

Understanding Leadership

NSL-S0035

2 Days



Description

This is a two-day course that covers leadership definitions, leadership behavior, ethical leadership, understanding change, applying leadership power, and setting goals.

Prerequisites

- None

Objectives

Upon successful completion of this course, students will be able to:

- ✓ define leadership.
- ✓ identify effective leadership behavior.
- ✓ apply ethical leadership.
- ✓ implement change.
- ✓ apply different types of leadership power.
- ✓ set goals.

Outline

Defining Leadership

- Defining Leadership as an Ability and a Process
- Understanding the Leadership Cycle

Understanding Effective Leadership Behavior

- Understanding Leader Traits
 - Drive
 - Desire to Lead
 - Honesty and Integrity
 - Self-Confidence
 - Cognitive Ability
 - Knowledge of the Business
- Understanding Leader Tasks
 - Envisioning Goals
 - Affirming Values
 - Motivating
 - Maintaining Positive Attitudes
 - Restoring Confidence
 - Managing
 - Achieving Unity Among Workgroups
 - Providing Explanations
 - Advocating Renewal
 - Serving as a Symbol
 - Representing the Group

Applying Ethical Leadership

- Understanding Leader Motives
 - Operating Within Legal Boundaries
 - Considering Economic and Social Pressure
 - Meeting Self-Interest
- Recognizing and Communicating the Ethics of a Problem
- Eliminating Rationalization

- Displaying Respect for Others
- Defining Personal Worth with Ethical Behavior

Understanding Change

- Creating a Mission Statement
- Components
- Distinguishing Between Frame-bending Changes and Frame-breaking Changes
 - Frame-bending Changes
 - Frame-breaking Changes
- Restructuring an Organization
 - External Factors
 - Internal Factors
 - Communicating and Implementing Restructuring
- Reaffirming Core Values
- Managing Change

Applying Leadership Power

- Using Power to Your Advantage
 - Referent Power
 - Expert Power
 - Reward Power
 - Coercive Power
 - Legitimate Power
 - Selecting Different Power Types
- Sources of Power
 - Developing Relationships
 - Using and Building Interpersonal Skills
 - Establishing a Good Reputation and Past Performance History
 - Increasing Knowledge, Skills, and Information

Controlling Resources

Setting Goals

- Applying Basic Goal-Setting Principles
 - Setting Difficult and Attainable Goals
 - Setting Specific Goals
 - Encouraging Participation
 - Providing Periodic Feedback

Types of Goal Setting

- Targeted
- Overall

Measuring Goals

- Using a Single Productivity Index
- Setting Goals for Individual Performance
- Aspects
 - Assigning Points to Output Levels

Determining a Time Period

- Reviewing Goals Each Period

Implementing a Goal-Setting System

- Managing Resistance
- Minimizing Distortion
- Involving Management
- Reporting Positive and Negative Feedback
- Revising the Goal-Setting System