



Dimensions of Leadership Profile[®] **Facilitator's Manual**

Dimensions of Leadership Profile

**Facilitator's Kit
Volume One**

inscape  publishing



Table of Contents

VOLUME I — FACILITATOR’S MANUAL

Section One: Background	1
What is Leadership?.....	1
What Leadership is Not	2
Leadership Versus Management.....	3
What Leadership Is	4
Focus of Attention and the Leader’s Response.....	7
Relationships Among the Leadership Dimensions	14
Footnotes.....	15
 Section Two: Applications.....	 19
Points of View.....	20
Myself as a Leader	21
Someone Else as a Leader.....	21
Leadership Needs of a Situation	22
Uses of the Instrument	23
The Self-Directed Team.....	23
Quality Initiatives/Continuous Improvement	25
Organizational Survival	29
Leadership Development	29
Identifying Development Potential	30
Improving Leadership Effectiveness	31
Relation to “Situational Leadership®” Theory.....	34
Leader Selection.....	37
 Section Three: Profile Design and Interpretation	 39
Focus of Attention.....	39
Dimensions of Leadership	42
Degree of Emphasis	46
Specific Applications	48
Interpretation and Point of View.....	48
Sharing Leadership and Following Others	54
What May Be Missing in a Group or Organization.....	57



Table of Contents...continued

VOLUME I — FACILITATOR'S MANUAL

Section Four: Advanced Profile Interpretation	59
In Relation to the Needs of a Situation	59
For Someone in Authority	61
For a Self-Directed Team.....	65
To Understand Others	68
To Understand a Situation	70
Appendix A: Questions and Answers	75
Questions about Leadership.....	75
Questions about the Leadership Profile	78
Legal Questions	86
Appendix B: Technical Report	87
Goals and Objectives	87
Development of Version 1.0.....	88
Relationship to Other Leadership Measures	92
Replication of the Model	93
Beta Analysis	98
Technical Information on Version 2.0.....	103
Summary	109
Comparison of <i>Dimensions of Leadership Profile</i> [®] with the <i>Personal Profile System</i> [®] and <i>Innovate with C.A.R.E. Profile</i> [®] (1996)	109
Appendix C: Bibliography	127



Table of Contents

VOLUME II — RECOGNIZING, UNDERSTANDING, AND SHARING LEADERSHIP SEMINAR

Section One: Introduction	1
Overview of <i>Recognizing, Understanding, and Sharing Leadership Seminar</i>	1
Using the Facilitator’s Script	1
Icon Key.....	1
Section Two: Enhancing Your Dimensions of Leadership Training	5
Overview.....	5
How People Learn.....	5
How to Work with Groups.....	6
How to Handle Difficult Behaviors	12
How to Set Up the Training Room	14
Additional Training Tips.....	15
A Final Note.....	16
Section Three: Seminar Preparation	17
Reading the Materials	17
Checking the Details	17
Seminar Checklist	18
Reviewing the Content.....	22
Reviewing the Schedule.....	24
Proposed Schedule for Full-Day Seminar.....	25
Proposed Schedule for Half-Day Seminar.....	26
Section Four: Leadership Seminar	27
Lesson One: Introduction.....	27
Lesson Two: Leadership as a Relationship.....	35
Lesson Three: Getting Started with the <i>Dimensions of Leadership Profile</i> ®	43
Lesson Four: Understanding the Focus of Attention	53
Lesson Five: Understanding the Leadership Dimensions.....	67
Lesson Six: Choosing to Lead or Follow.....	81
Lesson Seven: Team Contributions to Leadership	93
Lesson Eight: Development of Team Leadership.....	97
Lesson Nine: Wrap-Up	101