12. Displays a positive spirit and outlook. 0 1 2 3 4
13. Free from anger. 0 1 2 3 4
14. Willing to make changes 0 1 2 3 4
15. Has integrity 0 1 2 3 4
16. Has a strong sense of self. 0 1 2 3 4
17. Has the ability to see what has to be done next. 0 1 2 3 4
18. Is accepted as a leader by others. 0 1 2 3 4
19. Has the ability and desire to keep learning. 0 1 2 3 4
20. Has a manner that draws people in. 0 1 2 3 4
21. Has a good self image. 0 1 2 3 4
22. Has a willingness to serve others. 0 1 2 3 4
23. Has the ability to develop other leaders. 0 1 2 3 4
24. Has the ability to bounce back when problems arise. 0 1 2 3 4
25. Takes initiative. 0 1 2 3 4

Total Score _____

90 - 100	Great Leader
80-89	Good Leader
70-79	Emerging Leader
60-69	Potential
below 60	Needs growth before tackling leadership

The Law of Inner Circle

Leadership Workshop Assignment

Instructions:

PART 1 - Current Inner Circle

Evaluate who you consider to be part of your inner circle. List at least 5 people you consider to be part of your professional inner circle and write an evaluation of their contributions. (What qualities or skills do they bring to the table. What areas are they more equipped in than you? How do their abilities compliment your abilities? How do they move you closer to your goals?)

PART 2 - Potential Inner Circle

Identify 2-3 skills or qualities that you feel are lacking in your inner circle. Over the next week observe others and keep a running list of people who demonstrate these skills. Create a list of people you think would positive additions to your inner circle and the contributions they would add. Look for people you wouldn't normally approach, the folks who are outside of your comfort zone are often those that have skills and viewpoints that are different from ours, This can be valuable!

Chose one person from that list and actively seek out their advice and opinions on a challenge you face this week. Did they give you different advice? Present new ideas or views?

Deliverables:

Upload to blackboard a PDF with appropriate bookmarks that includes the lists and evaluations from part 1. Write a 2 page reflection paper including a a description of your observations from part 2 as well as your final choice and results from seeking advice from this person.

Law of Intuition

Leadership Workshop Assignment

Instructions:

PART 1

How you see your world around you is determined by who you are. And while most people will just be accepting of situations, the intuitive leader looks at every situation and ask questions: why is it this way? Why is it a popular choice? Why does it or why doesn't it work? What other ways can the situation be approached and the problem be solved? The intuitive leader observes and assesses.

Explore a leadership situation that either you or someone else experienced, in which the decisions being made just don't seem right to you. It could be a situation in which you are the leader and everyone around you is telling you things are fine, but you still have some hesitations. Or it could be a situation in which you think another leader handled the situation incorrectly. Look at different ways the situation could be approached by answering the following questions:

1. What is the situation? Describe it in detail.
2. What is the popular choice? Why?
3. Why does it or doesn't it work?
4. What is your leadership intuition telling you?
5. What leadership rule or law might it be violating?
6. Is the job you're done as well as it could be?
7. Is what's being done damaging relationships?
8. What other way to the situation be approached or problem be solved?
9. Determine the best path forward.

PART 2

If possible implement the best path forward you came up with in part 1 and see what the outcome is. How accurate was your intuition.

If not hypothesize how it would have changed events. Ask 3 people who were involved with the situation what their opinion of your alternate plan is and how they feel it would have changed things. How accurate was your intuition according to others assessment?

Deliverables:

Upload to Blackboard a PDF with the appropriate bookmarks All answers to part 1 and a 2 page reflection on what happened in Part 2 and what you learned from it.

Law of the Lid (Potential)

Leadership Forum Assignment

Instructions:

PART 1

List some of your major goals. (Try to focus on significant objectives - things that will require a year or longer of your time. List at least 5 but no more than 10) Now identify which ones will require the participation of or cooperation of other people. How do you think your leadership ability and work ethic (success dedication) will impact these goals?

PART 2

Interview 3 people you consider to have a high leadership Lid. Ask each person the following questions:

1. When did you first see yourself as a leader?
2. What are some of the greatest challenges you've faced as a leader?
3. What has contributed to your growth as a leader?
4. What are you currently doing to improve your ability to lead others?
5. What is the best piece of advice you can give me to help me become a more effective leader?

PART 3

What are the similarities and differences you see between these people? What are the similarities and differences you see with yourself? How can you incorporate what you learned from them and the advice they gave you into your own growth? What concrete plans can you come up to recognize and maximize your leadership potential?

Deliverables:

Upload one PDF with the appropriate bookmarks to blackboard. Answer and address all questions in part one, provide a transcript of the interviews from part 2. Using the questions in part 3 sum up your thoughts and reactions to this assignment in a 2-3 page reflection paper.

The Law of Picture

Leadership Workshop Assignment

Modeling good leadership is a combination of attitude and actions. It is not only what you do but how you do it that sets the example.

PART 1 - Perform an audit on your actions and attitude?

What are the qualities you value most in others you work with? (Organization, work ethic, integrity, attention to detail, problem solving, etc.) Brainstorm a list of these qualities. Then think about your actions on your last production. What incidents if any stand out as inconsistent with those values? List as many as you can recall. Don't rationalize or dismiss anything too quickly. How many of these are attitude based? How many are action based? How do you feel your lack of modeling those behaviors affected those around you?

PART 2

From that list choose a total of 4 qualities that you feel you need to work on most. Over the next week (6 days) track your behaviors by sitting down at the end of each day and reflecting on each of the four skills. For each one write out any actions or behaviors that you did that day that did and did not align with these values. Do this without judgement, just list them. After you list the behaviors/actions write next to each one what the choice or action would have been if it had aligned with your values.

PART 3

Write a 2-3 page paper where you include the personal audit from the Part 1, as well as a reflection on the journaling exercise. Where did you find you most misaligned with your values/skills. Where did you linger most often. How did the tracking start to influence your decisions?

Deliverables:

Upload to blackboard, one PDF with appropriate bookmarks. This should include a copy of your journaling for Part 2 as well as the paper from part 3.

Law of Process

Leadership Workshop Assignment

Instructions:

PART 1

While it is true that some people are born with greater natural gifts than others, the ability to lead is really a collection of skills that one must commit to developing over time. Good leaders require aging, like really good... Cheese! Find someone outside of CMU who you feel is a gifted leader and ask them the following questions:

1. What made you decide to enter the field you are in?
2. Who were some of your mentors?
3. What is the most important lesson you learned from a mentor?
4. What are the top 3 books that had an impact on your growth as a leader?
5. What habits or practices do you engage in on a regular basis in order to improve your leadership abilities?
6. What is the hardest part of being a leader?

PART 2

Create a Plan for Growth:

What are the most valuable things you learned from this person. Which of the books or practices mentioned can you apply to your own growth?

What areas of leadership do you have the most room to grow in? What is something you can do on a daily basis to improve your leadership skills? On a weekly Basis? On a monthly basis? What activities, habits and materials can you incorporate into that plan? What is your plan for growth? Write out in detail what you want to improve and the steps you will take to do so.

Deliverables:

Upload to Blackboard a PDF with the appropriate bookmarks of the following documents: A transcript of the interview in Part 1, using the questions in Part 2 as a jumping off plan write a 2-3 page reflection where you detail a plan for growth and reflect on what you learned from the interview.

The Law of Sacrifice

Leadership Workshop Assignment

PART 1

To become a more influential leader, are you willing to make sacrifices? Are you willing to give up your rights for the sake of the people you lead? Give it some thought, then create two lists: The things you are willing to give up in order to go up, and the things you are not willing to sacrifice to advance. Consider which list contains your health, specific relationships, finances, activities, time etc, etc. Consider the things on the list you are not willing to give up. Are these things more important than your success? Are the things on the sacrifice list less important?

PART 2

Find one thing in your life that if you gave it up you believe it will move you forward. This is not limited to leadership. Maybe its a social activity that you give up to help a friend. Maybe its an hour a day you give up to study a subject you feel is important, or getting up an hour earlier to exercise. For one week make a significant sacrifice to better yourself or the lives of others.

At the end of the week what have you gained? What have you lost?

PART 3

Write a 2 -3 page paper discussing both lists that you created and the questions in part 1 as well a detailed explanation of what you did in part 2 and reflection on the activity. What did you gain, what did you lose? Are you truly willing to give up something that is important to you to serve others? What value do you see in sacrifice?

Deliverables:

Upload to blackboard, one PDF with appropriate bookmarks. For part one include both lists and your reactions to the questions.

The Law of Navigation (Planning)

Leadership Workshop Assignment

PART 1

Leaders who are strong at Navigation participate in a 4 step process for every project and situation. They Draw on past experiences, Examine the current conditions, Listen to what others have to say, make sure their conclusions represent both faith and fact. They do this consciously and with purpose. Think of a large project or situation that may not have gone the way you wanted. Evaluate how you did (or did not) practice each of these 4 steps and evaluate what would have been by the active use of each of these steps.

PART 2

“Plan your work, work your plan”

For the next week schedule 15 minutes at the start and finish of every day to actively navigate and reflect on navigations. At the beginning of each day look ahead and choose 1-2 obstacles you believe you will face for the day and answer the following questions;

MORNING:

1. What have you done in the past when faced with this situation that was useful or a hindrance?
2. What are the surrounding conditions that could affect the outcome of this situation?
3. Who has experience in this area that can you look to for advice or guidance?
4. What are some outcomes that are both realistic AND optimistic?

EVENING:

1. Was this obstacle successfully addressed?
2. What do you feel you did well? What do you feel you could have done better?
3. How did the morning's reflection help you address things throughout the day?
4. What do you know now that could be applied to future events?

PART 3

How did daily reflection affect the choices you made during the day? Did you feel more prepared and confident in your choices? Was the morning or evening reflection more useful for you? What concrete tactics from this exercise can you use to move forward with improving your planning and navigation skills?

Deliverables:

Upload to blackboard a PDF with appropriate bookmarks that includes the following: a 1 page written evaluation in response to Part 1, the journal you kept for Part 2, Using the questions in part 3 as a jumping off point write a 1-2 page written reflection.

Law of Timing

Leadership Workshop Assignment

Instructions:

PART 1

It has been said that managers do things right while leaders do the right things. The law of timing says that leaders do more than that: they do the right things at the right time. In your approach to leadership, does timing play important part in your strategy? Do you think about appropriateness of the timing as much as you do the rightness of the action? Review the major actions you've initiated in the recent past, and discern how much attention you've given to timing.

Spend some time analyzing resented failed initiatives for a production, whether they were caused by the wrong action or the wrong timing. These initiatives can be yours or others. To help you answer the following questions:

1. What was the goal of the initiative?
2. Who is the individual responsible for leading it?
3. What factors were taken into account while the strategy was planned?
4. Who's experience did the strategy draw upon?
5. What was the condition or temperature of the organization or team during planning and execution?
6. What leverage or outside influence was available and being used to aid in the initiative?
7. What factors were clearly working against it?
8. Might the initiative have been more successful had it been launched either earlier or later?
9. Why did the initiative ultimately fail?

PART 2

Identify an upcoming initiative or plan you wish to implement. Ask yourself the following questions:

- Understanding: do you have a firm grasp on the situation?
- Maturity: are your motives right?
- Confidence: do you believe in what you're doing?
- Decisiveness: can you initiate action with confidence and win peoples trust?
- Experience: have you drawn upon wisdom from others to inform your strategy?
- Intuition: have you taken into account intangibles such as momentum and morale?
- Preparation: have you done everything you must to set up your team for success?

How does answering these questions affect your plan and timing? Did you change any or all of your approach? Move forward with your initiative or plan and be mindful of how the answers to these questions and any changes you make to your approach are affected.

Deliverables:

Upload to Blackboard a PDF with the appropriate bookmarks All answers to part 1 and a 2 page reflection on your questions and actions from Part 2 what you learned from it.

The Law of Respect

Leadership Workshop Assignment

PART 1

Think about the last time you asked a production team to commit to something you were leading or changing something they were doing? What was their response? In general How readily do people rally to you in either situation?

Consider the qualities that help a leader gain respect (Natural Ability, Respect for Others, Courage, Success Record, Loyalty Value added to others) Rank these in order to the area you believe you are strongest to weakest. In one sentence write a practice habit or goal that will help you improve on for each area. Choose one to the sentences to implement this week.

PART 2

Come up with 10 common management situations/challenges. (First rehearsal, running out of time during tech, over budget etc.) Take this list to 10 PM/SM students and ask them who of their fellow students in the program would they think would be best to lead in each situation. Compile the data. Whop shows up the most? How often do you show up? Which of the aforementioned qualities do you feel would inspire the most trust in each situation. Does this affect the list you ranked yourself on.

PART 3

Write a 2 -3 page paper discussing both Part 1 and Part 2. For part 1 include the answers to the questions, the ranked list and sentences as well as how you feel implementing the one practice into your week has gone. For part 2 include the data from your research as well as the answers to the questions and any reflections or thoughts you might have.

Deliverables:

Upload to blackboard, one PDF the paper from part 3.

Capstone Project

Leadership Workshop Assignment

Instructions:

One of the core foundations for leadership study is not just to focus on your weaknesses, but find what you are good at and focus on excelling at it. It is these few skills that you excel at that set you apart. They are the indispensable things you bring to the team that no one else provides. For the final project you will focus on what you are good at and develop those skills.

Part 1 - Personal Development

Using your current knowledge of the laws/skills covered in class and your original evaluation test choose the three you feel you are best at and would like to develop further.

Write an evaluation (1-2 pages) of your current strengths. For each one discuss why you think this is an important skill for the production process and give examples of times this skill/law has served you in the past.

Develop your own assignments! Create a plan for each of the three skills that involves practice and reflection. What are steps you can take and implement into your life to help improve these skills. These should be more long range thinking than just a week! Look for permanent and long term behaviors you can start now and continue into the summer and years to come.

Start one now! Choose one of your self created assignments and start it now, after a week write a page reflection on what you have done so far and how it is impacting your leadership.

Part 2 - Mentors

Find a real life and historical mentors who excel at one or more of your chosen skills.

For the real time mentor, get in touch with them and ask if you can have coffee, a meal, a phone, meeting etc. Come up with a set of questions (3-5) about how they have developed in this area and what things they have done (books, practices, experiences) that have helped them grow. Write a brief (1/2 page to 1 page) summary of your conversation.

Find an historical figure who you believe exemplifies one or more of the skills you are developing. Write a 2 page report on how and why they exemplify this skill and what you find inspiring about the person.

Deliverables:

Upload to blackboard a PDF with appropriate bookmarks a PD that includes all required materials.

- 1-2 Page evaluation of your top 3 skills
 - 3 Personal development assignments sheets
 - 1 page reflection on the assignment you chose to implement now.
 - 1/2-1 page summary of the conversation with the real time mentor
 - 2 page report on your historical mentor
 - Final thoughts: (no length requirement) Consider the following questions....
 - ❖ What is your biggest take away from this class?
 - ❖ How (if at all) do you think developing your leadership skills will impact your work in the future?
 - ❖ How (if at all) has focusing on leadership impacted your enjoyment and commitment to the work.
 - ❖ Anything else you got. It's open season on your thoughts and opinions.
-