

Leadership and Influence / Persuasion

Training Materials



Module One: Getting Started

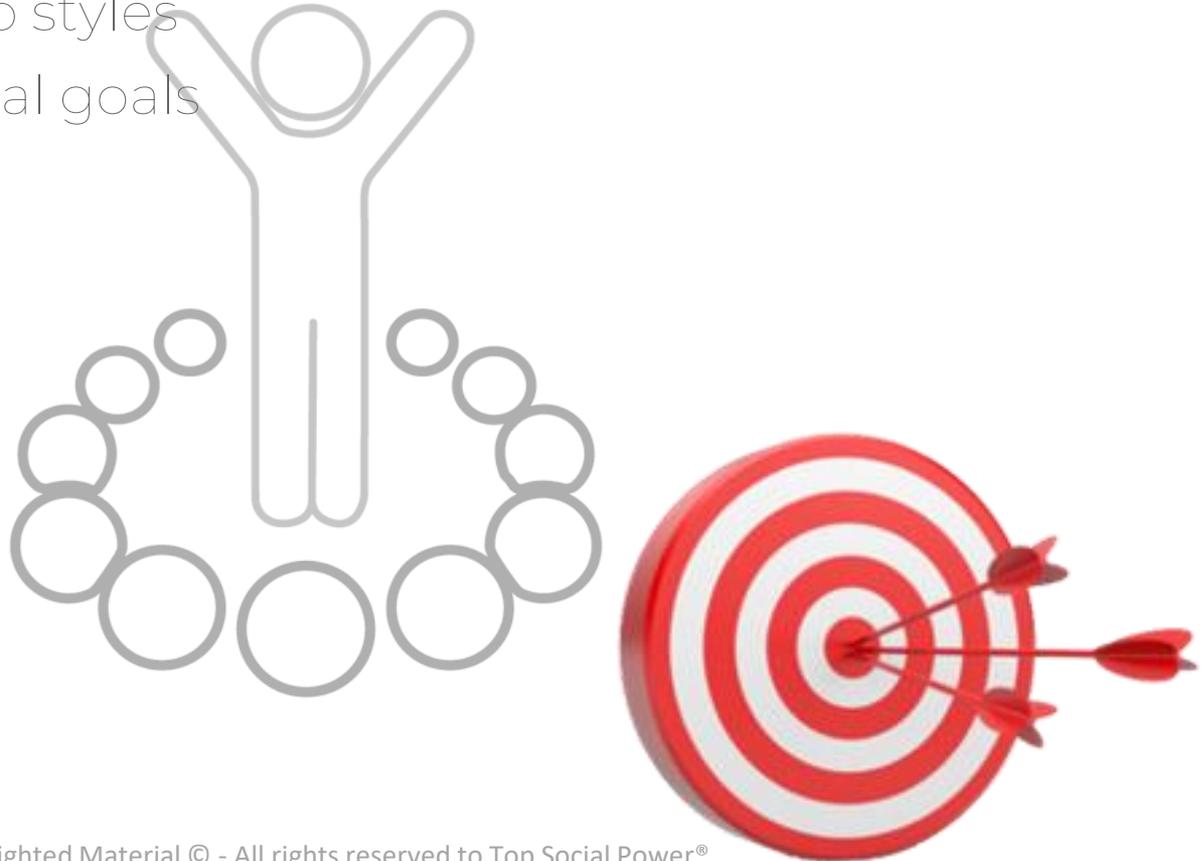
Welcome to the Leadership and Influence workshop! They say that leaders are born, not made. While it is true that some people are born leaders, some leaders are born in the midst of adversity.



A leader leads by example not by Force.

Workshop Objectives

- Define leadership
- Adapt leadership styles
- Establish personal goals



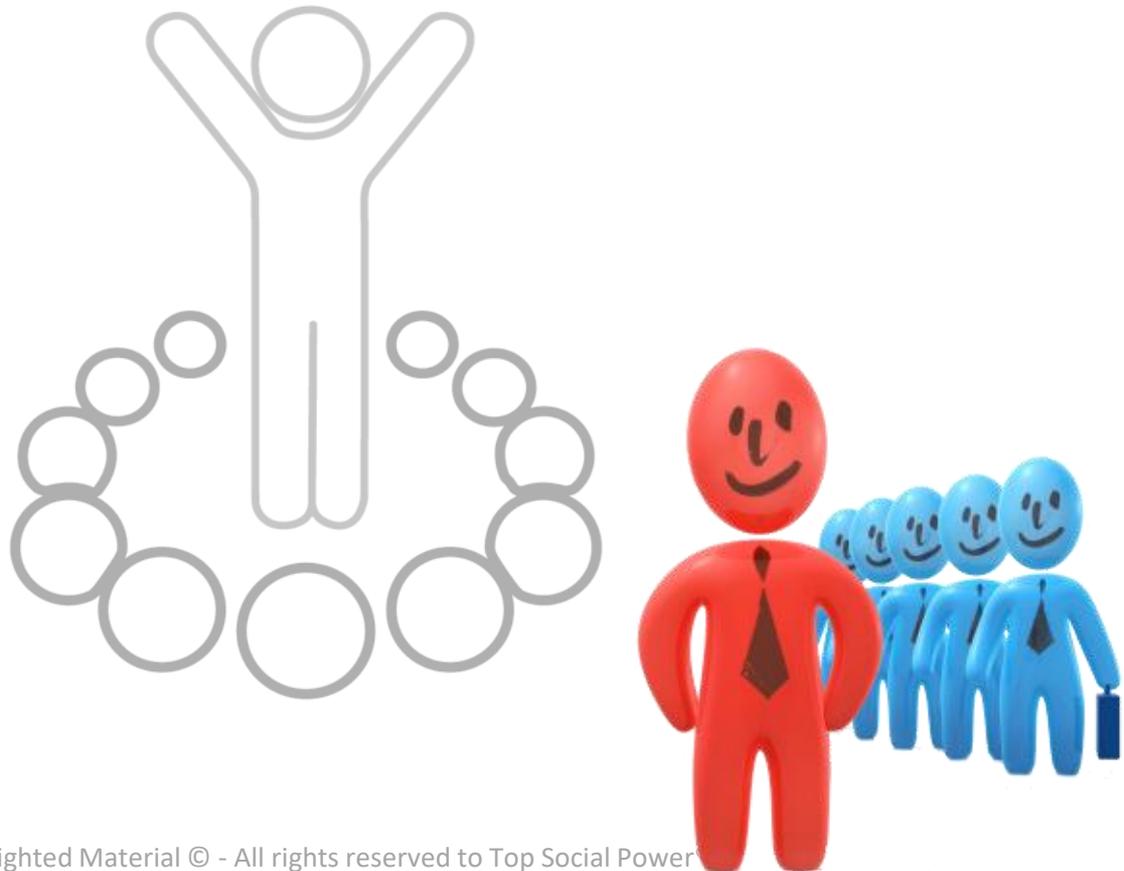
Module Two: The Evolution of Leadership

Leadership itself has not evolved, but our understanding of it has. It is important to understand why very different leadership styles can be effective, why the same leadership techniques will not work in every situation, and which leadership style fits your personality best.

*Do not repeat the tactics which have gained you one victory,
but let your methods be regulated by the infinite variety of circumstances.*

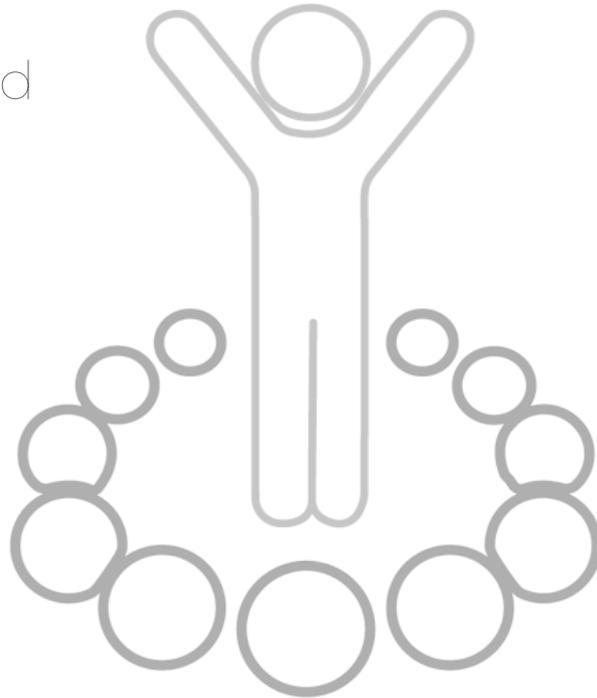
Defining Leadership

- Establish direction
- Influence
- Motivate
- Responsible



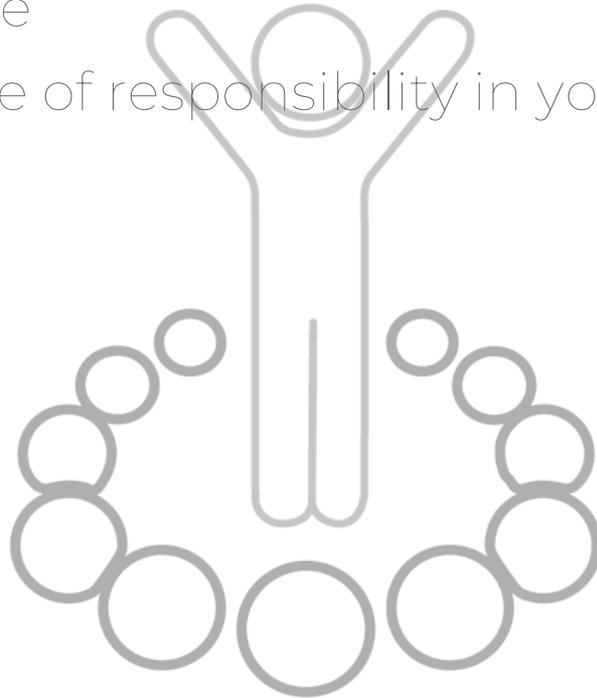
Characteristics of a Leader

- Honest
- Inspiring
- Broad-minded
- Intelligent
- Imaginative



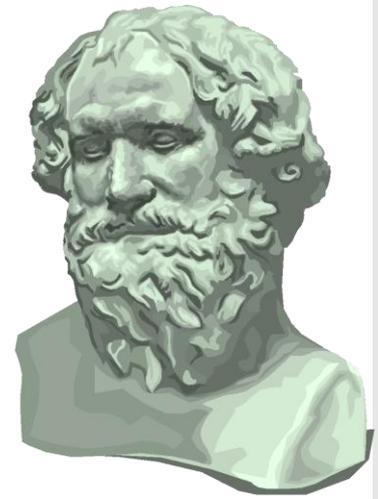
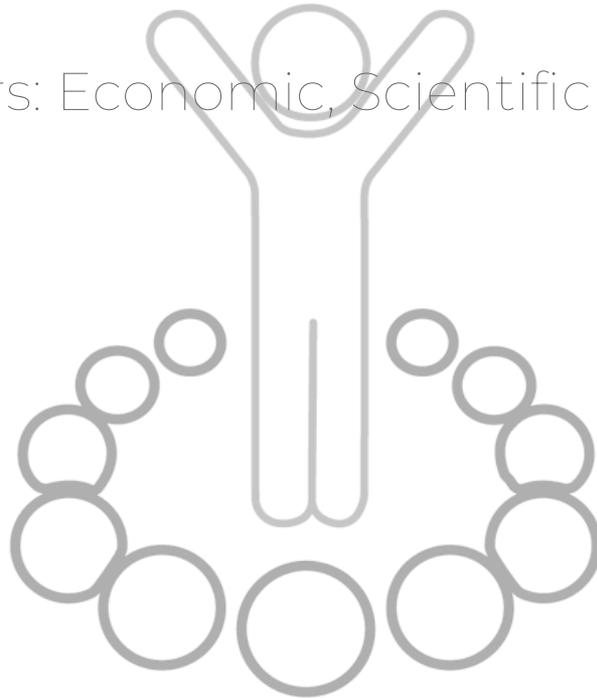
Leadership Principles

- Know yourself and seek self-improvement
- Set the example
- Develop a sense of responsibility in your subordinates



A Brief History of Leadership

- Historical Leaders: Political, Military, Religious
- Modern Leaders: Economic, Scientific



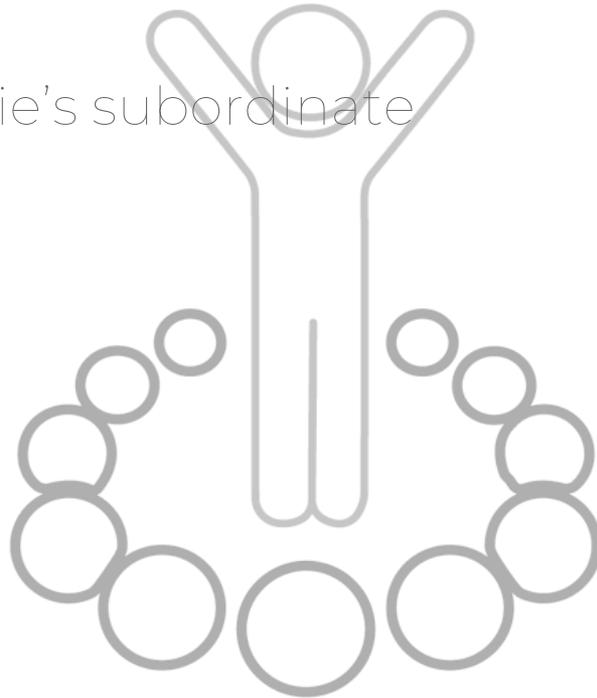
Three Theories of Leadership

- The Great Man Theory
- The Trait Theory
- Transformational Leadership



Practical Illustration

- Julie and Mindy were co-workers
- Now Mindy is Julie's subordinate



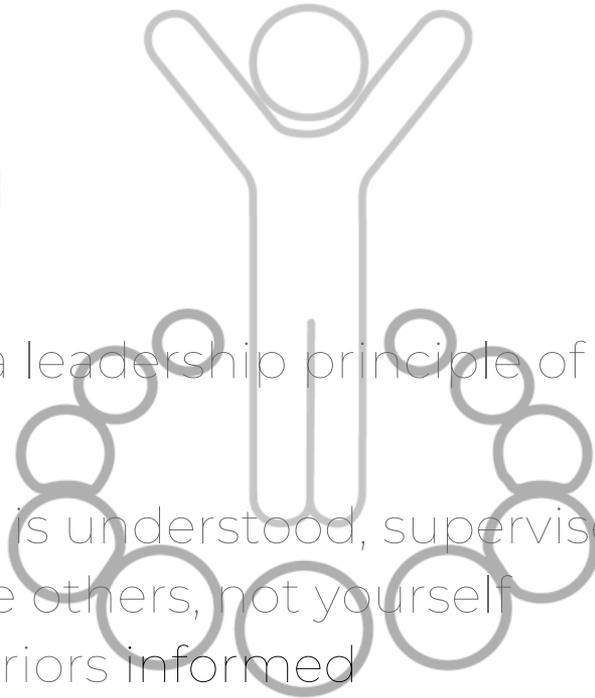
Module Two: Review Questions

1. Which of these statements about the evolution of leadership is true?
 - a) As long as there have been leaders, it has been impossible to determine how and why they were successful
 - b) Leadership itself has evolved, and our understanding of it has
 - c) It is important to understand why very different leadership styles can be effective
 - d) It is important to understand that not everyone has leadership potential within them

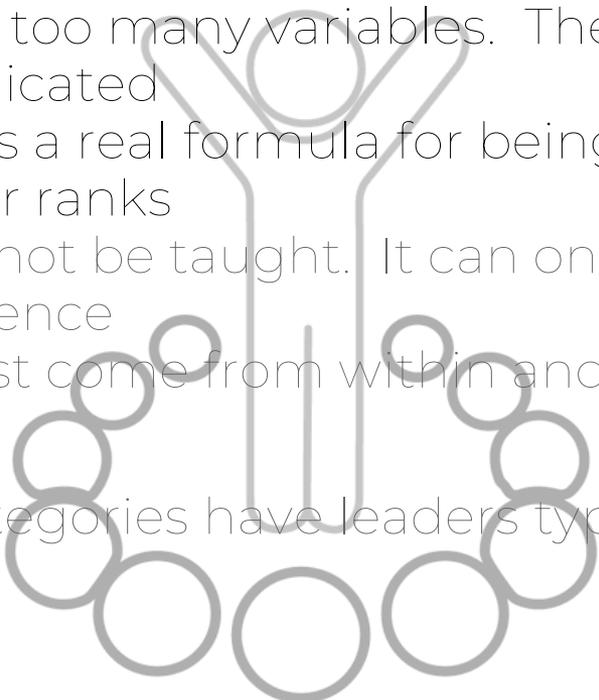
2. What is the mark of a true leader?
 - a) The position held
 - b) The title held
 - c) How many people need to be lead
 - d) How many people are willing to follow them

Module Two: Review Questions

3. Which of these is not a characteristic of a leader outlined by the Santa Clara University and the Tom Peters group?
- a) Honest
 - b) Imaginative
 - c) Straightforward
 - d) Closed-minded
4. Which of these is a leadership principle of the United States Army?
- a) Ensure the task is understood, supervised and accomplished
 - b) Seek to improve others, not yourself
 - c) Keep your superiors informed
 - d) Seek responsibility and take responsibility for others' actions

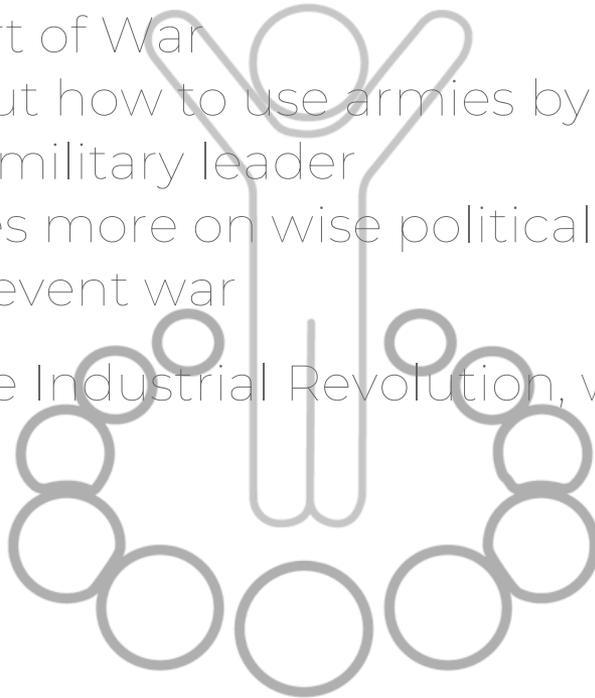


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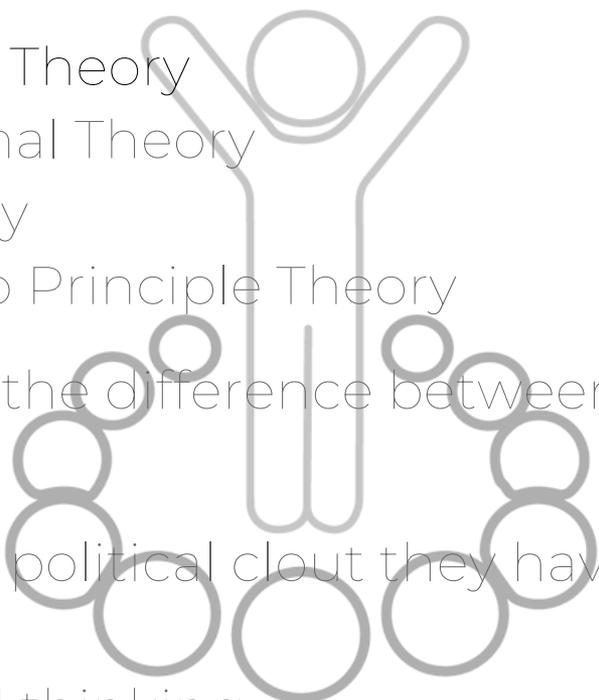
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- A faint, light gray illustration of a person with their arms raised, standing on a circular base composed of several smaller circles. The person's body is a simple outline, and their arms are raised in a 'V' shape. The entire illustration is centered on the page and serves as a background for the text.
5. Why do the United States Army leadership principles not address what to do or say in any given situation?
 - a) There would be too many variables. The list would be too long and complicated
 - b) Because there is a real formula for being a leader that is taught at higher ranks
 - c) Leadership cannot be taught. It can only be learned through personal experience
 - d) Leadership must come from within and it is based on your personality
 6. Which of these categories have leaders typically belonged to in the past?
 - a) Police
 - b) Religion
 - c) Family
 - d) School system

Module Two: Review Questions

7. Which of these statements is not true about the military leader, Sun Tzu?
- a) He wrote the Art of War
 - b) His book is about how to use armies by any means necessary
 - c) He was a great military leader
 - d) His book focuses more on wise political policies and strategies to prevent war
8. With the rise of the Industrial Revolution, what new kind of leader emerged?
- a) Economic
 - b) Military
 - c) Political
 - d) Family



Module Two: Review Questions

9. Which theory takes the phrase “Great men are born, not made” literally?
- a) The Great Man Theory
 - b) The Generational Theory
 - c) The Trait Theory
 - d) The Leadership Principle Theory
10. Which of these is the difference between a good leader and a great leader?
- a) The amount of political clout they have
 - b) Writing ability
 - c) Military tactical thinking
 - d) The number of leadership skills they have developed
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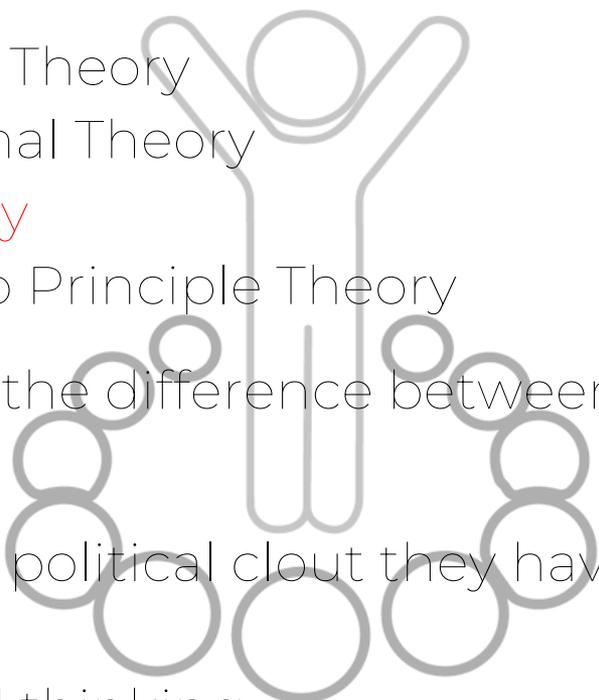
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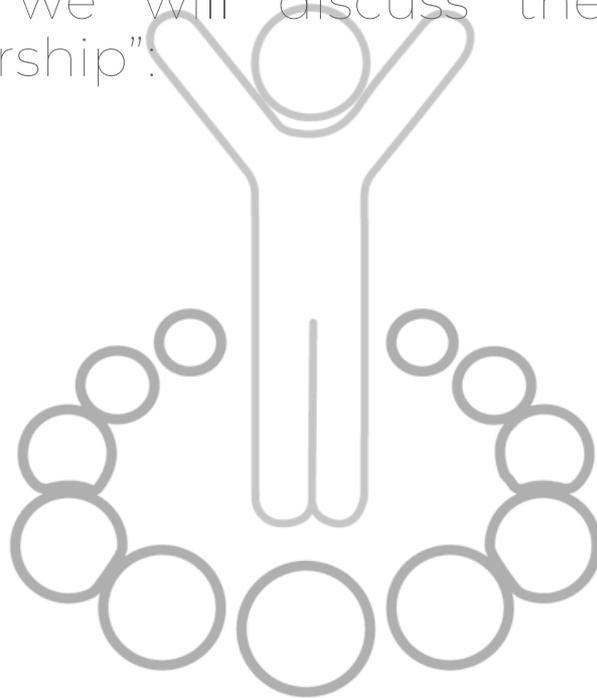
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Module Three: Situational Leadership

In this module, we will discuss the different types of “Situational Leadership”:

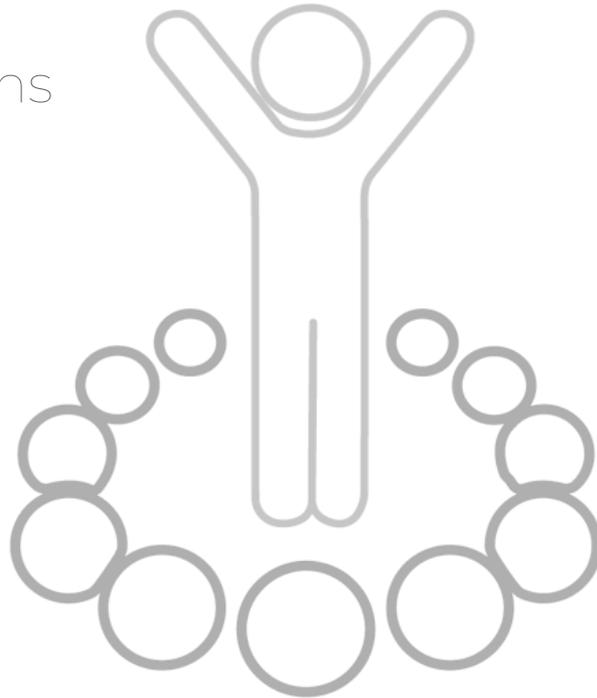
- Telling
- Selling
- Participating
- Delegating



You manage things; you lead people.

Situational Leadership: Telling

- New employees
- Direct instructions
- Task focused



Situational Leadership: Selling

- Task focused
- Developing relationship
- Building trust



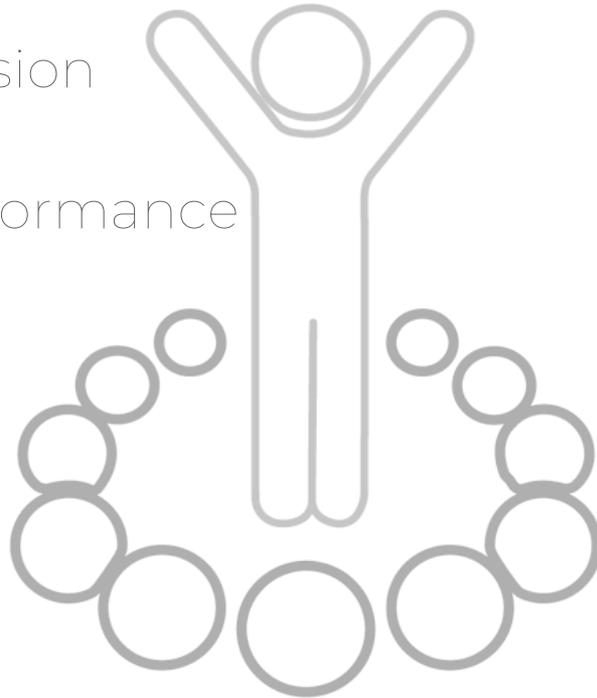
Situational Leadership: Participating

- Competent employees
- Less follow up
- Relationship focused



Situational Leadership: Delegating

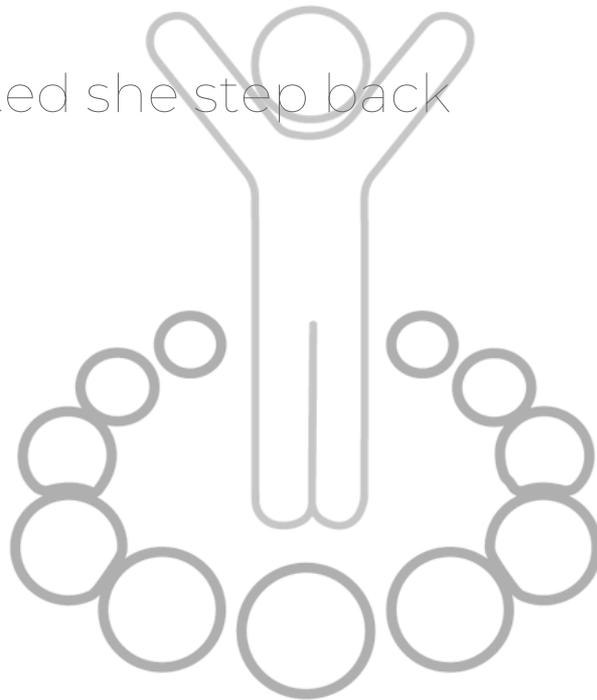
- Empowered employee
- Minimal supervision
- Praise good performance



Practical Illustration

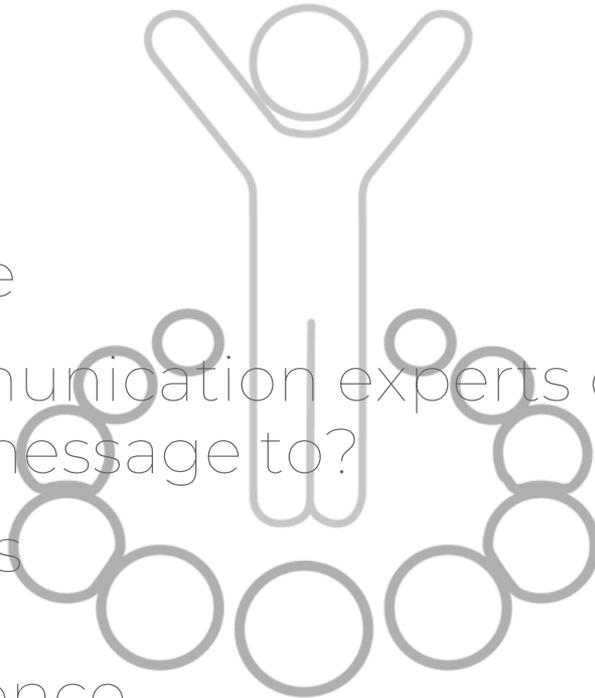
- Jackie was frustrated

- Paulette suggested she step back



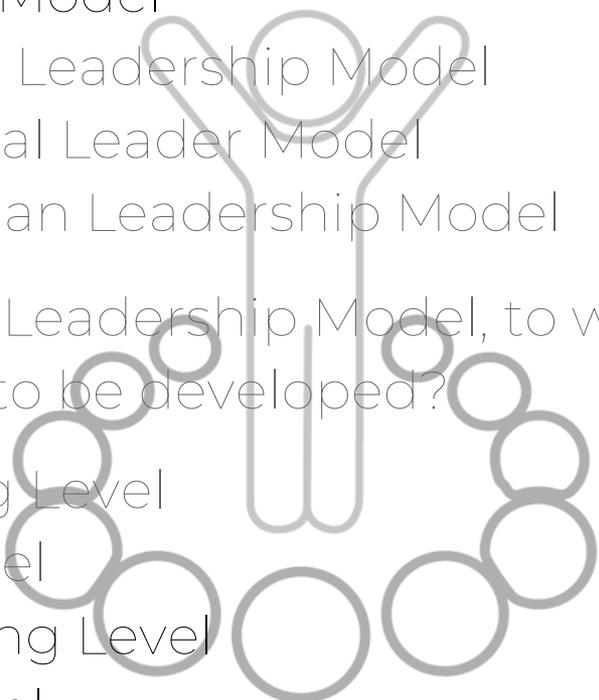
Module Three: Review Questions

1. Which of these is the key to practical leadership development in the Hersey-Blanchard model?
 - a) The attributes
 - b) The styles
 - c) The followers
 - d) All of the above
2. Who do communication experts consider it critical to tailor your message to?
 - a) Stakeholders
 - b) Community
 - c) Target audience
 - d) Sales team



Module Three: Review Questions

3. Which model addresses four types of leadership styles?
 - a) The Confident Model
 - b) The Situational Leadership Model
 - c) The Motivational Leader Model
 - d) The Authoritarian Leadership Model

 4. In the Situational Leadership Model, to which level do employees need to be developed?
 - a) The Delegating Level
 - b) The Selling Level
 - c) The Participating Level
 - d) The Telling Level
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Module Three: Review Questions

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- A faint, light gray graphic of a person with arms raised, composed of circles and lines, is centered in the background of the slide.
5. What is the lowest level of leadership style?
 - a) The Delegating Level
 - b) The Selling Level
 - c) The Participating Level
 - d) The Telling Level

 6. What are characteristics of the employee of a Telling Leader?
 - a) The employee has low competence and high commitment, being unable to comply, with possible feelings of insecurity
 - b) The employee may be uncooperative or performing as little work as possible, despite their competence with the tasks
 - c) The employee is not convinced yet, but is open to becoming cooperative and motivated
 - d) The employee is highly competent, highly committed, motivated, and empowered

Module Three: Review Questions

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7. Which of these statements is true about a Selling Leader?
- a) The employee of a selling leader is convinced and is open to becoming cooperative and motivated
 - b) The leader must still focus highly on tasks and this still requires much of the leader's time, but the focus now also includes developing a relationship with the employee
 - c) The employee must spend more time listening and offering advice, scheduling the leader for additional training if the situation requires it
 - d) The goal is to engage the leader so they can develop to the next level
8. What does a participating leader need to focus more on?
- a) On the tasks assigned
 - b) On getting the "buy in" of the employee from the start
 - c) On the relationship between the employee, the leader, and the group.
 - d) On building the employee into a leader

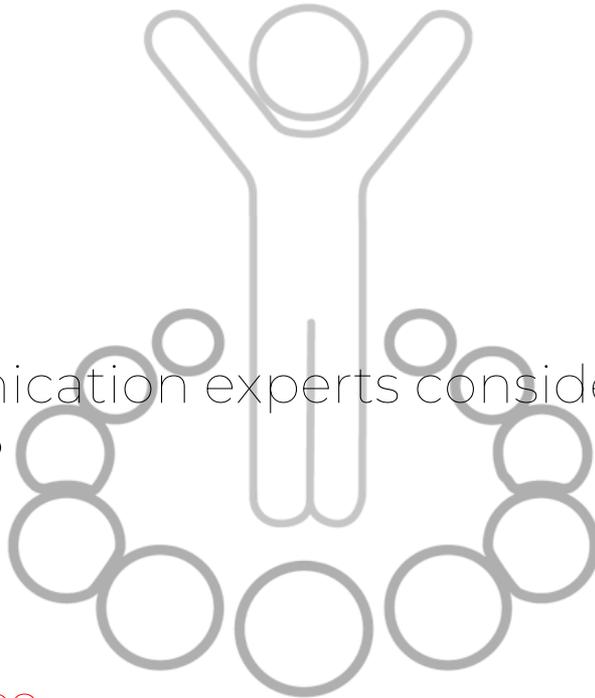
Module Three: Review Questions

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- A large, faint watermark in the center of the page depicts a stylized human figure with arms raised, composed of a blue outline and a cluster of small blue circles at the base, identical to the logo in the top right corner.
9. What is the ultimate goal of the delegating leader?
- a) Complementing the employee on every task, as continued praise for outstanding performance must be given
 - b) An employee who feels fully empowered and competent enough to take the ball and run with it, with minimal supervision.
 - c) Delegating tasks to the employee with utmost supervision, for liability reasons
 - d) An employee who requires high levels of supervision and task assignment
10. Which of these are the follower-driven stages?
- a) Delegating and Participating
 - b) Selling and Telling
 - c) Telling and Participating
 - d) Delegating and Selling

Module Three: Review Questions

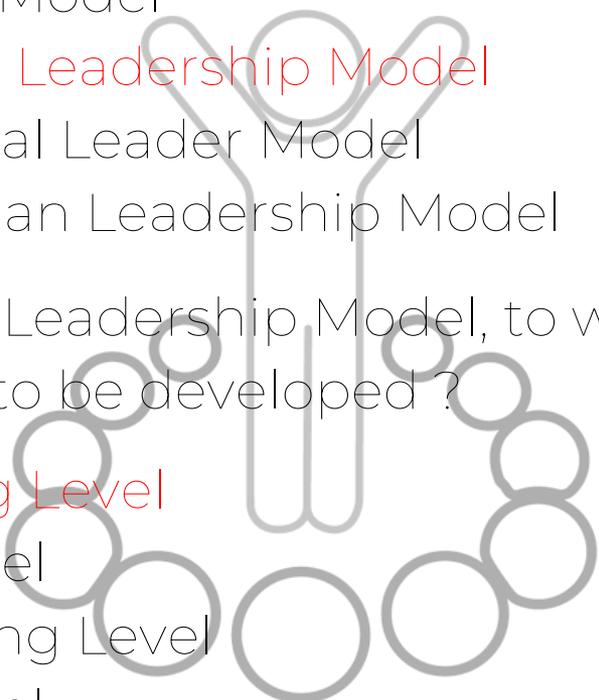
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Module Four: A Personal Inventory

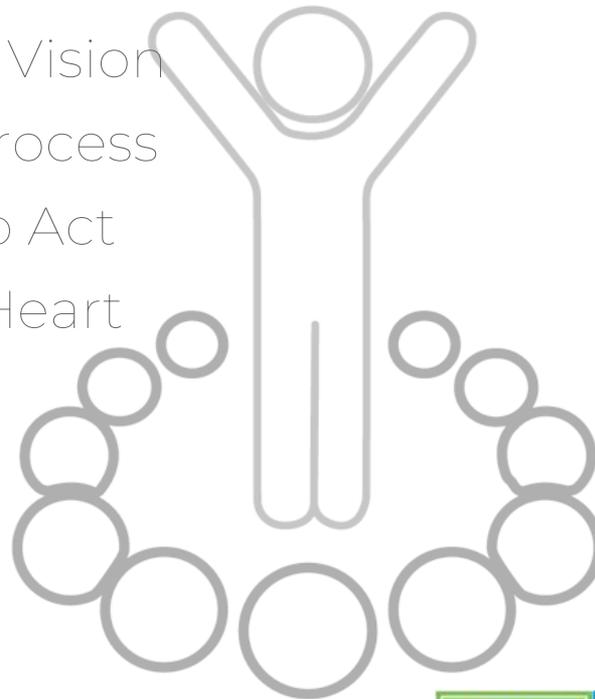
- What abilities are able to influence followers and bring them to accept the leader's vision as their own?
- Which of these qualities do you possess?
- Which of these qualities do you need to develop?



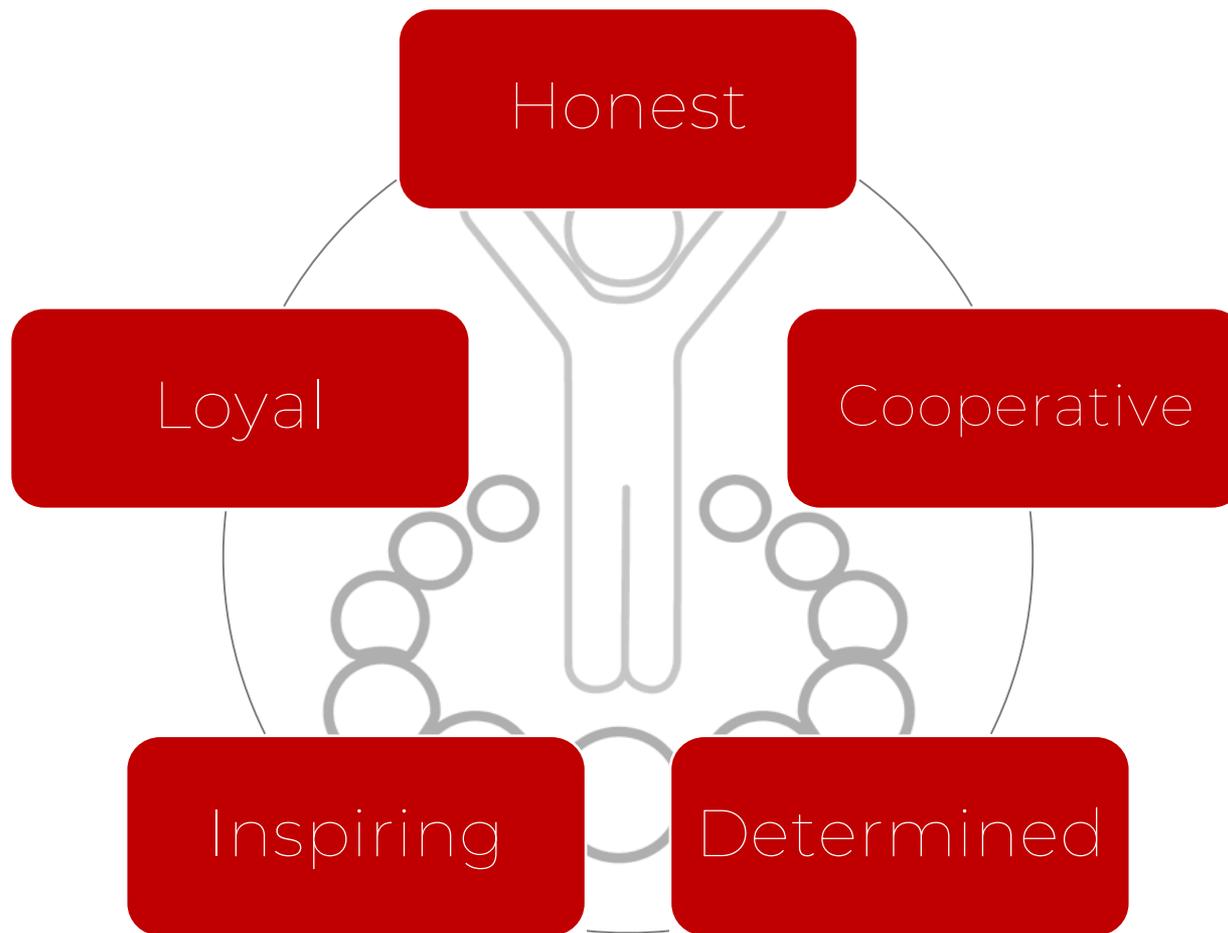
Courage - not complacency - is our need today. Leadership not salesmanship.

An Introduction to Kouzes and Posner

- Model the Way
- Inspire a Shared Vision
- Challenge the Process
- Enable Others to Act
- Encourage the Heart

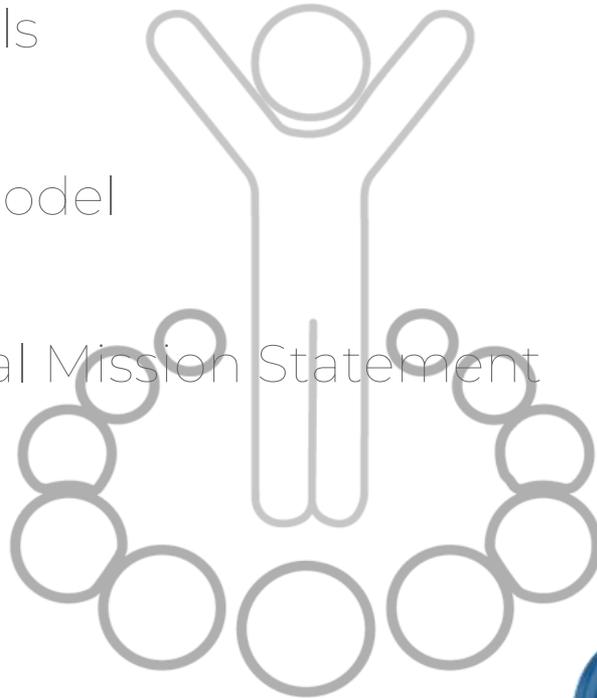


A Personal Inventory



Creating an Action Plan

- Set Leadership Goals
- Address the Goals
- Seek Inspiration
- Choose a Role Model
- Seek Experience
- Create a Personal Mission Statement



Practical Illustration

- Morale was down
- Yolanda was concerned
- She referred to her training manual

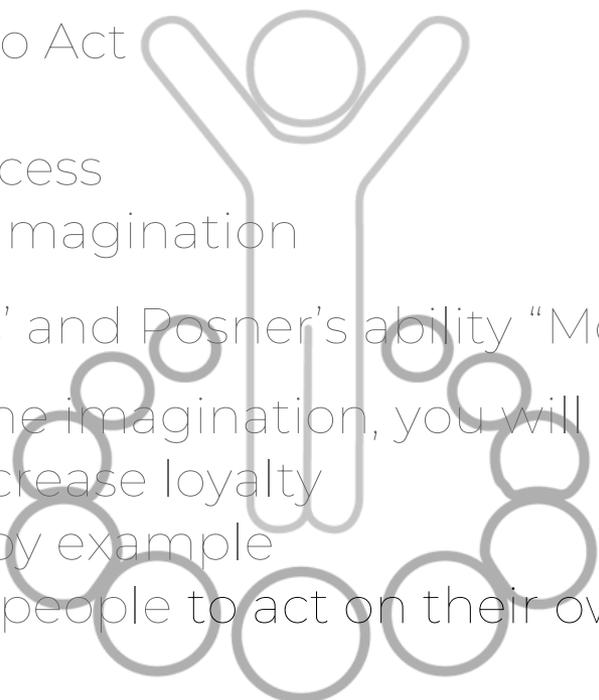


Module Four: Review Questions

1. What is the name of the book published in 2002 and written by James Kouzes and Barry Posner?
 - a) How Leadership Changed My Life and Will Change Yours, Too
 - b) The Leadership Inventory.
 - c) The Leadership Challenge
 - d) The Delegating Leader: The Ultimate Goal

2. What did James Kouzes and Barry Posner ask thousands of people to do?
 - a) They challenged them to take on a leadership role for two months and document their experiences
 - b) They asked them to rank list of characteristics associated with leadership, including the seven top qualities that motivated them to follow willingly
 - c) They told them to record themselves in leadership meetings and from there, they denoted what the seven top qualities of motivation were
 - d) They asked them to follow a leadership inventory to rank their qualities and how they affected their day to day work-life

Module Four: Review Questions

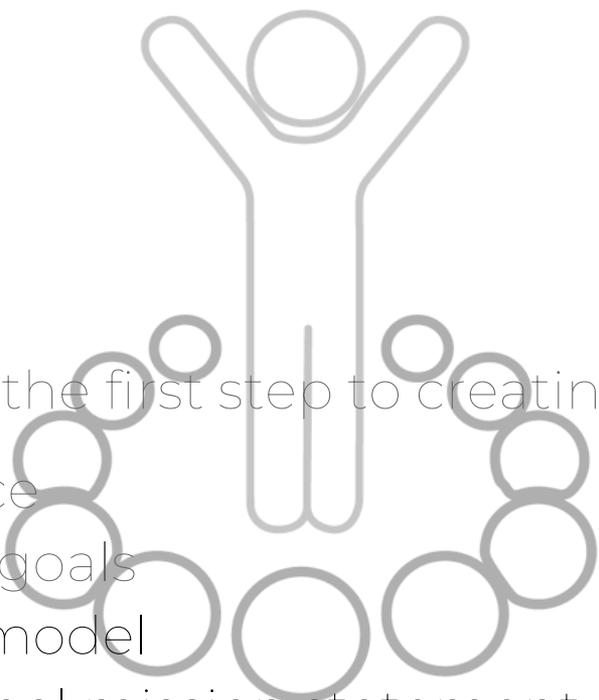
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- A faint, light gray illustration in the background shows a central figure with arms raised, surrounded by a cluster of smaller circles representing a group of people.
3. Which of these is one of Kouzes' and Posner's abilities that are crucial to successful leadership?
 - a) Enable Others to Act
 - b) Lead the way
 - c) Enforce the process
 - d) Encourage the imagination
 4. What does Kouzes' and Posner's ability "Model the Way" mean?
 - a) If you capture the imagination, you will inspire creative thought and increase loyalty
 - b) You must lead by example
 - c) Truly empower people to act on their own within their level of authority
 - d) A positive attitude is infectious

Module Four: Review Questions

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5. Which ability means “Think outside the box.”?
 - a) Lead the Way
 - b) Challenge the Process
 - c) Enable Others to Act
 - d) Inspire a Shared Vision

 6. Which of these statements is true of “Inspiring a Shared Vision”?
 - a) You can’t come into work 10 minutes late every day if you want your employees to arrive on time.
 - b) Situations change, and sometimes a policy or procedure never worked well in the first place.
 - c) If the leader appears passionate or excited about the vision, others will catch the enthusiasm as well.
 - d) If you capture the imagination, you will inspire creative thought and increase loyalty.

Module Four: Review Questions

7. In the results of the Kouzes/Posner study, what was reported as the most important quality in a leader?
- a) Independent
 - b) Supportive
 - c) Honest
 - d) Determined
8. Which of these is the first step to creating an action plan?
- a) Seek experience
 - b) Set leadership goals
 - c) Choose a role model
 - d) Create a personal mission statement
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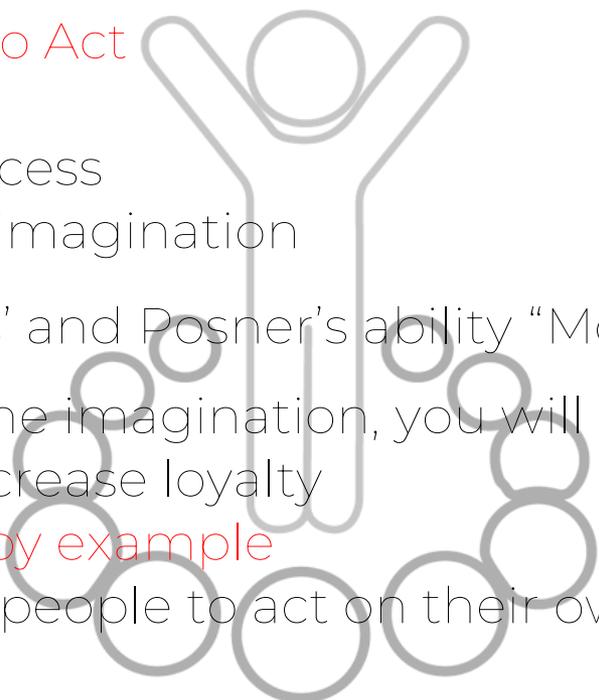
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- a) Imagining your legacy
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 - c) Read books and conduct research on the internet or at libraries
 - d) Determine how you will accomplish your goals
10. Which of these is not a question you would ask yourself before preparing a mission statement?
- a) Do you want to communicate better?
 - b) How do you want to be remembered?
 - c) What do you want people to think of you?
 - d) What type of leader you determined to be?

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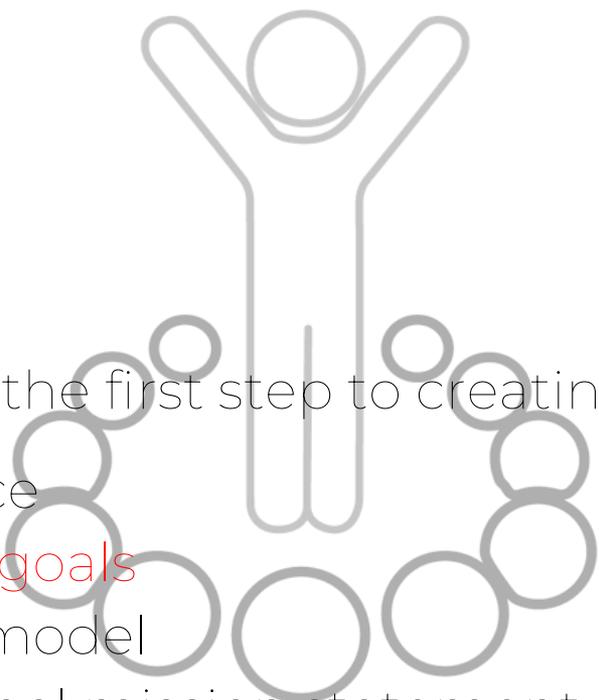
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 - c) What do you want people to think of you?
 - d) What type of leader you determined to be?

Module Five: Modeling the Way

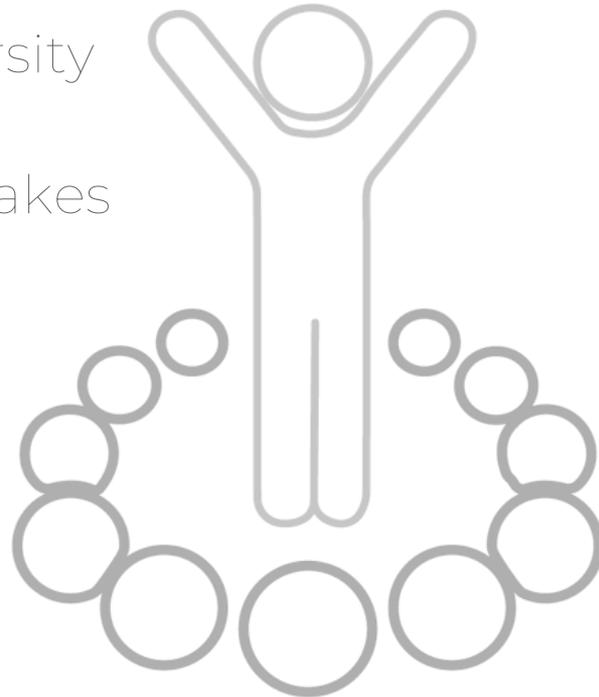
Remember that the best leaders are examples of what they want their followers to be. By definition, a leader is in the *lead*, right up front, ready to take the heat if something goes wrong. If something does go wrong, a true leader never blames his followers even if in fact they failed.



Some look at things that are, and ask why. I dream of things that never were and ask why not?

Determining Your Way

- Determine successful qualities
- Deals with adversity
- Learn from mistakes



Being an Inspirational Role Model

- Honesty
- Integrity
- Fair
- Listen to criticism



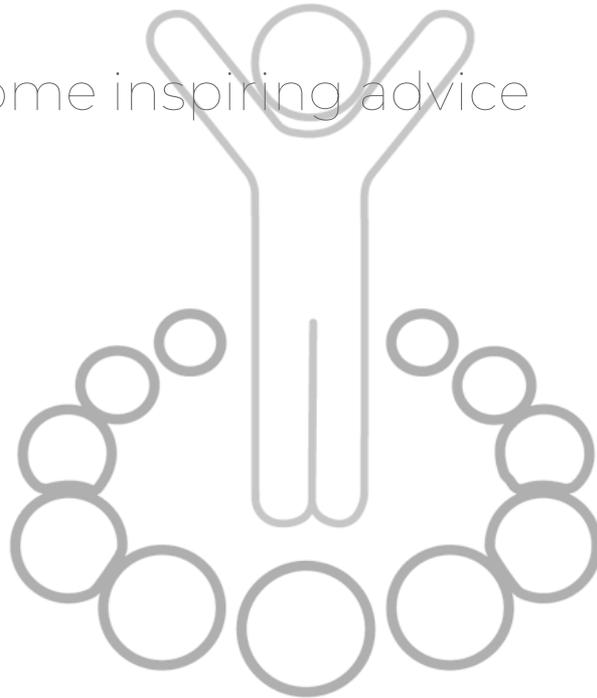
Influencing Others' Perspectives

- Address issues immediately
- Listen to people
- Go that extra mile
- Be seen



Practical Illustration

- Justin was disillusioned with being a leader
- Amy gave him some inspiring advice



Module Five: Review Questions

1. Which of these statements is true about modeling the way as a leader?
 - a) A true leader takes the blame, and then addresses how to correct the problems that arose
 - b) The best followers are examples of what they want their leaders to be
 - c) You can lead from the rear and send your troops out to take the heat and face the challenges
 - d) If something does go wrong, a true leader blames his followers especially if in fact they failed
2. Once you have chosen your role model, what should you do?
 - a) Be willing to listen to criticism, but also consider the source
 - b) Imagine your legacy
 - c) Determine how you will accomplish your goals
 - d) Study what qualities made them successful

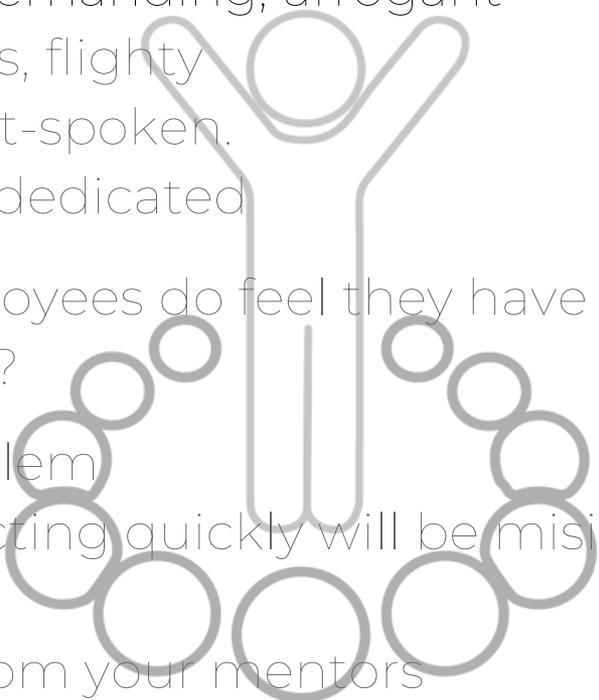
Module Five: Review Questions

3. Why should you pay particular attention to how your hero deals with adversity?
 - a) Because you can learn about the ideas and philosophies that drove them and made them successful
 - b) Because there is no leader in history who has not had failures
 - c) Since that is the best way to see how different situations called for different styles of leadership
 - d) Since your own staff will be looking for the mistakes that you might make
4. Who is leadership not for?
 - a) The self-confident and self-assured
 - b) The bold and the self-starter
 - c) The timid or the arrogant
 - d) Those who have honesty and integrity

Module Five: Review Questions

5. Which of these is not helpful advice for being an inspirational role model?
- a) Be an arrogant leader. People will see it as being powerful
 - b) Be willing to listen to criticism, but also consider the source
 - c) Don't be too afraid of what others might say about you
 - d) People who lack self-confidence often feel intimidated by a true leader. Don't let these types of people hold you back
6. Who said, “It is not the critic who counts; not the man who points out how the strong man stumbles, or where the doer of deeds could have done them better. The credit belongs to the man who is actually in the arena, whose face is marred by dust and sweat and blood, who strives valiantly”?
- a) George Washington
 - b) Theodore Roosevelt
 - c) William Howe
 - d) Hershey-Blanchard
- 

Module Five: Review Questions

- 
- A faint, light gray graphic of a person with arms raised, similar to the one in the logo, is centered in the background. The person's body is formed by a series of overlapping circles of varying sizes, creating a stylized, abstract figure.

Module Five: Review Questions

9. Believe it or not, what's the best influence you can have?
- a) Using writing and speeches to persuade others
 - b) A large company of followers
 - c) Not trying to influence someone
 - d) Not leading someone
10. What makes others feel empowered?
- a) Listening to them
 - b) Having a leader in charge
 - c) Being given a compliment in private
 - d) Disengaging yourself from your staff
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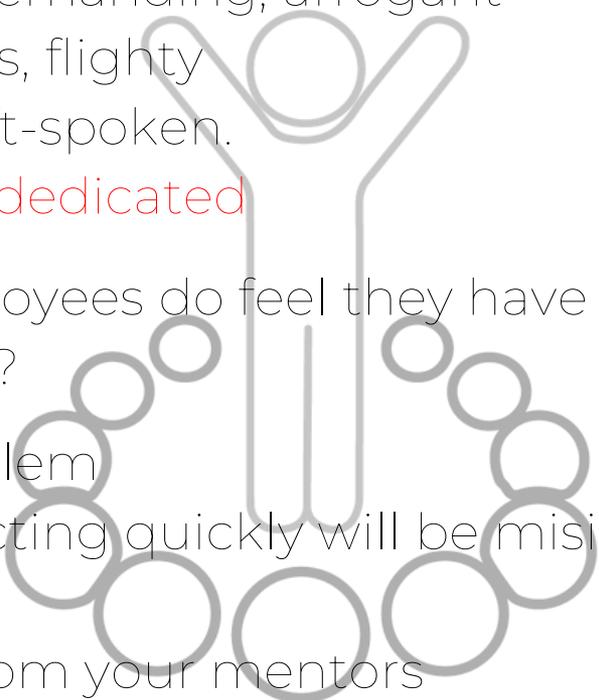
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Module Five: Review Questions

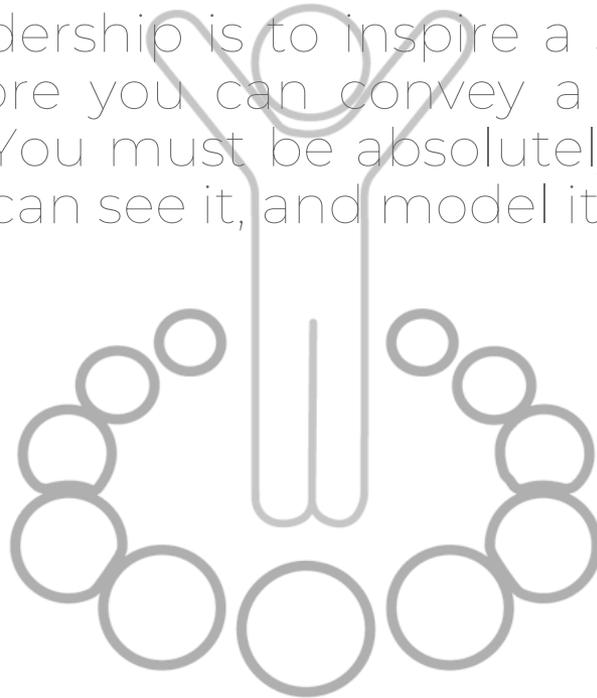
- 
- A faint, light gray background graphic of a stylized human figure with arms raised, similar to the one in the logo, is centered behind the text. The figure is composed of simple lines and circles.
7. What type of attitude must you always have to inspire others?
- a) Autonomous, demanding, arrogant
 - b) Loud, boisterous, flighty
 - c) Quiet, timid, soft-spoken.
 - d) Honest, caring, dedicated
8. If any of your employees do feel they have been wronged, what do you need to do?
- a) Ignore the problem
 - b) Hold back, as acting quickly will be misinterpreted as arrogance
 - c) Seek counsel from your mentors
 - d) Address the issue immediately

Module Five: Review Questions

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Module Six: Inspiring a Shared Vision

The key to true leadership is to inspire a shared vision among your followers. Before you can convey a vision, however, you have to develop it. You must be absolutely clear in your vision, live it before others can see it, and model it from your behavior.



I suppose leadership at one time meant muscles; but today it means getting along with people.

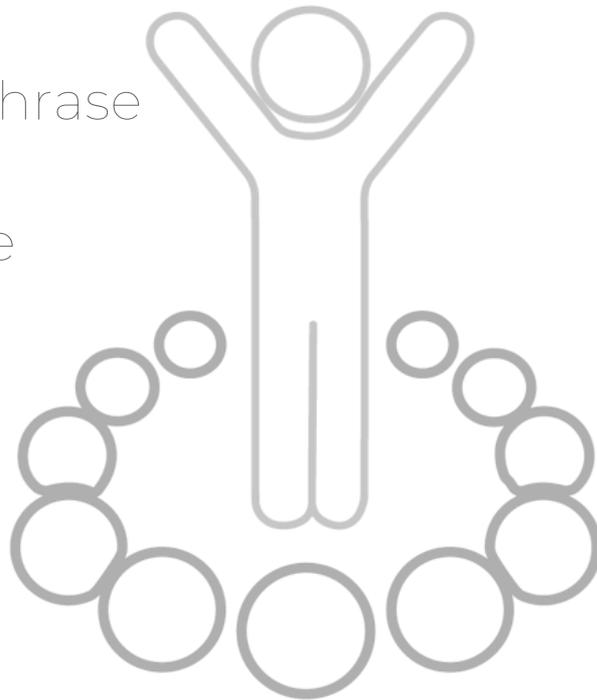
Choosing Your Vision

- Attainable goals
- Focus
- Sense of direction



Communicating Your Vision

- Through actions
- Create a catch phrase
- Lead by example



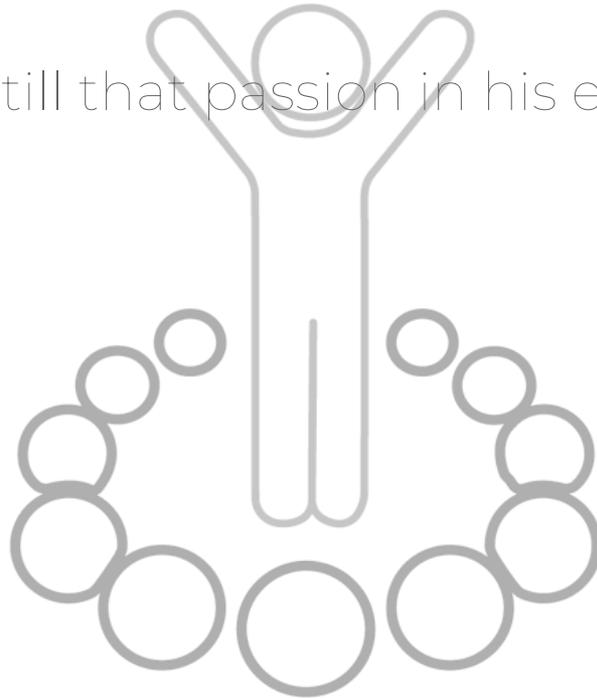
Identifying the Benefit for Others

- Everyone loves a winner
- Social acceptance
- Reward loyalty



Practical Illustration

- Bruce was a passionate leader
- He wanted to instill that passion in his employees

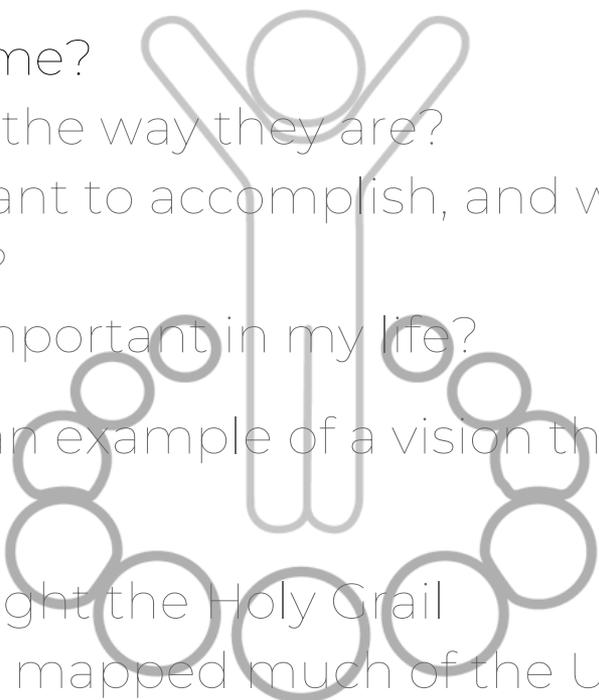


Module Six: Review Questions

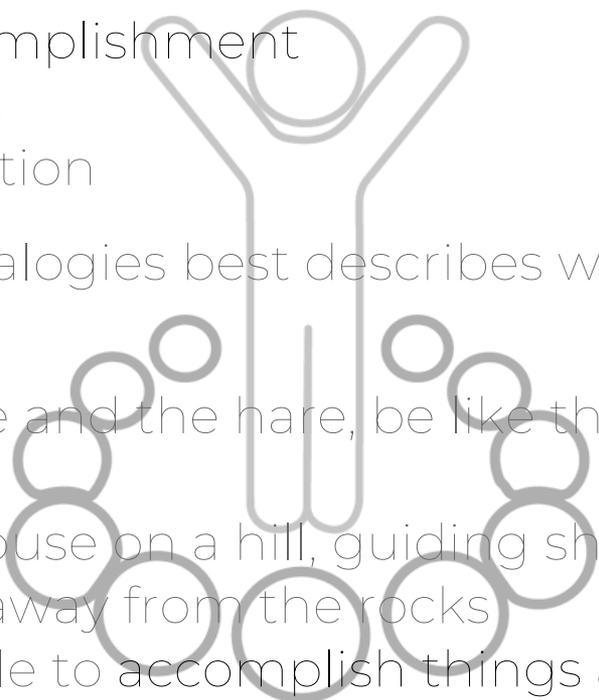
1. What is the key to true leadership?
 - a) Hiding in your office
 - b) Inspiring a shared vision among your staff
 - c) Not seeing your staff regularly
 - d) Disengaging yourself from your vision

2. Before you can convey a vision, what must you do first?
 - a) Choose a role model
 - b) Develop your vision
 - c) Imagine your legacy as a leader
 - d) Write down your vision

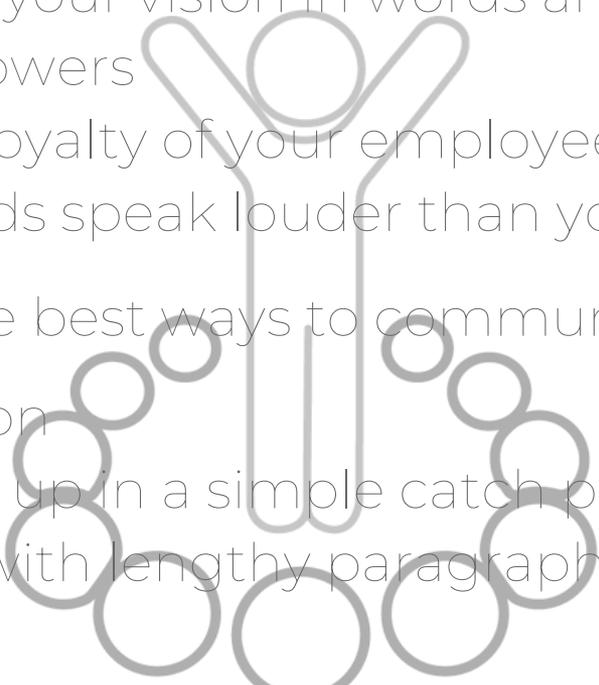
Module Six: Review Questions

- 
- A faint, light gray illustration of a person with their arms raised in a 'V' shape, standing on a circular base. The person's head is a circle, and their torso is a vertical line. The base is a larger circle with several smaller circles around it, resembling a group of people or a community.

Module Six: Review Questions

- 
- A faint, light gray background graphic of a stylized human figure with arms raised, similar to the one in the logo, is centered behind the text.
5. What will your vision provide for you and your employees?
 - a) A monetary source
 - b) A sense of accomplishment
 - c) A series of ideas
 - d) A sense of direction
 6. Which of these analogies best describes what a vision should be?
 - a) Like the tortoise and the hare, be like the tortoise. Slow and steady
 - b) Be like a lighthouse on a hill, guiding ships to safety and warning them away from the rocks
 - c) Be like a car, able to accomplish things at incredible speed
 - d) Like the military, have your employees sign up and commit to a decided upon time of service

Module Six: Review Questions

- 
- A faint, light gray background graphic of a stylized human figure with arms raised, composed of circles and lines, centered behind the text.
7. What should you take every opportunity to do?
 - a) Communicate your vision in words and deeds
 - b) Gain more followers
 - c) Re-assess the loyalty of your employees
 - d) Have your words speak louder than your actions
 8. What is one of the best ways to communicate a vision?
 - a) Verbal repetition
 - b) Sum the vision up in a simple catch phrase.
 - c) Posting flyers with lengthy paragraphs explaining your vision
 - d) Have your employees recite the vision daily

Module Six: Review Questions

9. What do most employees enjoy?
- a) Constructive criticism given at regular intervals
 - b) Hard work and little involvement from you in working towards the vision
 - c) Being part of a larger, successful organization
 - d) Giving their loyalty to you
10. If you can get your employees to accept your vision as their own, and excite them about being part of it, what will they most likely do?
- a) Excel beyond what you (or they) thought possible
 - b) Want performance bonuses and awards for validation
 - c) Ask the question “What in it for me?”
 - d) Crave acceptance

Module Six: Review Questions

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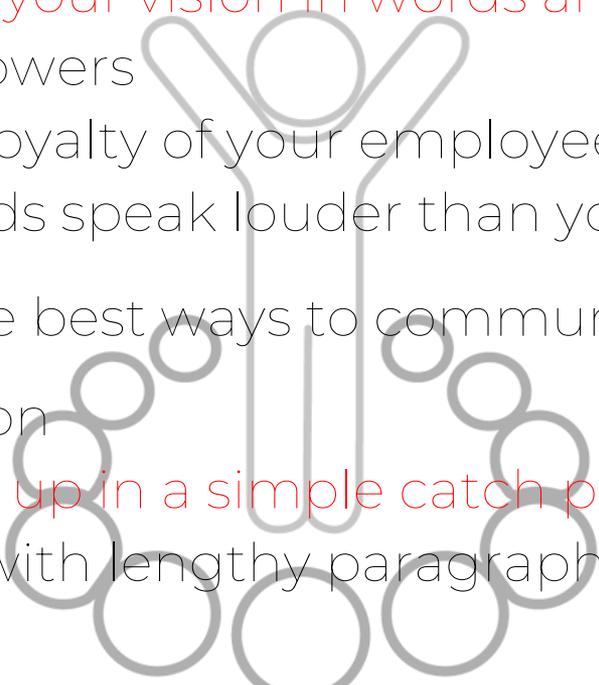
Module Six: Review Questions

3. What is a question you can ask yourself to help choose your vision?
 - a) What's in it for me?
 - b) Why are things the way they are?
 - c) What do you want to accomplish, and what do you need to do to get there?
 - d) What is most important in my life?
4. Which of these is an example of a vision that had an attainable goal?
 - a) King Arthur sought the Holy Grail
 - b) Lewis and Clark mapped much of the United States
 - c) NASA took us to the moon
 - d) All of the above

Module Six: Review Questions

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Module Six: Review Questions

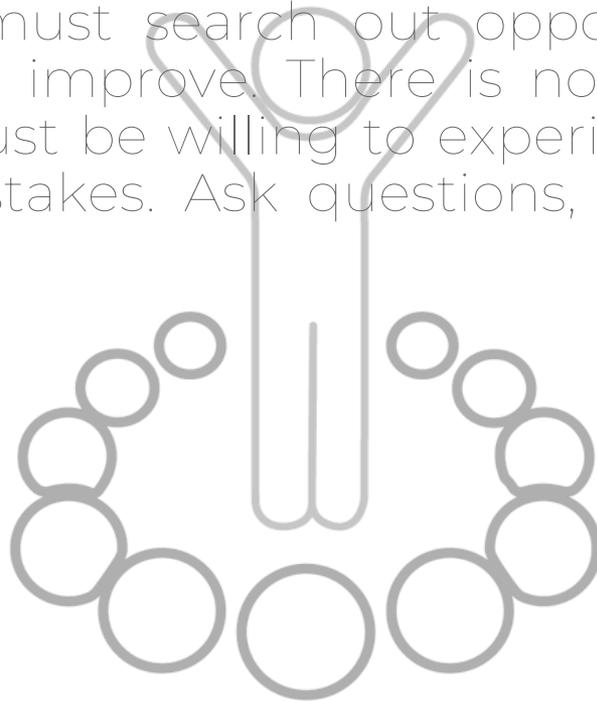
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Module Seven: Challenging the Process

As a leader, you must search out opportunities to change, grow, innovate and improve. There is no reward without risk however, so you must be willing to experiment, take risks, and learn from any mistakes. Ask questions, even if you fear the answers.



Leadership: the art of getting someone else to do something you want done because he wants to do it.

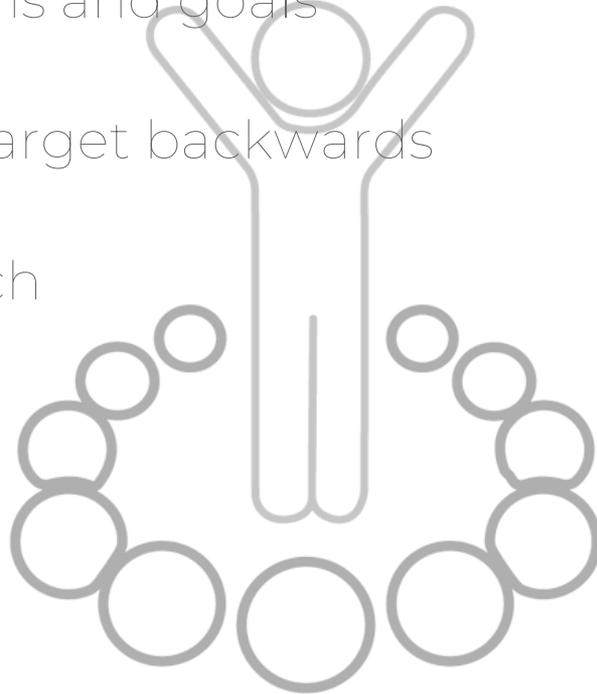
Think Outside the Box

- Ask why?
- Generate ideas
- Query everyone



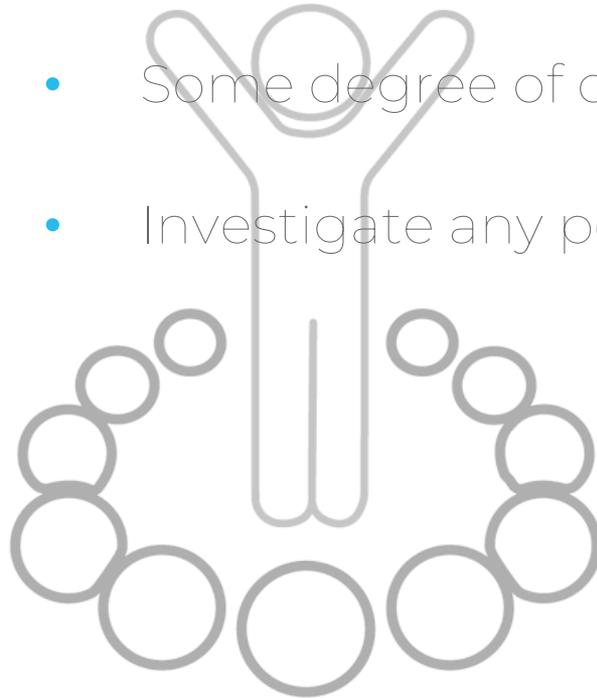
Developing Your Inner Innovator

- Utilize new visions and goals
- Work from the target backwards
- Plan and research



Seeing Room for Improvement

- Goals must be attainable
- Some degree of difficulty
- Investigate any potential bottlenecks



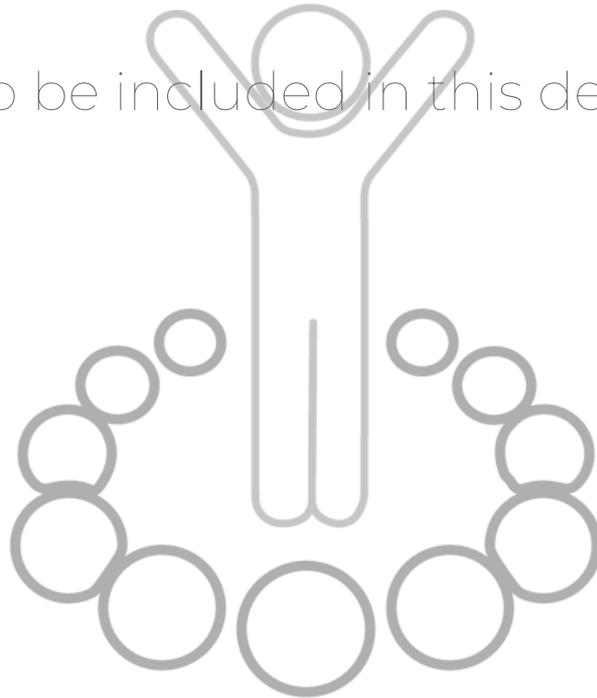
Lobbying for Change

- Influence people
- Be prepared, do your research
- Attack the problem with a plan



Practical Illustration

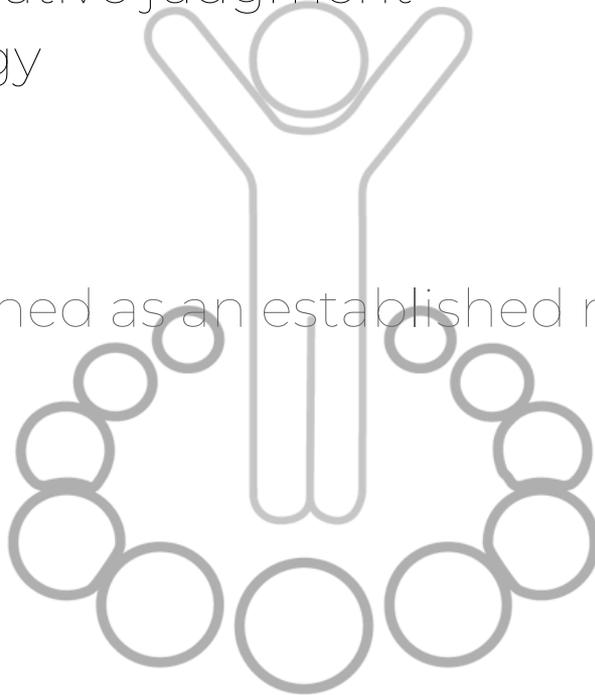
- Kaitlin spoke to David about setting new goals for the team
- He was excited to be included in this decision



Module Seven: Review Questions

1. Which law are most large groups governed by?
 - a) Law of comparative judgment
 - b) Law of sociology
 - c) Law of inertia
 - d) Boyle's law

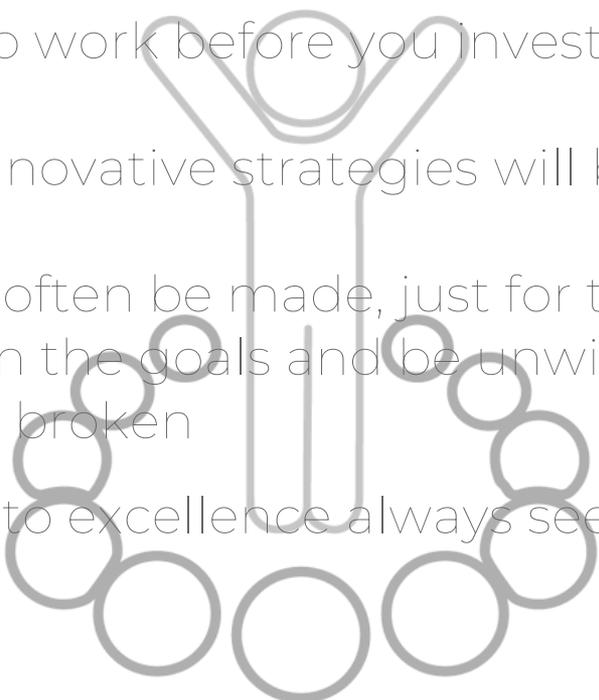
2. What can be defined as an established model or structure?
 - a) Paradigm
 - b) Brainstorming
 - c) Stereotype
 - d) Paragon



Module Seven: Review Questions

- 
- A large, faint, stylized graphic of a human figure with arms raised, composed of circles and lines, is centered in the background of the text.
3. Which of these is not good advice about “thinking outside the box”?
- a) Ask questions of your employees, customers, former leaders
 - b) Don’t be afraid to ask the question “Why?”
 - c) Often the lowest ranking persons in an organization can’t tell you exactly what is wrong because they don’t see it daily from their vantage points
 - d) Sometimes it is necessary to “think outside the box” and break the paradigm
4. Which of these is the best definition for innovation?
- a) An improvement on a process or procedure
 - b) An earlier event or action that is regarded as an example or guide to be considered in subsequent similar circumstances
 - c) The faculty or action of forming new ideas, or images or concepts of external objects not present to the senses
 - d) A total redirection or restructuring based upon stated goals and research

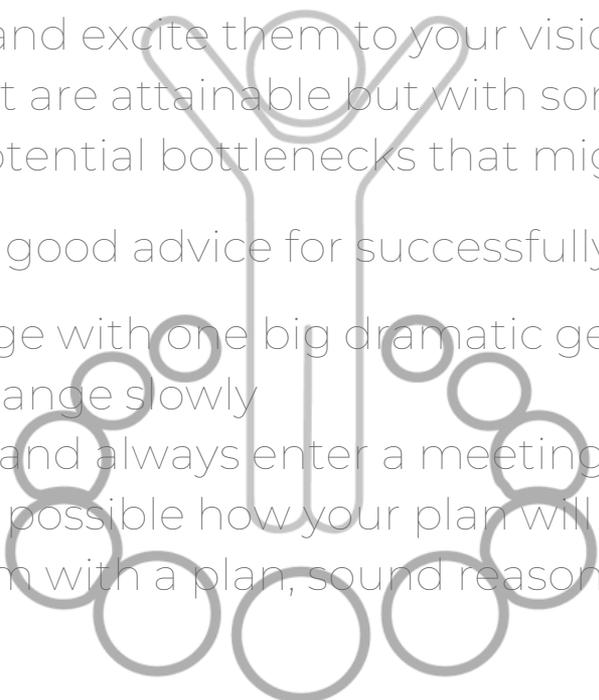
Module Seven: Review Questions

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5. Which of these is a helpful tip about using innovation?
- a) There should be solid evidence that a new way of doing things is likely to work before you invest money and everyone's time
 - b) To be sure, all innovative strategies will be feasible or cost effective
 - c) Change should often be made, just for the sake of change
 - d) Keep focused on the goals and be unwilling to break rules if they need to be broken
6. What does a drive to excellence always seek?
- a) Innovation
 - b) Improvement
 - c) Imagination
 - d) Immunity

Module Seven: Review Questions

7. When will people simply give up trying altogether?
- a) When their leader is honest, open, and willing to listen to their ideas
 - b) When your employees are looked upon as “good enough.”
 - c) When innovation first begins
 - d) When goals are unrealistic or unattainable
8. If only a few employees are reaching the goal you set, what should you do?
- a) Raise the target
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Module Seven: Review Questions

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 - c) Set high goals that are attainable but with some degree of difficulty
 - d) Investigate any potential bottlenecks that might be stifling progress
10. Which of these is not good advice for successfully lobbying for change?
- a) Bring about change with one big dramatic gesture, instead of bringing about change slowly
 - b) Do your research, and always enter a meeting by being prepared
 - c) Show as clearly as possible how your plan will effect positive change
 - d) Attack the problem with a plan, sound reasoning, and infectious enthusiasm

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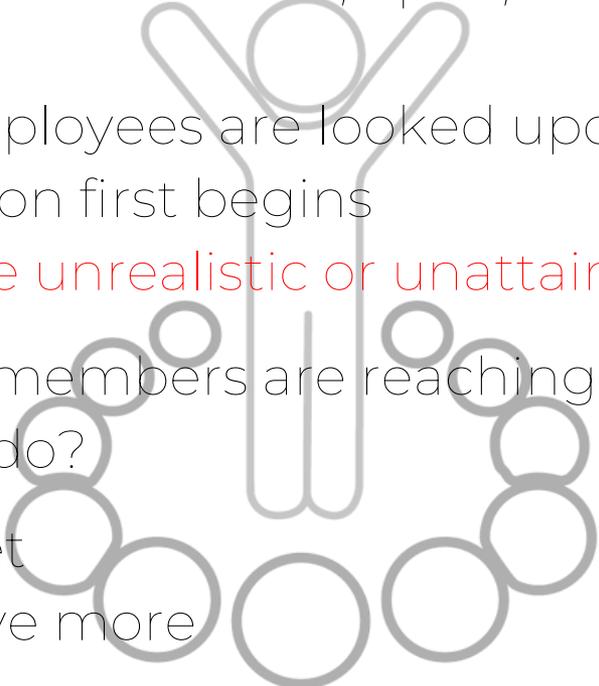
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Module Eight: Enabling Others to Act

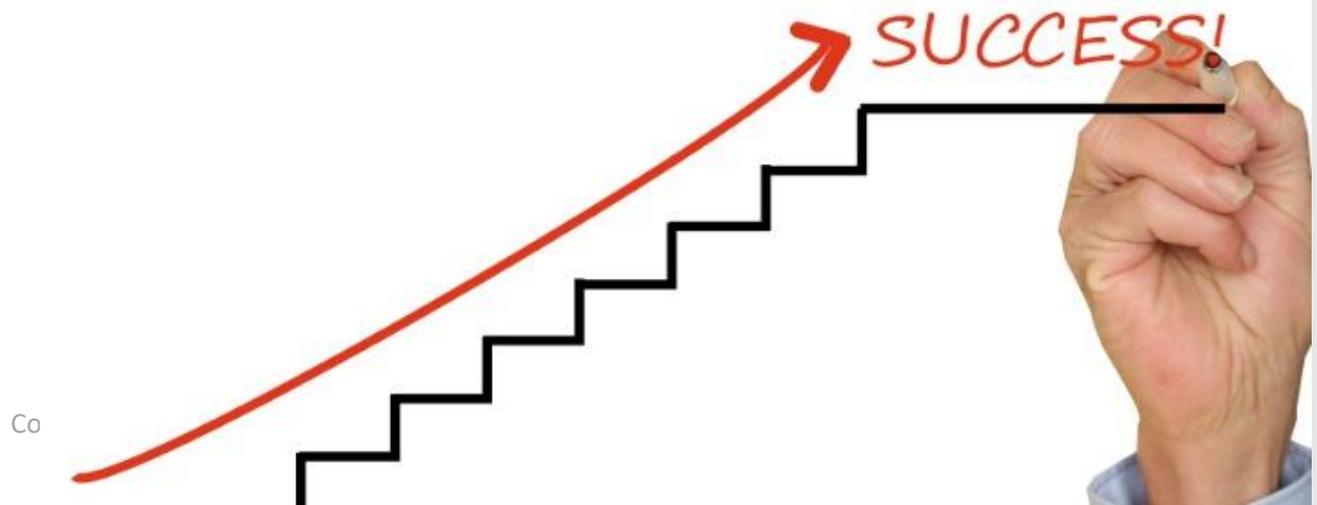
- To be a true leader, you must enable others to act responsibly and not encourage bad worker habits by compensating for them or overlooking them. The goal of a leader is to empower others.



The only man who makes no mistakes is the man who never does anything.

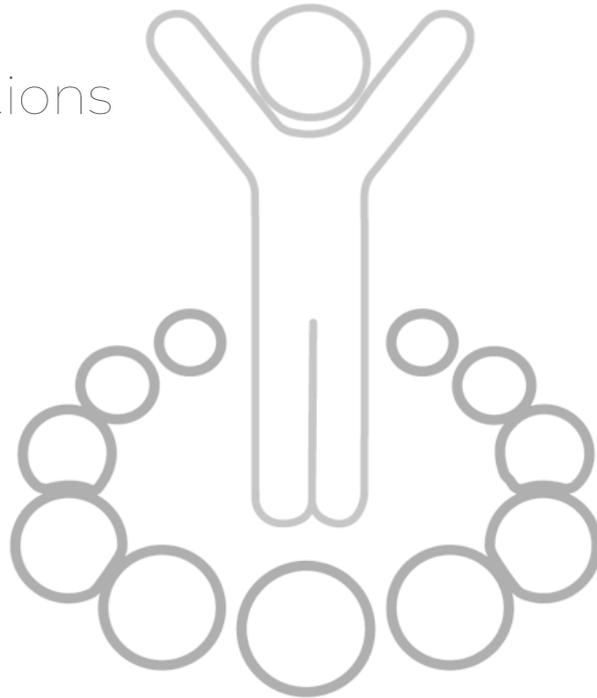
Encouraging Growth in Others

- Positive attitude
- One on one
- Question and listen



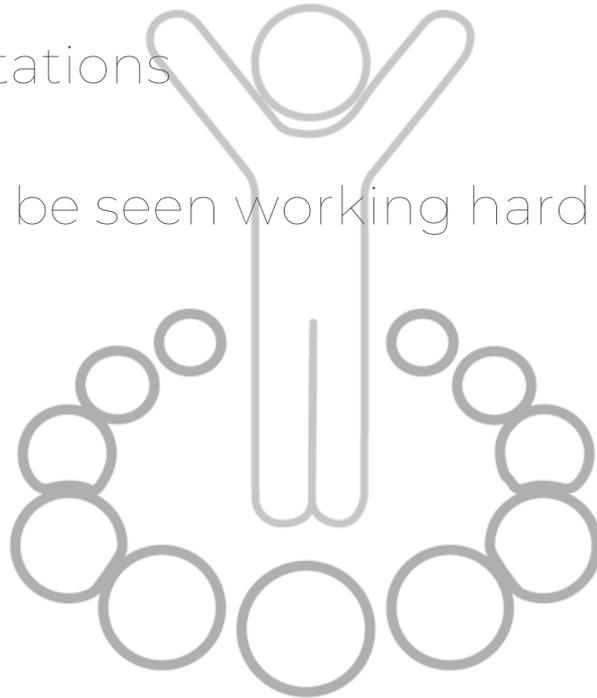
Creating Mutual Respect

- Give respect
- Be visible
- Answer questions



The Importance of Trust

- Respect leads to trust
- Manage expectations
- Work hard and be seen working hard



Practical Illustration

- Catherine was struggling with an assignment

- Adam paired her with a co-worker who would help her brainstorm



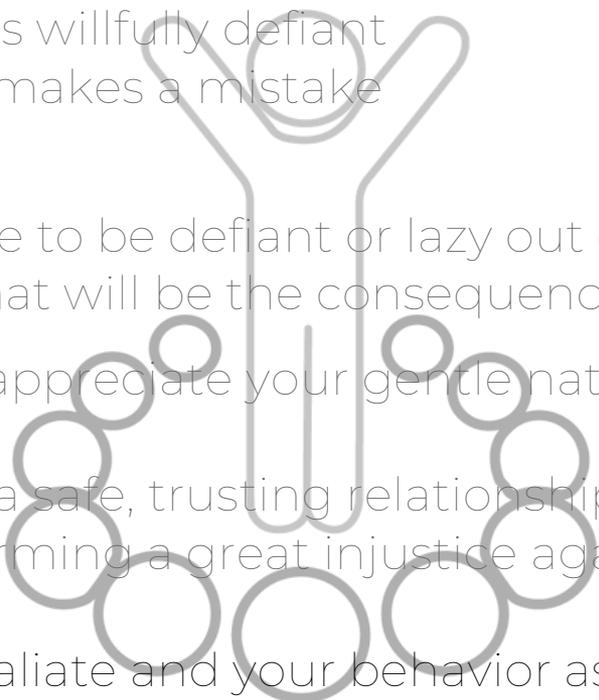
Module Eight: Review Questions

1. What is the ultimate goal of the Hersey-Blanchard situational Leadership model?
 - a) To know that all members and all teams are created equal
 - b) To develop staff to the point where you can delegate tasks without a lot of oversight
 - c) To be an effective leader by using a friendship style based on the individuals or groups they're leading
 - d) To develop one style of leadership and use that style always
2. What is good advice when enabling others to act?
 - a) You must enable others to act by coming to you first for advice
 - b) You cannot berate someone for trying hard but making an honest mistake.
 - c) The goal of a leader is to empower others to work by micromanagement
 - d) You should enable good habits by compensating for the bad habits of others or overlooking them

Module Eight: Review Questions

- 
- A faint, grey line-art graphic of a person with arms raised, surrounded by several circles of varying sizes, is centered in the background of the slide.
3. What is essential to encouragement?
 - a) A positive attitude
 - b) A no-tolerance policy for mistakes
 - c) A perfect work ethic and demanding the same from others
 - d) An attitude of forgiveness for all mistakes
 4. What is something you could learn from your employee in one-on-one meetings?
 - a) That they need more freedom
 - b) That they need more training
 - c) That they need more self-confidence
 - d) All of the above

Module Eight: Review Questions

- 
- A faint, light gray background graphic of a person with arms raised, composed of a simple outline and a circular base, centered behind the text.
5. When is it an appropriate time to be stern and resolute?
 - a) When someone questions your practices
 - b) When someone is willfully defiant
 - c) When someone makes a mistake
 - d) All of the above

 6. If you allow someone to be defiant or lazy out of a misplaced concern for their feelings, what will be the consequence?
 - a) That person will appreciate your gentle nature and change their behaviors
 - b) You will develop a safe, trusting relationship with your employee
 - c) You will be performing a great injustice against the rest who are working hard
 - d) Your staff will retaliate and your behavior as a leader will be called into question

Module Eight: Review Questions

- 
- A faint, light gray illustration in the background shows a central figure with arms raised, surrounded by a cluster of smaller circles representing a group of people.
7. What should typically be given to everyone at all levels?
- a) The same monetary pay
 - b) Respect
 - c) Task lists
 - d) Statement of Work
8. Which of these is not a way to build respect with your staff?
- a) Do not seek them out. Let them seek you
 - b) Be visible to your staff
 - c) Show them you are available and interested in knowing everything about what they do
 - d) Develop and demonstrate your knowledge of the organization and details of the product, service, or operation

Module Eight: Review Questions

9. What can help manage expectations when it comes to trust?
- a) Promising frequently, to look trustworthy
 - b) Never making a promise, in order not to disappoint anyone
 - c) Over-promising and under-delivering
 - d) Under-promising and over-delivering
10. What goes a long way to earning respect?
- a) Coming in as early as possible
 - b) A simple word of recognition
 - c) Over-complimenting
 - d) Never raising your voice to an employee

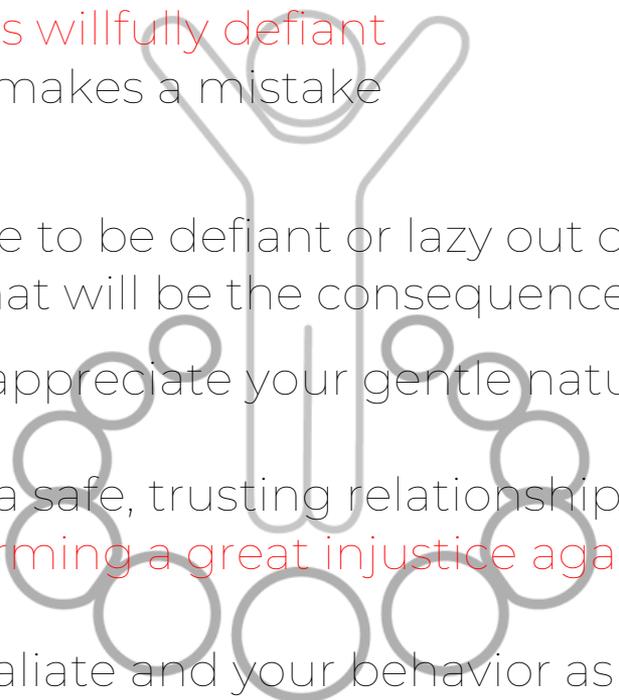
Module Eight: Review Questions

1. What is the ultimate goal of the Hersey-Blanchard situational Leadership model?
 - a) To know that all members and all teams are created equal
 - b) To develop your staff to the point where you can delegate tasks without a lot of oversight
 - c) To be an effective leader by using a friendship style based on the individuals or groups they're leading
 - d) To develop one style of leadership and use that style always
2. What is good advice when enabling others to act?
 - a) You must enable others to act by coming to you first for advice
 - b) You cannot berate someone for trying hard but making an honest mistake.
 - c) The goal of a leader is to empower others to work by micromanagement
 - d) You should enable good habits by compensating for the bad habits of others or overlooking them

Module Eight: Review Questions

3. What is essential to encouragement?
- a) A positive attitude
 - b) A no-tolerance policy for mistakes
 - c) A perfect work ethic and demanding the same from others
 - d) An attitude of forgiveness for all mistakes
4. What is something you could learn from your employee in one-on-one meetings?
- a) That they need more freedom
 - b) That they need more training
 - c) That they need more self-confidence
 - d) All of the above

Module Eight: Review Questions

- 
- A faint, light gray background graphic of a person with arms raised, composed of a simple outline and a dotted base, centered behind the text.
5. When is it an appropriate time to be stern and resolute?
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 - d) All of the above
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Module Eight: Review Questions

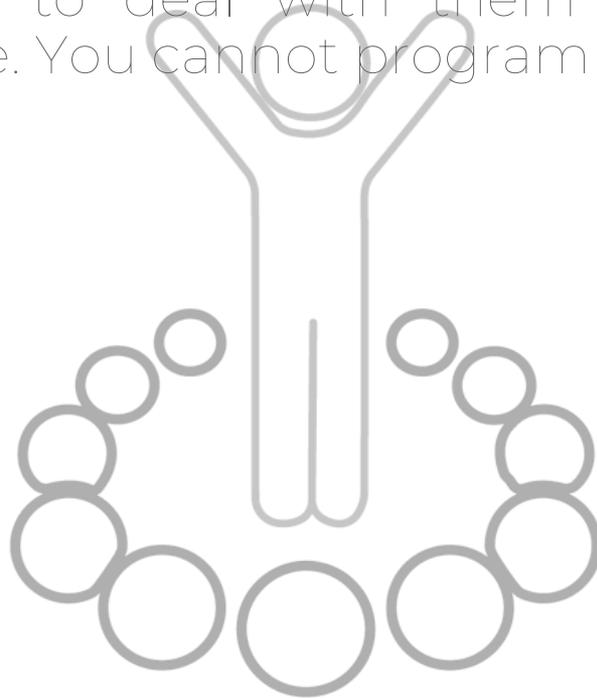
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Module Nine: Encouraging the Heart

Employees are not robots. Human beings have intellect and emotions. Failing to deal with them on those levels will ultimately backfire. You cannot program loyalty.



Those who fail to plan, plan to fail.

Sharing Rewards

- Have a party
- Buy lunch
- Something to show credit



Celebrating Accomplishments

- Public recognition
- Team milestones
- Provides motivation



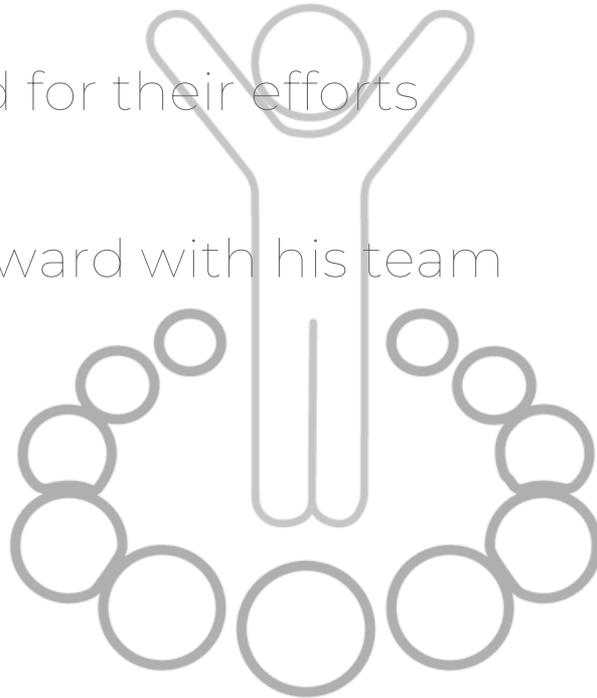
Making Celebration Part of Your Culture

- Have a welcoming environment
- Break up the routine
- More than just a paycheck



Practical Illustration

- Eric's team worked hard
- He was rewarded for their efforts
- He shared the reward with his team



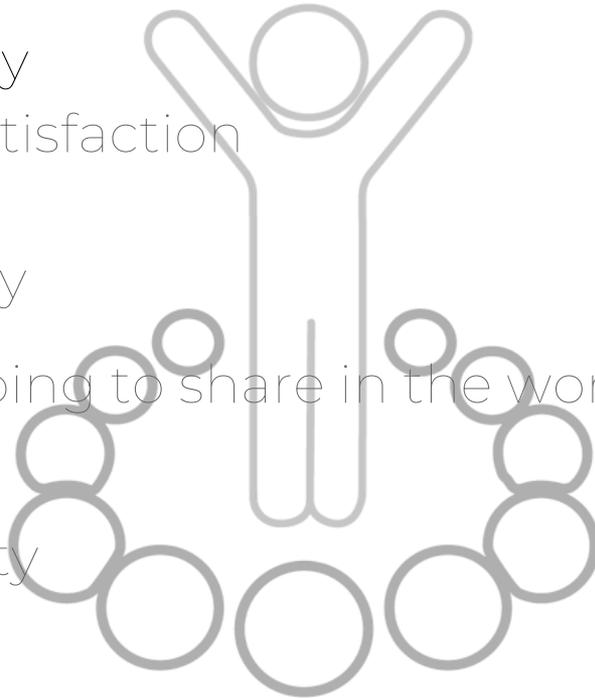
Module Nine: Review Questions

1. What was one of the worst developments in the workplace?
 - a) Leadership in the workplace
 - b) The creation of email and the use of technology
 - c) Deadlines and time management practices
 - d) The creation of the term “Human Resources”

2. What was the term Human Resources formerly known as?
 - a) Personnel Department
 - b) Sales and Accounting Departments
 - c) Accounts Bill-able
 - d) Human Relationship Department

Module Nine: Review Questions

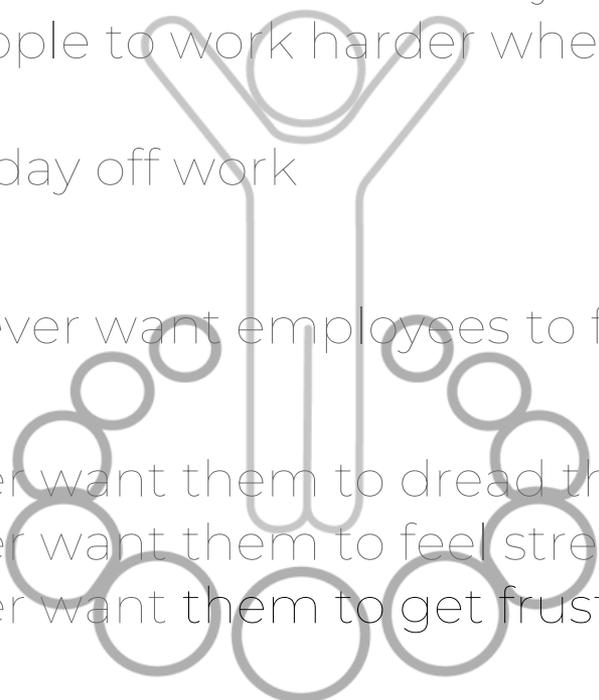
3. What will failing to deal with workers on the levels of intellect and emotion ultimately do?
 - a) Program loyalty
 - b) Increase job satisfaction
 - c) Backfire
 - d) Promote loyalty
4. If your staff are going to share in the work, what else should they share in?
 - a) The productivity
 - b) The deadlines
 - c) The rewards
 - d) The paychecks



Module Nine: Review Questions

5. If you get a bonus for a successful task, which of these is not a good way to share that bonus with your staff?
- a) A party
 - b) A free lunch
 - c) Give everyone a pair of movie tickets or a lottery ticket
 - d) Give everyone half of your bonus
6. What is the best way to motivate someone?
- a) Money
 - b) Many compliments
 - c) Public recognition
 - d) Giving them space to work

Module Nine: Review Questions

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7. What is the benefit of celebrating team milestones?
 - a) It helps solidify the routines of the day
 - b) It motivates people to work harder when they return to work refreshed
 - c) It gives them a day off work
 - d) All of the above

 8. How would you never want employees to feel about their workplace?
 - a) You would never want them to dread the workplace
 - b) You would never want them to feel stress in the workplace
 - c) You would never want them to get frustrated in the workplace
 - d) You would never want them to experience conflict in the workplace

Module Nine: Review Questions

9. Where do people spend most of their waking lives?
- a) With family
 - b) With friends
 - c) At work
 - d) Doing things they enjoy
10. What is a way to make celebration a part of the work culture?
- a) Make celebration itself the routine
 - b) Have a welcoming environment where people feel respected
 - c) Decorate the office each day
 - d) Have morning pep rallies



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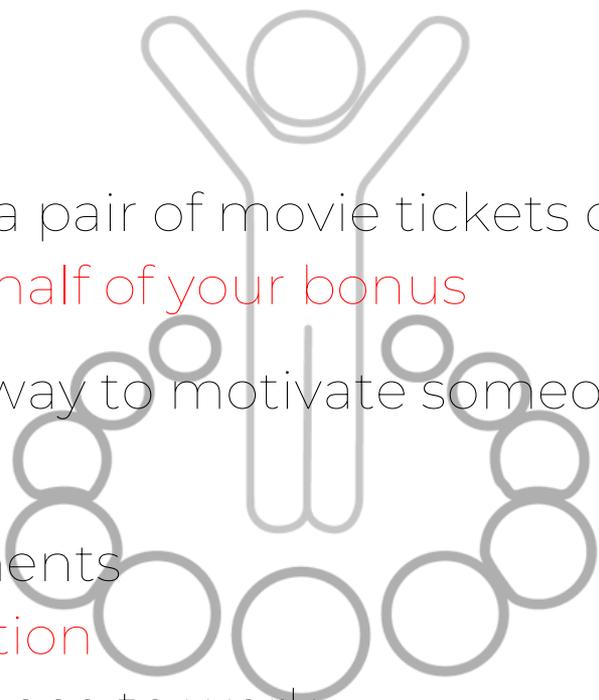
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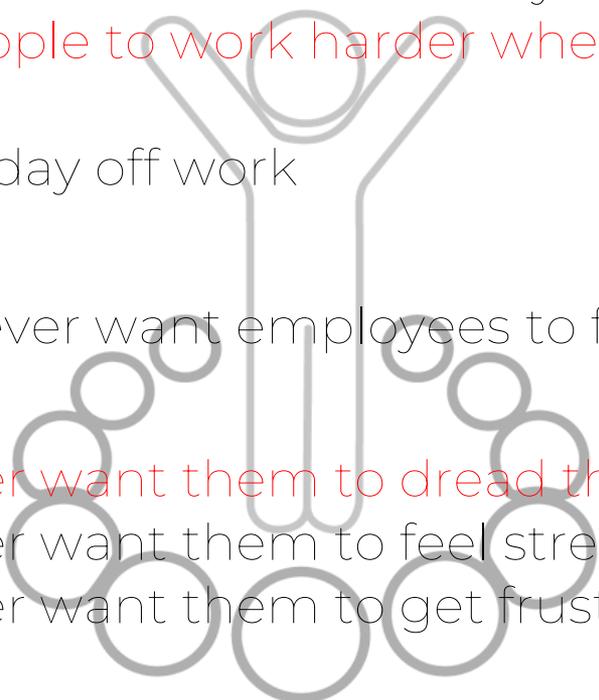
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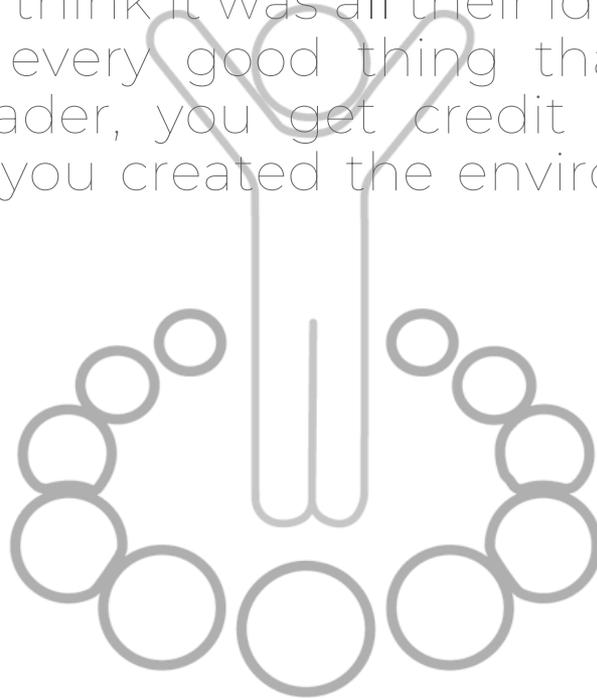
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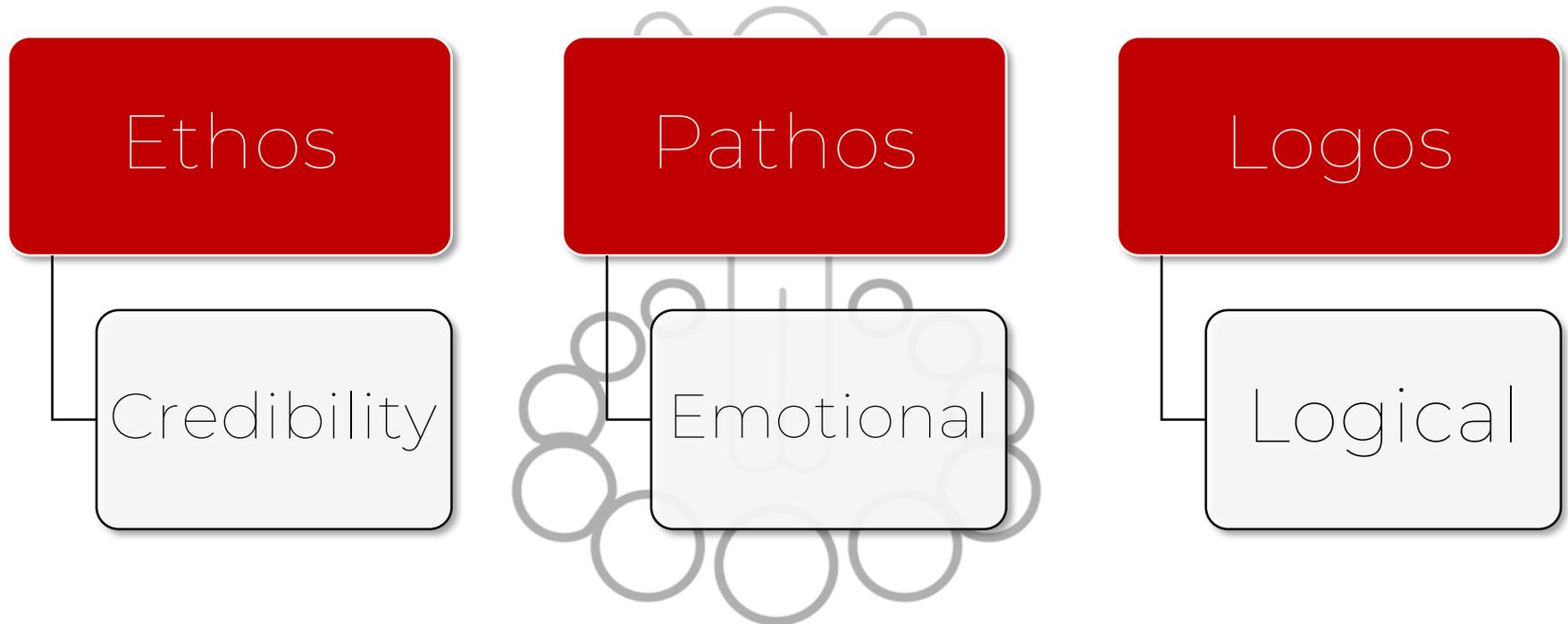
Module Ten: Basic Influencing Skills

The best leaders are able to influence others to do something and allow them to think it was all their idea. Don't worry about taking credit for every good thing that happens on your watch. As the leader, you get credit whenever your staff succeed because you created the environment that allowed their success.



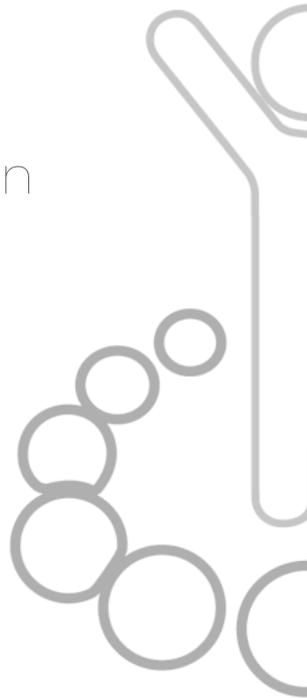
The country is full of good coaches. What it takes to win is a bunch of interested players.

The Art of Persuasion



The Principles of Influence

- Reciprocation
- Commitment
- Authority
- Social Validation
- Friendship



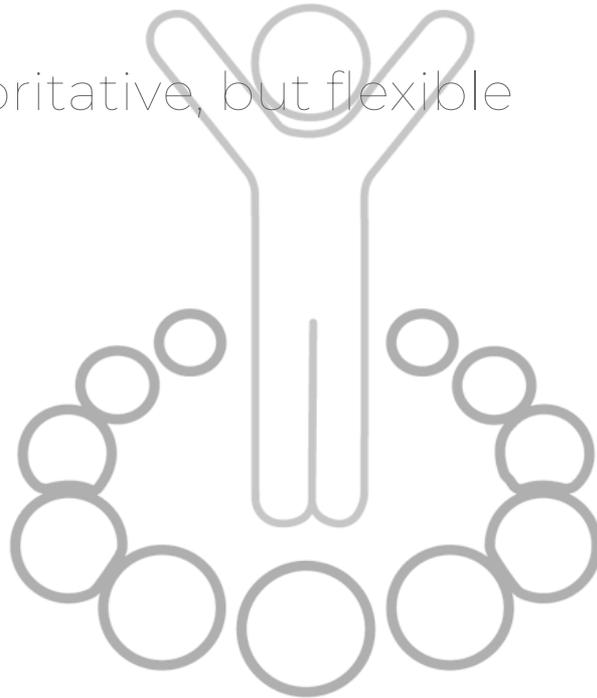
Creating an Impact

- A confident bearing
- A strong ability to communicate
- A strong personal commitment to your vision



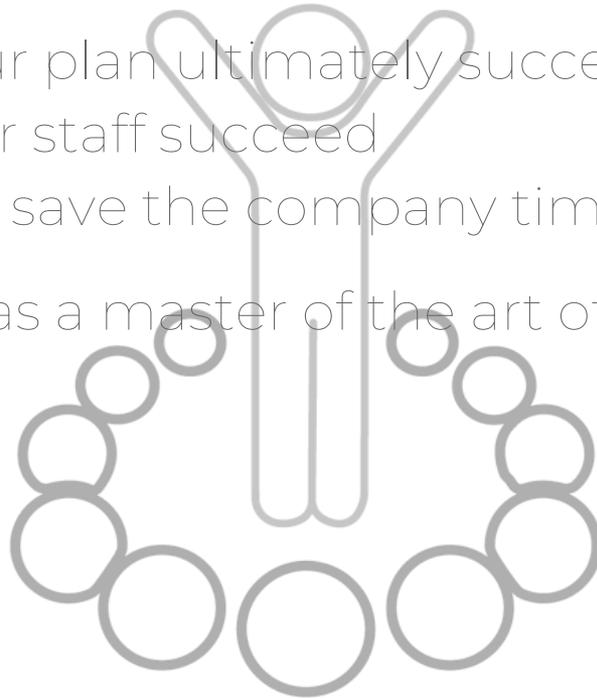
Practical Illustration

- Sarah was nervous to approach her boss
- Robyn was authoritative, but flexible



Module Ten: Review Questions

1. As a leader, when do you get credit?
 - a) All the time
 - b) Only when your plan ultimately succeeds
 - c) Whenever your staff succeed
 - d) Whenever you save the company time and money
2. Who in history was a master of the art of persuasion?
 - a) Descartes
 - b) Socrates
 - c) Aristotle
 - d) Plato



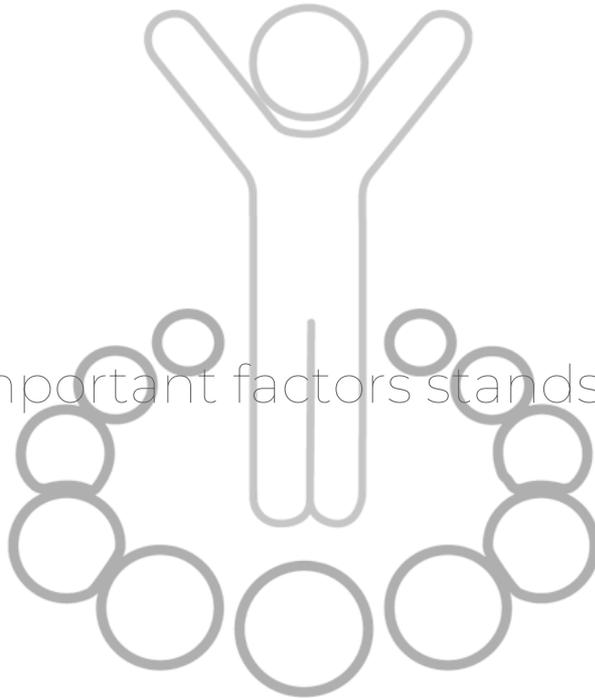
Module Ten: Review Questions

3. Which of these is not one of the three important factors in the art of persuasion?

- a) Ethos
- b) Logos
- c) Pathos
- d) Mythos

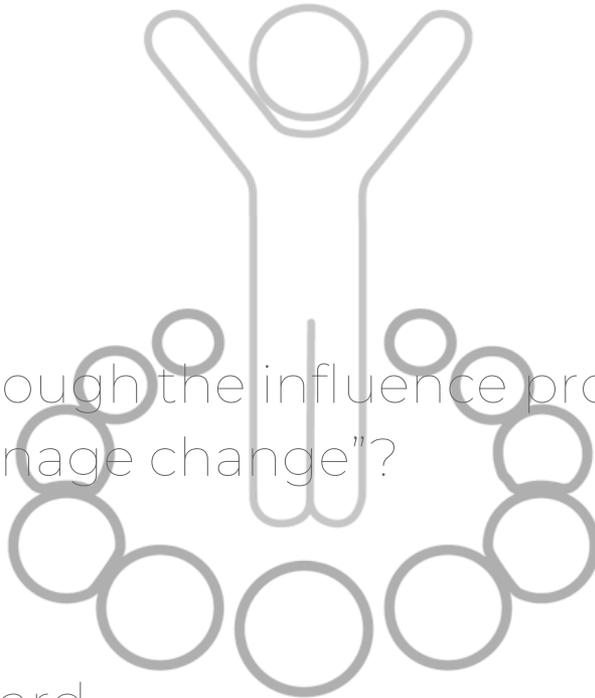
4. Which of three important factors stands for “credibility”?

- a) Ethos
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Module Ten: Review Questions

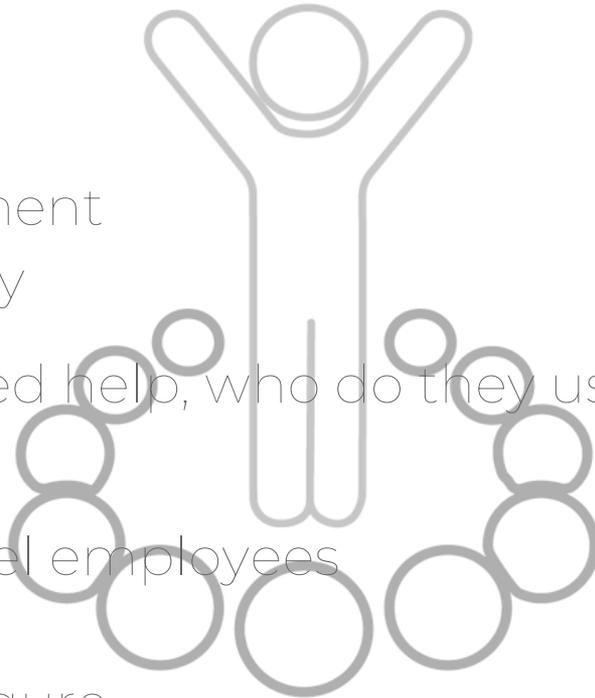
5. Which of the three important factors persuades people by appealing to their intellect?
- a) Ethos
 - b) Logos
 - c) Pathos
 - d) Mythos
6. Who said "It is through the influence process that we generate and manage change"?
- a) Aristotle
 - b) Plato
 - c) Hersey-Blanchard
 - d) Robert B. Cialdini, Ph. D.



Module Ten: Review Questions

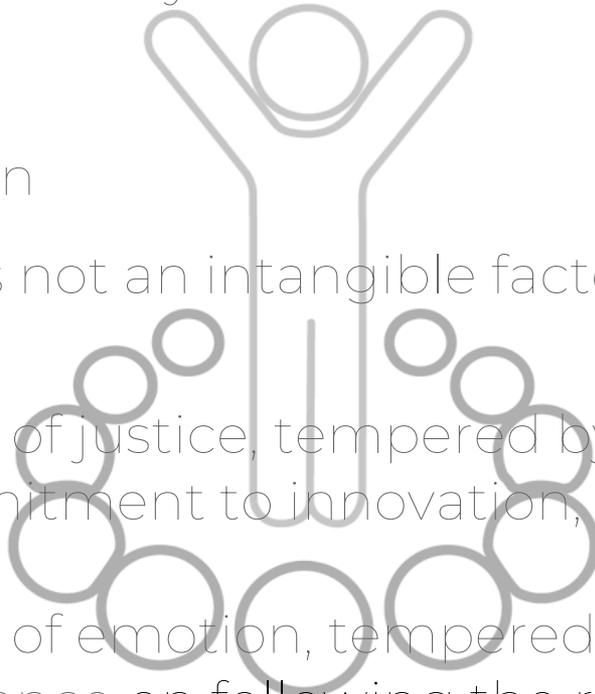
7. If you want to get people to commit to you and your vision, what do they need to see?
 - a) Your validation
 - b) Your gratitude
 - c) Your commitment
 - d) Your reciprocity

8. When people need help, who do they usually seek out?
 - a) A co-worker
 - b) Their lower level employees
 - c) Their friends
 - d) An authority figure



Module Ten: Review Questions

9. What can make up for a multitude of failures?
- a) A pleasant personality
 - b) Reciprocity
 - c) Commitment
 - d) Social validation
10. Which of these is not an intangible factor that creates impact?
- a) A strong sense of justice, tempered by mercy
 - b) A strong commitment to innovation, tempered by creativity
 - c) A strong sense of emotion, tempered by self-control
 - d) A strong insistence on following the rules, tempered by flexibility



Module Ten: Review Questions

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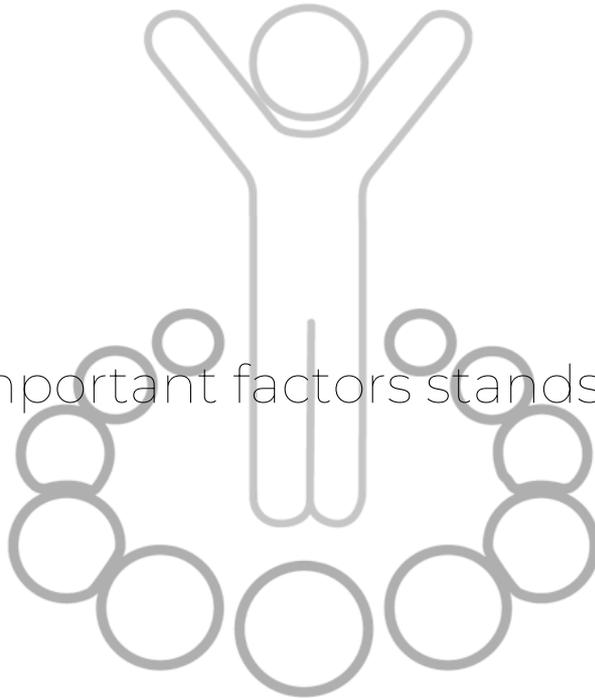
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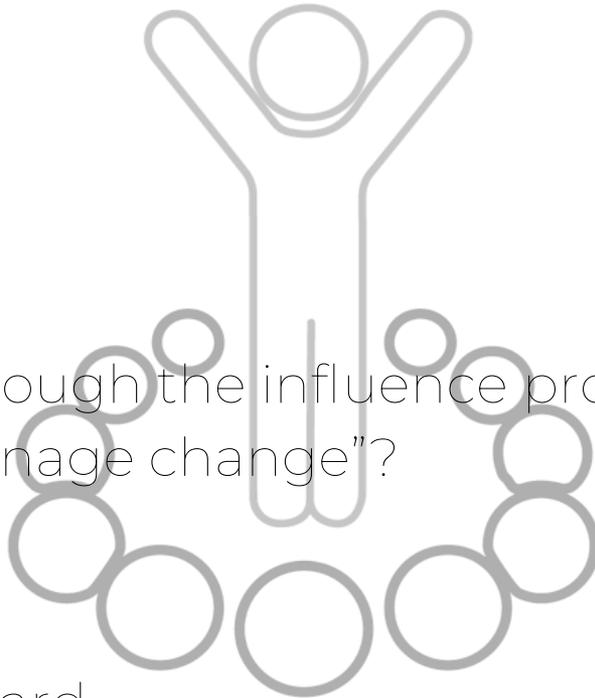
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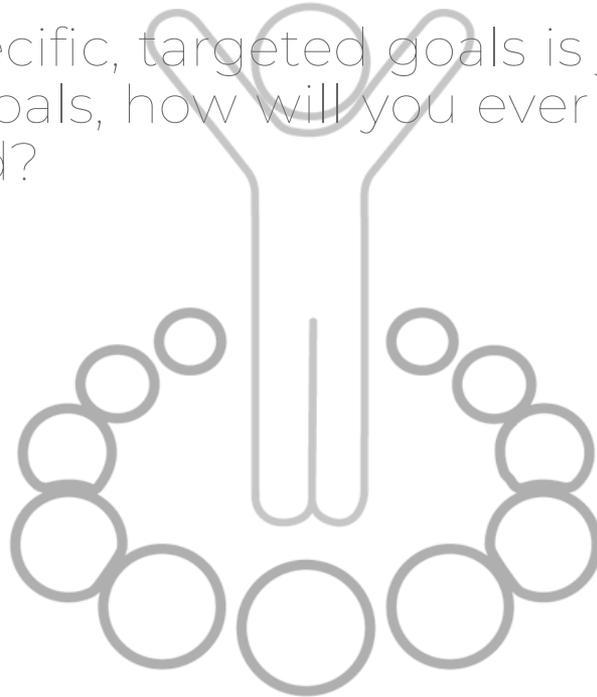
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Module Eleven: Setting Goals

A vision without specific, targeted goals is just a wish or a hope. Without targeted goals, how will you ever know if your vision is being accomplished?



Good plans shape good decisions. That's why good planning helps to make elusive dreams come true.

Setting SMART Goals

- Specific
- Measurable
- Attainable
- Realistic
- Timed



Creating a Long-Term Plan

- Strategic planning
- Guides your vision
- Build on smaller goals



1.

2.

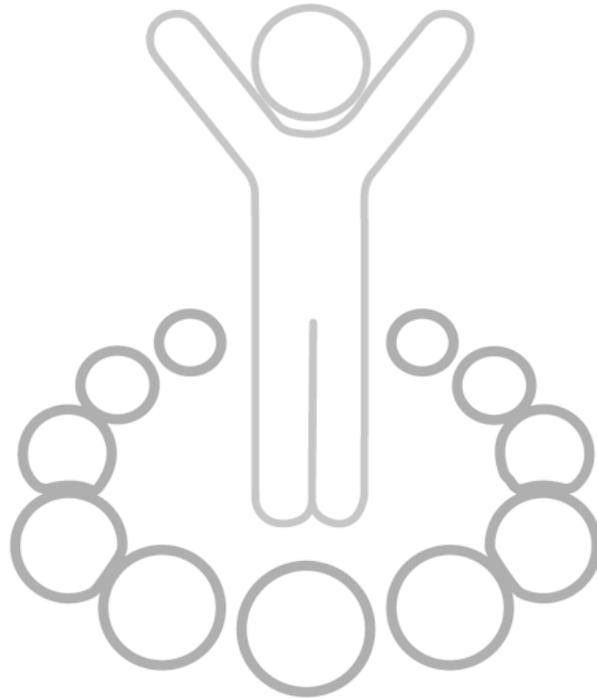
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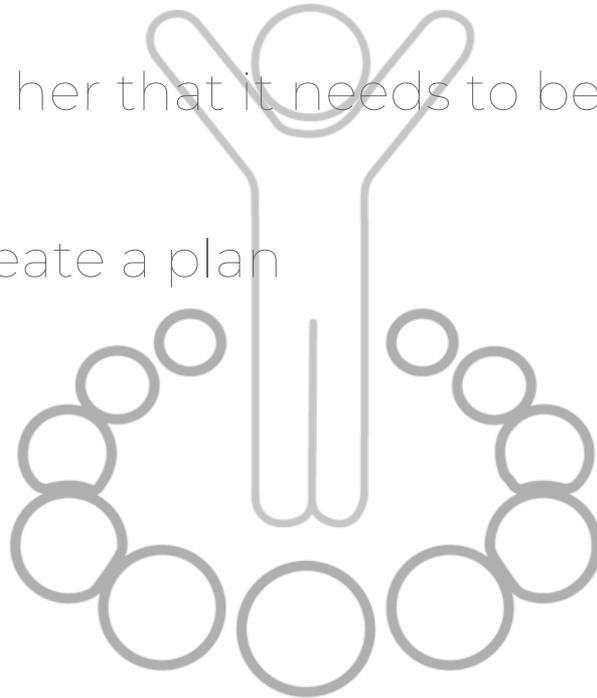
Creating a Support System

- Obtain the right tools
- Track progress



Practical Illustration

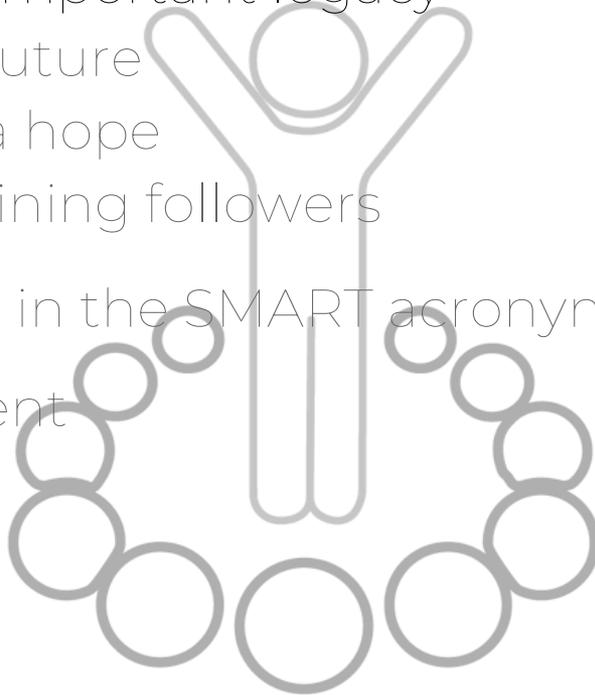
- Sophie has set a goal
- Thomas reminds her that it needs to be realistic
- Together they create a plan



Module Eleven: Review Questions

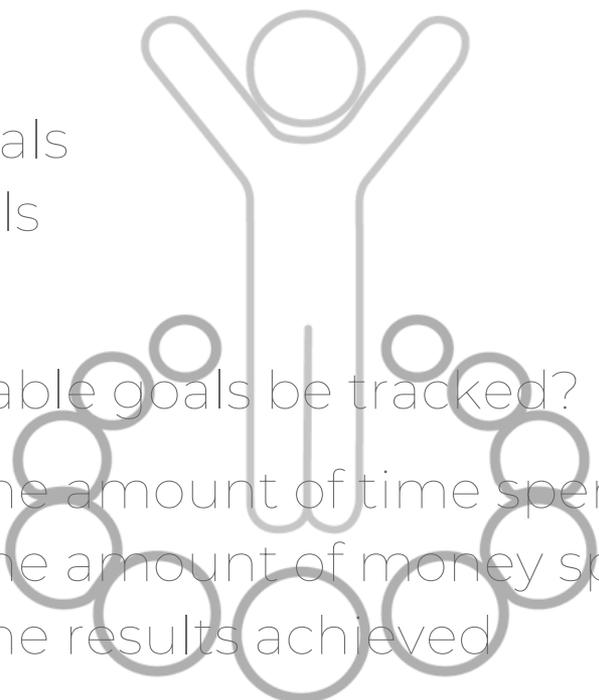
1. What is a vision without specific, targeted goals?
 - a) A committed, important legacy
 - b) A plan for the future
 - c) Just a wish or a hope
 - d) A system of gaining followers

2. What does the 'A' in the SMART acronym stand for?
 - a) Accomplishment
 - b) Attainable
 - c) Achievable
 - d) Applicable

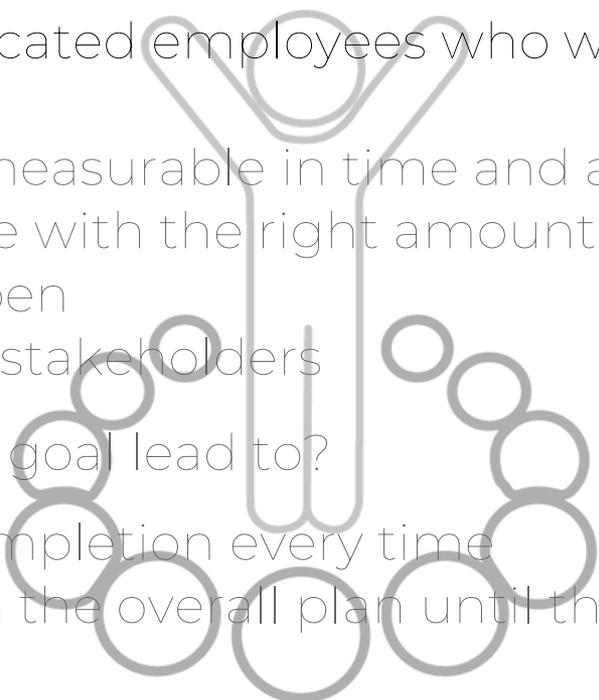


Module Eleven: Review Questions

3. What answers the questions of “who, what, when, where, why and how”?
 - a) Specific goals
 - b) Measurable goals
 - c) Applicable goals
 - d) Timed goals

 4. How can measurable goals be tracked?
 - a) According to the amount of time spent
 - b) According to the amount of money spent
 - c) According to the results achieved
 - d) All of the above
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Module Eleven: Review Questions

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5. While a goal may be possible, what do you need for it to be realistic?
 - a) A group of dedicated employees who will obey your authority no matter what
 - b) Goals that are measurable in time and attainment
 - c) The right people with the right amount of time and support to make it happen
 - d) The funding by stakeholders
 6. What should each goal lead to?
 - a) A successful completion every time
 - b) The next step in the overall plan until the ultimate vision is reached
 - c) Dedication and commitment from your employees
 - d) A bigger, more important goal

Module Eleven: Review Questions

7. What is the road map that guides you to the ultimate realization of your vision?
 - a) An attainable goal
 - b) A measurable goal
 - c) A short-term plan
 - d) Strategic planning

 8. What can make your ultimate goal realistic, attainable, and timely?
 - a) Followers
 - b) Upper management
 - c) Strategic planning
 - d) Intermediate goals
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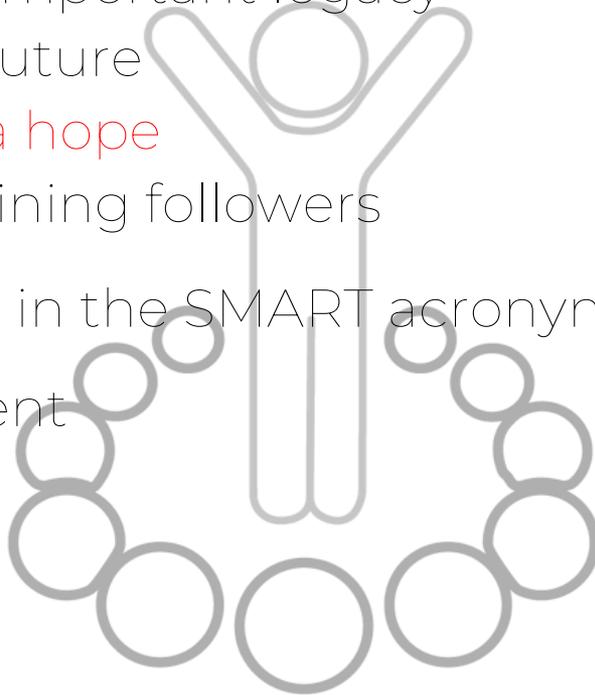
Module Eleven: Review Questions

9. Which tool is a great way to track milestones over a period of time?
- a) A RACI chart
 - b) A Gantt chart
 - c) An electronic whiteboard
 - d) A flip-chart
10. What is the key to achieving all goals?
- a) Monitoring and oversight
 - b) Delegation and covering yourself as often as possible
 - c) Timely and attainable
 - d) Meeting deadlines
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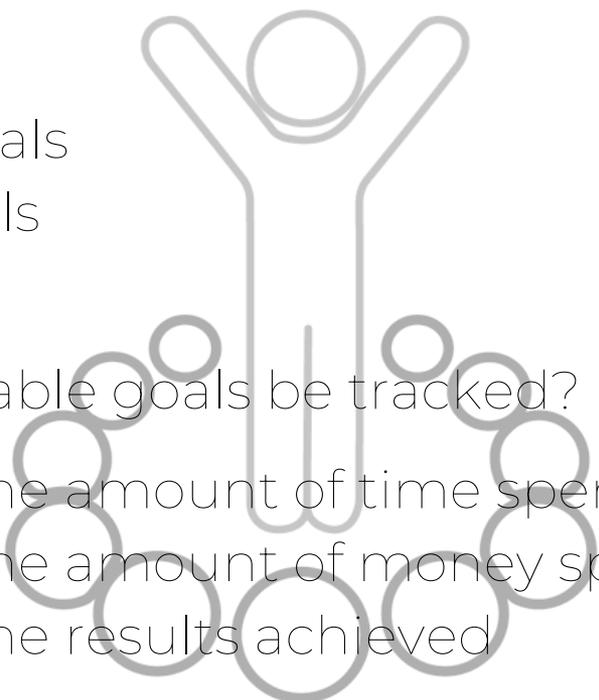
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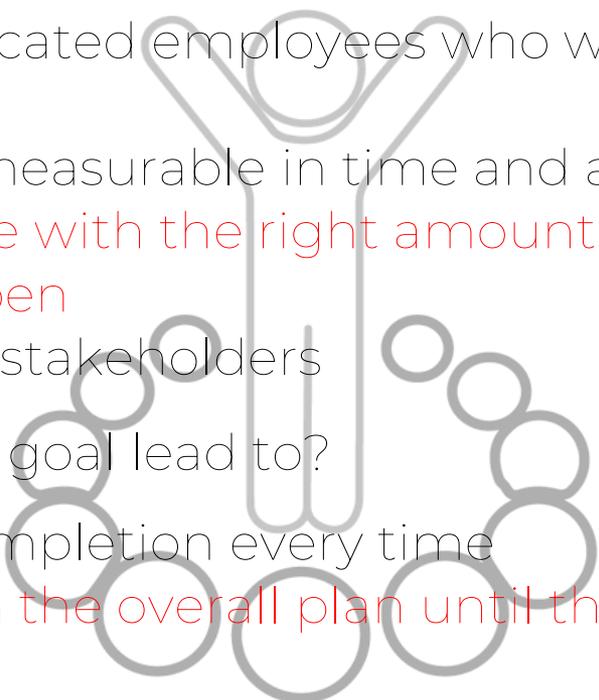


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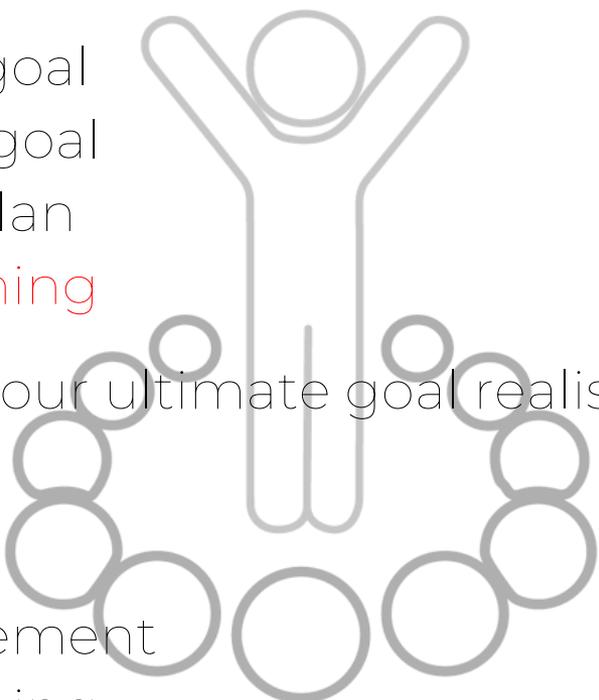
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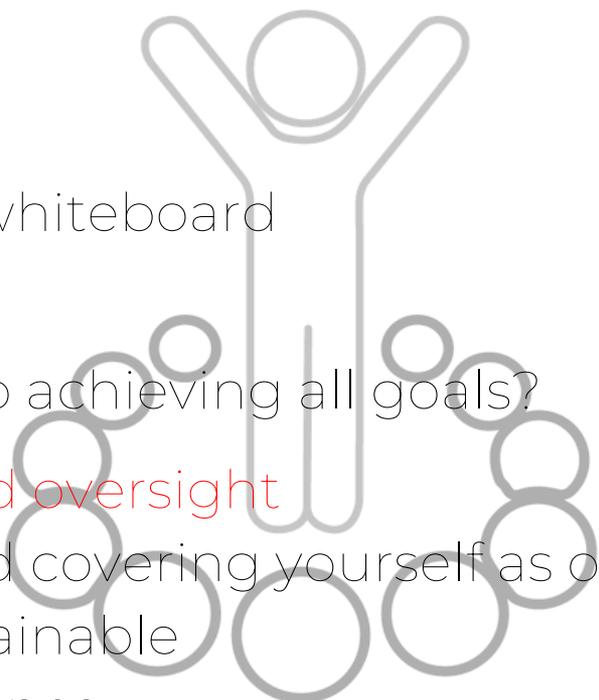
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 - c) The right people with the right amount of time and support to make it happen
 - d) The funding by stakeholders
 6. What should each goal lead to?
 - a) A successful completion every time
 - b) The next step in the overall plan until the ultimate vision is reached
 - c) Dedication and commitment from your employees
 - d) A bigger, more important goal

Module Eleven: Review Questions

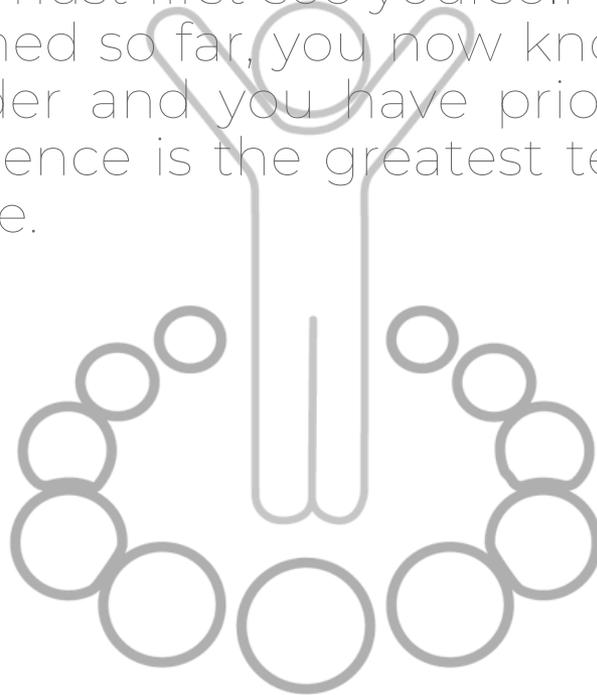
7. What is the road map that guides you to the ultimate realization of your vision?
- a) An attainable goal
 - b) A measurable goal
 - c) A short-term plan
 - d) **Strategic planning**
8. What can make your ultimate goal realistic, attainable, and timely?
- a) Followers
 - b) Upper management
 - c) Strategic planning
 - d) **Intermediate goals**
- 
- A large, light gray illustration of a person with arms raised, standing in the center. The person is surrounded by several circles of varying sizes, some overlapping, creating a sense of a group or a network.

Module Eleven: Review Questions

9. Which tool is a great way to track milestones over a period of time?
- a) A RACI chart
 - b) A Gantt chart
 - c) An electronic whiteboard
 - d) A flip-chart
10. What is the key to achieving all goals?
- a) Monitoring and oversight
 - b) Delegation and covering yourself as often as possible
 - c) Timely and attainable
 - d) Meeting deadlines
- 
- A faint, light gray illustration of a person with arms raised, standing on a base of several circles, serving as a background for the text.

Module Twelve: Wrapping Up

To be a leader, you must first see yourself as a leader. Based on what you have learned so far, you now know what qualities are important in a leader and you have prioritized them as they apply to you. Experience is the greatest teacher, however, and there is no substitute.

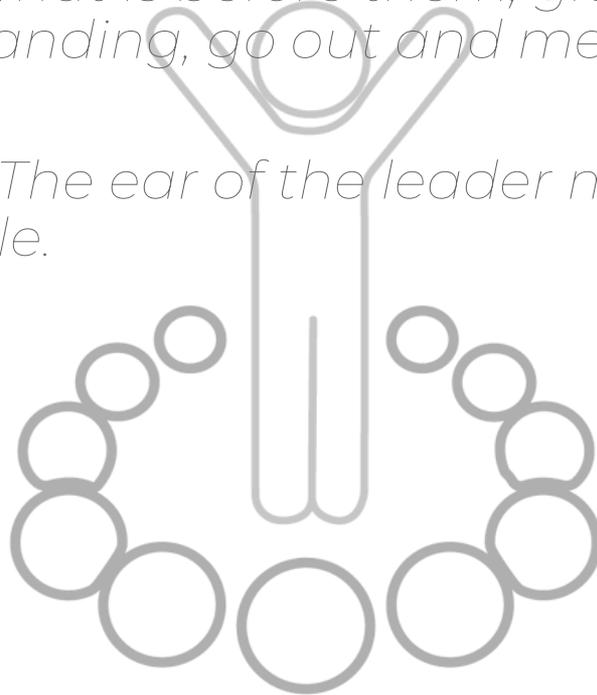


A work well begun is half ended.

Plato

Words from the Wise

- Thucydides: *The bravest are surely those who have the clearest vision of what is before them, glory and danger alike, and yet notwithstanding, go out and meet it.*
- Woodrow Wilson: *The ear of the leader must ring with the voices of the people.*





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