

Leadership Resources Guide

Ethical Leadership Development for Student Organizations

Saint Leo University Lions Prevention Program

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Ethical Leadership Framework {ethical-framework}

Saint Leo's Leadership Model

Our leadership approach is grounded in the university's core values:

Excellence in Leadership

- **Definition:** Pursuing the highest standards in all leadership practices
- **Application:**
 - Continuous learning and improvement
 - Setting high expectations for self and others
 - Seeking feedback and acting on it
 - Modeling professional behavior

- **Assessment:** Are we consistently performing at our best?

Community-Centered Leadership

- **Definition:** Fostering belonging, connection, and mutual support
- **Application:**
 - Inclusive decision-making processes
 - Building bridges between diverse groups
 - Creating opportunities for meaningful participation
 - Prioritizing collective success over individual recognition
- **Assessment:** Does everyone feel valued and included?

Respectful Leadership

- **Definition:** Treating all individuals with dignity and worth
- **Application:**
 - Active listening to all perspectives
 - Honoring different backgrounds and experiences
 - Addressing disrespectful behavior immediately
 - Creating psychologically safe environments
- **Assessment:** Do all members feel respected and heard?

Personal Development Leadership

- **Definition:** Commitment to growth for self and others
- **Application:**
 - Identifying and addressing skill gaps
 - Providing mentorship and coaching
 - Creating learning opportunities
 - Supporting individual goal achievement
- **Assessment:** Are we helping each person reach their potential?

Responsible Stewardship Leadership

- **Definition:** Taking care of resources, relationships, and community
- **Application:**
 - Managing organization resources wisely
 - Building sustainable practices
 - Considering long-term impact of decisions
 - Protecting the organization's reputation
- **Assessment:** Are we leaving things better than we found them?

Leadership with Integrity

- **Definition:** Acting ethically and honestly in all situations
- **Application:**
 - Transparent communication and decision-making
 - Admitting mistakes and taking responsibility
 - Aligning actions with stated values
 - Doing the right thing even when difficult
- **Assessment:** Can others trust us completely?

Leadership Principles Checklist

Before any major decision or action, ask:

- ☒ Does this align with our core values?
- ☒ Would I be comfortable if this was public knowledge?
- ☒ Does this benefit the whole community?
- ☒ Are we treating everyone with respect?
- ☒ Is this the right thing to do, not just the easy thing?
- ☒ Will this contribute to positive growth and development?

Leadership Assessment Tools {assessment-tools}

Leadership Style Assessment

Directions

Rate yourself on each statement using the scale:

- 5 = Always true
- 4 = Usually true
- 3 = Sometimes true
- 2 = Rarely true
- 1 = Never true

Excellence Orientation

1. I consistently seek ways to improve my leadership skills ____
2. I set high but achievable standards for my team ____
3. I follow through on commitments and promises ____
4. I take responsibility for both successes and failures ____
5. I actively seek feedback from others ____

Excellence Score: ____/25

Community Building

1. I ensure everyone has a voice in important decisions ____
2. I help resolve conflicts between team members ____
3. I celebrate both individual and team accomplishments ____
4. I work to include people who might feel left out ____
5. I prioritize team success over personal recognition ____

Community Score: ____/25

Respectful Interaction

1. I listen carefully to understand others' perspectives ____
2. I treat all team members with equal dignity ____
3. I address disrespectful behavior when I see it ____

4. I acknowledge and value different backgrounds and experiences ____
5. I remain calm and respectful even during disagreements ____

Respect Score: ____/25

Development Focus

1. I help team members identify their strengths and growth areas ____
2. I provide opportunities for others to develop new skills ____
3. I offer constructive feedback in supportive ways ____
4. I connect people with resources for their development ____
5. I invest time in mentoring others ____

Development Score: ____/25

Stewardship Mindset

1. I consider the long-term impact of decisions ____
2. I use organization resources responsibly ____
3. I work to build sustainable practices and traditions ____
4. I consider how our actions affect our reputation ____
5. I leave situations better than I found them ____

Stewardship Score: ____/25

Integrity Practice

1. I am honest even when it's difficult or uncomfortable ____
2. My actions consistently match my stated values ____
3. I admit when I don't know something or made a mistake ____
4. I can be trusted with confidential information ____
5. I do the right thing even when no one is watching ____

Integrity Score: ____/25

Scoring Interpretation

- **23-25:** Strength area - Continue developing and modeling

- **18-22:** Developing area - Focus on specific growth strategies
- **13-17:** Growth opportunity - Seek mentorship and training
- **Below 13:** Priority development area - Consider leadership coaching

360-Degree Feedback Tool

Instructions for Feedback Providers

Please rate this leader on each dimension. Your honest feedback helps them grow.

Feedback Collection Template

Leader Being Evaluated: _____

Your Relationship: ☐ Direct Report ☐ Peer ☐ Supervisor ☐ Other: _____

Rate each area from 1 (Needs Significant Improvement) to 5 (Exceptional)

Leadership Area	Rating (1-5)	Specific Examples/Comments
Communication Effectiveness	___	
Listens actively and attentively	___	
Communicates clearly and concisely	___	
Provides helpful feedback	___	
Decision-Making	___	
Makes thoughtful, informed decisions	___	
Involves appropriate people in decisions	___	
Takes responsibility for outcomes	___	
Team Building	___	
Creates inclusive environment	___	
Builds trust among team members	___	
Resolves conflicts effectively	___	
Personal Character	___	
Acts with integrity and honesty	___	

Shows consistency between words and actions	___	
Demonstrates respect for all people	___	
Development of Others	___	
Provides growth opportunities	___	
Offers mentorship and support	___	
Recognizes and celebrates achievements	___	

Overall Leadership Effectiveness: ___/5

Three things this leader does well:

1. _____
2. _____
3. _____

Three areas for growth:

1. _____
2. _____
3. _____

Decision-Making Models {decision-making}

The VALUES Decision-Making Framework

V - Values Alignment Check

- Does this decision align with our core values?
- What values are most relevant to this situation?
- How can we ensure our values guide our choice?

A - All Stakeholders Considered

- Who will be affected by this decision?

- Have we heard from all relevant perspectives?
- Are we considering both immediate and future stakeholders?

L - Legal and Policy Compliance

- Does this comply with university policies?
- Are there legal considerations we must address?
- What are the regulatory requirements?

U - Unintended Consequences Evaluation

- What could go wrong with this decision?
- Are there potential negative impacts we haven't considered?
- How can we minimize risks while maximizing benefits?

E - Evidence-Based Analysis

- What data supports this decision?
- Have we researched best practices?
- Are we making assumptions that should be verified?

S - Sustainable Implementation

- Do we have the resources to implement this effectively?
- Is this sustainable long-term?
- How will we measure success and make adjustments?

Ethical Decision-Making Process

Step 1: Identify the Issue

- What exactly is the problem or opportunity?
- Why is this requiring a decision now?
- What are the key factors involved?

Step 2: Gather Information

- What facts do we need?
- Who has relevant expertise or experience?

- What similar situations can we learn from?

Step 3: Identify Options

- What are all possible courses of action?
- Include creative and unconventional options
- Consider doing nothing as an option

Step 4: Evaluate Each Option

Use the VALUES framework above for each option:

- Values alignment
- Stakeholder impact
- Legal compliance
- Risk assessment
- Evidence support
- Implementation feasibility

Step 5: Make the Decision

- Which option best serves our mission and values?
- Are we confident we can implement this effectively?
- Do we have appropriate approval/consensus?

Step 6: Implement and Monitor

- Create clear implementation plan
- Communicate decision and rationale
- Monitor outcomes and adjust as needed
- Learn from results for future decisions

Group Decision-Making Tools

Consensus Building Process

1. **Problem Definition:** Ensure everyone understands the issue
2. **Information Sharing:** All relevant information on the table

3. **Option Generation:** Brainstorm without judgment
4. **Discussion:** Explore pros and cons of each option
5. **Preference Polling:** Anonymous voting to gauge sentiment
6. **Consensus Check:** Work toward solution everyone can support
7. **Final Agreement:** Confirm commitment to decision

When Consensus Isn't Possible

- **Majority Rule:** When time is limited and stakes are moderate
 - **Leader Decision:** When expertise or authority is clearly needed
 - **Expert Input:** When technical knowledge is required
 - **Delegation:** When others are better positioned to decide
-

Communication Strategies {communication}

Active Listening Techniques

The SOLER Method

- **S**quare your shoulders (face the speaker)
- **O**pen posture (uncrossed arms, relaxed stance)
- **L**ean in slightly (show engagement)
- **E**ye contact (appropriate for culture and comfort)
- **R**elax (don't appear tense or distracted)

Reflective Listening Skills

- **Paraphrasing:** "What I hear you saying is..."
- **Emotion Reflection:** "It sounds like you're feeling..."
- **Clarifying Questions:** "Can you help me understand..."
- **Summarizing:** "Let me make sure I have this right..."

Common Listening Barriers

- **Planning Your Response:** Thinking about what to say next

- **Judging:** Deciding if you agree before fully understanding
- **Assuming:** Thinking you know what they'll say
- **Multitasking:** Checking phone, thinking about other things
- **Emotional Reactions:** Getting defensive or angry

Difficult Conversations Framework

Before the Conversation

1. **Clarify Your Purpose:** What do you hope to achieve?
2. **Check Your Emotions:** Are you calm enough to be constructive?
3. **Plan Key Points:** What are the essential messages?
4. **Choose Setting:** Private, comfortable, minimal distractions
5. **Time Appropriately:** When both parties can focus

During the Conversation

1. **Start with Connection:** Acknowledge relationship and shared goals
2. **State Your Intent:** Explain why you wanted to talk
3. **Share Your Perspective:** Use "I" statements, avoid blame
4. **Invite Their Perspective:** Ask open-ended questions
5. **Find Common Ground:** Identify areas of agreement
6. **Problem-Solve Together:** Collaborate on solutions
7. **Agree on Next Steps:** Clear actions and timeline

After the Conversation

1. **Follow Up:** Check in on progress and relationship
2. **Document Agreements:** Written summary if appropriate
3. **Reflect on Learning:** What would you do differently?

Meeting Facilitation Best Practices

Pre-Meeting Preparation

- **Clear Agenda:** Specific topics and time allocations

- **Advance Materials:** Send relevant documents beforehand
- **Purpose Statement:** Why are we meeting?
- **Expected Outcomes:** What should we accomplish?
- **Role Clarity:** Who is responsible for what?

During the Meeting

- **Start on Time:** Respect everyone's schedule
- **Review Agenda:** Confirm and adjust if needed
- **Encourage Participation:** Draw out quiet voices
- **Manage Time:** Keep discussions focused and productive
- **Document Decisions:** Clear record of what was decided
- **Action Items:** Who will do what by when?

After the Meeting

- **Send Summary:** Key decisions and action items
- **Follow Up:** Check on progress toward commitments
- **Gather Feedback:** How can meetings be improved?

Public Speaking and Presentations

Preparation Strategies

1. **Know Your Audience:** What do they need to hear?
2. **Clear Objective:** What do you want them to understand/do?
3. **Logical Structure:** Introduction, main points, conclusion
4. **Engaging Opening:** Hook their attention immediately
5. **Strong Closing:** Memorable final message

Managing Presentation Anxiety

- **Practice, Practice, Practice:** Rehearse until comfortable
- **Visualization:** Imagine successful presentation
- **Breathing Exercises:** Calm your nervous system

- **Positive Self-Talk:** Replace negative thoughts
- **Focus on Message:** Remember why this matters

Delivery Techniques

- **Eye Contact:** Connect with individuals throughout audience
 - **Voice Variation:** Change pace, volume, and tone
 - **Purposeful Movement:** Use space intentionally
 - **Visual Aids:** Support, don't replace your message
 - **Interaction:** Ask questions, invite participation
-

Conflict Resolution {conflict-resolution}

Understanding Conflict Styles

Five Conflict Styles Assessment

Rate how often you use each approach (1=Never, 5=Always):

Competing (Win/Lose)

- I stand firm on my positions ____
- I use my authority to get my way ____
- I argue forcefully for my point of view ____
- **When to Use:** Emergency situations, unpopular but necessary decisions
- **Overuse Risk:** Damaged relationships, reduced innovation

Accommodating (Lose/Win)

- I give in to others' wishes ____
- I sacrifice my needs for harmony ____
- I apologize even when not at fault ____
- **When to Use:** Relationship is more important than issue
- **Overuse Risk:** Resentment, being taken advantage of

Avoiding (Lose/Lose)

- I withdraw from conflicts ____
- I postpone difficult conversations ____
- I hope problems will resolve themselves ____
- **When to Use:** Need time to cool down, trivial issues
- **Overuse Risk:** Problems escalate, important issues ignored

Compromising (Partial Win/Partial Win)

- I look for middle ground solutions ____
- I suggest "splitting the difference" ____
- I focus on fair trade-offs ____
- **When to Use:** Time pressure, equal power situations
- **Overuse Risk:** Suboptimal solutions, avoiding deeper issues

Collaborating (Win/Win)

- I work with others to find solutions that satisfy everyone ____
- I seek to understand all perspectives before deciding ____
- I invest time in finding creative alternatives ____
- **When to Use:** Important relationships and issues, time available
- **Overuse Risk:** Analysis paralysis, over-investment in minor issues

Conflict Resolution Process

Step 1: Pause and Prepare

- **Cool Down:** Take time to manage emotions if needed
- **Assess Safety:** Ensure psychological and physical safety
- **Set Intention:** Focus on understanding and resolution
- **Choose Timing:** When all parties can engage constructively

Step 2: Listen to Understand

- **Each Person Shares:** Uninterrupted time to explain their perspective
- **Active Listening:** Use reflective listening techniques

- **Ask Questions:** Clarify understanding, explore interests
- **Identify Common Ground:** What do we agree on?

Step 3: Define the Problem Together

- **Separate People from Issues:** Attack problems, not people
- **Focus on Interests:** What do each party really need?
- **Identify Root Causes:** What's really driving this conflict?
- **Frame Constructively:** How can we solve this together?

Step 4: Generate Solutions

- **Brainstorm Options:** Create multiple possibilities without judgment
- **Build on Ideas:** "Yes, and..." instead of "Yes, but..."
- **Consider All Interests:** How can everyone get what they need?
- **Be Creative:** Think outside conventional solutions

Step 5: Evaluate and Decide

- **Use Objective Criteria:** What standards should guide our choice?
- **Test Solutions:** Will this really address the root issues?
- **Check Feasibility:** Can we actually implement this?
- **Ensure Buy-in:** Is everyone committed to trying this?

Step 6: Implement and Follow Up

- **Clear Agreements:** Who does what by when?
- **Monitor Progress:** Regular check-ins on how it's working
- **Adjust as Needed:** Modify approach based on results
- **Learn Together:** What can we learn for future conflicts?

Mediation Skills for Leaders

When to Mediate

- Conflict between team members affects group functioning
- Parties are stuck and need neutral facilitation

- Relationships are important to preserve
- You have trust and credibility with both parties

Mediation Process

1. **Meet Individually:** Understand each person's perspective
2. **Establish Ground Rules:** Respectful communication, confidentiality
3. **Joint Session:** Facilitate dialogue between parties
4. **Focus on Future:** What needs to happen going forward?
5. **Document Agreement:** Clear, specific commitments
6. **Follow Up:** Check on progress and relationship

Mediator Do's and Don'ts

Do:

- Remain neutral and impartial
- Focus on interests, not positions
- Ask open-ended questions
- Summarize and reflect what you hear
- Encourage direct communication between parties

Don't:

- Take sides or make judgments
- Give advice or impose solutions
- Break confidentiality
- Rush the process
- Make decisions for the parties

Building Inclusive Communities {inclusive-communities}

Inclusion Assessment Tool

Rate your organization on each dimension (1=Needs Improvement, 5=Excellent):

Representation

- Our membership reflects campus diversity ____
- Leadership positions are held by diverse individuals ____
- We actively recruit from underrepresented groups ____

Participation

- All members have equal opportunities to contribute ____
- Different communication styles are welcomed ____
- Activities are accessible to people with different abilities ____

Culture

- Members feel safe expressing different viewpoints ____
- Microaggressions are addressed when they occur ____
- Different cultural backgrounds are celebrated ____

Decision-Making

- Diverse perspectives are sought in important decisions ____
- Decision-making processes are transparent ____
- All voices are heard and valued ____

Development

- Members from all backgrounds receive equal mentoring ____
- Leadership development is available to everyone ____
- Success is measured inclusively ____

Strategies for Building Inclusion

Creating Psychological Safety

- **Model Vulnerability:** Share your own mistakes and learning
- **Encourage Questions:** "What questions do you have?" not "Any questions?"
- **Respond to Failure Constructively:** Focus on learning, not blame
- **Show Curiosity:** Ask genuine questions about different perspectives

- **Be Approachable:** Create opportunities for informal interaction

Addressing Bias and Microaggressions

- **Increase Awareness:** Education about unconscious bias
- **Create Norms:** Clear expectations for respectful interaction
- **Respond in the Moment:** Address problematic comments immediately
- **Follow Up Privately:** Have deeper conversations about impact
- **System Changes:** Modify practices that perpetuate exclusion

Inclusive Meeting Practices

- **Varied Communication Styles:** Use multiple ways to participate
- **Time for Processing:** Don't expect immediate responses to complex topics
- **Cultural Considerations:** Be aware of different norms and expectations
- **Accessibility:** Ensure everyone can fully participate
- **Share Speaking Time:** Actively manage who's talking

Inclusive Social Activities

- **Variety of Options:** Different types of activities appeal to different people
- **Consider Barriers:** Cost, timing, location, cultural fit
- **Dietary Restrictions:** Always have inclusive food options
- **Alcohol-Free Options:** Not everyone drinks, by choice or necessity
- **Accessibility:** Physical and programmatic access for all

Allyship Development

Understanding Privilege and Oppression

- **Privilege:** Unearned advantages based on identity
- **Oppression:** Systematic disadvantages based on identity
- **Intersectionality:** People have multiple identities that interact
- **Impact vs. Intent:** Focus on impact of actions, not just intent

Allyship Behaviors

1. **Listen and Learn:** Center the voices of those with lived experience
2. **Use Your Privilege:** Speak up when you have credibility and access
3. **Share Resources:** Use your connections to benefit others
4. **Make Mistakes and Learn:** Accept feedback and commit to growth
5. **Show Up Consistently:** Allyship is ongoing, not a one-time action

Bystander Intervention in Organizations

- **Notice:** Pay attention to exclusionary behavior
 - **Interpret:** Recognize when intervention is needed
 - **Take Responsibility:** Don't assume someone else will act
 - **Choose Action:** Use the 5 D's model (Direct, Distract, Delegate, Delay, Document)
 - **Follow Up:** Check in with affected parties
-

Crisis Management {crisis-management}

Crisis Leadership Framework

Types of Organizational Crises

- **Safety Incidents:** Physical harm to members
- **Policy Violations:** Serious misconduct by members
- **Public Relations Issues:** Negative publicity or reputation damage
- **Internal Conflicts:** Serious disputes between members
- **Financial Problems:** Funding issues or fiscal mismanagement
- **Leadership Failures:** Misconduct by leaders

Immediate Response Protocol (First 24 Hours)

Step 1: Ensure Safety (0-2 hours)

- Address any immediate physical or emotional safety concerns
- Contact emergency services if needed
- Remove individuals from harmful situations

- Secure any evidence that might be relevant

Step 2: Assess and Gather Information (2-6 hours)

- What exactly happened?
- Who was involved?
- What are the immediate consequences?
- Who needs to be notified?

Step 3: Notify Appropriate Authorities (6-12 hours)

- University officials (Student Affairs, Campus Safety)
- Organization advisors
- National organization (if applicable)
- Legal counsel (if needed)

Step 4: Communicate with Members (12-24 hours)

- What can be shared publicly?
- How will ongoing communication happen?
- What support is available for affected members?
- What are the next steps in addressing the situation?

Crisis Communication Principles

- **Be Honest:** Share what you can truthfully
- **Be Timely:** Don't let misinformation fill the void
- **Be Consistent:** Ensure all spokespersons share same message
- **Show Concern:** Demonstrate care for those affected
- **Take Responsibility:** Own your organization's role without making excuses

Recovery and Learning Process

Phase 1: Immediate Stabilization

- Implement any required sanctions or changes
- Provide support for affected individuals

- Address any ongoing safety concerns
- Maintain basic organizational functions

Phase 2: Investigation and Analysis

- Conduct thorough investigation of what happened
- Identify root causes and contributing factors
- Assess organizational policies and practices
- Gather input from all stakeholders

Phase 3: Systemic Changes

- Modify policies and procedures as needed
- Implement additional training or oversight
- Change leadership structure if necessary
- Strengthen prevention and monitoring systems

Phase 4: Rebuilding and Moving Forward

- Develop plan for rebuilding trust and reputation
- Focus on positive activities and contributions
- Demonstrate commitment to changed behavior
- Establish metrics for ongoing accountability

Crisis Prevention Strategies

Risk Assessment Process

- **Identify Potential Risks:** What could go wrong?
- **Assess Likelihood:** How probable is each risk?
- **Evaluate Impact:** How serious would consequences be?
- **Prioritize Risks:** Focus on high-probability, high-impact issues
- **Develop Prevention Plans:** How can we reduce likelihood and impact?

Early Warning Systems

- **Member Feedback:** Regular check-ins about organization health

- **Advisor Oversight:** Professional staff monitoring and guidance
 - **Peer Organizations:** Learning from others' experiences
 - **External Assessment:** Periodic evaluation by neutral parties
 - **Data Monitoring:** Track metrics that indicate organizational health
-

Personal Development Plans {development-plans}

Leadership Development Assessment

Current State Analysis

Strengths Inventory List your top 5 leadership strengths:

1. _____
2. _____
3. _____
4. _____
5. _____

Growth Areas Identification List 3 areas where you want to improve:

1. _____
2. _____
3. _____

Values Clarification What are your top 5 personal values?

1. _____
2. _____
3. _____
4. _____
5. _____

How do these align with Saint Leo's core values?

Goal Setting Framework

SMART Goals Template For each growth area, create a SMART goal:

Specific: What exactly will you accomplish? **Measurable:** How will you know you've succeeded? **Achievable:** Is this realistic given your resources? **Relevant:** Does this matter for your leadership effectiveness? **Time-bound:** When will you accomplish this?

Example:

- **Goal:** Improve my public speaking skills
- **Specific:** I will deliver at least 3 presentations to groups of 20+ people
- **Measurable:** I will receive average ratings of 4/5 or higher on presentation evaluations
- **Achievable:** I have opportunities through my organization and classes
- **Relevant:** This will help me be more effective in leadership roles
- **Time-bound:** I will accomplish this by the end of the semester

Development Action Plan

For Each Goal, Identify:

Learning Resources

- Books, articles, or online content to study
- Workshops, seminars, or courses to attend
- Mentors or coaches to work with
- Organizations or groups to join

Practice Opportunities

- Where can you practice new skills in low-risk settings?
- How can you get feedback on your performance?
- What projects or roles would help you develop?
- Who can support you as you learn?

Accountability System

- Who will check in on your progress regularly?
- How often will you review and update your plan?
- What will you do if you get off track?
- How will you celebrate progress and success?

Ongoing Development Activities

Monthly Self-Reflection Questions

1. What leadership challenges did I face this month?
2. How did I handle those challenges?
3. What did I learn about myself as a leader?
4. Where did I make progress on my development goals?
5. What do I need to focus on next month?

Quarterly 360-Degree Feedback

- Collect feedback from supervisors, peers, and direct reports
- Focus on specific behaviors and outcomes
- Identify patterns and trends over time
- Adjust development plan based on feedback

Annual Leadership Portfolio Review

- Document leadership experiences and learning
- Reflect on growth and development over the year
- Update personal mission and vision statements
- Set goals for the coming year

Organizational Health Metrics {health-metrics}

Key Performance Indicators

Membership Engagement

- **Member Retention Rate:** % of members who remain active year-over-year

- **Event Attendance:** Average % of members attending events
- **Volunteer Participation:** % of members taking on leadership roles
- **Satisfaction Surveys:** Regular feedback on member experience

Leadership Development

- **Leadership Pipeline:** Number of members prepared for leadership roles
- **Skill Development:** Members completing training programs
- **Advancement Rate:** Members moving into higher responsibility roles
- **External Recognition:** Awards or recognition received by members

Community Impact

- **Service Hours:** Total community service completed by organization
- **Partnership Quality:** Feedback from community partners
- **Academic Performance:** Member GPA compared to campus average
- **Campus Involvement:** Members active in other organizations

Organizational Culture

- **Inclusion Metrics:** Representation and belonging surveys
- **Conflict Resolution:** Number and resolution of conflicts
- **Policy Compliance:** Adherence to university and organization policies
- **Ethical Climate:** Assessment of ethical decision-making culture

Assessment Tools

Annual Organization Health Survey

Instructions: Rate each statement from 1 (Strongly Disagree) to 5 (Strongly Agree)

Leadership Effectiveness

1. Our leaders communicate clearly and effectively ____
2. Leadership positions are filled by qualified individuals ____
3. Leaders are accessible and approachable ____
4. Our leadership team works well together ____

5. Leaders model the values they expect from others ____

Member Experience

1. I feel valued as a member of this organization ____
2. My opinions and ideas are heard and considered ____
3. I have opportunities to develop new skills ____
4. I feel connected to other members ____
5. Being in this organization contributes positively to my life ____

Organizational Culture

1. Our organization lives up to its stated values ____
2. Conflicts are handled fairly and effectively ____
3. All members are treated with respect regardless of background ____
4. We have meaningful traditions and activities ____
5. I am proud to be associated with this organization ____

Community Impact

1. Our organization makes a positive difference in the community ____
2. We have strong partnerships with external organizations ____
3. Members are known for positive contributions to campus ____
4. Our activities align with our mission and values ____
5. We are good stewards of our resources and reputation ____

Focus Group Discussion Guide

Opening Questions (5 minutes)

- How long have you been involved with this organization?
- What initially attracted you to join?

Leadership Questions (15 minutes)

- How would you describe the leadership style in our organization?
- What do our leaders do well?

- Where could leadership be improved?
- How are future leaders identified and developed?

Culture Questions (15 minutes)

- What words would you use to describe our organization's culture?
- How do new members typically experience their first few months?
- How are conflicts typically handled?
- What makes you proud to be part of this organization?

Improvement Questions (15 minutes)

- If you could change one thing about our organization, what would it be?
- What opportunities are we missing?
- How could we better serve our members?
- What should we keep doing exactly as we are?

Closing Questions (10 minutes)

- What advice would you give to incoming members?
- How likely are you to recommend this organization to others?
- Any final thoughts or suggestions?

Resource Library {resource-library}

Recommended Reading

Leadership Development Books

- **"The Leadership Challenge" by Kouzes & Posner:** Five practices of exemplary leadership
- **"Dare to Lead" by Brené Brown:** Courage, vulnerability, and authentic leadership
- **"The Advantage" by Patrick Lencioni:** Building healthy organizations
- **"Multipliers" by Liz Wiseman:** How leaders diminish or amplify others
- **"The Culture Code" by Daniel Coyle:** Building belonging and high-performing teams

Inclusion and Diversity Resources

- **"So You Want to Talk About Race" by Ijeoma Oluo:** Framework for racial conversations
- **"The Person You Mean to Be" by Dolly Chugh:** Good intentions and unconscious bias
- **"White Fragility" by Robin DiAngelo:** Understanding white fragility in conversations about race
- **"We Can't Talk About That at Work" by Mary-Frances Winters:** DEI in organizational settings

Communication and Conflict Resolution

- **"Crucial Conversations" by Kerry Patterson:** High-stakes communication
- **"Nonviolent Communication" by Marshall Rosenberg:** Compassionate communication model
- **"Getting to Yes" by Roger Fisher:** Principled negotiation strategies
- **"The Anatomy of Peace" by The Arbinger Institute:** Transforming conflict mindset

Online Resources

Professional Development Websites

- **TED Talks on Leadership:** Free videos on various leadership topics
- **LinkedIn Learning:** Professional development courses
- **Coursera:** University-level courses on leadership and management
- **Harvard Business Review:** Articles and case studies on leadership

Assessment Tools

- **StrengthsFinder 2.0:** Identify your top talent themes
- **Enneagram:** Personality and motivation assessment
- **Myers-Briggs Type Indicator:** Personality preferences
- **Emotional Intelligence Assessment:** EQ skills evaluation

Campus Resources

- **Student Affairs Leadership Programs:** Contact 352-588-8992
- **Counseling Services:** Personal development support - 352-588-8199
- **Campus Ministry:** Values-based development - 352-588-8331
- **Academic Success Center:** Study skills and time management

Emergency and Support Contacts

Immediate Support

- **Campus Safety Emergency:** 352-588-8333
- **Campus Safety Non-Emergency:** 352-588-8432
- **Counseling Crisis Line:** 352-588-8199
- **Title IX Coordinator:** 352-588-8993

Professional Development Support

- **Student Affairs:** 352-588-8992
- **Leadership Development Programs:** student.affairs@saintleo.edu
- **Organization Advisor Network:** Available through Student Affairs

External Resources

- **National Suicide Prevention Lifeline:** 988
- **Crisis Text Line:** Text HOME to 741741
- **SAMHSA National Helpline:** 1-800-662-4357

Implementation Checklist

For Individual Leaders

- ☐ Complete leadership assessment tools
- ☐ Identify 2-3 development goals
- ☐ Create specific action plan with timeline
- ☐ Establish accountability partner
- ☐ Schedule regular self-reflection time

- ☐ Seek feedback from multiple sources
- ☐ Document learning and progress

For Organizations

- ☐ Conduct annual organizational health assessment
- ☐ Provide leadership training for all officers
- ☐ Establish mentorship program
- ☐ Create succession planning process
- ☐ Implement regular feedback systems
- ☐ Develop crisis management protocols
- ☐ Build community partnerships

For Advisors and Staff

- ☐ Review organizational assessment results
- ☐ Provide training on ethical leadership
- ☐ Support individual development planning
- ☐ Monitor organizational health metrics
- ☐ Facilitate difficult conversations when needed
- ☐ Connect students with appropriate resources
- ☐ Model effective leadership practices

Remember: Leadership development is a lifelong journey. Use these resources as tools for continuous growth, and always remember that authentic leadership starts with understanding and developing yourself while serving others.

For questions about leadership development resources or programs, contact the Division of Student Affairs at 352-588-8992 or student.affairs@saintleo.edu

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