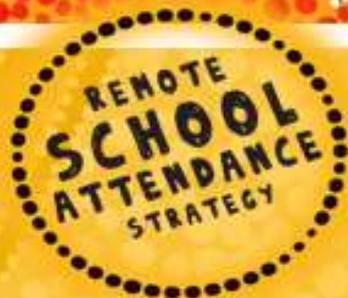


# LEARNER WORKBOOK

Unit 8 - Leadership



RSAS Training Strategy Project 2018



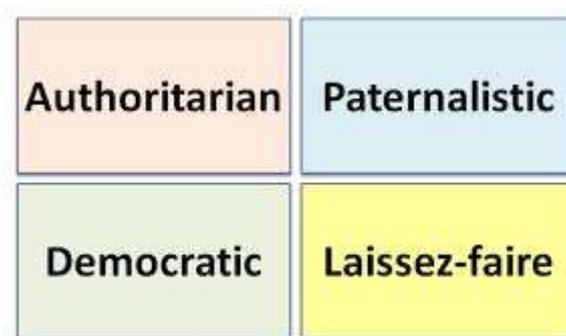
## Activity 1: Which style of leadership do you think is most appropriate for a leader in your community?

### Instructions

Consider the various styles of leadership provided below. As a class group discuss what you think is the best or most appropriate style for your community.

**Time Required: 20 minutes**

There are many different kinds of leaders. What is right for one situation, for example a leader of soldiers going into war, is not necessarily the best model of leadership, or the right qualities for a leader, in a different situation.



**Authoritarian** – An authoritarian leader gives orders and expects obedience or submission. This is a good style if you are leading an army into battle because you don't have time for discussion. It can also be the right style of leader to manage a crisis for example fighting a bush fire, or pulling someone out of a flooded river.

**Paternalistic** – This sort of leader acts as a father figure by taking care of their people as a parent would.

**Democratic** - Leaders involve the members of the group. This is a more participative role in the decision-making process.

**Laissez-faire** - Leaders give group members the freedom to make their own decisions. They assume everyone knows what is best for themselves.



## Activity 2: Draw a map of the qualities of leadership and what they mean.

### Instructions

1. Consider the qualities of leadership listed below.
2. Discuss what each means
3. Draw a map or picture showing these qualities, illustrating what they mean

### Time required: 45 minutes

Within the context of community leadership in Aboriginal and Torres Strait Island communities, it is generally accepted that the main qualities and skills for a leader are:

- respect for culture
- self-awareness and confidence
- integrity and wisdom
- support for all your people
- clear communication and direction
- good mediation and negotiation skills
- enthusiasm and ability to inspire
- adaptability and humility
- a sense of humour.



Indigenous leader Shane Phillips was named Australia's 2013 Local Hero for his community leadership. Source: AAP



## Activity 3: What values are important to you?

Our values are important in providing a guide for how we behave as individuals, parents, members of the community, and leaders. For this reason we should know our values and hold them strong.

### Instructions

Consider the following values. Tick those you feel most strongly about. You might like to number them from 1 to 10 with 1 being your strongest value.

### Time Required: 20 minutes

- Family
- Community
- Honesty
- Integrity (Doing what you say you will do)
- Justice
- Respect
- Learning
- Obeying the law
- Love
- Friendship
- Caring
- Other (you name them!)

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## Activity 4: Choose a role model

### Instructions

- Divide into groups of 2 or 3.
- There are 2 tasks in this activity.
- Complete each task as shown

Time required: 40 minutes

Task 1: Choose one of the Indigenous leaders shown below whose story you know.

Explain how you think they display the leadership qualities we have identified in class.

You will find the leadership qualities listed underneath.

### Australians of the Year



Adam Goodes 2014



Mick Dodson 2009



Cathy Freeman 1998



Lowitja O'Donoghue 1984

## Leadership Qualities

- respect for culture
- self-awareness and confidence
- integrity and wisdom
- support for all your people
- clear communication and direction
- good mediation and negotiation skills
- enthusiasm and ability to inspire
- adaptability and humility
- a sense of humour.

### Task 2: Now write the name of a leader you know personally.

This person can be a local person, or a well-known person from any walk of life, or a sports person. Write the qualities they have that you think make them a good leader.

**My role model:**

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**Their leadership qualities:**

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Share your role model with the class group.



## Activity 5: Complete the leadership checklist

### Instructions

Note: This activity is a personal reflection. However, ask your trainer if you would like help.

You are required to read the description of the leadership qualities and tick “Yes” or “No” if you feel you and your community leaders display these skills. We will use this checklist for our planning

Time required: 25 minutes

### Check-up: The qualities of effective leaders

Ask yourself whether you and your leaders exhibit these qualities and skills.

Quality	Skills	Yes	No
Cultural standing	<ul style="list-style-type: none"><li>Shows respect for who they are within their own culture.</li><li>Shows respect for Aboriginal and Torres Strait Islander values, beliefs, skills, traditions, relationships and behaviour.</li></ul>		
Competence and self-awareness	<ul style="list-style-type: none"><li>Knows what to do and gets it done.</li><li>Develops their own values, passions, skills and strengths.</li><li>Admits weaknesses, learns from mistakes and seeks help.</li></ul>		
Integrity	<ul style="list-style-type: none"><li>Is aware of what is expected behaviour.</li><li>Acts for the greater good, despite external pressures.</li><li>Exhibits ethical behaviour and a belief in leading by example.</li></ul>		
Confidence	<ul style="list-style-type: none"><li>Believes they can meet most challenges.</li></ul>		

Vision and insight	<ul style="list-style-type: none"> <li>• Has personal growth goals and leadership goals.</li> <li>• Has a strong sense of where they think their society, community or organisation should be going, and how they might get there.</li> <li>• Inspires people to follow that vision.</li> </ul>		
Consensus-builder	<ul style="list-style-type: none"> <li>• Helps people come to an agreement by negotiating disputes and healing conflicts.</li> </ul>		
Enthusiasm	<ul style="list-style-type: none"> <li>• Shows interest in the people, issues and events around them.</li> </ul>		
Innovation	<ul style="list-style-type: none"> <li>• Thinks creatively, takes risks and develops new solutions.</li> <li>• Challenges and inspires people to move outside their comfort zones.</li> </ul>		
Wisdom	<ul style="list-style-type: none"> <li>• Exhibits intelligence and insight, empathy and experience.</li> <li>• Draws on cultural knowledge and experience to help other people understand and cope with new situations and changes.</li> </ul>		
Adaptability	<ul style="list-style-type: none"> <li>• Is flexible and responds to change.</li> <li>• Believes in continual learning, both formal and informal.</li> <li>• Learns from mistakes.</li> </ul>		
Strong interpersonal skills	<ul style="list-style-type: none"> <li>• Interacts and works well with others.</li> <li>• Motivates others to do their own job and work as a team.</li> </ul>		
Effective communication	<ul style="list-style-type: none"> <li>• Listens to and understands the thoughts, ideas and concerns of others, and can clearly communicate their own.</li> <li>• Communicates in different cultural contexts, explaining cultural differences when required.</li> </ul>		

Peer respect	<ul style="list-style-type: none"> <li>• Inspires respect from other leaders (both Aboriginal and Torres Strait Islander, and non-Indigenous).</li> <li>• Leads discussions, maintains discipline and encourage contributions.</li> </ul>		
Sense of humour	<ul style="list-style-type: none"> <li>• Laughs at themselves and is able to relieve tense or stressful situations with humour.</li> </ul>		
Delegation and teaching skills	<ul style="list-style-type: none"> <li>• Trusts others and shares some authority with them.</li> <li>• Shares skills and knowledge.</li> <li>• Mentors others</li> </ul>		

Source: <http://toolkit.aigi.com.au/toolkit/4-1-indigenous-leadership> (March 2016)



## Activity 6: So what's your plan?

### Instructions

Use the checklist you have completed to make a plan to improve your leadership skills and help others improve their leadership skills.

You will find ideas about what to include in your plan in your Learner Guide.

Time required: 25 minutes

LEADERSHIP  
IS ABOUT MAKING OTHERS  
**BETTER** AS A  
RESULT OF YOUR PRESENCE  
AND MAKING **SURE**  
THAT IMPACT LASTS IN YOUR  
**ABSENCE.**



## Activity 6: So what's your plan?

Make a plan to improve your leadership skills and help others improve their leadership skills.

Goal (what do you want to achieve?)	Strategy (How we you do it?)	Measure of Success (How will you know it worked?)	Timeframe (when will you do it?)

**Note Page:**



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