

Module 4 Glossary: Leadership Fundamentals

Welcome! This alphabetized glossary contains many of the terms you'll find within this course. This comprehensive glossary also includes additional industry-recognized terms not used in course videos. These terms are important for you to recognize when working in the industry, participating in user groups, and participating in other certificate programs.

Term	Definition	Video/Reading where the term is introduced
Critical thinking	A cognitive strategy that recognizes personal biases and uses discipline, rational, logical, and evidence-based thinking	Techniques to Improve Leadership Skills
Delegate or monitor	The best situational leadership approach is when the individual's ability, confidence, and willingness to perform at a high-level	Techniques to Improve Leadership Skills
Form	A team development stage in the Tuckman Ladder where the team is coming together, the goal is to create a clear structure, goals, direction, and roles	Impact of a Good Leader on Team Dynamics and Productivity
Integrity	The act of being ethical and honest	Leadership Essentials
Intuitive decision-making	Used in times when you may need to rely on intuition to make decisions because not enough data is available	Intuitive Decision-Making
Leadership	Communicates the vision and inspires stakeholders to support the work and outcomes of the project	Leadership Factors and Styles

Lessons learned	Addresses three key questions: what went well in a project, what could have gone better, and what can be improved the next time	The Knowledge Sharing Hierarchy
Management	The ability to plan, organize, direct, and control individual groups or people to achieve specific goals	Leadership Factors and Styles
Norm	A team development stage in the Tuckman Ladder, where the team begins to work together, productivity increases, collaboration increases, and the team begins to trust each other	Impact of a Good Leader on Team Dynamics and Productivity
OSCAR	A coaching and mentoring model developed by Karen Whitworth and Andrew Gilbert; the model helps leaders adapt their styles by providing an action plan for personal development	Situational Leadership with Your Team
Participate or support	The best situational leadership approach when the individual's able, but insecure or unwilling to perform	Techniques to Improve Leadership Skills
Perform	A team development stage in the Tuckman Ladder, in this stage the team evolves into a cohesive unit, the team is efficient and effective, productivity is high, and team members are self-directed	Impact of a Good Leader on Team Dynamics and Productivity
Positive discourse	Arrive at solutions that all parties can embrace	Leadership Essentials

Readiness level	Four stages of readiness in the Hersey-Blanchard situational leadership model based on ability to do the work and confidence and motivation to perform	Techniques to Improve Leadership Skills
Sell or coach	The best situational leadership approach when the individual is unable to perform but confident and willing to work hard	Techniques to Improve Leadership Skills
Servant leadership	The leadership approach that allows teams to self-organize and empowers the team to make decisions	Leadership Essentials
Situational leadership	A method of adjusting your leadership style developed by Hersey-Blanchard based on the ability of the individual to do the work and confidence and motivation to perform	Techniques to Improve Leadership Skills
Storm	A team development stage in the Tuckman Ladder, characterized by turbulence, with high levels of disagreement and discontent, and productivity is the lowest in this stage	Impact of a Good Leader on Team Dynamics and Productivity
Tell or direct	The best situational leadership approach when the individual lacks ability, insecure, and unwilling	Techniques to Improve Leadership Skills
Tuckman ladder	A step-by-step overview of team development stages developed by Bruce Tuckman in 1965	Impact of a Good Leader on Team Dynamics and Productivity

Work performance data (WPD)	An information category that conducts "raw" observations and measurements identified during activities to carry out the project work	The Knowledge Sharing Hierarchy
Work performance information (WPI)	An information category that collects performance data during the monitor and control process group such as deliverable status and completion estimate forecasts	The Knowledge Sharing Hierarchy
Work performance report (WPR)	Extracts critical WPI data and shares information to generate decisions, raise issues, report status, request assistance, or address problems and solutions	The Knowledge Sharing Hierarchy