

Leadership

Chapter 1. Being a Leader

Description: This course is designed to provide a basic introduction to leadership by focusing on what it means to be a good leader. Emphasis in the course is on the practice of leadership. This exercise will help explore your understanding of what leadership means. How do you picture leadership? How do you define it? After considering your own definition of leadership, you will join a team that will develop and present a collective definition/drawing of leadership to the class.

Objectives:

- To explore your personal conceptualization of leadership
- To develop an awareness of the complexities and dynamics of leadership
- To recognize the differences and commonalities in how individuals view Leadership

Contents:

1. Leadership Explained
2. "Leadership Is a Trait"
3. "Leadership Is an Ability"
4. "Leadership Is a Skill"
5. "Leadership Is a Behavior"
6. "Leadership Is a Relationship"
7. "Leadership Is an Influence Process"
8. Global Leadership Attributes
9. Leadership Snapshot: Indra Nooyi
10. Conceptualizing Leadership Questionnaire

Chapter 2. Recognizing Your Traits

Description: This chapter explores traits and their relationship to leadership, including describing and discussing six historical leaders and their traits. Using those historical examples, this exercise will illustrate the role traits play in leadership performance through an in-depth exploration of the traits and characteristics of a single, well-known leader.

Objectives:

- To recognize the unique traits of selected historical leaders
- To explore the similarities and differences of these leaders and their traits

Contents:

1. Leadership Traits Explained
2. Intelligence
3. Confidence
4. Charisma
5. Determination
6. Sociability
7. Integrity
8. Leadership Snapshot: Nelson Mandela
9. Leadership Traits in Practice
10. George Washington (1732–1799)
11. Winston Churchill (1874–1965)
12. Mother Teresa (1910–1997)
13. Bill Gates (1955–)
14. Oprah Winfrey (1954–)
15. Leadership Traits Questionnaire

Chapter 3. Engaging People's Strengths

Description: This chapter explores how understanding strengths – your own and those of others -- can make one a better leader. In addition, it emphasizes that leaders need to recognize their strengths while engaging the strengths of followers. When followers are allowed to do what they are good at and feel comfortable doing, they contribute more positively to a team.

Objectives:

- To explore the challenges of revealing one's strengths to others
- To examine how each individual's strengths contribute to overall group performance
- To analyze the advantages and disadvantages of engaging people's strengths

Contents:

1. Strengths-Based Leadership Explained
2. Historical Background
3. Identifying and Measuring Strengths
4. Strengths-Based Leadership in Practice
5. Discovering Your Strengths
6. Developing Your Strengths
7. Leadership Snapshot: Steve Jobs
8. Recognizing and Engaging the Strengths of Others
9. Fostering a Positive Strengths-Based Environment
10. Leadership Strengths Questionnaire

Chapter 4. Understanding Philosophy and Styles

Description:

This chapter explores leadership philosophy and style, looking at how the way leaders view subordinates and work affects followers and their response to the leader. The chapter also examines how one's personal views contribute to his or her leadership style. This exercise further explores the role personal beliefs play in leadership by looking at how leaders are depicted in movies.

Objectives:

- To analyze a specific philosophy and/or style of leadership
- To learn how a leader's personal philosophy and style can impact effective leadership

Contents:

1. Leadership Philosophy Explained
2. Theory X
3. Theory Y
4. Leadership Styles Explained
5. Authoritarian Leadership Style
6. Democratic Leadership Style
7. Laissez-Faire Leadership Style
8. Leadership Snapshot: Victoria Ransom
9. Leadership Styles in Practice
10. Leadership Styles Questionnaire

Chapter 5. Attending to Tasks and Relationships

Description: This chapter examines task-oriented and relationship-oriented leadership and the effect these behaviors have on followers. Designed to help students look at their own relationship or task orientation, this exercise illustrates how these behaviors affect one's leadership style.

Objective:

- To understand the importance of both task and relationship leadership behaviors.
- To explore how a leader's own emphasis on tasks and relationships affects his or her leadership style

Contents:

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| 1. Task and Relationship Styles Explained | 5. Task and Relationship Styles in Practice |
| 2. Task Style | 6. Task Leadership |
| 3. Relationship Style | 7. Relationship Leadership |
| 4. Leadership Snapshot: Mick Wilz | 8. Task and Relationship Questionnaire |

Chapter 6. Developing Leadership Skills

Description: This chapter explores leadership skills, which are learned competencies leaders demonstrate in their performance. These skills are grouped into three categories: administrative skills, interpersonal skills, and conceptual skills. This exercise addresses the primary leadership skills demonstrated by today's leaders.

Objective:

- To develop an understanding of the importance of leadership skills
- To learn to distinguish the three types of leadership skills
- To explore ways in which leadership skills can be acquire

Contents:

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| 1. Administrative Skills Explained | 5. Leadership Snapshot: Coquese Washington |
| 2. Administrative Skills in Practice | 6. Conceptual Skills Explained |
| 3. Interpersonal Skills Explained | 7. Conceptual Skills in Practice |
| 4. Interpersonal Skills in Practice | 8. Leadership Skills Questionnaire |

Chapter 7. Creating a Vision

Description: Chapter 7 describes the importance of creating, articulating, and implementing a vision. Having a picture and a map of the vision are important aspects of carrying out a vision. This exercise allows students to envision a tower and map out a strategy to build it.

Objectives:

- To illustrate the importance of planning in reaching a goal
- To show how teamwork and delegation of labor help to implement a vision
- To demonstrate how every team member contributes to a vision

Contents:

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| 1. Vision Explained | 7. A Challenge |
| 2. A Picture | 8. Vision in Practice |
| 3. A Change | 9. Articulating a Vision |
| 4. Values | 10. Implementing a Vision |
| 5. Leadership Snapshot: Rosalie Giffoniello | 11. Leadership Vision Questionnaire |
| 6. A Map | |

Chapter 8. Establishing a Constructive Climate

Description: This chapter explores the importance of a leader's ability to establish a constructive climate for the people in a group or organization. To have constructive climate calls upon the leader to set a

tone for the group or organization by providing structure, clarifying norms, building cohesiveness, and promoting standards of excellence.

Objectives:

- To explore real-life situations of how a leader establishes a climate by setting the tone for a group or organization
- To test and develop students' personal styles developing a tone for a group or organization

Contents:

1. Introduction
2. Constructive Climate Explained
3. Climate in Practice
4. Providing Structure
5. Clarifying Norms
6. Building Cohesiveness
7. Promoting Standards of Excellence
8. Leadership Snapshot: Meg Whitman
9. Organizational Climate Questionnaire

Chapter 9. Listening to Out-Group Members

Description: This chapter discusses the difficult challenges that out-group members can create for groups and their leaders. Out-group members are a natural occurrence and it is important for leaders to know how to work effectively with out-group members.

Objectives:

- To explore the nature of out-groups and how leaders can effectively deal with them
- To develop an appreciation for the challenges that out-group members create
- To analyze the pros and cons of trying to include out-group members

Contents:

1. Out-Group Members Explained
2. How Out-Groups Form
3. The Impact of Out-Group Members
4. Out-Group Members in Practice
5. Strategy 1: Listen to Out-Group Members
6. Strategy 2: Show Empathy to Out-Group Members
7. Strategy 3: Recognize the Unique Contributions of Out-Group Members
8. Strategy 4: Help Out-Group Members Feel Included
9. Strategy 5: Create a Special Relationship With Out-Group Members
10. Strategy 6: Give Out-Group Members a Voice and Empower Them to Act
11. Leadership Snapshot: Abraham Lincoln
12. Building Community Questionnaire

Chapter 10. Handling Conflict

Description: Chapter 10 describes different kinds of conflict and ways of handling conflict. The emphasis is on negotiating conflict and communication strategies for effective conflict resolution. With this in mind, this exercise explores conflicts students have experienced and how they have dealt with these conflicts. In the exercise, principles from the chapter will be used to help students understand ways of coping with conflict.

Objective:

- To discover the basis of selected real interpersonal conflicts
- To identify and explore different kinds of conflict

- To analyze the interests and positions behind actual conflicts
- To develop an appreciation for how to fractionate conflicts and save face during the conflict resolution process

Contents:

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| 1. Conflict Explained | 7. Fisher and Ury Approach to Conflict |
| 2. Communication and Conflict | 8. Communication Strategies for Conflict Resolution |
| 3. Conflict on the Content Level | 9. Kilmann and Thomas Styles of Approaching Conflict |
| 4. Leadership Snapshot: Humaira Bachal | 10. Conflict Style Questionnaire |
| 5. Conflict on the Relational Level | |
| 6. Handling Conflict in Practice | |

Chapter 11. Addressing Ethics in Leadership

Description: This chapter discusses ethical leadership and how the character, actions, goals, honesty, power, and values of the leader affect their ethics. This exercise further explores how these characteristics impact a leader's decision making.

Objectives:

- To examine the characteristics of ethical leadership
- To employ using ethical considerations in a decision making process
- To explore how decisions and actions are a reflection of leader's values and define his or her ethical leadership

Contents:

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| 1. Leadership Ethics Explained | 6. The Goals of the Leader |
| 2. Leadership Ethics in Practice | 7. The Honesty of the Leader |
| 3. The Character of the Leader | 8. The Power of the Leader |
| 4. The Actions of the Leader | 9. The Values of the Leader |
| 5. Leadership Snapshot: Warren Buffett and Bill and Melinda Gates | 10. Core Values Questionnaire |

Chapter 12. Overcoming Obstacles

Description: This chapter discusses how leaders can help followers overcome obstacles for effective performance. Leaders must first establish what is causing the obstacles and then determine ways to help resolve these challenges.

Objective:

- To explore methods leaders use to help followers overcome obstacles
- To develop an understanding or how specific obstacles require specific leadership
- To recognize the importance of leader adaptation to followers' needs

Contents:

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| 1. Obstacles Explained | 5. Obstacle 3: Low Motivation |
| 2. Overcoming Obstacles in Practice | 6. Leadership Snapshot: Bill Courtney |
| 3. Obstacle 1: Unclear Goals | 7. Obstacle 4: Complex Tasks |
| 4. Obstacle 2: Unclear Directions | 8. Obstacle 5: Simple Tasks |

- 9. Obstacle 6: Low Involvement
- 10. Obstacle 7: Lack of a Challenge

- 11. Path-Goal Styles Questionnaire