



Western Technical College

10196190 Leadership Development

Course Outcome Summary

Course Information

Description	The learner applies skills and tools necessary to fulfill his/her role as a modern leader. Learners demonstrate the application of evaluating leadership effectiveness and organization requirements, individual and group motivation strategies, implementing mission and goals, ethical behavior, personal leadership style and adaptation, impacts of power, facilitating employee development, coaching, managing change, and effective conflict resolution.
Career Cluster	Business Management and Administration
Instructional Level	Associate Degree Courses
Total Credits	3
Total Hours	54

Pre/Corequisites

Pre/Corequisite 10196128 Professional Development Strategies OR 10102210 Business Analyst Professionalism OR 10106103 Personal and Professional Development

Textbooks

Leadership: Theory Application & Skill Development. 6th Edition. Copyright 2016. Lussier, Robert N. and Christopher Achua. Publisher: Cengage Learning. **ISBN-13:** 978-1-305-69702-7. Required.

Program Outcomes

1. Apply effective leadership skills
2. Support organizational human resource practices
3. Perform management functions to achieve organizational objectives

Course Competencies

1. Evaluate leadership effectiveness by how it relates to the overall mission/goals of the group.

Assessment Strategies

- 1.1. Written Product

Criteria

You will know you are successful when

- 1.1. you identify the behavior(s) the leader was/is attempting to influence.
- 1.2. you identify followers and how they were/are influenced.
- 1.3. you support identification of effective leadership traits with examples.
- 1.4. you include identification of leader and organizational needs.
- 1.5. you include examples of ethical behavior.
- 1.6. you explore personal traits and behaviors for leadership effectiveness
- 1.7. you examine examples of leadership roles within the organizational structure.

Learning Objectives

- 1.a. Explain leadership as a relationship between a leader and follower(s).
- 1.b. Differentiate between leadership and management functions.
- 1.c. Analyze traits and behaviors associated with effective and ineffective leadership.
- 1.d. Assess the needs, attitudes, and behaviors present in effective leaders.

2. Examine ethical leadership behaviors.

Assessment Strategies

- 2.1. Case Study
- 2.2. Discussion

Criteria

You will know you are successful when

- 2.1. you identify ethical dilemmas.
- 2.2. you identify possible responses as ethical or unethical.
- 2.3. you determine impacts of ethical and unethical behavior by leaders.
- 2.4. you choose an ethical solution to a dilemma.
- 2.5. you explain different levels of ethical thinking and/or moral development.

Learning Objectives

- 2.a. Identify common ethical dilemmas faced by supervisors.
- 2.b. Discuss the impact of ethical and unethical behavior by leaders.
- 2.c. Determine appropriate steps to take in an ethical dilemma.
- 2.d. Examine various solutions to ethical dilemmas.
- 2.e. Discuss ethical thinking.

3. Explore motivation strategies that improve individual performance.

Assessment Strategies

- 3.1. Discussions.
- 3.2. Written product

Criteria

You will know you are successful when

- 3.1. you explore the link between understanding motivational needs and influencing behavior of employees/teams.
- 3.2. you differentiate the difference between process and content theories of motivation.
- 3.3. you determine employee/team motivations based on behaviors.
- 3.4. you identify appropriate strategies to try to improve individual/team performance.

Learning Objectives

- 3.a. Explain the relationship between motivation and effective leadership.
- 3.b. Examine a variety of content and process motivational theories in relation to employee performance.
- 3.c. Analyze motivational needs of individual/employees.

3.d. Outline effective strategies to meet motivational needs of individual/employees.

4. Assess personal leadership style and skills.

Assessment Strategies

- 4.1. Self-Assessment activities
- 4.2. Written Product

Criteria

You will know you are successful when

- 4.1. you identify personal traits, behaviors, motivations, styles, flexibility, power and skills that will positively or negatively impact leadership attempts through self-assessment activities.
- 4.2. you identify changes in behavior that will lead to becoming a more effective leader.
- 4.3. you identify a plan to make needed leadership changes.

Learning Objectives

- 4.a. Explore various models of effective leadership.
- 4.b. Assess personal leadership characteristics in relationship to each aspect of effective leadership.
- 4.c. Analyze strengths and weaknesses of personal leadership characteristics in relationship to each aspect of effective leadership.
- 4.d. Outline and implement plans to improve personal leadership effectiveness.

5. Adapt leadership style to various situations.

Assessment Strategies

- 5.1. Scenario Response
- 5.2. Written Product

Criteria

You will know you are successful when

- 5.1. you explain a particular situational leadership model correctly in terms of employee development and appropriate leadership style to use.
- 5.2. you analyze employee/follower needs.
- 5.3. you identify leadership style needed by follower.
- 5.4. you identify the situation and apply the appropriate leadership style.
- 5.5. you evaluate effectiveness of leadership attempts on follower behavior.
- 5.6. you analyze own preferred situational leadership style.

Learning Objectives

- 5.a. Explore at least one situational leadership model.
- 5.b. Identify directive and supportive leadership behaviors for each style in chosen model.
- 5.c. Determine the needs of followers in various situations.
- 5.d. Ascertain the correct leadership style (behaviors) to influence follower behavior in varying situations.

6. Construct individual/employee development plans.

Assessment Strategies

- 6.1. Written Product

Criteria

You will know you are successful when

- 6.1. you explain the importance of goals and action plans in employee development.
- 6.2. you assist in writing a goal statement.
- 6.3. you write an effective action plan to accomplish goal(s).

Learning Objectives

- 6.a. Identify employee/team developmental needs for specific tasks based on chosen situational leadership model.
- 6.b. Design effective leadership strategies to match employee development needs.
- 6.c. Implement leadership strategies and assess effectiveness.

7. Apply effective employee coaching techniques.

Assessment Strategies

7.1. Written Product

Criteria

You will know you are successful when

- 7.1. you identify the behaviors that need improvement.
- 7.2. you apply proper work-related examples to help employee acknowledge a change is needed.
- 7.3. you apply techniques to mutually explore situations and solutions with individual/employee.
- 7.4. you develop a corrective action plan and follow-up strategy with individual/employee.
- 7.5. you apply a coaching model to navigate the process.

Learning Objectives

- 7.a. Describe individual/employee performance in behavioral terms.
- 7.b. Outline a process/model for effective employee coaching.
- 7.c. Demonstrate communication skills necessary for effective coaching including giving praise and/or criticism.
- 7.d. Produce and deliver an effective coaching session.
- 7.e. Use goal-setting to develop an effective employee success plan.

8. Apply methods for negotiations and/or conflict resolution.

Assessment Strategies

8.1. Written Product

Criteria

You will know you are successful when

- 8.1. you identify the issues or conflict involved.
- 8.2. you use active listening, paraphrasing, questioning techniques to understand the other party's position.
- 8.3. you use assertive communication techniques to state both sides of issue.
- 8.4. you engage in a mutual search for a synergistic (third alternative) solution.
- 8.5. you come to consensus on a solution.

Learning Objectives

- 8.a. Explore strategies for negotiations/conflict resolution.
- 8.b. Determine when each strategy is effective/ineffective.
- 8.c. Use communication strategies necessary to implement a win-win.
- 8.d. Practice effective negotiation/conflict resolution strategies.

9. Analyze the impact of power on leadership.

Assessment Strategies

9.1. Discussion

9.2. Written Product

Criteria

You will know you are successful when

- 9.1. you identify types of influence and power being used in particular situations.
- 9.2. you identify types of power needed to influence followers in a specific situation.
- 9.3. you describe methods to implement a more effective power strategy.
- 9.4. you predict the impact of changed power strategies on employee/follower behavior over time.
- 9.5. you assess personal use of influence, power, and politics.

Learning Objectives

- 9.a. Explain various influencing strategies and give examples from organizational leaders.
- 9.b. Explain the impact of power on leadership attempts.
- 9.c. Describe the different types of power and when each is appropriate to use.
- 9.d. Investigate your personal power bases and how to go about increasing them.
- 9.e. Describe the types of power needed to influence employees/followers at different performance levels.
- 9.f. Analyze the types of power being used in a specific situation and the effectiveness of each.