Guide to Leadership Development

Kappa Kappa Psi
National Honorary Band Fraternity

Revised 2009

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Forward From The National Council

The Guide to Leadership Development of Kappa Kappa Psi exists as an extension of the values of our Fraternity. Leadership without a core set of values is meaningless. For that reason, we strongly encourage chapters and Brothers to read and apply this Guide with the Mission, Vision, Purposes, and Ritual of Kappa Kappa Psi in mind.

The construction of this Guide to Leadership Development began with the work of Dr. Kirk Randazzo in 1997 during his tenure on the National Council. Dr. Randazzo crafted the initial readings on leadership from both his work and that of other authors cited, and his work remains within this document. In the 2007-2009 biennium, the National Council revised the Kappa Kappa Psi Strategic Plan. Dr. Malinda Matney created the current revision of the Guide to complement that Strategic Plan revision. Dr. Matney shaped the material around the values of Kappa Kappa Psi, and provided more curricular elements to the Guide. She also created the strategic planning sections of the Guide. The ongoing development of this Guide reflects the ever-changing complexity of leadership within a band program and on a college campus.

This Guide is intended for both Chapters and individual Brothers to develop their skills and to create plans to achieve larger future goals. There are guides to help with these tasks within this Guide. We encourage Chapters to also pursue the other leadership development opportunities within Kappa Kappa Psi, including conventions, district events, national symposia, officer roles, and project leadership. There are many ways to learn leadership together.

Leadership development is an opportunity for personal growth and for charting a positive future for your chapter and band program. Do not let this opportunity pass you by.

Strive For the Highest,

Malinda M. Matney, Ph.D.
National President
2007-2009

Why A Kappa Kappa Psi Focus On Leadership?

Kappa Kappa Psi Mission Statement

Kappa Kappa Psi is a fraternal organization that promotes the advancement of college and university bands through dedicated service and support to bands; comprehensive education; leadership opportunities; and recognition; for the benefit of its members and society.

As a fraternity, Kappa Kappa Psi has defined its greatest work as that of advancing college and university bands. Advancing is different from maintaining a status quo. In quiet times, a reactive mode might well help an organization maintain a position on campus, and might help bands maintain a role in national culture. When turbulent times confront organizations, those with skilled leaders of all types will be positioned to not only protect the institutions they value, but communicate to others the importance of those institutions. In short, when we learn to lead, we learn to advance bands for years to come.

Leadership differs from management, as you'll learn in this guide. Leadership is not about title, or personal charisma, or saying only what others want to hear. Leadership requires our ability to continue to learn, to communicate, and to advance beyond what we think is possible today. Leadership can be learned, and it is our intent through Kappa Kappa Psi to teach leaders for today and tomorrow.

Definitions of Leadership

The term "leadership" carries many definitions, depending on the context of the conversation. Frequently people confuse effective leadership with effective management, or believe that leaders are born with the traits for success. The following section begins by explaining the difference between leadership and management and then dispels certain myths about leaders. Once this is accomplished the focus turns toward the categories, qualities and characteristics of effective leaders. The section finishes by outlining some of the hazards of leadership that should be avoided.

WHAT IS LEADERSHIP?

"Leadership is the art of getting others to do something you want done because they want to do it."

– Dwight Eisenhower

When most people talk about leadership the first image that comes to mind is someone who effectively manages the everyday operations of the organization. However, there is a difference between management and leadership.

Management consists of the rational assessment of a situation and the systematic selection of goals and purposes (what is to be done?); the systematic development of strategies to achieve these goals; the marshaling of the required resources; the rational design, organization, direction and control of the activities required to attain the selected purposes; and, finally, the motivating and rewarding of people to do the work.

In other words, managers are problem solvers. They continually ask the question, "What problem needs to be solved and what are the best ways to achieve that result with the resources available." A successful manager must be persistent, intelligent and possess an ability to analyze situations. Managers must also be tolerant and patient with others while remaining dedicated to the tasks at hand.

Leadership is a special application of management. "Leaders are active instead of reactive, shaping ideas instead of responding to them. Leaders adopt a personal and active attitude toward goals. The influence a leader exerts in altering moods, evoking images and expectations, and in establishing specific desires and objectives determines the direction an organization takes. The net result of this influence is to change the way people think about what is desirable, possible, and necessary. In other words, leaders are visionaries and managers operate within those established visions."

—Abraham Zaleznik, Harvard Business Review

In other words, managers operate at the directive of others, with others determining the ideas that shape the conversation. Leaders create those ideas and recruit others to join in their vision.

Apply This Definition

Now is a time for you to think about how this applies to your own tasks and ideas, and those of your chapter.

1. What elements of your office or role are management tasks (solving problems, reacting to situations presented by others)?

2. What elements of your office or role are leadership tasks (building or communicating vision, soliciting support of others to work toward your vision?

Negative Leadership Models

Kappa Kappa Psi Creed

We, the brothers of Kappa Kappa Psi, believe that service to the college or university band program fosters responsibility, loyalty, and leadership; that a spirit of brotherhood is enhanced by the participation in a band program; that music is a universal language and truly the greatest of the arts; and that through fraternal participation, each member will strive for the highest.

The elements of our creed speak to the elements that unite Brothers: participation in the college band, understanding the nature of music, and truly fraternal participation. Leadership, like all other elements of Kappa Kappa Psi, is a social activity with a common aim to strive for the highest, with the college band as our first focus.

When we lose that focus, or give up on the give and take with others to enhance our leadership skills and those of our fellow Brothers and candidates, we fall into one or more of the myths of leadership. We lose accountability while isolating ourselves from others, and from the great rewards of Kappa Kappa Psi. Read these myths carefully, and see where each goes astray.

MYTHS OF LEADERSHIP

Myth: "Leaders are born, not made."
Have you ever heard the statement "He/She is a born leader?" While the statement may be true in some circumstances, it also implies that if you were not born a leader you may as well give up. This implication could not be farther from the truth. Many of the great leaders learned their skills by watching others. By identifying the characteristics which set great leaders apart from average ones, we can all learn how to be successful leaders.

Myth: Leaders are charismatic.
How many times have you thought all good leaders are charismatic? While this may be true for some, most leaders are not. Charisma is the result of effective leadership and not the cause. Those leaders who develop charisma will tend to receive more respect from their followers, which in turn increases their ability to lead effectively. However, charisma is not a prerequisite for effective leadership.

Myth: Leadership exists only at the top of the Fraternity.
This may be the leading myth about leadership and is also probably the most inaccurate. Effective leadership does not begin and end with the officers. Leadership opportunities exist everywhere for those willing to take advantage of them. Anyone who offers ideas by which the Fraternity can evolve has contributed a measure of leadership. Those willing to explore ideas, set goals, and achieve those goals are the most effective of leaders.

Myth: Effective leaders control, direct, and manipulate others.
This is perhaps the most damaging myth of all. Effective leadership is not so much the exercise of power, but instead the empowerment of others. The great leaders achieve their goals by motivating others to act. They lead by pulling instead of pushing; by inspiring instead of ordering; and by enabling others to use their own abilities instead of denying or constraining individuals.

CATEGORIES OF LEADERS

Leaders can be placed into six different categories, regardless of their roles within the Fraternity, based upon their interactions with others. The most effective leaders are the "Team Players." As Brothers of Kappa Kappa Psi, you will want to work on developing your own leadership style until you personify the "Team Player."

One-Person Show
The "One-Person Show" thinks of all the ideas, plans the implementation of those ideas, and presents those plans to the chapter for its "rubber stamp" approval. This type of leader does not listen to alternatives offered by others and has great difficulty in getting others involved. Other members of the chapter do not get a chance to volunteer their services because this type of leader hinders their assistance.

Crowd Pleaser

A "Crowd Pleaser" is afraid to make a decision, express an opinion, or speak out, for fear of rejection. Instead this type of leader lets others do all of the talking and make all of the decisions. The "Crowd Pleaser" tries to satisfy everyone and completely neglects what is best for the Fraternity as a whole. This type of leader often drifts from project to project, accomplishing very little.

Turned Off

Sometimes when a leader suggests changes for improvement and meets with little success, he/she may become turned off. A "Turned Off" leader often believes that he/she cannot make a difference and therefore stops interacting with the other members. This type of leader does not make decisions and often causes other members to become turned off as well.

Burned Out

This type of leader has historically been involved in every aspect of the Fraternity and has taken every responsibility upon his/her shoulders. Now however, he/she is tired of doing everything and consequently becomes "Burned Out." This type of leader tends to procrastinate on every decision and may soon resent the Fraternity for extinguishing his/her spirit.

On the Seesaw

Occasionally a leader may recognize that he/she is becoming too much the "one-person show," and therefore allows everyone else to make the decisions. This switch is temporary, however, and soon the leader resumes his/her domination. This type of leader does not truly trust others to accomplish his/her goals.

Team Player

A "Team Player" is not afraid to express an opinion or offer a suggestion, and he/she is also willing to listen and support the ideas of others. This type of leader works creatively to involve each member in the decision making process. "Team Players" allow everyone to contribute equally which increases the ingenuity of the Fraternity.

It is not solely the responsibility of the officers to lead. Every member is part of the Fraternity and must make decisions that will affect its success. Leadership does not necessarily mean taking charge. There are many different ways to lead (i.e. offering new ideas, setting an appropriate example within the band, or offering assistance to others).

Apply This Concept

Now is a time for you to think about how these myths may get started.

1. Which of these myths is the hardest to dispel? Why?

2. Every leader has some tendency toward one or more of the characteristics above? Which are yours?
   Why do you tend toward that characteristic?

3. What is a tangible step you can do to prevent your individual tendencies toward negative characteristics?

4. A question for the whole chapter: What is a plan the chapter can make to avoid its greatest weakness
   from the above lists?

Positive Leadership Values

Kappa Kappa Psi Vision Statement
With a dedicated spirit of unity and cooperation, we are unequivocally committed to become the world standard of excellence for band fraternal organizations.

Simple words, but a difficult concept. Leaders are ambitious. They think about the world as it could be, rather than being grounded only in remaking the same experience every year. They value tradition, but know that to honor tradition they must continue to expand our commitment to college bands, our quality, our spirit, and our connection to an ever changing world. Great leaders seek opportunities, for both themselves and for those who follow. Great leaders want to do quality work, and want to set the stage so that the next leaders can surpass their efforts. They listen to input from a variety of sources, but develop an inner voice that they can trust for guidance.

Think about how these elements of great leadership align with our Ritualistic values.

QUALITIES OF A GREAT LEADER
Who comes to mind when you think of great leaders? What qualities make these individuals stand apart from the others? The following is a list of common qualities inherent in all great leaders. As Brothers of Kappa Kappa Psi, we can incorporate these qualities into our leadership style and become more effective leaders.

Attitude
A positive attitude is the foundation of being a great leader. You must first believe that you can be a leader in order to be successful. If you tell yourself that you are going to fail, then you will. People tend to see things with their minds and not their eyes. No matter what the situation, if you think it is negative, it becomes negative. To avoid failure you must first practice self affirmation. Tell yourself that you will succeed and repeat that message in your mind. Second, be optimistic. If something bad occurs, learn from it, then let it go and focus on the positive. A positive attitude is the first, and most important, step to becoming a great leader.

Interest in Learning from Others
Great leaders are interested in the world around them. They seek to learn from others' successes. Great leaders do not become great alone, but rather learn from many others. In turn, great leaders seek to create greatness in others, both peers and those who will follow them.

Risk Taking
Great leaders dare to be different. They stretch the current parameters in search of new ideas. Too often individuals are afraid to venture into the unknown for fear of making mistakes. Great leaders take risks and learn from their experiences - good or bad. If they make a mistake, they take responsibility and decide immediately what must be done to correct that mistake. Individuals without leadership qualities seek to place blame on other people or on circumstances and therefore never truly learn.

Opportunity Seeking
Great leaders take the initiative to find and act upon opportunities. They do not sit and wait for something to happen. Great leaders are constantly looking for new avenues of success.

Goal Setting
Once an opportunity is discovered, great leaders set both long-range and short-term goals to maximize that opportunity. The keys to setting obtainable goals involve: visualizing success, breaking the goal into smaller tasks, setting deadlines for the accomplishment of those tasks, getting to work, and reviewing the goals. Great leaders perform these keys constantly to ensure that no opportunity is left unused.

Empowering Others
Great leaders understand that to achieve their vision, and gain respect and authority, they must be willing to give power to others. They delegate responsibility to other individuals and give those individuals the knowledge and resources to succeed. When the great leader's work is done the people around him/her will say "We did it ourselves!"

"Leaders inspire a shared vision. They passionately believe that they can make a difference. They envision the future, creating an ideal and unique image of what the organization can become.

Through their strong appeal and quiet persuasion, leaders enlist others in the dream. They breathe life into visions and get us to see the exciting future possibilities."

— From The Leadership Challenge, J. M. Kouzes and B. Z. Posner

Characteristics of Superior Leaders

Ambitious
Caring
Competent
Cooperative
Dependable
Determined
Fair
Honest
Imaginative
Independent
Inspiring
Intelligent
Loyal
Mature
Open-Minded
Self-Controlled
Supportive

**— From "What Subordinates Desire from Their Leaders,"
The Chronicle of Higher Education**

Apply These Ideals

Now is a time to think about how positive leadership derives from our Fraternal values.

1. What elements of the Ritual are reflected in these ideals?

2. Are all of these ideals reflected in members of your chapter? Why or why not?

3. What elements do you want to develop more fully in yourself?

4. Take a moment and remind yourself that you were honored by selection into Kappa Kappa Psi. Other Brothers saw these possibilities within you. Now is your time to make them live!

Creating Effective Leadership

Kappa Kappa Psi Preamble, Purposes 1-3

Be it known that Kappa Kappa Psi, National Honorary Fraternity for College Bandmembers, is an organization operating exclusively in the field of the college and university bands, and for the following several purposes:

1. *To promote the existence and welfare of the college and university bands and to cultivate at large a wholesome respect for their activities and achievements.*

2. *To honor outstanding bandmembers through privilege of membership extended as a reward for technical achievement and appreciation for the best in music.*

3. *To stimulate campus leadership and promulgate an uncompromising respect through the medium of the college band for gracious conduct, good taste and unswerving loyalty.*

The first three purposes of Kappa Kappa Psi describe both our focus and our potential. They are clear that our arena for developing leadership is within the college band world, although it goes on to describe our campus leadership role through this medium. Brothers of Kappa Kappa Psi find that our values can create leaders in many areas of endeavor.

There are several keys to effective leadership. These keys can be used by anyone to develop a more prosperous leadership style. By incorporating any, or all, of these keys into your personal leadership technique you will increase your chances of success.

Absolutes of Leadership

The Absolutes of Leadership are a clear agenda, a personal philosophy, and enduring relationships.

Good leaders create environments in which others want to give their maximum efforts. Regardless of the style of leadership you employ to develop goals or resolve a situation you will have to create a positive environment for others. The three absolutes of leadership will assist you in creating that positive environment.

Develop a Clear Agenda.

Followers need a clear idea of the goals being set for the organization. They also need to understand why those goals are important. As a leader, your job is to outline the vision to the members of your organization. Once the agenda is communicated the entire membership can begin to develop a carefully thought out plan that implements the vision.

Create a Personal Philosophy

A leader needs to have a pragmatic and understandable operating philosophy. People do not like to work with those who are uninformed or who change philosophies on a daily basis. Creating your own personal philosophy requires three steps: learning, deciding, and communicating.

Learning involves keeping informed of all activities. Remember that Kappa Kappa Psi operates on three levels: chapter, district, and national. Leaders need to remain up-to-date with all three levels. Learning however, is not enough; it is using what you learn that makes you successful. This involves making decisions. When making decisions, leaders need to insure that the decision is clearly articulated to the members. When decisions are not communicated clearly confusion occurs which hinders the progress of the organization. Without open communication between the leaders and the members, the organization cannot carry out the agenda.

Develop Enduring Relationships

Life within Kappa Kappa Psi consists of building relationships. Our fourth purpose begins with the phrase *"to foster a close relationship..."*

We constantly meet new people within our band programs, our chapters, on campuses, and at district and national conventions. The growth of these relationships cannot be left to chance. The key to building and maintaining enduring relationships is respect for the other person. Respecting another person's lifestyle or point of view is not always easy. However, the importance of respecting others and developing relationships with them cannot be understated.

— From The Absolutes of Leadership, Philip Crosby

Situational Leadership

The following leadership styles represent four fundamental methods of leading others. Each style is useful with specific types of people or during certain situations. By understanding each styles' differences, one can begin to use these styles appropriately. Problems develop when we, as leaders, have not accurately diagnosed what people need by way of direction. Instead, we make decisions on leadership style based on our own situation and not based upon the other person's needs. A good leader will be able to identify which style of leadership to use based upon each situation.

Style 1: Directing

At this first stage people need to be told exactly what to do. The leader must provide specific instructions and closely supervise the accomplishment of tasks. Constant positive and negative feedback are essential to correctly accomplish tasks.

Style 2: Coaching

The second stage is a step up on the maturity ladder. A person at this stage needs to be sold on an idea or a plan. Once that occurs the individual will be able to accomplish those tasks without close supervision.

Style 3: Supporting

People at this stage are more confident in their abilities. They can decide what tasks need to be done and what plans are required for future goals. They need to have their ideas developed and expanded upon by another leader in order to feel secure.

Style 4: Delegating

People at this stage need only to be given a sense of what the leader expects them to accomplish. From there they can develop and achieve their own goals and tasks. Little feedback is required to keep these individuals on track.

"Whether you say you can, or whether you say you can't, you're right."
—Henry Ford

Ingredients For Determining A Person's Performance And Achievement

Two facets are critical to discern in Brothers. It is not enough to be committed, although it is necessary. It is not enough to be competent, although without competence failure is guaranteed. But what is the difference between these two facets?

Competence: a function of knowledge and skills which can be gained from education, training, and/or experience.

Commitment: a combination of confidence and motivation. Confidence is a measure of a person's self-assuredness, a feeling of being able to do a task well without much supervision. Motivation is a person's interest in and enthusiasm for doing a task well.

We know that as Brothers develop, they come to Kappa Kappa Psi with differing levels of competence and commitment. We have work to do to develop both. However, adjusting the leadership style to the moment may help Brothers move from lower level skills to outstanding talents. The following chart can be a guide.

Appropriate Use of Various Leadership Styles

Development Level	Appropriate Leadership Style
Low Competence High Commitment	DIRECTING Structure, Control, Supervision
Some Competence Low Commitment	COACHING Direct and Support
High Competence Variable Commitment	SUPPORTING Praise, Listen, Facilitate
High Competence High Commitment	DELEGATING Turn over responsibility

Directing (Style 1) *is for people who lack competence but are enthusiastic and committed.* They need direction and supervision to get them started.

Coaching (Style 2) *is for people who have some competence but lack commitment.* They need direction and supervision because they're still relatively inexperienced. They also need support and praise to build their self esteem, and involvement in decision making to restore their commitment.

Supporting (Style 3) *is for people who have competence but lack confidence or motivation.* They do not need much direction because of their skills, but support is necessary to bolster their confidence and motivation.

Delegating (Style 4) *is for people who have both competence and commitment.* They are able and willing to work on a project by themselves with little supervision or support.

—From Leadership and the One Minute Manager, K. Blanchard

Ten Tips For Effective Leadership

1. **Lead by the Golden Rule.**
   Do unto others as you would have them do unto you. Treat all people with respect.

2. **Avoid the tendency of partiality.**
   Do not play favorites. Do not forget about or ignore the people whose styles and backgrounds differ from yours/ours.

3. **Follow your own rules.**
   Do not make a rule you will not keep. Admit when you make a mistake.

4. **Lead by example.**
   Do as you would have others do.

5. **Keep your group informed.**
   An ignorant group is a suspicious group. Provide everyone with feedback and create a system of two-way communication.

6. **You are the leader; act like it.**
   Remember your commitment as a leader. Do not forget that people will look to you as an example of how to act, behave, and operate.

7. **Ask others for their help.**
   Sometimes a few heads are better than one. Involve other people in the organization's work and problem solving becomes easier.

8. **Keep criticism constructive.**
   Remember the last time you made a mistake? Were you given constructive criticism or openly chastised for that mistake? Remember that compassion, understanding and respect allow people to grow and develop.

9. **Always tell the truth and keep your word.**
   Your members are counting on you to be honest with them. Aren't you expecting the same from them?

10. **Prepare someone to take your place.**
    You will not be around forever. Start building tomorrow's organization today. With more people developing leadership abilities, the group progresses faster.

Help People reach their full potential; catch them doing something right!

Organizational Communication and Effectiveness

• *Total group morale will be higher in groups in which there is more access to participation among those involved; the more open the participation, the higher the morale.*

• *Efficiency tends to be the lowest among groups that are the most open. Since more wrong ideas need to be sifted out, more extraneous material is generated and more time is "wasted" listening to individuals even when a point has been made.*

• *Groups that are most efficient tend to be those in which all members have access to a central leadership figure who can act as an expediter and clarifier, as well as keep the group on the right track in working through the problem.*

• *Positions that individuals take can have definite influence upon leadership in the group, as well as on potential conflict among group members.*

• *Groups with centralized leadership tend to organize more rapidly, be more stable in performance and show greater efficiency. However, morale also tends to drop and this, in the long run, could influence the group's stability and even productivity.*

—From Communication Networks, M.S. Shaw

If you measure success in terms of praise and criticism, your anxiety will be endless. The problem with praise and criticism is that if the group applauds you for one thing that you do, you feel good. If they don't applaud the next time, where does that leave you emotionally? If they never applaud, or are critical of your efforts, you feel hurt. In every situation, you are anxious and dependent.

—John Heider, Leadership Strategies for a New Age

Apply These Keys

Now is a time to think about how you and your chapter can develop these tangible keys to leadership in yourself and each other.

1. Where do you place yourself in competence for Fraternity leadership tasks (low, medium, high)? In what areas do you feel you need to develop greater confidence?

2. How confident are you in your leadership? What stops you from being more confident?

3. What areas of competence that nobody else in your chapter possesses? What can you do to develop these areas of competence in other Brothers before you graduate or depart?

4. Take a moment and write down a first draft of a personal philosophy, or at least list the elements you want to describe in your philosophy. There is no time like the present to develop and clearly state

Creating Vision: Strategic Planning

Kappa Kappa Psi Preamble, Purposes 4-5

Be it known that Kappa Kappa Psi, National Honorary Fraternity for College Bandmembers, is an organization operating exclusively in the field of the college and university bands, and for the following several purposes:

4. *To foster a close relationship between college bands and promote a high average of attainment by the performance of good music and selection of worthwhile projects.*

5. *To provide a pleasant and helpful social experience for all engaged in college band work and to cooperate with other musical organizations in any manner consistent with the purposes of the institution at which chapters are located.*

The final two purposes of Kappa Kappa Psi challenge us to work together toward ever higher quality, better relationships, and greater accomplishments. They remind us of our focus within the college band realm, but challenge us to connect our bands to the community in a way that draws other members of the community toward the work of our bands. As an organization, we lead when we convince others to enjoy college bands and see them as a centerpiece of campus endeavor.

Vision does not emerge as a dream. It does not suddenly strike a person, nor is it something that arrives with a title. Vision requires work, assessment, reflection, and commitment. This is true both at an individual level and at a chapter level.

Strategic planning is an exercise that is appropriate for both individuals and chapters. The National Council regularly reviews and rethinks a comprehensive strategic plan for the nation, and you can view this material online. Likewise, chapters and individuals should consider their vision and future goals.

Chapter level vision and goals

When chapters have conflict, usually the root is a lack of shared vision for where the chapter should invest its efforts. We have a common mission that requires our attention. However, the activities and growth of the chapter can take different forms while living that mission centrally.

Chapters should spend time at least once each year creating medium term goals (goals of a semester to a year in length), as well as evaluating long term goals (4-5 year goals). Some questions the chapter should ask itself when in such a strategic planning session:

What are positive aspects of our chapter that we can control?

What are positive aspects of our chapter that we cannot control?

What are negative aspects of our chapter that we cannot control?

What are negative aspects of our chapter that we can control?

The elements that the chapter cannot control still provide important information. It is easy to let these elements define the chapter, but a chapter with a plan can simply acknowledge and appreciate the conditions around it; this is part of the preparation to accomplish great things.

The elements within the chapter's control provide the area for the chapter to define goals for growth or improvement. The goals should be ambitious to allow for individual growth as well.

Individual level vision and goals

Some of the most basic questions asked of a college student can create some of the greatest discomfort. What do you want to do when you graduate? What is your major? What is next? These answers are going to happen. The question is whether the student will author his or her future, or whether the student will just let life happen and let others make the choices.

At the same time, these choices are scary. Committing to answers requires that we close off some other options and publicly declare a goal. However, in a similar fashion to chapter strategic planning, individuals should take time to create goals and vision.

The most popular, and least successful, way of doing this is the New Year's resolution. When individuals list goals in the form of a wish list to Santa (as resolutions often are), success is rare. A good goal is realistic, can be broken down into concrete tasks or subgoals, and has a way to measure achievement.

Consider the popular New Year's resolution: The resolve to lose weight. While certainly one pound would be a weight loss, that probably isn't what the individual making this resolution had in mind. On the other hand, concrete subgoals or tasks (such as going to the gym on a regular basis, reducing calorie intake, or cooking in a more healthy way) can help the individual get to the goal of losing a noticeable amount of weight.

Apply This Planning

Now is a time to stop procrastinating and start planning.

1. As a chapter, create a timeline for your chapter to form a strategic plan.

2. Devote small amounts of the next few meetings to creating the plan, or hold a chapter retreat to craft this plan.

3. What are ways that you, personally, can contribute to the accomplishment of chapter goals?

4. Take a moment privately and start crafting your own strategic plan, which might take the form of life goals.

Conflict Resolution

Missing an element of Kappa Kappa Psi here?

We have started each of the previous sections with an element of Kappa Kappa Psi's values, as we find them in our Mission, Creed, Vision, and Purposes. These are values found throughout the work of Kappa Kappa Psi. But what happens when the values are not articulated clearly, or are missing entirely?

Conflict can be generally defined as a difference of opinion between two or more individuals and can be caused by:

- Differences in needs, values, and desires
- Differences in perception
- Inability to accept another point of view

Our approach to conflict management starts with the assumption that conflict is inevitable as a part of life. Therefore, the goal is not to eliminate conflict altogether, but rather to learn how to manage it constructively.

Positions Taken During Conflict

During a conflict situation, individuals can take one of four (4) positions: fight, flight, freeze, or face. Identifying which position someone has taken during a conflict is important in resolving the conflict. Once the position has been identified, we can understand that person's behavior and ensure that a solution is found.

Fight
The most common response to conflict is to fight back. We often view conflict as an attack on our ego or our authority. We view conflict as a personal affront to our ability to personally handle situations.

Characteristics of the Fight response:
- We tend to impose our views on others
- We see no alternatives to our position (our way of doing things)
- We are non-creative and do not allow others to offer ideas
- We do not listen to what others are saying (we are too busy defending our positions)
- We only view one option (our own) as being worthwhile

Flight
Flight is an effort to avoid unpleasant situations. A common trick is to toss the problem to someone else. We want others to resolve the conflict. Our basic motivation is to make ourselves and others happy.

Characteristics of the Flight response:
- We may listen to others, but rarely take a stand
- We will encourage and accept a popular vote
- We tend to pacify or overlook the problem
- We will not help to make a decision

"A leader is one who sees more than others see, who sees farther than others see, and who sees before others do."

— Leroy Eims

Freeze
Freezing is an attempt to totally avoid any involvement, instead tending to withdraw or ignore the problem. When we freeze, it is often because we are ill-equipped to handle the conflict, or are afraid of losing.

Characteristics of the Freeze response:
- We avoid interpersonal relationships as long as possible
- We become routine oriented and rely on standard operating procedures
- We avoid change and do not encourage others to be creative
- We tend not to listen
- We bog down in delay or indecisiveness

Face
The most productive of all responses is facing the conflict and working toward practical solutions. This position allows for the resolution of the problem before other factors can complicate the situation. Once resolved, that particular issue should not rise again.

Characteristics of the Face response:
- We involve all individuals who may be affected by the conflict
- We encourage creative solutions
- We listen to alternatives and share ideas
- We consider judgments that are acceptable to all involved

You have achieved excellence as a leader when people will follow you everywhere if only out of curiosity.

— Colin Powell

Dealing with Difficult People

Difficult people, as a very general rule, like to do things in a familiar way. We are all creatures of habit to some degree, of course, but people who make life trying or unbearable for others generally do so by clinging to a particular routine or preconception long after someone else would have tried a different approach.

Explaining, rationalizing, or demonstrating will hardly ever convince someone that his/her working assumptions are flawed. Difficult people, as a general rule, prefer the way they look at the world to any other way of looking at the world. If you try to change their perspective, or alter their fundamental premises, based on what you think about their motivation, you will probably intensify the negative pattern.

Over analyzing difficult people may make things worse. In most cases, your best approach is not to get all wrapped up in why the person feels strongly about a certain issue, but to accept those feelings as a given and work from there.

People who are to deal with may:
- Attempt to apply certain "guiding principles" to every situation.
- Confirm long standing suspicions about the world at large and, quite possibly, ignore stark evidence that does not support those suspicions.
- Assume that others will see a given issue in essentially the same way they do.
- Cite others' "inflexibility" as a recurrent problem in their relationships with others.
- Do whatever is necessary to hold on to a familiar way of approaching things.

You can use *commonality* to reassure the difficult person that he/she is on familiar ground when interacting with you. Establishing *commonality* is the act of providing the difficult person with persuasive evidence that you are capable of looking at the world in essentially the same way he or she does. This does not mean you accept all of their perceptions. It means you understand and respect his/her viewpoints.

Establish commonality by approaching the problem, at least initially, from the difficult person's point of view.

Steps to Resolving Conflict

You can employ a variety of different methods for resolving conflict. The most useful, general-purpose approach is confrontation and problem solving. This method involves identifying the true underlying source of conflict and resolving it systematically. The confrontation should be gentle and tactful rather than combative and abusive. Being reasonable is important and helps maintain a harmonious relationship with the other party. Confrontation and problem solving involves five steps:

Step 1: Recognize that the conflict warrants action.
This step involves realizing that the conflict is counter-productive and needs resolution.

Step 2: Make the confrontation.
Remember to keep the confrontation as gentle and tactful as possible. A combative or abusive confrontation may augment the initial problem and therefore make resolution more difficult.

Step 3: Determine the cause of conflict.
In this step the two parties discuss their opinions, attitudes, and feelings in relation to the problem and attempt to identify the real issue.

Step 4: Develop approaches to reducing the conflict.
 In this step the parties attempt to develop specific means of reducing or eliminating the cause of the conflict.

Step 5: Monitor progress.
After a solution has been discovered and implemented, both parties should check periodically to ensure that their agreements are being met.

The ideal aim of confrontation and problem solving, as well as other methods of conflict resolution, is for both sides to gain something of value. This philosophy of conflict resolution has sparked use of the catch-phrase *win-win conflict resolution*. Win-Win conflict resolution is a method of resolving conflict that finds solutions that result in both sides meeting an important need.

You will sometimes need the assistance of a third party to effectively use the confrontation and problem solving approach. This occurs because the parties might be so emotional about the problem that they cannot see the issues clearly.

— From Andrew J. DuBrin, *The Complete Idiot's Guide to Leadership*

<u>Apply This Resolution</u>

Addressing conflict in a meaningful way that respects others is difficult, but leads to better relationships with others and greater self-respect.

1. As a chapter, what conflicts exist with other organizations? What can be done to approach a resolution?

2. What conflicts exist among individuals or groups within the chapter? Without pulling the chapter into the position of referee, what steps can the chapter take toward resolution? What steps can the conflict participants take toward resolution?

3. What conflicts exist in your own life? How might these strategies help you toward resolution?

Timeline For Applying This Guide

Chapters and Brothers are encouraged to schedule leadership development and strategic planning into the heart of their chapter's work. What follows is one sample schedule for doing so. This may give you other ideas about how to apply this work in a suitable way for your long-term development. These topics work well as part of your chapter's Continuing Membership Education.

September
Chapter tasks: Create a strategic plan for this year. Use the concepts in the Creating Vision section of this Guide in your planning. Identify chapter activities for each chapter goal to provide a tangible start.

Personal tasks: Examine the areas in the Positive Leadership Values section, and consider where your strengths might be. Consider mentors or activities to help develop these possibilities.

October
Chapter tasks: Identify leadership activities within the strategic plan for every member of your chapter, finding ways to match with their areas of Positive Leadership.

Personal tasks: Start drafting a personal philosophy statement, using the first section of this Guide as a start.

November
Chapter tasks: Examine the Negative Leadership Models section to see what tendencies might exist. This is not a time for blame, but rather to refocus.

Personal tasks: If conflicts exist between you and others in the chapter, now is a good time to consider the ideas in the Conflict Resolution section.

December
Chapter tasks: Celebrate the end of the term. Examine the year's strategic plan, and determine where you are in the path toward the activities you determined in September.

Personal tasks: Pick a book or two from the suggested readings to take with you on semester break. Travel time is always a good time to read.

January
Chapter tasks: Refresh and begin anew. What major project on the chapter list needs advanced planning?

Personal tasks: Review your personal philosophy statement. Identify goals in musical, academic, and personal areas for this semester, year, and five year period. Be bold with your goals.

February
Chapter tasks: Dig in, and make that big project live. The major activity happens now. This is also time to encourage individuals to run for chapter office.

Personal tasks: Consider what chapter leadership positions you might want to tackle in the next year. Are these offices, committee chairs, band leadership positions, or some other leadership area?

March
Chapter tasks: Consider the values of Kappa Kappa Psi as you conduct officer elections. How might these inform these decisions, and the next round of chapter strategic planning?

Personal tasks: Prepare and aspire. Run for office or dream of new ideas you can help lead for the chapter.

April
Chapter tasks: Facilitate a smooth transition of officers, including meetings with directors and sponsors. Have a celebration activity for the end of the school year.

Personal tasks: Evaluate your philosophy statement and your goals. Good luck on finals!

May-August
Chapter tasks: Summer is a great time to do major dreaming. Have some social events to reconnect individually, and encourage officers to prepare their work for the fall. MEP, chapter agendas, legwork for major activities for next year are great summer tasks.

Personal tasks: Tackle another part of the reading list. Reflect on what went right and not so good with the last year.

Suggested Readings

If you are interested in learning more about leadership techniques the following list of references is a suggested starting place. Some of these do not appear to be standard leadership texts. There is much to learn from music, sports, other academic fields, and other endeavors. Inspiration can come from many areas.

You may have many other readings or resources available on your campus. Always feel free to suggest new readings to the National Council and to the Brothers in your chapter and district. New information is being developed all the time; we are all continuing to learn and grow.

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Watkins, Michael Z. (2003). The First 90 Days: Critical Success Strategies for New Leaders at All Levels. Harvard Business School Press: Cambridge.