



This course supports the assessment for Becoming an Effective Leader. The course covers 4 competencies and represents 3 competency units.

## Introduction

### Overview

This course explores major theories on and approaches to leadership, leadership-style evaluation, and personal leadership development while focusing on motivation, development, and achievement of others. You will learn how to influence followers, manage organizational culture, and enhance your effectiveness as a leader.

### Getting Started

Welcome to Becoming an Effective Leader! To learn the material, you will use two e-texts: DuBrin's *Leadership: Research Findings, Practice, and Skills*, and Schein's *Business and Management: Organizational Culture and Leadership*. Within these texts, you will take practice quizzes, review flashcards, watch videos, and work with the My Leadership Portfolio to prepare you for completing the performance assessment.

Watch the following welcome video for an introduction to this course:

### Competencies?

This course provides guidance to help you demonstrate the following 4 competencies:

- **Competency 3005.1.1: Theories of Leadership and Personal Leadership Style?**  
The graduate evaluates theories of leadership as they relate to personal leadership style.
- **Competency 3005.1.2: Power and Influence for Organizational Goals?**  
The graduate determines how power and influence can be used to achieve organizational objectives.
- **Competency 3005.1.3: Managing Organizational Culture to Achieve Goals?**  
The graduate demonstrates knowledge of key concepts in managing organizational culture to achieve management objectives.
- **Competency 3005.1.4: Motivation, Development, and Innovation?**  
The graduate selects appropriate leadership strategies to enhance motivation, development, and achievement of others.

### Course Instructor Assistance

As you prepare to demonstrate competency in this subject, remember that course instructors stand ready to help you reach your educational goals. As subject matter experts, mentors enjoy and take pride in helping students become reflective learners, problem solvers, and critical thinkers. Course instructors are excited to hear from you and eager to work with you.

Successful students report that working with a course instructor is the key to their success. Course instructors are able to share tips on approaches, tools, and skills that can help you



apply the content you're studying. They also provide guidance in assessment preparation strategies and troubleshoot areas of deficiency. Even if things don't work out on your first try, course instructors act as a support system to guide you through the revision process. You should expect to work with course instructors for the duration of your coursework, and you are encouraged to contact them as soon as you begin. Course instructors are fully committed to your success!

## **Preparing for Success**

The information in this section is provided to detail the resources available for you to use as you complete this course.

### **Learning Resources**

The learning resources listed in this section are required to complete the activities in this course. For many resources, WGU has provided automatic access through the course. However, you may need to enroll manually in or independently acquire other resources. Read the full instructions provided to ensure that you have access to all of your resources in a timely manner.

#### **Automatically Enrolled Resources**

You can access the learning resources listed in this section by clicking on the links provided throughout the course. You may be prompted to log in to the WGU student portal to access the resources.

#### **Cengage CourseMate**

The Becoming an Effective Leader courseware from Cengage CourseMate includes the following resources:

- Flashcards for mastering key concepts and vocabulary
- Videos of topics (The videos in this resource require Adobe Flash. You will need to install Flash in your internet browser. You can obtain that here: <https://get.adobe.com/flashplayer/>. Chrome users will need to then go to Settings > Advanced Settings > Privacy and security > Content settings > Flash > Allow > Add, then add the following site: <http://coursemate.cengage.com>.)
- Interactive quizzes for knowledge checks
- Homework questions

The Cengage CourseMate course also includes access to the following e-text

- DuBrin, A. J. (2013). *Leadership: Research findings, practice, and skills* (7th ed.). Mason, OH: South-Western. ISBN-13: 978-1133435228

*Note: This e-text is available to you as part of your program tuition and fees, but you may purchase a hard copy at your own expense through a retailer of your choice. If you choose to do so, please use the ISBN listed to ensure that you receive the correct edition.*

The following textbook is also available to you as an e-text within the course:



- Schein, Edgar H., (2010). *Business and management: Organizational culture and leadership* (4th Edition). Jossey-Bass. ISBN: 9780470640555

## Topics and Pacing

This outline is a guided structure of the topics recommended to complete the learning activities. It is provided as a suggested structure and can be adapted according to your knowledge, skills, and experience. Use the topics and pacing outline to support your completion of the course within the recommended timeframe.

### Week 1

- Preparing for Success
- Introduction of Leadership: The Nature and Importance of Leadership
- Theories of Leadership: Traits, Motives, and Characteristics of Leaders

### Week 2

- Theories of Leadership:
  - Traits
  - Motives
  - Characteristics of Leaders Part 2 Leadership Behaviors
  - Attitudes
  - Styles

### Week 3

- Theories of Leadership: Traits, Motives, and Characteristics of Leaders Part 3

### Week 4

- Power, Politics, and Leadership

### Week 5

- Influence Tactics of Leaders
  - Complete Task 1 (performance assessment) and submit in Taskstream
- Motivation and Coaching Skills
- Innovative Leadership

### Week 6

- Strategic Leadership
- Diversity
- Leadership Development and Succession
- Organizational Culture
  - Complete Task 2 (performance assessment) and submit in Taskstream



## Becoming an Effective Leader

Effective leadership involves understanding major theories on and approaches to leadership, leadership style, and personal leadership development. Leaders also focus on motivation, development, and achievement of others. You will learn how to influence followers, manage organizational culture, and enhance your effectiveness as a leader.

### Introduction of Leadership: The Nature and Importance of Leadership

Leaders provide direction, have technical expertise, and help workers get through a crisis. This introductory topic explains what leadership is and is not, the various roles leaders have, and the satisfactions and frustrations of leadership positions.

This topic addresses the following competency:

- **Competency 3005.1.1: Theories of Leadership and Personal Leadership Style**  
The graduate evaluates theories of leadership as they relate to personal leadership style.

This topic highlights the following objectives:

- Explain how leadership differs from management.
- Describe how leadership influences organizational performance.
- Describe several important leadership roles.
- Describe the benefits and challenges associated with leadership roles.
- Explain how leadership skills are developed.
- Describe how traits, attitudes, and behaviors of a follower impact leadership.

### Chapter 1 ("The Nature and Importance of Leadership")

Effective leaders inspire and stimulate others to achieve goals. Leaders make a difference in the various roles they play. This chapter helps you evaluate and enhance your own leadership skills. It also discusses the difference between managers and leaders, as well as the concept of followers.

As you complete the listed material bellow, pay attention to the following key points:

- organizational relationships
- roles of leaders and managers
- difference between leadership and management
- leadership theory
- developing effective leadership skills

Access [Chapter 1 \("The Nature and Importance of Leadership"\)](#) in *Leadership* and complete the following activities:

- Take the pre-chapter quiz by selecting Pre-Test in the Interactive Quizzing section.



- Read the chapter.
- View the video ("Fruit Guys").
- Complete My Portfolio: Leadership Self-Assessment Quiz 1-1: Readiness for the Leadership Role. *Note: you may need this portfolio exercise for the MSML Capstone project. This is found in the eBook MindTap reader, Section 1-3 ("Leadership Roles").*
- Take the post-chapter quiz by selecting Post-Test in the Interactive Quizzing section.
- Complete the homework below, especially the case studies. Skip the role plays in the homework for this online course. *This is found in the eBook MindTap reader under Chapter Review.*
  - 1-8d Leadership Case Problem A: Whirlpool
  - 1-8f Leadership Case Problem B: Subprime Department Blues
  - Leadership Video Case Questions

## **Theories of Leadership: Traits, Motives, and Characteristics of Leaders**

Leaders are often evaluated by their traits and personal characteristics instead of by their achievements. This topic describes traits, characteristics, and leadership skills that help leaders form a vision for their workplace.

This topic addresses the following competency:

- **Competency 3005.1.1: Theories of Leadership and Personal Leadership Style**  
The graduate evaluates theories of leadership as they relate to personal leadership style.

This topic highlights the following objectives:

- Describe trait leadership theory.
- Describe how emotional intelligence contributes to leadership effectiveness.
- Describe how cognitive factors contribute to leadership effectiveness.
- Describe how heredity and environment influence leadership effectiveness.
- Discuss your leadership style including its strengths and weaknesses.

### **Chapter 2 ("Traits, Motives, and Characteristics of Leaders")**

When people evaluate managers on leadership effectiveness, they often look at the managers' traits and personal characteristics instead of the results the managers achieve. This chapter will consider personal characteristics and other perspectives on leadership.

As you complete the listed material below, pay attention to the following key points:

- personality traits of effective leaders
- leadership motives
- cognitive factors and leadership
- trait approach of leadership

Access [Chapter 2 \("Traits, Motives, and Characteristics of Leaders"\)](#) in *Leadership* and



complete the following activities:

- Take the pre-chapter quiz by selecting Pre-Test in the Interactive Quizzing section.
- Read the chapter.
- View the video ("Numi Tea") and answer the discussion questions at the end of the video.
- Review the Flashcards.
- Take the post-chapter quiz by selecting Post-Test in the Interactive Quizzing section.
- Complete the homework below. *This is found in the eBook MindTap reader under Chapter Review.*
  - 2-6a Chapter summary
  - 2-6b Key terms or Review the Flashcards
  - 2-6d Leadership Case Problem A: Store Manager
  - 2-6f Leadership Case Problem B: Amy Touchstone Wants to Shape UP the Club
- Complete My Leadership Portfolio. *This is found in the eBook MindTap reader in the 2-6g "Associate Role Play" section of the Chapter Review. Note: you may need this exercise for the MSML Capstone Project.*
  - Select five of the traits, motives, and characteristics described in this chapter that you think you already exhibit. For each of these attributes, explain why you think you demonstrate that characteristic.
  - Select several leadership traits, motives, or characteristics that you think you need to develop to enhance your leadership skills. Explain why you think you need this development and how you think you might obtain it.

## **Theories of Leadership: Traits, Motives, and Characteristics of Leaders Part 2**

In today's fiercely competitive global market, leaders need to energize others, stretch goals and lead others through challenging transitions. In this section, the meaning and effects of charismatic leadership and the closely related topic of transformational leadership are examined.

This topic addresses the following competency:

- **Competency 3005.1.1: Theories of Leadership and Personal Leadership Style**  
The graduate evaluates theories of leadership as they relate to personal leadership style.

This topic highlights the following objectives:

- Describe transformational leadership theory.
- Describe charismatic leadership theory.
- Describe the differences among the various leadership theories.

### **Chapter 3 ("Charismatic and Transformational Leadership")**

This section will examine the meaning and effects of charismatic leadership, characteristics of



charismatic leaders, and how these leaders form visions for the organizations. Transformational leadership and the dark side of charismatic leadership will also be explored in this topic.

As you complete the listed material below, pay attention to the following key points:

- charismatic leadership
- transformational leadership
- vision
- personal brand

Access [Chapter 3 \("Charismatic and Transformational Leadership"\)](#) in *Leadership* and complete the following activities:

- Take the pre-chapter quiz by selecting Pre-Test in the Interactive Quizzing section.
- Read the chapter.
- Review the Flashcards.
- View the video ("Greensburg, KS") and answer the discussion questions at the end of the video.
- Take the post-chapter quiz by selecting Post-Test in the Interactive Quizzing section.
- Complete the homework below. *This is found in the eBook MindTap reader under Chapter Review.*
  - 3-9d Leadership Case Problem A: Tim puts his charisma online.
- Complete My Leadership Portfolio found in the eBook MindTap reader under Chapter Review.
  - Leadership Self-Assessment Quiz 3-2: The Dual-Level Transformational Leadership Scale. This is located in section 3-7 of the eBook.
  - Exercise 3-3. Review the characteristics of a charismatic leader described in the text and in the Guidelines for Action and Skill Development. Record your charismatic behaviors for the upcoming week. Be alert to opportunities for displaying charisma.

## Leadership Behaviors, Attitudes, and Styles

The behaviors, attitudes, and styles of leaders influence their overall effectiveness. Examples such as listening to others, taking risks, or handling feedback are covered in this topic.

This topic addresses the following competency:

- **Competency 3005.1.3: Managing Organizational Culture to Achieve Goals**  
The graduate demonstrates knowledge of key concepts in managing organizational culture to achieve management objectives.

This topic highlights the following objectives:

- Explain the leadership dimensions of initiating structure and consideration.
- Describe task-oriented leadership behaviors.
- Describe relationship-oriented leadership behaviors.



- Explain how leaders use 360-degree feedback to improve their own performance and the performance of their team.
- Describe the differences between autocratic and participative leadership styles.
- Describe the entrepreneurial style of leadership and gender differences in this leadership style.
- Describe how to adapt your leadership style to a given situation.

#### **Chapter 4 ("Leadership Behaviors, Attitudes, and Styles")**

Effective leadership involves using the right behaviors, skills, and attitudes. It includes consideration and making connections with people. Leadership also includes initiating structure to organize and define relationships, activities, and procedures for meeting organizational goals.

As you complete the listed material below, pay attention to the following key points:

- leadership behaviors, attitudes, approach, and the pros and cons of each role
- leadership styles
- participative leadership vs. autocratic leadership
- gender differences

Access [Chapter 4 \("Leadership Behaviors, Attitudes, and Styles"\)](#) in *Leadership* and complete the following activities:

- Take the pre-chapter quiz by selecting Pre-Test in the Interactive Quizzing section.
- Read the chapter.
- Review the Flashcards or key terms.
- View the video ("Gold & Williams") and answer the video questions.
- Take the post-chapter quiz by selecting Post-Test in the Interactive Quizzing section.
- Complete the homework below. *This is found in the eBook MindTap reader under Chapter Review.* Pay particular attention to 4-6C on critical self-analysis. 4-6D, F, and H are useful. You do not need to do the role plays in this online course.
  - Guidelines for Action and Skill Development 4-6c
  - Leadership Case Problem A: Frank Won't Accept "We Can't" for an Answer 4-6d
  - Leadership Case Problem B: Is Margo too Macro? 4-6f
- Complete My Leadership Portfolio *found in the eBook MindTap reader under section 4-6g Associate Role Play section of the Chapter Review.*
  - Identify four leadership task-oriented behaviors or relationship-oriented behaviors that you have demonstrated. Also write down the result you achieved by exercising these behaviors.

### **Theories of Leadership: Traits, Motives, and Characteristics of Leaders Part 3**

Next we will look at the situational influences on effective leadership. Leaders are most effective when they make their behavior contingent on the specific situation including the group member characteristics.





This topic addresses the following competency:

- **Competency 3005.1.1: Theories of Leadership and Personal Leadership Style**  
The graduate evaluates theories of leadership as they relate to personal leadership style.

This topic highlights the following objectives:

- Describe contingency leadership theory.
- Describe situational leadership theory.

### **Chapter 5 ("Contingency and Situational Leadership")**

An overview of situational perspective on leadership is presented in this section, as well as four contingency theories of leadership. Crisis leadership is a frequent challenge for leaders in recent years.

As you complete the listed material below, pay attention to the following key points:

- contingency theory of leadership
- path-goal theory of leadership
- situational leadership
- normative decision model
- leadership during a crisis

Access [Chapter 5 \("Contingency and Situational Leadership"\)](#) in *Leadership* and complete the following activities:

- Take the pre-chapter quiz by selecting Pre-Test in the Interactive Quizzing section.
- Read the chapter.
- Review the Flashcards or key terms.
- View the video ("Preserve by Recycline").
- Take the post-chapter quiz by selecting Post-Test in the Interactive Quizzing section.
- Complete the homework below. *This is found in the eBook MindTap reader under Chapter Review.*
  - Guidelines for Action and Skill Development 5-9c
  - Leadership Case Problem A: Supervisory Styles at the Red Rascal 5-9d
  - Leadership Case Problem B: How Do I Decide about Tweets? 5-9f
- Complete My Leadership Portfolio *found in the eBook MindTap reader under Chapter Review.*
  - Leadership self-assessment Quiz 5-1: Measuring Your Situational Perspective found in Section 5-4 Situational Leadership II (SLII)
  - Leadership self-assessment Quiz 5-2: Quality of Leader-Member Relations found in Section 5-6 Leader-Member Exchange and Contingency Theory

### **Power, Politics, and Leadership**

There are different sources of power that leaders hold. The ability to have high-quality



relationships also affects success. This section will look at how leaders must have power in order to influence decisions and control resources.

This topic addresses the following competency:

- **Competency 3005.1.2: Power and Influence for Organizational Goals**  
The graduate determines how power and influence can be used to achieve organizational objectives.

This topic highlights the following objectives:

- Describe the sources of power.
- Describe tactics leaders use to empower others.
- Describe how delegation techniques support empowerment.
- Describe factors that contribute to organizational politics and dysfunctional politics.
- Describe ethical and unethical political behaviors.

### **Chapter 7 ("Power, Politics, and Leadership")**

Leaders have different sources of power including expertise, personal power, and the ability to form high-quality relationships. This chapter covers the nature of power, the ways leaders acquire power and empower others, and the use and control of organizational politics.

As you complete the listed material below, pay attention to the following key points:

- positional power and personal power
- being an empowering leader
- effectiveness and delegation
- organizational politics
- standards of performance
- tactics and strategies

Access [Chapter 7 \("Power, Politics, and Leadership"\)](#) in *Leadership* and complete the following activities:

- Select the pre-chapter quiz in the Interactive Quizzing section and complete the Pre-Test.
- Read the chapter.
- Review the Flashcards or key terms.
- View the video ("Numi Teas") and answer the discussion questions at the end of the video.
- Take the post-chapter quiz by selecting Post-Test in the Interactive Quizzing section.
- Complete the homework below. *This is found in the eBook MindTap reader under Chapter Review.*
  - 7-6d Leadership Case Problem A: Yo-Yo Empowerment at Direct Mail, Inc.
  - 7-6f Leadership Case Problem B: Brenda the Tweeting Leader
  - Create a 10- to 12-slide multimedia presentation outlining and discussing



organizational politics and ethical and unethical political behavior. Include 150–200 words in the speaker notes. Post this in the course discussion section for your course instructors and peers.

- Complete the Leadership Self-Assessment Quiz 7-2: the Positive Organizational Politics Questionnaire located in section 7-4a Ethical Political Tactics and Strategies.
  - Complete My Leadership Portfolio *found under section 7-6g Associated Role Play in the Chapter Review section*. Insert into your leadership portfolio any opportunities you might have had to use political tactics. How did you deal with the situation? Did you capitalize on any opportunities? Did you use an ethical approach? Did you use any unethical tactics? Did you commit any political blunders?

## Influence Tactics of Leaders

To be an effective leader, a person must be aware of tactics leaders use to influence others. This section will present the concepts of influence and power as well as show ways to use these tactics in organizations.

This topic addresses the following competency:

- **Competency 3005.1.2: Power and Influence for Organizational Goals**  
The graduate determines how power and influence can be used to achieve organizational objectives.

This topic highlights the following objectives:

- Describe the relationship between power and influence.
- Describe how leadership behaviors fit the spectrum of influence tactics.
- Summarize empirical research about the effectiveness and sequencing of influence tactics.

## Chapter 8 ("Influence Tactics of Leaders")

To become an effective leader, a person must be aware of influence tactics. Influence is the ability to affect the behaviors of others in a specific direction. Power is the ability to influence. Influence is often viewed from an ethical perspective.

As you complete the listed material below, pay attention to the following key points:

- neutrality
- dishonesty and unethical tactics
- organizational change
- effectiveness and influence
- leadership influence
- leadership theories

Access [Chapter 8 \("Influence Tactics of Leaders"\)](#) in *Leadership* and complete the following activities:



- Take the pre-chapter quiz by selecting Pre-Test in the Interactive Quizzing section.
- Read the chapter.
- Review the Flashcards or key terms.
- View the video ("Preserve by Recycline") and answer the discussion questions 8-6h.
- Take the post-chapter quiz by selecting Post-Test in the Interactive Quizzing section.
- Complete the homework below. *This is found in the eBook MindTap reader under Chapter Review.*
  - Discussion Questions, Guidelines for Action and Skill Development 8-6C in the eBook MindTap reader under Chapter Review.
- Complete My Leadership Portfolio *found in the eBook MindTap reader under Chapter Review.*
  - Leadership Skill-Building Exercise 8-4. In your leadership journal, describe any influence tactic you implemented recently. Describe what you did and how the influence target reacted. Comment on how you might use the tactic differently in your next influence attempt. Also describe which influence tactic or combination of tactics you plan to use in the future.
- Review additional notes on Influence Tactics.

### Complete: Task 1

Complete the following task in Taskstream:

- Application of Ethical Leadership: Task 1

For details about this performance assessment, see the "Assessment" tab in this course.

## Motivation and Coaching Skills

Effective leaders excel as motivators and coaches for special projects as well as the day-to-day activities. This topic will approach motivation and coaching skills from various perspectives and examine how leaders can use some of the theories in various roles.

This topic addresses the following competency:

- **Competency 3005.1.4: Motivation, Development, and Innovation**  
The graduate selects appropriate leadership strategies to enhance motivation, development, and achievement of others.

This topic highlights the following objectives:

- Explain the leader's role in employee engagement.
- Describe the leader's role in expectancy theory.
- Describe goal theory.
- Describe how leaders can motivate others through recognition.
- Describe how leaders can motivate others using social equity theory.
- Describe how to use coaching skills and techniques.
- Describe how executive coaches help enhance leadership skills.

### Chapter 10 ("Motivation and Coaching Skills")



The role of the leader and manager today emphasizes coaching and motivation of others.

As you complete the listed material below, pay attention to the following key points:

- expectancy theory and motivational skills
- goal theory
- equity theory
- coaching skills and techniques

Access [Chapter 10 \("Motivation and Coaching Skills"\)](#) in *Leadership* and complete the following activities:

- Take the pre-chapter quiz by selecting Pre-Test in the Interactive Quizzing section.
- Read the chapter.
- Review the Flashcards or key terms.
- View the video ("Bright Horizons").
- Take the post-chapter quiz by selecting Post-Test in the Interactive Quizzing section.
- Complete the homework below. *This is found in the eBook MindTap reader under Chapter Review.*
  - Guidelines for Action and Skill Development Discussion Questions 10-9c
  - Leadership Case Problem G: Coach Sally Gorman 10-9f
- Complete My Leadership Portfolio *found in the eBook MindTap reader under Chapter Review.*
  - Leadership Self-Assessment Quiz 10-2: How Much Do I Crave Recognition? *found under the 10-9g Associated Role Play section of the chapter review*

## Innovative Leadership

Creativity involves thinking of new ideas or ways to do things while innovation is the execution of those ideas. Innovative allows the new ideas to be incorporated into processes, products or services. Creative and innovative leaders bring these ideas forward to improve business as shown in this section.

This topic addresses the following competency:

- **Competency 3005.1.4: Motivation, Development, and Innovation**  
The graduate selects appropriate leadership strategies to enhance motivation, development, and achievement of others.

This topic highlights the following objectives:

- Describe the steps in the creative process.
- Describe characteristics of creative problem solvers.
- Apply creative, untraditional approaches to business problems as a leader.
- Describe how to establish an environment that fosters creativity.
- Describe how leadership practices contribute to organizational innovation.



## Chapter 11 ("Creativity, Innovation, and Leadership")

A creative idea becomes an innovation when it is implemented. Creativity is an essential characteristic of leaders. Creative people may also be perceived in negative ways as well. This will address ways to enhance creativity positively for organizational goals.

As you complete the listed material below, pay attention to the following key points:

- creative process and strategy
- creative problem solving

Access [Chapter 11 \("Creativity, Innovation, and Leadership"\)](#) in *Leadership* and complete the following activities:

- Take the pre-chapter quiz by selecting Pre-Test in the Interactive Quizzing section.
- Read the chapter.
- Review the Flashcards or key terms.
- View the video ("Scholfield Honda") and answer the discussion questions at the end of the video.
- Take the post-chapter quiz by selecting Post-Test in the Interactive Quizzing section.
- Complete the homework below. *This is found in the eBook MindTap reader under Chapter Review.*
  - Guidelines for Action and Skill Development Discussion Questions 11-8c
  - Leadership Case Problem A: The Rapid Cash Store Needs Ideas 11-8d
- Complete My Leadership Portfolio *found in the eBook MindTap reader under the 11-8g Associated Role Play section of the Chapter Review.*
  - Record any creative or innovative idea related to organizational activity. Develop a creative idea and make plans to implement the idea so it will lead to innovation.

## Strategic Leadership

A key leadership role is forming a strategy of an integrated, overall concept on how an organization will achieve its goals. In this section, strategic leadership is approached by looking and the leader's role for developing this strategy and the SWOT analysis.

This topic addresses the following competency:

- **Competency 3005.1.3: Managing Organizational Culture to Achieve Goals**  
The graduate demonstrates knowledge of key concepts in managing organizational culture to achieve management objectives.

This topic highlights the following objectives:

- Describe the nature of strategic leadership.
- Explain how to use the SWOT model in strategic planning.
- Explain the difference between corporate strategy and business strategy.



- Describe how leaders contribute to knowledge management and the learning organization.

### Chapter 13 ("Strategic Leadership and Knowledge Management")

Strategic leadership deals with the major goals of an organization of work unit and provides direction and inspiration to create, direct, or sustain the organizations. Creating vision is a key part of strategic leadership.

As you complete the listed material below, pay attention to the following key points:

- nature of strategic leadership
- conducting a SWOT analysis
- knowledge management and learning organizations

Access [Chapter 13 \("Strategic Leadership and Knowledge Management"\)](#) in *Leadership* and complete the following activities:

- Take the pre-chapter quiz by selecting Pre-Test in the Interactive Quizzing section.
- Read the chapter.
- Review the Flashcards or key terms.
- View the video ("Evogear") and answer the discussion questions at the end of the video.
- Take the post-chapter quiz by selecting Post-Test in the Interactive Quizzing section.
- Complete the homework below. *This is found in the eBook MindTap reader under Chapter Review.*
  - Guidelines for Action and Skill Development Chapter Review Questions 13-5C
  - Define corporate strategy and business strategy, how do they differ? Post this in the course discussion section for your course instructors and peers.

### Diversity

Organizational success depends on management of a diverse workforce both outside and within your own country. The concepts of inclusion and diversity are addressed in this section.

This topic addresses the following competency:

- **Competency 3005.1.3: Managing Organizational Culture to Achieve Goals**  
The graduate demonstrates knowledge of key concepts in managing organizational culture to achieve management objectives.

This topic highlights the following objectives:

- Describe advantages and disadvantages of a diverse workforce.
- Describe advantages and disadvantages of leading a diverse work group.
- Explain how cultural sensitivity and cultural intelligence contribute to leadership effectiveness.
- Describe leadership initiatives that promote diversity.

### Chapter 14 ("International and Culturally Diverse Aspects of Leadership")



Leaders must be multiculturally focused because corporate success, profit, and growth depend on management of a diverse work force. The ethical and social responsibility goals of leaders include being members of the diverse work force.

As you complete the listed material below, pay attention to the following key points:

- cultural sensitivity and cultural intelligence in leadership
- global leadership skills

Access [Chapter 14 \("International and Culturally Diverse Aspects of Leadership"\)](#) in *Leadership* and complete the following activities:

- Take the pre-chapter quiz by selecting Pre-Test in the Interactive Quizzing section.
- Read the chapter.
- Review the Flashcards or key terms.
- View the video ("Texas Instruments") and answer the discussion questions.
- Take the post-chapter quiz by selecting Post-Test in the Interactive Quizzing section.
- Complete the homework below. *This is found in the eBook MindTap reader under Chapter Review.*
  - Leadership Case Problem A: What to do About Louie? 14-6d
  - Prepare a chart which lists the advantages and disadvantages of a diverse workforce and the advantages and disadvantages of leading a diverse group. Post this in the course discussion section for your course instructors and peers.

## **Leadership Development and Succession**

Leaders are both born and made. While some personalities enjoy leadership skills naturally, a talent for leadership can also be developed. It is important for leaders to plan for succession as employees move into various roles and opportunities in their careers. Challenges of new leaders are also covered in this section.

This topic addresses the following competency:

- **Competency 3005.1.4: Motivation, Development, and Innovation**  
The graduate selects appropriate leadership strategies to enhance motivation, development, and achievement of others.

This topic highlights the following objectives:

- Explain how to develop leadership skills through self-awareness and self-discipline.
- Explain how to develop leadership skills through education, formal development programs, experience, and mentoring.
- Describe leadership succession planning.

## **Chapter 15 ("Leadership Development and Succession")**

It is important to prepare employees for growth, skill development, and succession as they take on different challenges in their careers.





As you complete the listed material below, pay attention to the following key points:

- development
- succession planning

Access [Chapter 15 \("Leadership Development and Succession"\)](#) in *Leadership* and complete the following activities:

- Take the pre-chapter quiz by selecting Pre-Test in the Interactive Quizzing section.
- Read the chapter.
- Review the Flashcards or key terms.
- View the video ("Flight 001") and answer the discussion questions.
- Take the post-chapter quiz by selecting Post-Test in the Interactive Quizzing section.
- Complete the homework below. *This is found in the eBook MindTap reader under Chapter Review.*
  - Guidelines for Action and Skill Development section 15-6c
  - Leadership Case Problem A: Malcolm Eyes the Executive Suite 15-6d
- Complete My Leadership Portfolio *found in the eBook MindTap reader under section 15-6g of the Associated Role Play section under the Chapter Review.*
  - As you build your leadership career in either a formal or informal leadership position, update your journal as you progress through each course at WGU. Review what experiences you have had that contribute to your development as a leader.

## Organizational Culture

Organizations have their own culture, administration, and diverse work groups. Leaders need to be able to help create organizational culture and influence change.

This topic addresses the following competency:

- **Competency 3005.1.3: Managing Organizational Culture to Achieve Goals**  
The graduate demonstrates knowledge of key concepts in managing organizational culture to achieve management objectives.

This topic highlights the following objectives:

- Define organizational culture.
- Describe values, assumptions, and artifacts of organizational culture.
- Describe the leader's role in creating organizational culture.
- Describe when an organizational culture may need to change.

### Reading: Business and Management

Read the following in *Business and Management: Organizational Culture and Leadership*:

- [Chapter 1: The Concept of Organizational Culture: Why Bother?](#)
- [Chapter 2: The Three Levels of Culture](#)



- [Chapter 13: How Founders/Leaders Create Organizational Cultures](#)
- [Chapter 16: What Leaders Need to Know About How Culture Changes](#)
- [Chapter 17: A Conceptual Model for Managed Culture Change](#)

As you complete the listed material below, pay attention to the following key points:

- The role organizational culture plays in leadership and quality management.

Complete the following activities:

- Prepare a 6–8 slide PowerPoint with key points about how organizational culture develops and the role it plays in management activities. Each slide should contain speaker notes of 100–200 words (slide requirement does not include reference slide or title slide). Post this in the course discussion section.

### **Complete: Task 2**

Complete the following task in Taskstream:

- Becoming an Effective Leader: Task 2

For details about this performance assessment, see the "Assessment" tab for this course.

## **Final Steps**

Congratulations on completing the activities in this course! This course has prepared you to complete the assessment associated with this course. If you have not already been directed to complete it, schedule and complete the assessment now