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**Orientation to Leadership**

**Peer Learning Workshop**

**Pre-Activity Worksheet**

**The Graduate School of Advanced**

**Integrated Studies in Human**

**Survivability, Kyoto University**



Learning Approaches

As an approach to learning, this peer learning session is unique in that it is built around a peer-to-peer, activity-based learning method with no role for teachers or experts. Instead, participants work together through a series of activities and discussions guided only by simple step-by-step instructions in the learning manual. Grounded in dialogue and activities, new knowledge, skills and competencies are developed through the interactions between participants and sharing of existing local knowledge and experience. It is a learning process based on *learning by doing* built on structured sessions in which participants share common elements and provide each other guidance through collaborative, action-oriented, self-directed and other social-construct models of learning.

Online Leadership Peer Learning Guidance

To effectively and successfully implement the learning, you will first prepare yourself by completing a set of pre-activities before the webinar, and then you will be assigned to a team consisting of 4-5 participants. You will work online together as a team on 27th June (peer learning session) to follow the simple step-by-step instructions for discussions and activities in the online learning module.

How To Use This Worksheet

This pre-activity worksheet is designed to help you be prepared for the online peer learning on 27th June. You are expected to complete this worksheet prior to the online learning, so that you can work on the online module smoothly and effectively. During the online peer learning session, you may want to review this worksheet and share it with other group members, so make sure to have it available when the online session starts.

About The Orientation To Leadership Training

The Orientation to Leadership training provides an introduction to leadership. After completing the module, participants will have a basic understanding of what leadership is, what problems with leadership are, and how leadership can be conducted effectively in today’s world. **It takes approximately 30 - 60 minutes to complete the pre-activity worksheet, and 90 minutes to complete the online group activities.**

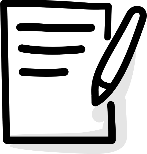
TABLE OF CONTENT

[Pre-activity 1: Understanding leadership and being a leader 1](#_Toc43134995)

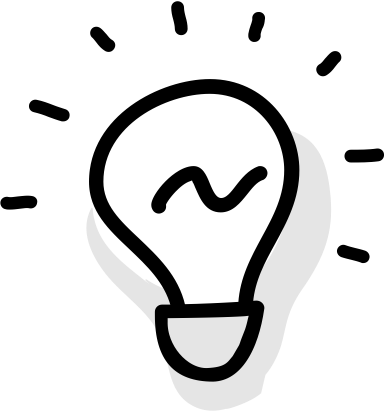
[Pre-activity 2: What it means to be a good leader in today’s world 3](#_Toc43134996)

[Pre-activity 3: How to be a good leader 5](#_Toc43134997)

# **Pre-activity 1: Understanding leadership and being a leader**



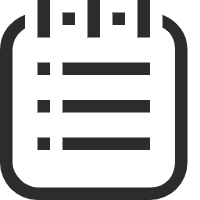
Activity Instructions

* 1. Read the following explanation of leadership, and being a leader. Do you agree with the explanation? Write down or draw your own understanding of leadership and being a leader.

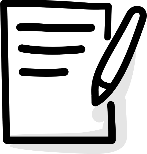
**Leadership** is “the process of *influencing* others to understand and agree about what needs to be done and how to do it, and the process of facilitating individual and collective efforts to accomplish shared objective”. *Influence is the essence of leadership.* The source of leaders’ power to influence others does not merely derive from formal positions, but also can be built through personal abilities such as expertise and charisma. The conceptualization of leadership in the contemporary era has been moving from “doing to others” to “doing with others”.

**Leaders** are those who are expected to perform leadership roles. In a team, leadership roles can be performed by one single person, or be shared/distributed among multiple parties.

*Source: Yukl, G. A. (2012). Leadership in organizations. (8th Ed). Pearson Education India.*

 **TIP**: You can learn more from the additional reading materials which provide a comprehensive review of leadership theories, and the comparison between leadership and management.

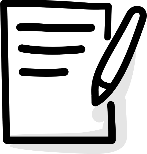
What is leadership and being a leader?

Activity Instructions

**1.2** Read the table below. Imagining you are a leader, add more about what you can influence and where you can gain the power of influence.

|  |  |
| --- | --- |
| **What can you influence?** | **Through which can you gain the power of influence?** |
| E.g., The choices of objectives and strategies to pursue in a team/an organization/a community | E.g., Build personal expertise |
| E.g., The development of followers’ skills and confidence |
| E.g., The mutual trust and cooperation of team members |
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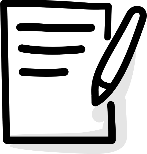
# **Pre-activity 2: What it means to be a good leader in today’s world**



Activity Instructions

* 1. List 3-4 good leaders you can think of and why you think they are good leaders.
  2. Summarise the characteristics and skills that a good leader should have.

|  |  |
| --- | --- |
| **Examples of good leaders** | **WHY** |
|  |  |
|  |  |
|  |  |
|  |  |
| **Characteristics and skills that a good leader should have** | |
| E.g., Listen to others | |

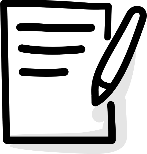


Activity Instructions

**2.3** Read the table below containing a number of problems with leadership. Underline the issues that the bad leadership has today in general. Choose 3 you consider to be the most urgent ones that today’s leadership needs to be corrected. Add more problems that are not listed.

|  |  |  |  |
| --- | --- | --- | --- |
|  | | | |
| Fail to recognize issues  Lack of accountability  Lack of long-term visions  Lack of communication | Narrow-minded  Resistance to change  Lack of social responsibilities | | Lack of problem-solving skills  Inefficiency in decision making |
| Other problems with leadership | | Top 3 issues | |

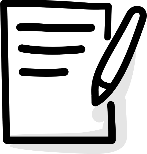
# **Pre-activity 3: How to be a good leader**



Activity Instructions

**3.1** Based on the pre-activity 2, list the leadership skills that you are confident in, and the ones you want to develop.

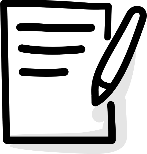
|  |  |
| --- | --- |
| **Leadership skills that**  **you are confident in** | **Leadership skills that**  **you want to develop** |
|  |  |



Activity Instructions

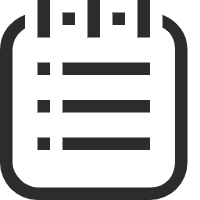
**3.2** Recall what leaders can influence in Activity 1.2. Again, imagining you are a leader, think of how you can exert those influences correctly?

|  |  |
| --- | --- |
| **What can leaders influence?** | **How?** |
| The choices of objectives and strategies to pursue | E.g., Provide reliable information and discuss with people related to setting achievable goals for the team/organization/community |
| The development of followers‘ skills and confidence | E.g., Invite external coaches to provide professional training |
| The mutual trust and cooperation of team members | E.g., Organize a team meeting each month to reflect on the team problems and encourage team members to be as frank and honest as possible |
|  |  |
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Activity Instructions

**3.3** Read the table below about the examples of leadership styles. Research more leadership styles and fill out the table below.



***TIP:*** *The additional materials provide a comprehensive review of leadership theories.*

**3.3** Do you agree with “there is no such thing as ‘one-size-fits-all’ regarding leadership styles. An effective leader is capable of tailoring their leadership styles quickly according to different situations”. Why or why not?

**3.4** Think which leadership style(s) you would like to adopt.

|  |  |  |
| --- | --- | --- |
| **Leadership styles** | **Meaning** | **When they should be adopted?** |
| Transformational leadership |  |  |
| Transactional leadership |  |  |
| Ethical leadership |  |  |
| Participative leadership |  |  |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |
| **WHAT LEADERSHIP STYLE(S) WOULD YOU LIKE TO ADOPT?** | | |

**PLEASE HAVE THIS WORKSHEET AVAILABLE FOR THE PEER LEARNING SESSION ON 27TH JUNE**