

Module Title: Achieving Your Personal Best Starts Here

Module Timeline: September

General Purpose/Outcome Connection: This will introduce the overarching theory that informs and tie the modules together and introduce the S.M.A.R.T. Goal setting model.

Goals:

1. Staff members will be able to articulate the 5 Exemplarily Leadership Practices on a basic level.
2. Staff members will be able to describe how the 5 Practices theory encompass the year-long goals of the modules.
3. Staff members will be able to describe the S.M.A.R.T. model of goal setting.
4. Staff members will be able to write specific goals following the S.M.A.R.T. model and establish an action plan toward achieving them.

Intro Implementation:

1. Prior to the staff meeting each RA will go through the Student Leadership Challenge Prezi.
2. During a staff meeting the supervisor will lead a brief discussion on the 5 Practices and how each practice interacts with the RA position. Supervisors will ask a series of reflective questions (listed below) and come up with a few discussion prompts.
3. Following the 5 Practices discussion, the supervisor will lead the staff in “Leadership In Action.” An activity from The Leadership Challenge Activities Book (Kouzes, Posner & Biech 2010). Supervisor will let staff know that this is an introduction and there will be a complete module coming up for the 5 Practices.
4. Homework: Supervisors will have each RA complete the “Action Planning Worksheet” and bring that to the next staff meeting.
5. During the next staff meeting, Supervisors will engage RAs in a discussion about the value/importance of effective goal setting. RAs can share any experience and successes they have had with establishing goals thus far.
 - a. Instructional Videos: After introduction, RAs will watch YouTube video explaining the S.M.A.R.T. model of goal setting.
 - b. Practice and Discussion: Each RA will independently write one professional goal using the Action-Planning worksheet as a basis. Staff members will critically examine their goal using the outlined criteria of S.M.A.R.T. Goals. Each RA will share and discuss their example with the full team.
 - c. Team Goal Setting: The staff team will engage in the process of establishing several mutual team goals using the S.M.A.R.T model. Once team goals are fully discussed and agreed upon, the team will turn them into a poster that will be posted in the staff office.
6. Homework Assignment: Each RA will complete S.M.A.R.T Goals Worksheet #2 and post on Sakai during their E1-1.

7. FtoF 1-1 with Supervisor: Supervisors will discuss with each RA their posted goal setting worksheet and discuss strategies, action steps, support systems, and timelines.

Supervisors will be asked to discuss tips for successful goal attainment.

- Visualization: RAs will be encouraged to post their goals in a visible space to serve as a frequent reminder. In addition, experts suggest creating a visual image (or painting a clear picture) that represents successful goal completion/attainment. This can be a drawing, clip art, laptop wallpaper, etc. Having a clear image of success is not only motivational, but it also helps outline a path.
 - Sharing: RAs will be encouraged to share their goals with others who care about them – family, friends, team members, etc. Expressing goals helps reinforce their clarity and builds a support system.
8. Revisions and Updates: Supervisors will work with RAs individually to establish a timeline to review goals and action plans and update them as needed. Practice, experience, and on-going discussion will help sharpen the goals.

Module Tools:

- Module Prezi. Available on Sakai.
- Discussion questions for first staff meeting:
 - How have you seen the 5 Practices in practice within the RA position? How can you see it coming into practice on your floor?
 - In what ways have you already exhibited behavior described by these 5 Practices?
 - What is one question you have about the 5 practices (either regarding an individual practice or the theory as a whole)?
- Leadership In Action Activity
 - Separate PDF
- YouTube S.M.A.R.T. Goals Video
 - <http://youtu.be/3y0Jja52B2o>
- Worksheets:
 - SMART Goal Worksheet
 - SMART Goals Worksheet #2
- 5 Practices Printout for RHC/SUPERVISORS to refer back to for questions. (Used as a supplement to the book).

Optional/Additional Resources:

- Activity Log
- 12 Month Success Planner

Accessible at: <http://www.goalsontrack.com/index/resources>

LEADERSHIP IN ACTION

Submitted by Travis L. Russ

Objectives

- To review The Five Practices of Exemplary Leadership®.
- To identify diverse individuals who exhibit The Five Practices.

Audience

Fifteen to thirty participants divided into five subgroups.

Time Required

Approximately 30 minutes.

Materials and Equipment

- Five sheets of flip-chart paper (one for each group).
- Five different dark-colored markers (one color for each group).
- The Five Practices of Exemplary Leadership® Reference Handout for each participant.

Area Setup

Post five sheets of flip-chart paper around the room. The room should be arranged to allow for small groups of participants to easily rotate among the sheets.

Process

1. Divide participants into five small groups (three to six individuals per group). Direct each group to a different sheet

Overarching Activities

of flip-chart paper. Assign each group a different practice of exemplary leadership: (1) Model the Way, (2) Inspire a Shared Vision, (3) Challenge the Process, (4) Enable Others to Act, or (5) Encourage the Heart. Give each group a different color of marker. Instruct groups to write their assigned leadership practice atop their sheets of flip-chart paper. Distribute the Five Practices of Exemplary Leadership® Reference Handout to each participant.

2. Tell participants that they will complete five rounds of activities. They should keep their specific colored markers with them throughout the five rounds.
 - *Round 1:* Instruct groups to identify at least three business leaders who epitomize their assigned practice of exemplary leadership. Have groups record their choices on their assigned sheet of flip-chart paper. Time limit: 3 minutes.
 - *Round 2:* Instruct groups to rotate clockwise to the next sheet of flip-chart paper hanging on the wall. Point out that they are now working with a new practice of exemplary leadership (written atop the sheet of paper). Explain that groups must identify at least three television/movie characters who epitomize this newly assigned practice of exemplary leadership. Time limit: 3 minutes.
 - *Round 3:* Repeat the previous rotation process wherein groups move clockwise to another sheet of flip-chart paper. Explain that groups must now identify at least three politicians who epitomize their newly assigned practice of exemplary leadership. Time limit: 3 minutes.
 - *Round 4:* Repeat the previous rotation process. This time groups must identify at least three sports figures who

Overarching Activities

epitomize their newly assigned practice of exemplary leadership. Time limit: 3 minutes.

- *Round 5:* Repeat the previous rotation process. Explain that groups must identify at least their entertainment celebrities who epitomize their newly assigned practice of exemplary leadership. Time limit: 3 minutes.
3. Have the groups return to their original sheets of flip-chart paper. Have each group circle three individuals on their flip-chart sheets who they feel best epitomize the practice of exemplary leadership written on the flip-chart paper. Stress that groups must be able to justify their choices.
 4. Have each group present its "top three" selections to the rest of the group, along with a brief justification for the chosen individuals.
 5. Explain that the objective of this activity was to help participants review The Five Practices as well as aid them in identifying diverse icons who exhibit these behaviors. Debrief this exercise by asking the following discussion questions:
 - Which practice is most important to being an effective leader and why? (This question is designed to raise the point that all of The Five Practices are equally important.)
 - Which of The Five Practices do you feel is a strength of most leaders in your organization and why?
 - Which of The Five Practices do you feel is an improvement opportunity for most leaders in your organization and why?
 6. Go around the room (or have participants work in groups) and have each person share which leadership practice is a strength for him or her and which leadership practice is an improvement opportunity for him or her.

Overarching Activities

Travis L. Russ, Ph.D., is an assistant professor of communication in the School of Business Administration at Fordham University. He teaches graduate and undergraduate courses in management communication, organizational communication, intercultural communication, and learning and development. As a consultant, he designs and facilitates learning solutions for a wide variety of clients in the corporate, educational, and non-profit sectors. His expertise includes organizational change, workplace communication, leadership, and diversity.

Travis L. Russ, Ph.D.

Assistant Professor

School of Business Administration

Fordham University

1790 Broadway, Office #1304

New York, NY 10019

Phone: (212) 636-6354

Fax: (212) 586-0575

Email: russ@fordham.edu

Website: www.travisruss.com

Action-Planning Worksheet

Name: _____

1. Which of the 5 Practices would you better be able to perform in? What do you want to be known for by the end of the year?

Office of Residence Life

2. What specific actions will you take?

University of Delaware

3. What is the *first* action you will take? Who will be involved? When will you begin?

a. Action

b. People Involved

c. Target Date

4. Complete this sentence (at least 3 times): “I will know I have improved in this leadership skill when...”

5. When will you review your progress? _____

6. What will you need from your supervisor to help you in your success in improving this leadership skill?
