

TRAINING LEADER'S GUIDE

LEADER MADNESS

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THE VIDEO'S MESSAGE

If you want to test a man's character, give him power.

- Abraham Lincoln

LEADER MADNESS

Leadership is a powerful substance that can be easily abused. The key to using it wisely lies within each of us. This is the message of the entertaining video program "Leader Madness". The video demonstrates six warning signs of ineffective leadership, showing how seemingly insignificant actions can develop into destructive leadership practices. Each scenario clearly identifies a critical moment of choice when the leader either motivates or alienates a work group. The wrong choices are played out with engaging humor, encouraging each of us to take a fresh look at our own leadership practices.

HOW TO USE THIS GUIDE



Before beginning your "**Leader Madness**" workshop, read through this guide. Take special note of the Preparing for the Workshop section. The Planning Considerations and Suggested Group Workshop will help you determine your workshop agenda.

Please note that you may present the graphic layouts, located at the end of this guide, on flip charts, overheads or computer video projection. These graphics are also included on the DVD version of this program in two formats: as a menu option that displays the graphics on your monitor, or as a PowerPoint document that can be copied onto a computer's hard drive and displayed from there.

The Participant Handout Section and graphic layouts may be duplicated for use only in training sessions with the program.

KEY TRAINING POINTS

LEADERSHIP IS A POWERFUL SUBSTANCE—USE IT WISELY

- **Allow people to do their jobs**
Beware of doing people's jobs for them. Give them a direction and get out of their way.
- **Tell people what they're doing right**
Beware of only telling people what they're doing wrong. Notice what they're doing right and tell them.
- **Use your enthusiasm to solve problems**
Beware of addressing real problems with meaningless pep talks. Use positive energy to find solutions.
- **Put leadership before friendship**
Beware of placing friendship before work. If you want to be respected as a leader, act like one.
- **Take the time to really listen**
Beware of dominating every discussion. Instead, listen more and talk less.
- **Be an ethical role model**
Beware of little white lies. Set the standard by your own behavior.

TRAINING APPLICATIONS



This program easily adapts to leadership workshops for leaders at every level in an organization, including:

- Managers
- Supervisors
- Team leaders
- Newly appointed leaders
- Experienced leaders looking to refresh skills

PLANNING CONSIDERATIONS

1. **Know Your Audience**
Understand the training needs of your audience and target your workshop accordingly.
2. **Determine Objectives**
Considering your audience and the materials you will be using, decide on the objectives of your workshop.
3. **View Video**
Watch the program. Note situations that relate directly to your audience.
4. **Prepare Environment**
Reserve a comfortable room with easy access for viewing the video and for small and large group discussions.
5. **Prepare Materials**
Use the Training Leader's Checklist to prepare flip charts and/or overheads and photocopy all participant handouts.
6. **Check All Presentation Equipment**
Test all audio and visual equipment **well before** the training session begins. At the beginning of the session, make sure everyone can see and hear the presentation.
7. **Send Out Invitations to Participants**
A sample letter is provided for your use. (page 6)

TRAINING LEADER'S CHECKLIST

1. **Reserve an appropriate location with:**

<input type="checkbox"/> Comfortable seating	<input type="checkbox"/> Easy viewing of visuals
<input type="checkbox"/> Good lighting	<input type="checkbox"/> Adequate writing surface
<input type="checkbox"/> Good acoustics	<input type="checkbox"/> Accommodations for participants with disabilities
2. **Make sure all equipment is working by:**

<input type="checkbox"/> Playing the video to make sure the player, monitor, and sound are all working
<input type="checkbox"/> Checking overhead projector and any additional equipment
3. **Organize and prepare all materials, including:**

<input type="checkbox"/> Training Leader's Guide	<input type="checkbox"/> Overheads and/or flip charts
<input type="checkbox"/> Paper and pencils	<input type="checkbox"/> Worksheets photocopied for participants
4. **Any additional materials (list below):**

SUGGESTED GROUP WORKSHOP

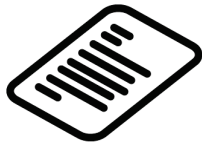


FOR: 2 ½ -HOUR GROUP TRAINING SESSION

Activity	Time	Page(s)
“Leader Madness” Welcome & Discussion Worksheet #1: “Leadership” (Participant Handout)	30 minutes	7 14
“The Challenge of Leadership” Exercise & Discussion Worksheet #2: “Do’s and Don’ts” (Participant Handout)	20 minutes	8 15
Video Presentation & Discussion Worksheet #3: “6 Keys to Effective Leadership” (Participant Handout)	45 minutes	9-10 16-17
Break	10 minutes	—
“Action Plan/Self Evaluation” Exercise & Discussion Worksheet #4: “Action Plan / Self Evaluation” (Participant Handout)	30 minutes	11 18-19
Conclusion / Session Evaluation Worksheet # 5: “Session Evaluation Form” (Participant Handout)	15 minutes	12 20

(These times are approximate and may vary depending on the size and responsiveness of your audience.)

SAMPLE INVITATION TO WORKSHOP



This letter can be sent to your participants before the training session.
You can customize it to fit your needs.

(Date)

To: (Participant's Name)

From: (Trainer's Name)

Re: "Leader Madness"

You are invited to attend a leadership workshop, entitled "Leader Madness", which includes an engaging video and training session. This workshop will cover six essential leadership practices:

- Allow people to do their jobs
- Tell people what they're doing right
- Use enthusiasm to solve problems
- Put leadership before friendship
- Take the time to really listen
- Be an ethical role model

Leadership is a powerful substance that can easily be abused. The key to using it wisely lies entirely with you.

Please mark your calendar for (insert date, time and place) so you can attend this important training session.

Thank you!

"LEADER MADNESS" WELCOME & DISCUSSION



Time Required: ● 30 minutes

Materials Needed: ● Graphic #1 (page 22)
● Graphic #2 (page 23)
● Worksheet #1: "Leadership" (page 14)

Reveal Graphic #1:

"Leader Madness"

Welcome:

Introduce yourself and welcome participants. Ask participants to introduce themselves and describe their job responsibilities.

Read or Paraphrase:

This is a workshop about both the pitfalls and rewards of leadership. The video we will be viewing, "Leader Madness" demonstrates six warning signs of ineffective leadership, showing how seemingly insignificant actions can develop into destructive leadership practices. The humorous video, along with the workshop, encourages each of us to take a fresh look at our own leadership practices.

Reveal Graphic #2 and Read:

Leadership is a powerful substance that can easily be abused. The key to using it wisely lies entirely with you.

- "Leader Madness" video

Hand Out Worksheet #1 and Explain:

Ask participants to take a few minutes to consider this quotation, then complete the "Leadership" Worksheet.

Large Group Discussion:

Ask participants to share some of the experiences described on their Worksheets. Encourage everyone to respond to the experiences others describe.

"THE CHALLENGE OF LEADERSHIP" EXERCISE & DISCUSSION



Time Required: • 20 minutes

Materials Needed: • Graphic #3 (page 25)
• Worksheet #2: "Do's and Don'ts" (page 15)
• Graphic #4 (page 25)

Reveal Graphic #3 and Discuss the Following Quotation:

The challenge of leadership is to be strong, but not rude; be kind, but not weak; be bold, but not bully; be thoughtful, but not lazy; be humble, but not timid; be proud, but not arrogant; have humor, but without folly.

-Jim Rohn (motivational speaker)

Hand Out Worksheet #2 and Explain:

You may wish to introduce the exercise by saying, "The Jim Rohn quotation offers his ideas on the "do's and don'ts" of effective leadership. This worksheet allows you to come up with your own list." Allow 10 minutes for completion.

Reveal Graphic #4 ("Do's and Don'ts") and Discuss:

Using the flip chart or overhead, write down participants' answers from their worksheets. Discuss the results, including the behaviors that they may exhibit in their own work. You may wish to guide the discussion towards the behaviors illustrated in the video they will be seeing:

Do	Don't
Allow people to do their jobs	Do other people's jobs for them
Tell people what they're doing right	Only tell people what they're doing wrong
Use your enthusiasm to solve problems	Address real problems with meaningless pep talks
Put leadership before friendship	Place friendship before work
Take the time to really listen	Dominate every discussion
Be an ethical role model	Behave unethically, even with small white lies

VIDEO PRESENTATION EXERCISE & DISCUSSION



Time Required:

- 40 minutes: Video & Discussion

Materials Needed:

- Video – “Leader Madness”
- Graphic #5 (page 26)
- Worksheet #3: “6 Keys to Effective Leadership” (page 16-17)

Video Presentation:

You may want to introduce the video by saying, “The video we will be watching, “**Leader Madness**” illustrates the warning signs of ineffective leadership. It demonstrates, often with exaggerated humor, how seemingly insignificant actions can lead to destructive leadership practices *and* what actions could have led to more positive results. Please note those situations that relate most directly to your own experiences.” Play the video.

After the Video - Reveal Graphic #5: “6 Keys to Effective Leadership”

- **Allow people to do their jobs.**
Beware of doing people’s jobs for them. Give them a direction and get out of their way.
- **Tell people what they’re doing right**
Beware of only telling people what they’re doing wrong. Notice what they’re doing right and tell them.
- **Use your enthusiasm to solve problems**
Beware of addressing real problems with meaningless pep talks. Use positive energy to find solutions.
- **Put leadership before friendship**
Beware of placing friendship before work. If you want to be respected as a leader, act like one.
- **Take the time to really listen**
Beware of dominating every discussion. Instead, listen more and talk less.
- **Be an ethical role model**
Beware of little white lies. Set the standard by your own behavior.

(more)

VIDEO PRESENTATION EXERCISE & DISCUSSION – (cont'd.)

Hand Out Worksheet #3 and Explain:

Ask participants to complete the worksheet. Note that the worksheet instructions request that participants answer at least two questions (out of 12) relevant to their own experiences.

Small Group Discussion:

Organize participants in groups of 3 or 4. Have them discuss each of the “6 Keys to Effective Leadership”, sharing the answers from their worksheets.

Large Group Discussion:

Reassemble the large group and discuss the questions on the worksheet. Ask participants to share the responses from their groups.

You may wish to continue the discussion, asking if anyone has experienced a leader going “over the top” - perhaps not as extreme as in the video - but still somewhat shocking in the workplace. What was the effect?

You may conclude the discussion by asking if there are any further questions or comments related to the video.

“ACTION PLAN / SELF EVALUATION” EXERCISE & DISCUSSION



Time Required: ● 30 minutes

Materials Needed:

- Graphic #6 (page 27)
- Worksheet #4: “Action Plan/Self Evaluation” (pages 18-19)

Reveal Graphic #6 and Read:

The lead dog gets the best view...of course, the lead dog is also the first to fall into the ravine.

- Richard Saunders

Hand Out Worksheet #4 and Explain:

Explain that this is the participants’ opportunity to consider the effectiveness of their own leadership practices and how they might improve.

Large Group Discussion:

After everyone has completed the worksheet, ask which behaviors might be the most difficult for them to maintain. Why? You may also wish to ask participants to discuss what they learned from this exercise.

CONCLUSION / SESSION EVALUATION



Time Required: ● 10 minutes

Materials Needed: ● Graphic #7 (page 28)
● Worksheet #5: “Session Evaluation Form” (page 20)

Reveal Graphic #7 and Read:

If you want to test a man’s character, give him power.

- Abraham Lincoln

Hand Out Worksheet #5 and Conclusion:

Ask participants for any final questions or comments. Thank your group for their participation, hand out Session Evaluation Forms, and ask participants to complete them before leaving.

PARTICIPANT HANDOUTS

WORKSHEET #1: "LEADERSHIP"

Leadership is a powerful substance that can easily be abused. The key to using it wisely lies entirely with you.

- "Leader Madness" video

Instructions: Considering the quotation above, answer one or both of the following:

1. Describe a situation in which you or someone you worked for used leadership wisely. What **specific** actions or behaviors were effective?

2. Describe a situation in which you or someone you worked for abused leadership. What **specific** actions or behaviors were ineffective or counterproductive?

WORKSHEET #2: "DO'S AND DON'TS"

Instructions:

1. Under the DO column, list specific behaviors of an effective leader. Under the DON'T column, list specific behaviors of an ineffective leader.

DO	DON'T

WORKSHEET #3: "6 KEYS TO EFFECTIVE LEADERSHIP"

Instructions: Answer at least two of the following questions most relevant to your own experiences. (You may discuss a person you worked for, rather than yourself, for any of your answers.)

Allow people to do their jobs

1. Describe a situation in which you interfered with an employee doing his or her job independently (as in the first scenario in the video). What were the results? _____

2. Describe a situation in which you gave an employee more latitude and were pleasantly surprised by the results. _____

Tell people what they're doing right

3. Describe a situation where you were focusing on what someone (or a work group) was doing wrong. What were the results? _____

4. Describe a situation where you focused on what someone (or a work group) was doing right. What were the results? _____

Use your enthusiasm to solve problems

5. Describe a situation in which you attempted to gloss over a real problem with a positive "spin". What were the results? _____

6. Describe a situation in which you used your positive energy to confront a problem directly *and* asked for suggestions from your work group. What were the results? _____

WORKSHEET #3: "6 KEYS TO EFFECTIVE LEADERSHIP" (cont'd.)

Put leadership before friendship

7. Describe a situation where you placed friendship with an employee before your responsibility as a leader. What were the results? _____

8. Describe a situation where you placed your responsibility as a leader before friendship. What were the results? _____

Take the time to really listen

9. Describe a situation where you didn't listen and dominated most discussions. What were the results? _____

10. Describe a situation where you intentionally took the time to listen more and talk less. What were the results? _____

Be an ethical role model

11. Describe a situation where you did or said something not quite ethical. What were the results? _____

12. Describe a situation where you behaved ethically, even if it was not in your best interest at the time. What were the results? _____

WORKSHEET #4: "ACTION PLAN / SELF EVALUATION"

Instructions: On a scale of 1 to 5 (5 being the highest), rate yourself on the following behaviors:

<u>BEHAVIOR</u>	<u>RATING</u>
• ALLOW PEOPLE TO DO THEIR JOBS You don't do people's jobs for them—you give direction and get out of their way.	_____
• TELL PEOPLE WHAT THEY'RE DOING RIGHT You don't focus on what people are doing wrong. You notice what they're doing right and tell them.	_____
• USE YOUR ENTHUSIASM TO SOLVE PROBLEMS You don't avoid real problems with positive slogans. You use your positive energy to find solutions with your work group.	_____
• PUT LEADERSHIP BEFORE FRIENDSHIP You don't place friendship before work. You are respected as a leader because you act like one.	_____
• TAKE THE TIME TO REALLY LISTEN You don't dominate every discussion. You listen more and talk less.	_____
• BE AN ETHICAL ROLE MODEL You are ethical in everything you do and set the standard by your own behavior.	_____

Considering those behaviors where you rated yourself 3 or below, what has motivated you to behave as you currently do?

(more)

WORKSHEET #4: "ACTION PLAN / SELF EVALUATION" (cont'd.)

If there are behaviors you would like to change, what specific actions can you take to improve?

What obstacles, if any, may prevent you from taking the above actions? How can you overcome those obstacles?

What changes in your work experience can you predict (if any) as a result of these actions?

WORKSHEET #5: "SESSION EVALUATION FORM"

Instructions:

Please circle the number that best describes your evaluation of the training session:

	Strongly Agree	Agree	Uncertain	Disagree	Strongly Disagree
This program clearly demonstrated the importance of using leadership wisely	5	4	3	2	1
This program clearly demonstrated the behaviors necessary for effective leadership	5	4	3	2	1
This program provided practical information I can use in my work situation	5	4	3	2	1
The session was well organized	5	4	3	2	1

The best part of the program was: _____

The program could be improved by: _____

Additional comments: _____

GRAPHIC LAYOUT SECTION



The following pages may be copied for use with an overhead projector or transferred to a computer for video projection. The graphics are also included on the DVD version of this program (under the graphics menu) and can be displayed directly to your monitor. As an alternative, a PowerPoint file with these graphics is located on the DVD version of this training program. VHS users can download the PowerPoint file directly from the Video Visions website: www.videovisions.net/downloads.html

LEADER MADNESS

Leadership is a powerful substance that can easily be abused. The key to using it wisely lies entirely with you.

- “Leader Madness” video

The challenge of leadership is to be strong, but not rude; be kind, but not weak; be bold, but not bully; be thoughtful, but not lazy; be humble, but not timid; be proud, but not arrogant; have humor, but without folly.

- Jim Rohn (motivational speaker)

DO'S AND DON'TS OF EFFECTIVE LEADERSHIP

Do	Don't

6 KEYS TO EFFECTIVE LEADERSHIP

- **Allow people to do their jobs**
Beware of doing people's jobs for them. Give them a direction and get out of their way.
- **Tell people what they're doing right**
Beware of only telling people what they're doing wrong. Notice what they're doing right and tell them.
- **Use your enthusiasm to solve problems**
Beware of addressing real problems with meaningless pep talks. Use positive energy to find solutions with your work group.
- **Put leadership before friendship**
Beware of placing friendship before work. If you want to be respected as a leader, act like one.
- **Take the time to really listen**
Beware of dominating every discussion. Instead, listen more and talk less.
- **Be an ethical role model**
Beware of little white lies. Set the standard by your own behavior.

***The lead dog gets the best view...
of course, the lead dog is also the
first to fall into the ravine.***

- Richard Saunders

***If you want to test a man's character,
give him power.***

- Abraham Lincoln

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