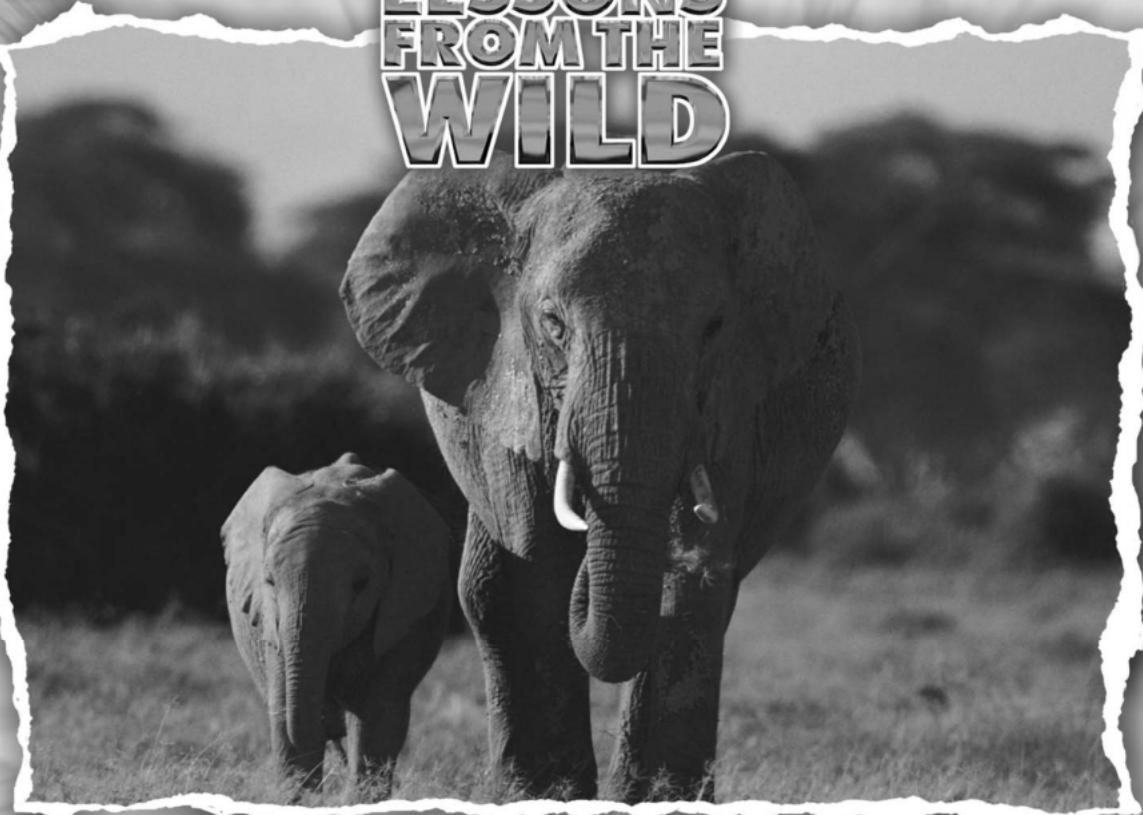


FACILITATOR'S GUIDE

*leadership styles*

LESSONS  
FROM THE  
WILD



# TUSKS or FANGS?

produced & distributed by

Steuart  
Pennington

LEARNING  
RESOURCES  
*Lifts you up where you belong!*

LONDOLOZI  
*Productions*

*facilitator's guide*

## Acknowledgements

This series has been developed as a Joint Venture comprising Londolzi Productions, Steuart Pennington, and Learning Resources. Londolzi Productions have supplied the Wildlife footage; Steuart Pennington has compiled the Management Themes, Workbooks and Scripts and Learning Resources are responsible for distribution.

The final product is a combination of the efforts of Oloff Berg (Production manager), Lorinda Ellis (Marketing), Wilson Main (Scripts), Ricky Robinson (Distribution) and Steuart Pennington (Series Concept).

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## LEARNING OUTCOMES



*“Leadership is about giving direction and establishing values, in a manner that enables the organisation to become the benchmark of excellence”*

After completion of this programme, learners will be able to:

- Understand and define the characteristics of Leadership
- Assess themselves and their company regarding their approach to Leadership
- Identify and use opportunities for improving Leadership capability within their Company
- Compare their Leadership capability with the Leadership characteristics of World-Class practice
- Create and apply a workplace action plan to improve Leadership Capability within their company

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## NOTE TO THE FACILITATOR

This lesson in the “**Lessons from the Wild**” video series is intended to teach the importance of “Leadership” in a business environment.

Use this Facilitator’s Guide, together with the video and Delegate’s Workbook, to assist the delegate to learn the maximum from the lesson.

The Facilitator’s Guide and Delegate’s Workbook have been designed to compliment the video, by providing both the facilitator and the delegate with a sound learning experience, incorporating the learning principles of Theory, Application, Practice and Evaluation.

*Enjoy the experience and have fun!*

# THE LION

## *Circumstances, Behaviours and Characteristics*



The lion is the chief predator in nearly all African terrestrial ecosystems. The ecological relationship it has with its prey is both fascinating and complex: the two have evolved together for millions of years in an evolutionary arms race with neither gaining the upper hand. It is an oversimplification to say that predators keep the number of prey animals in check; if anything, the reverse is true: the amount of available prey usually determines the number of predators. If the lion has nothing to prey on the lion suffers. Lions and other large carnivores are not easily able to overcome any

herbivore they find; they have to penetrate a solid defence system. So it is often the old, sick and the very young that are most likely to fall victim, due to the lion's unique ability to detect vulnerability.

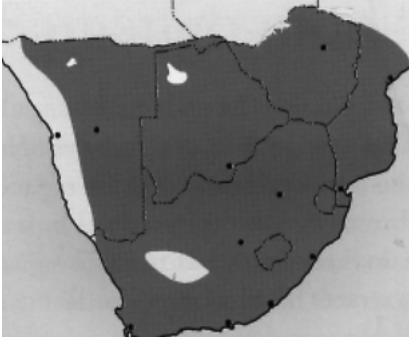
Lions hunt mainly under the cover of darkness. They stalk their prey carefully, using any available cover before launching themselves on a short chase of 100-200 metres. Lions cooperate when hunting which increases their chances of success. Some may even become specialists in certain aspects of the hunt. But despite this, research seems to reveal that the lion enjoys a more substantial daily food intake when hunting alone than in a group. Therefore cooperation does not appear to be a reason for the species' sociability. The members of a lion pride do not always stay together, but frequently split up into smaller sub-prides.

After living a low profile life for a few years, the young males reach their prime and become eligible to "own" a pride of females. To achieve this, they must sometimes challenge an established coalition of males, in an aggressive and possibly fatal confrontation. If they are successful, they will kill all cubs in the newly won pride. If the females lose their cubs, they immediately come on heat and mate with the new males. In this way the latter ensure that the pride they defend contains their own offspring and not those of their predecessor.

Contrary to what is often expressed, there is no dominance in a male coalition, or among the pride's females; all have equal access to food and mating opportunities. However, the males do dominate the females and have priority at feeding time. In fact it is not unusual for a female to catch a small prey animal, such as an Impala, only for a male to snatch it away and eat the entire carcass without sharing.

# THE LION

## *Distribution and Status*



In Africa, the lion is in danger of extinction and is only found in some of the larger conservation areas. The lion has recently been reintroduced into some smaller reserves in South Africa.

## **HABITAT**

The lion has a wide habitat tolerance, but is absent from rainforests and extreme arid areas. It is dependant on an adequate supply of large and medium sized prey.

## **SOUNDS**

The lion's roar is probably the most impressive sound of the African night. The lion also makes a variety of other sounds such as moaning, purring, growling and snarling. Small cubs are capable of emitting a surprisingly loud meow.

## **BREEDING BIOLOGY**

Non-seasonal. Females from a pride often synchronise births. Usually 1-4 cubs are born after a gestation period of 110 days. Females hide their cubs for the first six weeks of their lives and suckle each other's cubs. The cubs are suckled for more than 6 months, but do eat meat from about 10 weeks. Cubs depend on the pride until their 3<sup>rd</sup> year.

## **SOCIAL SYSTEM**

Social cats. Prides of 2-12 related adult females and their offspring. Males usually hold coalitions of 2-6 females.

# THE ELEPHANT

## *Circumstances, Behaviours and Characteristics*



Not only is it the largest land mammal, but it also occupies a special place in the heritage of Africa. Among the Nguni people (Zulu, Xhosa, Swazi, Tsonga) the Queen Mother bears the respected title of “Great She-Elephant”. The elephant has also been historically associated with kings. It is an animal, which has been respected, revered and even worshipped in some of the world’s cultures for many years.

Elephants undoubtedly have the capacity to transform habitats: the ring barking and felling of trees can change the woodlands or savannah, to open scrubland or even grasslands. The elephant can adjust to all climates.

The elephant is an animal with no enemies, except one; man. It is very seldom seen in violent encounters and when threatened can move quickly. The elephant is a very intelligent mammal, third to man and the dolphin, making it among the most intelligent mammals on earth. It holds the largest brain of any mammal. They display a remarkable capacity for learning, and it has been observed that they share their acquired knowledge and also pass it down from generation to generation. They have highly developed senses that provide a constant form of communication with their family.

The elephant is well equipped to gather its wide range of food. The sensitive trunk, containing some 50 000 muscles, can pluck individual flowers or fruits from trees, pick up fruits off the ground and strip leaves off a stem in one single sweep. The trunk is also used to pick grass, severing the stem and leaves cleanly, as if it were bitten off. The elephant plays a significant role in the germination of seeds from trees such as the marula, boabab, palms and some acacia species. The animals are also efficient transporters of seed from the parent tree to localities far away.

# THE ELEPHANT

*Circumstances, Behaviours and Characteristics (Continued)*



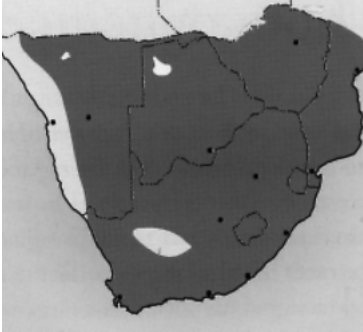
When feeding and stretching for something out of reach, the elephant displays its remarkable agility and breathtaking sense of balance. Many pre-conceived ideas would suggest that the elephant is a noisy creature when moving through the bush due to its 11-12 foot size, but the elephant is surprisingly gentle, stealthy and silent.

Among the elephants' other activities which have an ecological impact, is its habit of digging holes in riverbeds, which are then used by other species of wildlife. The enlargement of elephant wallows, into pans which hold rainwater, also influences the survival and behaviour of other animals.

The social behaviour of the species has been well studied. Relationships are paramount and constantly nurtured through communication and bonding. Of much interest to humans, is the close-knit family group. Calves grow close to all their relatives and there is a high level of social and physical contact and caring. The most respected elephant in a herd is the matriarch. She maintains order and harmony. The younger females act as "nannies" and spend much of their time looking after the calves in the group. It is not entirely surprising, therefore, to find that the African elephant, like man, grieves for its dead - a behaviour not known to other animals.

# THE ELEPHANT

## *Distribution and Status*



Since 1920, an estimated population of approximately 120 animals in 4 locations, has grown to nearly 10 000 animals at about 40 locations. Virtually all of the new elephant populations are derived from animals translocated from the Kruger National Park. It is common in northern Namibia and north-eastern Botswana, as well as north-western Zimbabwe and parts of northern Mozambique.

## HABITAT

Presently concentrated in savannah and woodland habitats, commonly known as “bushveld” or “lowveld”.

## SOUNDS

The elephant makes a range of sounds in various social contexts. It also communicates by infrasound calls which are inaudible to the human ear. Although its eyesight is poor, the elephant generally has sharp hearing.

## FOOD AND FEEDING

Herbivorous, feeding on a very wide range of plants and all the plant parts, including: leaves, fruits, flowers, stems, bark, bulbs, roots and wood. The ability of the elephant to uproot, fell, and break up trees and shrubs has a major impact on its habitat.

## BREEDING BIOLOGY

Not a seasonal breeder. Generally produces only one calf every 3-4 years. The gestation period is approximately 22 months and calves weigh about 100kg at birth. They are fully weaned at 18-24 months.

## SOCIAL SYSTEM

The basic social unit is the family group, which is led by a matriarch and consists of her female relatives and their respective offspring. Males leave the herd when they reach puberty and lead a bachelor existence in the company of other bulls.



## WORKSHOP CHECKLIST

Use this Checklist to ensure you have all that is required to conduct the Workshop.

Item	Yes
Video: <i>Tusks &amp; Fangs in your Business: Leadership Styles</i>	
Flipchart	
Koki pens - Chisel Point	
Prestik	
Delegate Pads & Pens	
Water	
Peppermints	
Coffee/Tea	
Biscuits	



## THE LEARNING EXPERIENCE

### **Video** Chapter 1

**Workshop:**  
What is leadership?

**Workshop:**  
Leadership and your team

**Workshop:**  
Leadership challenges

**Workshop:**  
Elephant or Lion?

**Workshop:**  
Leadership and organisational success: A model

**Workshop:**  
Team Assessment

Output Individual and Team Action Plans

**Conclusion**



## INTRODUCTION, OVERVIEW, PURPOSE & EXPECTATIONS

### **Activity 1: Introduction**

*Introduce yourself*

*Introduce the video series "Lessons from the Wild"*

*Welcome delegates to this lesson on "Leadership Styles"*

*Remind delegates to sit back, relax and enjoy the show!*

**Duration**

15 minutes

**Medium and/or Resource:**

- Facilitator
- Workbook Pg 4

### **Activity 2: Start**

- *Start the lesson by immediately playing the video: "Fangs or Tusks"- Part 1*

- *Stop the video when it says, "Lead like an elephant"*

**Duration**

16 minutes

**Medium and/or Resource:**

- Video Part 1

### **Activity 3: Ice Breaker**

*Team Quiz on Facts about Elephants and Lions.*

**Duration**

10 minutes

**Medium and/or Resource:**

- Facilitator