

TRAINING LEADER'S GUIDE



**Would I  
Follow  
Me?**

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# INTRODUCTION

## OVERVIEW



*The one thing you never get to do as a leader is watch yourself lead.*

-“Would I Follow Me” Video

Have you ever considered the effect you, as a leader, have on the people who work for you? Your behavior strongly influences the success or failure of your work group. In this video program, one leader gets to see the significant, but often unintended, effect he has on his work group. As he learns from his mistakes, he demonstrates effective leadership behaviors. Viewers not only learn successful leadership practices, but also recognize how significant their own behavior is in determining success.

## HOW TO USE THIS GUIDE



Before beginning your “Would I Follow Me?” 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. The worksheets, Session Evaluation Form, and graphic layouts may be duplicated for use only in training sessions with the program.

## THE VIDEO'S MESSAGE

### LEADERSHIP

If you could be on the receiving end of your own leadership style, how do you think you'd answer this question: Would I follow me? Most people in leadership positions are unaware of how the people they lead really see them. But how a leader is perceived is crucial to the productivity of a group. If leaders recognize and put into practice behaviors that inspire people, rather than alienate them, they will give themselves and their group the opportunity to succeed.

The video, “Would I Follow Me” demonstrates one leader's behavior and the results in two different situations; first as a newly appointed leader, and then five years later after he has learned a few lessons about leadership. We see him move back and forth between the two time periods, making unintended mistakes in the first one and successfully correcting them in the second. As he shares the leadership lessons he has learned, viewers will recognize some of their own misguided behavior and the negative effects it can have. They will also recognize the very positive effects of good leadership practices on people's motivation and productivity.

Viewers will learn effective leadership behaviors and appreciate the effect those behaviors have on the success of their work group.

## KEY TRAINING POINTS



- **A leader's behavior strongly influences the success of a work group**
- **Effective leadership practices include:**
  - **Don't dictate; facilitate.** Work *with* people to provide the support and direction they need.
  - **Be honest and ethical.** Tell people the truth. Share information. Keep your word. Live by the same standards you expect from others.
  - **Let people do their jobs.** Don't do people's jobs for them. Help them define the goals and issues, then let them work it out from there.
  - **Focus on the positive.** Don't focus on what people are doing wrong; focus on what they're doing right.
  - **Use mistakes as opportunities.** Don't embarrass people. Use mistakes as opportunities to make people better at what they do.
  - **Be inclusive.** Include people in decision-making. They are more likely to support a decision they've been a part of.

## TRAINING APPLICATIONS

This program is appropriate for all **Leadership Workshops** and would benefit:



- **New and experienced Leaders**
- **Leaders at all organizational levels**

The training in this video program is essential for people new to leadership positions, but also extremely valuable for experienced leaders.

## 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 Environments**

- 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)

## SUGGESTED GROUP WORKSHOPS



### For: 2 -Hour Group Training Session

Activity	Time	Page(s)
<b>“Would I Follow Me?” Discussion &amp; Worksheet</b>	<b>20 minutes</b>	<b>8, 9</b>
<b>“What Makes You Follow Someone?” Discussion &amp; Worksheet</b>	<b>30 minutes</b>	<b>10, 11</b>
<b>Break</b>	<b>10 minutes</b>	
<b>Video Presentation &amp; Discussion</b>	<b>30 minutes</b>	<b>12, 13</b>
<b>“Action Plan” Discussion &amp; Worksheet</b>	<b>20 minutes</b>	<b>14 - 16</b>
<b>Conclusion / Evaluation</b>	<b>10 minutes</b>	<b>17, 18</b>

(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 (or emailed) to your participants approximately two weeks before the training session. You can customize it to fit your needs.

(Date)

To: (Participant's Name)  
From: (Trainer's Name)  
Re: "Would I Follow Me?"

As a leader (or future leader) within our organization, you need to sustain the active participation of your work group (or team or employees). In order to do that – to lead effectively – you must recognize the effect of your behavior on your work group *and* put into practice those behaviors that contribute to productivity and success. With today's organizational pressures, many well-meaning managers lose sight of the importance of effective leadership practices.

On (insert date) at (insert time), we will hold a training session on successful leadership practices. The workshop will focus on the effect of a leader's behavior and on 6 critical leadership practices:

- Don't dictate; facilitate
- Be honest and ethical
- Let people do their jobs
- Focus on the positive
- Use mistakes as opportunities
- Be inclusive

The video, "Would I Follow Me?" along with the training session, will not only demonstrate how to successfully lead, but will also inspire participants to consider the effects of their own leadership behaviors.

Please mark your calendar so you can attend this important training session.

Thank you!

## TRAINING LEADER'S CHECKLIST



### 1. Reserve an appropriate location with...

- ☐ Comfortable seating
- ☐ Easy viewing of visuals
- ☐ Good lighting
- ☐ Adequate writing surface
- ☐ Good acoustics
- ☐ Accommodations for participants with disabilities

### 2. Make sure all equipment is working by...

- ☐ Checking the player, monitor, and sound
- ☐ Testing the video before showing
- ☐ Checking overhead projector and any additional equipment

### 3. Organize and prepare all materials, including...

- ☐ Training Leader's Guide
- ☐ Overheads and/or flip charts
- ☐ Paper and pencils
- ☐ Worksheets photocopied for participants

### 4. Any additional materials (list below)

- ☐ \_\_\_\_\_
- ☐ \_\_\_\_\_
- ☐ \_\_\_\_\_



## **“WOULD I FOLLOW ME?” WELCOME & DISCUSSION**



### **Time Required:**

- 20 minutes

### **Materials Needed:**

- Graphic #1 (page 20)
- Graphic #2 (page 21)
- “Would I Follow Me?” Worksheet (page 9)

### **Reveal Graphic #1:**

**“Would I Follow Me?”**

### **Welcome:**

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

### **Read or Paraphrase:**

This is a workshop about leadership. We will be considering the effects of a leader’s behavior on a work group’s productivity and success. We will also be discussing what specific behaviors do and *don’t* inspire people to do their best.

### **Reveal Graphic #2 & Read:**

*If you could be on the receiving end of your own leadership style, how do you think you would answer this question: Would I follow me?*

- “Would I Follow Me?” video

### **Hand out Worksheet and Explain:**

Ask participants to take a few minutes to consider this question by completing the “Would I Follow Me?” 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, particularly those that relate to their own leadership experiences.

## "WOULD I FOLLOW ME?" WORKSHEET

*If you could be on the receiving end of your own leadership style, how do you think you would answer this question: Would I follow me?*

**Instructions:** Considering the question above, describe either one or both of the following situations:

1. Describe a specific situation when you were in a leadership position and you believe your behavior inspired people to "follow" you – to perform at their best and contribute to the group's success.

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2. Describe a specific situation when you were in a leadership position and you believe your behavior had a negative effect on people in your work group and on the group's success.

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## “WHAT MAKES YOU FOLLOW SOMEONE?” EXERCISE & DISCUSSION



**Time Required:** ● 30 minutes

**Materials Needed:** ● “What Makes You Follow Someone?” Worksheet (page 11)  
● Graphic #3 (page 22)

### **Hand out Worksheet and Explain:**

You may wish to introduce the exercise by saying, “As a person in a leadership position, it is worth considering what behaviors would make you follow someone and which behaviors would *not*. Please note that in this exercise and throughout the workshop, the word “follow” is used to mean respect and trust, motivating you to do your best work.” Allow approximately 10 minutes for completion.

### **Reveal Graphic #3 (“What Makes You Follow Someone?”) and Discuss:**

Using the flip chart or overhead, write down participants’ answers from their worksheets. Discuss the results – the similarities or differences among their answers. You may wish to guide the discussion towards the behaviors illustrated in the video they will be seeing:

- **Don’t dictate; facilitate.** Help people do their jobs better.
- **Be honest and ethical.** Hold yourself to the same ethical standards you expect from others.
- **Let people do their jobs.** Empower people.
- **Focus on the positive.** Don’t focus on what people are doing wrong.
- **Use mistakes as opportunities.** Don’t embarrass people.
- **Be inclusive.** Include people in decision-making.

## “WHAT MAKES YOU FOLLOW SOMEONE?” WORKSHEET

**Note:** In this exercise and throughout the workshop, the word “follow” is used to mean respect and trust, motivating you to do your best work.

### Instructions:

1. Think of two (2) people in leadership positions you have worked for, one you would willingly “follow”, and one you would not.
2. Under the + FOLLOW column, list the traits or behaviors that made you “follow” that person.
3. Under the – FOLLOW column, list the traits or behaviors that make you *not* “follow” that person.
4. List below each column the effects on you and your work.

	<div style="margin-bottom: 10px;">+</div> <div style="margin-bottom: 10px;">FOLLOW</div>	<div style="margin-bottom: 10px;">-</div> <div style="margin-bottom: 10px;">FOLLOW</div>
<b>Traits:</b>	<hr/>	<hr/>
	<hr/>	<hr/>
	<hr/>	<hr/>
	<hr/>	<hr/>
	<hr/>	<hr/>
	<hr/>	<hr/>
<b>Effect on you &amp; your work:</b>	<hr/>	<hr/>
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## VIDEO PRESENTATION & DISCUSSION



### Time Required:

- 30 minutes: Video & Discussion

### Materials Needed:

- Video – “Would I Follow Me?”
- Graphic #4 (page 23)
- Graphic #5 (page 24)

### Video Presentation:

You may want to introduce the video by saying, “The video we will be watching, “**Would I Follow Me?**” demonstrates the significant, but often unintended, effect of a leader’s behavior on his or her work group. The video also illustrates successful leadership practices. As you watch the video, please note those situations that relate to your own work experience.

### Reveal Graphic #4 (Six Wrong Ideas)

### Ask and discuss:

**Q:** What was the effect of each of Jim’s “wrong ideas” on his work group?

1. I’M IN CHARGE HERE: People were alienated and wanted to leave.
2. HIDE THE TRUTH: People didn’t believe or trust him.
3. PEOPLE LOVE A CONTROL FREAK: People’s talents and abilities weren’t utilized.
4. ACCENTUATE THE NEGATIVE: Endless negative criticism demoralized people and made them feel that nothing they did was enough.
5. WHEN IN DOUBT: SHOUT: He created resentment in the people he embarrassed and in those who witnessed it.
6. I’M ALWAYS RIGHT: People not included in making decisions didn’t get behind those decisions and often sabotaged them.

**Q:** Which of Jim’s “wrong ideas” relates to situations you have been involved in, either as a leader or member of a work group?

*Answers will vary*

(more)

## VIDEO PRESENTATION & DISCUSSION - continued

### **Reveal Graphic #5 (Six Effective Leadership Behaviors)**

#### **Ask and discuss:**

**Q:** What are the benefits of the effective leadership behaviors, not only in the video but in your own work situations?

1. DON'T DICTATE; FACILITATE: People are supported and better able to do their jobs. (Additional answers will vary.)
2. BE HONEST AND ETHICAL: People believe and trust the leader. They are encouraged to adhere to higher standards themselves. (Additional answers will vary.)
3. LET PEOPLE DO THEIR JOBS: People utilize their talents more fully. The leader doesn't have to do everyone's job. (Additional answers will vary.)
4. FOCUS ON THE POSITIVE: People are more responsive to positive reinforcement and are more likely to perform better. (Additional answers will vary.)
5. USE MISTAKES AS OPPORTUNITIES: People can learn to do their jobs better when they consider how they might have handled a negative situation differently. Embarrassing people will always have a negative effect. (Additional answers will vary.)
6. BE INCLUSIVE: When you include people in decision-making, they are more likely to support the decision. (Additional answers will vary.)

**Q:** What leadership behaviors do you think need the most attention in your work group? Explain.

*Answers will vary*

## **“ACTION PLAN” EXERCISE & DISCUSSION**



**Time Required:** ● 20 minutes

**Materials Needed:**

- Graphic #6 (page 25)
- Graphic #7 (page 26)
- “Action Plan” Worksheet (pages 15 & 16)

### **Reveal Graphic #6, Read & Discuss:**

Discuss the following two quotations in relationship to the role of a leader. Ask participants if they agree or disagree with the statements. Encourage them to support their opinions with specific leadership situations they have experienced.

*Everyone...wants the same thing in life: to be recognized, to be cared for, and to be given an opportunity to grow. And, if you're authentic and trustful, people will realize that, and they'll respond.*

- **Fast Company Magazine**, “A Leader’s Journey” (Issue 25)

### **Reveal Graphic #7, Read & Discuss:**

*If you idealize your role (as leader) – you fool yourself about what people really think of you. You don't get open and honest feedback from people. There's no reality testing.*

- **Fast Company Magazine**, “A Leader’s Journey” (Issue 25)

### **Hand out “Action Plan” Worksheet & 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.

## "ACTION PLAN" WORKSHEET

### Instructions:

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

<u>BEHAVIOR</u>	<u>RATING</u>
• DON'T DICTATE; FACILITATE: You provide support and guidance, rather than orders.	_____
• BE HONEST AND ETHICAL: You are honest and share information. You keep your word. You live by the same ethical standards you expect from others.	_____
• LET PEOPLE DO THEIR JOBS: You don't do people's jobs for them. You help define the goals and issues, then let people work it out from there.	_____
• FOCUS ON THE POSITIVE: You focus more on what people are doing right, rather than what they are doing wrong.	_____
• USE MISTAKES AS OPPORTUNITIES: You don't embarrass people; you use mistakes as opportunities to help people be better at what they do.	_____
• BE INCLUSIVE: You include others in decision-making. You encourage feedback and discussion.	_____

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

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(more)



**“ACTION PLAN” WORKSHEET - continued**

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

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

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## CONCLUSION / EVALUATION



**Time Required:** ● 10 minutes

**Materials Needed:** ● Graphic #8 (page 27))  
● Session Evaluation Form (page 20)

### **Reveal Graphic #8 & Read:**

*The next time you're out there in the trenches, leading people, put yourself in their place and ask yourself: Would I Follow Me?*

- "Would I Follow Me?" video

### **Hand Out Session Evaluation Form & 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.

## 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 significant effect of a leader's behavior.	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 photocopied onto acetate for overhead projection, used as a guide in creating flip charts or for computer video projection. (These graphics are also included on the DVD version of this program.)

<b>WOULD I FOLLOW ME?</b> • _____ • _____ • _____	<b>WOULD I FOLLOW ME?</b> • _____ • _____ • _____	<b>WOULD I FOLLOW ME?</b> • _____ • _____ • _____
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***If you could be on the receiving end of your own leadership style, how do you think you would answer this question: Would I follow me?***

- “Would I Follow Me?” video

# What Makes You Follow Someone?

	<b>+</b> <b>FOLLOW</b>	<b>-</b> <b>FOLLOW</b>
<b>Traits:</b>	<hr/> <hr/> <hr/> <hr/> <hr/> <hr/>	<hr/> <hr/> <hr/> <hr/> <hr/> <hr/>
<b>Effect on you &amp; your work:</b>	<hr/> <hr/> <hr/> <hr/> <hr/>	<hr/> <hr/> <hr/> <hr/> <hr/>

## **SIX WRONG IDEAS**

- 1. I'M IN CHARGE HERE**
- 2. HIDE THE TRUTH**
- 3. PEOPLE LOVE A CONTROL FREAK**
- 4. ACCENTUATE THE NEGATIVE**
- 5. WHEN IN DOUBT, SHOUT**
- 6. I'M ALWAYS RIGHT**



## **SIX EFFECTIVE LEADERSHIP BEHAVIORS**

### **1. DON'T DICTATE; FACILITATE**

Work with people to provide the support and direction they need.

### **2. BE HONEST AND ETHICAL**

Tell people the truth. Share information. Keep your word. Live by the same ethical standards you expect from others.

### **3. LET PEOPLE DO THEIR JOBS**

Don't do people's jobs for them. Help them define the goals and issues, then let them work it out from there.

### **4. FOCUS ON THE POSITIVE**

Don't focus on what people are doing wrong; focus on what they're doing right.

### **5. USE MISTAKES AS OPPORTUNITIES**

Don't embarrass people. Use mistakes as opportunities to make people better at what they do.

### **6. BE INCLUSIVE**

Include people in decision-making. They are more likely to support a decision they've been part of.

***Everyone...wants the same thing in life: to be recognized, to be cared for, and to be given an opportunity to grow. And, if you're authentic and trustful, people will realize that, and they'll respond.***

- **Fast Company Magazine,**  
"A Leader's Journey" (Issue 25)

***If you idealize your role (as leader) – you fool yourself about what people really think of you. You don't get open and honest feedback from people. There's no reality testing.***

- **Fast Company Magazine,**  
"A Leader's Journey" (Issue 25)

***The next time you're out there in the trenches, leading people, put yourself in their place and ask yourself: would I follow me?***

- "Would I Follow Me?" video

## TRAINER'S NOTES

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