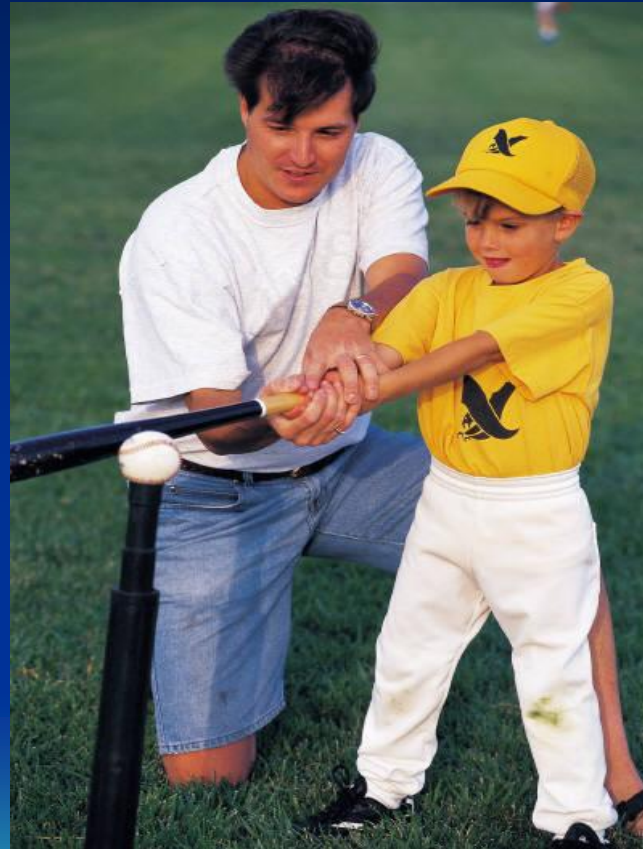


The Many Voices of Leadership

Our Voice
Their Voices



Our Voice



Their Voices



Leaders

- Set Direction
- Align Resources
- Motivate and Inspire
- Achieve results
- Build Trust and Alignment
- Have Standards of Excellence
- Work towards a mission
- Practice Open Communication
- Give Support
- Observe, listen and ask questions



Ways to Lead

- Lead by asking questions: questions communicate trust and confidence in those they lead
- Lead by showing, leaders model the way
- Lead by teaching to teach: making disciples, empowering those you work with to do what you do, make yourself replaceable
- Lead by keeping Perspective: holding the particular and the general in the same time frame
- Lead by practiced Mindfulness: Caring more about the follower/team than about your own ego/self image
- Choose a style for the situation: Directive, Supportive, Coaching, Delegate, Servant

Your Voice

Lets Practice

- Tent Pole
- Pipeline
- Blind Square

What did you see ?



How do you lead ?

- How do you motivate and Inspire ?
- How do you set Direction ?
- How do you align resources ?
- How to you create camp success ?



Leadership Model

Skills

+

Emotional Intelligence

+

Results/Achievement

=

Camp (er) Success



Skills

- What you need to be proficient at your job
- If you teach swimming you need to know how to swim
- If you lead a camp you need the following skills



Leadership and Emotional Intelligence

- EI contributes to 80-90% of the competencies that distinguish outstanding from average leaders-and sometimes more. Purely cognitive competencies, such as technical expertise, surface as important in studies, but often as just threshold abilities, the skills people need to just do an average job.



Emotional Intelligence Grid

Self Awareness

What I see

- Emotional self awareness
- Accurate Self assessment
- Self Confidence

Social Awareness

What I see:

- Empathy
- Organizational Awareness
- Service



More on EI

Self Management:

What I do: can I accurately identify my emotions and do something about it

- Emotional Self control
- Transparency
- Adaptability
- Achievement
- Initiative
- Optimism

Relationship

Management:

What I do :

- Inspirational Leadership Influence
- Developing Others
- Change Catalyst
- Conflict Management
- Building Bonds
- Team work and Collaboration



Results/Achievement

When you have the skills and then add Emotional/Leadership Intelligence one will be able to achieve the RESULTS you want.

i.e.

Swimming instruction + assessing the needs of the swimmer, how they might want to be interacted with = camper being able to learn a stroke



Results

- You teach the kitchen staff how to order food, organize the kitchen (skills) + you give them the chance to plan menus and talk about what kind of environment they want to work in, you are supportive and will delegate (EI,LI) = a happy kitchen staff planning nice meals for the campers



Discuss

Where are you strong ? Where are you weak ? Apply concepts to the camp environment, counselors ?

Report out ...



Their Voices

- Lets look at cultural differences
- Campers from different cultures, they might have different norms
- International Camp staff
- Where else might there be culture differences?



Their Voices

- Culture is mental programming, like a computer.. culture is software of the mind

Culture and Organizations, Geert Hofstede

What reactions are likely given one's past ?. Mental programs lie within the social environment in which one grew up and collected in ones life's experiences.

Programming starts with family, continues within the neighborhood, at school, in youth groups, at the work place and the living community

Comments ?



Culture Shock Activity

Owls

Bears

Roosters



Differences

In western languages culture commonly means civilization or refinement of the mind, and the results of refinement: education, art, literature. This is a narrow definition. Culture as mental software corresponds to a much broader sense: thinking, feeling, acting



Power/Distance

View of authority:

Small power distance, Large power distance, Interdependence vs. Dependence

Example:

- * afraid to express disagreement with authority, father, boss, camp director etc.
- * Wanting a paternalistic or autocratic leader



Power Distance Index

Large Power Distance:

- Slovakia, Malaysia, Guatemala, Panama, Russia
- Small Power Distance:
- US, Netherlands, Canada, UK, Hungary, South Africa



Individualism or Collectivism

- Communities where it is okay to be individualistic, take care of yourself and immediate family
- Communities where from birth onward you are integrated into strong, cohesive in-groups which thru life protects members in exchange for unquestionable loyalty



Individualism Index

Highly Individualistic Countries:

- US, Great Britain, Australia, Canada, Hungary

Highly Collectivist Countries:

- Guatemala, Ecuador, Panama, Venezuela, Columbia, Pakistan



Masculine /Feminine

A society is called masculine when emotional gender roles is clearly distinct: men assertive, focus on material success, and women modest, tender and concerned with the quality of life

A society is called feminine when emotional gender roles overlap: both men and women are supposed to be modest, tender and concerned with QOL



Masculine/Feminine Index

- Masculine: Slovakia, Japan, Hungary
- Feminine: Sweden, Norway, Netherlands, Denmark, Costa Rica
- US is 62 on a scale of 1-100 towards Masc.



Uncertainty Avoidance

- What is different is dangerous
- How one deals with uncertainty and ambiguity. Uncertainty avoidance can be defined as the extent to which members of the community feel threatened by ambiguous or unknown situations.
- Feelings around this can be expressed through nervous stress and the need for predictability, might see anxiety, aggression



Uncertainty Avoidance Index

- High: Greece, Portugal, Guatemala, Uruguay, Belgium Flemish, Malta, Russia
- Low: Singapore, Jamaica, Denmark, Sweden
- US is 46 on a scale of 1-100 towards being okay with uncertainty



- What can we learn from the differences among us in terms of Leadership ?



THERE ARE MANY VOICES AND
CHOICES AS TO HOW WE LEAD
SO WE CAN BEST IMPACT, TEACH,
INFLUENCE THOSE AROUND US
IN A POSITIVE WAY



Crossing Boundaries

As a leader what are the kinds of ways we can lead that cross ALL boundaries regardless of voice ?

Why is it important?

What can we impart to our Campers/
Camp Counselors ? What can we use
from this to do better ?

