



“BE, KNOW, AND DO” LEADERSHIP

Background: Good leaders are **made** not born. If you have the desire and willpower, you can become an effective leader. Good leaders develop through a never-ending process of self-study, education, training, and experience. This guide will help you through that process.

To inspire your people into higher levels of teamwork, there are certain things you must *be, know, and, do*. These do not come naturally, but are acquired through continual work and study. The **best** leaders are continually working and studying to improve their leadership skills.

Terminal Learning Objective: At the end of this period of instruction, the individual student, without the aid of notes, will be able to define leadership.

Enabling Learning Objectives:

1. Define Leadership: The sum of those qualities of _____, human _____, and moral _____ that allows a person to inspire and _____ a group of people successfully.

Leadership is a complex process by which a person influences others to accomplish a mission, task, or objective and directs the organization in a way that makes it more cohesive and coherent. A person carries out this process by applying his leadership attributes (belief, values, ethics, character, knowledge, and skills). Although your position as leader gives you the authority to accomplish certain tasks and objectives in the organization, this *power* does not make you a leader...it simply makes you the *boss*. Leadership makes people *want* to achieve high goals and objectives, while, on the other hand, bosses tell people to accomplish a task or objective.

2. Explain the objective of leadership.
 - a. Primary: _____. Good leadership gets the job done in the quickest, most efficient way. Placing mission accomplishment before a team member’s welfare merely means that all responsible leaders must be prepared to deny personal needs and comfort until unit goals are achieved.
 - b. Secondary: _____. Team member welfare consists of taking care of a member’s physical, moral and mental welfare.

Physical welfare includes a fair wage, food, clothing and equipment, safety, and security. Moral welfare includes a well-developed sense of right and wrong, the right kind of social interactions based on mutual respect, and a wholesome outlook on life. Finally, mental welfare addresses recognition, a chance to learn and grow, and a proper mix of work and play.

3. Identify the preferred relationship between leaders and non-leader members: Teacher & Scholar. Note the following quotation by MajGen. John A. LeJeune, USMC:

"The relationship between officers and enlisted men should in no sense be that of superior and inferior nor that of master and servant, but rather that of teacher and scholar. In fact, it should partake of the nature of the relation between father and son, to the extent that officers, especially commanding officers, are responsible for the physical, mental and moral welfare, as well as the discipline and moral training of the young men under their command."

Your organization is not the Marine Corps; however, the spirit of General Lejeune's message resounds loud and clear. Leaders are to care for the members under their leadership.

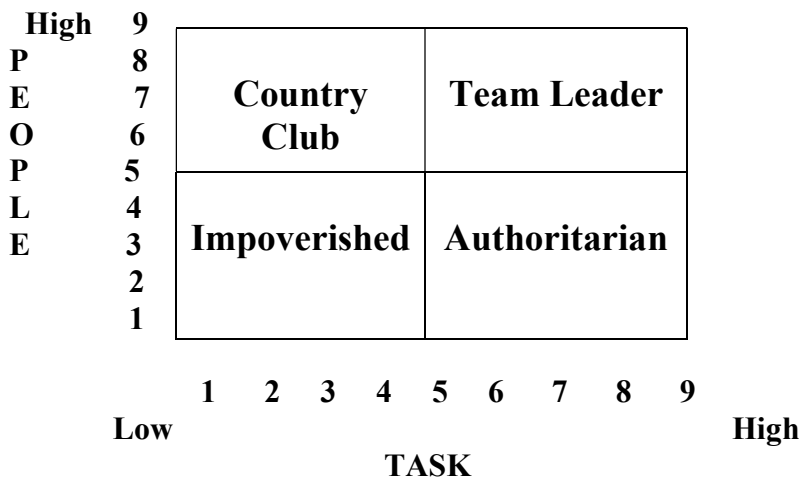
4. What are the four types of leaders?

- a. _____ **Leader** - high task, low relationship - 9,1: People who get this rating are very much _____ - oriented and are hard on their workers (autocratic). There is little or no allowance for cooperation or collaboration. Heavily task- oriented people display these characteristics: they are very strong on schedules; they expect people to do what they are told without question or debate; they are intolerant of what they see as dissent (it may just be someone's creativity) so it is difficult for their subordinates to contribute or develop.
- b. _____ **Leader** - high task, high relationship - 9,9: This type of leader leads by positive example. He endeavors to foster a team environment in which all team members can reach their highest potential, both as _____ members and as _____. He encourages the team to reach team goals as effectively as possible, while also working tirelessly to strengthen the bonds among the various members. They form and lead the most productive teams.
- c. _____ **Leader** - low task, high relationship - 1,9: This leader uses predominantly _____ power to maintain discipline and to encourage the team to accomplish its goals. Conversely, he is almost incapable of employing the more punitive coercive and legitimate powers. This inability results from the leaders' fear that using such powers could jeopardize his relationships with the team members.
- d. _____ **Leader** - low task, low relationship-1, 1. This person uses a " _____ and _____ " management style. Since he is not committed to either task accomplishment or team building; he essentially allows the team to do what ever it wishes and prefers to detach himself from the team process by allowing the team to suffer from a series of power struggles.

The most desirable place for a leader to be along the two axis at most times would be a 9 on task and a 9 on people, the team leader. However, do not entirely dismiss the other three. Certain situations might call for one of the other three to be used at times. For example, by playing the Impoverished Leader, you allow your team to gain self-reliance. Be an Authoritarian Leader to instill a sense of discipline in an unmotivated worker. By carefully studying the situation and the forces affecting it, you will know at what points along the axis you need to be in order to achieve the desired result.

5. Using the Blake and Mouten Managerial Grid, determine your preferred leadership style.

The Blake and Mouton *Managerial Grid* uses two axis. "Concern for people" is plotted using the vertical axis and "Concern for task" is along the horizontal axis. They both have a range of 1 to 9. The notion that just two dimensions can describe a managerial behavior has the attraction of simplicity. These two dimensions can be drawn as a graph or grid:



6. Explain the four styles of Leadership.

- a. _____. One way communication from one person to another and usually involves very little discussion. It can be used for giving _____ directions in emergency situations and when someone has _____ knowledge of the task. Works most effective in a calm, controlled voice. Even under the best of circumstances, team members will grow tired of being led all the time by a leader using the telling style. It allows little chance for others to share their ideas or to accept real responsibilities for the success of the team.
- b. _____. Involves _____-way communication. A leader offers support, encouragement, instruction, and praise. Instant _____. The coaching style often includes both a demonstration of the skill and an explanation of why it is done a certain way. Those being coached feel at ease asking questions and sharing their observations. This style works effectively when leading one member

or guiding a group. Time consuming in the beginning, but is first step in equipping others to be an asset to the team.

- c. **Persuading.** _____ style. Team members who know a task but have never completed it without assistance or who need a little encouragement or motivation will respond well to the persuading style. This is geographic leadership at its best. When a team member has successfully completed the assigned task, provide plenty of praise. Be ready to provide assistance, but fight the urge to revert back to coaching style. In many cases the team member will be able to work through the task successfully without your input, even when they may initially be confused on what to do.
 - d. _____. Assigning tasks to others and then getting out of the way. More experienced team members respond well to this leadership style. As a leader, your _____ should be to get your team to the level where delegating is your _____ style. If you never get to the delegating style, you will eventually suffer from leadership fatigue and never fully capture the joy of leading others.
7. Explain the factors that can determine the appropriate leadership style.
- a. _____ – “*Be, Know, & Do*” attributes. Who you are (beliefs & character), what you know (position, tasks, human nature), and what you can do (implement, motivate, provide direction). Also, note that it is the followers, not the leader who determines if a leader is successful. To be successful you have to convince your followers, not yourself or your superiors, that you are worthy of being followed.
 - b. _____ - Different people require different styles of leadership. For example, a new member requires more supervision than an experienced team member. A person with a poor attitude requires a different approach than one with a high degree of motivation. You must know your people! The fundamental starting point is having a good understanding of human nature: needs, emotions, and motivation. You must know your team member’s *be, know, and do* attributes.
 - c. _____ - All situations are different. What you do in one leadership situation will not always work in another situation. You must use your judgment to decide the best course of action and the leadership style needed for each situation. For example, you may need to confront a team member for inappropriate behavior, but if the confrontation is too late or too early, too harsh or too weak, then the results may prove ineffective.