This course of study covers leadership. Your competence will be assessed as you complete a performance assessment (JAT2) consisting of two performance tasks (RJAT task 1 and JAT2 task 2). This course of study represents two competency units. You should anticipate about 120 hours of effort spent on the work in this course of study. If you engage in all of the learning activities to develop your competence, this course of study may take up to six weeks to complete. Depending on your educational background, work experience, and the time that you are able to dedicate to your studies, you may be able to accelerate your progress through this course of study. If you wish to do so, consult with your mentor.

Introduction

Welcome
Welcome to the Leadership course of study. In this course of study, you will be challenged with learning about the leadership skills needed for new, inexperienced managers. Great leaders have honed their skills through trial and error. This course of study will allow you to try out some activities and, through the use of the team exercise, assess your abilities and practice the art of leadership. The performance assessment will require that you work in teams and learn the skills needed to be an effective team member.

The start date for this assessment will be the third Monday of every month. You will be enrolled in the JAT2 Collaboration Tool upon completion of EWB, which will ensure that you are put into a team for the appropriate start date. You will receive a welcome email with a few items to start working on prior to start date of the assessment. You will also receive an email with your group assignments just prior to the start date of the assessment. If you do not receive this email by the start date, please email leadership@wgu.edu.

The team component of this assessment will last five weeks, though your team may choose to accelerate this completion date. The end date of this assessment is the date that the handbook must be compiled and ready for submission and the date that the peer evaluation surveys must be completed. You will then have an additional one to two weeks following the completion date of the assessment to submit your final JAT2 assessment.

Overview
As you work through this course of study, imagine you are a member of a team that has been selected to deliver a presentation on leadership designed for new managers in an organization. The team will create a leadership handbook to be used in a training workshop for new managers.

Outcomes and Evaluation
At the end of this course of study, you should

- understand how to select the appropriate type of team structure for a project and propose strategies and structures to build team cohesion and effectiveness;
- analyze the performance of a virtual team and propose strategies to improve team effectiveness;
- demonstrate best practices to overcome biases that inhibit organizations and teams from communicating effectively;
- identify influences on ethical leadership;
- apply motivational concepts to enhance organizational performance;
- use contemporary approaches and theories of leadership to perform a personal leadership skills analysis and to develop a leadership philosophy; and
- determine how power and influence can be used to achieve organizational objectives.

Preparing for Success

It is estimated that you will be able to complete this course of study in six weeks by spending about 20 hours per week on it. This is an MBA-level course of study. The performance assessment consists of two individual performance tasks. Ideally you will read through this course of study first, order your textbooks, and request your performance assessment. You should then look at the tasks in TaskStream and apply the information from the learning resources to the business problem presented and develop an answer, recommendation, or solution.

Obtain Learning Resources

Arrange to purchase these items prior to starting the assessment so that no time is wasted. Automatically Enrolled Resources

You will be automatically enrolled at the activity level for the following learning resources. Simply click on the links provided in the activities to access the learning materials.

- SkillSoft

Note: If the preceding resources appear in your "Learning Resources" tab, DO NOT click "Show Sections" or "Enroll Now". If you have already done so, contact Learning Resources at learningr@wgu.edu.

Gather Your Materials

Please access your Degree Plan and verify that you have access to the following learning resources. If you do not currently have access, please enroll or renew your enrollment at this time.

Note: For instructions on how to enroll or subscribe through your Degree Plan, please see the "Acquiring Your Learning Resources" document.

- JAT2 Leadership Collaboration

Note: If you would like a hard copy of this text, the WGU Bookstore has this text available for purchase, or you may purchase it from any other provider. Please be sure to use the ISBN number when ordering to ensure you acquire the correct edition.

Accessing WGU Library E-Reserves
This course of study utilizes resources located in the WGU Library E-Reserves, with articles available for you to download. Follow these directions for accessing the WGU Library E-Reserves.

**Additional Preparation**

Here are some other tools that may assist you in this course of study.

**Getting Started on the JAT2**

Access the Learning Community and view these two documents: Getting Started on the JAT2 and Getting Started in Teams.

**Activities at a Glance**

This course of study includes an "Activities at a Glance" outline to help you briefly visualize the elements of this course of study. This will also provide general pacing guidelines for your work through the course of study and can be printed and used as a quick checklist for your progress.

**Learning Community, Study Notes, Message Boards, and FAQs**

The learning community, message boards, and FAQs are an important part of the WGU experience. Message boards, study notes, and FAQs are available in every course of study. Use the "Additional Learning Tools" document to review these tools.

**Access the Performance Assessments**

Follow these directions to access your performance assessments.

The JAT2 performance assessment consists of two tasks, RJAT task 1 and JAT2 task 2. You must pass both tasks to complete JAT2.

**Show Academic Integrity**

Each student in this course of study is expected to abide by the Western Governors University Academic Authenticity Policy. Any work you submit in this course of study for academic credit will be your own work.

**Understand the Evaluation Process**

You will submit your work in TaskStream for each task. You may work on the tasks in any order, but it is desirable that you work in ascending order. You may work on tasks in parallel order or sequentially.

RJAT task 1 is a three-level task. The evaluator will score the task as follows:

- 0 = unsatisfactory
- 1 = needs revision
- 2 = satisfactory

You must receive a score of 2 in each rubric aspect to pass the task. You will have a chance to revise the task until it is passed.

JAT2 task 2 is a five-level task. You are limited to four attempts (i.e., an initial submission and
three revisions). It is scored by an evaluator according to the following five-level score:

- 0 = unsatisfactory
- 1 = does not meet standard
- 2 = minimally competent for undergraduate; not competent for graduate
- 3 = competent
- 4 = highly competent

You need a score of at least 3 in each rubric aspect in order to pass the assessment. If you do not pass, you will have three opportunities to revise your submission to this assessment. Review your work carefully before submitting it. If you do not understand a concept, reach out to a course mentor for help.

If you have any questions about what is expected of you in a performance task, please refer to the task's instructions and scoring rubric and the "Evaluation Procedures" tab in TaskStream.

**Leadership Styles**

Understanding your personality traits are critical to improving the interactions that you have with your employees as well as to understanding how your actions may be perceived by others. It is also critical to understanding your leadership style. Completing the personality profile can help you determine what personality traits may drive your leadership style. A good manager tells people what to do; a great leader inspires them to do more. As you move through this section, think about how you can use your understanding of your personality traits can improve your communication with your team.

**Identifying Your Personality Profile**

Start by reviewing the instructions in TaskStream for RJAT task 1. Then study different leadership styles for a greater understanding of this topic.

At the end of this section, you should be able to

- analyze your leadership style.

**Leadership Style**

Post a discussion thread in your team's group in Pearson, explaining your leadership style.

Why is it important for you to understand the profiles of the members of your team? Will the differing profiles impact your work on this assessment? Write a reflective paper on this subject, which is part of the work you will do to complete RJAT task 1.

**Leadership Styles**

A leadership style is usually described as either task motivated or relationship motivated. People's leadership styles affect whether or not they will easily develop positive relationships with followers. Use the results of your Insights Profile Inventory to determine how your personality traits fit into the varying leadership styles discussed in the resources below.

At the end of this section, you should be able to
evaluate different leadership styles and the impact these styles have on an organization.

Leadership Styles

Read the following in the *Leadership: Research Findings, Practice, and Skills* text:

- chapter 4

Read the following chapters from *The Leader's Window: Mastering the Four Styles of Leadership to Build High-Performing Teams* by John D. W. Beck and Neil M. Yeager in SkillPort:

- chapter 3
- chapter 4
- chapter 5
- chapter 6

Understanding your leadership style is the first step to improving your leadership skills. Begin keeping a study notebook of your observations so that you can construct your own understanding of the application of these concepts to a variety of situations, which will also help you in thinking through the application of these leadership style concepts.

**RJAT Task 1**

Submit your response to RJAT task 1 in TaskStream. Allow three to five days for evaluation. If you need to make revisions, review the activities in this section and the evaluation rubric for the task before making revisions. Resubmit the task, if needed.

**Team Contract Completion**

Complete the team contract with the members of your team, and send it to the course mentor of this assessment for approval by emailing leadership@wgu.edu.

This will be used as a guide for your work as a team and will be used when you complete your evaluation of the team experience. Please note that you will not be able to complete JAT2 without having a completed and approved team contract.

**Assignment Designation Form Completion**

Complete the Assignment Designation Form that is provided as an attachment in TaskStream. This should be completed during your first team meeting and should be held for submission until the JAT2 is submitted. Once assignments are created, students must complete their assigned section. If changes occur then a new form must be filled out and distributed to the entire team. Each member of the team must select two topics from the list of 12 possible topics in the JAT2 task instructions.

**Teamwork**

Effective teamwork requires groups to come together, stay together, and work together to be successful and achieve organizational goals and objectives.
Teamwork and Team Interaction

Team-based organizations need leaders who are knowledgeable in the team process and can help with the demands of teamwork. The actions of a leader in a team setting can make or break a team. As you read through these materials, think about how you can apply these principles to your team as you work on this assessment and how you can apply these principles to your current or future job setting. How can understanding team interaction make you a better employee and leader?

At the end of this section, you should be able to

- evaluate the importance of teamwork and the impact that effective teamwork has on an organization;
- apply the team development process;
- discriminate between the various roles of team members;
- recommend best practices of team communication;
- apply conflict resolution techniques within teams; and
- select best decision-making techniques within the team setting.

JAT2 Task 2 Reading

Read the task instructions for JAT2 task 2 in TaskStream to familiarize yourself with what will be required. Take notes as you read the chapters and articles and complete the modules that will help you to write your JAT2 task 2 answers.

Team Formation and Development

Read the following chapter from The Leader's Window: Mastering the Four Styles of Leadership to Build High-Performing Teams in SkillPort

- chapter 12

Read chapter 9 in Leadership: Research Findings, Practice, and Skills.

Read the following chapters from The First-Time Manager's Guide to Team Building by Gary S. Topchik in SkillPort:

- chapter 2
- chapter 3
- chapter 4
- chapter 10

Team Communication

Read the following chapter from The First-Time Manager's Guide to Team Building in SkillPort:

- chapter 13

Review this module in SkillSoft:
- Effectively Communicating in Teams

Conflict Resolution in Teams

Read the following chapter in *The First-Time Manager's Guide to Team Building* in SkillSoft:

- chapter 19

Review this module in SkillSoft:

- Team Conflict: The Seeds of Dissent

Decision Making

Read the following chapter from *The First-Time Manager's Guide to Team Building* in SkillPort:

- chapter 15

Go to the message board and post your responses to this chapter and what you see as its relevance to team building in today's business world. Look for responses from your fellow students, and respond to those. This is an excellent forum for sharing ideas and engaging in a dynamic interaction around these important issues.

Team communication in an organization can be instrumental to the company's long-term success. Consider how the concepts of team communication and social responsibility are relevant to the given scenario, and make note of this in your study notebook for later use as you prepare for the performance assessment.

**Team Contract Completion**

Complete the team contract with the members of your team, and send it to the course mentor of this assessment for approval.

This will be used as a guide for your work as a team and will be used when you complete your evaluation of the team experience. Please note that you will not be able to complete JAT2 without having a completed and approved team contract.

**Leadership**

"Leadership is defined as the ability to inspire confidence and support among the people who are needed to achieve organizational goals. Leadership is needed at all levels in an organization and can be practiced to some extent even by a person not assigned to a formal leadership position" (DuBrin, 2010, p. 3). Review the instructions in TaskStream for JAT2 task 2 and think about the sections of the leadership handbook that you would like to write as you review the following resources and activities.

**Emotional Intelligence**

"Emotional intelligence refers to the ability to do such things as understand one's feelings, have empathy for others, and regulate one's emotions to enhance one's quality of life. This type of intelligence generally has to do with the ability to connect with people and understand their
emotions" (DuBrin, 2010, p. 44).

At the end of this section, you should be able to

- examine the leadership skills needed to lead high-performance teams.

**Leadership and Emotional Intelligence**

Access the ABI/Inform Database in the WGU Library, locate and read this article, and take notes in your study notebook:


Read chapter 2 ("Leadership Behaviors, Attitudes, and Styles") in *Leadership: Research Findings, Practice, and Skills*.

Review these modules in SkillSoft:

- [Defining Emotional Intelligence](#)
- [Leadership Essentials: Leading With Emotional Intelligence](#)

**Personality Traits and Leadership Styles of Great Leaders**

As you move through this section, think about one of the greatest leaders that you have worked with or witnessed. What made this person effective? Why were you inspired to follow this person's example and allow yourself to be led by this person?

At the end of this section, you should be able to

- select the skills needed to lead high-performance teams.

**Great Leaders' Personality Traits and Leadership Styles**

Read chapters 2, 3, and 5 in *Leadership: Research Findings, Practice, and Skills*.

What leaders do you admire? What is their dominant leading style? Would this work for you? Write your answers in your study notebook.

**Leading High-Performance Teams**

High-performance teams are characterized as having a clear roles and communication and a strong sense of purpose for a common goal.

At the end of this section, you should be able to

- select the skills needed to lead high-performance teams.

**Leadership of High-Performance Teams**

Access the ABI/Inform Database in the WGU Library, locate and read the following article, and take notes in your study notebook:

Read the following in the *Leadership: Research Findings, Practice, and Skills* text:

- chapter 9

Review this module in SkillSoft:

- [Leading High Performance On-Site Teams](#)

**Interpersonal Skills for Leaders**

Learning how to establish rapport with your employees is critical to your effectiveness as a leader. Using interpersonal skills to help build a network of employees and contacts will allow you to build effective teams to accomplish the career tasks ahead.

At the end of this section, you should be able to

- select the necessary interpersonal skills for effective leaders.

**Interpersonal Skills**

Read chapter 12 in *Leadership: Research Findings, Practice, and Skills*.

Review this module in SkillSoft:

- [Interpersonal Skills on the Fast Track](#)

**Leading Through Effective Communication**

There are a number of reasons for communicating in business. In order to effectively address the multiple situations that will be encountered, leaders must understand and use a variety of communication styles and methods. As you work through this section, focus on the areas where you feel your communication skills can be enhanced so that you will be a more effective leader and team member.

At the end of this section, you should be able to

- choose the communication skills needed to effectively lead a team.

**Effective Communication Leadership**

Read the following in the *Leadership: Research Findings, Practice, and Skills* text:

- chapter 12

Review these modules in SkillSoft:

- [Overview to Effective Business Communication](#)
- [The Art of Global Communication](#)

**Time Management**
One of the greatest issues faced by leaders today is a shortage of time. There is always too much work to accomplish in the allotted time, so improving your time management skills is very important to increasing overall effectiveness. Time management skills will not only benefit you professionally but also personally.

At the end of this section, you should be able to

- apply effective time management skills.

**Time Management Habits**

Review these modules in SkillSoft:

- [Time Management: Analyzing Your Use of Time](#)
- [Developing Excellent Time Management Habits](#)

Review the [Time Management Guide](#) website for additional time management information.

**Leaders as Motivators**

What drives individuals to succeed? How can a leader truly inspire people to achieve a goal that may seem above and beyond their capabilities? Answering these two questions can not only determine the success of an individual but also the success of the entire organization. Motivating your employees is a skill that can truly drive achievement and improve team performance.

At the end of this section, you should be able to

- evaluate the motivation strategies that lead to successful leadership.

**Being a Motivator**

Read the following in the *Leadership: Research Findings, Practice, and Skills* text:

- chapter 7
- chapter 8
- chapter 10

Review this module in SkillSoft:

- [Motivation and Communication in Six Sigma Teams](#)

**Leading and Managing Conflict Resolution**

Conflict will always be present in the workplace as a result of differing goals and agendas. As a leader, how will you deal with conflict when it arises? How can you resolve conflict and keep your team intact and successful? As you read through this section, think about the strategies you will utilize to resolve conflict within your work environment.

At the end of this section, you should be able to
● evaluate conflict resolution strategies that lead to successful leadership.

**Managing Conflict Resolution**

Access the ABI/Inform Database in the WGU Library, locate and read the following article, and take notes in your study notebook:


Read the following in the *Leadership: Research Findings, Practice, and Skills* text:

- chapter 12

Review this module in SkillSoft:

- [Leading Teams: Dealing With Conflict](#)

**Moral Leadership and Ethics**

The study of ethics deals with the branch of philosophy pertaining to values related to human conduct. How you conduct yourself in a business environment reflects not only on you as an individual but also on the company that you represent. This section will focus on how to lead an organization in a way that is morally and ethically appropriate.

At the end of this section, you should be able to

- assess the need for moral and ethical leadership.

**Ethics and Moral Leadership**

Read the [The Quest for Moral Leaders: Essays on Leadership Ethics](#) in SkillSoft:

Take notes in your study notebook. You will use this book for research and to help you determine the characteristics of ethical leadership.

Read the following in the *Leadership: Research Findings, Practice, and Skills* text:

- chapter 6

**Leading Culturally Diverse Groups**

U.S. companies have increasingly come to understand that a diverse workforce not only brings about positive benefits, but may also be fundamental to company success. Culturally diverse groups can provide new perspectives and approaches to problem solving and can provide a broader range of experience for a company. As a leader, you should continue to explore the positive and negative benefits of a culturally diverse workforce and ensure that you have the right people in place to be effective.

At the end of this section, you should be able to
• select the skills needed to lead culturally diverse teams.

**Culturally Diverse Group Leadership**

Read the following in the *Leadership: Research Findings, Practice, and Skills* text:

• chapter 14

Review these modules in SkillSoft:

• The Model Leader
• Diversity on the Job: Diversity and You
• Understanding Cultural Diversity

**Intergenerational Group Leadership**

Managing generations in the workplace can be a very difficult challenge, but can produce excellent results. In this section you will learn the importance of managing different generations in the workplace. Intergenerational conflict can create positive interactions through coaching and mentoring and can help experienced employees teach and train new or inexperienced employees. There is a wide variety of skills that can be taught and used across generations. An effective leader will teach teams how to use these differing skills to be effective.

At the end of this section, you should be able to

• select the skills needed to lead intergenerational groups.

**Leadership Versus Management**

The difference between leadership and management can be seen in the functions of management: planning, organizing, directing, and controlling. Leading is a major part of a manager's job, yet a manager must also plan, organize, and control. Broadly speaking, leadership deals with the interpersonal aspects of a manager's job whereas planning, organizing, and controlling deal with the administrative aspects. Leadership deals with change, inspiration, motivations, and influence. As you review this section, think about how you can incorporate effective leadership into your role as a manager.

At the end of this section, you should be able to
• identify the difference between leadership and management.

**Management Versus Leadership**

Access the ABI/Inform Database in the WGU Library, locate and read the following article, and take notes in your study notebook:


Read the following in the *Leadership: Research Findings, Practice, and Skills* text:

• chapter 1

Review this module in SkillSoft:

• [Moving from Management to Leadership Simulation](#)

*Note: Complete this in "score mode."

**JAT2 Task 2, Parts A and B**

Develop the Leadership Handbook with your team. Then, with the team and using the rubrics, assess the handbook by completing the Leadership Handbook Scoring Rubric. The rubric should be submitted with the final JAT2 submission. Pay particular attention to how the other team mates are participating as you will have an opportunity to assess them. Be sure you participate appropriately also!

**Evaluating Team Performance**

One of the most important components of the team experience is evaluating the outcomes of teamwork and determining what you can do to improve your interactions in the future. In business, you will find that you have to work with a variety of peers from many different departments that are all trying to do their best with varying levels of team performance skills. By critiquing your team members, you should be looking for attitudes, abilities, and dedication shown to getting the work done well. The final step in this team assessment will be to evaluate the performance of your team.

**Team Performance Evaluation**

Now that you have worked through this team assessment, you will complete an evaluation of the team experience. You will rate yourself and your team on all aspects of teamwork and leadership skills.

At the end of this section, you should be able to

• examine how your team effectively created and reached its goals;
• analyze how effectively your team utilized motivation strategies;
• analyze how effectively your team utilized influence strategies to exert influence over the team outcomes or deliverables;
- reflect on the effectiveness of your team's communication plan;
- reflect on the effectiveness of your team's conflict resolution strategies; and
- evaluate how you could have improved your team's performance.

**Evaluating Team Performance**

You will be sent the links for the peer evaluation surveys for each team member during the third week of the course. You will have until the assessment end date to complete the surveys for each member of your team. The course mentors will compile your results and send them out following the end date of the assessment. If all members of your team finish prior to the end of the assessment, please email leadership@wgu.edu to have your results compiled sooner. Thinking about your team members and your participation in the peer evaluation activity, carefully and honestly complete your team evaluation. You and your team members will have one week to fill out this form, at which time you will receive a report with your results.

You will attach this report for part C in JAT2 task 2 in TaskStream. You will also use this report for the final two parts in JAT2 task 2. Do not submit the task for grading yet.

Using the report of the team evaluation, analyze your strengths and weaknesses and craft an answer to part D.

Finally, using the report, evaluate your team's performance based on the criteria listed in JAT2 task 2 part E. Craft your response for part E.

**JAT2 Task 2**

Submit your responses for all of the parts of JAT2 task 2 in TaskStream. Allow three to five days for evaluation. If you need to make revisions, review the activities in this section and the evaluation rubric for the task before making revisions. Resubmit the task, if needed.

**Final Review**

Congratulations! As soon as you pass JAT2, you have completed the leadership assessment.

For your convenience, screenshots showing the instructions for each performance task related to this course of study are available at the links below. Please note that the instructions may change slightly from time to time. For the most up-to-date instructions, evaluation rubrics, and other related material, please log in to TaskStream. You will not have access to these tasks in TaskStream until you request them through your Degree Plan and your mentor approves your request.

**Reference**

**Reference List**
Feedback

WGU values your input! If you have comments, concerns, or suggestions for improvement of this course, please submit your feedback using the following form:

- Course Feedback

ADA Requirements
Please review the University ADA Policy.