



2018 National Order of the Arrow Conference

## Traits of High Performing Lodge and Chapter Officers

### ----- *Session 2 | What a Leader Is*

**Session Length: 45 Minutes**

Through this session, you will:

**Explain** How to become a better leader by using your own skills to improve how effectively you communicate and lead your team

**Demonstrate** How they already possess the skills to identify how they can become a better leader than they already are

**Guide** By going through this course you will become more capable of determining who you really are as a leader.

**Enable** To become a better leader in their lodge and/or chapter and how to better address their own capabilities of what is reasonably possible.

**Learning Outcomes: [create a brief list of what participants should take away with them]**

- Outcome 1 : How to know their own limits
- Outcome 2 : How to set a reasonable expectation of what they can achieve

**Theme Connection:**

The theme of NOAC 2018 is “Decide Your Destiny,” emphasizing the message that today’s decisions shape tomorrow’s reality. This session will relay this theme in the following ways:

- By being true to who you are as a leader, you will set your destiny and shape what you will achieve in the future.

**Required Materials: [tailor specifically for this session after the syllabus is done, e.g. handouts, flipcharts, projector, screen]**

- PowerPoint capable (projector, laptop, screen, electrical, etc.)
- Overhead projector
- Break-out session materials: pads of paper, pencils, etc.
- Printed 1-page handout.

## Session Narrative

### Introduction

**3 minutes**

Leadership can be hard to define and it means different things to different people. Leaders help themselves and others to do the right things. They set direction, build an inspiring vision, and create something new. Leadership is about mapping out where you need to go to "win" as a team or an organization; and it is dynamic, exciting, and inspiring.

Yet, while leaders set the direction, they must also use management skills to guide their people to the right destination, in a smooth and efficient way.

For example, one definition is the idea of transformational leadership, an effective leader being one who:

1. Creates an inspiring vision of the future.
2. Motivates and inspires people to engage with that vision.
3. Manages delivery of the vision.
4. Coaches and builds a team, so that it is more effective at achieving the vision.

Leadership brings together the skills needed to do these things. We'll look at these elements in more detail.

### First topic

**10 minutes**

What does it take to be a high-performing leader?

#### 10 Traits of High-Performing Leaders

You don't have to look very far — the word **LEADERSHIP** broken down says it all:

**Listen**

**Empower**

**Attitude**

**Driven**



Encourage  
Relate  
Simplify  
Helpful  
Imagine  
Passion

**Listen:**

Leaders take the time to listen to what is being said and, more importantly, to what is *not* being said. Leaders create an environment that fosters discussion at all levels.

Leaders create an environment that encourages people to share their opinions with you the leader, instead of complaining to others.

**Empower:**

High-performing teams get there because their leader empowers them. They're encouraged and supported in making their own decisions.

Empowered teams know they have the support of their leader regardless of the outcome. One critical step is ensuring people understand the vision and goals of the organization and have been equipped to carry them out.

Does each member of your team fully understand the vision and goals of your organization?

**Attitude:**

Leaders understand how much attitude *can* and *does* impact the performance of the team. The skills and knowledge of a team will never be fully realized unless the team has a success-oriented attitude.

Organizations adopt the style of the leader and, in turn, the attitude of the leader quickly becomes the attitude of the organization. When leaders fail to embrace a people-oriented, growth attitude, they become *managers* of a process.

Leaders know their attitude is on display in good *and* bad times.



### **Driven:**

Leaders do not allow setbacks to become permanent. Rather they use setbacks as stepping stones to accomplish the team's goals.

Leaders know people are watching them during difficult times to see how they should respond. It's during difficult times when the leader's true spirit comes through, and it's this spirit that becomes part of the organization.

Being driven does not mean proceeding with reckless abandon. It means driving themselves and the team to achieve results the team did not think were possible.

### **Encourage:**

Leaders never underestimate the power of the team and are always drawing out the best in people through their encouragement and support in large and small things. Encouragement is an intangible, yet few traits are more important than the visual and verbal encouragement that comes from the leadership.

Encouragement from a leader is many times the missing ingredient that can take a person or team to the next level.

### **Relate:**

Great leaders understand the personal and professional sides of their organizations and they understand how those sides interact. Leaders allow themselves to become exposed on their personal side. This allows people to know how to relate to them and how the leader relates to the organization.

We are long past the era of leadership where people expected their leader to be a mythical, Supreme Being. Leadership today is real people in real life situations.

### **Simplify:**

Today information is overloading everything and everybody. Leaders know how to prevent information from complicating tasks and they work to streamline processes. Just as important is the simplification of the tasks at hand. This is achieved when everyone knows and understands the objectives of the team and its purpose.

Time is the one asset that is limited, so the leader who can simplify and in turn free time up for their team is the leader that will equip their team to achieve more.

### Helpful:

Leaders are never too busy that they can't help — nor are they too proud not to help. True leaders help people in all kinds of situations. However, leaders also know when not to help and allow the team and the individuals to achieve the satisfaction of accomplishing the task themselves.

### Imagine:

Leaders dream and, more importantly, they allow others to dream with them. Through this process, they allow the organization to move to a higher level through the use and application of imagination as a leadership tool.

High-performing leaders have a vision of things to come and are able to use their imagination to ensure their organization is ready for whatever the future may hold.

### Passion:

Nothing determines the level of output more than the passion exhibited by the team, and this starts with the leader. Without demonstrated passion from the leader, there is no hope of the team ever achieving greatness.

The level of output is directly related to the passion of the organization and each member of the team.

**Some people may dismiss the need for passion. I feel of all of the traits described here, to be able to demonstrate passion will create more goodwill with the organization than anything else.**

### **Second topic**

**15 minutes**

Small-Group Breakout Session:

### **Begin with breakout**

**10 minutes**

At this time, the group is going to be broken into smaller groups. During this small-group breakout session, each group is going to identify the skills that make up leadership. Each group should consider all aspects of leadership. However, it is



important to realize we are not attempting to come up with broader definitions of leadership, but what exact skills or traits are found in those who are successful elected leaders in the Order of the Arrow.

[Trainer(s) will break the class into groups of three to five participants, depending upon the size of the class. It will be better to have a smaller number of participants in the groups to ensure that all participant will be included and make contributions to the small groups. In addition, Trainer(s) should make note to split up members of the same lodge, as this will provide these Arrowmen with a better opportunity to meet new Arrowmen and exchange new ideas/thoughts.]

Each group will be given seven to ten minutes to write down the leadership skills or traits that they come up with. Each group will then be asked to share their lists with the group.

[Trainer Tip: After one or two minutes, Trainer(s) should walk around the room from group to group to make sure the groups are staying on task or to answer questions about the breakout session. If Trainer(s) notice participants not volunteering, Trainer(s) should attempt to encourage the participant to offer an idea to the group.

Also, Trainer(s) should watch for some participants who may be too overbearing and encourage the remainder of the small-group to speak up. However, the Trainer(s) should only at most be attempting to facilitate the small-group discussions, not interject their own thoughts or take over a small-group.]

**Presentation of Small-Group Discussions: 5 Minutes**

[Trainer(s) should bring the class back together once it becomes apparent the small-groups are done with their discussions, or ten minutes has passed, whichever occurs first.]

At this time each group is going to be asked to present three to five skills or traits they have identified in their discussions. And tape their list to the wall for the other groups to see.

[Trainer(s) should write on the flipchart/overhead projector/chalkboard the list from the small-group. Repeat for each group. At the Trainer(s) discretion, a separate

flipchart page/overhead sheet can be used for each small-group, or one master list can be kept.]

### Third Topic

8 minutes

Identification and Discussion of the Leadership Skills or Traits: 15-20 Minutes [From the small-group discussion above, Trainer(s) will already have a list of skills/traits.

Below is the list of those skills or traits commonly found in individuals who are elected to leadership positions in the Order of the Arrow.

Common Skills or Traits:

- ☐ Perfect Hair
- ☐ Ambition & Drive [not Ruthless or Callous]
- ☐ Goal Oriented
- ☐ Organization
- ☐ Planning
- ☐ Observational
- ☐ Common Sense
- ☐ Willingness to Listen and Compromise, but Decisive
- ☐ Negotiation
- ☐ Time Management
- ☐ Recognition of Others' Help, but also Self-Promoting
- ☐ Confident but not Cocky
- ☐ Public Speaking
- ☐ Communicative & Affable
- ☐ Even Temperament (this is a spectrum, but cannot be at the extremes)
- ☐ Trustworthy & Honest

[Trainer(s) should then briefly give a description of each skill/trait. Some will be self-evident to the participants, but others may not. For example, Observational is intended to mean that a leader makes note of what is going on around him and is not solely focused on his thoughts, ideas or actions.]

Together we have generated a list of the skills or traits commonly found in those individuals who are elected to Lodge, Section, or National office and briefly discussed them. Now, let's look at the skill in more detail and how we might apply them to become a better Officer.

**Fourth Topic**

**9 minutes**

H. Jackson Brown once said:

“Don't say you don't have enough time. You have exactly the same number of hours in the day that were given to Helen Keller, Pasteur, Michelangelo, Mother Teresa, Leonardo da Vinci, Thomas Jefferson, and Albert Einstein.”

Each of us has the same twenty-four hours in each day. How well we utilize the five steps to successful time management determines how much we can accomplish. Strictly speaking, we do not actually manage time. Time marches on whether we do anything or not. What we can do is manage ourselves in respect to time. The better we are at managing ourselves, the less stress we will have in our daily lives and the better our quality of life will be.

But what if you are not that good at the five steps of successful time management? To get started, try one of the following strategies. Try it for two to four weeks and see if it helps. If it does, consider adding another one. If it doesn't, try a different one [preprint these on a flipchart sheet before class or show the PowerPoint slide here and discuss each strategy briefly. Refer back to chart/slide of the five steps to successful time management as necessary to show where the strategies fit]:

Plan each day. Planning can help you accomplish more and feel more in control of your life.

Prioritize your tasks. Time-consuming but relatively unimportant tasks can consume a lot of your day.

Say no to nonessential tasks. Consider your goals and schedule before agreeing to take on additional work.

Delegate. Take a look at your to-do-list and see what you can pass along to another person. Make sure you delegate to the right person.



Take the time you need to do a quality job. Taking the time to do the job right the first time will ultimately save time in the long run.

Break large, time consuming tasks into smaller tasks. Work on them a few minutes at a time until you get them all done.

Practice the 10 minute rule. Work on a dreaded task for 10 minutes each day. Once you get started, you may find you can finish it.

Evaluate how you're spending your time. Keep a diary of everything you do for three days to determine how you are spending your time. Look for time you could spend more wisely.

Limit distractions. Block out time on your schedule for big projects. During that time, close your door and turn off your phone and email.

Get plenty of sleep, eat a healthy diet and exercise regularly. A healthy lifestyle can improve your focus and concentration, which will make you more efficient.

Take a time management course. Take a time management course at work, at the local community college, university, or community education program.

Take a break when needed. Too much stress can derail your attempts at getting organized. When you need a break, take one. Take a walk. Do some stretches at your workstation. Take a day of vacation to rest up and recharge.

Offer handout: "Time Tips".

### **Takeaway Challenge**

**1 minute**

Please take out your notebook and pen. For the final three minutes, *Decide Your Destiny*. Think about the role that you will be playing next year in the OA, or the role you hope to play. Write down three key ideas related to this session that you could help improve the way your chapter or lodge works / budgets / plans programs [something appropriate for your session]. During your break time later today, share these with others in your chapter or lodge.