**Leadership In-class Activity: Leaders Born or Made?**

**Please answer the following questions (2-3 sentences) based upon their corresponding prompt.**

1. Do you believe leaders are born or made? Please explain.
2. What do you believe are some of the biggest obstacles that a leader faces in the 21st century?
3. Oftentimes past performance as an individual contributor leads to promotion. These promotions, as you climb the corporate ladder, come with leadership responsibility.  How might you select leaders to ensure the best leaders are selected vs the best performers?

**For the following statements, please identify the type of leadership motivation that likely led to this behavior. (Hint textbook page 432). Please explain.**

1. Amanda applies for a new senior manager role because it will lead to a bigger paycheck.
2. Rhonda has always been the type of person who likes to ‘take charge’ in group situations.  Whether she has the title “manager” or not, she is respected by her peers and is looked up to as an emerging leader in the organization. When I asked what her key to success is, she simply replied, “I love to lead”.
3. Dennis has been a member of his local food pantry for years. When it came time to find a new president, Dennis raised his hand. “I feel a strong sense of responsibility for taking leadership in an organization I cherish. I would humbly ask to receive this year’s presidential nomination”.

**Please answer the following questions based upon their corresponding case study.**

1. Laura has been the manager of the summer intern program for three years. She trains the interns on everything from the email systems they will be using to how to apply the company strategy to their daily tasks. She’s seen a lot of interns and is pretty sure most of them only want the experience for their resumes and don’t really want to be in the office at all. As a result, Laura keeps them in line with daily progress reports that track their input levels and grades them on the day’s work. Laura’s Director, Bill is looking for a new manager for the Emerging Talent group, but is concerned Laura might not be the right fit. Why might Bill be concerned? What can Laura do that might change Bill’s mind? Which leadership style does Laura align with: Theory X or Theory Y? Please Explain.
2. Randall is the sales manager for a team of three: Beth, Kate & Kevin. Their quarterly numbers are set to come out in two weeks. They have a team goal of +25%. Randall notices Kate, who’s normally a reliable salesperson, has been late to meetings and seems withdrawn from discussions. He pulls her aside after the meeting to check-in. She explains her mother has been sick and needs help throughout the day, causing Kate to miss some sales calls. She’s nervous her actions will cause the team to miss their goal and the thought is keeping her up at night.  Randall calmly reassures her that her family’s health is the most important thing and to not stress about her numbers. The team can shift around their call plans to make-up the missed calls and together, they can get back on track for the quarter. Two weeks later the numbers came out, and the team reached their goal. What type of leader is Randall (task or person-oriented)? Could the quarterly results have been different if Randall didn’t pull Kate aside?
3. Manush is the manager of a team of web specialists for the shoe retailer Circuit Board Sneakers. They are running a sale on the Motherboard Edition High Tops and need to make some changes to the website off-hours when customer traffic is at a minimum.  Jack the team lead is instructed by Manush to log on at precisely 1AM to make the changes to the website. Jack did as instructed but accidentally left a small typo on the web page. Manush called Jack into his office the next morning and really laid into him. “How could you have missed this? That’s just laziness. Do I have to start keeping a running list of everyone’s mistakes? Maybe that will motivate you to do your job correctly the first time.” Jack tried to explain that it was a mistake that occurred because he was tired from having to log on at 1AM. This changed nothing for Manush. What leadership style is Manush showing here (task or person-oriented)? Explain why you think this. How might Jack be feeling as an employee of this type of management style?
4. Michael is a Regional Manager of a paper company. He reports to the VP of Sales and has a staff of 12 direct reports. Jan the VP is known to have very high standards and expects the best from each of the Regional offices. This week, Jan announced a new sales goal which Michael’s reports felt was unattainable and unfair. At Michael’s weekly staff meeting, his employees shared their feelings on the matter. Understanding that this company is nothing without the salespeople, Michael got on the phone with Jan to discuss the matter. He advocated on behalf of his staff that the new goal was unrealistic. They worked together on a new, more achievable goal that fulfilled both the goal of the company as a whole and felt right for the staff. Michael shared the new plan with his team and they all went on to have a great month of sales after having felt heard. Based on this story, what type of leader would you say Michael is? What are some characteristics he shows that support this type of leader?
5. The Kwik-Mart Shopping Center holds a daily morning staff meeting. Jenny the store manager has been in her position for 1.5 years. At this meeting, she runs through the daily goals, which items will be on sale to alert customers, and which shelves need to be restocked. Employees like and respect her professionalism, but after speaking to a few of them, they don’t really feel like they know her that well due to the fact that she’s normally in her office instead of being on the floor. Jake is one of Jenny’s employees at Kwik-Mart Shopping Center. He has also been in his position for 1.5 years. Other employees would describe him as their go-to guy for anything on the job. He greets everyone with a cheery “Hey, how are you?” at the daily morning staff meetings, if the stock replenisher is behind, Jake will step in and help, and is always willing to answer any question big or small. He has proven to be a reliable resource and as a result, other employees come to him as opposed to going to Jenny.  Jake is flattered that he is held at such a high regard by his colleagues.  What can be deduced from the way Jake handles store responsibilities versus how Jenny handles them? Who is the leader in this scenario?
6. Amanda is presenting to a group of colleagues in her organization. Byram, her VP is actively engaged in discussing how to translate her presentation into strategy. He begins to call the team into action planning to drive business growth. Who is the leader in this scenario?
7. Byram, a VP, is presenting to a group of colleagues in his organization. Amanda, her report, is actively engaged in discussing how to translate her presentation into strategy. She begins to call the team into action planning to drive business growth. Who is the leader in this scenario?

**Using the wheel below, please write a short (2-3 sentence) example that exhibits this leadership style in action.**

1. **Example** Coach:
   1. Sue is struggling to master her communication skills. After her last presentation, her manager Mark sits down to give her pointers and develop and action plan to help her make progress.

