



## “Developing Your Leadership Skills” Keith Sorsdal



### **Leadership Is ...Influence**

Leadership is the courage to put oneself at risk.

Leadership is the courage to be open to new ideas.

Leadership is being dissatisfied with the current reality.

Leadership is taking responsibility while others are making excuses.

Leadership is seeing the possibilities in a situation while others are seeing the limitations.

Leadership is evoking in others the capacity to dream.

Leadership is inspiring others with a vision of what they can contribute.

Leadership is your heart speaking to the hearts of others.

Leadership is the integration of heart, head and soul.

Leadership is the power of the one made many and the many made one.

Leadership is the capacity to care, and in caring, to liberate the ideas, energy and capacities of others.

Leadership is the willingness to stand out in a crowd.

Leadership is the ability to submerge your ego for the sake of what is best.

Leadership is, above all, courageous.

Leadership is an open mind and an open heart.



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## Application – Am I developing potential Leaders

1. List five or six team members closest to you with which you lead.

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2. List the top three qualities that have drawn them to you.

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3. Are you developing them as leaders? Do you have a game plan for them?  
Are they growing? Have they been able to lift your load? Why?

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4. Is your organization making it a priority to develop leaders? Why or why not?

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5. What can you do in your current position to help develop leaders?

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## Put into Practice

Leaders attract other leaders. Before you can lead others, you must first be able to lead yourself. If you are not currently on a leadership growth path, spend some time to develop a personal growth plan that will help you to become a better leader yourself. This may include books, training videos, magazines, etc., but create a plan that you can execute within your schedule.



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## Application – Am I identifying potential Leaders

1. How would those you lead describe how well you relate to them?

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2. How accurate is your assessment of potential leaders? Are you usually mistaken, somewhat accurate, or almost, always right? Why do you think so?

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3. List the members on your team and under each one list what you perceive are their top three styles of thinking based on the teaching.

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4. Based on how your team members are thinking, do you have them in the proper place where they can maximize their potential and yield the best results and growth?

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5. Who are your team members influencing?

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## Put into Practice

Based on what you have learned in this session and answered in the application portion, spend significant quality time analyzing and evaluating your team. Who appears to be your best potential leaders from what you have learned? Who are they influencing, how are they thinking, are they generating momentum, etc.? Set aside time to work with these people and determine if they are individuals you could develop as a leader. This is your next step in developing leaders.



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## Application – Am I evaluating my ability to develop potential Leaders

1. After whom are you currently modeling your leadership style? Why? Are you modeling what you are communicating as expectations to others?

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2. Does/did your model develop other leaders?

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3. What are you doing to build trust with your team?

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4. Are you open with your team, showing faith in them, encouraging them? How are you doing this? How would they answer this question about you?

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5. Are you answering “Yes” to the four questions (below) you were given to ask yourself before you ask something from others? If not, what can you do to change the answer to yes?

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### Put into Practice

In this session, most of the time was spent discussing modeling. Modeling is a very important step in the development of others as they will do primarily what they see. Think intentionally about how you are portraying yourself to your team and the individual you have chosen to mentor. Use a journal if necessary, to log how you are modeling the leadership skills you want to develop. Set aside time to intentionally choose the traits you are going to model and develop. Make a list and review it daily.

#### 4 Questions to ask yourself

Have I done what I’m about to ask others to do?

Am I doing what I’m about to ask others to do?

Am I willing to do again what I’m about to ask others to do?

Can I do well what I’m about to ask others to do?



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## Application – Am I mentoring potential Leaders

1. How are you including your mentorees in the process? Are you allowing them to come along side and assist you? Are you explaining not only the how, but the why?

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2. List some ways that you are providing growth opportunities for your mentorees. How are they progressing? Are you giving them encouraging feedback? Are you assisting them and correcting them in a positive manner?

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3. What are you doing to motivate your mentorees? What qualities in them do you reward?

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4. Are your mentorees beginning to model and train other leaders? Why or why not?

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5. What types of leaders are you training? Is it going as expected? Are you finding the right group of people? Are you putting them in the right places to be effective? What has been the result within your team?

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### **Discussion – Understanding the Difference between Leadership and Management**

In Warren Bennis’s 1989 book “On Becoming a Leader,” he outlined a number of differences between leadership and management:

The manager administers; the leader innovates.

The manager is a copy; the leader is an original.

The manager maintains; the leader develops.

The manager focuses on systems and structure; the leader focuses on people.

The manager relies on control; the leader inspires trust.

The manager has a short-range view; the leader has a long-range perspective.

The manager asks how and when; the leader asks what and why.

The manager has his or her eye always on the bottom line; the leader’s eye is on the horizon.

The manager imitates; the leader originates.

The manager accepts the status quo; the leader challenges it.

The manager is the classic good soldier; the leader is his or her own person.

The manager does things right; the leader does the right thing.

*“Leaders are people who do the right thing; managers are people who do things right.” – Warren Bennis*



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### **Discussion – Understanding the Difference between Leadership and Management**

In Stephen Covey’s book the “The 7 Habits of Highly Effective People” he gives this great analogy to explain the difference between leadership and management:

“You can quickly grasp the important difference between the two if you envision a group of producers cutting their way through the jungle with machetes. They’re the producers, the problem solvers. They’re cutting through the undergrowth, clearing it out.

The managers are behind them, sharpening their machetes, writing policy and procedure manuals, holding muscle development programs, bringing in improved technologies, and setting up working schedules and compensation programs for machete wielders.

The leader is the one who climbs the tallest tree, surveys the entire situation, and yells, “Wrong jungle!” But how do the busy, efficient producers and managers often respond? “Shut up! We’re making progress.”

*“Management is efficiency in climbing the ladder of success; leadership determines whether the ladder is leaning against the right wall.” – Stephen Covey*