

Leadership 101

Definitions of, Distinctions in, and Directions
to Becoming a Dynamic & Dedicated Leader

"Food for Thought" by Paul K. Fox – USCHS Leadership Academy – July 24, 2024

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Lessons in Leadership

- What is leadership?
- What are the qualities of a *good leader*?
- What are different types of *leadership processes & skills*?
- What does it mean to have *emotional intelligence*?
- What are your own leadership *strengths & weaknesses*?

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How Many Rectangles?

What is your initial response? _____

16? 17? More than 70?

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Leaders are...

- ▶ **Visionaries** (creative)
- ▶ Coaches
- ▶ Managers

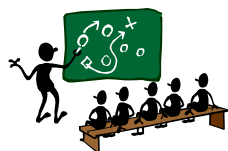


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Leaders are...

- Visionaries (creative)
- **Coaches** (inspirational)
- Managers



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Leaders are...

- Visionaries (creative)
- Coaches (inspirational)
- **Managers** (organized)



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Brainstorming

What are the qualities of a good leader?

Instructions:

1. List as many ideas as you can in sixty seconds.
2. Use one or two-word adjectives or nouns.
3. Circle your top-three "favorite" attributes.
4. Share with your neighbor. Compare notes.
5. Add to your list any you have missed.
6. Finally, star or underline one or two attributes you feel you have already begun to develop... your *best* "leadership qualities?"

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Attributes of a Leader?



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Attributes of a Leader...

"a valuable team member who is also..."

A Risk Taker
A Decision-Maker
Responsible
Positive
A Good Listener
A Good Communicator
Hard Working
Honest
Goal-oriented



Courageous
An Extrovert
Enthusiastic
Assertive
Flexible/Adaptable
Authentic
Passionate
Trustworthy
Humble

... a visionary, coach, and manager of self and others."

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More Definitions of Leadership

- Leaders embrace **new ideas** or **challenges**.
- Leaders are **catalysts for change**.
- Leaders make **goals** and define **targets**.
- Leaders model **commitment** and **passion**.
- Leadership is all about **creativity, innovation, and problem solving**.
- Leadership is about **taking risks**.
- Leaders have **positive self-esteem**.
- Leaders master **good listening skills**.

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The Job of a Leader...

Find or Invent Problems!

Things to Do with a Problem...

- Ignore it
- Resist it
- Define it
- Enjoy it
- Find a use for it
- Find a bigger problem



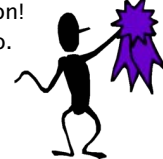
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The Job of a Leader...

Embrace & facilitate change!

- Create new directions and solutions to problems!
- Reach out beyond your **comfort zone**.
- Be courageous to try something unique or original.
- Seek to improve the current situation!
- Be less influenced by the status quo.
- GROW yourself and others!



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The Clapping Game



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Self-Analysis – “The Oreo Cookie”

As we go... jot down a few of your leadership interests, strengths, needs, and challenges!

1. Cookie = positive traits, skills, strengths, “keeps”
3. Cookie = again



2. Cream = suggested needs, goals, shortcomings, “fixes”



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Self-Analysis – Personal Inventory

These are “leadership processes” & possible personal attributes for future goal setting!

+	-	Trait	Examples/Notes
		Communications skills	
		Group processes	
		Managerial skills	
		Human relations skills	
		Self-awareness	
		Self-regulation	
		Motivation	
		Empathy	
		Social skills	
		Divergent thinking	
		Convergent thinking	
		Creativity	
		Critical thinking	
		Collaborative leadership skills	
		Team building skills	

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Self-Analysis – Personal Inventory

Your checklist could look something like this... Add a few comments & page #'s.

+	-	Trait	Examples/Notes
✓		Communications skills	
		Group processes	Strategies for group goal setting?
✓		Managerial skills	Time management?
✓		Human relations skills	Conflict resolution?
		Self-awareness	
✓		Self-regulation	Deferred gratification?
		Motivation	Self- vs. group?
✓		Empathy	
		Social skills	Building/maintaining rapport?
✓		Divergent thinking	Thinking outside the box?
✓		Convergent thinking	One and only solution to a problem?
✓		Creativity	Free form brainstorming?
✓		Critical thinking	Tolerating distorted/exaggerated viewpoints?
		Collaborative leadership skills	Time consuming?
✓		Team building skills	Lesson from Geese: “taking turns?”

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Leadership Processes

Two Approaches for Developing a Leader:

- ▶ Communication skills
- ▶ Group processes
- ▶ Managerial skills
- ▶ Self-awareness
- ▶ Human relations skills
- ▶ Self-awareness
- ▶ Self-regulation
- ▶ Motivation
- ▶ Empathy
- ▶ Social skills

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Leadership Effectiveness Goals

▶ Communication Skills

- Speaking skills in small or large groups.
- Listening skills in small or large groups.
- Group skills necessary to get others to listen.
- Poise and self-confidence while working in groups.
- Awareness of the importance of positive public relations.



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Leadership Effectiveness Goals

▶ Group Processes

- Awareness and effectiveness in group processes and skills as they apply to various situations.
- Understanding of different leadership styles as they apply to various situations.
- Understanding the concepts of conflict resolution.
- Ability to apply effective motivation and involvement techniques.
- Understanding of appropriate group decision-making processes.



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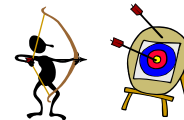
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Leadership Effectiveness Goals

▶ Group Processes (continued)

- Understanding of effective goal setting.
- Understanding of the importance of identifying and utilizing available resources.
- Understanding of the concepts of group dynamics.
- Understanding of appropriate evaluation and/or debriefing techniques.



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Leadership Effectiveness Goals

Managerial Skills

- The essential elements necessary in planning, conducting and evaluating meetings and other organizational projects.
- Various problem-solving skills.
- The value of delegation of authority, involvement techniques, and methods of motivation.
- The principle of chain of command.
- Time management, task analysis, and pre and post time-lining.



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Leadership Effectiveness Goals

Managerial Skills (continued)

- Respect for established procedures, legal parameters, and financial and budgetary management.
- Various brainstorming, goal setting, and prioritizing techniques.
- Position functions.



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Leadership Effectiveness Goals

Self-Awareness

- Increased self-esteem and self-concept through an increased understanding and awareness of self.
- Increased understanding of self through self-inventory, values clarification, goal setting and evaluating experiences.
- Skills in assertiveness, risk-taking, conflict resolution, and time management.
- Self-help skills in areas of stress management, coping with failure/success, and dealing with criticism/praise.



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Leadership Effectiveness Goals

Human Relations Skills

- Understanding of the values of positive reinforcement, trust, and honest communication.
- Awareness of social, cultural, ethnic and racial diversity, and development of strategies to promote respect and acceptance of diversity (DEIBA).



Diversity
Equity
Inclusion
Belonging
Acceptance



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Leadership Effectiveness Goals

- ▶ **Human Relations Skills** (continued)
 - Techniques to develop positive school and community climates.
 - Understanding of the lonely/alienated students and ways to increase their sense of belonging.
 - Awareness and methods of good sportsmanship.
 - Awareness of sexism and sexual equality.



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What Makes a Leader?

- ▶ Identifying individuals with the “right stuff” is more art than science.
- ▶ Different situations call for different styles and types of leadership.
- ▶ Most effective leaders have a high degree of **emotional intelligence**.
 - Self-awareness
 - Self regulation
 - Motivation
 - Empathy
 - Social skills



United Nations Staff College
and *What Makes a Leader?* by
Daniel Goleman

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Five Components of EI

Components	Definition	Hallmarks
Self-Awareness	The ability to recognize and understand your moods, emotions, and drives, as well as their effect on others.	Self-confidence Realistic self-assessment Self-deprecating humor
Self Regulation	The ability to control or redirect disruptive impulses and moods. The propensity to suspend judgment - to think before acting.	Trustworthiness Comfort with ambiguity Openness to change
Motivation	A passion to work for reasons that go beyond money or status. A propensity to pursue goals with energy and persistence.	Strong drive to achieve Optimism, even in the face of failure Organizational commitment
Empathy	The ability to understand the emotional make-up of other people. Skill in treating people according to their emotional reactions.	Expertise in building and retaining talent Cross-cultural sensitivity Service to clients and customers
Social Skill	Proficiency in managing relationships and building networks An ability to find common ground and build rapport.	Effectiveness in leading change Persuasiveness Expertise in building and leading teams

United Nations Staff College
and *What Makes a Leader?* by
Daniel Goleman

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Self-Reflection Snapshot

What are your leadership strengths?



Communications skills
Group processes
Managerial skills
Human relations skills
Self-awareness
Self-regulation
Motivation
Empathy
Social skills



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Self-Reflection Snapshot

What are your leadership needs/challenges?



Communications skills
Group processes
Managerial skills
Human relations skills
Self-awareness
Self-regulation
Motivation
Empathy
Social skills



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Leaders... Know Thyself!

Are you in the right (or left) mind?

- ▶ Take a brain hemisphere dominance test.
- ▶ Score your "tendencies."
- ▶ Reflect on your thinking (and leading) styles:
 - Linear vs. Holistic
 - Logical vs. Intuitive
 - Sequential vs. Random
 - Verbal vs. Nonverbal
 - Symbolic vs. Concrete



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Leaders... Know Thyself!

Differences between left and right brain

Functions of the left brain

- Language
- Logic
- Critical thinking
- Numbers
- Reasoning

Functions of the right brain

- Recognizing faces
- Expressing emotions
- Music
- Reading emotions
- Visualizing images
- Intuition
- Creativity

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Leaders are...

- ▶ Divergent thinkers
- ▶ Convergent thinkers
- ▶ Critical thinkers
- ▶ Cooperative/collaborative thinkers (team-building)



Source: Professor Curtis Bonk, Indiana University (Bloomington). <https://curtbonk.com/>

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Divergent Thinking

"This creative, free-form, and imaginative process involves exploring multiple ideas and solutions to problems. It's non-linear and spontaneous, and can involve considering different perspectives, angles, and dimensions of a problem. For example, a divergent thinker might come up with the idea for a wildlife overpass to reduce accidents on a busy highway."

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Divergent Thinking Factors

- ▶ Originality (statistical infrequency of the response)
- ▶ Fluency (number of responses)
- ▶ Flexibility (the degree of difference of the responses)
- ▶ Elaboration (amount of detail of the response)
- ▶ Possible tests: Guilford's Alternative Uses Task (1967), Wallace and Kogan (1965)

Source: Professor Curtis Bonk, Indiana University (Bloomington). <https://curtbonk.com/>

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Convergent Thinking

"This more straightforward and focused process involves selecting, evaluating, and refining the most promising ideas from the divergent phase to create a single, concrete solution to a problem. Linear and rooted in structure, it is best suited for tasks that involve logic as opposed to creativity. For example, convergent thinking might involve narrowing down your options for where to go to dinner by considering location, price, cuisine, & reviews."

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Convergent Thinking Factors

- ▶ The ability to correctly determine a single correct solution to a problem
- ▶ Taking a novel approach to solving a problem
- ▶ Seeing the problem from a new perspective
- ▶ Making a unique association among the parts of the problem
- ▶ Possible tests: Insight Problems, Remote Associations Task (Mednick)

Source: Professor Curtis Bonk, Indiana University (Bloomington). <https://curtbonk.com/>

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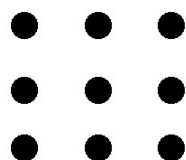
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Leaders... Know Thyself!

How creative are you?

The goal of this puzzle is to link all nine dots using four straight lines without lifting the pencil.

Advanced: Can you do this with three or fewer lines?



The "nine dots" puzzle

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Critical Thinkers = Leaders

- ▶ Critical thinkers can be characterized in terms of knowledge, abilities, attitudes and habitual ways of behaving.
- ▶ "Critical thinking calls for persistent effort to examine any belief or supposed form of knowledge in the light of evidence that supports it and the further conclusions to which it tends." (i.e., seek justification, recognize relationships, analyze credibility of sources, look at reasons or evidence, draw inferences, identify alternatives, logical deductions, sequences and order, defend an idea, etc.)

Source: Robert Glaser 1941

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Good "Thinking" and "Leading"

- ▶ Uses evidence skillfully and impartially
- ▶ Organizes thoughts and articulates them concisely and coherently
- ▶ Distinguishes between logically valid and invalid inferences
- ▶ Suspends judgment in the absence of sufficient evidence
- ▶ Attempts to anticipate the probable consequences of alternative actions before choosing among them

Adapted from *Teaching Thinking Skills*
1987, J. Baron & R. Sternberg, Editors

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Good "Thinking" and "Leading"

- ▶ Sees similarities and analogies that are not superficially apparent
- ▶ Learns independently and has an abiding interest in doing so
- ▶ Applies problem solving techniques appropriately in domains other than those in which they were learned
- ▶ Understands the difference between winning an argument and being right

Adapted from *Teaching Thinking Skills*
1987, J. Baron & R. Sternberg, Editors

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Good “Thinking” and “Leading”

- ▶ Listens carefully to other people's ideas
- ▶ Can strip a verbal argument of irrelevancies and phrase it in terms of essentials
- ▶ Understands the difference among conclusions, assumptions & hypotheses
- ▶ Is sensitive to the difference between the validity of a belief and the intensity with which it is held

Adapted from *Teaching Thinking Skills*
1987, J. Baron & R. Sternberg, Editors

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Good “Thinking” and “Leading”

- ▶ Represents differing viewpoints without distortion, exaggeration, or caricaturization
- ▶ Recognizes the fallibility of one's own opinions, the probability of bias in those opinions, and the danger of differentially weighing evidence according to personal preferences



Adapted from *Teaching Thinking Skills*
1987, J. Baron & R. Sternberg, Editors

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Collaborative Leadership

“Collaborative leadership is a style that emphasizes teamwork, cooperation, and shared decision-making. Collaborative leaders value the input of all team members and encourage open communication, mutual respect, and collaboration to achieve common goals.”

Co-Active Training Institute
<https://coactive.com/resources/blogs/5-leadership-styles-a-comprehensive-guide-to-finding-your-own>

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Collaborative Leadership

Advantages

- ▶ Creates a sense of shared ownership & responsibility among team members.
- ▶ Fosters innovation & creative problem-solving.
- ▶ Improves team morale & job satisfaction.
- ▶ Encourages the development of diverse perspectives and ideas.



Co-Active Training Institute
<https://coactive.com/resources/blogs/5-leadership-styles-a-comprehensive-guide-to-finding-your-own>

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Collaborative Leadership

Challenges

- ▶ Can be time-consuming, specially during the decision-making process.
- ▶ May lead to conflicts or disagreements among team members.

Strategies (Leveraging Collaborative Leadership)

- ▶ Promote a culture of open communications.
- ▶ Encourage team members to share ideas and provide constructive feedback.
- ▶ Foster a sense of trust and mutual respect.

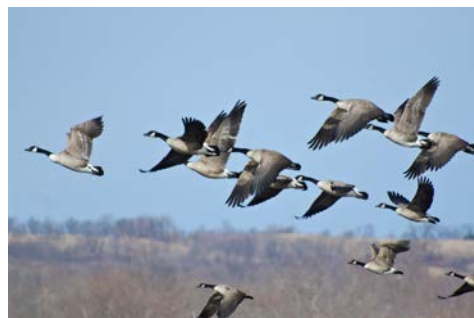
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Team Lessons from Geese



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Team Lessons from Geese

- ▶ As each bird flaps its wings, it creates uplift for the bird following. By flying in a "V" formation, the whole flock adds 71% more to its flying range than if each bird flew alone.
- ▶ Lesson: Teammates who share a common direction and sense of community can get where they're going quicker and easier when they travel on shared power.

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Team Lessons from Geese

- ▶ When the lead goose tires, it rotates back into the formation and another goose flies at the point position.
- ▶ Lesson: It pays to take turns doing the hard tasks and sharing the leader's role.



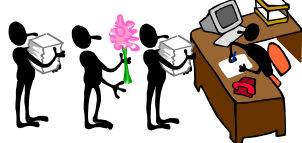
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Team Lessons from Geese

- ▶ In formation, the geese from behind honk to encourage those in front to keep up their speed.
- ▶ Lesson: Sometimes team members need to hear a little honking.



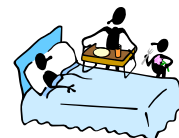
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Team Lessons from Geese

- ▶ Whenever a goose is sick or wounded, two geese drop out of formation to help and protect it. They stay with it until it can fly again or dies.
- ▶ Lesson: Stand by one another in times of trouble.



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Reasons for Team Building

- ▶ Improving communication
- ▶ Making the workplace more enjoyable
- ▶ Motivating a team/workplace employees
- ▶ Getting to know each other
- ▶ Getting everyone "onto the same page," including goal setting
- ▶ Teaching the team self-regulation strategies



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Reasons for Team Building

- ▶ Helping participants to learn more about themselves (strengths and weaknesses)
- ▶ Identifying and utilizing the strengths of team members
- ▶ Improving team productivity
- ▶ Practicing effective collaboration with team members



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Self-Analysis - Personal Inventory

Name one “thing” (leadership concept or insight in yourself) you learned today?

+	-	Trait	Examples/Notes
✓		Communications skills	
		Group processes	Strategies for group goal setting?
✓		Managerial skills	Time management?
✓		Human relations skills	Conflict resolution?
		Self-awareness	
✓		Self-regulation	Deferred gratification?
		Motivation	Self- vs. group?
		Empathy	
		Social skills	Building/maintaining rapport?
✓		Divergent thinking	Thinking outside the box?
✓		Convergent thinking	One and only solution to a problem?
✓		Creativity	Free form brainstorming?
✓		Critical thinking	Tolerating distorted/exaggerated viewpoints?
		Collaborative leadership skills	Time consuming?
✓		Team building skills	Lesson from Geese: “taking turns?”

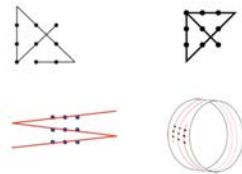
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Answers

How Many Rectangles?

Rows by Columns	
1 X 1 = 16	3 X 1 = 8
1 X 2 = 12	3 X 2 = 6
1 X 3 = 8	3 X 3 = 4
1 X 4 = 4	3 X 4 = 2
100	
2 X 1 = 12	4 X 1 = 4
2 X 2 = 9	4 X 2 = 3
2 X 3 = 6	4 X 3 = 2
2 X 4 = 3	4 X 4 = 1

Answers to 9 Dot Puzzle



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➡ Copy of all slides and “extras” are posted here.

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