
Module 1: The Foundation for Leadership— Outline

Purpose

- To explore the fundamental drivers of our minds that influence effectiveness in managing and leading others.

Objectives

- Outline the program and the nature of the journey;
- Get organized to collaborate on the “trip: teams, responsibilities;
- Clarify the boundaries for learning: expectations, leadership and management strengths now, development issues and interests;
- Explore how thinking and learning style preferences relate to and impact leadership approaches;
- Deepen understanding of the role of charisma, character and confidence (3Cs) in enabling great or not-so-great leadership and management. Learn how to improve these three elements of leadership.

Mandatory Readings

1. Ericsson, K. Anders, et al. (July-August 2007). *The making of an expert*. **Harvard Business Review**. [pdf](#).
2. Lehrer, J. (August 9, 2010). *The personality paradox*. **Wired: The Frontal Cortex Blog**. <http://www.wired.com/wiredscience/2010/08/the-personality-paradox/>
3. Goleman, D. (November-December 1998). *What makes a leader?* **Harvard Business Review**: 93-102. [pdf](#).
4. Rock, D. (April 28, 2010). *Leadership on the brain*. **Harvard Business Review blog**. <http://blogs.hbr.org/imagining-the-future-of-leadership/2010/04/leadership-on-the-brain.html>

Pre-Work

How you learn and interact:

- Do Kolb Learning Style (LSI) online:
 - go to <http://www.hayresourcesdirect.haygroup.com/lsi/default-new.asp?oz=112>
 - at the login page, enter organizational password as 012102
 - enter a user name. We recommend first name underscore last name (e.g. joe_sample)
 - enter a personal password of your choice
 - access the test and print/view your results and the interpretive information.
 - You can re-access your results at any time for up to one year by going to www.haygroup.com/tl/lsi and entering your username and personal password.
- If any problems, phone 1-800-729-8074 or 617 425-4548 **during regular business hours**.
- Bring your LSI results to module one.

Where you are on your leadership and management journey:

- Unique leadership strengths: Identify and describe two examples of situations where, in your opinion, your leadership added real value. Ask at least three people who know you well to share their views on your leadership strengths and what they'd like to see you do a "little bit more of". Compare and contrast with your self-assessment: Where is there overlap? What's new or surprising?
- Bring your notes for reference during module one.

Key Concepts

- Each of us has a tendency to operate from a preferred learning style. We learn more completely when we work through a full cycle, phase by phase.
- No one learning style is effective in every learning situation. Flexibility is essential for achieving sound decisions in complex environments.
- Outstanding performance is the product of years of deliberate practice and coaching, not of any innate talent or skill.
- Emotional intelligence plays an increasingly important role the higher the rank of the individual within an organization. There are five components: self-awareness, self-regulation, motivation, empathy and social skills.
- Enduringly successful people serve the cause and it also serves them. When that happens, a bigger, more engaging version of "you" shows up.
- There is a strong link between emotionally intelligent leadership, employee engagement and customer satisfaction.