Online Leadership Courses

BUSINESS LEADERSHIP PROGRAM OVERVIEW: *DEVELOPING GLOBAL LEADERS*

In this online leadership program, we transform theory into practice by showing you how to become a more effective global business leader. Each of the seven leadership courses includes an overview of the course, six learning modules focused on interactive learning, and a review and summary quiz.

The interactive learning modules include a variety of media types (audio, video, animation, and slideshow. designed to engage the participant. Typically, a participant will spend 2-3 hours per course, approximately 15-30 minutes per module. Each course has a pre-course and a post-course survey based on the specific learning outcomes associated with each course. The pre-course/post-course results are used to assess student learning relative to learning outcomes. The end of course quizzes can be used for assurance of learning.

The online leadership courses can be readily integrated into any academic curriculum to supplement classroom learning. The online program can also be used to create standalone courses in leadership, perhaps by adding a reflective paper at the end of the program. The courses can also be used for team/staff development, continuing education, and workforce outreach, especially when combined with and existing program offered by the academic institution.

COURSE DESCRIPTIONS, MAJOR TOPICS, AND LEARNING OUTCOMES

The Online Leadership Courses:

Course 1: Business Writing Fundamentals
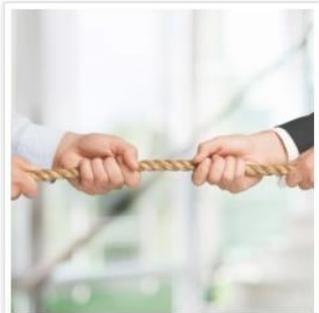
Peregrine Leadership

Course 2: Leadership Communications

Peregrine Leadership

Course 3: Leadership Essentials

Peregrine Leadership

Course 4: Leading Teams

Peregrine Leadership

Course 5: Managing Conflict
Peregrine Leadership

Course 6: Leading Change
Peregrine Leadership

Course 7: Leading the Leaders
Peregrine Leadership

Course 1: Business Writing Fundamentals. As a leader, writing is something you will be expected to do continuously and expected to do well. Our writing style signals our leadership abilities; clear, effective, and appropriate written communication conveys both intelligence and dependability. Whether just or not, we judge people on their writing all the time and are judged in turn. In this course you will learn the basics of writing a business letter, preparing a report, writing for a publication such as a peer-review journal or a book, and choosing appropriate methods or technology to send your message. These tools can advance your writing both in the business world and beyond.

Course topics:

- o Business Writing Principles
- o Punctuation and Grammar
- o Writing/Formatting Emails
- o Writing/Formatting Business Letters
- o Technical and Report Writing
- o Writing for Publication

Learning outcomes:

- o Understand how to write business correspondence in the correct format to effectively convey the intended message and purpose.
- o Know how to use proper grammar and punctuation in all my professional correspondence.
- o Know when email is the best form of communication and understand the legal implications of emailing.
- o Understand how to write concise and clear business letters and emails.
- o Know the important and required elements of a technical report.

- o Understand how to correctly write and format for different forms of publications including press releases, blogs, books, and journals.

The learning modules:

1. **BUSINESS WRITING FUNDAMENTALS**

   1.1. **Introduction to Business Writing**

   1.2. **Business Writing Principles.** Creating messages, organizing, audience, common elements of e-mail/letters, evaluating the message.

   1.3. **Grammar and Punctuation.** Active-passive, punctuation, grammar, confusing words, subject-verb matching.

   1.4. **Writing E-mails.** When/when not to use, how to construct, 20 things to avoid, how to get better.

   1.5. **Writing Business Letters.** Letter writing format, style guidelines, letter components.

   1.6. **Writing Technical Reports.** What it is, writing mechanics, organization, report components.

   1.7. **Writing for Publication.** Pre-submission considerations, preparation, publishing options, writing tips, style organizing, proofreading, submitting to journal, press releases, blogs.

   1.8. **Review and Quiz**

Course 2: Leadership Communications. Rising to the challenge of leadership has so much to do with your ability to communicate clearly and effectively. Whether you are introducing new directives, setting standards, or pursuing goals, your ability to connect, convey, and engage can make all the difference in your success. And although this is a course on leadership communications, the principles can be applied to the rest of your life as well. They are useful not only for improving workplace output and connection, but also for bringing increase happiness and satisfaction in the rest of your life.

Course topics:

- o   Understanding Communication
- o   Effective Communication
- o   Giving and Receiving Feedback
- o   Non-Defensive Communication
- o   Modes of Communication
- o   Presentation Skills
- o   Overcoming Communication Barriers and Active Listening

Learning outcomes:

- o   Understand the nature of leadership communications.
- o   Understand which kind of communication medium is best to use in a given situation.
- o   Understand how to give and receive feedback.
- o   Know how to communicate non-defensively.
- o   Know the different modes of communication.
- o   Know how to prepare and deliver effective presentations.
- o   Understand how to overcome the barriers to communications and employ active listening.

The learning modules:

2.   LEADERSHIP COMMUNICATIONS

2.1.   Introduction to Leadership Communication

2.2.   Understanding Communications. Definition of communication, communication process, informal communication, non-verbal, speakers vs communicators.

2.3.   **Effective Communication.** How leaders communicate, skills of a good communicator, 40 question self-assessment, making sure your message matters, choosing your words, improving your skills, definition of defensive/non-defensive communication, and 5 skills for communicating non-defensively.

2.4.   **Giving and Receiving Performance.** Definition of feedback, giving feedback, 10 common feedback mistakes, 5 tips on receiving feedback, 10 tips for dealing with difficult people.

2.5.   **Communication and Listening Challenges.** Barriers to listening, what is listening, listening vs hearing, bad listening habits, active listening.

2.6.   **Modes of Communication.** When to use/not use e-mail, e-mail etiquette, when to use/not use telephone and video conferencing, 7-tips on telephone etiquette.

2.7.   **Presentation Skills.** Planning your presentation, building, audio-visual aids, giving presentation, audience rapport, overcoming stage fright.

2.8.   **Review and Quiz**

Course 3: Leadership Essentials. Becoming the kind of leader who inspires, engages, and motivates takes many different qualities. Not only do you need a strong knowledge and expertise in your field; you also need to understand what leadership actually is, and what it means to lead by example. The more you as a leader can exemplify what it is you wish your team to embody, the more you will be the kind of leader everyone wishes to follow: intelligent, kind, understanding, open to new ideas, compassionate, and humble, all qualities that also endear us to our closest friends and confidents. In this course, get ready to think about what you really value and how to bring more of that into your leadership.

Course topics:

- What Is Leadership?
- Values-Based Leadership
- The Power of Positive Expectations
- The Art of Delegation
- Ethical Leadership
- Leading by Example

Learning outcomes:

- Differentiate between leadership and management.
- Identify the values common among great leaders.
- Discuss the power of positive expectations and how to apply it as a leader.
- Assess what, how, and to whom you should delegate.
- Describe what it means to be an ethical leader.
- Use the Eight Universal Laws of Leadership to improve how I lead myself and others.

The learning modules:

3. **LEADERSHIP ESSENTIALS**

   3.1. **Introduction to Leadership Essentials**

   3.2. **What is Leadership?** What is leadership, leadership vs management, leadership and change, Maxwell's 5 levels of leadership, how to move to the next level.

   3.3. **Values.** 14 Leadership Values, what matters most exercise.

3.4. **Positive Expectations.** Expectations, The Pygmalion Effect, impact of positive expectations, setting expectations.

3.5. **The Art of Delegation.** Definition, why delegate, delegate/empower, why people don't delegate, steps for delegation - the IDEALS model.

3.6. **Ethics.** Definitions, introduction to ethics, ethics vs morals, self-assessment, Good People, Bad Choices examples, how to be an ethical leader, 8 Ethical Actions for Leaders.

3.7. **Commitment.** 8 Universal Laws of Leadership, 9 tips towards being accountable and committed.

3.8. **Review and Quiz**

Course 4: Leading Teams. Understanding the dynamics of effective team leadership means better output, happier and more inspired people, and a smoother workflow. This course will outline what you need to understand in order to plan, build, and lead the most effective and productive teams possible. When a team is functioning at its best, something magical happens. Everyone is focused, everyone is excited, and the synergy between people grows exponentially. This can be called a team of trust, and the last chapter in this unit looks specifically at that concept. When you become someone who can lead a team to this level, you become the kind of leader who is most in demand: someone who leads others to realize their full potential.

Course topics:

- o   Planning for Your Team

- o   Building Your Team

- o   Leading Your Team

- o   Leading Team Meetings

- o   Leading Your Team Through Problem-Solving

- o   The Next Level: Teams of Trust

Learning outcomes:

- o   Describe the characteristics of effective teams.

- o   Describe the different types of teams.

- o   Identify the four stages in Tuckman's model of team development.

- o   Discuss the five dysfunctions of teams and how to address each as the team leader.

- o   Identify behaviors and actions used to improve team performance.

- o   Describe the team problem-solving method and developing a team of trust.

The learning modules:

    4.   LEADING TEAMS

        4.1.   **Introduction to Leading Teams**

        4.2.   **Planning Your Team.** Definition of team, benefits, when to form, types, considerations in building successful team.

        4.3.   **Building and Growing Your Team.** Selecting members, capabilities, roles, Tuckman model, virtual team considerations.

4.4. **Leading Your Team.** Team governance, avoiding Group Think, communicating team progress, after action reviews.

4.5. **Leading Team Meetings.** Why teams must meet, 7 keys to team meeting leadership, planning the agenda, conducting, closing, team meeting follow-up.

4.6. **Leading Your Team Through Problem-Solving.** The 9-step problem solving process.

4.7. **The Next Level: Teams of Trust.** Profile of dream team, teams of trust, the 6 Cs of teamwork, a team of trust characteristics, the 5 dysfunctions of a team.

4.8. **Review and Quiz**

Course 5: Managing Conflict. No matter how much we all try to avoid it, no matter how good a communicator we are or how effective a leader, conflict is inevitable. And not all of it is bad! Some kinds of conflict push us to re-examine what we think we know or strive to be our best. And even conflict that feels less-than-positive can give us the opportunity to learn how to be better at conflict resolution and listening. This course will look at the different kinds of conflict and how to best deal with them, including what to do when conflict happens, how to minimize or remove barriers to conflict resolution, how to handle high maintenance relationships, and some tried and true rules for conflict resolution. You just might find these useful in every part of your life, from home to office to everything else.

Course topics:

- o Defining Conflict

- o Common Sources of Workplace Conflict

- o Guiding Principles for Dealing with Conflict

- o What to Do When Conflict Happens

- o Minimizing Resistance to Conflict Resolution

- o Managing High-Maintenance Relationships

- o Rules for Conflict Resolution

Learning outcomes:

- o Describe what conflict is and some of the main reasons it happens.

- o Understand the potential sources of workplace conflict.

- o Apply guiding principles for dealing with workplace conflict.

- o Apply the CALM model in addressing workplace conflict.

- o Know how to minimize the resistance to conflict resolution.

- o Identify high-maintenance relationships in the workplace.

- o Understand and apply the rules for conflict resolution.

The learning modules:

5. **MANAGING CONFLICT**

    5.1.   **Introduction to Conflict**

    5.2.   **Defining Conflict.** Defining conflict, 10 misconceptions about conflict, positive and negative conflict, 5 stages of conflict, common conflict

responses, fears about workplace conflict, sources of conflict, observations about conflict.

5.3.   **Guiding Principles for Dealing with Conflict.** Leadership, 6 leadership behaviors that help reduce conflict, 4 guiding principles for preventing and handling conflict.

5.4.   **Resistance to Conflict Resolution.** 4 behavioral barriers, addressing your own barriers, 11 barrier removal techniques.

5.5.   **High Maintenance Relationships.** Definition, 15 question self-assessment, types of high maintenance relationships, what to do about them.

5.6.   **Handling Conflict:** The C.A.L.M. model.

5.7.   **Rules for Conflict Resolution.** 10 Rules for conflict resolution.

5.8.   **Review and Quiz**

Course 6: Leading Change. Being able to lead your teams through change is one of the most important talents today's leaders can have. Change is what leads to growth and innovation and yet, for many of us, change can be hard. This is increasingly true in today's world, where change barrels at us full-speed, often before we've even caught up with whatever happened last. This unit will help you understand how to lead through change in a way that soothes fears and keeps your workplace thriving. You will learn tools for changing resistance to excitement, for keeping your team inspired about the change, and for understanding and minimizing the barriers that keep people from embracing change. Every great idea, every new vision, every business of any kind requires change. Mastering it instead of letting it master you is the hallmark of a great leader.

Course topics:

- o Defining Change
- o Barriers to Change
- o From Resistance to Excitement
- o The Change Survival Guide
- o Keeping Your Team Inspired
- o Leading for Change

Learning outcomes:

- o Define what change is and why change is important in leadership.
- o Recognize the common barriers to change.
- o Lead to overcome the resistance to change.
- o Use the change survival guide for change management.
- o Understand how to keep the team inspired through a change initiative.
- o Apply John Kotter's eight-step process for effective change management.

The learning modules:

6. LEADING CHANGE

    6.1.   **Introduction to Leading Change**

    6.2.   **Defining Change.** Definition, characteristics, change curve.

    6.3.   **Barriers to Change.** 5 common barriers to change.

6.4. **Leading the Charge - From Resistance to Excitement.** 10 common reasons for resistance and strategies to overcome them.

6.5. **Thriving in Chaos - A Change Survival Guide.** 15 DOs to cope with change.

6.6. **Holding the Fort - Keeping Your Team Inspired.** Leadership behaviors for success, principles for change management, factors that impact people's receptiveness to change, project vs change management, the leader's role in change management.

6.7. **Leading for Change.** John Kotter's 8 step process for managing change.

6.8. **Review and Quiz**

Course 7: Leading the Leaders. This course is for those of you who are looking to step into your leadership role in a way that brings you to the highest possible place, where you are leading others like you and inspiring them to lead as well. In this course, you will delve into the principles of higher leadership, look at practical applications of leadership, and get more tools for working with people and for inspiring yourself and others. One important aspect of this level of leadership is mentoring, and you'll go into great detail here on preparing the next generation of leaders through mentorship. In the end, what it means to walk the path of a leader is different for each of us. But there are a few stepping stones along the way that have proven universal, and we share those here for you to consider and to walk.

Course topics:

- o The Principles of Higher Leadership
- o The Power of Recognition
- o Self-Assessments for You and Your Leaders
- o Coaching Your Leaders Through Workplace Problems
- o Performance Management
- o Mentoring
- o Creating a Legacy

Learning outcomes:

- o Explain the traits needed to be an effective high-level leader.
- o Understand the use of recognition and positive feedback.
- o Lead yourself and other leaders through self-assessments.
- o Coach other leaders though common workplace problems.
- o Conduct effective performance management.
- o Explain what is needed for a successful mentoring relationship.
- o Develop a strategy to create a leadership legacy.

The learning modules:

7. LEADING THE LEADERS

7.1. **Introduction to Leading the Leaders**

7.2. **Principles of Higher Leadership.** Boss vs Leader, Principles of Leadership, power of recognition.

7.3. **A Leadership Self-Assessment.** Would I work for me – the leader as a supervisor, Would I manage me – the leader as a manager, Would I inspire me – the leader as an executive.

7.4. **Applying Different Leadership Styles**. 4 leadership styles, how to determine appropriate style, practical leadership examples.

7.5. **Coaching Leadership through Workplace Problems**. 7 tips for addressing interpersonal issues, common problems and how to handle them, 5 tips for effective performance management, other ways to monitor performance.

7.6. **Mentoring: Preparing the Next Generation of Leaders.** Mentoring defined, why mentor, aspects of mentoring, 7 T's of mentoring, 16 laws of mentoring.

7.7. **Walking the Path of a Leader.** Inspiring others, modeling the way, creating a leadership legacy, legacy behaviors,

7.8. **Review and Quiz**