COURSE SYLLABUS

Leadership Essentials Course

Develop essential leadership skills to effectively communicate, set goals, and transition from managing to leading.

Group classes (Live Online) and onsite training are available for this course. For more information, email onsite@graduateschool.edu or visit: https://sdfm.graduateschool.edu/courses/leadership-essentials



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Course Outline

Module 1: What Is a Leader?

- Define leadership as a process of influencing followers toward goals; identify core characteristics of effective leaders.
- Explore the four leadership principles—Inspiration, Motivation, Influence, Persuasiveness—and the behaviors behind them (e.g., role modeling, integrity, coaching).
- Determine your leadership style using a strategic/contingency approach (SLTi); practice Kouzes & Posner's five key team leadership behaviors.
- Differentiate leaders from managers/supervisors and connect leadership with agency resources, SMART goals, and performance expectations.

Module 2: Leading One's Followers

- Understand sources of power (legitimate, reward, coercive, expert, referent, information) and when to use each.
- Apply influencing strategies beyond "leading by example," including inspirational appeal, consultation, exchange, personal appeal, pressure, and coalition tactics.
- Energize the workforce using equity-based motivation and a practical job aid to tailor motivators to individuals.
- Delegate versus empower—grant authority and responsibility appropriately; recognize the profile of empowered employees and when empowerment fits.
- Develop people through mentoring and coaching; strengthen collaboration and professionalism using the Professional Maturity model, Magnification model, and the Four Agreements.

Module 3: The Leader's Environment

- Set direction with the "5 Questions Every Leader Must Ask" and become a visionary—clarify vision vs. mission vs. objectives.
- Design and communicate vision through the vision process: conceptualize → develop → communicate → align → refine.
- Use systems thinking to anticipate unintended consequences (inputs, throughputs, outputs, outcomes) across the organization.
- Think strategically about the external environment and conduct a S.W.O.T.T. analysis to guide action.
- Foster a learning organization and lead change with strong communication skills, including active listening, feedback, and nonverbal awareness.