LEADERSHIP REFRESHER

SYLLABUS

October 2020

Written & Delivered By:

LEADERSHIP REFRESHER

Overview

In today's business arena, challenges can arise at any time, and to be an effective leader you need to be able to respond to those challenges with intelligence, strategy, and expertise. If you are having difficulty responding to unanticipated challenges, or if you are simply interested in improving your leadership skills, perhaps it is time to further develop your leadership skills and actions. As most experienced and successful leaders profess, leadership development is a lifelong learning process.

The purpose of this module is to refresh your leadership skills and hone your leadership actions so that you can be a more successful leader in your workplace. Specifically, you will learn how to influence people, grow other leaders, lead a team, understand your values, and go to the next level in your leadership journey.

Learners

This module is designed for anyone in a leadership role including a high-value team member, supervisor, manager, executive, or business owner. This module is also for those who wish to learn and understand more about what it means to be a leader so that they can be successful in the workplace.

The module may qualify for Continuing Education Units (CEU) for professional certifications depending on the professional association.

Authors

The author for this module is Peregrine Global Services headquartered in Gillette Wyoming. Peregrine Global Services through its Peregrine Leadership Institute division has been teaching leadership to small businesses, government agencies, higher education institutions, and nonprofit organizations since 2004.

The course includes materials from a variety of sources and relies heavily on experiences of the Institute's leadership facilitator.

Learning Outcomes

The learning outcomes for the module are as follows. With the completion of this module, learners should be able to:

1. Create a personal definition of leadership.

2. Apply the Start with Why concept to their organization.

3. Articulate the values and attributes of leadership.

4. Demonstrate the power of positive expectations.

5. Delegate to grow other leaders.

6. Perform ethical decision-making.

7. Become a multiplying leader.

8. Perform leadership communications in the workplace.

9. Appropriately give and receive feedback.

10. Develop and deliver a presentation.

11. Perform active listening.

12. Know the stages of team development and apply the right leadership approaches for each stage.

13. Lead a team through the five dysfunctions.

14. Apply the 6 C's of teamwork to their team.

15. Manage workplace conflict.

16. Lead others to overcome the resistance to change.

17. Lead change in the workplace.

18. Evaluate a workplace change initiative.

19. Lead in the workplace based on the 14 traits of great leaders.

20. Evaluate team planning.

21. Demonstrate a leadership commitment.

22. Evaluate a supervision case study.

23. Be an inspiring leader.

24. Develop and implement a personal leadership development plan.

<u>Certificate Curriculum</u>

<u>Section</u>	<u>Topics / Subtopics</u>
Section 1: Understanding Leadership	• Leadership Defined o Leadership Defined Video • Management vs. Leadership • The BE, KNOW, and DO Concept
Section 2: Start with Why	• Simon Sinek's Start with Why Video • Simon Sinek's Golden Circle Applied
Section 3: The Values and Attributes of Leadership	• Seven Key Leadership Values o Values & Attributes Video • Seven Key Leadership Attributes • 11 Powerful Traits of Successful Leaders Article • How to Become the Person Others Want to Follow Article
Section 4: The Power of Positive Expectations	• The Power of Positive Expectations o The Pygmalion Effect Video • S.M.A.R.T Objectives • The Power of Expectations: The Pygmalion Effect Article
Section 5: Delegation	• Understanding Delegation • Delegating to Grow Other Leaders • The I.D.E.A.L.S. Model • Demonstrating Effective Leadership in The Workplace Article • Delegation Stressors
Section 6: Ethical Decision-making	• An Ethics Self-assessment • 9 Case Studies in Business Ethics

Section 7: Multiplier Effect	• The Multiplier Effect Video • Becoming a Multiplier
Section 8: Leadership Communications	• Importance of Communications o What is Communications Video • The Communications Process • Skills of Good Communicators
Section 9: Giving & Receiving Feedback	• Giving Feedback o Giving and Receiving Feedback Video • 10 Common Performance Feedback Mistakes • Receiving Feedback • Use Mentoring to Develop Employees Article
Section 10: Presentation Skills	• Speakers vs. Communicators • Presentation Basics o Presentation Skills Video
Section 11: Active Listening	• The 4-step Active Listening Model o Active Listening Video • A People Leader's Guide to Active Listening Article • Active Listening: The Art of Effective Communication Article
Section 12: Team Life Cycle	• Different Types of Teams • Selecting Team Members • Stages in Team Development • 15 Principles for Leading a Successful Team Article
Section 13: Five Dysfunctions of a Team	• The 5 Dysfunctions of a Team • 10 Leadership Skills Every Leader Needs to Success Article
Section 14: Six C's of Teamwork	• The 6 C's of Teamwork • Characteristics of Great Teams Video • Where Do you Want Your Team to Operate?
Section 15: Conflict in the Workplace	• The Stages of Conflict • Manage Conflict Constructively • Causes of Conflict • Conflict Resolution • Conflict in the Workplace

	○ The C.A.L.M Model Video • Conflict Application Exercise
Section 16: Resistance to Change	• 10 Good Reasons Why People Resist Change and the Strategies to Overcome the Resistance • 16 Essential Leadership Skills for The Workplace of Tomorrow Article
Section 17: Leading Change	• John Kotter's 8-step Process for Leading Change • The 20 People Skills You Need to Succeed at Work Article
Section 18: Leading Change Case Study	• The Trim Tab Video • Case Analysis
Section 19: Leading in the Workplace	• 14 Essential Traits of Great Leaders • 10 Ways to Demonstrate Leadership at Work Article
Section 20: Team Planning Case Study	• Grocery Store 334 Video • Case Study Analysis
Section 21: The Leadership Commitment	• 9 Tips towards Being Accountable and Committed • 8 Tips for New Team Leaders Article
Section 22: Supervision Case Study	• Briton's Best Boss Video • Case Study Analysis
Section 23: Inspiring Performance	• Would I Follow Me? Video • Inspirational Leadership • 20 Powerful Ways That Will Lead Your Team to Greatness Article
Section 24: Assessment and Action Plan	• Personal Leadership Development Plan • Assessment

References and Additional Readings

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Certificate Delivery

The course could be delivered using Peregrine's Learning Management System (LMS) known as CMAD. Course instruction is with asynchronous online learning activities.

Assessment

Throughout the module, there are in-progress quizzes and short exercises to ensure understanding of the instructional content. A module completion certificate is issued when the learner obtains at least 80% on the final exam, which includes a question based on each learning outcome.

Hours and Articulation

Learner hours for the module are shown in the following table. The hours are based on both the time within the module and time away from the module conducting application activities.

Section	Hours
Section 1: Understanding Leadership	1
Section 2: Start with Why	1
Section 3: The Values and Attributes of Leadership	1
Section 4: The Power of Positive Expectations	1
Section 5: Delegation	1
Section 6: Ethical Decision-making	1
Section 7: Multiplier Effect	1
Section 8: Leadership Communications	1
Section 9: Giving & Receiving Feedback	1
Section 10: Presentation Skills	1
Section 11: Active Listening	1
Section 12: Team Life Cycle	1
Section 13: Five Dysfunctions of a Team	1
Section 14: Six C's of Teamwork	1
Section 15: Conflict in the Workplace	1
Section 16: Resistance to Change	1
Section 17: Leading Change	1
Section 18: Leading Change Case Study	1
Section 19: Leading in the Workplace	1
Section 20: Team Planning Case Study	1

Section 21: The Leadership Commitment	1
Section 22: Supervision Case Study	1
Section 23: Inspiring Performance	1
Section 24: Assessment and Action Plan	1
Total Hours	24