



**Kent State University  
Fraternity/Sorority Officer Resource Guide**

# **LEADERSHIP DEVELOPMENT**

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## Introduction to Leadership Development

According to the **dictionary**, **Leadership** is defined as:

Position or function of a leader

Ability to lead

An act or instance of leading

Guidance/Direction

The leaders of a group

The **dictionary** defines **lead** as:

To go at the head of or in advance of

To influence or induce

To be superior to

Have the advantage over



Some **famous leaders** define leadership as:

“To lead the people, walk behind them.” ~ Lao Tzu

“Never tell people how to do things. Tell them what to do and they will surprise you with their ingenuity.” ~ General George S. Patton

“Success is to be measured not so much by the position that one has reached in life as by the obstacles which have been overcome while trying to succeed.” ~ Booker T. Washington

“If your actions inspire others to dream more, learn more, do more and become more, you are a leader.” ~ John Quincy Adams

Leadership takes many forms and we ask:

What leadership style is the best?

What style is the worst?

Who do you believe and how should I lead?

You will and should read countless books and research articles where authors explain what leadership style works best for them, but how do you know if that style will work for **YOU**?

This is the first obstacle as an emerging leader in an organization. **Luckily!** You are part of a **Greek** Letter organization; therefore you are going to gain **experiences** and explore **opportunities** that will help you figure out what style of leadership **works best for you**. This endeavor of developing yourself as a leader **can be hard** if you have **no guidance**.

Therefore this resource will hopefully guide you in the right direction. It is not a tool to tell you what to do or who you should be. It is a tool to expose you to **ideas** and **thoughts** that you should be thinking about **during your experiences** in the next few years of your undergraduate Greek life. Through these thoughts and experiences **YOU!** Yes, **YOU** will develop **your own style** (form, credo..) of leadership. A style that works for **YOU!**

**“Never be bullied into silence. Never allow yourself to be made a victim. Accept no one's definition of your life; define yourself.” ~Harvey Fierstein**

Once you are on your way of understanding your own style of leadership you will be able to help others in their leadership development. This resource also explores ways to create an environment within your organization that will develop leadership skills in all its members, but it starts with **YOU!**

## Understanding Your Leadership Style

Here are some reflection questions you should take time each semester to think about. When answering these questions think about yourself in that exact moment; Who are you right now? Be honest and realistic! (In the resource section these question will appear in a printable version.)

What is your definition of leadership?

Who are the leaders you look up to? (Famous/Personal)

What are their qualities and values?

In what ways do you mimic these leaders?

How are you different?

How do you perceive yourself as a leader? (What are your unique Leadership qualities?)

What are your strengths and how can you make them stronger?

How do you use your strengths to your advantage?

What are your weaknesses? (Be honest, it is hard to think of yourself as having weaknesses but everyone has them and the better you understand them the better you can overcome them.)

What are ways you can manage your weakness? (Be realistic, you should not focus on perfecting your weaknesses but understand them and adjust to them)

Ex: working with others whose strengths are my weaknesses.

What are your personal values?

How are your actions congruent and not congruent with your values?

What are your organizations values?

How are your actions congruent and not congruent with the organization's values?

Now you want to think about the past and the future you.

How have you changed as a leader?

What obstacles or challenges were involved in your change?

What things would you like to work on?

Be **specific** and set goals!

Create your own Leadership Credo:

A Credo is a clear and specific statement that you should live by (in this case through your leadership). Use the answers to the questions above to formulate your Credo. Think of the creed of your organization and how the creed represents the values and ritual of the organization, your credo is simply your own creed. Print your Credo out and place it somewhere you will see it every day (next to your desk, in your journal, etc.). This statement will be a reminder of who you want to be or are as a leader.

Next time you reflect on these questions go back to your previous reflections and refresh yourself with your goals and use this reflection to evaluate those goals. Also take the time to adjust your credo, update it!

**“Be what you are. This is the first step toward becoming better than you are.”**  
~ Julius Charles Hare

This reflection will help you better articulate your own leadership style and understanding of what works best for you. Since **you**, your **environment**, your **experiences**, and your **leadership style** are constantly changing it is important to reflect at least **twice a year**. There will be set backs and your goals may not always be met but that is the beauty of reflection; you can focus on **what did not work** and how you will **adjust in the future**.

Now that you have a process of better understanding yourself, you can now focus on your organization's leadership development.

## Understanding Your Organization

As a leader, the first thing you want to do (either by yourself or with an executive board) is break down your organization by the **quality of membership**. Break it down in amounts (as in how many members) and not who (as in actual names of individuals).

How many **top** members? (Not by position)

They meet all standards of your organization

Have outstanding: Attendance, Grades, Judicial Standing, etc.

Going over and above, they stand out to you

How many **middle** members?

This is the majority of your membership

### **Top middle**

They meet all standards of your organization

Sometimes go over and above but do not stand out like the top

### **Bottom middle**

They meet most standards of your organization

May lack in some areas but make up by helping in others

Ex: Great grades but low attendance

How many **bottom** members?

They do not meet the standards of your organization

Multiple judicial problems

The quality break down helps you **understand how strong your organization** is right now. After looking at the distribution, you want to **set goals** for your organization.

Ex: Decreasing the amount of members in the bottom middle and increasing the amount of members in the top middle and top

This can also help in programming. If a majority of your members are in the middle bottom then you want to focus on those members. **Understand their weaknesses** and develop programs to help **strengthen those weaknesses**.

Ex: The middle bottom's biggest problem is attendance. As an executive board you want to focus on how to increase attendance. This could be making meetings more meaningful. Instead of having just informational chapter meetings add an activity that relates to what your chapter has going on at that time. You can do this and not make the meeting extremely long. Have a paper meeting by sending out the agenda earlier that day. Tell your members that we will briefly be discussing the topics on the agenda so it is important to read over before the meeting. This helps because there is no need to revisit information on the agenda unless someone has a question. This should take about 15 minutes and the rest of the meeting time can be a fun activity.

When fixing the organization's weaknesses, focus on **"small wins"**. You cannot change an organization in one year but with multiple small changes in that year you will see **growth and great change in years to come**. I refer to this as **planting the seeds**. As a leader in the organization, your job is to plant seeds in those who come after you so they can continue to do great things with the organization.

**"We cannot always build the future for our youth, but we can build our youth for the future."  
~Franklin Delano Roosevelt**

#### **Now, what to do with the bottom members?**

This is something you need think about because those members still **represent your organization** and it only takes **one person to ruin the image** of the organization.

If the number of members in the bottom is low, you can simply remove them from membership.

If the number of members in the bottom is high, you need to reevaluate your organization.

Why are there so many bottom members?

Is there conflict within the organization? (With leadership, personal, advisor, etc.)

Are we recruiting below average members just to have larger membership?

This could call for a restructuring of your organization or recruitment process. If the organization is bottom heavy, do not be afraid to ask for help; it can be from your national headquarters, the Greek advisor on campus, or other organizations that have had success.

Next you want to **analyze your organization**. Who are the **individuals** that make up the organization? Break it down and understand your market.

How many are Seniors? Juniors? Sophomores? Freshman?

How many and what are the different ethnic backgrounds?

What are the different majors and minors of your members?

What is the grade distribution?

What other types of leadership positions (outside of this organization) do members hold?

Any other characteristics you feel your organization can be broken down into?

By breaking down and understanding the individuals of the organization, you are able to **program to their needs**.

Ex: A scholarship chair can adjust to the different majors and minors. This will help create multiple programs related to specific topics. Instead of having one large broad program, you can have multiple small group programs that relate to the different majors of members that will be more beneficial to your members' needs.

Your organization is constantly changing as old members graduate, new members join, and executive boards change; therefore you want to break down your organization with **each new executive board**. A great time to do this is at an executive officer **transition retreat**. The new and old executive members can **evaluate** the organization and **set goals** for the next year.

Now that you have identified what your organization looks like you can begin to **create an environment** for your **members to mature in**.

## Resources

This is where resources come in handy. The rest of this document will include multiple activities and resources you can use to **enhance** an organization's **leadership development**. Now that you understand yourself and your organization, with these helpful resources (or ones you find on your own), create the **best strategy for you and your organization**.

### The Leadership Challenge

By: Kouzes and Posner (1998)

Kouzes and Posner identified **five practices** that were common to most extraordinary leadership achievements. These five practices are a great **guideline** in how to create a leadership welcoming environment. The rest of the resources below will help in implementing these five practices in your organization. **Remember you are the leader and this is your organization, so make it your own!** Use resources that best fit your leadership style and best fit your organization. (I recommend reading their book, *The Leadership Challenge*.)

#### Challenge the Process

Leaders are pioneers! Members seek out new opportunities and are willing to change the status quo. They innovate, experiment and explore ways to improve the organization. They treat mistakes as learning experiences. Leaders also stay prepared to meet whatever challenges may confront them. To Challenge the Process involves "searching for opportunities" and "experimenting and taking risks."

#### Inspire a Shared Vision

Leaders look toward and beyond the horizon. They envision the future with a positive and hopeful outlook. Leaders are expressive and attract constituents through their authenticity and skillful communications. They show others how mutual interest can be met through commitment to a common purpose. To Inspire a Shared Vision involves "envisioning the future" and "enlisting the support of others."

#### Enable Others to Act

Leaders infuse people with spirit-developing relationships based on mutual trust. They stress collaborative goals. They actively involve others in planning, giving them discretion to make their own decisions. Leaders ensure that people feel strong and capable. Enabling Others to Act involves "fostering collaboration" and "strengthening others."

#### Encourage the Heart

Leaders encourage people to persist in their efforts by linking recognition with accomplishments, visibly recognizing contributions to the common vision. They let others know that their efforts are appreciated and express pride in the team's achievements. Leaders also find ways to celebrate milestones. They nurture a team spirit which enables people to sustain continued efforts. Encouraging the Heart involves "recognizing contributions" and "celebrating accomplishments."

## Model the Way

Leaders are clear about their values and beliefs. They keep people and projects on course by behaving consistently with these values and modeling how they expect others to act. Leaders also plan and break projects down into achievable steps, creating opportunities for small wins. They make it easier for others to achieve goals by focusing on key priorities. **Modeling the Way** involves “setting an example” and “planning small wins”

## **Leadership Inventory Activities**

### **Leadership Inventories**

There are multiple tests/assessments that you can have your members take. Some of them cost money and you may have to order online, or you can ask The Center for Student Involvement they have resources you may use or even your National headquarters or advisors.

Recommended inventories:

True Colors

[www.truecolorstest.com](http://www.truecolorstest.com)

LPI – Leadership Practices Inventory

[http://www.studentlpi.com/slpi\\_about.html](http://www.studentlpi.com/slpi_about.html)

Leadership Legacy

<http://www.yourleadershiplegacy.com/assessment/assessment.php>

MBTI – Myers Brings Types Inventory (available in White Hall’s resources center)

### **Develop a Discussion**

When you order some of the inventories they will give you information on how to facilitate a discussion about the results. Here are also some questions you might ask about the results.

(For large chapters, break into small groups with an executive member leading each group)

Are your results true for you?

Ask the group to discuss their personal results and see if other members think the results are true.

What can you do to overcome or manage your weaknesses?

Why do you think the purpose of this activity was?

Why is it important to understand others’ leadership styles?

How will this information help in future endeavors?

### **Don't Leave it at the Retreat**

Bring up the activity throughout the semester in chapter meetings

When forming a committee

When conflict arises

## **Developing Leadership Throughout the Semester**

### **Empowering Others**

Focus on **positives** within the organization

If you have low attendance: complement those who attended (without putting those down who did not).

Ex: Thank you for all of those brothers or sisters who came to the event on Tuesday. Would any of you like to briefly explain what the event was, for those who were unable to attend? Or would any of you like to talk about the event and the effect it had on you?

In other words create a discussion about the event. This will show members who did not attend the importance of being involved and what you can gain from the experience.

The importance of steering away from negative reinforcement

**Turns people off** and creates **push back**. Members did not join to be yelled at and have someone tell them what to do.

Creates a **negative environment** at chapter meetings, if members leave unhappy they will most likely **talk negatively** about the organization afterwards, and you never know who will be listening (hint: bad for recruitment).

Sometimes it is important for punishment

This is where a **judicial hearing** should occur for that individual. If it is a severe incident where the member is not upholding standards and the issue needs to be addressed for the members' sake. These issues should stay as a **private matter** and remember to always make the **member feel valued**.

**Getting Members Involved** (focus on your middle members)

**“Tell me and I'll forget; show me and I may remember; involve me and I'll understand.”**

**~ Chinese Proverb**

Most organizations have a select **few who do everything** and the problem is that it creates **burnout** and **resentment** for those who are not as active.

Solution: contact those who are not as active (middle members)

Most people are **willing to help** but **do not take the initiative**

All you have to do is **ASK!** (But ask in a one-on-one environment)

Ex: I think you would be great for this position! You should run for it!

Ex: I know you love sports and, even though it is not your position to plan the alumni basketball game, I was wondering if you would be interested in helping?

Doing this will make the member feel **valued**, increase their **attachment** to the organization and get them **more involved**.

## Motivation

There are intrinsic motivators and extrinsic motivators that leaders can use to motivate members.

Intrinsic Motivators – Motivation comes from within. Ex: Sense of Pride, Happiness, etc.

Extrinsic Motivators – Motivation comes from material items. Ex: Money, Recognition, etc.

Most organizations focus on Extrinsic Motivators by giving points for attendance or fining members for not attending mandatory events. We lose focus on Intrinsic Motivators because they take more time to understand. This goes back to understanding your organization. The better you understand your members the better you can motivate them.

If Extrinsic Motivators are not motivating your bottom-middle members, then try understanding how to Intrinsically motivate them. Talk to them and understand the things that they value or enjoy, and work with that information to motivate them.

If members are Intrinsically motivated, they relate the enjoyment of an activity to a personal attachment; whereas if a member is Extrinsically motivated, they relate the enjoyment of that activity to the material item that was given. In other words, they see the activity as a means to an end (points), rather than personal enjoyment.

Ex: Program activities that your members are going to be interested in or relate informational programming (programs you have to have but tend to be dry) to an area of interest. A prime example are risk management programs. If you have a program about drinking, you can relate it to formal. Have the program the weekend before formal. This can be a time where you assign designated drivers, set up times to meet for the bus, make dinner arrangements, make a list of songs, etc. During the program have a risk management conversation on safe drinking. Bring in a speaker, create activities, and make it fun. Members will be attending the program because it is about formal, something they enjoy, rather than a program just about safe drinking.

Ex: Get members to help out in things that interest them. As stated before, find things those individuals value or are good at and use that to motivate them. If they are artistic, ask them to

help in designing the flyer for your next recruitment event. If a member is an accounting major, ask if they can develop a budget for your next philanthropic event.

Ex: Another great Intrinsic motivator is rewards. This does not mean points or money, it means recognition. Individuals want to feel valued, and the best way to do that is to let them know! Tell them they had a great idea or you really appreciated them stepping up to plan an event. If there are 10 members who put in a great effort at an event, then complement those 10 people; let them know their hard work and effort is being valued.

It may seem small just getting a few people more involved, but remember you are setting the seeds for the future!

Intrinsic motivation is all about creating an environment where members want to be there and not because they have to. Remember just because you would enjoy the program does not mean everyone will find it enjoyable. Keep this in the back of your mind when planning and programming for your members.

### Saying No without Saying No

It is important to always **value your members**. Once a member feels **unvalued** or **not needed** they will **detach** themselves from the organization and this will lead to a **lack of involvement**. No one wants to be part of an organization where leaders put down their every idea.

Ex: A member comes up to you with an idea for a social event (he or she is extremely excited and thinks this will be the best event ever) but the idea is far from practical. You should respond with a positive attitude and say "You know what, that is a very creative idea and I like the fact that you are thinking outside the box" (here you are validating their idea and complementing them on expressing it). Then you would explain to the member that even though it's a good idea, we have to consider how effective and realistic the idea is. Challenge that member to go back to the drawing board and think about all that is involved in this event (ex: time, money, staffing, etc.) and also any consequences (positive or negative) of the event (ex: drinking, image, safety, effectiveness, etc.). Encourage the member by telling them if they reevaluate the idea and come back with adjustments, then we can bring the idea up to the chapter. If the member comes back and the idea is still too farfetched then tell them "I love your spirit and excitement but there is just no way we can do that this semester but please keep up the creative ideas!"

If you were to simply say "No sorry there is no way we can do that," then that member might not come back to you with any more ideas and you will be losing a valuable member.

### Being Aware of Your Actions

You always want to **talk positively** about organizational activities. If you as the leader are putting down programming or activities, then **others will follow your attitude**.

This also means **attending as many events** as you can as a leader. If you are making activities mandatory for others or trying to get others involved, you need to be there also. You have to remember that others will follow your lead at all times; members will **look up to you** and **mimic your actions**. Part of being a leader is always having an **understanding of your actions** (words, attitude, involvement, weekend activities, etc.) and how they **affect others**.

## Record Keeping

Since you are only in college for four years, the rotation of members and information come and go, and sometimes information gets lost or we end up reinventing the wheel. Record keeping is a great way to keep this from happening. It also will help with the Founders Arch Award and Accreditation Packet.

After each event, program, meeting, etc. the member involved with the planning of that event should reflect and evaluate the event. Therefore, every activity you chapter members are involved in should be documented. In this documentation there should be information such as: Date, Time, Description, Attendance (Members, Non-members (Greek and Non-Greek)). Then the event planner should describe pros and cons of the event. What worked, what did not work, what you recommend for next year, suggestions, and anything that may be helpful to know in the future. They should keep this information in a binder in a common area for your organization (office, house, etc.); therefore no one can lose it and it is assessable to all members.

Having this information will help you evaluate your activities when a new executive board comes on and this will lead to improvement. Members will get the chance to be creative and better the activity since all the ground work has been documented, making it easy to duplicate and leaving more time to think about how to better the activity.

## Living Your Values

Values are an important part of Greek letter organizations. Values are what **members stand for** and their **actions** should be a **validation** of those values. As undergraduate students, members sometimes lose touch with those values and their actions fall out of line. As a leader you should be **challenging** your members to live by those values at all times; that is what your letters stand for and that is what they should stand for if they want to wear those letters. This also means you! If you are going to challenge your members, you have to also be willing to **challenge yourself** and **lead by example**.

The first step is to understand the values. Set aside meeting time or plan a retreat that is all about the organization's values and ritual. This is a great time to bring back alumni and have them discuss what the values and rituals meant to them when they were a member and what they mean now/today. At this retreat you want to explain the values and ritual of the organization. Explain what they mean what they stand for, why they are important to the organization, and why they should be important and valued by its members.

Then you want to challenge your members: have the members reflect (on paper) on these values, ask questions like:

What do these values mean to you?

How do these values align or not align with your personal values?

How are your current actions congruent with these values?

How are your current actions not congruent with these values?

What can you do to make your actions more congruent with these values?

Why is it important to your organization to have actions that are congruent with the values?

After they have time for personal reflection, you can have time to discuss these questions in a large group.

You can also bring in recruitment:

Are we recruiting members based on these values?

Should we recruit based on values?

How can we better recruit members with our values?

How do members' actions affect recruitment?

Develop a plan on how to recruit based on your organization's values. Are there questions you can ask potential new members during recruitment that show what their values are? If so, create these questions and use them during recruitment. Are there ways you can show your values during recruitment?

At the retreat, bring in some **fun activities** (remember to relate it to values) to break up the sessions, this way members do not get bored or distracted. Also have **food, drinks, and snacks!!**

Do not leave this discussion at the retreat.

Bring it up at meetings and programs. You should be able to relate everything your organization does to its values. Every social event, recruitment event, bonding event, etc., you should plan around the organizations values.

Every once in a while, at the end of a meeting, have members tell what they did that week that is an example of living their organizational values. Find ways to award those members that are living their values outside of the organization. There is nothing more motivating then a little competition.

## **Getting to Know You Activity**

This is a great activity for new members and old member to get to know each other.

Divide the members into small groups. Provide each group a large sheet of flipchart paper and markers. Have them draw a large flower with a center and an equal number of petals to the number of members in their group. Through discussion with their group members, have them find their similarities and differences. They should fill in the center of the flower with something they all have in common.

Each member should then fill in his or her petal with something about them that is unique - unlike any other member in their group. Students should be instructed that they cannot use physical attributes such as hair color, height etc. This encourages them to have more meaningful discussions with their group members. They should be encouraged to be creative in their ideas and drawings. After the small group activity, have them share with the large group, about similarities and differences.

## **Truth Bags**

This is a fun activity to do at the end of a chapter meeting. Have each member decorate a brown paper lunch bag with their name on it and pictures that represent who they are. While they are decorating pass out slips of paper with each member's name on it (each member's name should have its own slip of paper with room to write on it, therefore if you have 30 members each person should have 30 slips of paper).

Have the members take the slips of paper home and write something about that person on their slip, so if the slip of papers says Jane Doe on it then the member writes something about Jane Doe. It can be thanking them for something they did, complementing them on an accomplishment, encouraging them, or simply writing how they feel about that person. Then, at the next meeting, members drop that slips of paper in the person's bag and the members go home and read what others wrote.

This can be a great way to build the closeness of the organization (it forces members to think about others in the organization and value them). If you have a large group, this activity may be easier if you randomly break into smaller groups where each executive member will be the leader. Therefore the executive member would be responsible for creating the slips of paper for their group and instructing the group on the activity.

## **Self-Reflection**

***“Your work is to discover your world and then with all your heart give yourself to it.”***

***~ Buddha***

This is the same activity you did about your own leadership style. It is a simple self leadership reflection. Print out the reflection questions at the end of the document (add more if needed) and hand them out to your members. Have them take that week to reflect on the questions then bring it up at the next chapter meeting.

Create a discussion on what that reflection made them think about. Ask how it helped, what their goals are, or anything else they feel welcomed to share. Do this each semester to keep them up on their own leadership development.

## **Kent Online Resources**

Kent State's own Greek life resource page:

[http://kentgreeklife.com/page.php?page\\_id=126947](http://kentgreeklife.com/page.php?page_id=126947)

Apply to be a Greek intern at Kent:

[http://kentgreeklife.com/page.php?page\\_id=126949](http://kentgreeklife.com/page.php?page_id=126949)

Know what is going on! Kent State Greek life calendar:

[http://kentgreeklife.com/event\\_calendar.php?page\\_id=114458](http://kentgreeklife.com/event_calendar.php?page_id=114458)

Center for Student Involvement:

<http://dept.kent.edu/csi/Leadership/LinkstoLeadershipResources.html>

## **National Resources**

Links to information on leadership development programs

North American Interfraternity Conference:

<http://www.nicindy.org/>

Direct link to a calendar of programs NIC offers for almost all members of any Greek letter organization (Men and Women):

<http://www.nicindy.org/programs/>

Recommended programs open to all:

<http://www.nicindy.org/programs/uifi/>

<http://www.nicindy.org/programs/impact/>

Recommended program for first year fraternity men:

<http://www.nicindy.org/programs/futures-quest/>

Recommended program for fraternity men on IFC:

<http://www.nicindy.org/programs/ifc-academy/>

National Panhellenic Conference:

<http://www.npcwomen.org/>

Direct link to a calendar of conventions for Organizations under NPC (A great way to get members active in national levels of leadership):

<http://www.npcwomen.org/events-meetings/events-calendar.aspx>

You can get more information on the conventions from the your organization's national website

National Pan-Hellenic Council:

<http://www.nphchq.org/home.htm>

Direct link to a calendar of national conventions for organizations under NPHC:

<http://www.nphchq.org/national.htm>

Direct link to a calendar of Regional conventions for organizations under NPHC:

<http://www.nphchq.org/regional.htm>

You can get more information on the conventions from your organization's national website

Northeast Greek Leadership Association Link to conference information:

<http://ngla.org/annual-conference>

Association of Fraternal Leadership & Values link to events and programs:

<http://www.aflv.org/EventsPrograms.aspx>

## **Fun Greek Online Resources**

<http://www.greekpages.com/>

<http://www.greekchat.com/>

## **Links to Leadership Activities**

When using these activities remember to **make it your own** and relate everything back to leadership and your organization. Always **create discussion** and **ask questions** even have the participants **ask their own questions**. Each activity has to have **value** or members will see it as a **waste of time**. (Always think about what they get out of it and get them to think about what they get out of it; do not just tell them!!)

An example of relating a team building activity to Greek life:

A good recruitment activity is to set up a room (or outside) with a bunch of obstacles scattered around (chairs, desk, lamps, plants...) Participants should be paired up (at least 8 people or 4 pairs) have one person in each pair blindfolded. The person not blindfolded has to direct their partner (who is blindfolded) through the obstacle course, but they cannot touch the person, all directions must be verbal. Then switch and have them do it again in the opposite position.

**How does this relate to recruitment???** Think of the person blindfolded as a new member (he or she has never been through the process they have no understanding of Greek life) and the person not blindfolded as an active member (Has been through recruitment and knows what it means to be Greek). What were the challenges for each person and how can those challenges be similar to the challenges we face during recruitment? The participants in this activity are putting themselves in the position of the new member and remembering how hard the recruitment process can be. If active members are aware of this, ask them what they can do to make it easier for the new members? This activity can be used for recruitment guides or for a recruitment retreat/ meeting for any organization.

Links to activities:

<http://www.workshopexercises.com/Leadership.htm>

<http://www.buzzle.com/articles/leadership-activities.html>

<http://www.nwlink.com/~donclark/leader/icebreak.html>

<http://www.nwlink.com/~donclark/leader/diverse2.html>

<http://wilderdom.com/games/InitiativeGames.html>

## **Leadership Books**

Exploring Leadership: for college students who want to make a difference

By: Komives, S. R., Lucas, N. & McMahon, T. R.

The Leadership Challenge

By: Kouzes, J. M. & Posner, B. J.

The Student Leadership Guide

By: Burchard, B

Emotionally Intelligent Leadership: A Guide for College Students

By: Shankman, M. L. & Allen, S. J.

## **Reflection Questions**

What is your definition of leadership?

Who are the leaders you look up to? (Famous or familiar)

What are their qualities and values? In what ways do you mimic these leaders? What are your differences?

How do you perceive yourself as a leader? (Leadership qualities)

What are your strengths and how can you make them stronger?

How do you use your strengths to your advantage?

What are your weaknesses?

What are ways you can manage your weakness?

What are your personal values?

How are your actions congruent and not congruent with your values?

What are your organization's values?

How are your actions congruent and not congruent with the organization's values?

How have you changed as a leader?

What obstacles or challenges were involved in your change?

What things would you like to work on?

Specific goals

My Leadership Credo:

## References

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Infinity Web Development, LLC. (2002). *Leadership Quotations*. Retrieved from <http://www.inspirational-quotes.info/leadership.html>

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