

# LEADERSHIP FOUNDATIONS

## SYLLABUS

June 2021

*Written & Delivered By:*



# PEREGRINE

— GLOBAL SERVICES —

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**ACADEMICS • LEADERSHIP • PUBLICATIONS**

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## LEADERSHIP FOUNDATIONS COURSE SYLLABUS

### Overview

The importance of leadership in our 21<sup>st</sup> Century world cannot be understated. Leadership is what differentiates successful organizations from failing ones. It is also what distinguishes the more successful individuals from others.

The purpose of this module is to focus the BE, KNOW, and DO foundations of leadership. The character of the leader is the BE dimension, the values and attributes that define the leader. The leader must also understand the technical and people skills, the KNOW dimension. The leader must exemplify their values and put their knowledge into action, the DO dimension of leadership.

This module is based on two books:

Oedekoven, O. O., D. K. Robbins, J. Lavrenz, H. A. Dillon, Jr., & R. Warne. (2015/2018). *Leadership Foundations: A Conversation Regarding the Character, Skills, and Actions for Leaders*. Gillette, Wyoming: Peregrine Pathways. ISBN: 978-0-9908279-5-5

Oedekoven, O. O., J. Lavrenz, & D. K. Robbins (2014/2018). *Leadership Essentials: Practical and Proven Approaches in Leadership and Supervision*. Gillette, Wyoming: Peregrine Pathways. ISBN: 978-0-9908279-3-1.

### Learners

This module is recommended for anyone who has a leadership role, from first line supervisor to CEO.

### Professional Development Credits



Peregrine Global Services is recognized by the Society of Human Resource Management (SHRM) to offer Professional Development Credits for SHRM-CP® or SHRM-SCP®.

**Learner Hours:** 25-30      **SHRM PDC:** 20

This module may also be relevant for Continuing Education Units/Professional Development Credits with other organizations to help satisfy professional development requirements.

## Learning Outcomes

At the conclusion of this module, learners will be able to:

1. Define leadership.
2. Model the values and attributes of leadership.
3. Know their skills of leadership.
4. Lead others.
5. Maintain ethical standards.
6. Lead change.
7. Conduct performance management.
8. Grow other leaders.
9. Practice inspirational leadership.
10. Build an enduring leadership legacy.

## Curriculum

<u>Section</u>	<u>Topics</u>
Section 1: Introduction	<ul style="list-style-type: none"> <li>• Leadership Defined</li> <li>• Being a Role Model</li> </ul>
Section 2: The Character of the Leader	<ul style="list-style-type: none"> <li>• The Values of the Leader</li> <li>• The Attributes of the Leader</li> <li>• 14 Characteristics of Great Leaders</li> <li>• Courageous Followers, Courageous Leaders Video</li> </ul>
Section 3: The Skills of the Leader	<ul style="list-style-type: none"> <li>• Creating Vision</li> <li>• Understanding the Human Dimension</li> <li>• Communications</li> <li>• Time Management &amp; Delegation               <ul style="list-style-type: none"> <li>○ Time Management</li> <li>○ Manage Your Time Better Video</li> <li>○ Delegation</li> </ul> </li> <li>• Communicating Non-Defensively</li> </ul>

	<ul style="list-style-type: none"> <li>• Communicating Non-Defensively Video</li> <li>• Project Management Leadership <ul style="list-style-type: none"> <li>○ Project Planning</li> <li>○ Deliberate Decision Making</li> </ul> </li> </ul>
Section 4: Leading Others	<ul style="list-style-type: none"> <li>• Supervising</li> <li>• The Power of Positive Expectations</li> <li>• The Pygmalion Effect: The Power of Positive Expectations Video</li> <li>• Leadership Styles</li> <li>• Leading Teams</li> <li>• The 6 C's of Teamwork</li> <li>• Seven Keys to Team Leadership</li> <li>• Leaders of Character: The West Point Way Video</li> </ul>
Section 5: Ethics	<ul style="list-style-type: none"> <li>• Ethical Reasoning</li> <li>• Leadership Ethics <ul style="list-style-type: none"> <li>○ Ethical Choices</li> <li>○ Values-based Decision Making</li> <li>○ Business Ethics and Compliance</li> </ul> </li> <li>• ENRON: The Smartest Guys in the Room Video</li> </ul>
Section 6: Leading Change	<ul style="list-style-type: none"> <li>• Leading Change</li> <li>• Focusing on Blind Spots Video</li> <li>• Leading Change – Another Look <ul style="list-style-type: none"> <li>○ Why Change?</li> <li>○ Resistance to Change</li> <li>○ Barriers to Effective Change</li> <li>○ Steps to Leading Change</li> </ul> </li> </ul>
Section 7: Performance Management	<ul style="list-style-type: none"> <li>• Counseling</li> <li>• Performance Management <ul style="list-style-type: none"> <li>○ Identifying and Solving Performance Problems</li> <li>○ Performance Counseling</li> <li>○ Maximizing Employee Performance</li> </ul> </li> <li>• Supervising the Difficult Employee Video</li> </ul>
Section 8: Growing Other Leaders	<ul style="list-style-type: none"> <li>• Teaching &amp; Training</li> <li>• Team Nightmares Vol. 1 Video</li> <li>• Coaching &amp; Mentoring</li> </ul>

	<ul style="list-style-type: none"> <li>• Motivating &amp; Inspiring</li> <li>• Team Nightmares Vol. 2 Video</li> <li>• Leading Your Team</li> </ul>
Section 9: Would I Inspire Me?	<ul style="list-style-type: none"> <li>• Developing Trust</li> <li>• Authentic Leadership</li> <li>• Would I Inspire Me?</li> <li>• Learning to Lead</li> </ul>
Section 10: The Art of Leadership	<ul style="list-style-type: none"> <li>• Assessing</li> <li>• Decision Making</li> <li>• Workplace Conflict</li> <li>• What To Do When Conflict Happens: CALM Video</li> <li>• Maintaining Standards</li> <li>• Would I Inspire Me? Video</li> <li>• Strategic Leadership</li> </ul>
Section 11: The Leadership Challenge	<ul style="list-style-type: none"> <li>• The Leadership Challenge Model</li> <li>• The Leadership Challenge</li> <li>• Applications in the Workplace</li> </ul>
Section 12: Summary and Assessment	<ul style="list-style-type: none"> <li>• The Enduring Leadership Legacy</li> <li>• The Leadership Challenge Video</li> <li>• Assessment</li> </ul>

### **Resources**

Oedekoven, O. O., D. K. Robbins, J. Lavrenz, H. A. Dillon, Jr., & R. Warne. (2015/2018).

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**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.

**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.

<b><u>Module</u></b>	<b><u>Hours</u></b>
Section 1: Introduction	1
Section 2: The Character of the Leader	3
Section 3: The Skills of the Leader	4
Section 4: Leading Others	3
Section 5: Ethics	4
Section 6: Leading Change	3
Section 7: Performance Management	3
Section 8: Growing Other Leaders	4
Section 9: Would I Inspire Me?	2
Section 10: The Art of Leadership	2
Section 11: The Leadership Challenge	1
Section 12: Summary and Assessment	1
<b>Total Hours</b>	<b>30</b>