



## Training Concept: Leadership

A strong recruitment counselor training program should begin by providing participants the opportunity to explore and develop their leadership skills. Throughout the training, recruitment counselors should discover their own leadership voice as a result. This section provides many resources you can use to train recruitment counselors in the area of leadership. In turn, recruitment counselors can use many of these activities with their PNM groups.

To begin, choose several icebreakers and team-building activities that allow the recruitment counselor team members to get to know themselves and one another better. Finish the leadership-based training with the components: “Developing Your Leadership Voice” and “Leading a Small Group.”

### Icebreakers

Icebreakers are some of the best ways to find out more about people, especially when you are working to create a new team. These activities should be fun but also provide an opportunity to learn more about one another. If your team consists of many people who haven’t met before, you should start with some sort of name game to help team members begin to memorize one another’s names.

Included are four examples of icebreakers. For more activity ideas, consult your fraternity/sorority advisor or your leadership office on campus.

### Best or Worst

#### Materials

- Pens/pencils (enough for each participant)
- Quarter sheets of paper (enough for each participant)
- Bowl, size of a salad bowl

#### Instructions

- Break into small groups of 10 or fewer participants.
- Have each participant write one “worst question” and one “best question” that she wants to know about the group on her quarter sheet of paper. (Examples: What is the worst food you have ever eaten? What is the worst injury you have ever had? What is the worst present you have ever received? What is the best trip you’ve ever been on? What is the best text message you have ever received? What is your best sorority memory?) Remind the group these questions will be answered aloud, so questions should be appropriate. Once a participant is finished writing both questions, have her fold her paper in half and drop it into the bowl.
- Once all papers are in the bowl, each participant selects one paper and then answers the questions on the sheet she’s picked, including sharing brief stories as applicable. If a participant draws her own sheet that is fine — she simply gets to answer those questions.



### Reflection questions

- What was the purpose of this activity?
- What is something new you learned about someone else in the group through this activity?
- Was this activity easy or difficult? Why?
- How could you use this activity with your PNM group?

### Beach Ball Toss

#### Materials

- Beach ball (one per 15 people) — with “get to know you” questions written all around the ball. Possible questions include:
  - What is the funniest movie you’ve ever seen?
  - Who is your role model and why?
  - What is one thing your sorority has taught you?
  - If you were a superhero, what powers would you have?
  - Who is the most famous person you’ve ever met?
  - If you had a theme song, what would it be and why?
  - How do you celebrate your birthday?
  - Why did you want to be a recruitment counselor?
  - What was the gift you will never forget receiving?
  - If you could go anywhere in the world, where would you go?
  - What is your favorite summer activity?
- Extra beach ball(s) in case one pops

#### Instructions

- Assemble participants in a large circle. If you have more than 15 participants, break them into smaller groups.
- Toss the beach ball to someone in the circle.
- Once the person catches the ball, she states her name and then reads out loud and answers the question closest to her right thumb. Once she has done that, she tosses the ball to another participant in the circle.
- If the same question keeps getting asked, have the participant answer one to the right, left, above or below of the question that continues to be repeated.
- Repeat this activity until all participants have answered at least one question.

### Reflection questions

- How did this activity help you learn more about other members of the recruitment counselor team?
- Was there something surprising you found out about someone? If so, what was that?
- If you did this activity with your PNM group, what could it teach you about the women?
- How would personal sharing like this help you in your PNM group?



## Shoelace Wrap

### Materials

- Two shoelace strings tied into one long string. If you have more than 15 participants, break them into smaller groups.

### Instructions

- Ask for a volunteer to begin. That participant takes the shoelace and wraps it once around her index and middle fingers. Upon doing so, she tells the group something about herself.
- She then wraps the shoelace around her fingers again, stating a new fact about herself each time until the shoelace is completely wound around her fingers.
- Next, she unwraps the shoelace and passes it on to another participant, who completes the activity in the same way, until the string has no room to keep wrapping.
- Repeat until every participant has wrapped the shoelace around her fingers.

### Reflection questions

- How did this activity make you feel?
- Who didn't you know before and now have something in common with?
- How is this activity similar to/different from the recruitment experience?
- What other variations on this activity could you implement in the future?

## I'm a Panhellenic woman. You're a Panhellenic woman if ...

### Materials

- Enough chairs for all participants, except one, to sit in a circle

### Instructions

- Place all chairs in a circle. All participants sit in the circle except one, who begins the activity by standing in the middle of the circle.
- The woman in the middle of the circle thinks of a fun fact she believes others will have in common with her.
- She then states: "I'm a Panhellenic woman. You're a Panhellenic woman if \_\_\_\_\_" [she cites the fun fact].
- Those in the circle who have that fun fact in common, must leave where they are sitting and run to an open chair (provided more than one participant has that fact in common with the woman in the middle) at least two chairs away from the chair she started in.
- The participant who is left without a chair goes to the middle and states a new fun fact she thinks others will have in common with her.
- Repeat until all participants have been in the middle.

### Reflection questions

- Why do you think we participated in this activity?
- How could this activity help our chapters, especially during competitive times like recruitment?
- When would be a good time to do this activity with your PNM group?



- What other commonalities do all Panhellenic women have that were not cited in the activity?

### How Do I Facilitate a Good Icebreaker?

- Be prepared: Rehearse your icebreakers more than once, considering time constraints; have all the necessary materials; have multiple ice breakers ready to implement depending on the group's needs.
- Have a good attitude: Be enthusiastic. If you are not having fun, neither will participants. Begin the ice breaker by being willing to go first to model the activity.
- Be aware of the setting/ audience: Ask yourself: Is this ice breaker appropriate for this group? Is everyone in the group capable of completing this activity? Is there enough space to complete this activity?
- Work with the group: If the group seems restless, do an activity that requires people to move. If participants are tired, do an activity that requires them to sit. Work with the personality of the group; if an activity isn't working, simply move on. If possible sit in a circle or another way that allows everyone in the group to see everyone else. This encourages participation and helps everyone feel included.

### Team-building Activities

Use these activities after the recruitment counselor team feels a sense of togetherness. The purpose of team-building activities is to develop problem-solving and critical-thinking skills while developing a cohesive team. Being a recruitment counselor is a difficult job. If the recruitment counselors view each other as teammates, they can coach one another through challenging conversations and experiences.

Recruitment counselors should facilitate team-building activities with their PNM groups. This can develop a sense of belonging and showcase a little bit of what Panhellenic membership can bring. The more connected the PNMs are to one another and the process, the higher the chance they will continue through the duration of recruitment.

Each team-building activity below is a sample of the type of activities to use with your recruitment team. For additional ideas, consult your fraternity/sorority advisor or your leadership office on campus.

### Worries in a hat

#### Materials

- Pens/pencils (enough for each participant)
- Half-sheets of paper (enough for each participant)
- Hat (or other object big enough to collect all sheets of paper and mix them up)

#### Instructions

- Each participant anonymously writes her biggest worry/ fear about being a member of the recruitment counselor team. Encourage the women to be specific and honest without giving away whose fear is whose. Once everyone is finished writing, they fold their paper in half and drop it into the hat.
- Shuffle the paper in the hat, and then have each person pick a worry/fear and read it out loud.
- Continue to process the activity by reviewing the reflection questions below.



### Reflection questions

- What were some of the common worries/fears expressed by the recruitment counselor team?
- How can the recruitment counselors work together to manage or help prevent these worries/fears from becoming a reality?
- What are some worries/fears the recruitment counselors envision PNMs will have?
- How can the recruitment counselors work together to manage or help prevent PNMs' worries/fears from becoming a reality?

### Pile Up

#### Materials

- Standard king-size sheet
- This activity is best done when the entire recruitment counselor team completes it as one group.
- Depending on the number of participants, you might need more sheets if everyone can't fit around a single sheet before it is folded.

#### Instructions

- Spread the sheet on the ground with the entire recruitment counselor team standing around it.
- Each participant must get at least one foot on the sheet. Once the team accomplishes that, ask everyone to step off the sheet. Fold the sheet in half and have the team try again.
- Repeat this until all the recruitment counselors can no longer get one foot on the sheet. Challenge them to think creatively each time its folded.

### Reflection questions

- How did the activity feel to each of you? What was easy? What was challenging?
- How does this activity parallel recruitment, specifically the PNM experience?
- How did you decide when to give up on attempting to get everyone on the sheet? How might this same decision be translated in recruitment?
- How can you counsel a PNM when faced with a challenge like this during recruitment?

### Eyes, Mouth, Body

#### Materials

- Rope, tape or string large enough to create an 80-square-foot area
- 10 squeaky toys in various sizes
- One blindfold

#### Instructions

- Ask for two volunteers, one to wear a blindfold and one to give directions. The blindfolded participant faces the roped-off area, and the other participant has her back to the roped-off area. Lay the squeaky toys sporadically throughout the roped-off area.
- Share with the remaining participants that their task is to provide nonverbal instructions to the participant facing them, who will then verbally guide the blindfolded person through the roped-off area. The goal is for



the blindfolded person to walk through the roped-off area from one side to another without stepping out of the roped-off area or on any squeaky toys in the process.

- If the blindfolded person steps out of the roped-off area or on any squeaky toys, she must start again.
- Allow each recruitment counselor to take a turn at each position (blindfolded, only able to speak, only able to see/provide nonverbal instructions).
- If necessary, rearrange the squeaky toys after each participant takes a turn in the roped-off area.

#### Reflection questions

- How engaged were you as a participant in each position?
- Which position was the most challenging to be in? Why?
- How does this activity relate to recruitment as a whole?
- How can you relate each position to people/situations during recruitment?

### Agree/Disagree

#### Materials

- Two signs, one reading “Agree” and one reading “Disagree”
- Masking tape

#### Instructions

- Post the “Agree” sign on one side of the room and the “Disagree” sign on the opposite side.
- Gather all participants in the middle of the room. Explain that the facilitator will read a statement about leadership, and each participant — without conversing with others — will move to the side of the room indicating whether she agrees or disagrees with the statement.
- After each participant has moved to one side of the room or the other, allow for the opportunity to pause and discuss the women’s stances on the statement and how it reflects their values and correlates to the sorority community.

#### Leadership statements

- Leaders are born, not made.
- Leadership can be done by anyone, not just by people who are designated as leaders.
- The role of the leader is to serve others and empower them to become leaders themselves.
- The task of the leader is to get her people from where they are to where they have not been.
- Leadership should be born out of the understanding of the needs of those who would be affected by it.
- The leader has to be practical and a realist, yet must talk the language of the visionary and the idealist.
- The very essence of leadership is its purpose. And the purpose of leadership is to accomplish a task.
- The first responsibility of a leader is to define reality. The last is to say thank you.
- The real leader has no need to lead — she is content to point the way.
- All great leaders have one characteristic in common: the willingness to confront unequivocally the major anxiety of their people at the time.
- To be able to lead others, a woman must be willing to go forward alone.



- She who cannot obey cannot command.
- Leadership and learning are indispensable to each other.

#### Reflection questions

- How do you think these statements and your reactions relate to your recruitment counselor role?
- How do you think leadership will be important in your role?
- How do you define leadership?
- What qualities do you think are important to a leader?

#### Challenge by Choice

Remember, the purpose of these activities is to build unity, not alienate participants, so each activity is a “challenge by choice.” If a woman does not feel comfortable participating for any reason, she should not be required to do so. When sharing the “challenge by choice” philosophy, make sure to also encourage the women to participate as much as possible. Explain all activities are meant to create a stronger recruitment team, and although the exercises might sometimes feel a bit outside someone’s comfort zone, she should be willing to push herself for the betterment of the team and her own personal development.

#### Developing Your Leadership Voice

Leadership is not just for those who carry a title; everyone has the potential and capability to lead. Leadership is about action, relationships, values and integrity. We expect recruitment counselors to exhibit leadership during the recruitment process and beyond.

Throughout the recruitment counselor training program, each woman will start to identify, develop and tweak her own leadership voice. This should happen in formal training sessions such as these as well as in the individual and group tasks and conversations facilitated during recruitment.

To get recruitment counselors thinking about their own leadership voices, consider introducing the five leadership practices as identified by James Kouzes and Barry Posner in “The Student Leadership Challenge.” These practices can help frame a conversation with recruitment counselors about the value of leadership and the importance of continuing to develop leadership skills throughout their lifetimes. As you explain and explore these practices, keep in mind everyone likely exhibits some behaviors that relate to each practice. The key is to learn about practices that are not as familiar.

According to Kouzes and Posner, exemplary leaders demonstrate five practices. They:

1. Challenge the process: True leaders are pioneers: those willing to step into the unknown to challenge the status quo and in turn create new or unique ways of accomplishing goals. Leaders constantly search for ways to make things better than their current state — opportunities to innovate, grow and improve through experimentation and risk taking. They are comfortable with change, knowing that accepting a challenge such as change can often help them be the best leaders they can be. Leaders learn from their mistakes and their successes and allow others to ask, “What can we learn from this?”



In the recruitment setting, this behavior is easily seen when recruitment counselors look for ways to improve the recruitment process, including challenging areas that “have always been done this way.” They ask PNMs to look beyond stereotypes and “what is cool” to see what they can offer different Panhellenic chapters on campus.

2. Enable others to act: Leaders know true leadership is a team effort. Leaders who accomplish the extraordinary do so through teamwork, trust and empowerment of those around them. They know how important it is to involve everyone in the process, strengthening not only themselves but also others at the same time. Leaders foster relationships and value collaboration to cause everything to function at its highest level.

In the recruitment setting, this behavior can easily be seen by those who have a strong relationship with the team and can continue to remind their fellow recruitment counselors and the PNMs in their group why they are participating in recruitment, motivating them along the way.

3. Encourage the heart: Leaders create a culture where individual contributions are recognized and appreciated. They genuinely care about others and create a space where victories are celebrated. This encouragement creates an authentic team spirit and motivates everyone to continue to act in ways that align with a group’s values and goals.

In the recruitment setting, this behavior causes all the focus to be put on the positive aspects of being a member of a sorority. Recruitment counselors with a natural knack in this practice will easily provide strong encouragement to all PNMs.

4. Inspire a shared vision: Leaders can easily envision an exciting future full of endless possibilities. They have a clear vision and can easily articulate how their dream for the future is for the betterment of all. That future inspires not only them but also those around them, compelling all to make a difference.

In the recruitment setting, those expressing this behavior have a high ideal of what it means to be a sorority member and of the possibilities the sorority experience can provide. They can easily and clearly help PNMs envision their future as sorority members and leaders.

5. Model the way: Leaders know that actions speak louder than words, so they not only talk the talk, but they also walk the walk. They are clear about their values and the values of the organization and act in a way that exemplifies both. They set the example of how to behave daily and are consistent in their behavior, easily earning others’ respect. Leaders set the example for others to follow.

In the recruitment setting, women expressing this behavior can easily articulate their own values as well as those of the Panhellenic community. Those values are clearly seen in their actions as they continue to impress on others the importance of high standards.

Adapted from “The Student Leadership Challenge,” [studentleadershipchallenge.com](http://studentleadershipchallenge.com)





After discussing the five practices, use these reflection questions to dig deeper:

- How do you think each leadership practice will serve you as a recruitment counselor?
- All practices are necessary when leading your group. If you're not comfortable or strong in one, what should you do?
- How does this relate to you and your recruitment counselor partner working together to lead your PNM group?

### Personality/Strengths Assessments

Another good way to help recruitment counselors develop their own leadership voice is by asking them to participate in a personality/strengths assessment. There are many inventories/ assessments available, including the Leadership Practice Inventory, the Myers-Briggs Type Indicator®, Clifton StrengthsFinder® and the DiSC® assessment.

### Leading a Small Group

Now that the recruitment counselors have gone through a basic leadership development education, it is their turn to be the role models and lead a small group of PNMs. Just as the recruitment counselor training started with get-to-know-you activities, so should their interactions with their PNM groups.

Encourage them to use their strengths as leaders to guide these women through the hectic and exciting time of recruitment.

Share these tips on successfully leading a small group with the recruitment counselors:

- Communicate – “It is better to overcommunicate than under communicate. Don't be afraid to repeat yourself to get the important messages across and make sure everyone is on the same page.”
- Confidence – “Your training has taught you everything you need to know to pass along to the PNMs.”
- Create a safe environment – “Creating a safe environment for PNMs to share is critical from the beginning. Remember to be as inclusive as possible at all times, and make sure everyone has the chance to participate and feels comfortable sharing.”
- Develop meaningful relationships – “You will become a confidant for a PNM group, and getting to know these women will help you better counsel them through the recruitment process.”
- Have fun – “Recruitment is stressful, but find ways to enjoy the experience. The more you can be happy and cheerful, the more relief PNMs will have about the recruitment process.”
- Hone your listening skills – “What PNMs aren't saying may be just as important as what they are saying. Make sure you pay attention to their nonverbals.”
- It's not about you – “Although your job is critical to the success of recruitment, the PNMs' experience — not yours — is the most important one and the one to focus on.”