Organization Leaders

Purdue University Cooperative Extension Service

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Leader's Handbook

ORGANIZATION LEADERS
FOR USE IN
HOME DEMONSTRATION CLUBS

Cooperative Extension Service PURDUE UNIVERSITY Lafayette, Indiana
The main things to be a good leader are:
a. Be humble. Everyone's every idea is worthy of consideration.
b. Follow the democratic philosophy. Take your group along every step of the way. Keep the group informed.
c. Serve wholeheartedly.
d. Don't be afraid to change your mind.
e. Have some objectives or goals in mind for the job you are in.
f. Help others start up the leadership ladder.
g. Care for other people; have love.

A LEADER . . . A leader is best
When people barely know
that he exists,
Not so good when people obey him and
acclaim him;
Worse when they despise him.

Fail to honor people,
They fail to honor you,
But of a good leader, who talks little
When his work is done, his aim fulfilled,
They will say,
"We did this ourselves."

SHARING THE TASK
As new club leaders meet at conventions and discuss the coming program year, thoughts will turn to the responsibility of the task ahead. At this time it is wise to consider that accepting leadership does not mean bearing the total burden of your organization, rather it means guiding the thoughts and plans for activities, sharing the problems and joys of growth and accomplishment, gaining from officers and members as much active participation as possible in all events, and in so doing--earning the trust and respect of the group.

******************************************************************************
*                                   *
* "The health of a democratic society may best  *
* be measured by the quality and quantity of  *
* the volunteer leadership which it produces"  *
*                                           *
* -- Anon.                                  *
******************************************************************************
Ordway Tead in his book, Leadership Traits, tells us that the following traits are vital to good leaders:

1. Physical and nervous energy drive, endurance, vigor, patience
2. A sense of purpose and direction
3. Enthusiasm
4. Friendliness and affection
5. Integrity
6. Technical mastering
7. Decisiveness
8. Intelligence
9. Teaching skill
10. Faith
11. Selflessness, generosity

Key words or phrases in definitions concerning leadership -
A leader is/does, etc. ---

1. Direct action
2. Comfortable
3. Decisiveness
4. Toward a goal
5. Guides
6. Promotes
7. Ability to organize
8. Works with others
9. Followers - (develops leadership traits in others)
10. Set a challenge
11. Influence to cooperate
Kinds of Leadership

As we consider leadership it is appropriate for us to consider the kinds of leadership. Leadership may be classified in several different ways.

Four kinds of leadership are familiar to most of us:

1. Professional leadership--those trained in a given area.
2. Volunteer leadership--those who work with satisfaction as remuneration.
3. Project or subject matter leadership--those who are willing to provide leadership on certain projects or subject matter areas.
4. Organizational leadership--those who are leaders in a given organization and hold offices in the group.

Sometimes we see these different kinds woven like fabric in the organization of our society.

In other words, we could say that a rural health organization needs both health workers and those wanting to be organization leaders.

Another way of categorizing leaders is by the following method:

<table>
<thead>
<tr>
<th>Description</th>
<th>Example</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Natural leader</td>
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<tr>
<td>2. Authoritarian leader</td>
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<tr>
<td>3. Right of Birth</td>
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<td>4. Elected</td>
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<tr>
<td>5. Selected</td>
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</tbody>
</table>
The Study of Leadership - Brown and Cohn

How are the results of leader behavior evaluated?

Two kinds of criteria can be used:

1. Those which evaluate leadership in terms of the results for the group.
2. Those which focus upon the individual as leader.

Successful leadership is probably a function of:

1. the qualities and techniques of the leader
2. the characteristics of the members of the group
3. the interactions which exist between the leader and subordinate members of the group.

The person who is able to focus the behavior of the other members is considered the leader.

"There are at least ten different situations where a certain person determines group behavior, but in only a few of these is this certain person thought of as the leader."

Factors which have been found to be associated with leadership:

1. Capacity-
   intelligence, alertness, verbal facility, originality, judgment
2. Achievement-
   scholarship, knowledge
3. Responsibility-
   dependability, initiative, persistence, aggressiveness, self-confidence
4. Participation-
   activity, sociability, cooperation, adaptability, humor
5. Status-
   socio-economic position, popularity
6. Situation-
   mental level, needs and interests of followers, status, skill, objectives.

The job of selecting leaders should be much less difficult than that of training non leaders to become leaders.

Leadership is a working relationship among members of a group.
In order to "learn" leadership a person analyzes situations and develops appropriate techniques for controlling them. An outstanding leader is one who has mastered many types of social situations or who has achieved superior control in a single universal type of situation.

Leadership is always relative to the situation.

1. Leadership flourishes only in a problem situation.
2. Leadership is always toward a goal or objective.
3. Leadership is a process of mutual stimulation.

Comparison of ratings of combat officers.

Characteristics such as sincerity, impartiality and lack of concern for personal advantages were as effective in discriminating the upper from the lower group as items relating to combat flying proficiency.

The leader is the person designated by either the sponsor or by the group to carry primary responsibility for:

1. Operating the program.
2. Attempting to achieve the program goals.
3. Bringing about some educational results, that is, certain kinds of changes in behavior consistent with program goals.
4. Bringing about within the group the climate and conditions most likely to achieve these goals.
5. Using methods and materials in the likeliest way to further the aims of the program.
6. Bringing the expectations of the sponsor and of the group into as much agreement as possible so that program aims may be achieved.

Liveright, A. A., Lay Leaders in Adult Education, Chicago, 1965
What A Leader Does

1. A leader has her material well organized.
2. A leader has concern for everyone's comfort.
3. A leader respects principles and opinions of others.
4. A leader is willing to commit herself to a stand or decision when the occasion demands but always considers alternatives.
5. A leader senses the time for action and the time for consideration.
6. A leader writes things down.
7. A leader respects another's way of working.
8. A leader involves other people.
9. A leader fits jobs to individual and teaches individual how to do the job.
10. A leader allows another to work in her own best way.
11. A leader is generous with honest praise and recognition of ideas of others.
12. A leader does those things which the group cannot do.
13. A leader can distinguish between the things she likes to do and the things that need to be done.
14. A leader coordinates efforts of membership and relates to goals of the organization.
15. A leader is always communicating.
16. A leader is prompt.
17. A leader represents her group.

Check and discuss with neighbor which of these statements are most important to an organization.
### INVENTORY OF LEADERSHIP SKILLS

<table>
<thead>
<tr>
<th>Skill</th>
<th>I like to do</th>
<th>Need some help</th>
<th>Need much help</th>
<th>I can do but would rather not</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Speaking before a group</td>
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<td>2. Writing</td>
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<td>3. Listening</td>
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<td>4. Planning</td>
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<td>5. Making decisions</td>
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<td>6. Introductions</td>
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<td>7. Presiding</td>
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<td>8. Reporting</td>
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<td>9. Budgeting:</td>
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<td>Money</td>
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<td>10. Organization</td>
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<td>Parliamentary procedure</td>
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<td>11. Communications in general</td>
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</table>
LEADERSHIP THOUGHTS

Isn't it funny. When the other fellow takes a long time to do something, he is slow. But when I take a long time, I'm thorough. When the other fellow doesn't do it, he's lazy. But when I don't do it, I'm too busy.

When the other fellow does something that pleases the boss, he's polishing the brass. But when I do something that pleases the boss, that's cooperation.

When the other fellow gets ahead, he sure has had the lucky breaks. But when I manage to get ahead, man, hard work did that!

This statement brings to mind a leadership quality our sociologists call empathy. If one hopes to lead others--teach others, it is necessary for us to put ourself in the other person's place. We must be able to look at things from the other person's point of view.

QUOTABLE QUOTES

1. "The right of commanding is no longer an advantage transmitted by nature; like an inheritance, it is the fruit of labors, the price of courage."
   
   - Voltaire

2. "The best executive is the one who has sense enough to pick good men to to what he wants done, and self-restraint enough to keep from meddling with them while they do it."
   
   - Theodore Roosevelt

3. "No man will ever be a big executive who feels that he must, either openly or under cover, follow up every order he gives and see that it is done--nor will he ever develop a capable assistant."
   
   -- John Lee Mahin

4. "Safety first has been the motto of the human race for half a million years; but it has never been the motto of the leaders. A leader must face danger. He must take the risk and the blame, and the brunt of the storm."

   Quoted from the writings of Herbert N. Casson
5. "The ability to keep a cool head in an emergency, maintain poise in the midst of excitement, and refuse to be stampeded are the true marks of leadership."
   - R. Shannon

6. "A great leader never sets himself above his followers except in carrying responsibilities."
   - Jules Ormont

7. "You will never be a leader unless you first learn to follow and be led.
   - Florio

8. "Who hath not served cannot command."
   - John Florio, First Fruits

9. "When a girl applies for admission to Vassar, a questionnaire is sent to her parents. A father in a Boston suburb, filling out one of these forms, came to the question, 'Is she a leader?' He hesitated, then wrote, 'I am not sure about this, but I know she is an excellent follower.' A few days later he received this letter from the president of the college: 'As our freshman group next Fall is to contain several hundred leaders, we congratulate ourselves that your daughter will also be a member of the class. We shall thus be assured of one good follower.'"
   - Journal of Education

10. "We must rid ourselves of the idea that anybody can ever finish his education. We cannot give our young people a good education. We can give them some education. We need extended education. We need to set up a program into which people can come at any time in their lives and get as much education as they can take."
    - Margaret Mead

11. "Education need not and should not end upon graduation at any level. An increasing number of Americans recognize the need and the value of continuing education...Yet the State universities and land-grant colleges which offer the majority of extension or part-time courses enroll less than a half million people. Due to inadequate finances and facilities, these colleges can offer only a very limited adult education program."
    - John F. Kennedy
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H. G. Diesslin, Director, Lafayette, Indiana
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