



DEVELOPING THE LEADERS AROUND YOU

The Leader's Daily Requirement

Training/Equipping, like nurturing, is an ongoing process. You don't equip a person in a few hours or a day. And it can't be done using a formula or PowerPoint. Equipping must be tailored to each potential leader.

The ideal equipper is a person who can impart the vision of the work, evaluate the potential leader, give him the tools he needs, and then help him along the way at the beginning of his journey.

The equipper is a *model*-a leader who does the job, does it well, does it right, and does it with consistency.

The equipper is a *mentor*-an advisor who has the vision of the organization and can communicate it to others. He or she has experience to draw upon.

The equipper is an *empowerer*-one how can instill in the potential leader the desire and ability to do the work. He or she is able to lead, teach, and assess the progress of the person being equipped.

Performance Factors	Far Exceeds Job Requirements	Exceeds Job Requirements	Meets Job Requirements	Needs Some Improvement	Does Not Meet Minimum Requirements
Quality	Leaps tall buildings with a single bound	Must take running start to leap over tall buildings	Can only leap over a short building or medium with no spires	Crashes into buildings when attempting to jump over them	Cannot recognize building at all, much less jump
Timeliness	Is faster than a speeding bullet	Is as fast as a speeding bullet	Not quite as fast as a speeding bullet	Would you believe a slow bullet?	Wounds self with bullet when attempting to shoot gun
Initiative	Is stronger than a locomotive	Is stronger than an elephant	Is stronger than a bull	Shoots the bull	Smells like a bull
Adaptability	Walks on water consistently	Walks on water in emergencies	Washes with water	Drinks water	Passes water in emergencies
Communication	Talks with God	Talks with the angels	Talks to self	Argues with self	Loses those arguments

To see how your discernment skills measure up, take a look at this chart of potential leader characteristics:



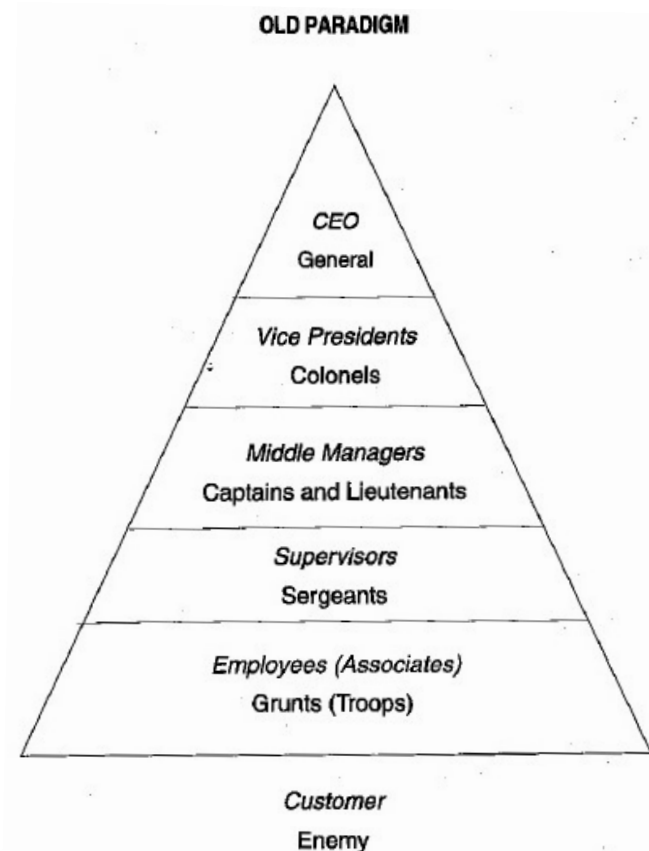
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SCHLOSSBERG'S MATTERING VS. MARGINALITY THEORY

Nancy Schlossberg developed a concept of mattering versus marginality that is discussed in the book "Student Development in College: Theory, Research, and Practice." This mattering versus marginality concept, she theorized, is that students who are often put into new roles or circumstances with uncertain details can feel marginalized against the rest of the group. The student often feels the pressures of not fitting in and feelings of being on the outside. The second part of her theory states that marginalized students will not succeed unless they feel like they matter to someone. Schlossberg presented five aspects of mattering:

- a) **Attention:** The feeling that one is noticed
- b) **Importance:** A belief that one is cared about
- c) **Ego-extension:** The feeling that someone else will be proud of what one does or will sympathize with one's failures
- d) **Dependence:** A feeling of being needed
- e) **Appreciation:** The feeling that one's efforts are appreciated by others





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