

LEADERSHIP and INFLUENCE

Type of Participant Targeted

This course is designed for staff members who want to improve their abilities to lead from the middle of an organization, i.e., to lead without a formal leadership position.

Prerequisites

Participants must have completed *Team Dynamics and Negotiation*. The concepts presented in *Leadership and Influence* build on the material covered in *Team Dynamics and Negotiation*.

Course Overview

Leadership and Influence is designed to give staff members the opportunity to refine their leadership and interpersonal skills. The course is intended to extend and sharpen skills in influencing, energizing, and enabling rather than in managing, structuring, and controlling.

Course Objectives

After completing this 3½-day course, the participant will be able to do the following:

- Demonstrate leadership skills in situations where the leader's role is not based on his/her title or clearly defined
- Articulate personal workplace values and apply self-awareness to build trust and credibility
- Assess the cultural and political environment, evaluating underlying risks when considering a course of actions
- Employ effective strategies to deal with conflict and stressful situations that commonly arise in the workplace
- Manage change effectively by:
 - assessing the source(s) of change
 - considering ways to adapt to change
 - identifying appropriate means to influence change
 - addressing resistance to change in oneself and in others
 - using influencing strategies to promote desired changes

Overview of Leadership and Influence Curriculum

Subject	Approximate Class Hours	Approximate Homework Hours
Gaining Personal Insight	8.0	1.0
Connecting with Others	6.5	
Influencing	4.0	1.0
Managing Conflict	3.5	
Managing Personal and Organizational Change	4.0	
Totals	26.0	2.0

Class Size

The minimum number of participants is 14, and the maximum is 20. It is recommended that no more than six participants are from any one Reserve Bank and that no more than four state participants (in total, all states combined) be enrolled in any one session. Managers and their direct reports should not be enrolled in the same session of the course.

Instructors

Leadership and influence is taught by persons selected from the Team Dynamics and Negotiation instructor pool. Persons nominated to teach this course will be selected by the course administrator in conjunction with the course committee.