

# Toolkit: Building Leadership

This toolkit helps in developing a plan for enhancing leadership and its core tasks.

## Outline

### 1. **Become engaged as a community leader.**

- a. Develop and communicate a personal vision.
- b. Indicate how will you listen to people.
- c. How will you take responsibility for your community?
- d. Set goals.
- e. How will you serve individuals in the group?
- f. How will you serve the group as a whole?
- g. Propose specific changes in how you will lead others.
- h. How you will get the work done?
- i. How will you recruit and prepare others to become leaders?

#### **Related resources:**

[Learning How to Be a Community Leader](#)

[Developing and Communicating a Vision](#)

[Understanding People's Needs](#)

[Discovering and Creating Possibilities](#)

[Building and Sustaining Relationships](#)  
[Conducting Effective Meetings](#)  
[Influencing People](#)  
[Building and Sustaining Commitment](#)  
[Developing a Plan for Building Leadership](#)  
[Developing a Community Leadership Corps: A Model for Service-Learning](#)

2. **Assess your own competence in core tasks of leadership, and plan for improvement.** Consider your ability for each task and how you will enhance your own competency in each of the nine core tasks:
- a. Envisioning goals
  - b. Affirming values
  - c. Motivating
  - d. Managing
  - e. Achieving workable unity
  - f. Explaining
  - g. Serving as a symbol
  - h. Representing the group
  - i. Renewing

**Related resources:**

[Learning How to Be a Community Leader](#)  
[Making Decisions](#)

3. **Assess your group's competence in core tasks of leadership and plan for improvement.** Consider abilities of the group's leaders and members for each of the eight core tasks below and note how your group's competence will be enhanced in:
- a. Envisioning goals
  - b. Affirming values
  - c. Motivating
  - d. Managing
  - e. Achieving workable unity
  - f. Explaining
  - g. Serving as a symbol
  - h. Representing the group

**Related resources:**

[Developing a Plan for Building Leadership](#)  
[Building Teams: Broadening the Base for Leadership](#)

4. **Envision the leadership of the group.**
- a. Identify the core tasks of leadership needed for this work (e.g., your project)
  - b. Indicate how many leaders are needed (or wanted) on the team
  - c. Specify what skills are needed for this work.

- d. Indicate who needs to be included to reflect the community and its interests.
- e. Describe how the leadership team will support one another and what additional supports are available to them.
- f. Indicate what commitment there is to working together in common purpose.

**Related resources:**

[Developing a Plan for Building Leadership](#)

[Developing a Community Leadership Corps: A Model for Service-Learning](#)

**5. Set leadership development goals for the group and its members.**

- a. Indicate the strengths of the group, noting what should be enhanced.
- b. Indicate gaps between the current situation and the ideal team, and how these will be addressed through recruitment or development.
- c. Based on differences between the leadership team and those served, indicate in what ways, if any, that diversity of the team should be enhanced.
- d. Indicate specific goals for leadership development and priorities to be addressed.

**Related resources:**

[Developing a Plan for Building Leadership](#)

[Building Teams: Broadening the Base for Leadership](#)

[Providing Supervision for Staff and Volunteers](#)

**6. Select methods for developing leadership.** Indicate how you (your group) will:

- a. Teach as you lead through modeling.
- b. Arrange workshops and training.
- c. Provide access to more experienced mentors or coaches.
- d. Form learning networks and leadership support groups.
- e. Use retreats to reflect on the work and to restore members for continuing the work.

**Related resources:**

[Developing a Plan for Building Leadership](#)

[Learning from and Contributing to Constituents](#)

[Designing a Training Session](#)

[Conducting a Workshop](#)

[Providing Support for Staff and Volunteers](#)

[Organizing a Retreat](#)

**7. Recruit new people to lead.** Indicate how you (your group) will:

- a. Attract new members to serve as leaders of the group.
- b. Determine together how they will be involved.
- c. Enhance diversity or abilities, experience, relationships, and cultural competence in the team.
- d. Prepare new generations of leadership for this work.

**Related resources:**

[Developing a Plan for Increasing Participation in Community Action](#)  
[Developing a Plan for Building Leadership](#)  
[Promoting Participation Among Diverse Groups](#)  
[Encouraging Leadership Development Across the Lifespan](#)

8. **Enhance collaboration within and across groups.** Consider how you will:

- a. Serve as a catalyst of change.
- b. Lead the process, not the people.
- c. Know the leadership context.
- d. Facilitate the work among partners
- e. Motivate.
- f. Be flexible and persistent.
- g. Distribute credit.

**Related resources:**

[Coalition Building I: Starting a Coalition](#)  
[Promoting Participation Among Diverse Groups](#)  
[Collaborative Leadership](#)

9. **Promote leadership as service.** Consider how you will encourage group members to:

- a. Act as one among equals.
- b. Use power legitimately.
- c. Do the necessary work.
- d. Listen to and care for those served.
- e. Start where people are.
- f. Challenge others.
- g. Adapt to fit the situation.
- h. Inspire others to answer the call of service.

**Related resources:**

[Servant Leadership: Accepting and Maintaining the Call of Service](#)  
[Developing a Community Leadership Corps: A Model for Service-Learning](#)

10. **Promote adaptation to new situations.** Consider how you will:

- a. Identify the adaptive challenge.
- b. Keep the level of stress within a tolerable range.
- c. Focus attention on ripening issues.
- d. Give the work back to the people.
- e. Protect the voices of leadership without authority.

**Related resources:**

[Adapting Community Interventions for Different Cultures and Communities](#)  
[Developing Facilitation Skills](#)  
[Participatory Approaches to Planning Community Interventions](#)

11. **Indicate how you will build a great group with strong leadership.** Communicate how you will:
- a. Find and attract talented people.
  - b. Create a situation in which people can apply their talents.
  - c. Get great projects in which people can work together.
  - d. Assure that the right people are in the right jobs.
  - e. Protect members from distractions and demands of the broader environment.
  - f. Build bridges to those people and resources that can help.
  - g. Prompt reflection on the meaning of the work.
  - h. Maintain a climate of optimism in the group.

**Related resources:**

[Developing a Plan for Building Leadership](#)

[Building Teams: Broadening the Base for Leadership](#)

The Community Tool Box is a service of the [Work Group for Community Health and Development](#) at the University of Kansas.

Licensed under a Creative Commons Attribution-Noncommercial-Share Alike 3.0 United States License.

© 2015 Community Tool Box. All Rights Reserved. **KU**