Campbell Leadership Descriptor Workshop

Client Name

Date

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OBJECTIVES

• Describe important components of leadership

• Identify characteristics of successful leaders

• Evaluate personal strengths and weaknesses

• Develop an action plan
AGENDA

• Opening

• About the Descriptor

• Completing and Scoring the Descriptor

• Discussing Results

• Developing an Action Plan

• Closing
LEADERSHIP COMPONENTS MAJOR TASKS

• **Vision** – Set the general tone, direction

• **Management** – Set goals and focus resources

• **Empowerment** – Select and develop direct reports

• **Diplomacy** – Forge coalitions

• **Feedback** – Observe, listen, share information

• **Entrepreneurialism** – Find future opportunities
LEADERSHIP COMPONENTS
PERSONAL CHARACTERISTICS

• **Personal Style** – Set a tone of competence, optimism, integrity, and inspiration

• **Personal Energy** – Live disciplined, balanced lifestyle

• **Multicultural Awareness** – Be comfortable working across geographic, demographic, and cultural borders
RATING THE ADJECTIVES

4 = Definitely Descriptive
3 = Descriptive
2 = Not Descriptive
1 = Definitely Not Descriptive
# Complete the Survey

<table>
<thead>
<tr>
<th></th>
<th>Vision</th>
<th>Self</th>
<th>Good Leader</th>
<th>Poor Leader</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Farsighted: Sees the big picture in developing a vision for the future</td>
<td></td>
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<tr>
<td>2</td>
<td>Enterprising: Likes to take on new projects and programs</td>
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<td>3</td>
<td>Persuasive: Presents new ideas in ways that create “buy-in” from necessary constituents</td>
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<td>4</td>
<td>Resourceful: Uses existing resources to create successful new ventures</td>
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<td>5</td>
<td>Has a global view: Thinks beyond national and cultural boundaries</td>
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<td>Vision</td>
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<td>5</td>
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</table>

**Total**
USE SYMBOLS TO PLOT THE PROFILES

Campbell Leadership Descriptor Profile Sheet

Self = □

Good Leader = ○

Poor Leader = △

□ = Self   ○ = Good Leader   △ = Poor Leader

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## SCORING IMPLICATIONS

<table>
<thead>
<tr>
<th>Score</th>
<th>Band</th>
<th>Implication</th>
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</thead>
<tbody>
<tr>
<td>17 to 20</td>
<td>VERY HIGH</td>
<td>very good</td>
</tr>
<tr>
<td>14 to 16</td>
<td>ABOVE AVERAGE</td>
<td>good</td>
</tr>
<tr>
<td>11 to 13</td>
<td>MID-RANGE</td>
<td>mid-range</td>
</tr>
<tr>
<td>8 to 10</td>
<td>BELOW AVERAGE</td>
<td>needs improvement</td>
</tr>
<tr>
<td>5 to 7</td>
<td>VERY LOW</td>
<td>needs significant improvement</td>
</tr>
</tbody>
</table>

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<table>
<thead>
<tr>
<th>To Improve</th>
<th>To Do</th>
<th>Resources Needed</th>
<th>Deadline</th>
</tr>
</thead>
<tbody>
<tr>
<td>Delegating</td>
<td>Delegate three tasks I now do</td>
<td>Advice from my manager; Time - schedule</td>
<td>4 weeks</td>
</tr>
<tr>
<td>Presentation Skills</td>
<td>Join Toastmasters</td>
<td>Time - schedule</td>
<td>3 months</td>
</tr>
<tr>
<td>Communication Skills</td>
<td>Take active listening class</td>
<td>Time - schedule</td>
<td>3 months</td>
</tr>
</tbody>
</table>

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The task of vision is:

- to clarify the overall goals of the organization
- to be readily understandable
- to be a stretch, but attainable
- to have a focusing quality
- to create cohesion among different constituencies
1. **Farsighted:** Sees the big picture in developing a vision for the future
2. **Enterprising:** Likes to take on new projects and programs
3. **Persuasive:** Presents new ideas in ways that create “buy-in” from necessary constituencies
4. **Resourceful:** Uses existing resources to create successful new ventures
5. **Has a global view:** Thinks beyond national and cultural boundaries
The task of management is:

- to secure resources
- to focus these resources on the organization’s goals
- to organize information to reflect progress towards these goals
- to use this information for external accountability
6. **Dedicated:** Determined to succeed; will make personal sacrifices for the vision

7. **Delegating:** Effectively assigns responsibility and the necessary authority to others

8. **Dependable:** Performs as promised; meets established deadlines

9. **Focused:** Sets clear work priorities for self and for others

10. **Systematic:** Develops systems and procedures for efficiently organizing people and material resources
The task of empowerment is:

- to select, develop and retain organizational members committed to the goals
- to especially do this for members more knowledgeable than the leader about important technical areas
- to delegate sufficient responsibility and the commensurate authority to those who will become the next generation of leaders
11. **Encouraging**: Helps others to achieve more than they thought they were capable of achieving

12. **Mentoring**: Provides challenging assignments and related coaching

13. **Perceptive**: Recognizes talent early and provides growth opportunities

14. **Supportive**: Helps others deal with difficult personal situations

15. **Trusting**: Sees the best in others; is not suspicious of differences
The task of diplomacy is:

- to protect the organization’s future by building coalitions with peers, managers, and important outside decision makers
- to provide diplomatic, that is, “win-win” solutions in conflictual situations
- to create a reservoir of trust and mutual respect that can be drawn on in the future
16. **Diplomatic**: Understands the political nuances of important decisions; readily involves individuals and groups who will be affected

17. **Tactful**: Gains good will by not being offensive, even when disagreeing

18. **Trusted**: Is trusted by individuals and groups in conflict to be a fair mediator

19. **Well-connected**: Knows a wide range of people who can help get things done

20. **Culturally sensitive**: Develops teamwork among individuals of different cultures, races, religions, and nations
The task of feedback is:

- to listen carefully to all concerned
- to organize the resultant feedback to provide constructive comments for future courses of action
- to provide motivational and development opportunities, based on feedback
21. A good coach: Gives constructive feedback in a way that benefits individuals

22. A good teacher: Communicates critical information needed by groups to perform well

23. Candid and honest: Does not suppress information that might be personally embarrassing

24. Listens well: Open and responsive when receiving ideas from others

25. Numerically astute: Organizes data in informative ways to show trends in individual and organizational performance
The task of entrepreneurialism is:

- to set a climate for the production and nurturance of new ideas
- to protect original thinkers from the status quo
- to find resources for new ideas
- to reward, not punish, “thinking out of the box”
26. **Adventuresome:** Is willing to take risks on promising but unproven methods

27. **Creative:** Thinks independently and comes up with many novel ideas

28. **Durable:** Persists in the face of criticism or failure; hard to discourage

29. **Good fundraiser:** Adept at securing funds for new projects

30. **Globally innovative:** Enjoys the challenge of creating new programs and projects that go beyond cultural and national boundaries
The task of personal style is:

- to demonstrate competence in the organization’s core activities
- to inspire through noble actions
- to be optimistic, “to spread hope”
- to act visibly and invisibly in honest, ethical, and trustworthy ways
31. **Credible:** Believable, ethical, trustworthy, has few hidden motives

32. **Experienced:** Skilled in and knowledgeable about the organization’s core activities

33. **A visible role model:** Understands the symbolic value of personal visibility in both daily and ceremonial settings

34. **Optimistic:** Sees many positive possibilities; is always upbeat

35. **Looks at global picture:** Provides an effective global leadership image across cultural categories and national borders
The task of personal energy is:

- to be active and enthusiastic, to work energetically
- to live a healthy life including a balanced diet, weight control, regular exercise and freedom from troublesome addictions
36. **Balanced**: Adapts well to conflicting personal and work demands

37. **Energetic**: Active, constantly on the go, radiates energy

38. **Physically fit**: In good health, physically durable, seldom sick, has no troublesome addictions

39. **Publicly impressive**: Presents an appealing, energizing leadership image; a good speaker

40. **Internationally resilient**: Comfortable crossing time zones, eating unfamiliar foods, dealing with new customs, and generally adapting to other cultures
The task of multicultural awareness is:

- to recognize and appropriately celebrate the differences between demographic, religious, and ethnic groups
- to value each individual for their individual characteristics and potential
- to diplomatically facilitate teamwork between individuals and groups with diverse characteristics
5. **Has a global view:** Thinks beyond national and cultural boundaries

20. **Culturally sensitive:** Develops teamwork among individuals of different cultures, races, religions, and nations

30. **Globally innovative:** Enjoys the challenge of creating new programs and projects that go beyond cultural and national boundaries

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*Items are used in other leadership components.*