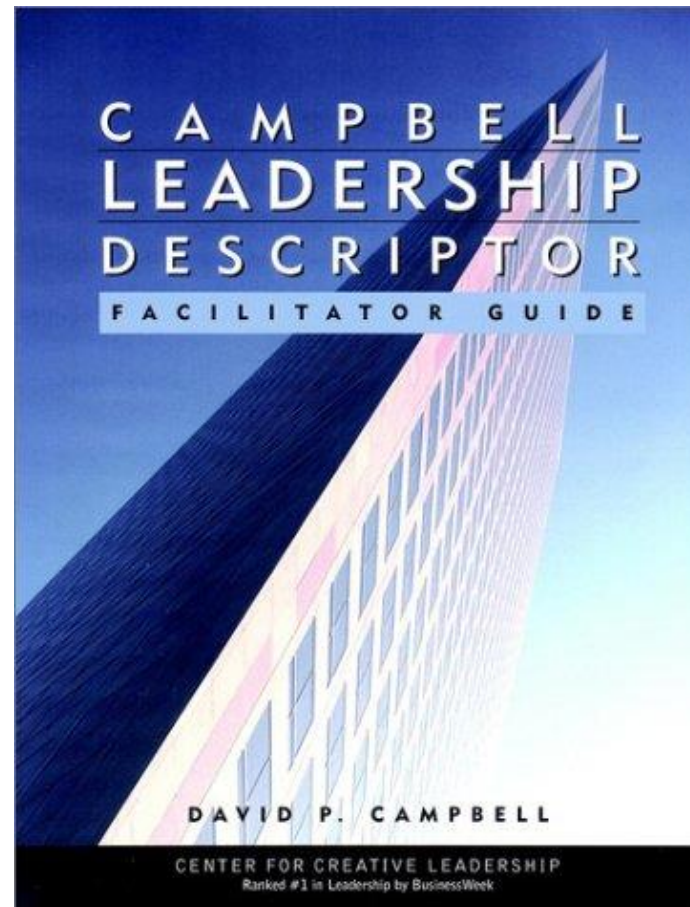
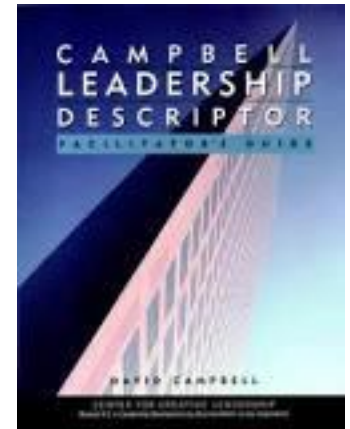


The Campbell Leadership Descriptor



Campbell Leadership Descriptor: *Objectives*

- Describe universal leadership components
- Identify characteristics of successful leaders
- Evaluate personal strengths and weaknesses
- Compare yourself with other leaders
- Develop an action plan



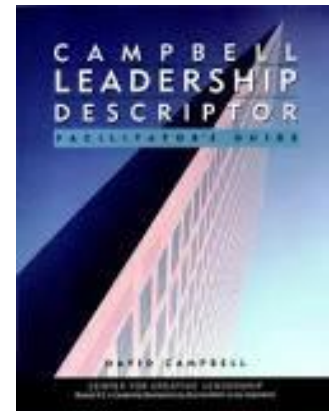
Leadership Components: *Major Tasks*

- ***Vision*** - Establish general tone, direction
- ***Management*** - Set goals and focus resources
- ***Empowerment*** - Select and develop subordinates
- ***Diplomacy*** - Forge coalitions
- ***Feedback*** - Observe, listen, share information
- ***Entrepreneurialism*** - Find future opportunities

Leadership Components:

Personal Characteristics

- ***Personal Style*** – Set tone of competence, optimism, integrity, and inspiration
- ***Personal Energy*** – Live disciplined, wholesome lifestyle
- ***Multicultural Awareness*** – Be comfortable working across geographic, demographic, and cultural borders



Scoring Implications

Score	Band	Implication
17 to 20	VERY HIGH	<i>very good</i>
14 to 16	ABOVE AVERAGE	<i>good</i>
11 to 13	MID-RANGE	<i>mid-range</i>
8 to 10	BELOW AVERAGE	<i>needs improvement</i>
5 to 7	VERY LOW	<i>needs significant improvement</i>

Small Group Discussion

- What were your strengths?
- What were your development areas?
- How did you compare to the good / effective leader you chose?
- How did you compare to the poor / ineffective leader?

Plenary Group Discussion

- What makes ineffective leaders ineffective?
- What do you want to avoid?
- What makes effective leaders effective?
- What do you want to emulate?

