



Tempus



Leading and Managing Change  
in Higher Education

# **DEVELOPMENT OF STUDENTS' LEADERSHIP SKILLS AND BEHAVIOUR**

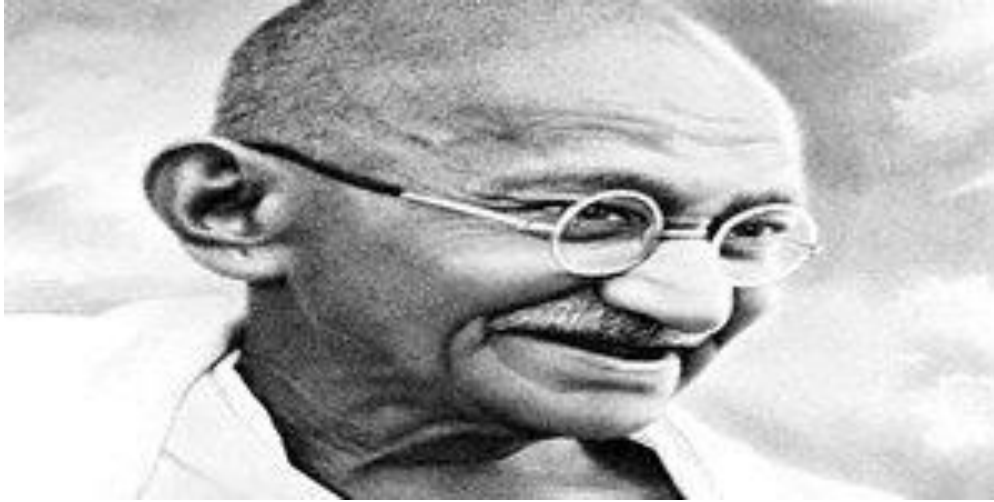
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**YOUNG LEADERS ACADEMY  
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## TOPICS:

1. Discussion of skills and behaviours;
2. Analysis of the students self-perception of leadership skills;
3. Improve others perception, regarding one's professional skills and ability to leadership;

## Examples of world leaders



### **Mahatma Gandhi**

Resilience, knowledge, people-skills, motivational approach and leading by example.

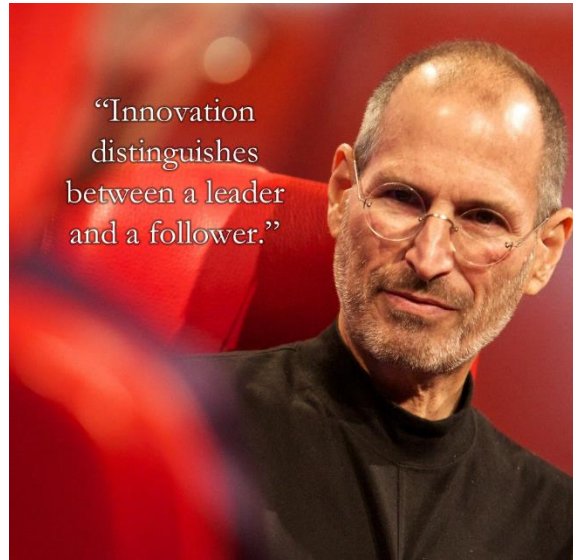
## Examples of world leaders



### **Nelson Mandela**

Determination, persistence, focus and will.

## Examples of world leaders



### **Steve Jobs**

Perfectionist, courage to change his mind, persistence, adaptability, focus.

# Leadership Skills

- ❖ Honesty
- ❖ Planning
- ❖ Capacity to Lead
- ❖ Ability to delegate
- ❖ Resourcefulness
- ❖ Commitment
- ❖ Advocate of Change
- ❖ Adaptability
- ❖ Seeks Knowledge
- ❖ Ability to Manage
- ❖ Confidence
- ❖ Creativity
- ❖ Positive attitude

# Leadership Skills

1. **Technical Skills** - knowledge about and competency and proficiency in a specific work or activity.
2. **Interpersonal Skills** - is one that enables to work with people. These allows us to get along with people and to communicate and work within teams.
3. **Conceptual Skills** – abilities to work with ideas and concepts. These skills enable us to understand and better decide the actions and measures that has to be taken in a particular field of work.

## Group exercise

1. Divide in two groups;
2. Discuss and select who, from the other group, would be a good leader;
3. Identify 3 possible leaders and give for each 3 reasons why they were selected;



1. Name:

Reason1:

Reason2:

Reason3:

# Leadership Skills

Why in the exercise some students were not considered leaders?

Do they not have the skills?

Or

Do others don't have the perception of their skills?

# Self-perception of leadership skills

## How Good Are Your Leadership Skills?

### Instructions:

For each statement, click the button in the column that best describes you. Please answer questions as you actually are (rather than how you think you should be), and don't worry if some questions seem to score 'in the wrong direction'. When you are finished, please click the 'Calculate My Total' button at the bottom of the test.

18 Statements to Answer		Not at All	Rarely	Some times	Often	Very Often
1	When assigning tasks, I consider people's skills and interests.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2	I doubt myself and my ability to succeed.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3	I expect nothing less than top-notch results from people.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4	I expect my people to work harder than I do.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5	When someone is upset, I try to understand how he or she is feeling.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
6	When circumstances change, I can struggle to know what to do.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
7	I think that personal feelings shouldn't be allowed to get in the way of performance and productivity.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

# Self-perception of leadership skills

<b>8</b>	I am highly motivated because I know I have what it takes to be successful.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<b>9</b>	Time spent worrying about team morale is time that's wasted.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<b>10</b>	I get upset and worried quite often in the workplace.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<b>11</b>	My actions show people what I want from them.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<b>12</b>	When working with a team, I encourage everyone to work toward the same overall objectives.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

# Self-perception of leadership skills

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**13** I make exceptions to my rules and expectations – it's easier than being the enforcer all the time!                 

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**14** I enjoy planning for the future.                 

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**15** I feel threatened when someone criticizes me.                 

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**16** I make time to learn what people need from me, so that they can be successful.                 

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**17** I'm optimistic about life, and I can see beyond temporary setbacks and problems.                 

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**18** I think that teams perform best when individuals keep doing the same tasks and perfecting them, instead of learning new skills and challenging themselves.                 

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# Self-perception of leadership skills

SCORE	1	2	3	4	5
Question 1	1	2	3	4	5
Question 2	5	4	3	2	1
Question 3	1	2	3	4	5
Question 4	5	4	3	2	1
Question 5	1	2	3	4	5
Question 6	5	4	3	2	1
Question 7	5	4	3	2	1
Question 8	1	2	3	4	5
Question 9	5	4	3	2	1
Question 10	5	4	3	2	1
Question 11	1	2	3	4	5
Question 12	1	2	3	4	5
Question 13	5	4	3	2	1
Question 14	1	2	3	4	5
Question 15	5	4	3	2	1
Question 16	1	2	3	4	5
Question 17	1	2	3	4	5
Question 18	5	4	3	2	1

# Self-perception of leadership skills

## Score Interpretation

Score	Comment
18-34	You need to work hard on your leadership skills. The good news is that if you use more of these skills at work, at home, and in the community, you'll be a real asset to the people around you.
35-52	You're doing OK as a leader, but you have the potential to do much better. While you've built the foundation of effective leadership, this is your opportunity to improve your skills, and become the best you can be. Examine the areas where you lost points, and determine what you can do to develop skills in these areas.
53-90	Excellent! You're well on your way to becoming a good leader. However, you can never be too good at leadership or too experienced – so look at the areas where you didn't score maximum points, and figure out what you can do to improve your performance.

<[http://www.mindtools.com/pages/article/newLDR\\_50.htm](http://www.mindtools.com/pages/article/newLDR_50.htm)>

# Development of leadership skills

The test analyses different skill.

A low result can mean that you have a low performance in some skills.

However, everyone can develop/acquire a certain skill (as long as you have the ability to learn).

❖ **SWOT ANALYSIS - Strengths, Weaknesses, Opportunities, Threats**



# Development of leadership skills

## Personal skills

Confidence

Positive attitude

Emotional Intelligence



Empathy  
Communication  
Social skills

## Transformational leadership

Providing a Compelling Vision of the Future

Motivation

Be a good role model

Managing Performance Effectively

Providing Support and Stimulation

# Development of leadership skills

## **Transformational Leadership**

Style of leadership in which the leader identifies the needed change, creates a vision to guide the change through inspiration, and executes the change with the commitment of the members of the group.

# Development of leadership skills

## Questions 6, 14 - **Providing a Compelling Vision of the Future**

The ability to create a robust and compelling vision of the future and to present it in a way that inspires other people.

**1<sup>st</sup> you need expert knowledge.**

**2<sup>nd</sup> you need to communicate in an interesting perspective the vision.**

# Development of leadership skills

## Questions 9 and 12 - **Motivating People to Deliver the Vision**

You must be able to convince others to accept the objectives you've set.

# Development of leadership skills

Questions 4, 11 - **Being a Good Role Model**

**Good leaders lead by example.**

A key part of being a good role model is **developing expert power.**

# Development of leadership skills

## Questions 3 and 13 - **Managing Performance Effectively**

Effective leaders manage performance by setting their expectations clearly and concisely.

**When everyone knows what's expected, it's much easier to get high performance.**

# Development of leadership skills

## Questions 1, 7, 16, 18 - **Providing Support and Stimulation**

To be highly motivated at work, people need more than a list of tasks to be completed each day.

They need challenges and interesting work. They need to develop their skills, and to feel supported in their efforts to do a good job.

# Development of leadership skills

## Personal and interpersonal Skills

Two keys areas fundamental to leadership success:  
***confidence and a positive attitude.***



# Development of leadership skills

## *Questions 2 and 8 - Confidence*

Confident people are usually inspiring, and people like to be around individuals who believe in themselves and in what they're doing.

Confidence is how we feel about our ability to perform roles, functions and tasks.

# Development of leadership skills

## *Questions 2 and 8 - Confidence*

Confidence is a state of mind.

Positive thinking, practice, training, knowledge and talking to other people are all useful ways to help improve or boost your confidence levels.

Confidence comes from feelings of well-being, acceptance of your body and mind (self-esteem) and belief in your own ability, skills and experience.

# Development of leadership skills

## Questions 10, 17 - Positive Attitude

***Being positive is not about smiles and happy faces.***

To have a positive attitude you need to recognize that setbacks and problems happen.

It's how you deal with those problems that makes the difference.

A positive person finds it much easier to motivate people to do their best.

# Development of leadership skills

## *Questions 10, 17 - Positive Attitude*

Positive people approach situations realistically, prepared to do what it takes to overcome a problem.

Negative people usually pay more attention to complain about the problem than to try to resolve it.

Negative people can develop continuous negative behaviour/environment and will push people away.

# Development of leadership skills

## *Questions 10, 17 - Positive Attitude*

To develop a positive attitude:

1. Exercise – the endorphins release during exercise protect the brain from negative situations, some very serious;
2. Break the cycle! If you tend to think negative, analyse your thinking pattern and try to change the pattern.

# Development of leadership skills

## Questions 5 and 15 - Emotional Intelligence

Emotional Intelligence (EQ) is the ability to recognize your feelings and those of others and manage those emotions to create strong relationships.

Develop Emotional Intelligence through:

- ❖ Communicating effectively
- ❖ Empathy (and Empathic Listening)
- ❖ Social Skills

# Development of leadership skills

## Communication skills

- ❖ Effective speaking (accent, to breathe, volume...)
- ❖ Pay attention to verbal communication:
  - Opening communication
  - Reinforcement
  - Effective listening
  - Ask questions
  - Closing communication
- ❖ Pay attention to non verbal communication;
  - Body language
  - Eye contact
  - Personal space

# Development of leadership skills

## Empathy

For leaders, having empathy is critical to managing a successful team or organization.

Leaders with empathy have the ability to understand that other people may have different points of view.



# Development of leadership skills

*How can you improve your empathy?*

**Put yourself in someone else's position.**

Try to look at situations from other people's perspectives.

# Development of leadership skills

## How can you improve your empathy?

**Pay attention to body language.**

What do you do when you talk/listen?

- ❖ With your hands;
- ❖ With your feet;
- ❖ With your face?

# Development of leadership skills

## *How can you improve your empathy?*

### **Respond to feelings.**

Acknowledge other peoples feelings instead of ignoring them, even if you cannot change the situation.

# Development of leadership skills

## Social skills

Leaders who do well in the social skills element of emotional intelligence are great communicators.

Leaders who have good social skills are also good at managing change and resolving conflicts diplomatically.

# Development of leadership skills

## How can you build social skills?

**Learn conflict resolution** – Leaders must know how to resolve conflicts between their team members, clients or others.

**Learn how to praise others** – Learn how to praise and when to praise.

## Ending Considerations

- ❖ To be successful in your career focus on developing your leadership skills.
- ❖ People who want to be a leader can always improve leadership ability, it requires effort.
- ❖ Regularly conduct an honest self-assessment.
- ❖ Be a continuous learner.

# **Open discussion**

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