CREATING A LEADERSHIP DEVELOPMENT PROGRAM:
A THREE-TIERED APPROACH

NACA Convention 2010
NACA Convention

Introductions
- Meet the Audience
  - Why did you choose to attend this session?
- Meet the Presenters
  - Hank Parkinson, Ed.D., Fitchburg State College
  - Scott Lyons, Johnson & Wales University
Defining Leadership

“Leadership is the process of influencing leaders and followers to achieve organizational objectives through change.” (Lussier & Achua 2001)
The Importance of Leadership Programs

“We have a responsibility to contribute as members of organizations and local communities” Komives, Lucas, and McMahon (p. 4).

Burns states that “producing such leaders for society has been the traditional role of higher education” Burns (p. 242).

“One of the central purposes of student leadership development programs in American universities is to provide a comprehensive offering of activities and services to compliment an academic education. With the growing complexity of society and the need for students to cope with constant change, leadership programs assume great importance.” Kirk and Lee (p. 4).
Characteristics of Effective Leadership Development Programs

A strong leadership program includes:

(a) A connection between the mission of the institution
(b) Support from across the institution
(c) An academic home above and beyond the departmental level
(d) Strong leadership for the program.

Zimmerman-Oster and Burkhardt (2000)
(a) **Self-assessment**, problem solving, service learning, outdoor activities, mentoring, and student recognition.

(b) **Workshops, retreats, and training sessions** that provide an opportunity to build self-awareness by administering assessment tests, holding discussions, and allowing students to reflect on what they are doing.

(c) Leadership trainers spend time on developing problem-solving skills by offering **skill-based training**.
Components of a Leadership Program

(a) Experiential Based Learning
(b) Theory Based
(c) Student Engaged
(d) Progressive
Effective Delivery Methods

(a) Retreats
(b) Institutes
(c) Workshops
(d) Leadership Conferences
(e) Speakers
(f) Peer to Peer Training
(g) Traveling Trainers
(h) External Opportunities
Examples of Strong Leadership Programs

- Ball State University
  - The goal of the program is to provide an awareness of society’s leadership needs through academic, co-curricular, and other
  - Program focus:
    - Develop creative and critical thinking
    - Teach students how to problem solve
    - Build students’ preferred leadership styles
Examples of Strong Leadership Programs

- Bowling Green State University
  - Offer retreats, seminars, institutes, and workshops to develop their student leaders.
  - Program Focus:
    - Group development
    - Decision-making skills
    - Inclusive leadership through volunteer experiences, discussions, and reflection
Criteria for Parkinson’s Model

- Support the mission of the Institution;
- Be based on the Social Change Model, and create a sense of civic responsibility among the community;
- Be inclusive of all students including but not limited to race, gender, creed, sexual orientation and all levels of development;
- Be based on individual, maturation, social change and leadership theories;
- Be progressive in nature, with different levels of development including; emerging, developing and advancing;

Parkinson, 2002
Include definitions of emerging, developing and advancing leader;
Include programs that are interactive, experiential based, educational and will enhance personal development throughout the College community;
Establish an effective marketing and promotion campaign for the leadership development opportunities for the campus;
Include an incentive plan that will increase recruiting efforts for the leadership programs being offered;
Constantly evolve to keep up with the changing environment in order to maintain retention.

Parkinson, 2002
Leadership Development

Emerging Leader

Level 1
Self Knowledge
Learning Yourself
Intrapersonal/Dependence

Dominant Theories: Myers Briggs, Kolb’s Experimental Learning, Gardner’s Multiple Intelligences, Chickering’s Seven Vectors, Covey’s Habits

Skills: Self Assessment, Personal Strengths and Weaknesses, Personality Styles, Leadership Styles, Communication and Teamwork

Programs
- Students Advancing in Leadership (SAIL)
- Emerging Leaders Retreat
- Leadership Summit
- Traveling Trainers
- Speakers

Developing Leader

Level 2
Leading Others
Independence

Dominant Theories: Transactional Leadership, Chickering’s Seven Vectors, Situational Leadership, Covey’s Habits

Skills: Time Management, Stress Management, Critical Thinking, Creative Thinking, Understanding Others, Risk Taking, Trust, Coaching/Mentoring, Negotiating, Advanced Communication and Teamwork

Programs
- Student Taking an Active Role (STAR)
- Developing Leaders Retreat
- Ropes Course Training
- Traveling Trainers
- Speakers

Advancing Leader

Level 3
Leading to Change
Interpersonal/Interdependence

Dominant Theories: Tuckman’s Group Development, Transformational Leadership, Servant Leadership, Chickering’s Seven Vectors, Kolberg’s Moral Development, Covey’s Habits

Skills: Group Development, Ethical and Moral Development, Decision Making and Problem Solving, Conflict Resolution, Inclusiveness, Motivation and Accountability, Delegation, Empowerment

Programs
- Learning Evaluating and Developing (LEAD)
- Established Leaders Retreat
- Ropes Course Training
- Leadership Council
- Emerging Leaders Lead Team
- Traveling Trainers
- Speakers
Emerging Leader

Teaching and Developing
- Self Knowledge
- Leading Yourself
- Intrapersonal Skills

Theory
- Social Change Model
- Emotional Intelligent Leadership
- Myers Briggs
- Covey’s Seven Habits
Emerging Leader

Competencies & Skills

- Self-Assessment
- Personal Strengths and Challenges
- Personality Styles
- Leadership Styles
- Communication
- Team work

Programs

- Institutes, Retreats, Summits
- Workshops & Speakers
- Traveling Trainers
- Community Service
Developing Leader

Teaching and Developing
- Leading Others
- Independence

Theory
- Social Change Model
- Emotional Intelligent Leadership
- Transactional Leadership
- Situational Leadership
- Covey’s Seven Habits
Developing Leader

Competencies & Skills

- Time & Stress Management
- Critical and Creative Thinking
- Understanding Others
- Risk Taking & Trust
- Coaching/Mentoring/Negotiating
- Advanced Communication & Team Work

Programs

- Institutes, Retreats, Summits
- Workshops & Speakers
- Traveling Trainers
- Service Learning
Advancing Leader

Teaching and Developing
- Leading to Change
- Interpersonal Skills
- Interdependence

Theory
- Social Change Model
- Emotional Intelligent Leadership
- Tuckman’s Group Development
- Transformational Leadership
- Kolberg’s Moral Development
Advancing Leader

Competencies & Skills

- Group Development
- Ethical and Moral Development
- Decision Making and Problem Solving
- Conflict Resolution
- Inclusiveness
- Motivation and Accountability
- Delegation and Empowerment

Programs

- Institutes, Retreats, Summits
- Workshops and Speakers
- Peer to Peer Training
- Service Learning
Emerging Leader

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Learning Yourself
Intrapersonal/Dependence

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Leadership Summit
Traveling Trainers
Speakers

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Independence

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Skills: Time Management, Stress Management, Critical Thinking, Creative Thinking, Understanding Others, Risk Taking, Trust, Coaching/Mentoring, Negotiating, Advanced Communication and Teamwork

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Speakers

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Resources

- Students
- Professional Staff
- Faculty
- Student Affairs Administrator
- Professional Organizations
- Grants
- Campus President
Thank you

- What are you doing on your campus?
- Questions & Comments