



Leadership in the Trenches

Course Agenda

Day 1 (Module #1)

- Welcome & Introductions – 30minutes
- Experiential Learning Exercise – 1hour/15minutes
- Visioning, Thinking, & Strategy – 1hour
- Break – 15minutes
- Innovating, Creating, & Judging – 45minutes
- Lunch (Video) – 45minutes
- Speaking, Listening, & Feedback– 1hour/30minutes
- Break – 15minutes
- Leading by Example – 1hour/15minutes
- Team Commitment – 1hour

Day 2 (Module #2)

- Admin & Review – 30minutes
- Experiential Learning – 1hour
- JoHari Window Debrief – 1hour
- Break – 15minutes
- Biggest Leadership Mistakes – 1hour
- Lunch – 45minutes
- Followership in Crisis – 1hour/30minutes
- Break – 15minutes
- Power Abuses – 1hour
- Emerging Leaders - 1hour
- Video Repeat, Wrap up, and Evaluation – 45minutes



Leadership in the Trenches

Course Scope Statements

Day 1 (Module #1)

Module #1 Leadership Qualities:

In this module, participants will recognize and integrate the fundamental qualities of a successful transformational leader. After reviewing the classical traits of a leader, participants will learn how transformational leaders integrate visioning, innovation, creativity, and good judgment into their daily leadership routines. Yet simply possessing a powerful vision and strategy are not enough to be a successful leader. Therefore, the participants will additionally learn how to effectively communicate, connect with, and engage their teams towards the successful completion of their vision and strategy. Only through a powerful alignment of vision and team engagement can any leader succeed.

#4 Speaking, Listening, & Feedback

In this block, participants will be presented with several real-world examples and some techniques in how to deal with these events during times of crisis. Some of the skills will include: being responsive to the needs of others, clearly articulating ideas and instructions, establishing supportive internal networks, breaking down silos and barriers, influencing information sharing across the organization, personally mentoring and training employees, and investing time and money to develop all levels of employees. The ultimate goal is to have participants seek balance in speaking, listening, and feedback.

Lesson #5 Leading by Example

Actions speak louder than words. It's a simple statement that gets right to the core of this leadership trait: leading by example. Employees take their lead naturally from what their leaders are doing. Actions often outweigh the words communicated particularly when they are incongruous. Participants will learn the difference between assertive and aggressive in leadership styles and the impact of both on their team's performance, and how to lead others to follow through on difficult assignments.

Lesson #6 Team Commitment

Real life examples with easy to implement lessons learned on how effective leaders in different organizations can drive and engage team/squad motivation and commitment to the organization and its mission.

Assignment JoHari Window Assignment

This assignment will increase self-awareness by encouraging sharing, self-disclosure, and feedback. As we join together to build collective leadership for our community, we need to develop deeper relationships to support working together in new and innovative ways. The first step in this journey is to have a better understanding of ourselves and appreciate how others see us.



Leadership in the Trenches

Day 2 (Module #2)

Module #2 Leadership in Crisis:

Every leader will face a crisis. How a leader responds within that crisis determines both their overall effectiveness and their leadership legacy. In this module, participants will identify the qualities necessary to effectively and successfully lead and execute a plan during a crisis. Through role plays, concentrated study, and live real-world simulations, participants will experience the realities of a crisis, their natural response to it, and how to better lead their teams during a future crisis. In the real world, tragedy strikes down leaders and leadership teams as well as front-line first responders. In this module, participants will learn how to successfully step-up and lead when their leadership hierarchy is gone, missing, or unavailable. Participants will learn how to avoid the ten biggest mistakes leaders make in a crisis, the ten essential transformational actions they must take within a leadership vacuum, and how to avoid the potential power abuses that will occur within a leadership vacuum.

Lesson #1 Experiential Learning

An interactive Communications activity designed to illustrate and experience the dynamic impact of positive and negative labeling on professional relations, team building, and engagement.

Lesson #2 JoHari Window Results

The JoHari Window model is a simple and useful tool for illustrating and improving self-awareness, and mutual understanding between individuals within a group. When you let someone open this “window” on you, you will create trust between yourself and that person. You decide when, where, how, and how often you want to receive this feedback. Opening this window requires compassion and kindness from all participants. The JoHari Window concept is particularly helpful in understanding leader/follower or employee/employer relationships.

Lesson #3 Biggest Leadership Mistakes

Participants will be presented with several types and examples of mistakes leaders can make, and they will be deciding on the severity and possible procedures to overcome them. For example: Power Trips, Under or Miscommunications, Lack of Proper Instructions, Indecisiveness, Second Guessing, Over Control, Under Control, Micromanagement, Disempowering, Conflict Resolution, and others.

Lesson #4 Followership in Crisis

The evolution of crisis leadership continues as the event grows and unfolds which often creates more tasks and requires a greater variety of leadership capabilities. Participants will be broken down into groups of 5 to 6 and presented with 3-5 short case studies for them to examine the dynamics of crisis leadership and decision making in a vibrant situation. We will reconvene and solicit responses on the case studies from the various groups for additional discussion.

Lesson #5 Power Abuses

Ever come across a leader who is totally self-absorbed? Someone who abuses the power given to them? Abuse of authority is the unfair use of one's power to interfere with an employee's work and performance in the form of humiliation, intimidation, or threat. At the core of extreme behavior is egotistical preoccupation with self, personal preferences, aspirations, needs, success, and how he/she is perceived by others. While some of these are good for a leader, if carried to extreme, this type of leader is going to get in trouble and have disastrous effects on everyone around them.

Lesson #6 Emerging Leaders

Participants will face the issues surrounding leadership in a crisis. When a tragedy strikes who are the emerging leaders and how do we prepare them? We will discuss the four traits of emergent leaders and how to prepare your team members to become emergent leaders in times of need.