

How can I become a leader?



# Chapter 22

## Developing Leadership Skills

### Chapter Objectives

After studying this chapter, you will be able to

- **identify** leadership traits.
- **discuss** how leadership traits and skills can be applied to work situations.
- **name** and describe the nationally recognized career/technical student organizations.
- **explain** the purpose of parliamentary procedure.

### Key Concepts

- With practice, you can develop effective leadership skills.
- Participating in a career/technical student organization helps you explore future careers and build leadership skills.
- Knowing parliamentary procedure allows you to be an active meeting participant.

### Key Terms

*leadership*  
*leader*  
*career/technical*  
*student*  
*organization*  
*(CTSO)*  
*agenda*  
*parliamentary*  
*procedure*  
*Robert's Rules of Order*

## Leadership

### leadership

The ability to lead or direct others on a course or in a direction.

### leader

A person who influences the actions of others.

**Leadership** is the ability to direct others on a course or down a path. When thinking of people who have that quality, you tend to think of famous people. Many famous people are leaders, but many ordinary people are leaders, too.

A **leader** is a person who influences the actions of others. The captain of a sports team is a leader. However, the teammate who encourages the team to do its best is a leader, too. Many people are leaders because they inspire those around them to perform well, 22-1.

In the workplace, leadership is not reserved just for the head of the department or the company. A workplace that values teamwork encourages the development of many leaders. Sometimes a work team has *shared leadership* responsibilities. In this case, no single individual holds the position of leader. Instead, different members come to the forefront to lead a project when it involves their area of expertise. After the phase is complete, another team member leads the next phase.

Few people will become company presidents. However, all of us will need to be leaders on many occasions in our lives. The success of schools, businesses, cities, and nations depends on effective leaders.

### 22-1

Leaders challenge other members of a group to do their best, no matter what the activity is.



## Leadership Traits

Effective leaders have certain traits. These traits can be practiced and acquired. Having leadership traits is helpful in all aspects of everyday life.

- *Leaders respect the rights and dignity of others.* They are willing to accept responsibility and work within the group. They are able to get along with people in a friendly and peaceful manner.
- *Leaders are straightforward.* They give praise where praise is due. They communicate their thoughts and feelings in a clear and understandable manner.
- *Leaders are well informed on matters that concern the group.* They are confident and honest. They trust their fellow group members.
- *Leaders are positive and excited about the group's work.* They are open-minded.
- *Leaders inspire accomplishments.* They can help a group set goals. They also know how to get a group started and keep it on track.

## Effective Leadership at School and at Work

You may be surprised to learn that the traits and skills used by effective leaders in the workplace are the same as those used by effective students. Refer to the chart in 22-2. There you'll find common steps individuals can take to become leaders at school and at work.

## School Organizations Create Leaders

The best way to develop leadership skills and prepare for the world of work exists right in your own school. A variety of student organizations, clubs, and extracurricular activities are available to help you explore new interests and develop leadership skills.



## Community Connections

Contact volunteer organizations in your community, such as the Rotary club or American Cancer Society. Ask for job descriptions of the available volunteer opportunities. What leadership skills are required? Why would it be important for volunteers to demonstrate leadership traits? Are volunteers expected to run meetings? Report your findings to the class.



## Your Reading

Why is it important to have leaders?

**22-2**

If you have accomplished some of these steps, you are well on your way to becoming a leader.

**Steps to Becoming a Leader**

- Arrive early for meetings and appointments.
- Act and speak in a way that will leave a favorable impression.
- Develop good conversational skills. This includes being a good listener and an interesting speaker.
- Make a special effort to remember the names of everyone you meet.
- Stay out of arguments. No one ever wins an argument.
- Avoid complaining and being critical of others.
- Make an effort to find something good to say in all situations.
- Try to make challenges a win-win situation for everyone.
- Always appear interested, friendly, and pleasant.
- Say “please” and “thank you” often.
- Demonstrate your best effort at all times.
- Always try to make the best use of resources.

**career/technical student organization (CTSO)**

School groups that help students learn more about certain occupational areas.

Consider joining a *career/technical student organization (CTSO)*. These are school groups that help students learn more about certain occupational areas. You could join an existing organization, or you could ask a teacher to help you start a chapter of a student organization at your school. A teacher-advisor offers help when needed. In these organizations, students run the activities. They make the decisions.

As a member of a career/technical student organization, you share interests and career goals with other students. By working with them, you also share many benefits of an active club. You can learn about careers in your field of interest, 22-3. You can enjoy social activities and participate in civic activities. You can develop leadership skills and participate in organization meetings and annual conferences. All career/technical student organizations sponsor local and national competitions, too. Meanwhile, you will be building your self-confidence, self-esteem, and motivation.



Photo courtesy of SkillsUSA

**22-3**

Participating in SkillsUSA events will help you explore different careers.

The career/technical student organization to join should be the one that best matches your career goals. It should be related to your school program. The following career/technical student organizations are nationally recognized:

**Business Professionals of America (BPA)** is for students enrolled in business and information technology programs. The group's purpose is to help students learn job-related skills for careers in business management, office administration, and information technology. Activities focus on promoting job skills, leadership traits, and social awareness. Students who join BPA learn about jobs as office coordinators, paralegals, computer support specialists, and government administrators, among others.







**DECA—An Association of Marketing Students** is for students who are interested in the broad business of marketing. Programs focus on career development, economic understanding, leadership, and civic duties. Members learn about marketing, management, entrepreneurship, sales, hospitality, finance, and related careers. Through DECA, members can explore job opportunities such as store managers, travel agents, meeting and convention planners, international distribution managers, and company sales representatives, among others.



**Family, Career, and Community Leaders of America (FCCLA)** is open to students through grade 12 who have taken or will take courses in family and consumer sciences. This organization encourages personal growth and fosters family and community involvement and leadership. Students participate in community service projects, financial education programs, and leadership activities, 22-4. Members prepare for careers in early childhood education, food production and services, hospitality and tourism, housing and interiors, textiles and apparel, and family and consumer sciences education. Students who join FCCLA gain experience for jobs such as interior designers, social workers, executive housekeepers, child care teachers, chefs, and many other positions.

#### 22-4

FCCLA members learn how to foster positive relationships and build teams.



Photo courtesy of FCCLA

**Future Business Leaders of America–Phi Beta Lambda (FBLA-PBL)** is for students interested in business careers. The group helps students understand American business enterprise and set career goals. It also helps them develop character and self-confidence. Other goals of the group are to promote sound financial management and competent business leadership. Activities focus on civic and community service, career development, social awareness, and economic education. Students explore careers as human resources managers, investment analysts, city managers, sports/entertainment managers, actuaries, and other business-related occupations.



**Health Occupations Students of America (HOSA)** is for students interested in health occupations. The group helps students develop leadership skills, civic responsibilities, and occupational skills. Students become aware of health care issues and concerns. They participate in group discussions, conferences, and educational projects. HOSA members gain experience for such future careers as registered nurses, radiologists, speech and language pathologists, dentists, paramedics, and laboratory technicians.



**National FFA Organization (FFA)** is for students preparing to enter careers in agriculture, agribusiness, and agriscience. Conferences and award programs operate on local, state, and national levels. They give students practical experience in applying the agricultural knowledge and skills gained in the classroom. The group works to promote leadership, personal growth, and career success through agricultural education. See 22-5. Students explore job opportunities such as ranch managers, wastewater managers, forensic scientists, marine biologists, or county extension agents.



**SkillsUSA** provides education experiences that help students develop leadership, teamwork, citizenship, and character development. Programs offer training and employment opportunities as well as exposure to members of the workforce. The organization stresses high ethical standards, superior work skills, life-long education, and pride in the dignity of work. SkillsUSA prepares students to enter trade, industrial, technical, and skilled service occupations including health careers.



**22-5**

National FFA Organization projects and events give student members a chance to apply their knowledge of plants and soils.



Photo courtesy of National FFA Organization



**Technology Student Association (TSA)** is open to any student who is taking or has taken technology courses. Activities include individual and group projects and school and community services. Students gain insight into careers and learn skills for jobs such as drafters, chemists, information technology service technicians, multimedia artists/animations, software designers, and mechanical engineers. Members also develop the leadership, personal, and social skills needed for living in a modern, technical world.



## Your Reading

How do career/technical student organizations prepare students for the workplace?

## How Student Groups Operate

Student groups have various names, such as clubs, organizations, and associations. They allow people with a common interest to meet and exchange information. When you join a school group, you will find its organizational pattern is similar to other groups.

All student groups have officers, who generally lead the group. The members elect the officers—usually president, vice president, secretary, and treasurer. Student groups also have one or more committees. Each committee focuses on one aspect of the group's work. Groups often use committees to handle events, publicity, and membership. See 22-6.





Monmouth County Vocational School District

**22-6**

This project committee is preparing for a competition.



## Making a Difference

Determine what projects could be done for your community by the various career/technical organizations active in the school. Brainstorm a list of project options. Compile a list of helpful projects these organizations could do and submit them to the club presidents for consideration.

**agenda**

An order of business that lists activities that will occur during a meeting.

Meetings are usually held on a regular basis. They may be scheduled weekly, monthly, or quarterly. The highlight of most meetings is an informational program. A part of each meeting is devoted to conducting the business of the student group.

Good meetings require advance planning. Usually the officers or members of a program committee plan the meetings. The president of the group conducts the meetings.

An **agenda** is a list of activities that will occur during a meeting. An agenda is also known as an order of business. An agenda should be presented to the membership a few days before each meeting. That allows people to plan for the meeting. It helps them prepare to intelligently discuss the business of the group.

The success of a group depends primarily on the quality of its meetings. Good meetings are described in the following statements:

- The meeting agenda is carefully planned in advance.
- The meeting follows the agenda, and starts and ends on time.
- The meeting room has good lighting and comfortable seating.
- Officers use parliamentary procedure to run the meeting.



## Your Reading

How are student groups organized?

**parliamentary procedure**

An orderly way of conducting a meeting and discussing group business.

## Parliamentary Procedure

Persons who attend meetings of various organizations find that the meetings usually follow the same pattern. Most groups conduct their gatherings according to *parliamentary procedure*. This is an orderly way of conducting a meeting and discussing group business. Its purpose is to help groups run their meetings fairly and efficiently.

Parliamentary procedure provides an orderly way to propose, discuss, and act on items of business. It provides a chance for fair discussion and action by the group. Both the majority and minority sides of an issue are handled fairly. Finally, parliamentary procedure provides rules for conducting group business quickly and according to the will of the majority. See 22-7.

*Robert's Rules of Order* is the most common reference used in parliamentary law. There are other references on parliamentary procedure that you may find easier to read. As an officer or member of a group, you should be familiar with parliamentary law so you can find the answers to problems that arise during club meetings. You should also know the terms in 22-8 so you can easily participate in meetings.

**Robert's Rules of Order**

The most common reference book used to describe the parliamentary procedure used at business meetings.

**22-7**

Career/technical student organizations often use parliamentary procedure to run meetings and elect officers.



### Your Reading

Why is it important to use parliamentary procedure in meetings?



Photo courtesy of FBLA

### Terms Used in Parliamentary Procedure

**Adjourn**—To end a meeting

**Agenda**—A list of things to be done and discussed at a meeting

**Amend the motion**—To change the wording of a motion that has been made

**Aye**—The formal term for *yes* (pronounced *eye*)

**Bylaws**—The rules and regulations that govern the organization

**Chair**—The presiding officer at a meeting, such as the president or chairperson

**Debate**—To speak *for* or *against* a motion. Every member has a right to debate an issue

**Majority**—At least one more than half of the members present at the meeting

**Minutes**—A written record of the business covered at a meeting

**Motion**—A recommendation by a member that certain action be taken by the group

**Nay**—The formal term for *no*

**Quorum**—The number of members who must be present to legally conduct business at a meeting

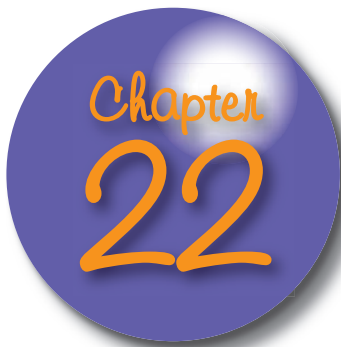
**Second the motion**—The approval of a motion by another member

**Table the motion**—To delay making a decision on a motion

**The floor**—The right to speak in a meeting without interruption from others

### 22-8

The terms used in parliamentary procedure date back to medieval England.

A circular graphic with a purple background and a white glow effect. The word "Chapter" is written in a light blue, sans-serif font at the top. Below it, the number "22" is written in a large, bold, orange font.

## Summary

Leadership traits can be practiced and acquired. They can help you be successful in many different settings. They are helpful in clubs, at work, and in everyday group situations.

Career/technical student organizations bring students with common career goals together. Eight career/technical student organizations are nationally recognized. Each focuses on a certain career field.

As a member of such a group, you will learn how meetings are run. You will be able to practice parliamentary procedure. You may have the chance to serve as an officer or committee member. Participating in career/technical student organizations has other benefits, too. You can learn more about careers. You can take part in many activities and competitions. You can learn new skills and build self-confidence.

## Reviewing Key Concepts

1. List four leadership traits.
2. Name six steps for a student to take at school or work to become a leader.
3. What is the function of career/technical student organizations?
4. Name three benefits of being involved in a career/technical student organization.
5. Name two career/technical student organizations for students who are interested in business occupations.
6. A career/technical student organization for students who are interested in marketing is \_\_\_\_\_.
  - A. TSA
  - B. DECA
  - C. BPA
  - D. HOSA
7. True or false. FCCLA is for students who are preparing to enter careers in agriculture, agribusiness, and horticulture.
8. List four characteristics of a good meeting.
9. What is the purpose of parliamentary procedure?
10. What book is commonly used as a reference on parliamentary procedure?



### Building Academic Skills

1. **Art.** Prepare a poster that illustrates one of the five traits of effective leaders. Use color, graphics, or photos to make the poster attractive and interesting. Display your poster with those prepared by your classmates.
2. **Writing.** Imagine that you are leading a committee to organize a book drive for your library. Outline an agenda for the first meeting of your committee. The meeting is expected to last one hour.
3. **Listening, writing.** Attend a meeting in your school or community. Take notes on the use of parliamentary procedure. Write a brief report of your findings.

### Building Technology Skills

1. Conduct online research on the topic of *leadership skills*. Report back to class on the leadership skills taught by youth organizations such as the Boy Scouts and Girl Scouts.
2. Use the Internet to investigate the “Planning Process” used by Family, Career, and Community Leaders of America (FCCLA). Make a poster showing the symbols for this planning process. Discuss how they can be used in planning service projects for your class.
3. Visit the Web sites for each of the career/technical student organizations listed in this chapter. Create a spreadsheet to compare the following features of each organization: number of members, mission/purpose, career areas served, major activities, competitions held, and membership requirements. Also, identify the organizations that are available at your school.

### Building Career Knowledge and Skills

1. Interview members of one of the career/technical student organizations in your school. Ask them about their participation in the group. What have they gained from belonging to the group? Also ask them how the organization has affected their career goals. Present your findings to the class in an oral report.
2. Contribute to a class discussion about the traits of effective leaders. Discuss how these same traits can be applied to situations at work and in everyday life.
3. Ask a member of a career/technical student organization in your school to talk to your class about the benefits of belonging to the group.
4. Look for examples of everyday leaders in action. Observations can take place at home, work, school, or in the community. Log your observations. Summarize the characteristics of effective leaders.
5. Interview a worker regarding the leadership at his or her place of employment. Write a report on what you learned about leadership in the workplace.

### Building Workplace Skills

Working with several classmates, research one aspect of parliamentary procedure. Possible topics include: order of business and programs, making a motion, committees and their reports, secretary's and treasurer's reports, nominating committee and elections, and officers and their duties. Help your group decide how to divide the tasks. Using a computer, create an informational handout to teach other members of the class about your topic. Make a brief presentation to the class using the brochure. After all groups have made their presentations, participate in a mock meeting to elect officers.