



State University of New York
College of Environmental Science and Forestry

LEADERSHIP CERTIFICATION

Outcome/Guideline Questions

My model for *leadership* is grounded in the below four categories and are collaborative to the three tier *Education, Engagement & Experiential Leadership*. The questions on page 2-3 emanate from the categories below.

1. *Communication* – Open exchange

- a. Oral
- b. Visual
- c. Written
- d. Physical

2. *Positioning and Delegation* through Collaborative Authority

- a. Teamwork and motivation
- b. Emphasis and inclusion of current personal skill-sets
- c. Maintenance and standardizing ideas through group efforts

3. *Resources* - use for project(s) objectives, review and completion

- a. financial considerations
- b. creative use within limitations of resources
- c. accessibility and fluency in use

4. *Generating Ideas* – a Sharing and Creative Process

- a. Brainstorming
- b. Sharing ideas openly, consistently and thoroughly
- c. Monitoring outcomes of all forms and levels of successes
- d. Innovation - historical, futurity and contemporary

Questions

(allocation/distribution to be determined)

The Question format is a three-stage process.

- A. The student answers the questions with specificity but in a condensed manner.
- B. Their responses begin to take on a narrative format (building the **story**).
- C. Re-editing (fine tuning) the narrative to complete the story line and reflection for submission.

A. Communication: (oral, written, visual & physical)

1. What role do you foresee communication playing in your position as a leader?
2. Do you have a shared communication style? If so, how does it take shape?
3. What are your observations of communication (public presentations etc.) styles and expand on what the favorable outcomes you have witnessed.
4. How would you exact positive outcomes when the communication channel has become disrupted through disagreement, misinterpretation and inappropriate behavior/work ethic as it relates to the imaginary project?
5. Through what forms of communication would begin the process of dissemination of information and why would this have successful outcomes and reach the ultimate goal(s).
6. In assigning roles in your position of leadership, what is your method of balancing skillsets and opportunity for the group of people under your leadership?

B. Positioning and Delegation

1. In a leadership role how do you foresee your placement as the leader while simultaneously being part of the *team*?
2. The delegation of duties within a team of people is based on multiple factors. What are the factors and how do you allocate such duties in a form which is inclusive and sensitive to experience and inexperience
3. Since perceived and achieved goals are a commonality in team leadership, how would you ensure the completion of the goals with a timely and unified outcome and conclusion?
4. If perceived and achieved goals are a commonality in team leadership, how would you monitor the ongoing actions and activity so that there is a timely and unified outcome and conclusion?
5. How does multi-tasking play a part in team work? Does it? If so, give examples of the variation on the theme and why it works for you.

C. Resources – broad and narrow need(s)

1. What is your definition of resources?
2. Do you have experience with allocation of resources and if so expand on your experience and success?
3. Please explain the value and import of resources as defined above and the influence on outcomes?
4. If the resources involve a sensibility/familiarity around interpretation, manipulation and use, how would you go about engaging the proper training of the team to ensure favorable outcomes? Give examples.
5. How does creativity play a part in the use of resources?
6. When do you know what resources you will need and how does anticipation of this clarity play a part in leadership?

D. Sharing Ideas – Community Building

1. Should there be ownership over an “idea” and is it important to “own” the idea in leadership?
2. How does collaboration play a role in “leadership” and the final outcome (successful or not)?
3. Is the “shared leadership” (collaboration) model always necessary within the concept of ‘teamwork?’
4. Who should make the final decision of what “idea” is to be utilized for the benefit of the outcome?
5. What forms of sharing ideas have worked for you and why?
6. Do you and/or have you used social media in the process of sharing ideas? If yes, what forms and why?