

DOWNLOAD BEFORE YOU EDIT

Worksheet Leadership

This worksheet belongs to the workshop Leadership which is part of PCM in the second year of Creative Business.

Assignment 1 – Describe your leader

Think of a leader that you have worked for, observed or know of. What does this person do and what qualities does this person have that make you admire him or her as a leader? And do you have an example of a poor leader? What makes this person a poor leader? Please write in the box below.

I am not so sure about good leaders at work. I think some teachers are very good at teaching and to a certain extent, I also acknowledge them as leaders.
Characteristics, I found very appealing were responsiveness to students. For example, if I have a question and I ask it in an appropriate manner (of course there is the issue, that many students ask the same question for the fifth time and it was mentioned before) because I am really stuck and would like some help. This way I feel like the teacher cares about students.
In terms of groupwork, I find it good when leaders know what the topic is about and put in at least the same amount of work into the project as the other students. Otherwise, I question their quality as a leader and involvement.
At work, I have only had leaders, I did not appreciate. Reason for that was, that they made me feel worthless and not appreciated through constantly giving orders in a rude or aggressive manner (McDonalds, Mikki Mountain...).

Assignment 2 – Your leader role

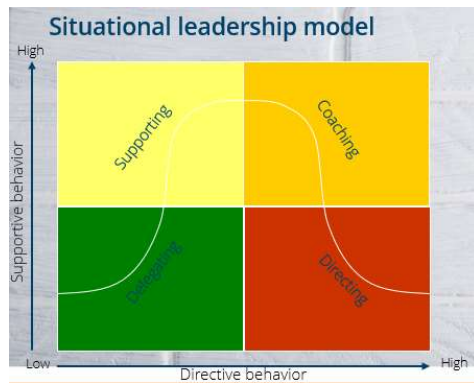
To find out which leader role you naturally take, please go to the *Leadership self-assessment* file in this Teams – PCM-Workshops-Leadership-S4. Download this file to your computer before you start working in it.

The file consists of two tabs: the first one is called test, the second one model. You start in the first tab *test* with putting 'x's behind every statement in the column that is relevant for you. After you have scored yourself on all statements, you go to the *model* tab to find your results. These results should be saved and copied to this worksheet on the last page.

Assignment 3 – The effective leadership model

In order to see how your leader role relates to the situational leadership model, please answer the following questions. Make use of the results of the previous assignment and the model as presented below:

DOWNLOAD BEFORE YOU EDIT



What is the outcome of the test? Which role do you score really high on and which one really low? Or do all roles have an almost equal division? What, according to the outcome of the test, are your strengths?

What qualities do you need from others to have a balanced team?

I scored high in

Analysing and thinking of solutions for present and future issues, as well as showing a proactive attitude. When looking at the screencast, I scored higher in the category thinker and dreamer.

I scored low in

Maintaining relationships with people and I don't radiate a positive energy as much as I could.

I don't like taking risks since I rather have a thought research or do things right, so I don't have to do them again.

When looking at the screencast, I scored higher in the category doer and divisor.

In terms of the situational leadership model, I think I am lacking the directing leadership style, since I am not good at telling people what to do over an extended period of time.

DOWNLOAD BEFORE YOU EDIT

Assignment 4 – your own leadership compass

Based on the Golden Circle (Sinek, 2009) you create your own compass of leadership. To do so, answer the following questions.

Who are you as a leader? What do you stand for?

I like to concept and ideate and lead creative processes. I delegate tasks as far as I can estimate the other team members. In general, I think I am quite open, but I also judge because of previous impressions.

What is missing as a competency?

I realised, I am not very good at motivating other people, who are in general too cool for school. Because I develop an annoyance towards them and just do me to prevent conflict. Additionally, I am not very decisive because I always want to make a right decision.

Where do you see yourself as a future leader?

I would like to be a supportive leader who other people can depend on and I see myself working in a creative environment, but creative minds are hard to handle, therefore I would also like to be able to harmonize different opinions and find a good compromise.

How can you get to that point?

In order to become this leader, I will have to listen to other people and understand their needs and help them do the best they can. I also believe I will have to develop my motivation skills, to become a better leader and help people bring out the best in themselves.

What would you like to be the result of your leadership? How do you want others to experience you as a leader?

I would like to refer to the "Assignment 1" to answer this question. I want other people to see me as

DOWNLOAD BEFORE YOU EDIT

Assignment 5 – Philosophy on leadership

Before you write your own philosophy on leadership, first watch [this clip](#) from the movie Invictus (2009) in which President Mandela has a conversation with the captain of the national rugby team of South Africa – The Springboks – about leadership and inspiration. The clip starts at 1:30 and you can stop watching at 2:28.

Now bring all the assignments together and write your own philosophy on leadership in the box below.

A good leader is somebody who brings the team to their goal.

A great leader is a person who can inspire those people he/she leads, to do the best they can. In order to do so, you have to know what inspires the team and how to bring it to them.

I see now that, I still have a long way to go.

Paste the results of
your leadership
self-assessment
here

DOWNLOAD BEFORE YOU EDIT

Leadership

Put an 'x' in the column that is relevant for you

I have the ability / tendency to ...

	not at all 0	1	2	3	completely 4
✓ 1 ... daydream				x	
✓ 2 ... make sure things happen / get done				x	
✓ 3 ... analyse situations, opportunities, chances and problems and match those					x
✓ 4 ... develop positive relations with clients, colleagues, peers and superiors				x	
✓ 5 ... think in metaphores, images, stories and phantasies					x
✓ 6 ... take chances and risks		x			
✓ 7 ... recognize and know my own competencies, capacities and improvement				x	
8 ... maintain relations with people	x				
✓ 9 ... come up with creative concepts					x
✓ 10 ... bring structure into processes and projects			x		
✓ 11 ... distinguish main topics from side topics in complex situations			x		
✓ 12 ... respond to the needs and feelings of others				x	
✓ 13 ... see unique opportunities, new combinations and 'gaps' in the market /			x		
✓ 14 ... turn a plan into a realistic planning					x
✓ 15 ... understand, analyze and apply quantitative data			x		
✓ 16 ... identify, acknowledge and use my own feelings, emotions and motives				x	
✓ 17 ... push boundaries and explore new paths				x	
✓ 18 ... set priorities and manage time (with myself and others)			x		
✓ 19 ... analyze (business) plans by thinking in different scenarios and possible					x
✓ 20 ... involve people with openness				x	
✓ 21 ... place an idea in an environment / context where it can grow			x		
✓ 22 ... feel responsible, take initiative and do things on my own			x		
✓ 23 ... critically judge the feasibility of an idea or project					x
✓ 24 ... present my own ideas and vision in an expressive and visual way				x	
25 ... continuously look at things differently and without judgment			x		
✓ 26 ... (dare to) make decisions		x			
✓ 27 ... ask critical questions, be the devil's advocate					x
✓ 28 ... make others enthusiastic and get them along and involved		x			
✓ 29 ... renew / innovate			x		
✓ 30 ... maintain a clear and persistent focus on results and goals				x	
✓ 31 ... choose based on ratio, objectivity and facts			x		
✓ 32 ... go for something full of fire, passion and commitment		x			
✓ 33 ... come up with innovative breakthroughs			x		
✓ 34 ... continue and keep going where others have (almost) lost the courage				x	
✓ 35 ... anticipate possible setbacks and recognize potential risks				x	
✓ 36 ... work together and continue to monitor the common goal				x	
✓ 37 ... create a vision (look outside, and bring the outside in)			x		
38 ... sail my own course, without worrying much about rules		x			
✓ 39 ... solve problems in a thorough and detailed manner				x	
✓ 40 ... network and keep searching for connections		x			