

## Mastering Leadership and Assertiveness

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### Course Summary

#### Description

This course focuses on developing core leadership skills and behaviors essential to advancing in a leadership position. Participants begin to explore and discuss essential leadership concepts and behaviors together with how these concepts and behaviors apply to their specific situation using the Everything DiSC Workplace as a context to understand showing up as a leader and demonstrating basic leadership behaviors despite not having a formal leadership role.

#### Objectives

After taking this course, students will:

- Be able to define and describe essential leadership skills and behaviours,
- Know the significant role influence and demonstrating assertive behavior plays for a leader,
- Know which leadership style is most effective in various situations, and how to shift leadership style appropriately to be an effective leader,
- Know the role social intelligence and managing up plays in being an effective leader,

#### Topics

- Introduction to the Course
- Seeing Myself as a Leader
- Essential Leadership Principles
- Leadership and Influence
- Leadership and Assertiveness
- Accountability Group and Implementation Commitment

#### Audience

This course is designed for anyone preparing for advancement into a leadership role.

#### Prerequisites

There are no prerequisites for this course.

#### Duration

One day

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### Course Outline

#### I. *Introduction to the Course*

- A. Participants are introduced to the topic and discuss the importance, and benefit to themselves, of being an effective leader and stepping up to a leadership role.
- B. Participants also receive an introduction to what will be covered in the course and information about how the course will be conducted. Participants describe their purpose for participating and their goals for attending the course.

#### II. *Seeing Myself as a Leader*

- A. Participants discuss the importance of seeing themselves as a leader, and the mindset of seeing themselves as leaders, regardless of their current position or the number of people reporting to them. We emphasize that leadership is not about the “big” things – it’s about how all the little things they do each day add up. The goal is that each participant come away with an idea of planning their development to include critical experiences that will help them build to future formal leadership positions.
- B. Included in the discussion are:
  1. How do you show up as a leader when you don’t have a title?
  2. What can you do to build leadership credibility and experience?
  3. What prevents you from seeing yourself as a leader?
  4. What prevents others from seeing you as a leader?
  5. Given what you see in the organization now, what can you do to demonstrate leadership? (This sets up the accountability exercise at the end.)
  6. Participants discuss and explore, at a high level, the importance of social intelligence in being an effective leader, and the role that social intelligence plays in managing up, across and down.
  7. What critical leadership experiences do you need to get to build your leadership capacity? Includes the importance of building relationships to improve your ability to demonstrate leadership and achieve your business objectives.

- C. The DiSC Personality model covered in Module 1 – Communication Skills will be referenced during the discussion.
- D. I will keep a record of the answers to these questions and share back with Lloyd and/or would encourage him to attend the class for this discussion.

#### III. *Essential Leadership Principles*

- A. Participants explore what leadership is, and the essential basic leadership skills and behaviours a leader must know and visibly demonstrate especially when you don’t have much organizational power.
- B. Building on the previous topic, we cover the essential basics of leadership: Achieving the Task, Developing the Team and Developing Individuals and the role of leadership with respect to helping others understand and adapt to change. Includes a discussion on how you can achieve these objectives and demonstrate leadership despite not having a lot of experience.

#### IV. *Leadership and Influence*

- A. Participants discuss the relationship between Influence and Leadership, the connection between influence and the DiSC personality style, and how effective leaders use influence. Participants further explore key topics essential to leadership success including the four pillars of influence, sources of influence power as a leader, and tactics to help maximize influence effectiveness as a leader.
- B. Participants self-assess their own influence strengths and opportunities for development.

#### V. *Leadership and Assertiveness*

- A. Participants discuss and explore the importance of demonstrating assertiveness in “showing up” as a leader. The difference between being aggressive, passive aggressive and assertive is also explored and participants practice a variety of assertiveness techniques and strategies designed to help them demonstrate assertiveness to those around them.
- B. This section includes role plays and scenarios to practice being assertive and to get feedback about how they do.

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### Course Outline (cont'd)

#### VI. *Accountability Group and Implementation Commitment*

- A. We will create accountability groups of three people. Each will make a commitment to demonstrate one or two key behaviors and/or gain one or two critical experiences in the next 4-6 weeks. They will be required to report back to their accountability partners about what they achieved, insights about their development as leaders, and how this assignment has helped them to develop as a leader together with any benefit they feel accrued to the organization. The group will then report their progress back to Lloyd and Brittany or their mentor, and the group's progress can then shared back with the larger cohort. (The number of behaviors and critical experiences can be adapted as required.)