

Week 1  
Introduction to Leadership Development

The concept of theory families was developed to provide an organized framework in which to better understand various leadership theories.<sup>1</sup>

The following are the theory families list was created by Rian Satterwhite<sup>2</sup>. Please define each of them as we talk.

Trait	
Behavioral	
Situational	
Process	
Systems	
Cultural	
Critical	

Activity #1: Leadership Buffet Example

[Insert Image of Paper Plate Activity]

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<sup>1</sup> Seemiller, C. "The Student Leadership Competencies Guidebook: Designing Intentional Leadership Learning and Development". 2014.

<sup>2</sup> Satterwhite, Rian.

Week 2  
Introduction to Leadership Theories and Competencies

Theory families were developed to provide an organized framework in which to better understand various leadership theories. The following theories were presented by Rian Satterwhite (UNLV.)

Fill out the definitions:

What are trait theories?

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What are behavioral theories?

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What are situational theories?

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What are process theories?

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What are systems theories?

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What are cultural theories?

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What are critical theories?

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The Student Leadership Competencies that will be explored were developed in 2008 by Dr. Corey Seemiller. Through her research of student leadership, Dr. Seemiller identified multiple concepts and competencies that students can develop to become more effective leaders.

Fill in the following chart:

Learning & Reasoning	
Strategic Planning	
Communication	
Self-Awareness	
Interpersonal Interaction	
Group Dynamics	
Civic Responsibility	
Personal Responsibility	

Week 2 Assignment:

1. Review the discussed theory families and competency areas. Which ones resonate with you the most? Which ones are you most anticipating learning about?

### Week # 3 Trait Theories

What is now known as Trait Theory began in the 1800s with what was known as the “Great Man Theory.” This theory centered on the idea that individuals, to be good leaders, needed to be born with specific traits. The key to the Great Man Theory was the thought experiment exploring whether individuals (specifically men) were born leaders or whether leadership was cultivated in life.

Trait theory then evolved into the study of those individuals seen as effective leaders and the qualities those leaders seemed to possess.

1. List individuals looked on as heroes. What qualities do they possess? Are there any of those qualities you have? Which of those qualities would you want to incorporate into your own life and leadership?

Week 3 Assignment:

1. Create a “What, How, and Why” analysis of yourself using MBTI, CliftonStrengths, and Via (or another values-based assessment). Include a description of how each facet of your personal traits inform the others.

What	
How	
Why	

2. Fill out the pros and cons sheet for Trait Theories

## Week 4 Behavioral Theories

Introduction to Behavioral Theories: The premise of the Behavioral Theory of leadership is that leadership is a learned behavior. Most Behavioral Theories provide clues and tips on how good leaders should act. Behavioral theories reflect actionable items about what leaders should do to be effective.

### Thinking Questions:

- a. What makes the theories listed (and any other Behavioral Theories) similar to one another?
- b. How do they contrast?
- c. How might Behavioral Theories enhance one's ability to lead?
- d. Which theory (or theories) resonate with you most? What draws you to that theory?

### Week 4 Assignment:

1. Fill out the pros and cons sheet for Behavior Theories

## Week 5

### Situational Theories

Introduction to Situational Leadership: Situational Theory emerged from the idea that leaders need to apply different behaviors in different situations to reach success. Hersey and Blanchard (1969) developed an approach to Situational Theory that is still widely used today; leaders should apply differing degrees of challenge and support to their followers based on differing follower characteristics and experience. The less experience and confidence a follower has, the more the leader should support and direct the follower's actions. Situational Theory led the way to Contingency Theory, which took a slightly more systemic approach, emphasizing matching leaders and their natural styles and behaviors to situations appropriate for them. Situational Theory remains one of the most popular and applied views of leadership development and is a foundational component used in many professional leadership training practices.

#### Week 5 Assignment:

1. Complete the pros and cons sheet for Situational Theories

Week 6  
Process Theories

Introduction to Process Theory: Process theories are based on interactions between the leaders and those being led (or the process by which the leader engages). Process theory is the process that incorporates vision, motivation, and morality in developing leaders and encouraging them to reach their full potential. Leadership is a "process that changes and transforms people" and "moves followers to accomplish more than what is usually expected of them" (Northouse, 2015, p. 185.) Process theory's significance is in understanding leadership's process and goals. This theory was initially captured through the concept of Transformational Leadership, which includes transforming followers by "treating them as full human beings" (Northouse, 2015, p. 185.) Among the process theories are:

Social Change Model	
Servant Leadership	
Relational Leadership	
Transformational Leadership	

Week 7

Week 8  
Cultural Theory

We will be identifying cultural theories and the key components of each identified theory.

Multicultural Leadership	
Patriarchal/Matriarchal Culture	
Non-western Models	

Create a systems map to demonstrate the similarities and differences in the cultural theories and their components.



## Week 9 Learning & Reasoning

Competencies are knowledge, values, abilities, and behaviors that help an individual.

The research/critical thinking reflection process will help find areas to apply competencies. This leads to effective problem solving.

Reflection questions:

- What?
  - What was the content that was learned? What was added knowledge- something that was unknown before?
- So What?
  - Why is the content important? How does the content impact you as a leader?
- Now What?
  - What specific things will you do to implement the new knowledge in your leadership style? How will you intentionally apply the new content?

### Week 9 Assignment

1. Bring a personal mission statement or a mission or vision statement from an organization with which you are familiar to our next class.

## Week 10 Strategic Planning

Strategic planning has two parts: Mission vs. Vision

A mission statement is what the company is doing now; the vision statement is what is achieved.

Vision statements have five specific benefits from having a personal vision statement and using it to find balance.

### **1. It becomes easier to make decisions.**

- If you find yourself in a moment of your life or career in which important and complex decisions need to be made, having a personal vision statement can be a compass for you. It will remind you of your inner qualities, values, and purposes to help you identify the best path.

### **2. It provides you with a sense of direction.**

- We need to feel that what we do (in our lives and work) has meaning. To find motivation for actions, we need to know that what we are doing is worthy and that will drive us somewhere. A personal statement clarifies your vision and shows where you are going and what you want to achieve.

### **3. It helps you determine your long-term and short-term goals.**

- This sense of direction can be broken down into long-term and short-term goals. After creating your statement, you will have a clear long-term goal. The goal will help you set short-term goals and actionable steps to achieve them. The long-term goal will remain mostly stable throughout the years and will inform short-term goals that will change over time.

### **4. It will motivate you during tough times.**

- When times become difficult, it can be difficult to maintain motivation and keep doing your job or invest in your personal life with passion. A written statement can help you remind yourself of your whys and bring you back on track.

### **5. It will help you live a balanced life.**

- A well-written statement contains personal and professional aspects of your life; it is spiritual and day-by-day oriented. Reminding yourself of your statement will help you live a more balanced life.
- SMART Goals
  - Specific- The objective clearly states what will happen and who will do it.
  - Measurable- Indicating how the action will be measured (how will you know if progress has been made or the goal has been reached?)
  - Achievable- The objective is realistic, given the circumstances.
  - Relevant- Makes sense and fits the purpose of those working toward the objective.
  - Time-Bound- There are timetables and a set deadline to reach the goal or at least reflect on it.

## Week 10 Assignment

1. Take the VIA Strengths Assessment