



Preparing to Lead

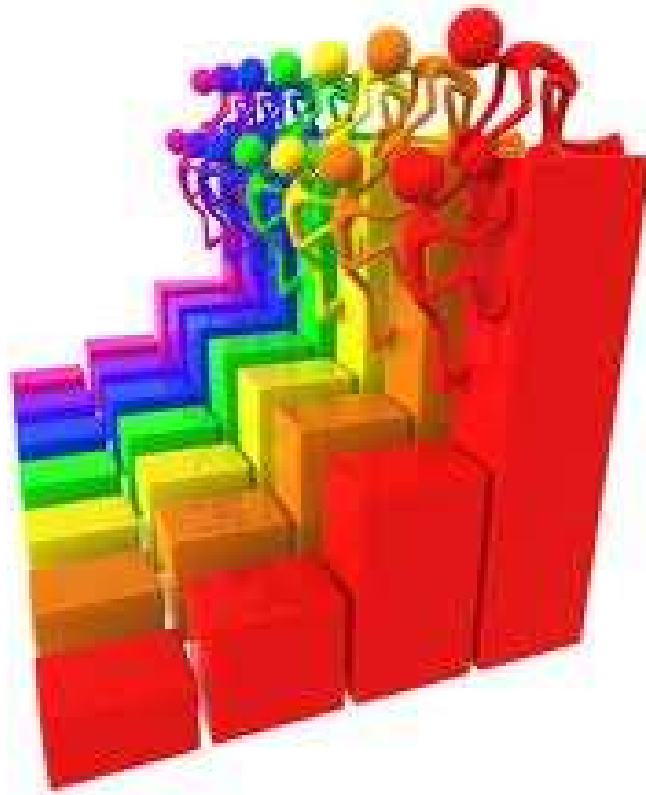
An Online Continuing Education Course for Engineers

Course Number: BS-6006

Credit: 6 Hours / 6 PDH / 6 CPD

Preparing to Lead: The *Least* You Need to Know to Start Leading Safely

Richard Grimes



LEARNING OUTCOMES

Students taking this course will learn to:

1. List three essential elements of self-development
2. Develop a plan for building alliances with others
3. Examine their behavior to determine if there are “qualifiers” associated with them that may restrict career development.
4. View their performance through the eyes of their supervisor looking for improvement opportunities.
5. Analyze their daily performance to determine if they are actually productive or just “busy”
6. List some unwritten job expectations their supervisor may have of them
7. List some unwritten expectations their coworkers may have of them
8. Explain if they connect authentically with others
9. Analyze themselves to determine the extent of their orientation toward reality
10. Analyze their daily behavior to discover their potential for self-inflicting wounds
11. Prioritize those elements of their behavior to ensure the most successful interaction
12. Identify their personal working style to maximize their effectiveness in the workplace
13. Identify clues to other working styles so they can act flexibly for an effective interaction
14. Analyze and modify as necessary their typical emotional reaction to unsettling events
15. Explain the value of managing their reaction to an event when they cannot control the event itself
16. Explain the value in maintaining a sense of proportion when encountering disappointment so as not to harm their career plans
17. List the key elements necessary for their personal development plan
18. Break out of behavioral patterns that may be limiting their potential for career growth
19. Identify and obtain a mentor if their employer does not have a formal mentoring program
20. Identify the key elements of motivating others
21. Identify the clues associated with increasing levels of conflict
22. Get their way gracefully and pleasantly with others
23. Analyze work patterns to determine what hidden obstacles may be limiting performance.
24. Identify the positions and interests of each side in a negotiation

25. Explain why a “win-win” outcome is not the best way to look at a desired negotiation outcome
26. Apply the Cheshire cat’s lesson to productivity
27. Express desired goals with the critical trio of performance
28. Explain the value of and design “feedback loops” for workflows
29. Explain the differences between various simple statistical collection methods and apply them appropriately
30. Design an effective proposal for senior management when seeking support for major initiatives

OVERVIEW

Human Resource professionals know that the **quality of the relationship between employees and their immediate supervisor is the primary factor that determines the employee’s performance, productivity, and morale.** The best way to recruit and retain employees is for an employer to develop the organization’s leadership skills from top to bottom.



This course will be an essential tool for those employers who understand the value of developing and retaining their internal talent while not creating more problems than they solve.

The concepts presented here will get the learner off to a safe start while gaining experience regardless if the organization is public, private, or volunteer.

We say “safe” as in avoiding errors that can create problems now or in the future. The model for this course is the typical high school drivers’ education program where (in theory) you learn just enough to start driving safely with minimal risk to yourself and others while you gain experience.

Many employers do not even attempt the basic learn-to-drive-before-you-get-into-traffic concept when making promotions into first level supervisory positions. They select the best technician in a particular job function on the false assumption that the person who knows most about the work is the natural person to lead the work.

Unfortunately, very few employers are willing to invest the resources necessary to develop their new leaders but are willing to risk the expense associated with high turnover, low morale, minimal productivity, and poor customer service, which inevitably result. This on-the-job-training approach to developing leadership skills usually leads to disaster.

This course is a like an experienced mentor to help them understand the workplace from a position of “been there, done that” to guide their development in a logical sequence of looking *inward* at themselves, then *outward* at the people around them, and finally, at the subtleties of the work, itself.

While we do not pretend it will guarantee success, we will promise that the learner will address many of key issues that business authors and thinkers have identified as critical for professional growth. There is a suggested reading list at the end of the course for those who want to get more deeply into the topics presented here.

TOPIC SEQUENCE

We designed this course from the inside out meaning that before we start dealing with issues external to you, we must help you develop the “best you” possible. Your greatest asset (or liability) in your career is *YOU as a person, not you as your skills.*

We all may know or have read about someone who may be very skilled in work, sports, politics, or the arts but has serious character flaws outside of that skill.

The company’s top salesperson who is responsible for more revenue than anyone else may not be such an asset to the company if his behavior toward female coworkers causes the spending of much company time and money investigating harassment charges from coworkers or defending him in legal actions.



Therefore, we will begin by leading you into a self-analysis and asking you to consider many facets of your character that will become more critical as time goes on. If you can work to strengthen these before you get into a leadership position (or soon after), you will have reduced many of the risks awaiting anyone in a leadership position.

After we help you become more aware of the world within, we focus on the world outside and help you deal with your coworkers. The more you can understand the reasons for conflict (and their warning signs), the greater the chance you can defuse it or avoid it altogether. As you become more skillful in simple negotiations, you will begin getting more of what you want in situations while building a strong network of supporters that you will need later in your career.

If you can understand and apply the elements of motivation, you will be able to get more cooperation from others. When you are able to list the elements necessary for an effective work team, you will be able to develop (or save) one when the opportunity comes up (it always does!)

Finally, you must understand the basic concepts of work – regardless if it is in the for-profit sector, a government agency, or a volunteer organization. In all cases, their common denominator is they exist for accomplishing something by *being productive – not just busy*. Unfortunately, the difference between those two conditions is often lost on the leadership involved.

We will also show you how to look at data effectively and select the best method of presenting it to support an idea you want to present to your leaders in a business proposal. Finally, you will learn how to analyze performance and workflows to determine if they are as effective as possible. When you can spot opportunities for improvement and present them to your leaders, you will be well on the way to getting into your first leadership position.

If you are able to understand and apply all of the concepts presented in these three critical areas of work – understanding yourself, understanding others, and understanding the work – you will be an example of the wise man’s description of good luck: **“Good luck is what happens when preparation meets opportunity.”**

LOOKING AT YOU

If you do not possess self-awareness, you risk creating career-damaging traps for yourself that will always come back to haunt you at the worst possible times. If you spend a little time doing some introspection and changing now, you can keep yourself from stepping into many self-created problems later.

You can be assured that life, family, friends, and work will also throw plenty of problems at you that you never expected – so why add anymore to the pile? Necessary?

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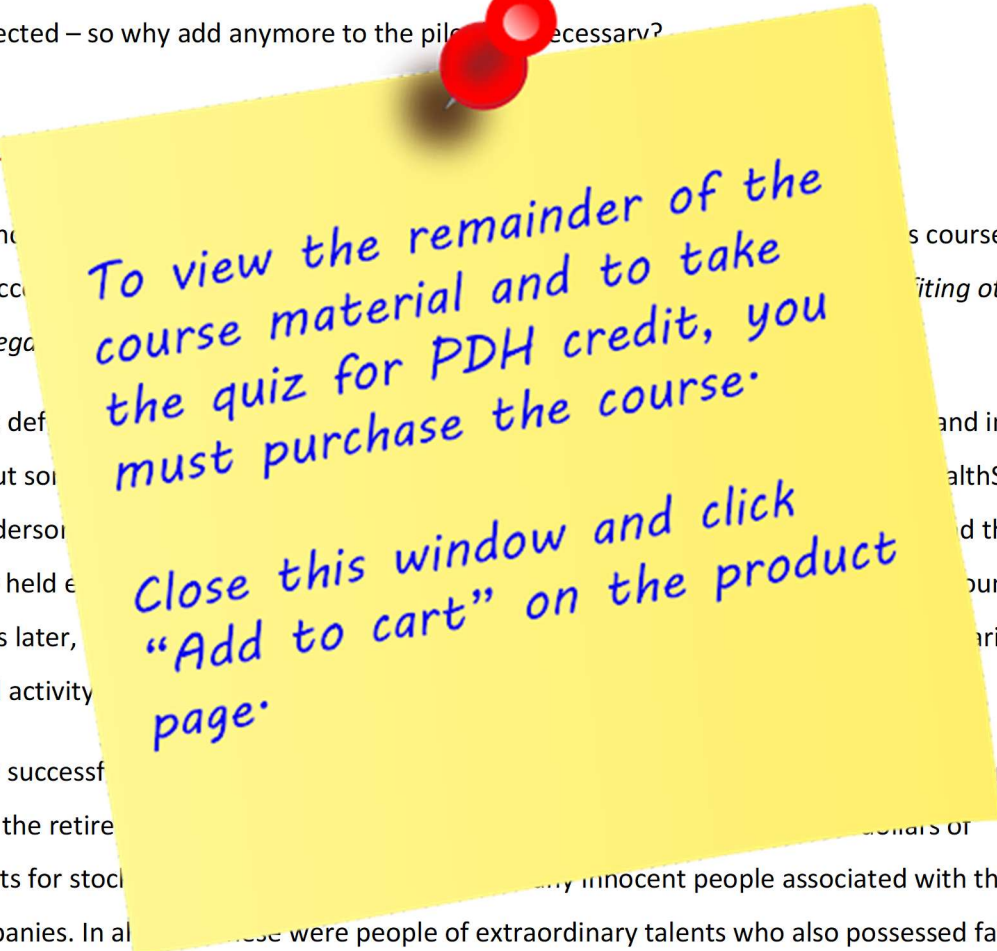
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that brought them down.

If we can help you identify three essential elements of success, *and you act on them*, there is a strong likelihood you can enjoy true success without the self-destructive traits they had.



To view the remainder of the course material and to take the quiz for PDH credit, you must purchase the course.

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