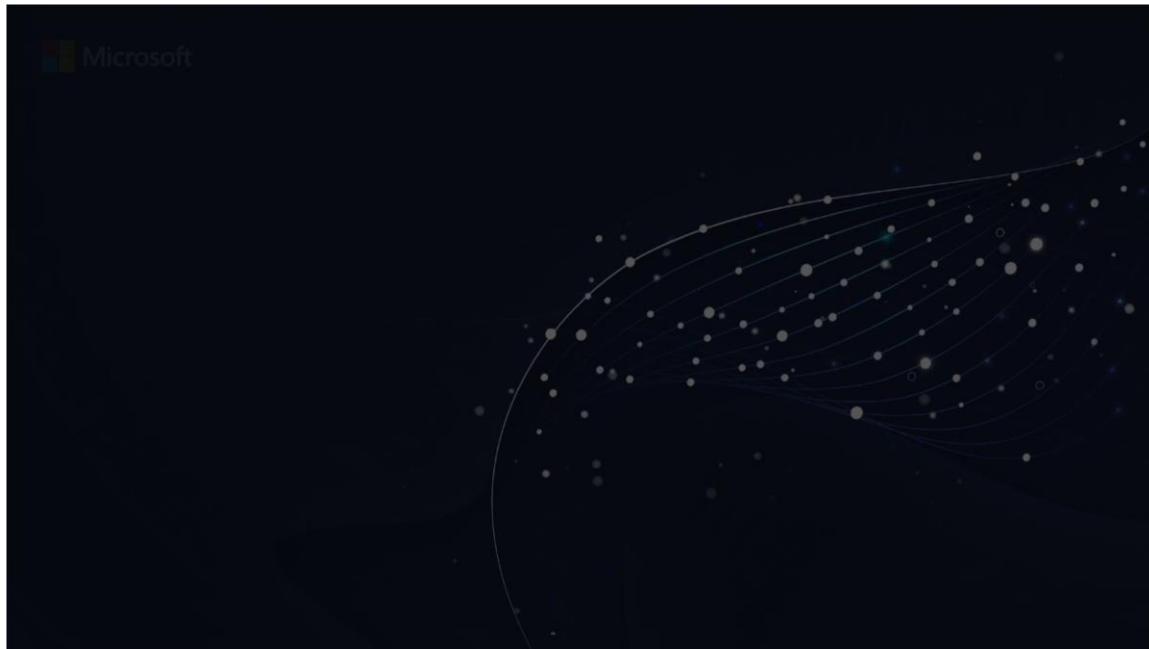# Course 2: Leadership Habits and Characteristics

1. Untitled Scene

1.1 Untitled Slide

Notes:

Welcome to the second course of the Strategic Leadership series with General Allen: **Leadership Habits and Characteristics.**

1.2 Course introduction


Notes:

In this interactive course, General Allen explains **inspiring leadership** as the most effective form of leadership for building a **strong organizational culture**, and the traits and actions of inspiring leaders that make them **moral anchors of culture**.

Select the Play button to get an overview of the course by General Allen.

Video (Slide Layer)

1.3 Cultural environment

Notes:
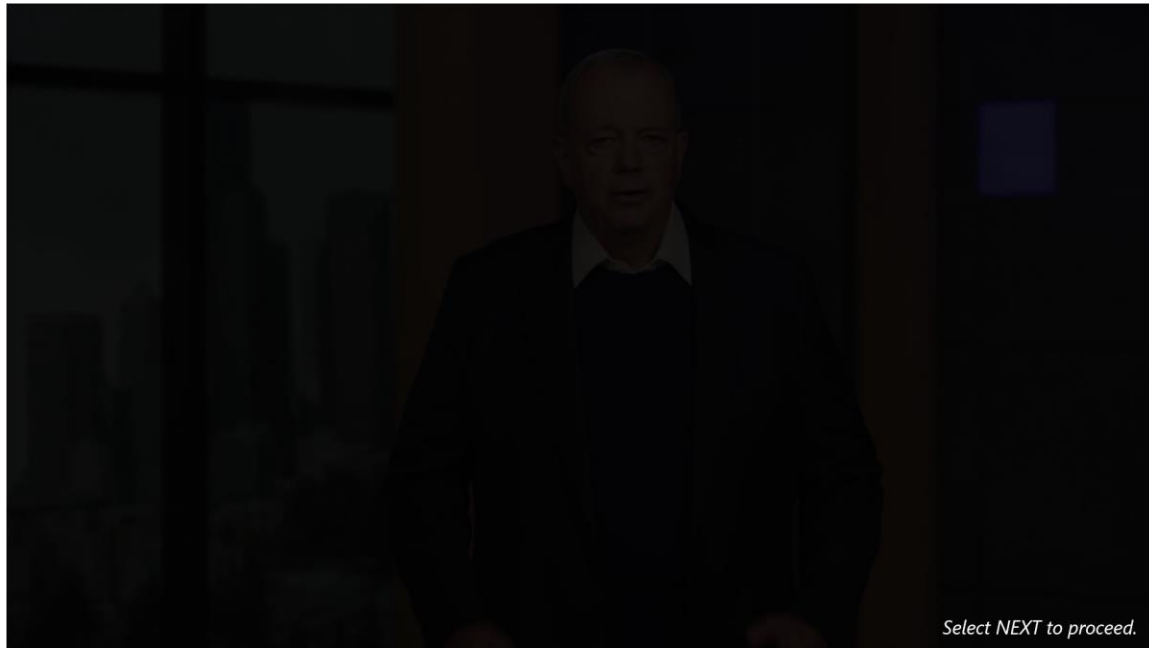
The first concept of this course is cultural environment. A leader's influence over the culture of an organization is significant, hence they must foster an inclusive and positive culture for organizational success.
Select the Play button to learn about the cultural environment from General Allen.

Video (Slide Layer)

Select NEXT to proceed.
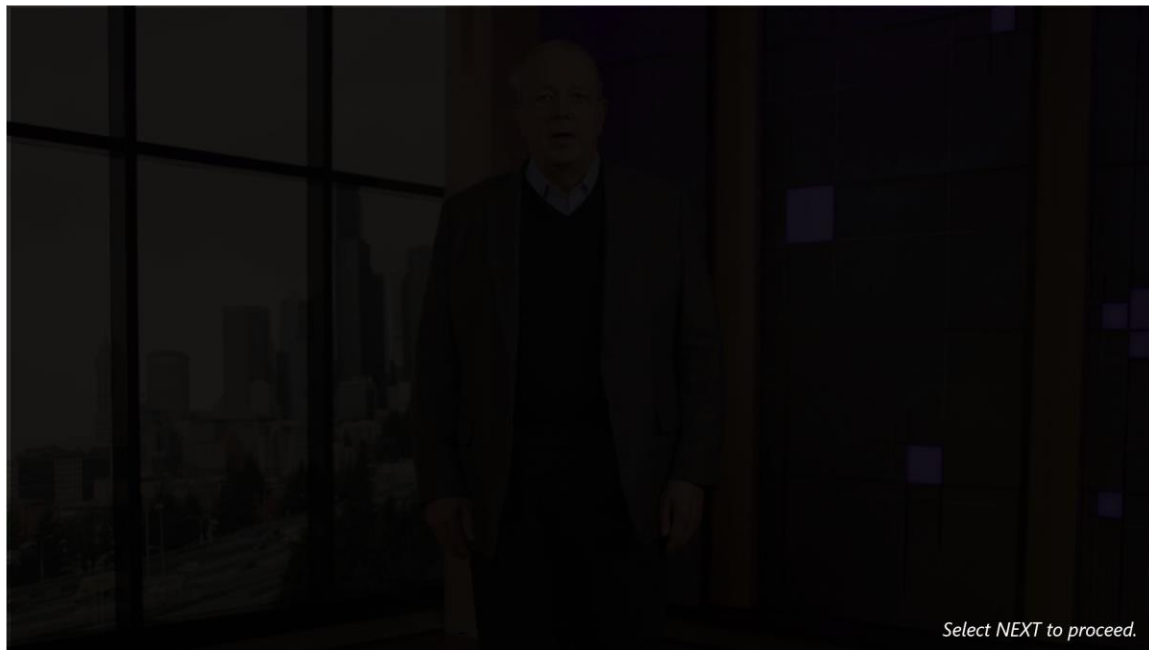
1.4 Inspirational Leadership

Inspirational leadership

Inspirational leaders instill confidence in the cultural environment of a business by motivating individuals and teams through their actions and values.

Select the Play buttons in sequential order to learn about inspirational leadership from General Allen.

Who are inspirational leaders

What are their inspiring traits

What do inspirational leaders do
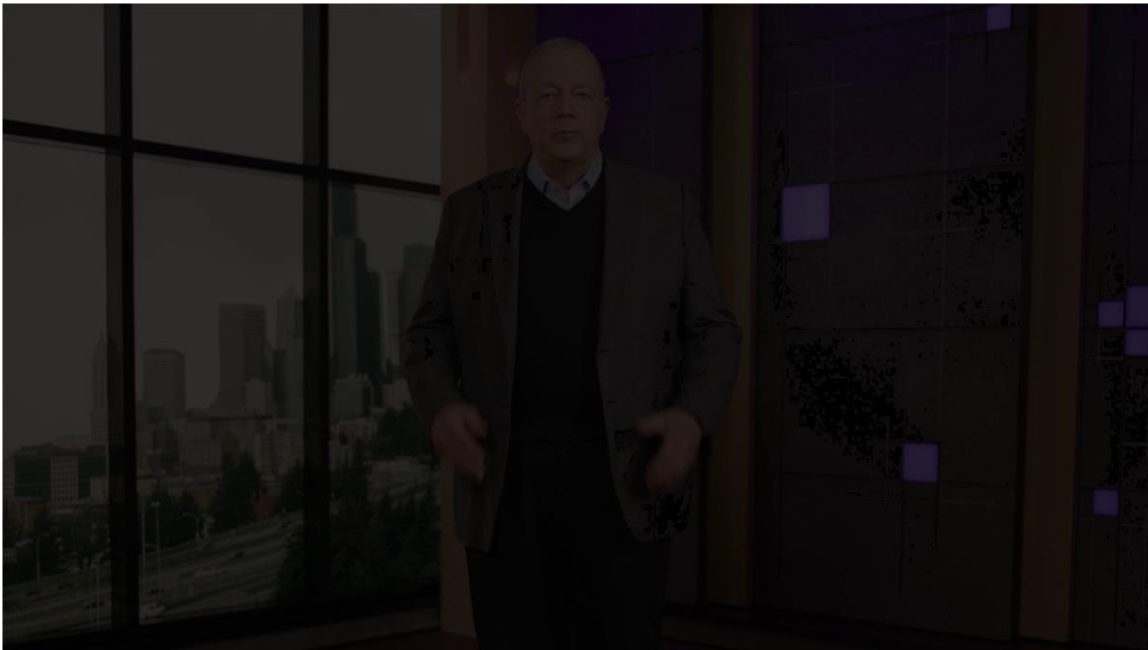
Select NEXT to proceed.

Notes:

Inspirational leaders instill confidence in the cultural environment of a business by motivating individuals and teams through their actions and values.
Select the Play buttons in sequential order to learn about inspirational leadership from General Allen.

Layer 1 (Slide Layer)

Layer 2 (Slide Layer)

Layer 3 (Slide Layer)

1.5 Microsoft's Manager Expectations

Microsoft's Manager Expectations

According to General Allen, inspirational leaders are teaching leaders who mentor their colleagues or create an environment to encourage self-improvement. On the same lines, Microsoft emphasizes three manager expectations, "Model, Coach, and Care," which aim to create open and trusting environments where people feel supported in their well-being, growth, and success.

Select each tab to learn about Microsoft's approach to management excellence through Model, Coach, Care.

| Model | Coach | Care |

Select NEXT to proceed.

Notes:

Managers have opportunities to make others feel valued and cared for. Retaining great talent, being enthusiastic about their possibilities at the company, knowing everyone's capabilities and aspirations, and investing in the growth of others are the three practices that Microsoft managers must follow to show that they care.

To learn more about manager expectations at Microsoft, visit Managers at Microsoft.

Model:
Microsoft expects its managers to walk the walk, or, in other words, to set an example for the behavior they expect from others. Managers are looked up to as role models for culture and leadership; they set the tone with their words and actions.

Coach:
A coach-like manager empowers employees to be the very best version of themselves. They do so by defining the team's objectives and outcomes, creating cohesion between team members, colleagues, and beyond, and helping teams adapt and learn.

Care:
Managers have opportunities to make others feel valued and cared for. Retaining great talent, being enthusiastic about their possibilities at the company, knowing everyone's capabilities and aspirations, and investing in the growth of others are the three practices that Microsoft managers must follow to show that they care.

To learn more about manager expectations at Microsoft, visit Managers at Microsoft.

Layer 1 (Slide Layer)

Layer 2 (Slide Layer)

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Model	Coach	Care

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Select NEXT to proceed.

Layer 3 (Slide Layer)

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To learn more about manager expectations at Microsoft, visit Managers@Microsoft - Home.

Select NEXT to proceed.

1.6 Uninspiring actions: Toxicity

Uninspiring actions: Toxicity

The culture of an organization suffers greatly when leaders become toxic, and it affects the organization's culture negatively.

Select the Play button to learn about the impact of toxic leaders on organizational culture from General Allen.

Culture suffers if leaders are toxic.

Notes:

Now, let's consider an uninspiring action of leaders, toxicity. The culture of an organization suffers greatly when leaders become toxic, and it affects the organization's culture negatively.
Select the Play button to learn about the impact of toxic leaders on organizational culture from General Allen.

Video (Slide Layer)

Select NEXT to proceed.
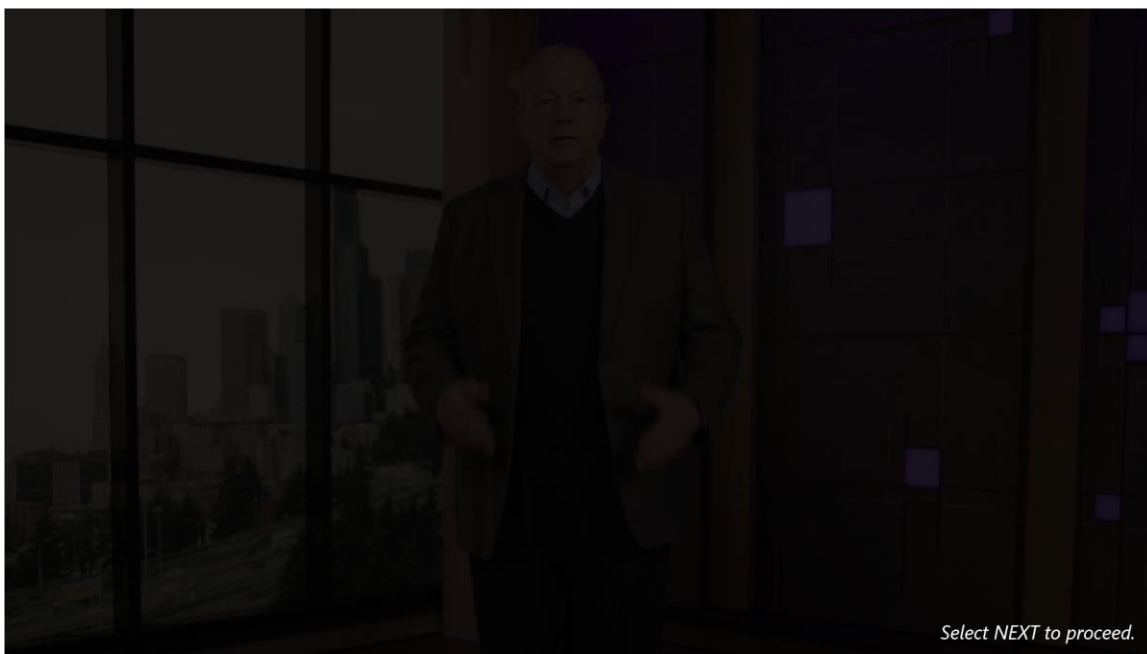
1.7 Noble failure is an opportunity

Notes:

What do inspirational leaders do when their subordinates fail? They don't assign blame. Instead, they reflect, evaluate, and resolve to improve themselves and their team members.
Select the Play button to learn from Gen Allen about inspirational leaders turning around failure into an opportunity.

Video (Slide Layer)
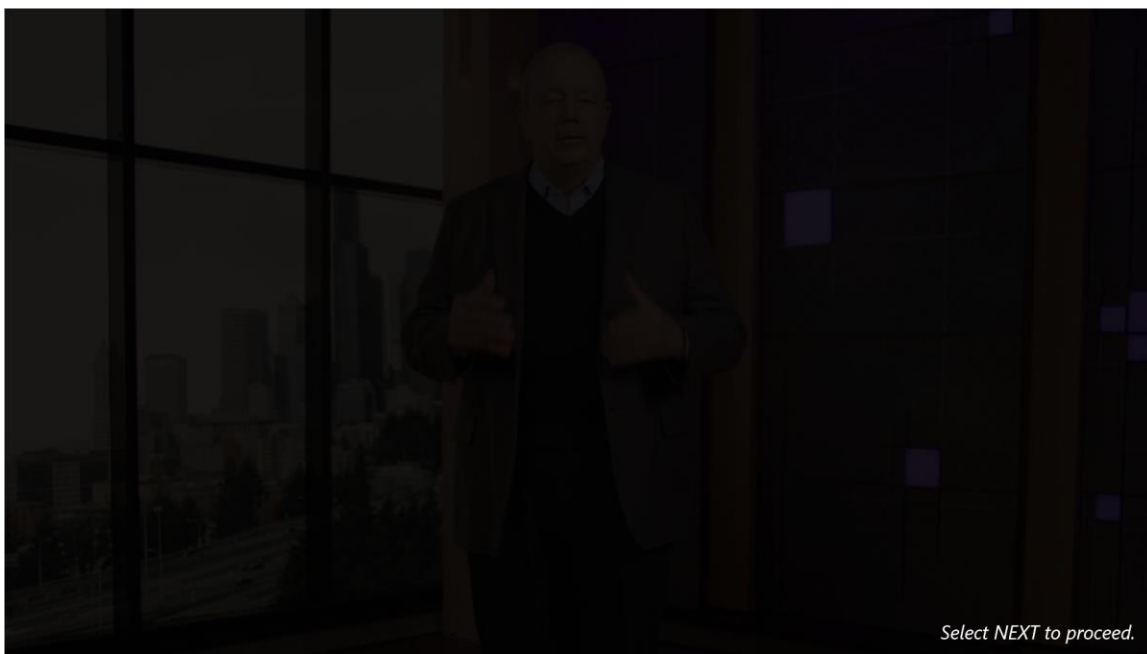
1.8 Ask General Allen

Ask General Allen

Here's a chance to interview General Allen and learn more about the habits, characteristics, and actions of inspirational leaders.

Select each question to get General Allen's response.

What specific steps can leaders take to cultivate an organizational culture that promotes excellence?

How can leaders effectively communicate and instill their values in a way that resonates with and motivates their teams?

What challenges might they face in this process, and how can they overcome them?

Reflecting on the closing statement "selfless leaders are unlimited in their potential, while selfish leaders are limited by their character," how would you define selfless and selfish leadership, and what impact have you observed these contrasting leadership styles to have on organizational success?

Select NEXT to proceed.

Notes:

Before we end this course, here's a chance to interview General Allen and learn more about the habits, characteristics, and actions of inspirational leaders.
S*elect each question to get General Allen's response.*

Layer 1 (Slide Layer)

Layer 2 (Slide Layer)

Layer 3 (Slide Layer)
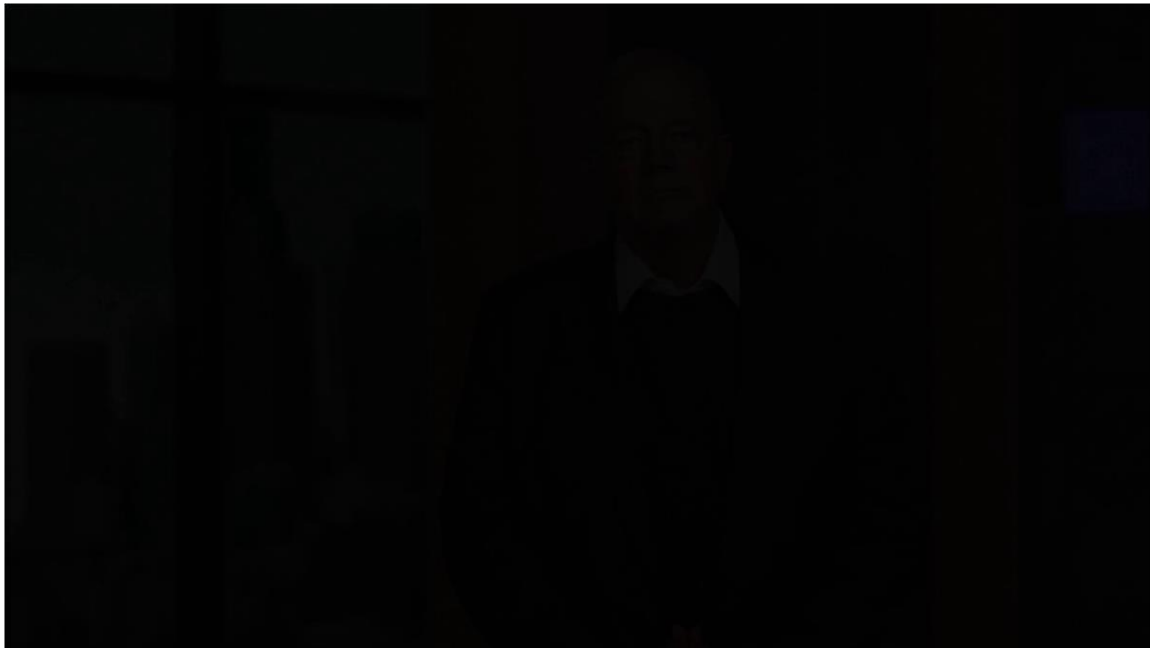
1.9 Recap and insights

Recap and insights

Here are some key takeaways from this course:

Inspirational leaders maintain a positive organizational culture which helps companies succeed and thrive.

Inspirational leaders are people of character, and they stay calm and confident even during a crisis.

Inspirational leaders concentrate on organizational communication, teaching and mentoring, and building teams.

Inspirational leaders seek self-improvement from failure, demonstrating a growth mindset.

Select NEXT to proceed.

Notes:

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- Inspirational leaders maintain a positive organizational culture which helps companies succeed and thrive.
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- Inspirational leaders concentrate on organizational communication, teaching and mentoring, and building teams.
- Inspirational leaders seek self-improvement from failure, demonstrating a growth mindset.

1.10 Next step

Notes:

You have reached the end of this course and can now choose one of the two options.
Either select EXIT to close this course and navigate to the next course in this series, **Course 3: Decision-making and Risk Management**
OR select NEXT to attempt scenario-based questions and then close the course.

1.11 Question 1

(Multiple Choice, 10 points, 1 attempt permitted)

Scenario-based application

Sarah's company has reorganized to adopt a new framework that enables cross-departmental collaboration and innovation. Employees have dual reporting in the new structure. This change has led to confusion about roles and responsibilities and primary departments; causing anxiety among staff and managers. As the CEO, Sarah must demonstrate strong leadership to ensure a smooth transition.

Question 1. What actions should Sarah take to manage the transition effectively and maintain team morale?

*Choose the correct option and select **Submit**.*

○ Avoid making any decisions herself and delegate all responsibilities to functional and project managers, allowing them to sort out the new structure on their own.

◉ Host town hall meetings and show trust in the change, communicate the vision and benefits of the new structure, and remain approachable to questions

○ Hold daily meetings where she oversees and directs every task to ensure compliance with the new structure, and not leave it to managerial discretion.

○ Send a company-wide email stating her dismay over the confusion and urging employees to promptly adapt to the new structure.

Submit

Correct	Choice
	Avoid making any decisions herself and delegate all responsibilities to functional and project managers, allowing them to sort out the new structure on their own.
X	Host town hall meetings and show trust in the change, communicate the vision and benefits of the new structure, and remain approachable to questions
	Hold daily meetings where she oversees and directs every task to ensure compliance with the new structure, and not leave it to managerial discretion.
	Send a company-wide email stating her dismay over the confusion and urging employees to promptly adapt to the new structure.

Feedback when correct:

By hosting town hall meetings and communicating the vision and benefits of the new structure, she builds trust, reduces anxiety, and encourages buy-in from managers and employees. During organizational changes, leaders like Sarah must exhibit calmness and confidence to provide stability and direction.

Feedback when incorrect:

By hosting town hall meetings and communicating the vision and benefits of the new structure, she builds trust, reduces anxiety, and encourages buy-in from managers and employees. During organizational changes, leaders like Sarah must exhibit calmness and confidence to provide stability and direction.

Notes:

Read the mini-scenarios and answer the questions to test your understanding of the concepts learned.

That's Correct! (Slide Layer)

That's incorrect! (Slide Layer)

1.12 Question 2

(Multiple Choice, 10 points, 1 attempt permitted)

Correct	Choice
	Limit communications to essential updates only and share only critical information to avoid overwhelming the team.
	Enforce strict communication protocols and let only senior leaders initiate communication to maintain control and order.
X	Call a team meeting to address the matter, suggest formulating a communication protocol with inputs from each stakeholder, and be available for review.
	Delegate the responsibility of improving communication to middle management and focus solely on project deadlines and deliverables.

Feedback when correct:

Open communication contributes significantly to organizational culture and clarity. Active participation in communications helps to foster a positive and efficient work environment.

Feedback when incorrect:

Open communication contributes significantly to organizational culture and clarity. Active participation in communications helps to foster a positive and efficient work environment.

Notes:

That's correct! (Slide Layer)

That's incorrect! (Slide Layer)

1.13 Question 3

(Multiple Choice, 10 points, 1 attempt permitted)

Scenario-based application

The R&D division, led by Gilbert, has been facing challenges with low employee engagement and fragmented team dynamics. Employees are working in silos, communication is poor, and there is a lack of trust and collaboration among team members. This has led to project deadlines being missed and projects being delayed. Overall productivity is declining, with a noticeable drop in the quality of work and innovation.

Question 3. What actions should Gilbert take to improve the situation?

Choose the correct option and select **Submit**.

- ◉ Create opportunities for team collaboration, hold open forums for communication, conduct team activities, and foster an inclusive environment.
- ○ Focus on individual performance reviews and set higher targets for each team member to drive competition and improve results.
- ○ Implement strict performance monitoring and disciplinary measures, mandate compliance with project deadlines, and demand improved efficiency.
- ○ Delegate the task of improving team dynamics to HR, and team leaders to concentrate on high-level strategic planning and decision-making.

Submit

Correct	Choice
X	Create opportunities for team collaboration, hold open forums for communication, conduct team activities, and foster an inclusive environment.
	Focus on individual performance reviews and set higher targets for each team member to drive competition and improve results.
	Implement strict performance monitoring and disciplinary measures, mandate compliance with project deadlines, and demand improved efficiency.
	Delegate the task of improving team dynamics to HR, and team leaders to concentrate on high-level strategic planning and decision-making.

Feedback when correct:

Leaders are inherently team builders who understand that strong cultures are built from strong teams. By taking team-focused actions, you can improve employee engagement, rebuild trust, and enhance team dynamics. This, in turn, will lead to meeting project deadlines, increasing productivity, and boosting the overall quality of work.
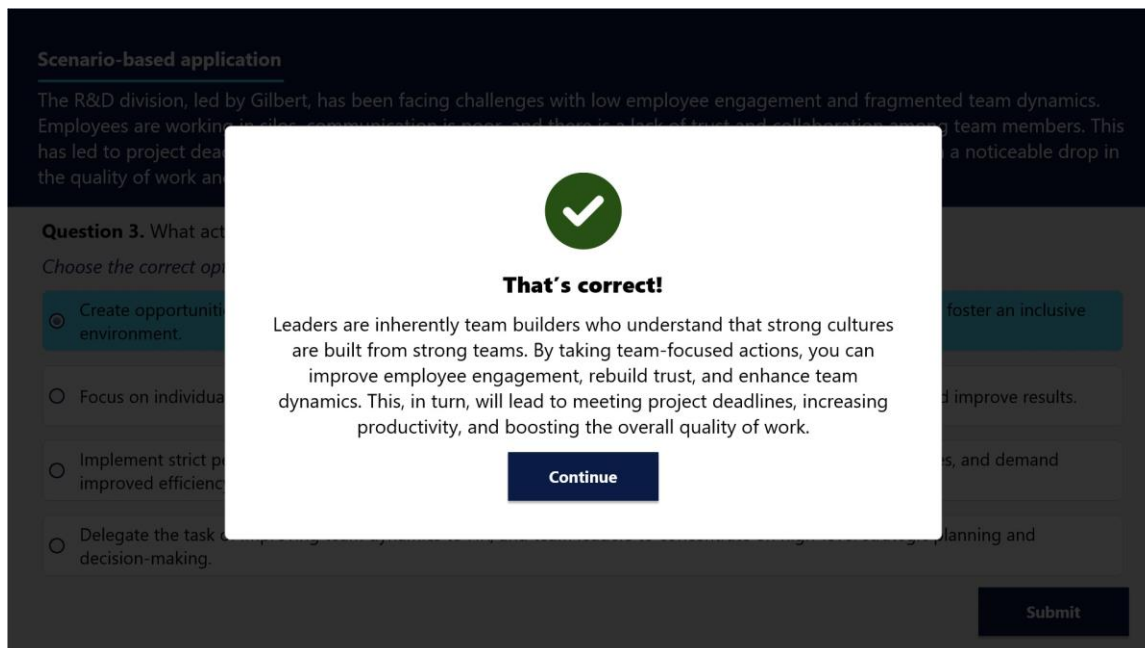
Feedback when incorrect:

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Notes:

That's correct! (Slide Layer)

That's incorrect! (Slide Layer)

1.14 Question 4

(Multiple Choice, 10 points, 1 attempt permitted)

Correct	Choice
	Publicly reprimand Jordan in a meeting, emphasizing the impact of the mistake to ensure it is not repeated in the future.
	Ignore the error and move on to the next project without discussing the issues, to avoid lowering team morale.
	Take full responsibility for the project's failure and make all the decisions on the next project without involving the team to prevent further mistakes.
X	Organize a retrospective meeting with the team to openly discuss what went wrong, without assigning blame, and a plan for improving processes in future projects

Feedback when correct:

By organizing a retrospective meeting and focusing on lessons learned, Alex can turn the project's failure into a teaching moment through shared learning. Collaboration of the team will result in practical actionable plans to enhance future project performance. Constructively addressing Jordan's error will foster a culture of continuous improvement and trust, encouraging team members to view mistakes as opportunities for growth.

Feedback when incorrect:

By organizing a retrospective meeting and focusing on lessons learned, Alex can turn the project's failure into a teaching moment through shared learning. Collaboration of the team will result in practical actionable plans to enhance future project performance. Constructively addressing Jordan's error will foster a culture of continuous improvement and trust, encouraging team members to view mistakes as opportunities for growth.

Notes:

You have completed the activity.
Select EXIT to close this course and navigate to the next course in this series, **Course 3: Decision-making and Risk Management**.

That's Correct! (Slide Layer)

That's incorrect! (Slide Layer)

Exit (Slide Layer)

Question 4. What actions should A   continuous improvement?
Choose the correct option and selec

○ Publicly reprimand Jordan in a m   repeated in the future.

○ Ignore the error and move on to   team morale.

○ Take full responsibility for the project's failure and make all the decisions on the next project without involving the team to prevent further mistakes.

◉ Organize a retrospective meeting with the team to openly discuss what went wrong, without assigning blame, and a plan for improving processes in future projects

You have completed the activity.

Select EXIT to close this course and navigate to the next course in this series, **Course 3: Decision-making and Risk Management.**

Submit