Course Overview

The Basic Leader Course (BLC) is designed to answer the question: 'What is leadership?' in two fundamental perspectives on leadership; leader as a person and leadership into practice. Also, this course provides the skills needed for new managers and leaders to successfully lead their teams. This course will provide a framework for understanding the leadership concept from three perspectives: theoretical, self-assessment, and execution.

Learning Objectives

By the end of this course, participants will be able to:

- Recognize the six types of power, and apply the apt type in the apt situation.
- Differentiate between management and leadership practices.
- Explain the various leadership theories.
- Compare between the three main frameworks of leadership.
- Apply the apt leadership style in the apt situation according to situational leadership.
- Practice the steps needed to develop a leadership philosophy.
- Explain the factors that influence team performance and goal achievement.
- Assess their leadership level, and develop a plan to get to the next level.

Delivery Method

Instructor-led Training (ILT) (Face-to-Face Classroom Training), and with just little adjustments can be delivered virtually (VILT).

Duration

14 hours; which means full two days of F2F classroom training. And for VILT it is going to be four days.

Measuring Effectiveness

- **Reaction:** Questionnaire to assess the reaction of participants by the end of the training. It is going to include question about instructor, content and environment.
- **Learning:** Summative assessment to measure how much participant grasp from the content, and how percentage they understood the content.
- **Observation:** This is optional one according applicability. We can go further and use the Leadership Practices Inventory questionnaire, to assess participant before attending and after attending the course. This will help us know how much each participate is practicing leadership before and after the class.

Course Sequence:

Module One: What Is Leadership?
        Topic One: Types of Power
        Topic Two: Leadership Vs. Management
        Topic Three: Leadership Theories

Module Two: Building A Leader
        Topic One: Leadership Competencies
        Topic Two: Leadership Styles
        Topic Three: Philosophy of Leadership

Module Three: Leadership in Action
        Topic One: The Principles of Leadership
        Topic Two: Leaders Lead
        Topic Three: Leaders Influence Team Performance
        Topic Four: 5 Level of Leadership Levels

How to Prepare

- Read the instructor's guide carefully. Get familiar with the organization and flow of the course, as well as the content itself.
- Look for ways to personalize the instruction. Add your own stories, examples, and insights. Make the material come alive for the participants.
- Mark up this guide. Write notes throughout. Highlight passages you want to emphasize. Add prompts for your examples and explanations. Visit the attached links for more information about each topic.
- Practice. Do a dry run of the material (or at least some of it) in front of willing colleagues or family members. Get their feedback. Find out: What are you doing well? What's one thing you could improve?

Ice-Breaking Activity

Truth or Lie is an icebreaker activity to get participants know each other better with interesting facts about themselves.

Instructions
1. Divide the group into two teams.
2. All participants should write down three facts about themselves on a piece of paper.
3. Of these three facts, two should be true and one a lie.
4. Then the first team sends their representative forward and faces the other team.
5. He reads out the three facts about himself and the other team is supposed to guess which one of the facts is a lie.
6. If the team guesses correctly, they score a point. If not, the representative's team scores the point.
7. The team with the highest score after all participants has gone forward wins the game.

Debriefing Notes

What did you learn about your fellow participants from this exercise? Name one fact you found most interesting about a particular person.

Module One: What Is Leadership?

TOPIC ONE: TYPES OF POWER

> Start the topic by telling the below content as a story, to make participants remember from their previous experience, and to engage them.

"Think of a leader you have worked for that you and your peers' respect, both for their hard work and for their ability to bring everyone along with them. The type of leader that is a role model that others aspire to be like one day.

Now think of another leader who understands the intricate details of how everything works within the organization. This could be knowledge of the products the organization makes, or it could be expert skill in a particular area."

> **Ask**: What were your feeling in both? Do those two leaders have the same style? Encourage participants to share their experience, then proceed with the content and include their words in yours.

If you have experience of working with two leaders such as those described above, then you may have felt differently working for each, and probably worked better with one style over the other. This can be explained because the power of each of these leaders came from a different power base, rather than their official job title and line management responsibilities.

Introducing the Types of Power

> **Say:** Now let's watch this video. (Motion video introducing the types of power)

French and Raven described 5 types of power, sometimes referred to as the 5 bases of social power. Each is described briefly below and then in more detail later.

- **Coercive:** here power comes from one's ability to punish someone else for noncompliance, for example, through fear of losing their job or their annual bonus.
- **Reward:** here power comes from one's ability to issue rewards, for example, through a bonus or allowing time off in lieu.

- **Legitimate:** here power comes from a person's formal right to issue directives or commands because of their position in the organization, for example, the CEO has the right to dictate the strategy.
- **Expert:** here power comes from one's experience or knowledge, for example, a senior surgeon displays the expert knowledge for subordinates to trust them.
- **Referent:** here power comes from being trusted or respected, for example, the boss who treats everyone fairly and with respect.

Several years after identifying these 5 types of power, Raven added a sixth:

- **Informational:** her power comes from controlling the information that others need in order to achieve something, for example, the boss who gives away a secret about a specific situation.

> **Ask**: Why we need to learn about these types of power?
>
> Encourage participant to share their answers.

The reason for learning about the Types of Power is so that we can learn the situations when it is appropriate to use a particular type of power, thus making us more effective managers and leaders.

The Six Types of Power

The 6 bases of power are split into two categories. Formal or Positional power, defined by a person's position within an organization (sometimes referred to as positional power), and personal power, which is defined by the person's followers.

Formal Power	Personal Power
• Coercive • Reward • Legitimate • Informational	• Expert • Referent

> Now proceed with the six types of power, and share your own experience with participants to achieve credibility.

1. Coercive Power

You use coercive power when you threaten that people will be punished in order to gain compliance, such as threatening that they will be fired or demoted unless they hit their objectives.

Coercive power only works when you have visibility of what the person under your power is doing (surveillance). With people who consistently fail to meet the requirements of their role, you may need to wield coercive power, for example, when you put them onto a capability process. Another time when it might be appropriate to use coercive power is when an organization is in crisis or cuts are threatened, for example, if a business unit needs to make cutbacks.

Otherwise, using coercive power is rarely useful in a professional environment as it creates resentment and can lead to accusations of bullying.

2. Reward Power

You use reward power when you use rewards to achieve compliance with your wishes. Examples of rewards include bonuses, pay increases, days off in lieu, training opportunities, or even simply a public compliment or thank you.

The trick to using reward power is to create the expectation of a reward and trigger that part of the brain that enjoys being rewarded for hard work. As a simple example, if you always publicly praise your high performers and never praise your poor performers, then you create a desire in others to achieve that praise by working hard to get it.

Note that with the exception of praise and thanks, it's possible to either run out of rewards or not have the ability to issue them. In this case, your power becomes diminished. For this reason, it is advisable to use praise and thanks frequently, and other rewards very infrequently and only for major achievements.

3. Legitimate Power

You use legitimate power when you use your position in the organization to achieve compliance with your wishes. With legitimate power, the subordinate complies with your wishes because they believe that you have a right to wield such power because of the position you hold.

A CEO holds legitimate power. So does a president who has been given a mandate by an election. Legitimate power is determined by title but also by the situation: an ex-president cannot issue orders to the military, and while a currently serving president can issue military orders, they cannot tell their citizens to eat healthily, as their power doesn't exist in that situation.

Legitimate power will be weakened within an organization if there isn't a very clear organizational structure and chain of command. This can be a disadvantage of working in a matrix organization.

4. Informational Power

Having control over information that others need or want puts you in a powerful position. Having access to confidential financial reports, being aware of who's due to be laid off, and knowing where your team is going for its annual "away day" are all examples of informational power.

In the modern economy, information is a particularly potent form of power. The power derives not from the information itself but from having access to it, and from being in a position to share, withhold, manipulate, distort, or conceal it. With this type of power, you can use information to help others, or as a weapon or a bargaining tool against them.

Informational Power is the most transitory type of power. Once you give your information away, you give your power away. For example, you share the secret, your power is gone. It's different from other forms of power because it's grounded in what you know

about the content of a specific situation. Other forms of power are independent of the content.

5. Expert Power

You use expert power when you use vast experience in a particular area and a past history of demonstrating solid judgment in that area to achieve compliance with your wishes. Subordinates clearly believe that your past experience will guide you to make the right decision. Essentially, you are a thought leader in a specific topic or domain.


Expert power doesn't just come in the form of people having witnessed your experience develop, it can also come from reputation or qualifications. It is worth noting that this expertise doesn't have to actually exist, but that the perception of this expertise must.

Some pitfalls exist when relying on expertise to wield power, for example, expertise doesn't last forever, so an expert promoted to a management position because of their expertise with a particular IT system, will find that their knowledge of that system diminishes over time as both the system changes and they spend increasing amounts of time focused elsewhere. Because of this, it is advisable to still be amenable to the opinions of others even if you are established as an expert in your field.

6. Referent Power

You use referent power when you use your status as a trusted and respected role model to achieve compliance with your wishes. Organizational leaders and managers who have referent power have frequently gained this power over time by modeling the behavior they expect to see in others over a long period of time.

Reverent power is also gained over time by delegating increased authority and autonomy to subordinates. In general society, celebrities have referent power, which is why they are often paid a lot of money to advertise products to us. Their status as a role model makes us want to be like them and so we buy products that they promote as we think it will make us more like them.

A role model can teach you to love and respect yourself.

Tionne Watkins
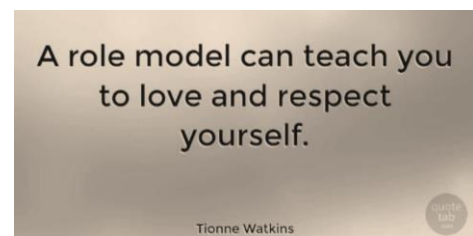
In order to build your referent power in an organization, you'll need a low rate of employee turnover and the ability to build close personal relationships. This is because it takes time to build referent power.

Learning Activity (1): Types of Power

This is an individuated activity where each participant needs to answer the following questions by himself. And their answer is for only them.

1. Ask participant to go to the "Types of power" in participant guide
2. Ask them to think and answer this question "Think about the people who have power and influence over you. What sources of power do they use? Do they use their power appropriately?"
3. Now ask them to think and write about a strategy they can use to reduce someone else's illegitimate use of power over them.
4. After that, ask them to go through each power base and write down when and how they've used it.
5. Ask them if they used the power appropriately, and to consider the expected and unexpected consequences, and decide what they'll do differently next time.
6. After answering these questions, let them share the answers of step 5 with other participants.

Debrief

Power, and how it is used can impact your relationship with colleagues, organization culture, and employee engagement and motivation. It can be a good idea to check the list of power types before an important conversation to ensure you are approaching the interaction from the best possible power base.

Wind Down Activity

What I Got from Today:

1. Draw a large quadrant on a chart with the following four words: Know, Challenge, Change, and Feel.
2. Ask each participant to do the same, and fill in the quadrants by responding to these four questions:
   - **Know:** What was studied today that confirmed something you already knew?
   - **Challenge:** What challenged you today?
   - **Change:** What is one way you plan to change your work, based on today's learning?
   - **Feel:** How do you feel about what you learned here?

3. Let participants discuss their answers in small groups while the facilitator wanders around to collect the sheets (which are anonymous) to review