This course supports the assessment for SAT2. The course covers 14 competencies and represents 3 competency units.

Introduction

Overview
In this course, 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 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.

As you work through this course, 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.

At the end of this course, you should be able to do the following:

- 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
- determine how power and influence can be used to achieve organizational objectives

Watch the following video for an introduction to this course:

Note: View the video in full screen at 720p for best results.

Competencies
This course provides guidance to help you demonstrate the following 14 competencies:

- **Competency 325.1.1: Motivation**
  The graduate applies motivational concepts to enhance organizational performance.
- **Competency 325.1.2: Leadership Approaches and Theories**
  The graduate uses contemporary approaches and theories of leadership to perform a personal leadership skills analysis and to develop a leadership philosophy.
- **Competency 325.1.3: Power and Influence**
  The graduate determines how power and influence can be used to achieve
organizational objectives.

- **Competency 325.1.4: Leadership Ethics**
The graduate identifies influences on ethical leadership and analyzes the construction of a code of ethics.

- **Competency 325.1.5: Managing Human Resources**
The graduate develops strategies, policies, and procedures for effective human resource management within an organization.

- **Competency 325.1.6: Organizational Effectiveness**
The graduate analyzes the impact of organizational culture, stress, and structural design on the effectiveness of the organization.

- **Competency 325.2.1: Team Development**
The graduate selects the appropriate type of team structure for a project and proposes strategies and structures to build team cohesion and effectiveness.

- **Competency 325.2.2: Improving Team Performance**
The graduate analyzes the performance of a virtual team and proposes strategies to improve team effectiveness.

- **Competency 325.3.1: Leading Change**
The graduate describes the organizational change process and recommends strategies for implementing a change.

- **Competency 325.3.2: Conflict Management**
The graduate demonstrates the application of conflict management concepts to improve organizational performance.

- **Competency 325.3.4: Problem Solving**
The graduate applies the problem solving process to solve organizational and team problems, and develops strategies to avoid decision-making pitfalls.

- **Competency 325.4.1: Enhancing Organizational Communication**
The graduate communicates effectively within an organizational setting.

- **Competency 325.4.1: Team Communication**
The graduate demonstrates best practices to overcome biases that inhibit organizations and teams from communicating effectively.

- **Competency 325.4.1: Multicultural Communication**
The graduate recognizes cultural differences in communication and develops strategies and techniques to effectively communicate with internal and external stakeholders.

**Course Instructor Assistance**
As you prepare to successfully 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 manually enroll 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 will be automatically enrolled, at the activity level, in the following learning resources. Simply click on the links provided in the activities to access the learning materials.

**VitalSource E-Texts**

The following textbook is available to you as an e-text within this course. You will be directly linked to the specific readings required within the activities that follow.


**Ebook Central E-Books**

The following textbooks are available to you as e-texts within this course. You will be directly linked to the specific readings required within the activities to follow.


EBL e-books can be downloaded to your computer or mobile device. Follow the instructions to download your e-books for offline access.

*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.*

**SkillSoft and Books 24x7**

You will access SkillSoft items at the activity level within this course. For more information on accessing SkillSoft items, please see the “Accessing SkillSoft Learning Resources” page.

The following Books24x7 e-texts will be used in this course:

**Other Learning Resources**

You will use the following learning resources for this course.

**WGU Library E-Reserves**

This course utilizes resources located in the WGU Library E-Reserves, with articles available for you to download. For instructions on how to access WGU Library E-Reserves, see the "Accessing WGU Library E-Reserves:" page.

The following e-reserve materials will be used in this course:


**Teamwork**

Effective teamwork requires groups to come together, stay together, and work together to be successful for achieving organizational goals and objectives.

**Getting Started With Your Leadership Team**

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 and work on this assessment, think about how you can apply these principles to your team and how you can apply these principles to your current or future job setting.

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

- 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 for team communication
- apply conflict resolution techniques within teams
- select best decision-making techniques within the team setting

**SAT Task 2 Reading**
Read the task instructions for SAT Task 2 in Taskstream to familiarize yourself with what is required.

Take notes as you read the chapters and articles and complete the modules that will help you to write your SAT Task 2 response. The following resources should be reviewed prior to your first team meeting.

**Team Formation and Development**

Read the chapters in this topic's activities BEFORE your first team meeting.

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

- chapter 9 ("Developing Teamwork")
- chapter 12 ("Communication and Conflict Resolution Skills")

**Team Communication**

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

- chapter 13 ("Open and Honest Communication")

Review the following module in SkillSoft:

- TEAM0172: 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 ("Going From Conflict to Collaboration")

Review the following chapter in *Leadership: Research Findings, Practice, and Skills*:

- chapter 12 ("Communication and Conflict Resolution Skills")

**Motivation & Influence**

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

- chapter 8 ("Influence Tactics of Leaders")
- chapter 10 ("Motivation and Coaching Skills")

Post, on the message board, your responses to these chapters and what you believe is their relevance to team building in today's business world.

- Respond to your fellow student’s posts.
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.

**Step One: Meet with Your Team**

The first step in the leadership assessment is to email your team members and determine a time to meet. This initial team meeting should be conducted by phone.

1. There are a number of free services that can be used to set up your first conference call. They including the following:
   - Yugma
   - FreeConferencePro
   - Voip-sol
   - FreeConference
   - FreeConfrenceCall
   - NoCostConference
   - UberConference

**Step Two: What should be included in the first team meeting?**

As part of this initial team meeting, you will want to start with member introductions so you can get to know each other. In addition to getting to know your team, you will also be required to complete the following two documents:

1. **Team Contract**: Download the "Team Contract" document. The contract must be submitted to leadership@wgu.edu for review and approval by the course instructors. This should be completed by Sunday of the first week of the team exercise. This document will not be submitted in Taskstream but is required to be completed as part of the assessment.

2. **Assignment Designation Form**: This form will be completed as a team but will be submitted individually as part of Task 2. It can be found under "File Attachments" in Taskstream. This form will be used to determine which sections of the leadership handbook each student will write. Each student must choose TWO sections from the approved list of 12 possible topics in the Task 2 instructions in Taskstream. Once assignments are created, students must complete their assigned section. If changes occur, a new form must be filled out and distributed to the entire team.

**Leadership Styles**

Understanding your personality traits is critical for improving the interactions you have with your employees as well as understanding how your actions may be perceived by others. It is also critical to understand 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 to improve your communication with your team.
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. After reading the three chapters below in Leadership: Research Findings, Practice, and Skills, determine which leadership style most closely matches your own.

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

Leadership Styles
Read the following chapters in Leadership: Research Findings, Practice, and Skills:
- chapter 3 ("Charismatic and Transformational Leadership")
- chapter 4 ("Leadership Behaviors, Attitudes, and Styles")
- chapter 5 ("Contingency and Situational Leadership")

After reading these chapters, determine which of the styles discussed represents your own leadership style.

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

**Complete: Task 1 Performance Task**

Complete the following task in Taskstream:
- SAT2: Task 1

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

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).

Each of the sections below corresponds to the 12 topics listed in the SAT2 Task 2 instructions. At least two sources are provided for each topic. You may choose to utilize the resources
provided and research one additional source or research three of your own resources.

**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**

Review the instructions in Taskstream for SAT2 Task 2 and consider the sections of the leadership handbook you would like to write as you review the remaining resources and activities.

Access and read the following article in the WGU Library E-Reserves, and take notes in your study notebook:


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

- chapter 2 ("Traits, Motives, and Characteristics of Leaders")

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

As you move through this section, think about one of the greatest leaders 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 identify personality traits and leadership styles of great leaders.

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

Review the following chapter in *Leadership: Research Findings, Practice, and Skills*:

- chapter 2 ("Traits, Motives, and Characteristics of Leaders")

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

- chapter 3 ("Charismatic and Transformational Leadership")
Write your answers to the following questions in your study notebook:

- What leaders do you admire?
- What is their dominant leading style?
- Would this work for you?

**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 and read the following article in the [WGU Library E-Reserves](https://wgu-e-reserves.library.wgu.edu), and take notes in your study notebook:


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

- **chapter 9 ("Developing Teamwork")**

**Interpersonal Skills for Leaders**

Learning how to establish rapport with your employees is critical for 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**

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

- **chapter 12 ("Communication and Conflict Resolution Skills")**

Review this module in SkillSoft:

- [Interpersonal Skills on the Fast Track](https://wgu-skillsoft.e-reserves.library.wgu.edu)
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 lead through effective communication.

Effective Communication Leadership

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

- chapter 12 ("Communication and Conflict Resolution Skills")

Review these modules in SkillSoft:

- [Overview to Effective Business Communication](#)

Time Management

One of the greatest issues facing 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](#)

Leaders as Motivators

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 *Leadership: Research Findings, Practice, and Skills*:

- chapter 7 (“Power, Politics, and Leadership”)

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

- chapter 8 (“Influence Tactics of Leaders”)
- chapter 10 (“Motivation and Coaching Skills”)

**Leading and Managing Conflict Resolution**

Conflict will always be present in the workplace because people have different goals and agendas. 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 and read the following article in the WGU Library E-Reserves, and take notes in your study notebook:


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

- chapter 12 (“Communication and Conflict Resolution Skills”)

**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 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 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 Leadership: Research Findings, Practice, and Skills:

- chapter 6 ("Leadership Ethics and Social Responsibility")

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 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 Leadership: Research Findings, Practice, and Skills:

- chapter 14 ("International and Culturally Diverse Aspects of Leadership")

Review these modules in SkillSoft:

- The Model Leader
- Diversity on the Job: Diversity and You

Leading Intergenerational Groups

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 are 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.

**Intergenerational Group Leadership**

Access and read the following article in the [WGU Library E-Reserves](#), and take notes in your study notebook:


Review these modules in SkillSoft:

- [Making Cross-Generational Teams Work](#)
- [Cross-Generational Workers in the 21st Century](#)

**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 and read the following article in the [WGU Library E-Reserves](#), and take notes in your study notebook:


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

- chapter 1 ("The Nature and Importance of Leadership")

**SAT2 Task 2, Parts A and B**

Compile the leadership handbook with your team during week four of the team exercise. Once
the handbook is complete, assess the handbook by completing the Leadership Handbook Scoring Rubric. The rubric should be submitted with the final SAT2 submission. This rubric can be located in Taskstream and should be completed individually the week following the end of the team exercise. Pay particular attention to how the other team mates are participating as you will have an opportunity to assess them. Be sure you also participate appropriately!

**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
- evaluate how you could have improved your team's performance

**Evaluating Team Performance (SAT2 Task 2 Parts C)**

Complete a written evaluation of team performance as outlined in the Taskstream instructions. **Complete: Task 2 Performance Task**

Complete the following task in Taskstream:

- SAT2: Task 2

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

Your final submission should include the following documents that will be submitted all at once as individual attachments in TaskStream. The instructions for each of these documents can be found in TaskStream. The documents to be submitted are:

1. Leadership Handbook
2. Assignment Designation Form
3. Leadership Handbook Scoring Rubric - Used to evaluate the entire leadership handbook.
4. Written evaluation of Team - Utilize the team contract to complete this task.

**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 the assessment, schedule and complete your assessment now.