

Leadership Southwest, Inc.
UNT Dallas Leadership Series 2016-2017
Module Summary
By
Dr. Larry D. Terry II

This year, Leadership Southwest will incorporate a nine-part series of leadership development building upon the merits of the model used for the 2016-2017 class. Each two-hour session will provide concepts, theories, and frameworks for the month's selected leadership topic during the first half of the module, then will place LSW participants in a "practical" leadership/organizational setting in order to facilitate the application of the identified skills (videos, case studies, group/one on one simulations). This year's Leadership Series will differ, however, from the previous model in that it will "require" LSW participants to prepare for each session prior to attending by reading a series of selected articles, notes, or other publications in order to provide a context prior to the delivery of the module.

In addition to the activities conducted during the monthly module delivery, in order to demonstrate the development of their leadership skills, this year LSW participants (in groups of three to five) will be required to engage with a local partner organization in order to assess their internal/external leadership and organizational capabilities. Organizations will be selected by LSW leadership, and upon the conclusion of the nine month project, the assessment provided by each group can serve as a source of "free consulting" on the nature of their leadership, community impact, and organizational well-being. Groups will be encouraged to meet with their selected organization regularly to gain an understanding of how module topics relate to the organization (for example, what type of decision making models do leaders use in order to determine what programs to deliver to their community/customers?). Ultimately, LSW groups will have to present their progress on this project in **December 2016**, and their final assessment prior to the closing ceremony in **May 2017**. Both measures will hopefully ensure commitment to the program and its leadership development by requiring a high-quality deliverable that will provide some utility to the organization, its leaders, and ultimately the community.

The following nine (9) modules will be delivered beginning in September 2016 (order to be determined later) and the bullet points represent skills to be developed:

Ethics in Leadership (Soft)

- Distinguish between Deontology and Teleology
- Understand how Implicit Attitudes and In Group Favoritism may lead to unethical decisions and behavior
- Use the concepts of *Objective* and *Subjective* Ethical Standards to analyze leadership/organizational scenarios

Strategic Planning (Hard)

- Understand the purpose of a mission and vision statement, and be able to develop each based on identified values within and external to an organization (stakeholders)
- Be able to assess conduct and "environmental scan" by identifying an organizations Strengths, Weaknesses, Opportunities, and Threats (SWOT)

- Develop organizational strategies based on mission, vision, and SWOT analysis

Leading and Managing for Results (Hard)

- Managing for Specific Results or Outcomes (Performance Feedback Cycle, Accountability for Outcomes)
- Investing in Results (Building Program and Evaluation Capacity)

Needs Assessments and Community Engagement (Hard)

- Identify various methods for community engagement and citizen participation
- Identify 5 types of citizen roles in community engagement
- Develop effective strategies for engagement given community values, citizen roles needed/available, and organization's mission

Decision Making and Problem Solving as a Leadership Skill (Hard)

- Distinguish between problem solving and decision making
- Understand and conduct a search activity/environmental scan
- Understand and apply the principles of the following decision making models:
 1. Rational Model
 2. Organizational Process Model
 3. Politics Model

Conflict Resolution and Communication (Soft)

- Understanding *Collaboration* versus *Competing*, *Compromise*, *Avoiding*, and *Accommodating*
- Crucial Conversations: Silence vs. Violence and avoiding the Fool's Choice
- Identifying values as a means of resolving conflict

Balanced Scorecard – An organizational assessment tool (Hard)

- Understanding the impact of financial measures on organizational success
- Focusing on customers
- Aligning internal organizational processes
- Learning, growth, and human development

Servant Leadership (Soft)

- Service as an alternative to power
- Collaborative Authority and breaking down hierarchy
- Mentoring and worker fulfillment as a method of leading
- Foresight and intuition as “experience in action”

Leadership, the use of “incentives”, and Organizational Culture (Soft)

- Using Objective and Subjective Incentives as a tool in leadership
- Organizational culture as an internal and external variable
- Understanding organizational symbols, artifacts, and rituals in influencing others