A Community Seeking a Leader

Rufus Clemmons

Beulah Heights University

Abstract

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When growing up as a child, one can often find a person who reflects or shares a memory of their life growing up in their community. It could be a memory of the school they attended, a parking lot often serving as the hangout spot, or a friend's home that was the mutual meeting place for everyone. Out of those conversations, there is always one person, sometimes a couple or few, that stands out as the leader to facilitate such gatherings. Whether the populations are a young or older group, communities tend to flock to those leadership qualities that draw the groups together subconsciously. These leaders are those that have the ability to implement organizations such as those often heard from past memories and reflections of old. The memories that many have shared through the interview process consist of individuals conversing about their community centers, such as the Y Club. It is during these conversations that the realization of missed opportunities, due to lack of community centers such as the Boys & Girls Club, have not allotted community members with the opportunity to join with others who may be separated due to far distance or the inability to get to "the other side of town." Lack of such resources may contribute to other issues that could possibly be avoided, such as gangs and other dividing factors if earlier communications and gatherings are provided, before those negatively affect the community. As a leader in the community, it is the desire to seek change by interviewing and surveying community stakeholders, community residents, both young and old, and community leaders in order to implement the proper services needed through a sought after community center or other facility that meets the needs of the people. The author will research what type of leadership style and traits would it take for the implementation of community projects (facilities) in a community. The author will conduct this research by interviewing both community residents and leaders in their own community.

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Chapter 1 Introduction to Leadership Needed for Community Based Research

Community-based participatory research … approach involves the researcher and the subjects to work together to drastically reduce the distance that separates them in more typical research studies. Instead of the researcher standing outside of the research, he or she interacts with the community participants to develop a research project that will answer their questions and address their practical concerns, not just to find answers to the researchers' questions. The research questions, the choice of specific methods, and the strategy of collecting information emerge from interaction and agreement between researcher and participants—it is their study, not a study owned by the researcher. (Garner & Scott, 2013, pg.5)

It is the author's belief that using the method that could help the community at large to determine what type of leaders it would take to implement community based projects such as facilities that would meet those needs. It is this author's belief that this community based approach method could help this community overlook the mishaps and mistakes, from those governing in the past, that hinder this community. It was several years ago that leaders of this community helped to bring a Boys & Girls Club and it was very successful. It provided the impact as actor and national representative for the Boys & Girls Club Denzel Washington speaks about in his community as a child growing up. According to Washington, "in my neighborhood the Boys Club was the center of everything. It was my whole world…it was where I learned how to play ball, where I learned how to focus and set my mind on a goal, where I learned about consequences, where I learned how to be a man" (Washington, 2006 pg. 10).

Unfortunately, because of leadership and poor management, the community lost its Boys & Girls Club and left a sense of resentment and disappointment toward its leaders. The Pike County Times online website was one of two local news outlets that reported it to the community, "Boys & Girls Clubs of West Georgia's Pike County Unit will close its operation on

September 30, 2013, following five years of service to the Pike County community. This closing

comes as the result of recent funding cuts to the club of $50,000…This is definitely not an easy

decision to make for our organization, said Bart McFadden, the organization's executive director.

However, the recent cuts to our funding for the upcoming year make it unsustainable for us to

continue to operate this location." In order to renew the trust of the community and restore the

services and type of facility that was essential to this community, it is going to take more

innovative ways of strategic planning as well the right style of leadership to make it happen.

"Everything rises or falls on leadership" (Borek, Lovett, & Towns, p. 5).

One way the author believes it would take to determine whether that leadership rise or

fall is to find those leaders that have the leadership styles that best suit the community and are

able to carry out those community projects. "Leadership styles are the approaches used to

motivate followers. Leadership is not a one sized fit all phenomenon. Leadership styles should be

selected and adapted to fit organizations, situations, groups, and individuals. It is thus used to

possess a thorough understanding of the different styles as such knowledge increases the tools

available to lead effectively" (Amanchukwu, Stanley, Ololube, 2015, pg. 10)

It is important that the leaders who are needed to spearhead these community projects

possess the appropriate leadership traits. "…leadership is thought of as a trait. A trait is

distinguishing quality of an individual, which is often inherited. Defining leadership as a trait

means that each individual brings to the table certain qualities that influence the way he or she

leads" (Northouse, 2015, pg. 4)

Functioning Purpose of a Community Development

"The concrete benefits of community development, such as employment and

infrastructure, come through local people changing attitudes, mobilising existing

skills, improving networks, thinking differently about problems, and using community

assets in new ways. Community development improves the situation of a community,

not just economically, but also as a strong functioning community in itself" (Cavaye, .

In researching answers to the research question, one also must understand that it is very

important that the community know of the leaders it will take to address the community the

reason or function of their purpose. While Cavaye mention there is no recipe for the process of

community development, he state there are a set of key principles guide that serve as a flexible

process of engagement and action to follow. In relation to this research, some mention by Cavaye

were as follow on page 5:

· Community ownership/involvement – the community makes and implements

decisions, and the community's initiative and leadership is the source of change,

· People build motivation and community capacity through participation and active

involvement in decision-making and implementation,

· Inclusiveness – all citizens should be given an equal opportunity to be involved.

Effort is required to encourage diverse sectors of the community to participate.

If the community function on this level, it is this author's belief it will help the community

determine the type of leaders along with their leadership style and traits is needed to implement

community projects (facilities) to create more resources for their community to utilize.

If a facility is needed, it should this author's belief should be a place where the youth can

thrive and have the resources there to make them great leaders too. The community establishing

a facility within it also could be essential to the adults by providing leisure activities such as

basketball, volleyball, racquetball, or a place for funerals and weddings. It also could benefit the

leaders themselves because it could serve as a place to hold special events or business meetings,

conferences, trainings, or conventions.

"Conducting dissemination as a dialogue with community members involves an investment of time and resources, but it can lead to understanding of findings that is well-grounded in community perspectives and their implications for existing and new community-based services. In addition, this type of dissemination can strengthen community–academic partnerships, which builds 1) community trust in research and 2) researchers' understanding of community concerns…" (McDavitt, Bogart, Mutchler, Wagner, Green Jr, Lawrence, Mutepfa, & Nogg, 2016).

Identifying Dividing Factors amongst Community Residents

If the leaders are going to lead the community and its residents by overseeing projects or researching the needs of the community, then it is important for leaders to recognize their leadership styles and traits. In turn, they should also know who they are as an individual in order to evaluate themselves and conclude whether or not they are the appropriate fit for the task. It is very important for them to understand how to identify dividing factors among the community residents by being able to effectively communicate. Such a leader is now aware of what determinants and procedures are needed to start the process and before the researcher shares the findings with the participants, this leader is going to be challenged in determining what specific tasks they were going to give each committee participant to research.

If the leader is able to achieve this with residents, it can identify their leadership and builds a relationship with the residents or followers. A leader can determine how their leadership matches that of its followers by using the leader-member exchange theory. "The major premise of this theory is that a leader should create a special relationship with each follower. An effective leader has a high-quality relationship with all group members; this results in out-group members becoming a part of the larger group" (Northouse, 2015, pg. 208).

Leaders not only need to have the ability to communicate, but also be able to recognize and identify the appropriate leadership style needed to spearhead the research. Once that has been established, leaders can make it known to the residents who is responsible for what part of the research and how it was determined based on their expertise or knowledge, and also their leadership abilities, and the traits and styles that go along with them to carry out the project or research. While the leaders are distinguished in certain areas based on these assumptions, they have one that oversees all of it and one the residents hold accountable. It is the author's belief that the leader resembles the democratic leadership style.

"Democratic leaders treat subordinates a fully capable of doing work on their own…In essence, they see themselves as guide rather than as directors" (Northouse, 2015, pg. 91). It is this type of leader and leadership style that show a leader that possess the trait of confidence. They show the confidence in those leaders to lead in their respective area and it can build trust within those leaders too and for them to seek more opportunities for them to lead. "Taking on leadership roles, even minor ones on committees or through volunteer activities, provides practice for being a leader. Building one leadership activity on another can increase confidence for more demanding roles. Those who accept opportunities practice leadership will experience increased confidence in their leadership abilities" (Northouse, 2015, pg. 24).

The leaders for this research could be seen in regards to the city administrator or city official that could oversee finding land areas that are zoned or can be zoned to for the project. The County Manager or Commissioner could help determine what it would take if a SPLOST is needed and what items could be taxed. A representative from the recreation department can explain determine what type or design of facility could be beneficial to the community. A bank representative could help review over financial information in regards of a lender along with

other funds with the members of the Development Authority. Pastor could talk with their members about the type of facility that would benefit the church spectrum.

Funding is also another factor that leaders would need the ability to identify and how it could divide a community. Leaders need to share and explain to how funds will be raised and spent to carry out projects and if a facility or a community center is what the leaders seeks out to bring to the community on the request of the community. Leaders not only have to take in account these factors, but also they must explain to the community how it would be sustained.

"Successful community centers are built and maintained because there is strong community support for the facility and services it houses…Once the facility is in operation, frequent community use and support for the center and the services it houses are the key to keeping it going, particularly for facilities that are subsidized or funded by the community" (Agnew & Beck, 2013 pg.10).

Leaders that handle the management of funds often view to this author as a "cut and drive person" because they make it known they are in charge of those funds as they are design and wanted done the way they see fit. "The authoritarian leaders need to control subordinates and what they do" (Northouse, 2015, pg. 90). It is the author's belief that often these authoritarian leaders are very intelligent because of their great knowledge and attentiveness of knowing how to place those funds in the area needed to carry out the project or task. "Intelligent leaders are well informed. They are aware of what is going on around them and understand the job that needs to be done" (Northouse, 2015, pg. 23).

In avoiding or identifying dividing factors amongst Community residents, leaders must be aware how the lack of communication can cause division among all parties. The leaders as they research need to ensure all the participants and community residents are aware of all the

research and have a say in it. If not it not only cause division, but also create ethical concerns.

"The relationship and intimacy that is established between the researchers and participants in qualitative studies can raise a range of different ethical concerns… Ethically challenging situations may emerge if researchers have to deal with contradicting issues and choose between different methodological strategies in conflict arises. In such cases, disagreements among different components such as participants, researchers, researchers' discipline, the funding body and the society may be inevitable." (Sanjari, Bahramnezhad, Fomani, Shoghi, & Cheraghi, 2014)

The lack of the communication among leaders often is viewed by the author as a leader that choose not to be engaged with only other leaders, but also with the followers. It is not a leader in this author's eyes that could be seen as an effective leader especially in leading a community and its leadership style could be viewed as a laissez-faire leadership style. "… laissez-faire leadership means the leader takes a 'hands-off, let it ride attitude toward followers. These leaders recognize subordinates but are very laid back and make not attempt to influence their activities" (Northouse, 2015 pg. 92).

While a laissez-faire leadership style leader looks like it could cause division, one could suggest if that leader had the trait of determination. The leader could avoid division and possibly become the effective leader that the community need to implement projects by showing sometimes a little urgency or dominance. "Being determined includes showing dominance at times, especially in situation where others need direction" (Northouse, 2015, pg. 25).

The leaders need to consider all these factors to avoid any kind of division among their Community Residents, because it can lead to all sorts of challenges for one's community between the leaders that are researching new opportunities for the community. The leaders can

cause stress among themselves as well as the community residents, so this author finds it important to make sure the community understands and have clarity on everything that is being done and how it is being done.

According to (Sanjari, Bahramnezhad, Fomani, Shoghi, & Cheraghi, 2014), "the principle of informed consent stresses the researcher's responsibility to completely inform participants of different aspects of the research in comprehensible language. Clarifications need to include the following issues: the nature of the study, the participants' potential role, the identity of the researcher and the financing body, the objective of the research, and how the results will be published and used."

How Does a Leader Unite a Divided Community through a Facility?

When community residents and leaders recognize those factors that causes division in their community and address them, it is this author's belief that is also should be address with the teen youth. If those items are address with the youth, it could avoid them potentially having those same issues as well prepare them in their role as leaders in the community. In developing those youth to become leaders, the author believes they have to have a place to go and learn of those roles, a place that can help develop their own leadership styles, and recognize their leadership trait. One could establish this in one central place or a facility that has been develop by the community not only to enhance their abilities, but also them along with the adults.

It is this author's belief that not only a facility would be important to the youth, but also the adults that it takes to make up that community. A facility could provide many things for the community, but most important it could be a place to hold such events as a forum or town hall with their leaders. It would give them one local as well the leader to meet with the residents to share plans and upcoming development within the community. The bottom line that the author's

believe is important that the residents and the leaders be on one accord or together on whatever needed to be implemented within their community.

Leading a Community to Unity through Provided Community Resources

In order for leaders to be effective, it is important that the leaders to have an on-going and productive relationship with all those in the community to help determine what is needed in the community. The leaders can keep unity with the community and provide them with community resources by doing surveys to see the things they are interested in seeing within their community. If the author finds out in their research that community residents would like a community center by doing surveys, leaders can take note as the community did in Hickman. In his article, *Community eager to make use of new Hickman Community Center*, Nicholas Bergin mentions "the new community center got its start with a 2011 strategic planning survey. Residents of the 2,000- person town listed it as the community's top need."

It is also important that leaders are aware of this and are able to analyze the surveys, so they can come back and provide the community with the options and resources that are available to them such as a facility. A leader that takes the time to analyze items such as surveys to get ideas on the kind of resources the community is seeking and possibly take into consideration of those options shows great leadership skills. The leader taking the time to do these things and using them as possible options is seen to the author as an Authentic leader because of them being fair. Processing or Be Fair-Minded is one of four components Psychologist Ronald E. Riggio mention as being an authentic leader too. "An effective authentic leader solicits opposing viewpoints and considers all options before choosing a course of action. There is no impulsive action or "hidden agendas"–plans are well thought out and openly discussed" (Riggio, 2014)

The options that may be included and can be discussed with the community in regards of a facility, but not limited are through such things as Special Purpose Local Option Sales Tax (SPLOST), USDA Rural Development Loans, and Community Facilities Direct Loan & Grant Program. Leaders must have the ability to distinguish if any of these are options by researching the pros and cons of each of them. If the leaders would research the pros and cons of doing a SPLOST, leaders can take an account of how it was done in the community of Hickman.

According to Bergin's article, "More than 60 percent of Hickman voters in March 2014 approved a 1.5 percent sales tax, which the community used to leverage 3.6 million low interest USDA Rural Development loan." While this method worked for the Hickman community, leaders must have the ability to know how to analyze and understand what work for one community may not work for their own community because of the challenges that come with doing it. In James Monacell's article entitled *Overview of Special Purpose Local Option Sales Tax (SPLOST) and Related Financing* is a slow process. The article states, "SPLOST funding is inherently slow, as the 1% tax will be collected over the several years for which the tax is imposed. Since as a general matter construction of a project cannot be contracted for until monies for that purpose are available, taxpayers may be disappointed to not see the project they voted to fund until years after the SPLOST election."

When the community of Hickman built their facility, it also used loans to secure the development of it. It is important as leaders as they analyze and understand the options of a SPLOST they have the ability to know how to read and understand the background of getting loans. In having this ability, it is just as important for them to understand it and be able to provide clarity it to all members of the community so all know what is required and will be ask upon them to pay it back.

Community Facilities Direct states, "this program provides affordable funding to develop essential community facilities in rural areas. An essential community facility is defined as a facility that provides an essential service to the local community for the orderly development of the community in a primarily rural area…" The website also explains those who are eligible are "rural areas including cities, villages, townships and towns including Federally Recognized Tribal Lands with no more than 20,000 residents according to the latest U.S. Census Data…"

Leaders have the abilities to know how to unify the community by reviewing the data, statistics, and community resource options that are available, because working together is what unification is all about. The leaders and the community can discuss and determine if any of these options are resources needed for their community. In this author's opinion, it could be so overwhelming in that many of those in the community would choose not to go through the hassle because they fear it could cost them in the long run. Leaders must have the ability to use their leadership style and traits to take the suggestions and ideas of the community to move to the next phase of the research to help them determine what is best for their community.

If the leaders and the community would decide to use these large funds to implement a community project such as getting a facility, it would be the author's belief best suited for a bureaucratic leader. "Bureaucratic leaders follow rules rigorously, and ensure that staff also follow procedures precisely. This is an appropriate leadership style for work involving…where large sums of money are involved" (Amanchukwu, Stanley, Ololube, 2015, pg. 10)

Interviewing and Surveying from All Involved Stakeholders

One-way the leaders can determine how to use those suggestions and ideas of those in the community is that leaders could do it through interviewing or surveying them along with others important to the research. It is this author's belief to best research the answer to the research question of this paper, it would be best to do so first by conducting interviews. In those efforts to

gather ideas from all stakeholders, it would be beneficial to do so by interviewing several

residents that include members of the community of all ages starting with young adults who are

youth. Once those interviews are completed, it would be important for the leader to meet among

the community residents at large and gather surveys for review.

The leader could conduct these interviews/surveys by using interview methodology.

"Interview methodology is particularly useful for researchers who take a phenomenological

approach. That is, they are concerned with the way in which individuals interpret and assign

meaning to their social world. It is also commonly used in more open-ended inductive research

whereby the researcher observes specific patterns within the interview data, formulates

hypotheses to be explored with additional data, and finally develops theory" (Hamill, 2014).

It is the author's belief for a leader to carry out these efforts would have to be one that the

community respect, feel comfortable talking with and has their best interest at heart along with

the community at large. The leader also has to be able to relay the message to the community in a

sensitive and compelling way, so the community can understand the message the leaders are

seeking for the community through them. It is this author's belief this style of leadership would

need to resemble that of a charismatic leader.

"Charismatic leaders make extensive use of articulation and impression management

skills (Conger & Kanungo, 1987). These leaders are persuasive and use image-building

techniques to imbue themselves with charisma (House, 1977); the use of rhetorical

strategies, is the key that "shapes the charismatic relationship" (Gardner & Avolio, 1998:

42). Charismatic leaders affect their followers through the message they deliver (Shamir

et al., 1993), which stems "from nonverbal and verbal influencing tactics that reify the

leader's vision" (Antonakis et al., 2011: 376). Charismatic leaders use specific strategies

in terms of what they say and how they say it. To create emotional links with their

followers charismatic leaders state their moral conviction, sort wrong from right,

communicate high and ambitious goals, as well as confidence that these can be achieved;

they do this using rich but simple descriptions that trigger a vivid vision (Antonakis et al.,

2011; Antonakis & House, 2002; House, 1977; House & Shamir, 1993; Shamir, Arthur, &

House, 1994; Shamir et al., 1993)." (Jacquart & Antonakis, 2013, pg. 8)

A Charismatic leadership style could not only set the foundation for carry

out the process of completing and analyzing the interviews before sharing them

with the people in a charismatic way. The leader having the traits of charisma

that goes along with such a leader, but also one that has the trait of sociability.

It could have a tremendous impact on the stakeholders by making them more

engaged and seek to help implement community projects with the leaders.

"Sociability refers to a leader's capacity to establish pleasant social

relationships. People want sociable leaders-leaders with whom they can get

along…Sociable leaders have good interpersonal skills and help to create

cooperative relationships within their work environments" (Northouse, 2015, pg.

26).

Terminology Needed for Understanding of Research

Leadership is one that the author views as being significantly important in leading any

project or group of people and to determine whether or not it was done successfully falls on the

traits of that leader. Peter G. Northouse mention in his book about research and studies being

done from the beginning of the 20th century to determine or identify what those key traits of

leadership make them effective. While Northouse gave some examples of some of those

findings, Northouse concluded by asking his own research question about what specific trait do

people need to be successful leaders. Northouse answer himself by stating the research pointed him to six key traits that included intelligence, confidence, charisma, determination, sociability, and integrity.

The author also believes in order to be a successful or effective leader, one must not only have key traits but also the right type of leadership style would be essential to the task as well the followers. Northouse also mention in his book about three leadership styles commonly observed with the Theory X and Theory Y and was a primary work of Lewin, Lippitt, and White. They were the leadership styles of authoritarian, democratic, and laissez-faire.

In reviewing Northouse of the six key traits and three leadership styles, the author found these traits and leadership styles to be significant to the author's own research. In regards of these six key traits and leadership styles, Northouse mentions are defined below to determine the answer of the author's research question (Northouse, p. 22-27, 90-92).

Intelligence includes having good language skills, perceptual skills, and reasoning ability. This combination of assets makes people good thinkers and makes them better leaders.

Confidence- They do not second-guess themselves, but rather move forward on projects with a clear vision. Confidence leaders feel a sense of certainty and believe that they are doing the right thing. Clearly, confidence is a trait that has to do with feeling positive about oneself and one's ability to succeed.

Charisma refers to a leader's special magnetic charm and appeal, and can have a huge effect on the leadership process. Charisma is a special personality characteristic that gives a leader the capacity to do extraordinary things. In particular, it gives the leader exceptional powers of influence.

Determination- determines leaders are very focused and attentive to tasks. They know where they are going and how they intend to get there. Determination is the decision to get the job done; it includes characteristics such as initiative, persistence, and drive. People with determination are willing to assert themselves, they are proactive, and they have the capacity to preserve in the face of obstacles.

Sociability refers to a leader's capacity to establish pleasant social relationships. People want sociable leaders-leaders with whom they can get along. Leaders who show sociability are friendly, outgoing, courteous, tactful, and diplomatic. They are sensitive to others' needs and show concern for their well-bell.

Integrity characterizes leaders who possess the qualities of honesty and trustworthiness. People who adhere to a strong set of principles and take responsibility for their actions are exhibiting integrity. Leaders with integrity inspire confidence in others because they can be trusted to do what they say they are going to do. They are loyal, dependable, and transparent.

Authoritarian Leadership Style –authoritarian leaders emphasize that they are in charge, exerting influence and control over group members. They determine tasks and procedures for group members but may remain aloof from participating in group discussions. Authoritarian leaders do not encourage communication among group members; instead, they prefer that communication be directed to them.

Democratic Leadership Style treat subordinates as fully capable of doing work on their own, rather than controlling subordinates, democratic leaders work with subordinates, trying hardtop treat everyone fairly, without putting themselves above subordinates. In essence, they see themselves as guides rather than as directors…Democratic leaders provide information, guidance, and suggestions, but do without giving orders and without applying pressure.

Laissez-Faire Leadership Style –laissez faire leaders ignore workers and their work motivation… Laissez-faire leadership will produce primarily negative outcomes. The major effect is that very little is accomplished under a laissez-faire leader. Because people are directionless and at a loss to know what to do, they tend to do nothing.

Relationship between Leadership and Community

It is so important that leaders have the ability and leadership style that brings harmony and a great relationship with their community. It could bring about so many important factors and decisions for the community that are in need and do it together. In this research to determine the type of leaders it will need to do community projects, it is important that they first establish a great relationship to avoid the past mistakes of the Boys & Girls Club. The leaders and the community want to develop a relationship that not only helps them bring the projects or necessary resources to their community, but also to sustain them. In developing a community project such as a facility, it is important that leaders and the community members develop a plan or basic model that works for them both.

Agnew & Beck who did a consulting paper for a company name the Foraker Group. The consulting paper discussed the basic model for a successful community center consisting of four main elements that include Capacity, Operations and Programming, Building and Site Design and Capital Financing that this research . It is these areas and the author's belief that leaders could use as a guide in developing their leadership, relationship with the community and possibly build a facility or doing some sort of community project that would be beneficial to the community.

If leaders and the community have a great relationship, utilizing the first component capacity is essential because the two sides can discuss and come to an agreement in which how

much and to what extent is needed for their community. It is this author's belief that the leader

has to have the awareness to know of the things that are coming and going in their community

such as the growth among population and businesses. If the leader has the awareness of these

things and communicate those things to the community, it can help them prepare for current

projects and most important help them take it in account for future projects.

The second main element mentioned by this group was Operations and Programming and

it speaks of the importance of the relationship between the leaders and the community. While the

leaders need to have the ability to lay out how things need to be operated and programed, they

have to have the ability to teach and show others in the community to do so and develop plans

that make it conducive and workable for all parties to sustain the project. "Successful

communities make sure the partnership will work for all parties through strategic partnerships

and by establishing a workable governance strategy once partners have committed to the project"

(Agnew & Beck., 2013, pg. 14).

In this author's opinion, leaders and community members can gain those relationships in

order to figure out such elements as operations and programming by working together within

such community organizations that are part of Georgia Family Connections. It is at these

meetings that many of the community partners work voluntarily on strategic teams to help

develop and come up with strategies and solutions to issues and problems that are of concern in

their community as well as the state. According to the Pike County Family Connection

homepage, "Pike County Family Connection collaborative serves as the local decision-making

body, bringing community partners together to develop, implement, and evaluate plans that

address the serious challenges facing Georgia's children and families."

The next component mentioned in this model was Building and Site Design. Leaders must have the ability to foresee how their community in the future and share it with that of the community. In those discussion of the future, they both can hear one another and in coming up with that one ideal look. It would help them determine as they research and develop community projects such as a community center, where and how it should look to bring out their community. "Locating the facility in the center of town contributes to the ongoing sustainability of the center. Successful centers tend to be social hubs: they are centrally located in the community; they host a variety of events and programming, and are staffed by people well-liked in the community. People visited the facilities as much to socialize with other community members as to utilize the services housed within them. Multiple examples benefitted from being located adjacent to a school." (Agnew et. al., 2013 pg. 14).

The last component in regards of a basic model for sustaining a successful community center was Capital Financing. It is this author's belief that it is very important that leaders have a great relationship with it community members when it comes to money. Leaders have to have ability or trait to ensure the members with confidence that the projects they bring to the community is not going bring about hardship to their community or them personally. "Successful communities established relationships with funding entities early in the process. Establishing close working relationships with representatives from funding organizations can help connect the community other funders and ensure that when plans change or challenges arise, that the funder will work with the community as a partner…" (Agnew et. al., 2013 pg.16).

All these components are essential and could be discussed more thoroughly as the leaders and community members continue to develop their relationships and working together to view all their options to determine what would be the best for their community. It is one decision that

this author views as a major need and needs to be discuss, so all options can be weighed before making a harsh decisions, but a decision they can do together in partnership and as a community. One major part the author would like to point out to the reader and for the purpose of this research is that a community first must have the right leaders so that they could carry out each of these components.

It is the author's belief that after reviewing each of these components, it would take a leader with the Democratic Leadership style. "Democratic leaders make the final decisions, but include team members in the decision-making process. They encourage creativity, and team members are often highly engaged in projects and decisions" (Amanchukwu, Stanley, Ololube, 2015, pg. 10). The author sees those team members being the community and stakeholders while it is the leader that are in position to make those decisions serving as the democratic leader. It is also the author's belief not only do those team members need a democratic leader, but a leader they can follow who possess the trait of integrity. "Leaders with integrity inspire confidence in others because they can be trusted to do what they say they are going to do. They are loyal, dependable, and transparent. Basically, integrity makes a leader believable and worthy of our trust" (Northouse, 2015, pg. 27).

Lastly if neither one of these options or suggestions are one that the leaders and community consider beneficial to their community, it is not to say that these are the only ones. If the community residents decide differently in what type of leadership styles and traits are needed to implement any of the community projects they desire to do including a facility. It is the author's belief that it could serve as a starting point to start their discussions and one that other researchers or community residents and leaders can use as a guide. In this author's opinion, this research or doing other research in developing or implementing a project such as building a

community center is very essential to a community because it is about providing a positive place for the youth as well as adults to enjoy and grow as whole. A lot of time, effort and dedication goes into researching a project of this magnitude and having the right leader with the right traits and characteristics, in this author's opinion, will greatly help in the decision making process.

Conclusion

Introduction to Leadership Needed for Community Based Research

In gathering the necessary resources and information to the author's research question of determining what type of leadership style and traits, would it take for the implementation of community projects (facilities) in a community? It is the author's belief that it will be on very beneficial to the author and reader that is seeking to be leader within one's own community. Leaders are determine by so many ways and one does not realize that it trace back or is because of their leadership style. If a leader becomes aware of their leadership style, it could help them further develop as a leader and learn how to use their abilities to help with community projects.

In learning these leadership styles, the author has come to the realization too one should make note also of their leadership traits. It one that this author believes plays a major role because as leaders encountered those in the community. It is important that they have those leadership traits that are one that community residents and others find relates to someone that approachable and have their best interest at heart. The author view the community as being only as good as those in leadership that are responsible for implementing and developing community projects, so the community can grow and handle growth with the necessary resources it need to sustain, but also be united as a community throughout the whole process.

"Being a community, coming together and organizing is just so important in terms of getting to where you want to be." Laura King

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