

# DEVELOPMENT OF A STUDENT-BASED POSITIVE LEADERSHIP INSTRUCTIONAL RESOURCE

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# A Student-Based Positive Leadership Instructional Resource

## Table of Contents

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Topic	Page
Project Objectives	3
Description of Positive Leadership Instructional Tools	4
Student Positive Leadership Assessment	6
Student Positive Leadership Development Action Planning Template	13
Summary Table: Positive Leadership Strategies for Real World Organizations (Student Generated)	15
Summary Table: Positive Leadership Strategies for Student Organizations (Student Generated)	20
Summary Table: Positive Leadership Strategies for Becoming a Positive Leader in College (Student Generated)	25
Experiential Exercises for Developing Positive Leadership	30
Pay it Forward Student Positive Leadership Movie Analysis	40
Student Positive Leadership Mini-Case Studies (Student Generated)	55
Positive Leadership Mini-Case Studies of National/World Leaders (Student Generated)	63
Recommendations for Key Points for Instructors for Teaching Positive Leadership – Student Organizations (Student Generated)	78
Recommendations for Key Points for Instructors for Teaching Positive Leadership – Group Projects (Student Generated)	82
Recommendations for Colleges/Universities in Designing Positive Leadership Programs (Student Generated)	87
Appendix A: Methodology	89
Appendix B: Scoring the Student Positive Leadership Assessments	98
Appendix C: Student Positive Leadership Survey I	101
Appendix D: Student Positive Leadership Survey II	105

## Project Objectives

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To develop a comprehensive instructional resource on student positive leadership that will consist of a(n):

1. conceptual definition and model of student positive leadership developed using qualitative research on undergraduate students.
2. validated positive leadership measure that is specifically geared towards undergraduate students.
3. positive leadership development template that undergraduate students can use to create a formal action plan for becoming more effective positive leaders.
4. comprehensive listing of positive leadership behaviors, identified by undergraduate students, that are relevant for application to work organizations, student organizations, group projects in school, and college in general.
5. experiential exercises that students can complete to enable them to develop themselves as positive leaders.
6. A set of mini-case studies, developed by undergraduate students, on positive leadership being practiced by individual in different types of settings including jobs and internships in professional organizations/companies, student organizations, group projects in classes and college, in general.
7. Student-generated recommendations for instructional strategies that can be used to teach positive leadership to undergraduate students and design elements for academic programs and experiences to foster the development of positive leadership.

## Description of Positive Leadership Instructional Tools

This overall resource contains a variety of tools and guides that instructors can use to support teaching students about positive leadership. The list below provides a basic description of each tool or guide.

**Student Positive Leadership Assessment** – This is a tool that students can use to assess the degree to which an individual demonstrates various dimensions of positive leadership. There are two forms – a self-assessment version and an observer version that students can ask their peers or associates to complete to provide an outside perspective.

**Student Positive Leadership Development Action Planning Template** – This is a basic worksheet that students can complete and update that lays out a plan of action for becoming a more effective positive leader.

**Summary Table: Positive Leadership Strategies for Real World Organizations (Student Generated)** – This is list of strategies and actions identified by students that can be taken to become a more effective positive leader in real world organizations and companies.

**Summary Table: Positive Leadership Strategies for Student Organizations (Student Generated)** - This is list of strategies and actions identified by students that can be taken to become a more effective positive leader in student organizations in college.

**Summary Table: Positive Leadership Strategies for Becoming a Positive Leader in College (Student Generated)** - This is list of strategies and actions identified by students that can be taken to become a more effective positive leader during their experiences as college students.

**Experiential Exercises for Developing Positive Leadership** – This is a set of exercises that support students learning how to become positive leaders through experiential activities in student organizations, volunteer work, and part-time jobs/internships.

**Pay it Forward Student Positive Leadership Movie Analysis** – This exercise involves having students watch the movie, “Pay it Forward” about a young boy who demonstrates positive leadership based on an idea he has for a class project to change the world and to help people. After watching the movie, students will analyze and evaluate the movie and identify practical takeaways.

**Student Positive Leadership Mini-Case Studies (Student Generated)** – This is a compilation of brief, real world examples of positive leadership in action, described by students themselves.

**Positive Leadership Mini-Case Studies of National/World Leaders (Student Generated)** - This is a compilation of brief, real world examples of well-known, national/international people who students consider to be positive leaders.

**Recommendations for Key Points for Instructors for Teaching Positive Leadership – Student Organizations (Student Generated)** – This is a compilation of strategies and key points identified by students that instructors can use to teach positive leadership to college/university students.

**Recommendations for Key Points for Instructors for Teaching Positive Leadership – Group Projects (Student Generated)** - This is a compilation of strategies and key points identified by students that instructors can use to teach college students about how to be more effective positive leaders in student organizations in which they are involved in college/universities.

**Recommendations for Colleges/Universities in Designing Positive Leadership Programs (Student Generated)** - This is a compilation of strategies and key points identified by students that instructors and academic program administrators can use to create effective, high-impact positive leadership development programs in colleges/universities.

The instrument shown below represents the revised version of the SPLA. This survey is called the leader version since it is a self-assessment. Following the assessment below, there is a second form of the SPLA called the “Observer” version that can be completed by individuals who are familiar with the work style and personality of the leader. This can be used as a basis for comparing scores and stimulating discussion about identifying strengths and opportunities for improvement of a given leader in terms of becoming a more effective positive leader.

### Student Positive Leadership Assessment (Leader Version)

Name of Leader: \_\_\_\_\_

#### Directions

Please answer the questions below based on your personal beliefs using the rating scale provided. Please circle the rating scale option (1-5) to indicate your response to each question.

Question	Strongly Disagree (1)	Disagree (2)	Neither Agree nor Disagree (3)	Agree (4)	Strongly Agree (5)
1. I actively look for ways to be helpful to others with their work activities.	1	2	3	4	5
2. I put the welfare of others before my personal welfare.	1	2	3	4	5
3. I put my personal goals as secondary to the goals of others I work with as a leader.	1	2	3	4	5
4. I try to take care of others I work with as a leader before I take care of myself.	1	2	3	4	5
5. I take the time to tell others how much I appreciate what they do with their work activities.	1	2	3	4	5

Question	Strongly Disagree (1)	Disagree (2)	Neither Agree nor Disagree (3)	Agree (4)	Strongly Agree (5)
6. I make every effort to follow through on the commitments I make to others.	1	2	3	4	5
7. I work to earn the trust of others who I interact with as a leader.	1	2	3	4	5
8. I am committed to "walking the talk" in terms of how I act as a leader.	1	2	3	4	5
9. I try to show others what the meaning of good leadership is through my actions.	1	2	3	4	5
10. I emphasize the positive aspects of relevant work activities of others.	1	2	3	4	5
11. I express confidence in others' ability to successfully complete their tasks.	1	2	3	4	5
12. I encourage others when they experience setbacks in their work activities.	1	2	3	4	5
13. I try to let others get to know me as a person, so they see me as being authentic.	1	2	3	4	5

Question	Strongly Disagree (1)	Disagree (2)	Neither Agree nor Disagree (3)	Agree (4)	Strongly Agree (5)
14. I make comments to others about their work activities that are encouraging.	1	2	3	4	5
15. I view my role as a leader is to support the success of others.	1	2	3	4	5
16. I make myself as accessible as possible to others to assist them with their work activities.	1	2	3	4	5
17. I provide constructive suggestions to others to help them to be successful with their work activities.	1	2	3	4	5
18. I emphasize the positive aspects of the work activities of others when interacting with them.	1	2	3	4	5
19. I believe that the good of the whole (e.g., team, organization, community) is more important than the good of me as an individual.	1	2	3	4	5
20. I try to give positive feedback to others regarding their work activities.	1	2	3	4	5
21. I practice what I preach in terms how I act as a leader.	1	2	3	4	5
22. I do not expect others to do anything that I would not do myself.	1	2	3	4	5



## Student Positive Leadership Assessment (Observer Version)

Name of Leader: \_\_\_\_\_

### Directions

Please answer the questions below based on your observations of your leader using the rating scale provided. Please circle the rating scale option (1-5) to indicate your response to each question.

Question	Strongly Disagree (1)	Disagree (2)	Neither Agree nor Disagree (3)	Agree (4)	Strongly Agree (5)
1. My leader actively looks for ways to be helpful to others with their work activities.	1	2	3	4	5
2. My leader puts the welfare of others before his/her personal welfare.	1	2	3	4	5
3. My leader puts his/her personal goals as secondary to the goals of others.	1	2	3	4	5
4. My leader tries to take care of others he/she works with before taking care of him/herself.	1	2	3	4	5
5. My leader takes the time to tell others how much he/she appreciates what they do with their work activities.	1	2	3	4	5
6. My leader makes every effort to follow through on the commitments he/she makes to others.	1	2	3	4	5
7. My leader works to earn the trust of others who he/she interacts with as a leader.	1	2	3	4	5

Question	Strongly Disagree (1)	Disagree (2)	Neither Agree nor Disagree (3)	Agree (4)	Strongly Agree (5)
8. My leader is committed to "walking the talk" in terms of how he/she acts as a leader.	1	2	3	4	5
9. My leader tries to show others what the meaning of good leadership is through his/her actions.	1	2	3	4	5
10. My leader emphasizes the positive aspects of relevant work activities of others.	1	2	3	4	5
11. My leader expresses confidence in others' ability to successfully complete their tasks.	1	2	3	4	5
12. My leader encourages others when they experience setbacks in their work activities.	1	2	3	4	5
13. My leader tries to let others get to know him/her as a person so that he/she is seen as being authentic.	1	2	3	4	5
14. My leader makes comments to others about their work activities that are encouraging.	1	2	3	4	5
15. My leader views that his/her role as a leader is to support the success of others.	1	2	3	4	5
16. My leader makes him/herself as accessible as possible to others to assist them with their work activities.	1	2	3	4	5

Question	Strongly Disagree (1)	Disagree (2)	Neither Agree nor Disagree (3)	Agree (4)	Strongly Agree (5)
17. My leader provides constructive suggestions to others to help them to be successful with their work activities.	1	2	3	4	5
18. My leader emphasizes the positive aspects of the work activities of others when interacting with them.	1	2	3	4	5
19. My leader believes that the good of the whole (e.g., team, organization, community) is more important than the good of him/herself as an individual.	1	2	3	4	5
20. My leader tries to give positive feedback to others regarding their work activities.	1	2	3	4	5
21. My leader practices what he/she preaches in terms of how to act as a leader.	1	2	3	4	5
22. My leader does not expect others to do anything that he/she would not do him/herself.	1	2	3	4	5
Question	Very Low	Low	Moderate	High	Very High
23. My current level of engagement in my work activities.	1	2	3	4	5
24. My current level of motivation to complete my work activities.	1	2	3	4	5
25. My current level of performance in my work activities.	1	2	3	4	5

Question	Very Low	Low	Moderate	High	Very High
26. My current level of resilience in my work activities.	1	2	3	4	5
27. The quality of my relationship with my leader.	1	2	3	4	5
28. The quality of the work climate/culture in my group or organization.	1	2	3	4	5

*Suggested procedures for using the student positive leadership Assessments and scoring the assessments can be found in Appendix B.*

## Positive Leadership Development Action Planning Template

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### Suggested Procedure

1. Review the results of the student's SPLA and identify strengths and opportunities for improvement.
2. Based on the step above, develop and document an action plan for becoming a more effective positive leader using the template presented below.
3. Review the summaries of actions that students can take to be positive leaders as workers/interns in professional organizations/companies, student organizations, and group projects in classes to identify appropriate actions to incorporate into the action plan. These summaries are presented in the supporting resources section below.
4. Implement the plan and monitor/evaluate it on a regular basis with a coach/sponsor.
5. Make adjustments to the plan to make it more effective.

## Student Positive Leadership Development Action Planning Template

Student Positive Leadership Dimension	Goal	Key Performance Indicator (KPI)	Supporting Actions	Target Completion Date
Uplifting				
Authenticity				
Encouraging				
Selflessness				
Positivity				
Modeling Behavior				

## Supporting Resources for Creating a Positive Leadership Development Action Plan

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Note: The summary tables below provide lists of positive leadership actions and strategies that can be used to be an effective leader in various situations. These strategies were identified as being relevant and appropriate by undergraduate students.

### Summary Table: Positive Leadership Behaviors for Real World Organizations (Student Generated)

Empower others to excel in their work in everything they do.	Be innovative – capitalize on followers' strengths to enable them to reach their potential.	Trustworthy – Being transparent with decisions and information.	Use active listening to really understand where others are coming from.	Show patience when others are struggling or discouraged.
Show kindness to others – nothing is more powerful than an act of kindness.	Take followers' feelings into consideration when making decisions that affect them.	Asking for feedback on their performance	Set clear expectations for followers and checking in on them to ensure accountability.	Empower followers to boost self-determination. This also comes with the trait of being confident. In my opinion confidence is contagious and having someone around you who can spread this confidence also creates the sense of empowerment that you need in work settings. organization. With a good example set, the followers will want to act in the same manner to set a good foundation in the organization.

Back up followers to make sure that they know how supportive and helpful they will be. This aspect of support also is in line with teamwork. A positive leader will work as a support system and will also always be a helping hand.	Set a good example of resilience in the organization. With a good example set, the followers will want to act in the same manner to set a good foundation in the organization.	Be able to speak up and initiate conversations (in meetings or when talking in groups, if no one knows where to begin, the “leader” should be able to start off the conversation and lay out the objectives/plans for the meeting)	Be able to collaborate well with others (not just do all of the work themselves).	Be able to listen effectively to others (not shutting down other people’s ideas without hearing them out).
Show confidence- the leader needs to be confident of his/her own abilities and the abilities of others. Take pride in the team and speak highly of the group to others!	Communicative- the leader needs to communicate with and encourage others in all situations through verbal and non-verbal cues. They keep an open flow of communication to better connect others on the team.	Empowering - the leader supports team members through constructive criticism, example, and personal feedback to motivate them to improve.	The leader should connect with others on a personal level. They would be considerate about those around them and what they are trying to achieve.	They would work to establish and build trust by following through on what they say and waling the talk.
They would be considerate about those around them and what they are trying to achieve.	Be empathetic and inclusive - listen to those you lead is a simple answer. Understanding them, being inclusive and adhering to diversity, and sharing the emotions of the other person are three critical factors of being a positive leader.	Be influential and motivational: it is important for positive leaders to act as role models for their organization and to make them want to do what they do and to be motivated in their work.	Be a catalyst for personal advancement: this behavior shows people that you care about them as a leader and want to see them succeed. It promotes positivity and ultimately boosts productivity.	Use positive reinforcement on a regular basis to recognize people for doing things right and to encourage them to continue to do them in the future.



Active leadership - practice what you preach!	Put in place an environment that fosters positivity.	Be considerate to others when making decisions. Lead by example in how to treat others in a good way.	Have a positive attitude throughout the day – smile and look pleasant and accessible.	Leading by example in how to treat others in a good way.
Show a positive attitude to maintain positivity and morale to help the team be more invested in the activity or project.	Demonstrate strong initiative to try new things and ideas that are unique or will help the development of the team.	I think a positive leader is connected to their team. I think for them to positively affect people they need to be a direct positive influence on their life. They also need to be up to date with them to know how to properly handle situations.	I think a positive leader is respectable. I think you cannot be a leader if you have not gained the respect of your team. Even if you are positive it will not get you anywhere unless your team has the utmost respect for your thoughts. This then also makes the team push themselves because they care for your approval	I think a positive leader is solution oriented. I think if a leader is constantly dwelling on mistakes or shortcomings that there is no way to have a positive environment off of that. When if they are constantly adapting to do the next best thing it is a positive experience.
Be able to take criticism – if you can take feedback positively and change your ways without being defensive it creates an overall positive environment.	Embrace diversity with members of the organization. Rather than pointing out the differences between people, embrace them and allow for the collaboration of new ideas based on what they have in common.	When the organization faces roadblocks, do not view it as a setback, but rather view it as an opportunity to grow and improve.	Inspire others to be the best versions of themselves. This can be a difficult thing for leaders to do, but it all boils down to giving them the resources and support necessary to do so.	The leader should be straightforward. There is very little more confusing to a follower than a leader who beats around the bush and isn't clear what is needed for specific projects/tasks.

The leader should be encouraging. A leader should understand that there will be easy times and difficult times, and especially during difficult times, encouragement is needed to keep up team morale.	A positive leader should lead. There really is a difference between a boss and a leader, and a boss demands things of followers that they could not or would not do themselves. However, a leader leads by example, being willing to work just as hard as the followers toward the end goal of a project.	One behavior is to be compassionate management, which involves taking time to consider and understand other employee's stressors, strengths, and weaknesses so that they are better equipped to take action. This also shows a genuine interest in the success of other employees.	One behavior that a leader would engage in is to adapt a coaching mindset. Managers who take the coaching approach are able to develop a sort of partnership with employees and create a shared vision of what needs to get done. In most cases this can be more effective than one person just simply telling everyone what to do.	One behavior is to take initiative. If something is wrong, a good leader is able to problem solve and come up with a permanent or temporary solution and share that with other individuals. For example, if an order at a restaurant is typed in wrong, the leader could go ask the table what they meant to order and apologize, offer discounts, fix the order, etc.
Directive: although positive, they are still leading and therefore have to be directive and focused on a goal.	Use past learning experiences to better connect with your team and guide them to the identified goal in the most efficient manner.	One behavior a positive leader would have is being respectful. Lots of people can be leaders, but if their methods are disrespectful or use violence then the leadership is not successful. Being respectful gets your followers to stick with you and trust you.	One behavior a positive leader would have, is to be caring. A positive leader must care about all of his/her followers. Doing this shows the followers why they should follow him and do as he say. It will allow for much more open dialogue and allow his/her followers to not be scared to speak up.	One behavior a positive leader would have, is to be outgoing. Leaders in general need to be outgoing and have a loud voice that people are willing to listen too. Having this behavior along with the other too listed above, you can become a positive leader that people will follow.

Makes sure all group members thoughts, ideas, and concerns are heard and appropriately resolved	Mitigate and resolve conflict among other team members so that issues do not persist and create other problems for the team.	Innovative: Someone who exhibits positive leadership would delegate responsibility to take advantage of each person's strengths. In a real-world organization, members of a team will have different talents. This individual would capitalize on their followers' strengths rather than reprimanding them for weaknesses.	Trustworthy: It's very important in real world organizations that leaders are trusted by their followers. These individuals build a supportive environment by being transparent with their team. If the members of a group can trust what their leader says, work will be done more efficiently.	
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## Summary Table: Positive Leadership Behaviors for Student Organizations (Student Generated)

Be supportive in that he/she is always willing to provide guidance, advice and a lending hand to enable others to be successful.	Be open-minded about new ideas and changes that can be made to improve how things are done.	Be thoughtful in terms of knowing what others need/want and like and using opportunities to address them during a work process or project.	Strong leaders should carry on the positive behaviors no matter the size and importance of the organization. It is very important to empower members of the organization so that they feel passionate and motivated in their work.	Back up the members of the organization to make sure they know they have a support system is a behavior of a strong leader.
Set a good example of resilience in the organization will cause the members to act in the same way. I also believe that being open and honest with those around you creates a good relationship and will enable workers to feel comfortable coming to you.	Be able to lead a conversation/discussion and inform the students about the organization, what they will be doing, how, etc.	Be able to truly collaborate well with others (not just do all of the work themself).	Be able to listen effectively to others (answering questions and not shutting down other people's ideas).	Caring- the leader shows care for all the team members, everyone feels comfortable in the environment that the leader builds and can work to their best potential.

<p>Caring- the leader shows care for all the team members, everyone feels comfortable in the environment that the leader builds and can work to their best potential</p> <p>Genuine- the leader show genuine interest in other's ideas and shows genuine motivation to uplift others.</p>	<p>Empowering- the leader supports team members through constructive criticism, example, and personal feedback to motivate them to improve.</p>	<p>Be a good communicator: it is important for positive leaders to maintain a strong line of communication with their peers and those they lead in order to maintain a positive and well-rounded environment.</p>	<p>Social awareness: leaders for student organizations should understand that they are leading those of similar ages to them and should understand and relate to their peers when it comes to social balance.</p>	<p>I think a positive leader would be a hard worker so that they set a precedent for the type of work that must be done and is expected.</p>
<p>Show great respect for all people involved in a project.</p>	<p>Be kind in their compassion for the welfare of others.</p>	<p>Collaborative: positive leaders of student organizations should do their best to collaborate with their peers so that everyone is gaining and absorbing the most experience and enrichment.</p>	<p>I think they need empathy as well to understand their team on an emotional level and connect with them better. I think a leader needs to maintain consistency even during hard times so that they act as a role model for their team and help their team grow through struggles.</p>	<p>Be mindful of employee struggles and show concern for them and offer support whenever possible.</p>

Frequently checking in on member progress	Create multiple communication channels with individual members and the organization as a whole	Reward/Recognize members for their work/progress	I think they would be extremely welcoming. A student org is usually not as large scale as a company so it's a really cool opportunity to get to know majority of the members personally. Take the time to make them feel like they belong there which will eventually increase your turnout.	I think they would be resourceful and helpful. Students vary from freshman to seniors and the freshman and sophomores definitely do not have the experience in some areas. I think the leaders should be equipped with resources and helpful tips when dealing with certain situations
I think they should have mixtures of fun and work. I think if it is all project work always that it feels more like a job when student orgs are also to have fun and enjoy yourselves. So, making sure that there is plenty of socials and activities on the calendar.	A positive leader would role model the correct behaviors for those who are members of the organization. This means that the leader would do everything that the members are also expected to do, including showing up on time and participating in events.	A positive leader for a student organization would ensure that all members of the student organization are taken care of. This means that the leader would make a conscious effort to support all the members of the organization.	A positive leader would engage in the group's activities enthusiastically. The leader would show passion for the organization and the activities that are completed within the organization.	One trait that would be very important in this case is to foster growth. Growth and development is important for students, and the whole point of student organization, so this should be a priority for these leaders.

One behavior is working hard. If one student is working hard, it will inspire others to also work hard for things that they are passionate about. Student leaders who work hard can push classmates to do more.	There are often a multitude of different members within a student organization, many of which do not regularly attend or participate. Inclusivity allows the recruiting parameters to be extended and for more individuals to join an organization.	Engagement by a leader is also essential for a positive leader in a student organization. Students balance a large variety of different activities daily and engagement helps to keep students involved and caring for their club/organization.	Attention to detail is also important for a positive leader. Even small details like remembering names and assuring certain accommodations can make a large difference in member participation and recruitment.	Informing in simple terms is teaching what they know. Demonstrating would be showing what they know and how they do it. Helping is even broader, where they could help in areas of confusion in the two behaviors listed previously, or help in areas that are unexplained and brought on by student questions.
Learn the names of all members of the organization.	Availability – A positive leader of student org needs to be available to communicate because members are going to be varying levels of experience and age.	Flexibility – Students have very different schedules and various other commitments, and it is important that the group leader can adapt to new information and events like final exams.	Charisma – the student not only must have the experience in the student org, but also must have a radiating personality that can convey the organization's ideals and make it likeable and interesting.	Making sure that the students know that the school comes first and giving the students extra time or time off to focus on school.

If possible, giving students days off if they are not needed.	Following up with the student to make sure that they aren't stressed or if they need any help.	Aware: know when the group needs advice, a pick me up, inspiration, etc.	Relatability – They need to be able to relate to their fellow students and let them understand they are doing the exact same thing as they are. This helps followers engage and connect more with their leader.	Consulting other members as to how they feel the organization is performing from a general member standpoint.
Encourage general members to be more involved in sharing ideas	Make themselves available even when the club is not meeting if anyone has questions or concerns about a specific event or aspect of the organization			



## Summary Table: Actions that Can Be Used to Develop Positive Leadership in College (Student Generated)

I think a person can learn to be a positive leader in college by putting themselves in a position to join various leadership fellowships and organizations.	I also think they can learn to be a positive leader by aspiring to take on various leadership roles and going out of their way to becoming a leader in group projects.	Learn how to be organized and prepared (since you're the "leader," people then rely on you to look where to go next)	Learn how to be personable along with confident with ideas (to then be able to lead conversations and communicate effectively)	Learn to share ideas and give others the chance to speak up; and don't call out or blame others on bad ideas or situations that ended poorly (not every good idea has to come solely from you; appreciate the help people are willing to provide)
Run for a head position in a club. This way you will experience in a leadership role and learn how to manage different people.	Become a teaching assistant (TA) for a class. This is very similar to a position in a club however instead this gives experience on how to help different people in terms of work.	Enroll in more classes that require group work and take active roles in leading projects and activities. This helps with teamwork and leadership.	Build good relationships with professors and career service counselors so they can teach you by their own example.	Be self-motivating and seek out leadership opportunities and experiences (ex. case competitions).

Get involved in a student organization they take interest in: find something to do outside of classes where you take part in contributing to a goal with your peers.	Take the lead as often as possible in any group projects assigned during classes.	Pay attention to examples of positive leaders in their life.	Get involved in different activities to see different examples of leaders.	Try to put into action practices of positive leadership in smaller things in someone's life.
Lead by example in how to treat others in a good way.	Watch a positive leader in action	Frequently converse with and engage with their peers in person not just online.	Take a psychology class in behavior which can provide inside to what behaviors can help one become a better leader.	Hold a "TED Talk" type event where someone comes in to talk about leadership.
Discussions can involve activities where students can be more interactive with leadership and take on leadership roles	Participate in training programs and engage in real life activities. Individuals must first learn how to be a positive leader, and then they must practice it and utilize it in the real world. As they say, practice makes perfect, which is why the individuals will have to practice these skills to become successful.	Help with a youth organization in the area.	Be sociable. I think that to be a leader in general you need to know how to talk with and connect with a wide variety of people. This is a skill that would make your job as a leader so much easier. People generally gravitate towards outgoing people	Be hard working. I think that if you are the leader of anything and you are seen as lazy or checked out it totally gives the wrong message to your team and your company will be unsuccessful. If you are constantly working hard that promotes your team to as well.

Be a problem solver. I think to be an effective leader you have to know how to handle issues effectively and fairly. Either between workers or with customers. It is so important to know how to handle yourself to get the best results from whoever is involved. Conflicts arise and handling then is key to not have it affect your entire company.	Be kind to oneself – you can't be a good leader to others if you aren't in a good place mentally yourself.	View all life and work experiences as learning curves and remember that it takes time to learn.	Support others – all students have very different areas of expertise, so be willing to assist other students on your own areas of expertise. This would allow for a reciprocal process in which the students are all supporting each other and sharing their own knowledge.	Encourage others – Many students at universities are fighting “invisible” battles with mental health, especially following the COVID-19 pandemic. Students should encourage each other through the daily battles that many are going through.
Be able to forgive yourself if you screw up or fail. Everyone fails so learn from it and move on.	Be a role model for others – Demonstrate traits of positive leadership in your everyday interactions. Many people may have different ideas of what positive leadership looks like, so demonstrating the behaviors that you feel are	Read about leaders around the area and world. Find stories about leaders that can help you identify how other leaders succeed or fail.	Acts of kindness – Start small, maybe do one thing a week that takes time out of your day to help someone else. People loving following someone who helps others and genuinely cares for other people.	

One strategy would be to have good mentors. Understanding what you like in a leader can lead to finding out who are good leaders you've had in college, whether it's in student organizations or classes, and taking some of their traits can help become a good leader yourself.	Practice not getting upset when things don't go well (for example, doing poorly on an exam). Instead, learn from the mistakes in order to do better on the next one.	Join new student organizations and make some new friends. It is important to go outside of your comfort zone and do some things you may not have planned on.	Help out others, especially if you are an upperclassman in a club or organization, you can have a big impact on the younger members, and it is important for the upperclassmen to guide the underclassmen.	Advocate for or defend a cause that you are passionate about – make a difference every day!
Watch other leaders act in action with whatever they happen to be leading. Not only taking note what they might be doing well, but also the adverse traits that they are giving off. For example, someone could read case studies on companies who have done very well in the past and have a positive reaction from their employees.	Be supportive of others in college that way you can build close relationships that will last beyond college.	Setup Meetings with leaders - take the initiative to set up calls and learn from people in leadership positions. Ask questions about their experience, what they've done, what has worked or not worked for them and any advice they have to have built your knowledge.	Learn as much as you can about as many different cultures/backgrounds/societies as possible	Be okay with failing in a team environment, use it as a learning experience.

Establish a good network in the school, which also shows personal communication skills. A positive leader should have good communication skills.	Communicate with more people around you and understand their real needs. Positive leaders should understand the real needs of their members to help them improve their efficiency.	When working in teams, practice taking the lead and acting as a leader (group projects, student orgs, etc.)	In your personal life, keep an open mind and stand up for what is right in your group of friends, take initiative to make positive change when needed.	Stretch outside of your comfort zone to grow and become stronger and more resilient.
Get a job that requires leader qualities.	Focus on building others up and leading others as opposed to simply telling people what to do.	Instead of complaining and telling someone that they are wrong, help them fix the problem and give them guidance.	Put yourself in uncomfortable situations - College students often want to be comfortable. They only do what they know, and they are afraid to push themselves outside of their box. In order for a person to be an effective leader, they must be willing to learn from doing, and a person can learn a lot from being uncomfortable.	Take it one step at a time - as a leader, it is obviously important to look into the future and set goals for yourself. However, you never want to forget about the present moment. The present moment is often when leaders are made. So make sure to plan well and set goals, but also make sure to enjoy every moment of your time in leadership while in

## Experiential Exercises and Service-Learning Projects on Positive Leadership

### Exercise #1: Applying Positive Leadership to Volunteer Work Experience

1. **Select a volunteer experience that you currently have or a new one that you want to pursue.**

Name: of Volunteer Organization

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Name of Volunteer Position

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Description of Volunteer Position Responsibilities

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2. **Ask a trusted individual to act as your coach/sponsor for this exercise. This can be a friend or family member, immediate supervisor/coworker, or professor. This person will be responsible for serving as a support person for you during the implementation of your action plan. The action plan you develop below should include regular check-in meetings (monthly, quarterly) with your coach/sponsor.**

Name of Your Coach/Sponsor

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Contact Information for Your Coach/Sponsor (e-mail, phone)

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3. **Review the summary tables of potential actions that support being a positive leader presented earlier. Based on this, fill-in the action planning template below.**

**Action Planning Template:  
Applying Positive Leadership to a Volunteer Work Experience**

Goal	Key Performance Indicator (KPI)	Positive Leadership Action Steps	Target Completion Date

4. Initiate the implementation of the action plan you have developed and check-in with your coach/sponsor.
5. At the completion of your action plan, reflect and evaluate your progress, identify next steps, and practical takeaways from this exercise by completing the template below. Schedule a final meeting with your coach/sponsor to discuss your completed template.

**Reflection and Evaluation Template:  
Applying Positive Leadership to a Volunteer Work Experience**

Issue	Comments
Key Achievements from Implementing Your Action Plan	
1.	
2.	
3.	
4.	
5.	
Next Steps for Implementing or Completing Your Action Plan	
1.	
2.	
3.	
4.	
5.	
Practical Takeaways	
1.	
2.	
3.	
4.	
5.	

**Exercise #2: Apply Positive Leadership to a Job or Internship**

1. Select a part-time job or internship that you currently are doing.

Name: of Organization/Employer

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Name of Job/Internship

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Description of Job/Internship Position Responsibilities

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2. Ask a trusted individual to act as your coach/sponsor for this exercise. This can be a friend or family member, immediate supervisor/coworker, or professor. This person will be responsible for serving as a support person for you during the implementation



of your action plan. The action plan you develop below should include regular check-in meetings (monthly, quarterly) with your coach/sponsor.

**Note:** It would be a good idea to consider asking your immediate supervisor or a coworker to be your coach/sponsor for this exercise.

Name of Your Coach/Sponsor

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Contact Information for Your Coach/Sponsor (e-mail, phone)

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3. Review the summary tables of potential actions that support being a positive leader presented earlier. Based on this, fill-in the action planning template below.

### Action Planning Template: Applying Positive Leadership to a Job/Internship

Goal	Key Performance Indicator (KPI)	Positive Leadership Action Steps	Target Completion Date

4. Initiate the implementation of the action plan you have developed and check-in with your coach/sponsor.
5. At the completion of your action plan, reflect and evaluate your progress, identify next steps, and practical takeaways from this exercise by completing the template below. Schedule a final meeting with your coach/sponsor to discuss your completed template.

## Reflection and Evaluation Template: Applying Positive Leadership to a Job/Internship

Issue	Comments
Key Achievements from Implementing Your Action Plan	
1.	
2.	
3.	
4.	
5.	
Next Steps for Implementing or Completing Your Action Plan	
1.	
2.	
3.	
4.	
5.	
Practical Takeaways	
1.	
2.	
3.	
4.	
5.	

### Exercise #3: Applying Positive Leadership to a Group Project for a Class

1. **Select a group project that you are currently a member of this term.**

Name: of College/University

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Name of Class You Are Taking

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Description of the Group Project Requirements

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2. **Ask a trusted individual to act as your coach/sponsor for this exercise. This can be a friend or family member, immediate supervisor/coworker, or professor. This person will be responsible for serving as a support person for you during the implementation**

of your action plan. The action plan you develop below should include regular check-in meetings (monthly, quarterly) with your coach/sponsor.

**Note:** For this exercise, a fellow student, team member, or instructor would be especially appropriate.

Name of Your Coach/Sponsor

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Contact Information for Your Coach/Sponsor (e-mail, phone)

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3. Review the summary tables of potential actions that can be taken to support being a positive leader. Based on this, fill-in the action planning template below.

### Action Planning Template: Applying Positive Leadership to a Group Project for a Class

Goal	Key Performance Indicator (KPI)	Positive Leadership Action Steps  Note: Remember that these action steps will likely need to be implemented without being in a position of formal authority.	Target Completion Date

4. Initiate the implementation of the action plan you have developed and check-in with your coach/sponsor.
5. At the completion of your action plan, reflect and evaluate your progress, identify next steps, and practical takeaways from this exercise by completing the template below. Schedule a final meeting with your coach/sponsor to discuss your completed template.

**Reflection and Evaluation Template:**  
**Applying Positive Leadership to a Group Project for a Class**

Issue	Comments
Key Achievements from Implementing Your Action Plan	
1.	
2.	
3.	
4.	
5.	
Next Steps for Implementing or Completing Your Action Plan	
1.	
2.	
3.	
4.	
5.	
Practical Takeaways	
1.	
2.	
3.	
4.	
5.	

**Exercise #4: Applying Positive Leadership to a Student Organization**

1. **Select a student organization at your college/university in which you are a member.**

Name: of College/University

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Name of Student Organization

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Description of the Student Organization's Purpose and Goals

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Your Position in the Student Organization

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Description of the Responsibilities Associated with Your Position

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2. Ask a trusted individual to act as your coach/sponsor for this exercise. This can be a friend or family member, immediate supervisor/coworker, or professor. This person will be responsible for serving as a support person for you during the implementation of your action plan. The action plan you develop below should include regular check-in meetings (monthly, quarterly) with your coach/sponsor.

Name of Your Coach/Sponsor

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Contact Information for Your Coach/Sponsor (e-mail, phone)

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3. Review the summary tables of potential actions that support being a positive leader presented earlier. Based on this, fill-in the action planning template below.

**Action Planning Template: Applying Positive Leadership to a Student Organization**

Goal	Key Performance Indicator (KPI)	Positive Leadership Action Steps Note: Remember that these action steps may need to be implemented without being in a position of formal authority.	Target Completion Date

4. Initiate the implementation of the action plan you have developed and check-in with your coach/sponsor.

- At the completion of your action plan, reflect and evaluate your progress, identify next steps, and practical takeaways from this exercise by completing the template below. Schedule a final meeting with your coach/sponsor to discuss your completed template.

### Reflection and Evaluation Template: Applying Positive Leadership to a Student Organization

Issue	Comments
Key Achievements from Implementing Your Action Plan	
1.	
2.	
3.	
4.	
5.	
Next Steps for Implementing or Completing Your Action Plan	
1.	
2.	
3.	
4.	
5.	
Practical Takeaways	
1.	
2.	
3.	
4.	
5.	

### Exercise #5: Self-Generated Case Study: Applying Positive Leadership to a Past School/Work Experience

- Select a past school or work experience from a job or internship to analyze for this exercise.

Name of the Organization (or Situation)

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Position (Role) You Held in this Organization (or Situation)

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Describe the Position, Job, or Role you Held

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Description of Challenges You Experienced in Your Position/Role Described Above

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Description of the Actions You Took to Address the Challenges Described Above

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Description of Positive Leadership Actions You Could Have Taken to Address the Challenges Described Above and How They May Have Been Beneficial

Challenges You Experienced	Potential Positive Leadership Actions	Expected Benefits of Taking These Actions

2. **Ask a trusted individual to act as your coach/sponsor for this exercise. This can be a friend or family member, immediate supervisor/coworker, or professor. This person will be responsible for meeting with you to discuss your analysis of the situation you selected.**

Name of Your Coach/Sponsor

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Contact Information for Your Coach/Sponsor (e-mail, phone)

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## Student Positive Leadership Case Study: “Pay it Forward” (Movie Analysis)

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### Directions

1. Watch the movie, “Pay it Forward” starring Kevin Spacey, Helen Hunt, and Haley Joel Osment. If you would like, view the trailer for the film to provide an overview: <https://www.youtube.com/watch?v=TIZDDACt8Nw>  
  
Students can be assigned to watch the movie on their own or it can be shown during class time. The movie is 122 minutes in length and can be rented or purchased from various video streaming services.
2. Students should consider the following questions when viewing the movie:
  - a. Which of the characters do you feel are positive leaders in the movie? What traits do they possess and/or actions do they take that make them positive leaders? What is the impact of their positive leadership on others? Base your answers on the student positive leadership model as much as possible.
  - b. What are the practical takeaways from this movie about being a positive leader when you are in a formal position of authority? Be specific.
  - c. What are the practical takeaways from this movie about being a positive leader when you are NOT in a formal position of authority? Be specific.
3. Use the templates on the next page to document your responses to the discussion questions above and your analysis of various scenes in the movie based on positive leadership.



### Pay it Forward Movie Analysis Template #1: Discussion Questions

Discussion Question	Analysis
Which of the characters do you feel are positive leaders in the movie? What traits do they possess and/or actions do they take that make them positive leaders? What is the impact of their positive leadership on others? Base your answers on the student positive leadership	
What are the practical takeaways from this movie about being a positive leader when you are in a formal position of authority? Be specific.	
What are the practical takeaways from this movie about being a positive leader when you are NOT in a formal position of authority? Be specific.	

## Student Positive Leadership Movie Analysis Template #2: “Pay it Forward”

Character	Brief Description of the Scene	Actions Taken by the Character	Relevant Dimension(s) of the Student Positive Leadership Model	Impact of the Actions	Comments/Notes

#### 4. Instructor Notes

##### In-Class Activity

During class, form groups of 3-5 students and have them share their responses to the discussion questions. Each group should develop a summary of their responses to the discussion questions using flipchart paper. Each group should present a brief five-minute summary of their responses to the rest of the class. The instructor can then

##### Written Analysis

Students could also be assigned to write a 3–5-page summary report detailing their responses to the discussion questions to be turned in as a formal assignment.

#### Sample Student Positive Leadership Analysis of “Pay it Forward”

Character	Brief Description of the Scene	Actions Taken by the Character	Relevant Dimension(s) of the Student Positive Leadership Model	Impact of the Actions	Comments/Notes
Trevor McKinney	Mr. Simonet’s social studies class meets.	Trevor presents the idea of Pay it Forward to his social studies class. He receives mixed reactions from his classmates, but Mr. Simonet believes that his idea has merit and that it is great example of a unique way to “change the world,” which was the focus of the class assignment. Trevor was motivated to create Pay it Forward because the “world sucks” and his	Uplifting Authentic Encouraging Selflessness Positivity Modeling Behavior	Classmates are mixed in their reactions, although some like it. Mr. Simonet is very impressed with Trevor’s idea.	This marks the formal initiation of Trevor’s Pay it Forward project. He focuses his efforts on helping Jerry, and in getting his single mother, a recovering alcoholic), and Mr. Simonet, a man, with his own troubled past and emotional scars, together.

		naïve belief in a Utopian world.			
Character	Brief Description of the Scene	Actions Taken by the Character	Relevant Dimension(s) of the Student Positive Leadership Model	Impact of the Actions	Comments/Notes
Trevor McKinney	Mr. Simonet shows up at his home to talk to his mother about an issue related to Trevor.	It turns out that Trevor wrote the letter to Mr. Simonet and signed it from his mother himself to “setup” the two of them meeting and getting to know each other.	Uplifting Authentic Encouraging Selflessness Positivity Modeling Behavior	Mr. Simonet stays and has dinner with Arlene, and they talk about Trevor, but also start getting to know each other, although there is no romantic spark yet.	
Arlene McKinney (Trevor’s Mom)	Arlene seeks out her mother, Grace, who she is estranged from, and who is now homeless and living in the streets.	Arlene tells Grace that she forgives her for all of the neglect and abuse she subjected Arlene to as a child. She tells Grace that she wants to see her from time to time and to see Trevor as well.	Uplifting Authentic Encouraging Selflessness Positivity Modeling Behavior	Grace is invited to Trevor’s birthday party and looks happy being reconnected with her family.	This is Arlene action to Pay it Forward to help someone else in need.
Eugene Simonet (Trevor’s Social Studies Teacher)					

Character	Brief Description of the Scene	Actions Taken by the Character	Relevant Dimension(s) of the Student Positive Leadership Model	Impact of the Actions	Comments/Notes
Jerry (Homeless Man)	Trevor's mother finds Jerry sleeping in her garage. Arlene pulls a gun on him as she believes he is an intruder.	Jerry explains to Trevor's mother that Trevor gave him some money so that he could buy some shoes for a job interview and then allows him to stay in his garage so he can get back on his feet. Jerry explains to Arlene that the concept of Pay it Forward is to help three other people in some way. His positive action to help Arlene was to fix her car so that it was running again.	Uplifting Authentic Encouraging Selflessness Positivity Modeling Behavior	Arlene is intrigued by the Pay it Forward concept and she allows Jerry to stay and have a cup of coffee.	This was Jerry's Pay it Forward action to help someone in need.
Jerry (Homeless Man)	Jerry is out and about by a bridge overlooking a river and he sees a woman who he does not know preparing to commit suicide by jumping off the bridge.	Jerry gently talks to her and makes an impassioned plea for her to not jump and to save his life by having a cup of coffee with him. She agrees to do this, although it is only implied in the scene.	Uplifting Authentic Encouraging Selflessness Positivity Modeling Behavior	Jerry probably saved this woman's life that day.	This was Jerry's Pay it Forward action to help someone in need.
Chris Chandler (Reporter)					

Character	Brief Description of the Scene	Actions Taken by the Character	Relevant Dimension(s) of the Student Positive Leadership Model	Impact of the Actions	Comments/Notes
Grace (Trevor's Grandmother)	Sidney has robbed a residence and is now running to evade the police.	Grace happens to be in her station wagon on the street and sees Sidney. She tells him to get inside her car to hide from the police.	Uplifting Authentic Encouraging Selflessness Positivity Modeling Behavior	Sidney successfully avoids getting arrested by the police.	This was Grace's Pay it Forward action to help someone in need.
Sidney Parker (Guy in the Street)	Thorsen is in the hospital with his daughter who is having trouble breathing. Hospital staff are not making it a priority to help her, though.	Sidney, who does not know Thorsen or his daughter, is in the waiting area due to an injury. When he sees that the nurse will not help, he loses his temper and demands that she get the girl some oxygen and discharges his pistol at the ground twice to motivate the nurse to help Thorsen's daughter.	Uplifting Authentic Encouraging Selflessness Positivity Modeling Behavior	Thorsen's daughter gets put on a cart and is connected to an oxygen tank which she needed.	This incident introduces Thorsen to the Pay it Forward concept.
Mr. Thorsen (Rich Businessman)	Chris Chandler's car is destroyed as a criminal drives away to escape the police.	Mr. Thorsen is a stranger who happens to be walking his dog in the area. He gives Chris the keys to his Jaguar and tells him to keep it..	Uplifting Authentic Encouraging Selflessness Positivity Modeling Behavior	Chris's initial reaction is one of disbelief in the sincerity of Thorsen's actions.	Chris will learn later about the meaning of Thorsen's act of generosity and the Pay it Forward concept later.

## Student Positive Leadership Mini-Case Studies (Student Generated)

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### Suggested Use of Mini-Case Examples

Students and the instructor can read selected mini-case examples below and discuss:

1. Why each one is an example of a positive leader?
2. What are the benefits of being a positive leader in each example?
3. Is there anything that the leader in each example could have done differently to be more effective as a positive leader?
4. What are the practical takeaways for students in terms of learning about positive leadership from each mini-case example?

Positive Leadership Case Study	Case Information
1.	While I was working as a marketing specialist for a company, people were accusing my manager of scamming them. The manager showed everyone that these accusations were false by showing us proof that the people accusing him were not doing the required tasks that they were supposed to do. He didn't ignore the accusations to show everyone that even if you get put in a negative situation you should try to do something useful from it.
2.	Over this summer, I had an internship doing tax work at Company X Inc. I believe that my assignment manager acted as an extremely effective positive leader, for she was always speaking words of encouragement to me. As an intern, I was very unsure my role and I felt lost in the business world. However, my assignment leader took me under her wing and engaged as a positive leader. I wasn't afraid to mess up or ask questions which created an extremely.
3.	I was an employee of a smaller company for a summer job my boss was an effective positive leader because they made difficult decisions that were necessary. A coworker had an important role for the company but was consistently not meeting deadlines and showing up late to work. Despite the close relationship with the employee, my boss was forced to fire them because it was influencing the livelihood of other employees and the success of the company. Sometimes being an effective positive leader is making the difficult decisions that will benefit the company.
4.	One situation where I observed positive leadership was at my previous job working at a golf course. A co-worker of mine messed up part of a golf outing with 100+ people and made everyone tee off 15+ minutes late, which gets people very upset and makes the course look unorganized, and our boss confronted him about this mistake in an assertive tone but then after he confronted him, he told him what he could have done better and said everyone makes mistakes. If my boss ONLY yelled at my co-worker that would have just made everything worse, but instead he explained how to avoid the mistake again in a positive tone resulting in minimizing the stress overall.

Positive Leadership Case Study	Case Information
5.	One example of a situation I experienced where an individual acted as an effective positive leader was my manager at my supply chain internship this past summer. He was able to take the problems that I was facing and turn them into a teaching moment. His patience gave me the space and ability to learn a lot of content in a short amount of time. This was effective in my opinion because his understanding and care for my training process and internship showed through the words that he said and the time he invested into teaching me many of the skills he had gained over the years.
6.	One situation where an individual acted as an effective positive leader would be from my internship this past summer. My internship was hybrid (and most people only came into the office one day a week, for our team meeting). One week, someone on my team emailed my boss the morning of our team meeting that they would not make it into the office because they were sick. Because it was only required that we be in the office one day for our team meeting, it is crucial that the whole team does their best to make it to the office. My boss, who leads the team meetings was very understanding of their situation and allowed them to join virtually. My boss responded to the situation with compassion and did not get upset or frazzled by the change of plans. I believe this example embodies what a positive leader should be; supportive and understanding of their team's needs.
7.	At my job while working at Store X, our HR leader Ashley while she was there would always try to encourage a positive working environment by providing the team members there with catered food around the holiday time since it was always busy and crazy time of year. This to me was positive leadership because it showed she cared about the workers there and tried to preach a positive work culture.
8.	At the internship I did last year, my boss heard I had to miss a meeting to go to a friend's funeral who died tragically in a car accident. Although this didn't directly affect her, she wasn't involved in the meeting, and I didn't even tell her directly about it, she still sought me out to sit me down and talk to me about the difficult time I was going through to make it very clear of her support and lenience. We developed a plan together to create a support system so we could still achieve company goals on our timeline, but still allowed me time to go home and grieve. In this situation, my boss displayed behaviors such as lenience, supportiveness, organization, and communication. My other supervisor also displayed positive leadership by sharing my current state with my boss to try and work together and make sure I felt supported across the company.
9.	I work in a small family-owned restaurant, so I have become a leader there over the years. However, everyone needs an effective positive leader to look up to and someone who will keep you in check. At work, there have been a few times where I wasn't doing something up to standards or whatever I was doing could be improved. My manager pulled me aside and gave me constructive criticism in a very nice open conversation. I didn't feel pressured like I was getting in trouble, but I was able to get feedback on what I could improve to make me a better employee.



Positive Leadership Case Study	Case Information
10.	A situation that I had observed in which I felt that an individual acted as an effective positive leader was during my internship over the summer. I interned as a PR intern for Studio T, and apart from working in the office, sometimes, we had to work events, and one of the major events that I had worked was at San Diego Comic Con for Paper Girls. Although he was not the lead PR representative for the series, my coworker Salem exhibited extremely positive leadership skills by continually checking in on everyone as well as consistently helping others lighten their workload. At times, at events like these, where media attention is frenzied and a lot can go wrong, emotions can get volatile and individuals can get easily frustrated. Salem ensured everyone was feeling alright and took it all in stride. He boosted morale and created a safe and positive environment. That is great leadership.
11.	I experienced an effective positive leader in my summer job at the Accounts Payable office for the University. My boss, when I first started the job, knew that I had a lot to learn and there would be times when I would get frustrated when I filed invoices incorrectly. Even when I was frustrated, my boss gave me several words of encouragement and assured me that everyone who starts makes mistakes but ends up learning from these mistakes.
12.	When I participated in mission trips growing up, I was put into small groups consisting of kids from all over the country. These small groups were led by voluntary leaders attempting to instruct us on how to properly perform minor repairs to homes of people in need. While it was a wonderful experience overall, the leadership I experienced made the time I spent working all the better. My leader spoke to us as adults, as equals, and gave specific helpful instructions. My group's oldest member was 17, and we were repairing houses, there was bound to be plenty of small hiccups that could have been worse had they been handled improperly. For example, a peer of mine was improperly and inappropriately using the word "Caulk" as we were working to repair window sealing. My leader handled the situation by taking aside my peer privately in order to communicate with him as an individual, rather than make a show out of it and cause my attention to the issue. There was no yelling, or demeaning tone of the conversation. When my group member came back he apologized to the rest of my group and we were able to carry on with our work and did a great job.
13.	During my internship at Company X this summer, the Vice President of Commercial Operations was an effective and positive leader. Although he was very high up in the organization and oversaw 60+ people on various teams, he took initiative to connect with the Commercial Operations interns. He developed a personal relationship with us and ate lunch with us at least once/ week. He asked questions about our projects and showed genuine interest in our experiences and personal lives. He was supportive and enthusiastic about the value we brought to the organization.

Positive Leadership Case Study	Case Information
14.	A time when I feel that an individual acted as an effective positive leader was during my internship for a senior seminar class in high school. I interned at a local financial office during that time and did not have experience within a real office setting until then. One of the head employees was a positive leader because she helped me learn how to complete different things. She provided me with details of what I was going to be doing and would show me the steps of how to complete it before giving me the assignment to complete a lot on my own. She also was very understanding and had a positive mindset. She was always willing to help whenever I had questions, communicated well with me, and was always a motivated person. Overall, I believe she was an effective positive leader because she listened to the questions I had, showed me how to do specific tasks when I was unsure of a step, and always was working in a positive and friendly environment.
15.	A time I experienced strong positive leadership was when I did a trial rehearsal for a Milwaukee chorus. I was given the opportunity to rehearse with this professional choir a couple weeks ago, and the choral director demonstrated all aspects I would expect out of a positive leader. He kept everyone motivated and engaged with jokes, a strong/quick pace to keep things moving, insightful instruction to enhance the quality of the choir, and maintained an upbeat liveliness that gave the rehearsal energy, and productivity. His attitude combined with his proficiency in his craft resulted in effective positive leadership.
16.	At my job at a metal manufacturer, a press brake operator employee showed up drunk and began harassing and distracting other operators. He then spelt out an obscene word out of metal parts. The actions were all reviewed on camera and the employee was terminated on the same day. My boss Jim swiftly removed the problematic employee who was causing issues to our work culture. Jim exemplified a proactive and just HR representative for his actions. He was applauded for removing the employee on the same day.
17.	During my time at the Student Union, my manager was a positive leader who always assigned our work fairly and kept the work atmosphere lively. He was aware of each employee's emotions and guided them into a positive mood. For example, he will let you know in a joking way what is the right thing to do when you mess something up, which keeps one from getting into a very awkward situation.
18.	One situation that I feel an individual acted as a positive leader was at my internship, where my mentor-buddy was a positive leader and encouraged any questions or work that I did even if it was not completely right. This leader was able to use positive words of affirmation and guided me to the right answer in a thoughtful way. This included things like "Well done, you did X, Y, and Z right. For z, we typically do z method to get to z number, but you were close and in the ballpark!"

Positive Leadership Case Study	Case Information
19.	At a previous internship experience, I was approached by someone outside the department to pull together some data. This data would take multiple days, and many hours to compile, and the person asked for it by the end of the day. My manager at the time had my back in establishing a more realistic deadline and taking the heat off of me for inconveniencing that other department.
20.	This summer, I worked at a university bookstore and didn't know anything about the system. My leader was so helpful in helping me in the first two weeks. And he creates a friendly work environment for me. He makes us feel comfortable working here. Even though I have staff who don't know right now, he is still happy to help me. Well, he is also flexible with our working schedule. I told him I would be busy when school started. He told me you could choose which day you want to come.
21.	Last summer when I was working at a bike shop, I had a difficult customer come in. Instead of trying away from the situation I did my best to cater to their needs and providing a quality customer experience as if it was the same regular old customer. When I couldn't provide the services, I then offer them to my manager, and they handled the situation quickly. This event ended up going smoothly because my manager had many years of experience dealing with tough customers. He knew that instead of turning the customer away or offering them onto another junior employee would cause issues in the flow of work.
22.	This particular leader was facing a very difficult situation - an unhappy employee. In this encounter, the employee was yelling and using insensitive language when talking to said leader. The leader, instead of berating and disciplining the employee, chose to be compassionate and tried to defuse the situation as best he could. This support and admiration for employees shows effective positive leadership very well.
23.	When I worked at an ice cream retail store, my manager would often have direct conversations with workers about how their general feelings about the workplace and would have open conversations about how to improve. To some managers, this may seem like a sign of weakness, but it created a workplace that felt collaborative, and made the workers feel much more comfortable and willing to work.
24.	One time at my job, my team made a mistake and it unfortunately affected many of our customers. Instead of my boss getting frustrated with us, he immediately asked us how we thought we could fix it, and then walked us through the proper steps. After fixing the problem, he talked us through how we could have prevented the mistake. By not getting angry, he exhibited effective positive leadership as he was optimistic about the situation and instead of getting frustrated, took it as a learning experience for the rest of us.

Positive Leadership Case Study	Case Information
25.	One situation in which I observed/experienced an individual acting as an effective positive leader was in my Real Estate valuation class last semester. We had a huge appraisal project due that spanned the course of the entire semester; it was tedious work and required a lot of efficient time management and organization. One specific member in our group demonstrated positive leadership by communicating effectively to the group. He would constantly be on top of texting in our group chat and finding times and places for us all to work together. He took initiative in making sure we were all on the same page and were content with the work we were producing. He was motivating and always remained positive even when times were stressful and when we had tight deadlines.
26.	As a marketing intern at a large insurance company, I was put on a team of three other people, and we were tasked with pitching a charity to the board of directors in hopes of receiving \$10,000 to donate. When I first met, I realized our team had a lot of conflicting ideas and we couldn't seem to agree on plan of action. After this realization, I knew that I had to take charge and fix it. First, I met individually with each team member to get to know them better and show I care about them as a person. I also used active listening in this step. Then we did some team bonding games over Zoom. This allowed us to have fun and gain respect for each other. Now that I established a positive work environment, I took my position as leader of the group and proceeded to ask each person their thoughts about the conversation. I wrote down everyone's thoughts and presented them to the team and emphasized some similarities in our ideas. I then pitched forward an idea for the project. The team agreed on the idea, and we worked on the project. Every meeting I made sure to ask everyone how they were doing and if they had any advice or feedback on the project. This allowed me to make everyone feel included and supported. We finished the project and won the donation!
27.	One time I was in the middle of a workday a couple of summers ago at a local Greek restaurant. One of the new employees messed up an order and made the salad incorrectly. But the store manager instead of discouraging them and telling them they cannot do a simple task right, acknowledged that they are new and showed them how to make a proper salad and the proper amount of each food to put in it. I believe this is effective because now the employee knew how to do it as well.
28.	At my job, there is a group cycling instructor lead. She comes to every in-service training well prepared with engaging activities for us to all grow as instructors. She demonstrates cycling strategies and then has the other instructors identify why she is doing that. She brings the energy by playing fun music as we discuss with each other how to grow as instructors.
29.	When I was working in the pre-college program as a residential mentor, so we were living in a form with students, my supervisor acted as an effective positive leader. He made sure that whenever we needed a break or take a day off, he would be very supportive of us because he considered our mental health since we are working

	24/7 and taking care of high schoolers. There was a time we had a Covid outbreak and so we must make a very urgent situation decision have to make right away. I remember having a staff meeting at 1am in morning. He asked for our opinions and to make a decision on what to do. This should that he cares about our opinions and values how we feel and what we have to say.
30.	At my internship this summer, my boss, created a very welcoming environment upon my arrival and always checked up on me. He set a high standard of work from the start, which is a great leadership trait, and always wanted to watch me succeed at that level. By setting a high expectation himself, it was encouraging for me to follow in his footsteps. He also always checked in every week to ask about my “job satisfaction” so far and how it could be improved by involving me on new projects.
31.	Working this summer as an intern at Company C, I had the opportunity to work under a great leader. My boss was an extremely caring person that valued respect, growth, and accountability. Every day I would be assigned tasks to complete, some being much harder than others. Like any normal person, I made some mistakes. In some of my past jobs, I would have been so nervous to make mistakes but this summer working under this boss I wasn't. He realized that the only way to grow was by making yourself uncomfortable and pushing yourself. He was extremely patient with me and others on the team and we appreciated that and responded with great work. My boss this summer showed me what it means to care for those around you while still pushing them forward.
32.	I am currently work for a company, Apex, were college students are matched with entrepreneurs to help grow their brand. In my group there is a senior Apex who is also a student, and she works to guide us all with advice and the necessary support we need. Lauren has an admirable leadership style as she makes sure each person feels heard, important, and supported. We go through weekly meetings that begin by starting about the best worst part of our weeks, this helps the group build a strong connection with each other making work a more comfortable and fun environment. Then, we would rotate between each student to hear about accomplishments or difficulties they are experiencing in their internship and if anyone has any input to help the student, they are welcome to give it. To close, we always finish with gratitude which ensure that each person mentions someone in the group they are grateful for.
33.	My old boss for a sales job I used to work acted as an effective positive leader. He always brought out the best in me and encouraged me by influencing positive emotions into me. When I was struggling to make sales, he talked to me individually and explained to me that it was a normal thing that almost everyone goes through. He took the time out of his busy day to talk with me 1 on 1 and encourage me, which brought out the best in me.
34.	At my past employment, my supervisor was an effective positive leader. The team's objective was to facilitate a large corporate volunteering event that involved a large group of children all doing art projects. After communicating the main goals and plan for the day, she opened up the floor to any comments or concerns. Then after the event, she allowed every employee to speak about what went right or wrong, and anything she could do to make things run smoother the next time.

35.	Jason Stockwood, the owner of the soccer team I support—Grimsby Town F.C.—is the epitome of a positive leader. He became chairman only a year and 2 months ago, taking over at a time where the club was at its lowest point in 144 years. He immediately opened up funds for the recruitment of new employees and playing staff and focused on building an open and positive relationship with the community and the consumer/fan base. By being transparent, honest, hiring the right employees, and allocating resources for employees to thrive, the club is now on pace for its best season in 16 years after the back of a remarkable first season in charge, which saw the club surpass expectations and achieve a promotion-playoff-final victory. I could go on for hours about the leadership of Jason Stockwood.
36.	Last summer, I worked at a winery. This venue held special events frequently which put lots of stress on the employees. Before each big event, my manager would call all of us in a room and give us a pep-talk. This talk included a run-through of the expected events, positive words about our work ethic, and encouragement about our abilities. This was effective as it got us motivated for the day and gave us confidence in our positions. It always began our day on a good note.
37.	One example that immediately comes to mind is my boss. She is an extremely effective, positive leader. For example, last week I was frustrated with the leaders of another company I was working with. I expressed my concerns to her, and she was able to make me feel better by walking me through the justification for the actions by the company's leaders. Instead of also being annoyed with me, she was able to make me feel better through positive leadership.
38.	I worked at a small café this summer and one manager who I worked with I really admired. She was very helpful in all the operations, and she was very efficient and effective in her work style. She was also very caring, and open to questions and lead by example in how to provide the best service. I felt very motivated by her and especially because she was an active participant in the café operations, rather than just making us do all the work.
39.	A situation I recall about an individual acting as an effective leader would be my manager Drew at my summer job. We we're fairly busy this particular weekend and didn't have enough employees scheduled to take on all the jobs and tasks that needed to be completed. With that being said, even though Drew is apart of higher management and never works in the office or piers I still recall seeing him doing the tasks of a typical summer employee. He never once let his ego or pride get in the way of completing duties/responsibilities. He was the first one at work and was the last one to leave that whole weekend. He really set a good example for the rest of us, as after that weekend we all started pulling our own individual weight but also tended to other tasks. We all had a new desire to help each other out and wanted to see the business as a whole thrive, as it's a positive reflection on us.

## Summary Table: Mini-Case Studies on Positive Leadership in Academic Settings

### Suggested Use of Mini-Case Examples

Students and the instructor can read selected mini-case examples below and discuss:

1. Why each one is an example of a positive leader?
2. What are the benefits of being a positive leader in each example?
3. Is there anything that the leader in each example could have done differently to be more effective as a positive leader?
4. What are the practical takeaways for students in terms of learning about positive leadership from each mini-case example?

Positive Leadership Case Study	Case Information
1.	This is a professor that proved to me that being a positive leader inside the class makes your students want to learn more. This professor shares with his student stories and pictures of his personal life every class that makes the students feel like they are a part of the family. In addition, he memorized 150 student names in 2 weeks to show his students that he cares about them.
2.	In my experience at the university, I was extremely proud of a specific group project in my accounting course. I received an email from a group member before I was aware of the project existing. He was emailing to get our phone numbers so we could start talking about our project. I loved how ahead of the class he was, as well as opening casual conversation. He suggested we did our project on cryptocurrency but was open to all the team members ideas. I would say that he initiated most aspects of the project. He organized our zoom calls, as well as set up the formatting for the actual project. We all worked well as a team and contributed well, but he was a clear leader on the team. He was an effective positive leader through listening to everyone's ideas, constantly being supportive, and putting the group's interest over his own. It made working on a team simple and stress free. I really enjoyed this group project because of the impact of his positive leadership skills.
3.	I had a great experience with a team member that showed many qualities of a positive leader by being very decisive with their decision making but never overstepped their boundaries. They were extremely optimistic with the direction of the group and always had constant communication about the project deadlines. These actions allowed the rest of the group to benefit and made group meetings enjoyable to go to. I feel they made my job a lot easier to complete and still allowed others to be leaders in different situations.

Positive Leadership Case Study	Case Information
4.	One situation that I observed in which I feel that an individual acted as an effective leader was at my campus job. Although I was not directly a part of the situation, I was able to watch and see how my bosses handled it. One of my bosses (the main boss) was struggling with an illness and was absent from work. There was an unexpected visitor that came into the office, and the absent boss would usually take care of this. Each other employer stepped up and took a different aspect of the quick-assembled visit. There was one person delegating tasks and quick trying to organize their day. She was making decisions, all while keeping a positive attitude at a stressful time.
5.	On a group project, there was a leader who knew significantly more about the material than the other group mates. He acted as a positive leader by answering any and all questions that the rest of the group had, delegating tasks that were geared towards each member's strengths, and remaining positive through stressful times.
6.	One example I witnessed of someone being a positive leader was recently in a group project. The assignment deadline was coming up and we had not gotten a lot of the work done. One person in our group took charge and motivated us to all do our parts. She assigned a different part of the project to each person in the group and was extremely helpful. She shared her amazing work ethic with us and we were all very grateful to have her in our group.
7.	Last year, after being accepted to a business student organization, all of the new members had to attend a meeting to discuss all of the logistics of the student org. Our president helped to lead this meeting, yet she made sure to let us all know that even though she was the president that she would happily be a point of contact for any of us. From that point on, she continuously followed through on her word. She offered herself up as a mentor for those of completing pre-business applications since she had been a pre-business student herself, and she also made sure everyone felt welcome in our events by being the first person at the door to say hi. There were many more examples, but this shows my definition of positive leadership since even though she was in a position of power, she didn't dismiss or degrade anyone, and she always had a reason behind what she was doing in order to make the rest of the student organization take pride in what we were a part of.
8.	A situation where I experienced this happening was when me and my friends were playing intramural soccer here at the university. We were losing by 3 with 10 minutes left and if we won, we would go to the intramural finals and if we lost our season would be over. Everyone was defeated because scoring 3 goals in 10 minutes is extremely unlikely so just about everyone gave up. One of my teammates brought our spirits up and said that the game is not over and as long as there is time on the clock, we have a chance. He showed that he believed in us, and he was motivated to win. With his motivation we were able to tie the game and head into overtime. Sadly, we ended up losing in overtime but without his positive leadership we would have never even had a chance.



Positive Leadership Case Study	Case Information
9.	In a club that I am in I have witnessed as well as experienced the effects of the president's positive leadership. Firstly, he has gone out of his way to show that he cares for each member and is very open about everything. As a member, I have felt more included which has made me want to participate more for the betterment of the club. Additionally, outside of the club environment it is clear that the president wants to create relationships with the entire team. Whether he is grabbing lunch or just stopping to chat with members he has created a very welcoming environment.
10.	I observed an individual acting as a positive leader during my first board meeting for my student organization. Before getting into the meeting itinerary, the president of our group asked everyone to share the high points of their summer and briefly tell the group about their schedule for the coming year. This made all of the board members feel heard and cared for and showed that we are not simply viewed as disposable members of the board. Throughout the meeting, the president encouraged active collaboration when planning our events, which caused more ideas to be shared and improved our organization's outlook to start the semester.
11.	<p>In my experience, I have always gravitated towards leaders who are willing to help whenever needed, who are decisive with decision making, yet offer the floor to feedback and understanding. One leader in my life does exactly that. This year, I am the VP of Finance of a marketing club on campus, and I work closely with the President of the club in the day-to-day operations. We have built a trusting relationship where we respect each other's opinions, listen, and offer advice or feedback when necessary.</p> <p>When the school year began, she assigned roles, made us define those roles, made us set up our goals and responsibilities for those roles, and held us accountable to get things done. She made herself available in times of crisis but also set boundaries for herself. She has always offered empathy. When I was unable to make a meeting, she asked why, offered empathy, and asked if I could complete said responsibility in excuse for my absence. Overall, she is someone I look up to as a leader because she gets things done while earning the respect of her peers and ensuring our growth in the process.</p>
12.	One situation I will specify is in one of my second-year courses in university we had a really challenging group project. While working in one of the tutorials, the interpreting of the data and results became too difficult for the entire group. In that case we started to disagree with one another and have completely different points of view and perspective. Our professor came to us and listened to every opinion with the specific argument that we gave. Afterwards, he explained to us where the interpretation and data was lacking, leading us to the correct path of how to finalize our project. He really motivated us by saying that all of our answers were really close to the final conclusion and there was no need to argue because we had done a really good job. He was really optimistic about the fact that we would take a high grade and emphasized our strengths and all the hard work we had put into that project.

Positive Leadership Case Study	Case Information
13.	Last year I had to do a team project and we had a very strong leader. She was always checking in on everyone during the meetings asking us all how we were doing and was very caring. Not only this, but she also did very good work and held us all accountable for our share. Overall, it was a great experience, and I learned a lot on how to be caring and forcing a good job out of everyone, but still keeping an open friendly environment.
14.	Last semester, I was Trip Director for my club. I was supervised by our VP and SVP Corporate Relations, who were extremely supportive of me and my Co-Trip Director. We were tasked with booking airline tickets, lodging, dinners, activities, and companies to visit in a brand-new city. We chose Dallas, and without immediate connections, we found it somewhat difficult to find immediate contacts with companies. Our SVP and VP were very supportive and were a part of the learning, but we did not do our job perfectly. With their feedback and support on every meeting, my co-Trip Director and I were motivated to do the best job we could (within budget) and ask for help where help was needed. Their feedback was a necessary part of creating a positive leadership. They were always very supportive but let us know what needed to get done. It made me feel like I could trust them and wanted to learn and get better in the best way possible.
15.	In a student organization on campus, ABC, the past president would definitely be considered a positive leader. She was always motivating and exciting with what she spoke about, even if it was something miniscule. She made sure to reach out to all members of the organization and make them feel included, really touching on the group ideology of positivity and inclusivity. It made group members more excited for the organization and its tasks, along with kind of defining a group culture.
16.	Whenever I think of leaders my mind always jumps to high school when we had a big brother/little brother program. When I was a freshman, I had a big brother who was very helpful and led me/introduced me to this new school and helped me do well. I took a lot of what he taught me and implemented it myself when I became a big brother. I think one of the things that made this leadership so impactful is the fact that both him and I both had experienced very similar situations and knew exactly what it felt like to be in that position, therefore being able to relate so well to those moments made it easier and more effective to be a strong leader.
17.	My high school dance team captain was an effective positive leader because she genuinely cared about the team and others well-being. I was in eighth grade on a high school varsity team, and she took me under her wing and guided me through the team's culture. She was kind and understanding to insecurities that I felt comfortable enough to share with her and she stepped into the role of an older sister on the team. She was good at hiding her frustrations and gave herself time to think about it before expressing her feelings to the other captains, teammates, or coaches. She was someone who I felt that I could trust, and I looked up to her because she was a talented dancer, good student, and seemed to have good social life. She was a very motivating person and would cheer for everyone on the team and knew the importance of the team dynamic.

Positive Leadership Case Study	Case Information
18.	Back in high school I played soccer and my coach is a perfect example of this. We were in a state soccer game and were losing by 2 goals at halftime. Our coach calmed us all down and told him to play our game and that he believed in us. He showed positive leadership skills that gave us the strength and motivation to go out in the second half, have fun, and play freely, and we ultimately ended up winning the game. I don't think we would have won if my coach would have yelled at us for playing bad in the first half, but because he was a positive leader, we won the game.
19.	A player on my high school football team addressed our entire team during the halfway point of a season and reassured us and made everyone on the team feel important with the words he spoke. It didn't matter whether you were a starter or never played because everyone worked together all week to win a game together. This type of leadership allowed for our team to tune down individual egos and brought us closer together as a team.
20.	One time I had a positive leader was when I was a freshman in high school on the cross-country team. There was a senior captain named Luigi who worked to make everyone feel included and have fun, while also pushing us to do better. One behavior he engaged in was to get to know everyone individually and then included them in larger groups. This helped everyone integrate with the team very quickly and after a few weeks we all felt like a family. Additionally, this caused everyone to be more supportive of each other, and a sport that is known as being an individual sport became a team sport. Not only would he cheer us on after his own race, but he would encourage us to cheer our teammates.
21.	One example of positive leadership in my life was on my high school soccer team. I have been playing soccer my whole life and my high school coach was definitely the best coach I have ever had. The ways in which he was such a positive leader include being there for his players in all aspects of life (school, social, and soccer), he pushed our soccer skills while continuing to build our confidence, he was extremely encouraging of us to speak our minds and give feedback to the team/to him. He completely made a positive and safe environment for us all to learn and thrive in as soccer players and as people.
22.	I worked on a group project with a few other students, and one of the group members took the leadership role. The leader didn't initially motivate the other members or encourage open communication between us, but when they noticed that one member missed a deadline and another submitted poor quality work, they scheduled a meeting with all the group members to discuss how the group could improve. After that meeting, the leader improved their communication with the group, set clearer expectations, and motivated the group members to complete their work. Part of being a positive leader is recognizing the need for their own growth and improvement, so that was an example of positive leadership.

Positive Leadership Case Study	Case Information
23.	One situation I have experienced when someone else acted as a positive leader was the president of my sorority during work week. Work week is a stressful time for sororities because it's an entire day event that is held the entire week where we learn how to do recruitment. Given that it is a huge time commitment means that not a lot of people are excited to spend their time there. My president, however, turned this negative into a positive and continually encouraged us and remained optimistic throughout it all. It was a good reminder throughout the day that it was better to be in a good mood throughout the day than a bad one because it made the day more enjoyable. Plus, I got to get a lot closer to my sisters which was great!
24.	A situation where I experienced someone effectively being a positive leader was at a high school hockey practice my senior year of high school. We were doing a post practice lift ran by the team captains, and there were a lot of under classmen messing around during the workout and giving other kids a hard time. Team Captain and close friend of mine, Matthew Jones, went over to them and just very calmly asked them to stop messing around, especially with other teammates. He told them that we all have the same goal, and we need to take these serious so we can continue to improve as hockey players, but also individuals. Matthew respectfully and calmly communicated to the guys while giving off positive energy and emotions and not yelling at the guys. Matthew set a good model for the rest of the guys on the team watching the situation.
25.	<p>My coach of 4 years demonstrated effective positive leadership through modeling good behavior on and off the field, being knowledgeable, and giving and receiving feedback</p> <ul style="list-style-type: none"> <li>-She would always be classy and responsible both on the field and off which made her team want to model and follow that behavior.</li> <li>-She was very smart in the field of lacrosse and always knew what to do, establishing a sense of credibility within us.</li> <li>-She would always give good critical, respectful feedback.</li> </ul>
26.	My high school football coach. My high school football was effective leader for our team and lead us to be a successful team. Some of his behaviors he used was positive attitude about everything, teaching proper technique for positions, humbleness, and sympathy. Our coach didn't just tell us what to do, he listened to our team as a whole, any concerns we had, and had a positive attitude about everything even if he had no reason to.
27.	One time I was on a student consulting project and the leader of the group did a great job of keeping morale high throughout a very difficult project. We faced a lot of difficulties during this project, but our leader stayed positive and had great communication with our team, keeping us, all engaged. When there were problems, she never blamed people and kept us all motivated to do a good job.

Positive Leadership Case Study	Case Information
28.	When I was on the Varsity Cheerleading team in high school, my coach was an effective positive leader. She ensured that every individual on the team felt valued by her and all their teammates. Also, she always quickly addressed conflict and helped us resolve any issues that may have arisen. When I was captain, she also empowered me to be an effective leader of my peers and follow what she did.
30.	One situation in which I observed/experienced an individual acting as an effective positive leader was in my Real Estate valuation class last semester. We had a huge appraisal project due that spanned the course of the entire semester; it was tedious work and required a lot of efficient time management and organization. One specific member in our group demonstrated positive leadership by communicating effectively to the group. He would constantly be on top of texting in our group chat and finding times and places for us all to work together. He took initiative in making sure we were all on the same page and were content with the work we were producing. He was motivating and always remained positive even when times were stressful and when we had tight deadlines.
31.	Recently, I have been observing the president of a business club I am on the exec board for being an effective positive leader. It is clear that he has been putting an immense amount of time and effort into planning for this club, and I have noted the efforts he has taken to connect with the exec board. For example, he scheduled coffee chats with each of us to discuss our roles and also planned a dinner for the board at a fun restaurant as a chance for us to get to know each other better. In this situation, the leader was engaging in the behavior of communication. He has great interpersonal skills and is very effective in making the team feel like an actual team.
32.	One situation I experienced in which an individual acted as an effective positive leader would be during one of my high school basketball games. My friend Alexa was basically, the star player on our team as well as the main leader of our team. She acted as a positive leader in so many situations, but one really stuck out to me. It was our second playoff game of our senior year. We started off not very good and I believe that if Alexa didn't take on her role, we would've lost. Personally, I started off very slow and Alexa noticed that right away. When I was starting to get down and mad at myself, she was right there to pick me up. She wasn't just picking me up, she was picking everyone on our team up. The behaviors that Alexa engaged in to be an effective positive leader would be positive affirmation, communication, confidence, and motivation.

Positive Leadership Case Study	Case Information
33.	<p>In our fraternity Phi Kappa Theta, the President put on a social event where brothers were required to prepare a meal. Each brother had to commit to bringing an item if they were to eat. One brother, who came, did not provide his share for the meal but he proceeded to eat the meal anyway. When the brothers found out that he had not brought anything, they became quite angry. Our President, instead of becoming angry at him, pulled him to the side and expressed to him the rules of the event, and that it was required that every brother was to bring food to eat. In this situation, our President exuded positive leadership because instead of calling the brother out and making a big scene out of the event, he chose to speak to the brother in private and set expectations for the rest of the brothers in a positive way.</p>
34.	<p>The past ABCD president called together an executive board meeting, split up tasks, provided timelines all during a very stressful transition when our new president resigned the day before the organization fair and our first meeting. Though she was no longer obligated to help, her care for the organization was evident and she helped everybody on the leadership board understand what happened, how we can move forward, and what everybody is able to do to help the organization start up again in a positive manner. She did not dwell on the past or the struggles but rather gave us encouragement and gratitude for all that we did and the positives that will come out of that.</p>

## Summary Table: Mini-Case Studies on Positive Leaders in the World (Student Generated)

Positive Leadership Case Study	Case Information
1.	<p><b>Faisal Alkheriji</b></p> <p>This person provides positive leadership by representing the Saudi Culture through his art which attracted many people from all over the world to learn the traditions and history of a country through art.</p> <p><a href="https://khaleejiartmuseum.com/faisal-alkheriji/">https://khaleejiartmuseum.com/faisal-alkheriji/</a></p>
2.	<p><b>Martin Luther King</b></p> <p>He is who comes to mind when I picture a positive leader. He had an honorable perspective on nonviolent political activism. A positive leader is someone who motivates a group of people to work toward a common objective while making a positive impact. Martin Luther King did just that. The American civil rights movement for African Americans was successfully led by Dr. Martin Luther King Jr. He demonstrated intelligence by successfully guiding African Americans toward the advancement of civil rights without resorting to violence. Another essential quality for a leader to have is self-assurance, which King holds.</p> <p><a href="https://sites.psu.edu/leadership/2016/10/23/the-traits-of-a-leader-dr-martin-luther-king-jr/">https://sites.psu.edu/leadership/2016/10/23/the-traits-of-a-leader-dr-martin-luther-king-jr/</a></p>
3.	<p><b>Domingo</b></p> <p>This article is an inspiring story about a college student named Domingo who overcame the difficulties of being raised by his grandmother and not having all the resources that many young kids have. He broke through these obstacles by becoming a first-generation college student attending UTSA. This perseverance and drive is very admirable, but it is his impact on other people from similar upbringings that makes him such a strong positive leader. After being a camp leader near his hometown he realized that many young kids were raised by their grandparents just like himself. This inspired him to create a program intended to help with all of the hurdles associated with becoming a first-generation college student. He utilized his passion and ability to relate to younger students to benefit others in an extremely positive way. This is a very important quality of a strong leader which is to help others around you reach their goals and aspirations.</p> <p><a href="https://www.utsa.edu/today/2022/12/story/2022-graduate-domingo-figueroa.html">https://www.utsa.edu/today/2022/12/story/2022-graduate-domingo-figueroa.html</a></p>
4.	<p><b>Giannis Antetokounmpo</b></p> <p>One article that describes someone who I feel is a strong positive leader is “Leadership Lessons from NBA finals MVP Giannis Antetokounmpo.” He is one of the greatest basketball players ever, yet he does not let his arrogance take over. He is confident, yet humble. I think this is a good trait because it shows others how you want to act. He leads by example. He always puts in the extra effort and practice. Giannis also has a great deal of emotional intelligence. This allows him to understand the feelings of those around him, and how he should interact with people. Having such a high emotional IQ gives him the ability to connect with other people in so many different ways.</p> <p><a href="https://www.linkedin.com/pulse/leadership-lessons-from-nba-finals-mvp-giannis-el-dasimonaska/">https://www.linkedin.com/pulse/leadership-lessons-from-nba-finals-mvp-giannis-el-dasimonaska/</a></p>

Positive Leadership Case Study	Case Information
5.	<p><b>Bill Gates</b></p> <p>Bill gates is someone that comes to mind as being a strong positive leader. He was able to create one of the largest companies in the world and did so while acting as a mentor and role model. He had a great ability when it came to decision making and nurtured much innovation and creativity. He used both a transformational and authoritarian leadership style when it came to running Microsoft and making decisions. He had a set vision and was able to effectively motivate his employees toward it.</p> <p><a href="https://www.studysmarter.us/explanations/business-studies/business-case-studies/bill-gates-leadership-style/">https://www.studysmarter.us/explanations/business-studies/business-case-studies/bill-gates-leadership-style/</a></p>
6.	<p><b>Kobe Bryant</b></p> <p>One person who I researched who I feel is a strong positive leader is Kobe Bryant. As we all know, Kobe unfortunately passed away a couple years ago now but he was the prime definition of a leader. He held a standard that all his teammates would follow and show them that if they wanted to win, they had to play together as a unit, and they can't do it themselves. He cared so much about winning, he brought a winning culture to the city of LA and all the players on his team at the time. Kobe emphasized discipline, and commitment and was able to show his players he cared about them and that if they follow these things, they will be a phenomenal team.</p> <p><a href="https://www.linkedin.com/pulse/commemorating-kobe-bryant-leadership-winner-mindset-kisha-freed#:~:text=His%20teammates%20were%20charged%20to,the%20leader%20of%20the%20team.">https://www.linkedin.com/pulse/commemorating-kobe-bryant-leadership-winner-mindset-kisha-freed#:~:text=His%20teammates%20were%20charged%20to,the%20leader%20of%20the%20team.</a></p>
7.	<p><b>Michelle Obama</b></p> <p>As a college student, I feel that Michelle Obama is a strong positive leader. As we all know, Michelle was the First Lady of the United States not too long ago. The article I chose discusses her "Let's Move!" initiative, a program she created to try to end childhood obesity. This initiative helped elected officials, business leaders, educators, parents, and faith leaders bring in healthier and more affordable options for kids everywhere. She also spearheaded the "Reach Higher" initiative to help students understand job opportunities and education and skills needed for those jobs. Michelle is still looked up to as a public role model and strong female leader. Her initiatives helped millions of kids across the country, and she is someone I have always found inspiring. Now, even out of office, she lifts people up and helps them accomplish their goals.</p> <p><a href="https://www.whitehouse.gov/about-the-white-house/first-families/michelle-obama/">https://www.whitehouse.gov/about-the-white-house/first-families/michelle-obama/</a></p>
8.	<p><b>Luke Fickell</b></p> <p>Luke Fickell is the head football coach at UW-Madison who is responsible for the football players at the University of Wisconsin. To me, Luke Fickell is a strong and positive leader because he is the voice of the team and the locker room. When the team needs guidance, instruction, or a motivational message Coach Fickell is the source the team turns too as the head coach.</p> <p><a href="https://www.espn.com/college-football/story/_/id/35121689/sources-wisconsin-makes-push-hire-luke-fickell-coach">https://www.espn.com/college-football/story/_/id/35121689/sources-wisconsin-makes-push-hire-luke-fickell-coach</a></p>



Positive Leadership Case Study	Case Information
9	<p><b>Molly McKee</b></p> <p>Molly McKee is a college student at the University of Cincinnati, truly making a difference. Molly is someone who leads through example by bettering her community. She is involved with working with a food pantry and at the front desk of an outreach center. Additionally, she is the contact for those wishing to donate and the one helping patrons get the service they desire. Molly is a great example for other college students to aspire to be like. Anyone who works to better their community is a great community leader and displays strong positive leadership by being someone others can count on.</p> <p><a href="https://www.uc.edu/news/articles/2022/09/uc-student-finds-purpose-helping-her-community-throughservice-learning-program.html">https://www.uc.edu/news/articles/2022/09/uc-student-finds-purpose-helping-her-community-throughservice-learning-program.html</a></p>
10	<p><b>Elon Musk</b></p> <p>As a current college student, I believe Elon Musk is an excellent leader. Elon Musk is the owner of Tesla, SpaceX, Twitter, and Neuralink. He is a well-known person for his success in the tech industry and he is also one of the richest men on the planet. He is an extremely good leader because he has been able to manage all of these top tier companies throughout his life. He has built the trust of co-workers, and this has helped him become so rich. Since the company can put their faith in him they all work to their best potential and the results have been shown. Although he is a fairly laid back guy and appears on various shows, he knows when he has to take care of business. For example, when he took over for twitter he fired a countless amounts of employees. He did this because he knew they were not doing any work and they were wasting time and money. Sometimes it takes a good leader to be able to notice and take action on these things.</p> <p><a href="https://leaders.com/articles/leadership/elon-musk-leadership-style">https://leaders.com/articles/leadership/elon-musk-leadership-style</a></p>
11	<p><b>Taylor Swift</b></p> <p>I'm a musician so naturally I'm going to speak of a musical leader. I used to not be a Taylor Swift fan, however, after looking into her and her work/experiences more, I have to say she's quite a force to be reckoned with whether you like her music or not. I think with her experiences with being a woman in the music industry (a male dominated industry), she has a lot of influence and is a leader for young women everywhere. I resonate with this also being a female musician. A behavior she consistently shows is resilience and self-respect. She has clear values and she isn't afraid to follow them and get what she deserves. For example, she was sexually assaulted by a powerful music figure, and she took him to court. She counter sued him for \$1 to showcase that she wasn't in it for the money, but to stand up for herself and her values. This can have a giant impact on others as such a public figure. Millions of girls saw this action (which she perpetuates in her songs) and now have a positive leader to follow if anything like this happens to them.</p> <p><a href="https://en.wikipedia.org/wiki/Taylor_Swift_sexual_assault_trial">https://en.wikipedia.org/wiki/Taylor_Swift_sexual_assault_trial</a></p>

Positive Leadership Case Study	Case Information
12	<p><b>Mother Teresa</b></p> <p>Mother Teresa. She is a role model for leaders worldwide because of her unyielding commitment to ending suffering. She is genuine and feels for her cause. It is impossible to overstate the impact of Mother Theresa on the poorest, most disadvantaged, and most vulnerable individuals in this world. She cared for those around her, and empowered those to help aid in the upliftment of others. She was deeply empathetic. That is why I feel that she is a wonderful example of a positive leader.</p> <p><a href="https://www.straitstimes.com/asia/south-asia/mother-teresa-a-true-servant-leader-the-statesman-columnist#:~:text=She%20could%20influence%20people%20to,seeing%20their%20status%20or%20races">https://www.straitstimes.com/asia/south-asia/mother-teresa-a-true-servant-leader-the-statesman-columnist#:~:text=She%20could%20influence%20people%20to,seeing%20their%20status%20or%20races</a></p>
13	<p><b>Magally Ortiz-Rojas</b></p> <p>This article I found shows that Magally Ortiz-Rojas is a strong positive leader. Some of her amazing qualities include the fact that she motivated people to participate in a donation drive for students in need of school supplies. She recruited several student organizations and community partners to participate in the drive. Another amazing thing she did was lead a student retreat for first-year students focused on servant leadership. At this retreat, she inspired four members to begin volunteering and mentoring at foundations. Overall, Ortiz-Rojas encourages and show students the impact they can have on their community.</p> <p><a href="https://www.uncp.edu/news/uncp-sophomore-earns-statewide-leadership-award">https://www.uncp.edu/news/uncp-sophomore-earns-statewide-leadership-award</a></p>
14	<p><b>Joe Biden</b></p> <p>I think a good example may be our current president Joe Biden. While everyone may not agree with all that he stands for, he does reflect many qualities that make a good leader. Again, while not everyone will agree that he is the best leader, that is not my point of mentioning him. I think he has a large contribution to the current state of our country, and he does have a few qualities that make this important job done well. One specific quality I'd like to touch on is his communication skills in that he makes sure to communicate on multiple platforms and in a way that is easy to understand so that all backgrounds of education, as long as they are literate, they can comprehend. For example, in his latest Instagram posts, he uses graphics to demonstrate data for specific issues like gas prices to demonstrate success, he also uses words the general public will likely understand even with limited education. When you are leading so many people you have to make sure to cater to the majority and I think Biden does a good job of that with how he uses social media, as well as making sure to keep the public updated with what he is currently working towards which demonstrates strong communication skills as a leader.</p> <p><a href="https://www.cnn.com/2022/05/28/president-joe-biden-young-people-need-these-3-leadership-skills.html">https://www.cnn.com/2022/05/28/president-joe-biden-young-people-need-these-3-leadership-skills.html</a></p>

Positive Leadership Case Study	Case Information
15	<p><b>Stephane Bancel</b></p> <p>The article I found includes interviews with eight current and former CEOs from some of the world's top companies. Two major takeaways from the article are "1) the need for constant innovation and out-of-the-box thinking as markets become more dynamic, and 2) the importance of a purpose and a vision that encompasses all stakeholders." In the interview with Stephane Bancel, the CEO of Moderna, the takeaway for leadership in a company is to have a future-focused vision. Think 5-10 years ahead, then figure out how you can achieve the goal. A visionary, creative mindset is essential. A positive leader must encourage their followers to think big and think creatively. Then, you can work together to figure out how to get there.</p> <p><a href="https://hbr.org/2022/11/the-ideas-that-inspire-us">https://hbr.org/2022/11/the-ideas-that-inspire-us</a></p>
16	<p><b>Demar Derozan</b></p> <p>NBA player Demar Derozan is a positive leader. In this article, he opens up about his struggles with depression. This resembles characteristics of a positive leader because a leader must be open about his emotions and feelings. He uses his past experiences to inspire others to seek help if they need it and never feel like they are alone. He was able to positively impact the community around him.</p> <p><a href="https://www.usatoday.com/story/sports/nba/raptors/2018/02/26/raptors-demar-derozan-details-struggles-depression-anxiety/372543002/">https://www.usatoday.com/story/sports/nba/raptors/2018/02/26/raptors-demar-derozan-details-struggles-depression-anxiety/372543002/</a></p>
17	<p><b>John Thompson</b></p> <p>Someone who I believe is a positive leader is Jim Thompson, the founder of Positive Coaching Alliance. He had previously seen poor sportsmanship and acts of regression through coaches of sports and wanted to make a difference by creating this organization. Positive Coaching Alliance is an organization that is working to spread the importance of emphasizing how young sports is about giving athletes a positive experience. Jim previously had taught in a classroom with some emotionally disturbed students, so he became skilled at both managing and motivating children and wanted to make an impact to improve the way coaches train their players in a positive manner. While creating the Positive Coaching Alliance, he built a network of 100 expert trainers, as well as created acronyms and conceptual tools. During this, he created the ELM Tree of Mastery to help coaches remember that feedback that will help develop their potential is helping children understand that they have control of their level of effort, whether they learn from experiences, and how they respond to mistakes/ key is to get rid of the mistake quickly. Overall, Jim is a strong positive leader because he created an organization to help tons of people have a positive experience playing sports by training coaches in an efficient way to be able to do this.</p> <p><a href="https://archive.nytimes.com/opinionator.blogs.nytimes.com/2011/10/20/the-power-of-positive-coaching/?searchResultPosition=1">https://archive.nytimes.com/opinionator.blogs.nytimes.com/2011/10/20/the-power-of-positive-coaching/?searchResultPosition=1</a></p>

Positive Leadership Case Study	Case Information
18	<p><b>Barack Obama</b></p> <p>This article describes President Barack Obama's leadership style and what he values most as a leader. His 3 most important leadership qualities are great decision making, communication, and empathy. One thing Obama did well as a leader was realize that there was no such thing as a perfect decision, but only well-thought-out and considered decisions. This is super important for a leader to have because it's impossible to satisfy everyone but making compromises that are well thought out can lead to the best outcomes for everyone. This happens through communication with others and then taking everyone's ideas and finding common ground. I think this helped Obama make decisions and keep people feeling as though they had a leader that listened to them. This is so important for a leader because then everyone can feel somewhat good about decisions made. I also think Obama was very charismatic and well-spoken which made people look up to him as someone they could trust as a credible leader.</p> <p><a href="https://harappa.education/harappa-diaries/obamas-subtle-art-of-leading-others/">https://harappa.education/harappa-diaries/obamas-subtle-art-of-leading-others/</a></p>
19	<p><b>Jesus Christ</b></p> <p>Jesus began his ministry by enlisting the help of 12 men. He must have been an excellent recruiter because he did not appear to offer any type of pay or benefits. His 'employees' had to leave their jobs and families to travel with him all the time. It is a difficult task for anyone to undertake. But he found 12 men who said 'yes' and agreed to work with him for three years. Most startups today would fail if their founder died unexpectedly. Immediately after Jesus' death, it appeared that his 'start-up' was not going anywhere and might come to an end. The 'management team' appeared to be terrified and befuddled. However, thanks to a strong "chairman of the board" and a lot of "inspiration," the team was transformed and quickly developed the necessary skills. When Jesus died, his management team was not ready to take over. There appeared to be no formal strategic or succession plan. However, Jesus took a different approach, preferring to let his team figure out what to do and how to do it on their own. He must have known, before he left, that his example would suffice. Jesus made an impression on his disciples. He had a strong vision, and his message was distinct from that of other Jewish leaders. His inspiration and motivation were so powerful that people gave up their possessions to start the ministry.</p> <p><a href="https://www.linkedin.com/pulse/jesus-great-leader-don-frericks#:~:text=He%20did%20not%20let%20his,was%20a%20great%20servant%20leader">https://www.linkedin.com/pulse/jesus-great-leader-don-frericks#:~:text=He%20did%20not%20let%20his,was%20a%20great%20servant%20leader</a></p>

Positive Leadership Case Study	Case Information
20	<p><b>Kim Kardashian</b></p> <p>Kim Kardashian is reality tv star, professional model, social media influencer, and a designer who is a hard worker, kind, confident, good communicator, and has accountability. All of these qualities are great for being a leader. Kim does what she thinks is morally right and is a confident decision maker. Specifically, Kim is a strong positive leader to the employees of her many, many businesses. These businesses have created job opportunities for millions of people. She is not afraid to take risks. She lays her life out there for the public, both professionally and personally, and publicly takes a bad situation and turns it around. The fact that everything she does is in the public eye, gives her the opportunity to really be impactful as a leader. People see the good and the bad. They see Kim successfully running many businesses, while also raising a family and becoming a lawyer. She has been publicly involved in getting prisoners off of death row. People watching her want to be like her. Leading by example is an important quality for an effective leader. Her empire has also enabled her family members and some friends to launch their own careers and businesses. As a positive leader, she was able to teach others how to be successful, she gave them tools to branch out on their own. But as any leader, she also has to point out errors and where things aren't working. She does this, even with family members, to make sure everyone is positively contributing to her brand. Another reason Kim is a positive leader is that it's not all about money for her. She is out there trying to empower other women. She gives speeches and makes sure she is telling people that they, too, can be successful if they work hard and she gives examples of how she achieved much of her success. She also recently passed the bar exam in California which shows people that she is a hard worker and takes part in legal causes. People will want to be like her so her leadership qualities are important.</p> <p><a href="https://thesiscommons.org/9se4b/">https://thesiscommons.org/9se4b/</a></p>
21	<p><b>Marc Cuban</b></p> <p>Mark Cuban is known for a lot of things like Shark Tank, but he is also an effective positive leader. This article describes how important he sees that it is that you take care of your people. He prioritized his employees during the pandemic to ensure loyalty, which results in higher quality work. Additionally, he sees that he becomes an expert in things and leads by example. This inspires his teams to work better, because he, as the leader, has followed his own actions and walked to talk. In combination with treating employees like family, they are willing to go the extra mile for you and not to cut corners.</p> <p><a href="https://www.linkedin.com/pulse/3-leadership-lessons-from-mark-cuban-lee-nallalingham/">https://www.linkedin.com/pulse/3-leadership-lessons-from-mark-cuban-lee-nallalingham/</a></p>
22	<p><b>Tim Duncan</b></p> <p>I Googled Tim Duncan, who is one of the most successful positive leaders of all time in the NBA, with 5 championships and 2 MVP trophies. I found an article about him called <a href="#">Humble, hard-working Tim Duncan followed unorthodox path to Hall of Fame</a> from NBA.com. In this article, they identify that Duncan cares about establishing caring relationships with the other players in the locker room, and he uses a good sense-of-humor to do this. The article also talks about Duncan's ability to accept advice and learn from another star, David Robinson. This helped him to grow in his own leadership skills and earn the respect of the locker room. Finally, it talks about how Duncan is humble, and is always willing to put in just as much work as the other, younger players on the team. With all these traits, he inspires commitment from everyone, making him a positive leader.</p> <p><a href="#">Humble, hard-working Tim Duncan followed unorthodox path to Hall of Fame</a></p>

Positive Leadership Case Study	Case Information
22	<p><b>Stephen Santa-Ramirez</b></p> <p>Stephen Santa-Ramirez is a graduated college student that saw and issue and acted on it. He, like many others, was subjected to racism and witnessed others who were as well. He created an organization to give themselves a voice and developed this into a foundation after he graduated.</p> <p><a href="https://www.buffalo.edu/ubnow/stories/2022/12/profile-stephen-santa-ramirez.html">https://www.buffalo.edu/ubnow/stories/2022/12/profile-stephen-santa-ramirez.html</a></p>
23	<p><b>Walt Disney</b></p> <p>Walt Disney was a positive leader in how he had participatory leadership and utilized the ideas of those he worked with. He made sure everyone knew what the vision was and what was going on. Disney's impact on others was making everyone feel useful and welcomed into the company and that their opinions mattered and made changes. Now, Disney is one of the most successful companies that many enjoy working at and have fun with.</p> <p><a href="https://teambuilding.com/blog/good-leaders">https://teambuilding.com/blog/good-leaders</a></p>
24	<p><b>Ruth Bader Ginsberg</b></p> <p>Someone that I have always admired as a leader is Ruth Bader Ginsburg so I researched her for this question. Something that she has been noted for is her ability to reason with people who have opposing views so well that she is able to often change their minds. For example, in cases of sexual harassment, she has demonstrated to men how discrimination against women can actually harm men, too. She also exhibited unique humility and empathy with so many people. She was never afraid to speak her opinion and her pragmatism was appreciated by so many.</p> <p><a href="https://achievement.org/achiever/ruth-bader-ginsburg/">https://achievement.org/achiever/ruth-bader-ginsburg/</a></p>
26	<p><b>Jack Ma</b></p> <p>The person I think is a positive leader is named jack ma from China. The distinguishing characteristic of Jack Ma is the way that he leads his employees. He does not position himself as a boss, forcing people to be underlings, but he treats them as important people in the company, which can gain loyalty from them. They are willing to work hard, which benefits the company. While in Thailand, most companies prioritize job position and generation. Therefore, people who work in lower positions or new generation employees have little chance to present their ideas, which leads the company to lose new ideas. It is important because the leader puts employees first. Once you place the employee first, let them know you care about them. Then they will put all of their effort into the company.</p> <p><a href="https://www.ukessays.com/essays/leadership/evaluation-of-jack-mas-leadership-style.php">https://www.ukessays.com/essays/leadership/evaluation-of-jack-mas-leadership-style.php</a></p>



Positive Leadership Case Study	Case Information
27	<p><b>Whitney Heard</b></p> <p>One of my favorite leaders today is Whitney Heard. She created the dating platform Bumble and has become one of the most successful women in business today as a self-created billionaire. Her story is inspiring to me. She started the dating app Tinder but was sexually harassed and pushed out of the company. She went on to create the app Bumble. She created an app for women to make the first move and is striving to change the male-dominated tech world. She created a network for women by offering Bumble-BFF platforms and speaks on gender and race discrimination. She speaks out and tries to make a difference in a male-dominated world. Although Whitney is a well-known self-made billionaire, I find her to be a positive leader in the way she is changing the game for women and inspiring change in the industry. Her mission is to create a safe space for women and to create a tool where people behave in a respectful manner both online and in person. In a Times interview, the author describes Wolfe-Herd as personable. She hasn't developed the hard exterior most senior executives succumb to. She is a positive leader because she advocates, inspires women, and strives to change an industry for the better.</p> <p><a href="https://time.com/5947727/whitney-wolfe-herd-bumble/">https://time.com/5947727/whitney-wolfe-herd-bumble/</a></p>
28	<p><b>Kevin Hart</b></p> <p>I consider comedian/actor Kevin Hart to be a positive leader in our society. He is someone who is constantly making the world a better place with generous donations to various charities across the globe, and making the world laugh through this comedy skits and movies. It is hard for many people, myself especially, to not only profess how to be a positive leader, but to act as one throughout your daily life. To be a positive role model in today's world can be hard and unrewarding, yet even someone of Kevin's status, who could act in any way as he so chooses, decides to be a source of positive leadership in the world. To me, that embodies the characteristics of a natural-born leader.</p> <p><a href="https://www.imdb.com/name/nm0366389/bio">https://www.imdb.com/name/nm0366389/bio</a></p>
29	<p><b>Justin Herbert</b></p> <p>This article is titled "Justin Herbert opens up about his leadership style, talented teammates, Super Bowl aspirations, and more." I feel that this article opened my eyes up to how strong and unique of a leader Justin Herbert is. Playing quarterback for a franchise that is worth billions of dollars certainly takes a special type of person, and Herbert is certainly capable of being that special person. One aspect that makes Herbert a positive leader is his ability to be true to himself at all times. This creates a sense of normalcy and comfort for his teammates, as they know he isn't trying to portray himself as something he's not. One more aspect that makes Herbert a positive leader is his ability to remain steady through both good and bad times. Overreacting can lead to a sense of either intense over-celebration or panic, and keeping a level head helps his teammates to remain focused on the task at hand. All in all, I think that Herbert is an excellent example of a leader, and his leadership style fits very well into that of what an NFL quarterback should act like.</p> <p><a href="https://www.cbssports.com/nfl/news/justin-herbert-opens-up-about-his-leadership-style-talented-teammates-super-bowl-aspirations-and-more/">https://www.cbssports.com/nfl/news/justin-herbert-opens-up-about-his-leadership-style-talented-teammates-super-bowl-aspirations-and-more/</a></p>

Positive Leadership Case Study	Case Information
30	<p><b>Arianna Huffington</b></p> <p>I think Arianna Huffington is a strong positive leader, Her leadership style is being in the middle of the circle, rather than at the top of the mountain, and Huffington group's leadership culture's key points are integrity, generosity, and group morale.</p> <p><a href="https://www.resourcefulmanager.com/guides/successful-leaders/">https://www.resourcefulmanager.com/guides/successful-leaders/</a></p>
31	<p><b>Derwin James</b></p> <p>The person I have decided to write about is Derwin James. James is a superstar safety for the Los Angeles Chargers. He has been elected as a team captain and has also been nominated for the NFL Walter Payton Man of the Year award for his outstanding charitable work off the field. In the video I watched James is considered a great leader because he drives a culture of accountability. He explains that if everyone does their job to their highest ability then the team will thrive and exceed expectations. He is also the youngest captain on the team which even further proves his leadership abilities. He also demonstrates his character off the field by giving back to those who are in need which shows his ability to balance his priorities on and off the field.</p> <p><a href="https://www.nfl.com/videos/trotter-details-what-sets-derwin-james-leadership-tactics-apart">https://www.nfl.com/videos/trotter-details-what-sets-derwin-james-leadership-tactics-apart</a></p>
32	<p><b>Katie Feeney</b></p> <p>One person who I believe is a strong publicly well known leader is Katie Feeney. Katie is a dedicated TikTok star who works with the athletic department at her college, Penn State to get other college students to participate in the athletic events and philanthropic pursuits. She demonstrates positive leadership by posting about ways others can help out by participating in different activities that she participates in too. Katie also provides resources for how students can take care of their mental health during stressful times of the year like finals and midterms. She demonstrates positive leadership because she not only walks the talk and carries through with her community service pursuits, but she inspires others to do so as well.</p> <p><a href="https://www.legit.ng/ask-legit/biographies/1484691-katie-feeneys-biography-age-boyfriend-net-worth-education/#:~:text=Apart%20from%20being%20a%20popular,the%20Washington%20Commanders%20in%202022">https://www.legit.ng/ask-legit/biographies/1484691-katie-feeneys-biography-age-boyfriend-net-worth-education/#:~:text=Apart%20from%20being%20a%20popular,the%20Washington%20Commanders%20in%202022</a></p>
33	<p><b>Erik Weißenmayer</b></p> <p>This article is about Erik Weißenmayer. He is a blind man who has climbed Mount Everest and rafted the Grand Canyon along with many other impressive physical accomplishments. He also has started a non-profit No Barriers which helps individuals with disabilities enjoy the outdoors. He is definitely a positive leader because he brings people together by inspiring them by his story and his "followers" trust him and know that he is a very genuine and good person.</p> <p><a href="https://erikweissenmayer.com/about-erik/">https://erikweissenmayer.com/about-erik/</a></p>



Positive Leadership Case Study	Case Information
34	<p><b>Vlododymyr Zelensky</b></p> <p>I have been keeping up with the war in Ukraine and someone who always stuck out to me was their president. He exemplifies the trait of “putting the well-being of others before himself.” The article explains how instead of fleeing during the war, he instead went into the streets to reassure his citizens. Secondly he was good at communicating. He was consistently communicating to his people and other countries about their struggles and needs. Lastly, he puts on a brave face for his people even when they can’t. A positive leader is someone people can look to in times of despair. He is showing that by remaining strong even in difficult times.</p> <p><a href="https://www.forbes.com/sites/forbesbooksauthors/2022/05/18/how-ukraines-president-demonstrated-historic-servant-leadership/?sh=2d88a4b76454">https://www.forbes.com/sites/forbesbooksauthors/2022/05/18/how-ukraines-president-demonstrated-historic-servant-leadership/?sh=2d88a4b76454</a></p>
35	<p><b>Allison Peterson</b></p> <p>After reading about Allison Peterson, Chief Marketing Officer at Best Buy, I feel as though she is a great example of a positive leader, especially to women in the business world. Allison worked her way up and has been with best Buy for over a decade. She acts as a mentor to many in her field and emphasizes communication and curiosity as a new professional. Communication is key, especially when working with others who are less experienced. She says that being open to answering questions as a leader is key, as well as inspiring questions and drive to learn more in subordinates.</p> <p><a href="https://www.bizjournals.com/twincities/news/2019/05/22/2019-women-in-business-awards-allison-peterson.html">https://www.bizjournals.com/twincities/news/2019/05/22/2019-women-in-business-awards-allison-peterson.html</a></p>
36	<p><b>Derek Jeter</b></p> <p>This is an article about Derek Jeter being a leader and the way that he led. All of his teammates said that he was a leader by example and was consistently the same person. Even after he was a star and making big money his work ethic never changed and he always held himself accountable. I think this is a perfect way to lead because he doesn’t change the way he acts and just makes everyone around him better. I think if you hold yourself accountable the people you work with will also hold themselves accountable and you will work in a positive atmosphere.</p> <p><a href="https://bleacherreport.com/articles/2012761">https://bleacherreport.com/articles/2012761</a></p>
37	<p><b>Lizzo</b></p> <p>I think that artist, Lizzo, is a strong example of a positive leader. She is very active on social media and continually interacts with her audience/fans in a good way. She is a huge supporter of body-positivity which is a very large theme within our generation. Similarly, Lizzo uses her opportunities for great things. At the People’s Choice Awards last week, she used her award winning speech to talk about small female businesses and the importance of non-profits. I just think she uses her platform in a very positive way and has influenced the lives of many people.</p> <p><a href="https://www.womeninretail.com/what-lizzo-can-teach-us-about-power-and-influence/">https://www.womeninretail.com/what-lizzo-can-teach-us-about-power-and-influence/</a></p>

Positive Leadership Case Study	Case Information
38	<p><b>Abdelhamid Arbab</b></p> <p>The college student leader I have chosen is Abdelhamid Arbab. He is a senior attending Princeton University and is a winner of the Marshall Scholarship, a 2-year graduate study in the UK. Arbab is a great role model for other students to look up to and has a passion for legal studies. According to one of his professors, he is possibly the most intellectually gifted student and most definitely the kindest. Arbab fits my exact qualities I would use to describe a student leader. To be more specific about his resume, he currently serves as a presidential fellow at the Center for the Study of the Presidency and Congress, inviting the top students of the country to learn more about the government. He is also an analyst for the Green Medical Network Group, and a policy director for the Progressive Democrats of New Jersey. These are huge opportunities that come with lots of knowledge to share, making him a valuable leader. Among his leadership roles at Princeton, he is “co-founder and co-leader of Princeton’s Interfaith-RISE, which works with a local refugee resettlement organization; co-chair of the Student Volunteers Council; co-president of the Princeton Re-Entry and Employment Preparation student organization; co-president of the Muslim Students’ Association; and president of the student group Muslim Advocates for Social Justice and Individual Dignity (MASJID).” He has had a positive impact on the Muslim and student community at not just Princeton, but nationally. Arbab is a name you will want to remember, as he has the experience, passion, and reputation to lead not just students, but possibly our country.</p> <p><a href="https://www.princeton.edu/news/2022/12/12/princeton-senior-abdelhamid-arbab-wins-marshall-scholarship-graduate-study-uk">https://www.princeton.edu/news/2022/12/12/princeton-senior-abdelhamid-arbab-wins-marshall-scholarship-graduate-study-uk</a></p>

Positive Leadership Case Study	Case Information
39	<p><b>Ashton Kutcher</b></p> <p>The leader I chose was Ashton Kutcher. Ashton Kutcher's positive leadership capabilities can be proven as he was a speaker for the Teen Choice Awards. Ashton Kutcher is not only a role model for being a strong businessman, but he regularly gives back and is very involved with charity efforts. He started his own charity foundation which aims to raise awareness about child sex slavery and provides rehabilitation services. He is positively changing the lives of so many children across the world. He is a very well-spoken individual and is a role model that many children look up to. He provides supportive advice and advertises how to find opportunities and how to build a meaningful life. This article states how his business success is a result of his work ethic, upbringing, and steadfast optimism. I think these are all noteworthy attributes of a positive leader and role model.</p> <p><a href="https://capitalistcreations.com/ashton-kutcher-a-great-leader-for-our-youth-and-future-entrepreneurs/">https://capitalistcreations.com/ashton-kutcher-a-great-leader-for-our-youth-and-future-entrepreneurs/</a></p>
40	<p><b>Farid Mahmud</b></p> <p>One article that describes someone who I feel, as a college student, is a strong positive leader is Harvard Fig Magazine Q&amp;A with student Fariba Mahmud. In this article, Fariba explains how her jewelry line conveys her style and story. As a child of immigrants, she has always connected with the American Dream as she uncovers opportunities and existing nightmares. Fariba encourages strong leadership as she conveys the importance of dreaming individually, expressing yourself through clothing, and creating a deeper meaning in life. For example, one of her necklaces is created with many different tools to represent the amount of work and labor that is put into making dreams a reality. This piece was able to convey the people, resources, and tools that make dreams possible. Fariba inspires others as she is a young entrepreneur, overcomes cultural barriers, fights stereotypes, and is not afraid to stand up for what she believes in.</p> <p><a href="https://ypavetheway.blog/2022/05/05/harvard-fig-magazine-qa-with-student-fariba-mahmud/">https://ypavetheway.blog/2022/05/05/harvard-fig-magazine-qa-with-student-fariba-mahmud/</a></p>
41	<p><b>JJ Watt</b></p> <p>After Hurricane Harvey hit, one of Americas most prolific disasters, in 2017 many people were left without homes, food, water, or anything to be able to survive. When this occurred, football star, JJ Watt. Refused to just sit back and watch. He immediately used his large platform as a well-known celebrity to raise money for the betterment of the city of Houston. In the end, JJ Watt ended up raising over 41 million dollars. This is an extremely heroic act that shows lots of selfless leadership. Instead of using his platform for recognition for himself, he used it for the benefit of the whole city and country. Being selfless is a very important quality of a good leader and JJ Watt demonstrated this in miraculous ways.</p> <p><a href="https://www.nfl.com/news/j-j-watt-41-6m-in-hurricane-harvey-relief-shared-0ap3000000951756">https://www.nfl.com/news/j-j-watt-41-6m-in-hurricane-harvey-relief-shared-0ap3000000951756</a></p>

Positive Leadership Case Study	Case Information
42	<p><b>Jahaan Blake</b></p> <p>Jahaan Blake used to work in the sports industry in various roles but found her calling in helping women break into the industry and find their voices. She created a podcast called “Game of Her Own” where she talks about stories, questions, and advice she has to women looking to get their foot in the doors. She also brings on women who currently work in sports to pick their brain and dissect their experience.</p> <p>She has created a place for women to express their concerns and ask questions about working in the sports industry which is still a male-dominated field. She is very uplifting and has a very empowering vibe to her platform. She also always encourages listeners to connect with her on LinkedIn and to reach out to her with any questions they may have. Her willingness and availability to help so many people makes her a strong positive leader.</p> <p><a href="https://jahaanblake.com/">https://jahaanblake.com/</a></p>
43	<p><b>Claire Michel</b></p> <p>Claire is a leader for the CALS QuickStart program here at UW – Madison. She built lots of personal relationship with staff and students to become a better leader. She was part of CALS, then became a CALS ambassador, and is now the CALS ambassador alumni relations chair. She leads other by helping give them advice. She encourages students to try all different things like she did to find what they are passionate about.</p> <p><a href="https://news.cals.wisc.edu/2022/12/05/winter-2022-grad-claire-michel/">https://news.cals.wisc.edu/2022/12/05/winter-2022-grad-claire-michel/</a></p>
44	<p><b>Gina Arnold</b></p> <p>In my opinion, this is a strong example of a positive leader who impacts the lives of others. Gina Arnold is a middle school teacher in Concord who is willing to put time and energy into helping her students. She takes the initiative to sponsor families to ensure that they have what they need during the holiday season. In addition, she has created a garden that allows students to go into the community and enjoy the peacefulness of it. She thinks of her students first and is willing to be there both inside and outside school hours. Gina has truly impacted her community greatly.</p> <p><a href="https://patch.com/california/concord-ca/she-makes-difference-many-students-lives-concord-local-hero">https://patch.com/california/concord-ca/she-makes-difference-many-students-lives-concord-local-hero</a></p>

Positive Leadership Case Study	Case Information
45	<p><b>CEO of ACU</b></p> <p>Over the summer of 2020 and 2021, I had the pleasure of interning at my father’s company as an Operations Intern. This was an interesting experience for me, as I got to see my dad in a whole new light, as the CEO of a company, responsible for the jobs and success of hundreds of employees. Based on ACU’s 5 traits of positive leadership, I believe my dad fulfilled all dimensions. First, he regularly demonstrated excellent communication—holding all company meetings weekly, and C-suite board meetings daily. In all meetings I was allowed to be a part of, I noticed concise, empathetic, and effective communication. He would always communicate the positives first, and frame deliverables as improvements to be made rather than problems. He also had a strong personal work ethic. The best evidence I have for this is the fact that he would often bring work home with him—working around the clock to make calls to different company employees, email executives, craft presentations, and when he wasn’t doing these, he was reading up on business literature to further advance his own knowledge. He truly gave his work his all, and it showed. Next, he demonstrated decisiveness and confidence constantly. When uncertainty arose in Kaizen projects, he would always have a motivating and strong word of authority to give employees to refocus them. The way he navigated problems and uncertainty made clear to everyone that he was a reliable, decisive, and confident leader that could be looked to for answers. He was also very humble—always considering others’ perspectives and admitting when he was the least informed about a certain topic (but ready to learn). This is clearly evidenced by his decision to bring operator laborers (the people actually on the floor, assembling the products the company made) into meeting rooms—as he understood that even though they aren’t college-educated C-suite members, they have unique and important insight on the manufacturing process, as they are the ones actually assembling the parts. He would always describe his desire for “servant leadership”—doing what he can to make the lives of others easier. Lastly, he showed passion and persistence throughout his time at that company. By staying late when he needed to, delivering passionate speeches, and be wholly dedicated to continuous improvement, he made clear to everyone that he genuinely cared about the outcome of the company and each individual employee.</p> <p><a href="https://acu.edu/2020/09/21/the-5-traits-of-positive-leadership-to-master/">https://acu.edu/2020/09/21/the-5-traits-of-positive-leadership-to-master/</a></p>

## **Student Positive Leadership Programs: Recommendations for Teaching Positive Leadership for Instructors and Program Administrators (Student Generated)**

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### **Strategies for Instructors (Key Points to Emphasize) for Developing Positive Leadership in Student Organizations (Student Generated)**

Make the team as inclusive as possible through team-building and bonding activities.	Emphasize to others to not jeopardize the welfare of the team based on self-interests.	Provide easy access to their team members for communicating any feedback that concerns them.	Practice what you preach. To be a successful positive leader, the individuals that you are impacting need to see you acting upon your words. Many aspects of leadership are simple on paper, but extremely difficult to implement. Teaching through demonstration and example will help you be a more influential positive leader.	Take time to appreciate the work that everyone does. Each position on a team plays a crucial role in helping the organization function properly and effectively. A positive leader needs to have a selfless ego that they are not above the individuals of which they are trying to make an impact on.
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Practice effective communication. A key component of leadership is communication with whom you are trying to influence. Communication is crucial because it opens the gates for talk about ways to be a better positive leader. There needs to be open communication between positive leaders and followers.	Be proactive with communication - any time you are working with others on an activity it is very important to have active communication even if you are pretty sure everyone is on the same page. It is integral for everyone to have an opportunity to give their input even if it is not the desired outcome.	Learn to prioritize: The hardest part about dealing with a lot of different things on your plate is being effective at prioritizing. If you can learn how to take care of the things that are most important it can alleviate a lot of the stresses.	Empathize: College is oftentimes the first time many people experience being around others from many different backgrounds. For this reason, you must learn to empathize with people to try to understand where they are coming from.	Leading by example shows those under you that you what would like them to do. Everyone has a role model in life – we tend to follow those around us. Being a strong leader means showing what you expect.
Communication as a leader is extremely important. Delegating tasks, providing criticism, and encouraging others are all important aspects of communicating.	Having a positive attitude is also very beneficial. Attitudes are contagious. They rub off on those around you.	I believe that in order to be successful with positive leadership, you must have experience and drive. Nobody can be a good and positive leader without practice. I would emphasize attitude, starting out with joining a club or anything if you need to have the correct attitude in or outside of school. Not putting people down and keeping everyone on the plan will drive numbers without thinking about it.	By showing up to meetings, I believe that anyone can do anything, and with leadership, especially being positive, you must start and show up to whatever you are pursuing. Being in attendance and telling yourself that you should do it helps a lot; just do it and show up.	Self-discipline, one of the most important aspects of being a leader, involves dealing with yourself. Having self-discipline is important, as is keeping an organized mind. Things go wrong, and you need to know how to adjust.

Being a positive leader requires an inclusive attitude and the ability to tolerate the shortcomings of team members because everyone is imperfect, but everyone also has aspects that they are good at, so tolerating the shortcomings of others and being good at finding and using the strengths of others is what a leader needs to do.	A positive leader needs to have team spirit, a leader in a team needs to be able to actively unite every team member, make every team member fully trust each other, and make every team member have a sense of belonging to the team. So a leader who can increase the cohesiveness of the team is a positive leader.	A positive leader needs to be able to listen to others, a positive team must not be a dictatorship, only more communication and discussion can find a better way. Therefore, a positive leader should be able to listen to and take suggestions from a wide range of others.	I would recommend that students do the 3 following things: Meet as many people within the organization as possible. This will help to evaluate the current state of the organization Make friends with people within other clubs that are well respected and look at the practices that help that club succeed. Then implement those into your club. Maintain constant dialogue with those within the club so that they can voice concerns over what they think should be done differently.	In order to be a positive leader in a student organization, I would encourage students to first be very organized. Organization is key in order to keep track of all aspects of an organization. Second, I would encourage students to be friendly and open-minded. A leader works with many different people, so it is important to be able to communicate thoroughly with all different types of individuals. Lastly, I would recommend that a leader is confident. At the end of the day, leaders have to make a lot of decisions, so a leader should be confident in their decision-making skills.
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<p>for high levels of communication. Lastly, keeping ones word would keep a level of trust that is most crucial for a leader. The three key things I would emphasize would be leading by action, ways to give positive affirmations, and the importance of following commitments made. These three key factors I feel are the most important for a new leader to be highly effective. The three allow someone to be seen as a leader rather than a boss which are two different things in my head. Everyone wants to follow a leader who does what they preach. The positive comments would keep the teams morale high and allow</p>	<p>I would teach them to prioritize the development of others and Recruit and develop a team with diverse skills and backgrounds and give the team members the tools and the space to build trust among each other. I would encourage strategic thinking, innovation, and action for all members of the group. However, I would also to be sure to maintain an ethical and civic mindset and spread that to all of the members.</p>	<p>The first key thing that I would emphasize to my students in terms of how they can become positive leaders in joining a student organization that they can apply for an executive member position which would help them to become positive leaders by working on their presentation and public speaking skills. Another key thing that I would emphasize to my students in terms of how they can become positive leaders in joining a student organization is by expanding their teamwork skills by meeting new people with similar interests and collaborating within new teams of people.</p>	<p>Be involved Becoming involved within a student organization on campus is the best way to work your way up within the club. If you put in the effort and time into the club and are committed, people will notice that and will turn to you as a leader Take initiative If you take initiative with projects and ideas within the organization, people will start to turn to you as a leader. Bringing in new ideas and topics of conversation that is positive and beneficial to the company is the best way to emerge as a leader. This shows the group that you are committed and willing to give effort to the club “Walking the walk” If you practice what you preach, per say, people within the club will notice that and turn to you as a leader. That is the most crucial thing in being a leader, is being true to your word. People will lose trust in a leader if they do not stick to their word and be truthful.</p>	<p>Three key things I would emphasize is listen, learn, execute. Listen to your peers and professors, they are good leaders they have qualities that you can see and listen to. Next is to learn these qualities to be able to perform as a positive leader. You’ll learn what qualities work and what doesn’t. Lastly, execute, once you think you have what it takes to be a positive leader, go be one.</p>
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## Strategies for Instructors (Key Points to Emphasize) to Develop Positive Leadership in Group Projects (Student Generated)

Communicate with the team inside and outside the work environment.	Make sure that everyone does the work that is assigned to them.	Make sure that everyone's opinions on the team are heard.	Reach out to create a group chat with your group members and be yourself in the chat. When completing group projects, communication is crucial between group members. I suggest creating a casual group chat that all team members feel comfortable talking in. Group chats do not need to be formal, and no questions are stupid. By becoming comfortable with your group members, overall communication about the project will be easier.	Be open to new ideas. As a leader, it is very easy to become narrow minded in how you see the project working out. All team members must be open to hearing about each other's ideas. Open mind with open communication will help aid success in team projects.
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Push for the group to work ahead of schedule. It is extremely easy for group projects to get pushed off until right before they are due. Working early will lessen stress and overall tension in the group, causing ideas to flow and individuals to work better together.	Stay ahead: I think this point is the most underrated aspect of group projects because it ensures that work is quality rather than rushed. Many group projects are due towards the end of the semester so staying ahead with all of the work is important.	Ensure there is cohesion in execution: With group projects it can be easy to simply split up all the work and complete it on your own. The risk with this is that all of your ideas and completion of things don't connect with one another. Make sure there is cohesion among all aspects of the project.	Don't be afraid to give input: There can never be enough input and ideas for group projects so don't be afraid to give your opinion even if conflicts with other group members. This is really healthy for the success of the group as a whole.	Being supportive within a group project is very important. Some may feel as if their voices are not being heard/embarrassed to share their thoughts and opinions.
It is important to have everyone feel that a group project is a safe place. Being innovative during group projects is a trait a positive leader demonstrates because they find new ways to get everyone involved and get their projects done.	Being able to make decisions within a group is essential. Someone always needs to take the lead on this, or nothing would ever get accomplished.	You will always have some classmates who have no idea what they are doing and do not care. The biggest part I would emphasize is motivation. Students need motivation to do something because they are capable.	In terms of organization, you as a leader should be organized with the project so that you get your part done, but you should also inform others about what they should be doing and stay on top of things so that you and others succeed.	Acceptance: others will have different opinions, and you need to accept that. Having a diverse team makes the team's ideas and a completed project the best they can be. Throughout the college career you will encounter many projects with teams and that is a very important skill to have.
They can try to develop their skills as a leader in the group projects they will encounter in the next four years by actively running for leadership positions and	During the teamwork process, you should maintain a good relationship with your group members and encourage your teammates more, which will help the positive atmosphere of the whole team.	When encountering setbacks and failures, lead team members to reflect and discuss in time to find the reasons for failure and correct them, a good leader needs to be able to gain	Three key things that I would emphasize to enhance positive leadership would be lead by example, show respect and that you care for not only yourself but your peers goals	Three key things that I would emphasize to incoming college freshman to be effective positive leaders during a group project would be like the student organization

honing their skills in practice.		experience from failures.	and accomplishments, and finally speak up and be open to working collaboratively. These three things can be applied to different styles of leadership, leading by example is extremely important but applies to quiet leaders. Doing your own work effectively and efficiently will encourage others to do their work effectively and efficiently. Showing you care about your other team members goals and accomplishments is selfless and shows your team members that you care not only about the success of the team or organization, but about the team members as well. Speaking up and being willing to collaborate with the team shows that you care about creating an open and welcoming environment where the team feels safe.	examples. I would encourage the quiet leaders to lead by example so the rest of the group follows by example. Second, I would encourage them to speak up and have clear communication, so everyone is on the same page with the project. Finally, I would encourage them to be supportive of the rest of team members. Showing support for everyone in the group and not just the outcome of the project shows that you care about them as people and not just as someone you are required to work with. This will increase the group's overall mood and satisfaction.
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<p>The first key idea would be to be respectful of your peers. A leader cannot lead efficiently if they do not respect those whom they are leading. They can do this by not abusing their power as a leader and listening to what the people below them have to say. The second key idea would be to practice as you preach. To gain the respect as an authority among a group you must do as you are asking them to do and never make them do anything you wouldn't. The final key idea would be to build a relationship with the people you are leading. The biggest way to earn respect and to empower the people you are leading is to have a strong relationship with them so you both have a mutual understanding of each other and can work together better.</p>	<p>Group projects involve both leadership and following by all participants since most group projects do not have a designated leader. If all students possess leadership qualities, they can make a good team. The first key idea is to know when to lead and when to listen. Group projects involve a lot of collaboration and members need to know when to step in a lead and when to fall back and allow others to do so. The second key idea would be to have humility as a leader. In a group project sometimes, you think there is a right way to do something, and your team thinks that way is wrong no matter what you do to try and persuade them. Sometimes you have to know when to back down and let the majority opinion rule. The final idea is to lead by example. It is paramount in a group project that the leader puts in just as much, if not more, effort than every other member of the group. No one wants a leader in a project</p>	<p>Take initiative within groups, be the person who gets the ball rolling. Make sure you are never the person who does not pull your weight, not only does this make your groupmates resent you but it will decrease the amount of information you retain. Try to form connections with your group members outside of just a shared group project, this will make the experience much more rewarding.</p>	<p>Three key things that I would emphasize to incoming college freshman to be effective positive leaders during a group project would be like the student organization examples. I would encourage the quiet leaders to lead by example so the rest of the group follows by example. Second, I would encourage them to speak up and have clear communication, so everyone is on the same page with the project. Finally, I would encourage them to be supportive of the rest of team members. Showing support for everyone in the group and not just the outcome of the project shows that you care about them as people and not just as someone you are required to work with. This will increase the group's overall mood and satisfaction.</p>	<p>I think my three things would be the same. I feel as though these three factors listed above are easily the most important across most activities. For example, keeping commitment would again be the most important because if you tell your group, you will do some work and do not you are becoming a poor group member. Positive comments help keep communication, and leading by example</p>
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	that seems to direct others' work without doing any of their own.			
would encourage the members to be strong communicators with their fellow groupmates. I would also suggest that the members do their best to foster open and honest communication within the group to reach the highest level of success. Lastly, I would encourage the members to hold everyone in the group accountable, including themselves because that leads to the best results as a team.	The first key thing that I would emphasize to my students in terms of how they can become positive leaders in joining a student organization that they can apply for an executive member position which would help them to become positive leaders by working on their presentation and public speaking skills. Another key thing that I would emphasize to my students in terms of how they can become positive leaders in joining a student organization is by expanding their teamwork skills by meeting new people with similar interests and collaborating within new teams of people.	Three key aspects that I should be emphasized in becoming a positive leader would be setting the stage, celebrating diversity and unique perspectives and recognizing the efforts and successes of others. Setting the stage refers to establishing a positive and inclusive culture within the student organization. Members should feel valued and included. In order to do this, set expectations and guidelines for behavior and a sense of community within the organization.	The first aspect I would emphasize is connecting one-on-one. To become a positive leader, you need to learn more about the people you're working with to really know them and trust them. Connecting on this level will also help the person you're working with trust you as a leader. Another aspect I would emphasize is learning to not complain or to blame others. A leader should not be complaining or blaming others, these are signs of a poor leader. A positive leader should be motivating and having positive energy, as well as not blaming others or anything else.	Three things I would say are Coordinate, Communicate, and commit. As a leader, you should be able to coordinate who does what for your group projects, everyone needs to do their share. Next is communicating with your group, everyone should know what's going on and what changes are being made to the project. Everyone should be updated on everything. Lastly, commit to your work and your group, give them your best work and don't screw them over.

## Strategies for Colleges/Universities to Develop Positive Leadership (Student Generated)

The college could implement additional fellowships programs to promote positive leadership attributes.	Put in place a requirement for at least one group project for each course.	Host a mandatory workshop that promotes leadership skills.	Hire good role models for positive leaders throughout the faculty- students learn best when they have good examples Maintain positive and safe spaces for students to learn and improve their behaviors to reach that of a positive leader Have leadership workshops/seminars that put the values of positive leadership into practice.
I think learning about different leadership models and their effects would be very helpful. Another great strategy would be to put their leadership skills into practice by trying to take on a role in a organization or project. Observing other leaders would also be a good way to teach somehow how to be a positive leader.	Implement positive leadership into the Gen Bus curriculum so that all business students learn and are aware of positive leadership. Providing work-integrated learning opportunities and getting students into the real world → gain business and industry insights and develop awareness of workplace culture Fostering as much collaboration as possible in as many courses as possible to help students build collaborative skills and allow them to act as leaders	Create situations where students have the ability to lead encourage positive leadership in group work Give examples of positive leadership in related classes	I think we should have more leadership opportunities for students around the school in organizations. I believe we could have public speakers or accomplished leader come in and tell their stories/backgrounds. Finally, I think we could celebrate the leaders of our school more to show gratitude and celebrate them.

<p>Hold a “ted talk” type event where someone comes in to talk about leadership Discussions can involve activities where students can be more interactive with leadership and take on leadership roles</p>	<p>Three strategies I think my college could implement to help students become effective positive leaders are training programs, classes, and peer meetings. I think most students learn best from practicing certain activities, which is why training programs and peer meetings would be effective. However, we must also account for the students who learn the best from being lectured. This is where classes on how to become effective positive leaders would be beneficial for some.</p>	<p>I think it would be really interesting if either in the business school or just in general there was a core required leadership course or workshop. It would be a graduation requirement that just breaks down the basics and has hands in experiences. I also think a really cool workshop would be some sort of simulator to see how a top CEO handles hard situations. I feel like as students we are always shown the cheesy firing skits or the over dramatized ones, but a like real storyline to see how they effectively handle situations would be super helpful. In general, I think it is huge for kids to learn how to deal with conflicts effectively and be problem solvers. So, some way where that is taught/ shown to effect college students wanting to be involved in business or be a leader one day.</p>	<p>Provide a direct course in leadership training where behaviors and attitudes of positive leaders are analyzed and taught, assign rotating leadership positions within classes that have collaborative group work so that students are allowed to operate within a leadership position, and provide a student mentorship program where qualified positive leaders can teach and mentor younger students.</p>
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## Appendix A: Methodology

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1. To support the development of a new student positive leadership assessment, qualitative research was conducted in the Spring 2022/Summer 2022. A survey was sent to undergraduate students enrolled in a human resource management class containing a variety of open-ended questions asking students to define positive leadership, to identify specific behaviors that positive leaders demonstrate, and to list specific strategies that students can use to develop their ability to be effective positive leaders in their roles as workers/interns, student organization leaders/members, and members of group projects for classes. A total of 202 completed surveys were returned. See Appendix A for a copy of this survey.
2. Based on the results of the qualitative research conducted, a content analysis of responses was used to create a conceptual definition, conceptual model, and a set of questions for assessing student positive leadership to be used as the basis for the development of an assessment tool.
3. In the Fall 2022, a second survey was administered to undergraduate students in another human resource management class. This survey included a student positive leadership assessment consisting of 30 behavioral questions using a five-point Likert scale. As well as a number of open-ended questions asking students to provide examples of positive leaders they have observed in college as well as those they have learned about in the world in general, who are highly effective positive leaders. These questions were used to develop a set of student positive leadership case studies. See Appendix B for a copy of this survey.
4. A total of 121 students responded to this survey. Reliability analysis was conducted on the six proposed dimensions of student positive leadership to determine Coefficient Alpha. Principal components factor analysis with varimax rotation was conducted to determine whether the 30 questions making up the assessment aligned with the dimensions in the conceptual model. Based on these analyses, a six dimension measure of student positive leadership emerged, although some questions were aligned with other dimensions relative to their original classification, and some questions did not load onto any of the dimensions, and thus, were deleted from the assessment. The revised and purified student positive leadership assessment consisting of 22 questions aligned with the same six dimensions identified in the original conceptual model. The purified version of this measure is presented in this section.

5. Based on the responses to the open-ended questions from the first and second positive leadership surveys conducted, experiential exercises and case studies on positive leadership were developed to provide students with a comprehensive resource to support their maturation as positive leaders in college and beyond in the working world. In addition, an exercise focusing on analyzing the movie, “Pay it Forward” was developed as another opportunity for students to learn about and to take actions to support positive leadership.

### **Definition of Student Positive Leadership**

Based on content analyzing responses from surveys completed by undergraduate students, a conceptual definition of student positive leadership was developed as:

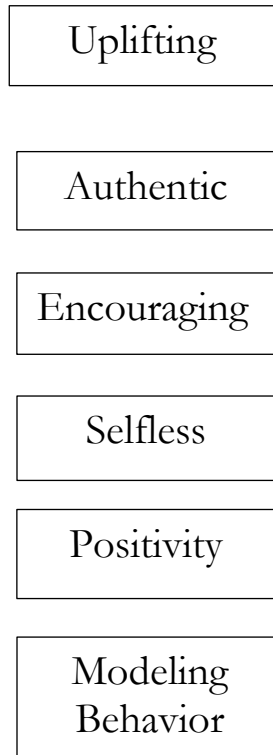
Student positive leadership refers to the traits and behaviors that an individual engages in that foster follower engagement, motivation, and task performance. It may be demonstrated by individuals in formal, informal, and emergent leadership roles in a wide range of groups and organizations. Specifically, positive leadership consists of behaviors that revolve around six key dimensions:

- Uplifting – The degree to which an individual engages in behavior and activities that foster a sense of hope and optimism in others in their work relationships and activities.
- Authentic - The degree to which an individual engages in behavior that supports others perceiving that individual as being genuine and sincere in their work relationships and activities.
- Encouraging - The degree to which an individual engages in behavior that is supportive and motivate others to continue their engagement in their work relationships and activities.
- Selfless - The degree to which an individual engages in behavior and that demonstrate a greater concern for the well-being of others over their work relationships and personal interests.
- Positivity - The degree to which an individual engages in behavior that focuses on and prioritizes the good in all work activities and situations.
- Modeling Behavior - The degree to which an individual engages in behavior that demonstrates support for the values, principles, and approaches that the leader advocates for others in their work activities.

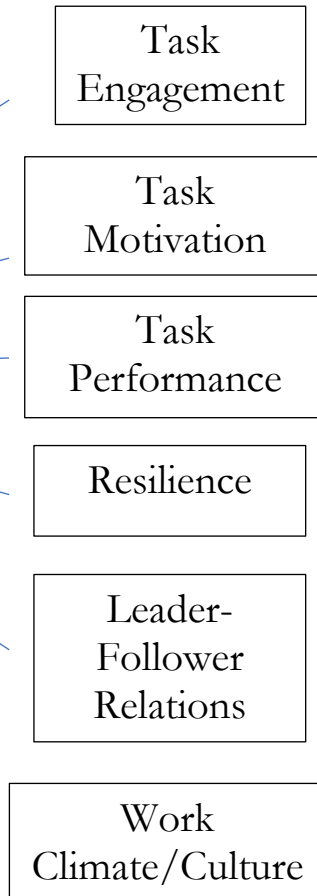
## Conceptual Model of Student Positive Leadership

### **Student Positive Leadership Model**

#### Student Leadership Dimensions



#### Follower Outcomes



## **Development of the Student Positive Leadership Assessment**

Based on results from the surveys, the assessment presented below was created. It was composed of 30 behavior-focused questions.

### **Student Positive Leadership Assessment (Leader Version) – Initial Form**

Name of Leader: \_\_\_\_\_

#### **Directions**

Please answer the questions below based on your personal beliefs using the rating scale provided.  
Please circle the rating scale option (1-5) to indicate your response to each question.

Question	Strongly Disagree (1)	Disagree (2)	Neither Agree nor Disagree (3)	Agree (4)	Strongly Agree (5)
1. I make comments to others about their work activities that are encouraging.	1	2	3	4	5
2. I emphasize the positive aspects of relevant work activities of others.	1	2	3	4	5
3. I express confidence in others' ability to successfully complete their tasks.	1	2	3	4	5
4. I encourage others when they experience setbacks in their work activities.	1	2	3	4	5

Question	Strongly Disagree (1)	Disagree (2)	Neither Agree nor Disagree (3)	Agree (4)	Strongly Agree (5)
5. I interact with others in a way that makes them see me as being sincere.	1	2	3	4	5
. I make every effort to follow through on the commitments I make to others.	1	2	3	4	5
9. I try to let others get to know me as a person so they see me as being authentic.	1	2	3	4	5
10. I work to earn the trust of others who I interact with as a leader.	1	2	3	4	5
11. I actively look for ways to be helpful to others with their work activities.	1	2	3	4	5
12. I view my role as a leader is to support the success of others.	1	2	3	4	5
13. I make myself as accessible as possible to others to assist them with their work activities.	1	2	3	4	5
14. I provide constructive suggestions to others to help them to be successful with their work activities.	1	2	3	4	5
16. I put the welfare of others before my personal welfare.	1	2	3	4	5

Question	Strongly Disagree (1)	Disagree (2)	Neither Agree nor Disagree (3)	Agree (4)	Strongly Agree (5)
18. I put my personal goals as secondary to the goals of others I work with as a leader.	1	2	3	4	5
19. I try to take care of others I work with as a leader before I take care of myself.	1	2	3	4	5
20. I believe that the good of the whole (e.g., team, organization, community) is more important than the good of me as an individual.	1	2	3	4	5
21. I try to give positive feedback to others regarding their work activities.	1	2	3	4	5
22. I emphasize the positive aspects of the work activities of others when interacting with them.	1	2	3	4	5
24. I take the time to tell others how much I appreciate what they do with their work activities.	1	2	3	4	5

Question	Strongly Disagree (1)	Disagree (2)	Neither Agree nor Disagree (3)	Agree (4)	Strongly Agree (5)
27. I practice what I preach in terms how I act as a leader.	1	2	3	4	5
28. I am committed to "walking the talk" in terms of how I act as a leader.	1	2	3	4	5
29. I do not expect others to do anything that I would not do myself.	1	2	3	4	5
30. I try to show others what the meaning of good leadership is through my actions.	1	2	3	4	5

### Demographic Questions

31. Gender: \_\_\_\_\_  
 Male \_\_\_\_\_  
 Female \_\_\_\_\_  
 Other \_\_\_\_\_
32. Age: \_\_\_\_\_
33. Major: \_\_\_\_\_  
 Management \_\_\_\_\_  
 HR \_\_\_\_\_  
 Entrepreneurship \_\_\_\_\_  
 Marketing \_\_\_\_\_  
 Finance \_\_\_\_\_  
 Operations (OTM) \_\_\_\_\_  
 Supply Chain \_\_\_\_\_  
 Real Estate \_\_\_\_\_  
 Accounting \_\_\_\_\_  
 Risk Management \_\_\_\_\_  
 Non-Business \_\_\_\_\_

### Positive Leadership: Scale Definitions

- Uplifting =  $Q1+Q2+Q3+Q4+Q5/5$   
 Authentic =  $Q6+Q7+Q8+Q9+Q10/5$   
 Encouraging =  $Q11+Q12+Q13+Q14+Q15/5$   
 Selfless =  $Q16+Q17+Q18+Q19+Q20/5$   
 Positivity =  $Q21+Q22+Q23+Q24+Q25/5$   
 Modeling Behavior =  $Q26+Q27+Q28+Q29+Q30/5$

Based on reliability and factor analyses of the survey data, the restructured scales shown below were defined.

### **Purified Version of the Student Positive Leadership Assessment (SPLA): After Reliability and Factor Analysis**

Note: The numbers shown in parentheses reflect the item number for that question from the original form of the measure.

#### **Selflessness Scale (Alpha = .75)**

1. (Q11). I actively look for ways to be helpful to others with their work activities.
2. (Q16). I put the welfare of others before my personal welfare.
3. (Q18). I put my personal goals as secondary to the goals of others I work with as a leader.
4. (Q19). I try to take care of others I work with as a leader before I take care of myself.
5. (Q24). I take the time to tell others how much I appreciate what they do with their work activities.

#### **Authenticity Scale (Alpha = .70)**

6. (Q8). I make every effort to follow through on the commitments I make to others.
7. (Q10). I work to earn the trust of others who I interact with as a leader.
8. (Q28). I am committed to "walking the talk" in terms of how I act as a leader.
9. (Q30). I try to show others what the meaning of good leadership is through my actions.

#### **Uplifting Scale (Alpha = .66)**

10. (Q2). I emphasize the positive aspects of relevant work activities of others.
11. (Q3). I express confidence in others' ability to successfully complete their tasks.
12. (Q4). I encourage others when they experience setbacks in their work activities.
13. (Q9). I try to let others get to know me as a person so they see me as being authentic.

#### **Encouraging Scale (Alpha = .67)**

14. (Q1). I make comments to others about their work activities that are encouraging.
15. (Q12). I view my role as a leader is to support the success of others.
16. (Q13). I make myself as accessible as possible to others to assist them with their work activities.
17. (Q14). I provide constructive suggestions to others to help them to be successful with their work activities.
18. (Q22). I emphasize the positive aspects of the work activities of others when interacting with them.

#### **Positivity Scale (Alpha = .54)**

19. (Q20). I believe that the good of the whole (e.g., team, organization, community) is more important than the good of me as an individual.
20. (Q21). I try to give positive feedback to others regarding their work activities.

#### **Modeling Behavior Scale (Alpha = .54)**

21. (Q27). I practice what I preach in terms how I act as a leader.
22. (Q29). I do not expect others to do anything that I would not do myself.



Note: Additional purification work is recommended for the future to increase the coefficient alpha values for some dimensions as an alpha of .70 or higher is ideal.

**Items Deleted Due to Failure to Load onto any Dimension**

- 5. I try to motivate others by reminding them as to why their work activities are important.
- 7. I make people who I work with feel like I am very down to earth.
- 15. I am willing to get involved to help others to successfully complete their work activities.
- 17. I am willing to sacrifice my personal interests for the good of others.
- 23. I look for ways to recognize others in some way when they perform their work activities especially well.
- 25. I try to do little things to make the people I interact with feel good about themselves.
- 26. I try to be a good role model for others in terms how I act as a leader.

## Appendix B: Scoring the Student Positive Leadership Assessments

- The leader should complete the SPLA – Leader Version and calculate the mean score for each of the six dimensions.

### Student Positive Leadership Assessment Results Summary (Leader)

SPLA Dimension (Leader)	Scale Formula	Leader Mean Score
Selflessness Scale	$Q1+Q2+Q3+Q4+Q5/5$	
Authenticity Scale	$Q6+Q7+Q8+Q9/4$	
Uplifting Scale	$Q10+Q11+Q12+Q13/4$	
Encouraging Scale	$Q14+Q15+Q16+Q17+Q18/5$	
Positivity Scale	$Q19+Q20/2$	
Modeling Behavior Scale	$Q21+Q22/2$	

- The leader should identify three people who know them well and have worked with them in some capacity to complete the SPLA – Observer Version and to return it to the leader. The observers should not put their names on their completed assessments. The observer ratings should be summarized as shown in the summary table below.

### Student Positive Leadership Assessment Results Summary (Observers)

SPLA Dimension (Observer)	Scale Formula	Scale Ratings from Observers	Observer Mean Scores
Selflessness Scale	$Q1+Q2+Q3+Q4+Q5/5$	Example: $4+3+4+5+4/5 = 4.0$	4.0
Observer #1			
Observer #2			
Observer #3			
			Observer Mean for Selflessness:

SPLA Dimension (Observer)	Scale Formula	Scale Ratings from Observers	Observer Mean Scores
Authenticity Scale	$Q6+Q7+Q8+Q9/4$	Example: $3+2+4+3/4 = 3.0$	3.0
Observer #1			

Observer #2			
Observer #3			
			Observer Mean for Authenticity:
Uplifting Scale	$Q10+Q11+Q12+Q13/4$	Example: $5+3+5+3/4 = 4.0$	4.0
Observer #1			
Observer #2			
Observer #3			
			Observer Mean for Uplifting:
Encouraging Scale	$Q14+Q15+Q16+Q17+Q18/5$	Example: $2+4+3+3+3/5 = 3.0$	3.0
Observer #1			
Observer #2			
Observer #3			
			Observer Mean for Encouraging:
Positivity Scale	$Q19+Q20/2$	Example: $3+5/2 = 4.0$	4.0
Observer #1			
Observer #2			
Observer #3			
			Observer Mean for Positivity:

SPLA Dimension (Observer)	Scale Formula	Scale Ratings from Observers	Observer Mean Scores
Modeling Behavior Scale	$Q21+Q22/2$	$1+5/2 = 3.0$	3.0
Observer #1			
Observer #2			
Observer #3			
			Observer Mean for Modeling Behavior:

3. Enter the mean scores for self and for observers for each dimension of the SPLA below and compare. Where are the results similar vs. dissimilar? Consider why might this be the case.

### Summary Table Comparing Leader Student Positive Leadership Results vs. Observers

SPLA Dimension	Leader (Self) Mean	Observer Mean
Selflessness		
Authenticity		
Uplifting		
Encouraging		
Positivity		
Modeling Behavior		

## Appendix C: Student Positive Leadership Survey I

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### Leadership Research Study Extra Credit Opportunity

**Your Name:** \_\_\_\_\_

(Note: Your name will only be used to give you credit for completing this survey. Your name will not be associated with any of your responses to the questions below).

#### **Directions**

Please answer the questions below. Be as specific and thorough as possible with your responses. There are no right or wrong answers. Your responses will be completely anonymous and confidential. You will receive 10 extra credit points for completing this survey.

1. How would you define positive leadership? Please be specific.
2. Describe one situation that you observed or experienced in which you feel that an individual acted as an effective positive leader. Which behavior(s) did this leader engage in to be an effective positive leader in this situation? Please be specific.

3. List three behaviors that you think a positive leader would engage in when working with his/her followers in a real world organization. Please be specific.
4. List three behaviors that you think a positive leader would engage in when working with the members of a student organization? Please be specific.

5. List three strategies that you think a person can use to learn how to become a positive leader while in college. Please be specific.
6. List three strategies that you think your college/university could implement to help students to become effective positive leaders. Be specific.
7. Do you have any other comments or suggestions about positive leadership?



**Thank you for completing this survey!**  
**Appendix D: Student Positive Leadership Survey II**

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Positive Leadership Research Study (Part II)  
Extra Credit Opportunity  
(20 points)

Name: \_\_\_\_\_

(Note: Your name will only be used to give you credit for completing this survey. Your name will not be associated with any of your responses to the questions below).

Directions

Please complete the survey on positive leadership below. There are no right or wrong so please just answer the questions based on what you think. All of your responses will be completely confidential and anonymous. After that, please respond to the open-ended questions regarding positive leadership. Thank you!

**Part I: Positive Leadership Survey**

Directions

Please answer the questions below based on your personal beliefs using the rating scale provided. Please circle the rating scale option (1-5) to indicate your response to each question.

Question	Strongly Disagree (1)	Disagree (2)	Neither Agree nor Disagree (3)	Agree (4)	Strongly Agree (5)
1. I make comments to others about their work activities that are encouraging.	1	2	3	4	5
2. I emphasize the positive aspects of relevant work activities of others.	1	2	3	4	5
3. I express confidence in others' ability to successfully complete their tasks.	1	2	3	4	5
4. I encourage others when they experience setbacks in their work activities.	1	2	3	4	5

Question	Strongly Disagree (1)	Disagree (2)	Neither Agree nor Disagree (3)	Agree (4)	Strongly Agree (5)
5. I try to motivate others by reminding them as to why their work activities are important.	1	2	3	4	5
6. I interact with others in a way that makes them see me as being sincere.	1	2	3	4	5
7. I make people who I work with feel like I am very down to earth.	1	2	3	4	5
8. I make every effort to follow through on the commitments I make to others.	1	2	3	4	5
9. I try to let others get to know me as a person so they see me as being authentic.	1	2	3	4	5
10. I work to earn the trust of others who I interact with as a leader.	1	2	3	4	5
11. I actively look for ways to be helpful to others with their work activities.	1	2	3	4	5
12. I view my role as a leader is to support the success of others.	1	2	3	4	5
13. I make myself as accessible as possible to others to assist them with their work activities.	1	2	3	4	5
14. I provide constructive suggestions to others to help them to be successful with their work activities.	1	2	3	4	5
15. I am willing to get involved to help others to successfully complete their work activities.	1	2	3	4	5
16. I put the welfare of others before my personal welfare.	1	2	3	4	5
17. I am willing to sacrifice my personal interests for the good of others.	1	2	3	4	5

Question	Strongly Disagree (1)	Disagree (2)	Neither Agree nor Disagree (3)	Agree (4)	Strongly Agree (5)
18. I put my personal goals as secondary to the goals of others I work with as a leader.	1	2	3	4	5
19. I try to take care of others I work with as a leader before I take care of myself.	1	2	3	4	5
20. I believe that the good of the whole (e.g., team, organization, community) is more important than the good of me as an individual.	1	2	3	4	5
21. I try to give positive feedback to others regarding their work activities.	1	2	3	4	5
22. I emphasize the positive aspects of the work activities of others when interacting with them.	1	2	3	4	5
23. I look for ways to recognize others in some way when they perform their work activities especially well.	1	2	3	4	5
24. I take the time to tell others how much I appreciate what they do with their work activities.	1	2	3	4	5
25. I try to do little things to make the people I interact with feel good about themselves.	1	2	3	4	5
26. I try to be a good role model for others in terms how I act as a leader.	1	2	3	4	5

Question	Strongly Disagree (1)	Disagree (2)	Neither Agree nor Disagree (3)	Agree (4)	Strongly Agree (5)
27. I practice what I preach in terms how I act as a leader.	1	2	3	4	5
28. I am committed to "walking the talk" in terms of how I act as a leader.	1	2	3	4	5
29. I do not expect others to do anything that I would not do myself.	1	2	3	4	5
30. I try to show others what the meaning of good leadership is through my actions.	1	2	3	4	5

### Demographic Questions

31. Gender: \_\_\_\_\_  
Male \_\_\_\_\_  
Female \_\_\_\_\_  
Other \_\_\_\_\_
32. Age: \_\_\_\_\_ years
33. Major: \_\_\_\_\_  
Management \_\_\_\_\_  
HR \_\_\_\_\_  
Entrepreneurship \_\_\_\_\_  
Marketing \_\_\_\_\_  
Finance \_\_\_\_\_  
Operations (OTM) \_\_\_\_\_  
Supply Chain \_\_\_\_\_  
Real Estate \_\_\_\_\_  
Accounting \_\_\_\_\_  
Risk Management \_\_\_\_\_  
Non-Business \_\_\_\_\_

## Part II: Open-Ended Questions about Positive Leadership

## Directions

Please answer the questions below. Be as specific and thorough as possible with your responses.

34. Suppose that you were hired by your university as a student coach/facilitator for a course for incoming freshman on positive leadership. Identify and discuss three key things that you will emphasize to your students in terms of how they can become positive leaders if they join a student organization on campus. Be specific.
35. Suppose that you were hired by your university as a student coach/facilitator for a course for incoming freshman on positive leadership. Identify and discuss three key things that you would emphasize to your students in terms of how they can become positive leaders in their involvement in group projects that they will encounter during their next four years as a student.
36. Based on your experience at your university, describe one situation that you observed or experienced in which you feel that an individual acted as an effective positive leader. This can be a fellow student, professor, administrator, advisor, coworker/immediate supervisor, internship/job, etc. Which behavior(s) did this leader engage in to be an effective positive leader in this situation? What impact did this positive leader have on others? Please be as specific and thorough as possible.

37. Conduct a Google search and find one article or website that describes someone who you feel, as a college student, is a strong positive leader. This positive leader can be someone from any type of work or activity, not just business. Provide a short description of what this person does to be a strong positive leader and his/her impact on others as a leader. Be specific. Also, be sure to include the name and link to the article/site you selected.

THANK YOU!