



## 655 ISRG Leadership Program Syllabus (Blocks 4 – 7)

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**Goal:** A rigorous and sustainable leadership development program with a framework that bridges the gap between civilian and military models and includes reading, self-assessment, and a modern approach to leader and leadership development.

What is the difference between *leader* and *leadership development*? And why distinguish between them?

*Leader development:* an individual's development in the capacity of leadership

*Leadership development:* an organization's ability to develop individual contributors who work collaboratively to solve current and future challenges

### Program Objectives

- Educate all 655 ISRG members on Reserve and Air Force development opportunities
- Develop all 655 ISRG members to work collaboratively and communicate positively and effectively
- Develop skills to handle complex environments and ambiguity
- Provide continued development opportunities throughout 655 ISRG member's career and habits of mind for self-awareness and continued growth
- Grow 655 ISRG leaders who are skilled, competent, and comfortable in developing others through feedback, planning, and force management

### **Congratulations on completing Blocks 1 – 3 of the 655 ISRG Leadership Development Program. During Blocks 4-7, you will:**

- Learn about Leadership development framework
  - Create a personal development plan, focused on developing your strengths
  - Learn about motivation – personal and other
  - Think about how bad leaders are created and how to avoid creating a toxic work environment
  - Becoming a multiplier to encourage productivity in those around you.
  - **OPTIONAL EXERCISE**– identify core values and write a personal mission statement
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## **Block #4: Leader Framework and Identifying Strengths**

**NOTE: Prior to completing this block, you might consider completing the Values and Personal Mission Statement Exercise.**

*Learning Objective: Understand the framework of leader and leadership development of the program.*

*Air Force Category: Personal*

*Competency: Embodies Airman Culture (Sub: Develops Self)*

*Competency: Communicating (Sub: Active listening, Writing)*

*Air Force Category: People/Team*

*Competency: Leading people (Sub: Develops and Inspires others)*

*Air Force Category: Organizational*

*Competency: Strategic thinking (Sub: Vision, decision-making)*

### **Tasks:**

1. Read Harvard Business Review article, "Make Yourself Indispensable"
2. Read Harvard Business Review article "Managing Oneself"
3. Review/read the Air Force leadership competencies. Chapter 2, AIR FORCE DOCTRINE DOCUMENT 1-1, 8 November 2011
4. Read "How to Improve Your Strengths" <http://hbr.org/web/slideshows/how-to-improve-your-strengths/1-slide>
5. Conduct strengths self-assessments; if you have taken the Strengthfinders test, those results can also be utilized (and is recommended). If you are interested in this self-assessment, it is available via either the Strengths 2.0 or Strengths Based Leadership book. NOTE: The assessment is timed and you cannot stop/start.

<http://freestrengthstest.workuno.com/free-strengths-test.html>

6. Document strengths assessment. (Free link above or through the Strengthfinders book)

OPTIONAL: TED talks available on developing your strengths:



7. Marcus Buckingham | Case For Strengths

<http://www.youtube.com/watch?v=2n9eWIKBkyM>

8. How to build on your strengths: Marcus Buckingham:

<http://www.youtube.com/watch?v=WJ5t8g3MCyk>

9. Five Questions to Develop Your Strengths:

<http://www.youtube.com/watch?v=V4Ff7-Yq3WM>

10. Read 655 ISRG Commander's Intent.

**Exercises:**

- (a) Review pages 6-7 (Diagram: What Skills Will Magnify My Strengths?") and the Air Force leader competencies. Select what you consider your top 10 strengths and write a brief description why you consider it a strength and how you demonstrate it in your leadership role/life. (Template provided.)
- (b) Choose 2-3 skills from HBR strength list to focus on for 2014-2015. Ask yourself and document your answers to the following questions for each strength. Document strengths in Personal Development Plan (Template Provided).
  - a. Do I look for ways to enhance this skill?
  - b. Do I look for new ways to use it?
  - c. Am I energized, not exhausted, when I use it?
  - d. Do I pursue projects in which I can apply this strength?
  - e. Can I imagine devoting time to improving it?
  - f. Would I enjoy getting better at this skill
- (c) Based on your previous work identifying your strengths and focus areas, how can your development plan align with the 655 ISRG Commander's Intent and/or your unit's annual plan or vision?

Submit your exercise answers to your supervisor, attach in Sharepoint, and post an answer to the discussion board question.



### **Discussion Board:**

Question: How does the HBR leader framework align with Air Force Institutional competencies? Where do you see gaps and how do you think they should be addressed?

### **Block #5: Motivation**

*Learning Objective: Identify different types of motivation and reflect on methods of helping others to find their motivation.*

*Air Force Category: Personal*

*Competency: Embodies Airman Culture (Sub: Develops Self)*

*Competency: Communicating (Sub: Active listening, Writing)*

*Air Force Category: People/Team*

*Competency: Leading people (Sub: Develops and Inspires others)*

*Competency: Fostering collaborative relationships (sub: Builds teams and coalitions)*

*Air Force Category: Organizational*

*Competency: Strategic thinking (Sub: Vision, decision-making)*

### **Tasks:**

1. Read Simon Sinek's *Start With Why*. (Or read summary or watch the following TED talks)

#### **Start With Why**

<http://www.youtube.com/watch?v=sioZd3AxmNE>

2. Watch Daniel Pink's TED talk: **Puzzle of Motivation**

TED – Drive – The Puzzle of Motivation --

[http://www.ted.com/talks/dan\\_pink\\_on\\_motivation](http://www.ted.com/talks/dan_pink_on_motivation)

3. Watch Daniel Pink's TED talk: **The Surprising Science of Motivation**

<http://www.youtube.com/watch?v=esvaP9LehB4>



OPTIONAL: Watch Simon Sinek's TED Talk: **How Great Leaders Inspire Action**  
[http://www.ted.com/talks/simon\\_sinek\\_how\\_great\\_leaders\\_inspire\\_action](http://www.ted.com/talks/simon_sinek_how_great_leaders_inspire_action)

### **Exercise**

Based on your reading/watching, answer and document the following questions:

- a. Individual Reflection:
  - i. What inspires you?
  - ii. Who inspires you?
  - iii. What is it about the person that you are drawn to?
  - iv. How are you inspiring others in the things you do?
  - v. Have you ever been told you are someone's inspiration?
  - vi. If so, how does that make you feel? How does that fuel you?
  - vii. If not, how would you imagine that would feel and change things for you?
  - viii. How can you use your strengths to motivate yourself and help others find their motivation?
  
- (b) For the next activity, discuss with at least one other person (within the group or outside) the following questions:
  - i. What does it mean to lead with inspiration?
  - ii. How do you move inspiration into action?
  - iii. What are we doing to inspire others and how can we do it more intentionally?

Submit your exercise answers to your supervisor, attach in Sharepoint, and post an answer to the discussion board question.

### **Discussion Board:**

Question: The Air Force identifies "developing and inspiring others" and "building teams and coalitions" as two sub competencies within the Institutional Competency List. Based on the information you have learned, how do you think motivation can play a part in these areas?



## **Block #6: Leadership Flaws, Avoiding being a “Bad” Leader, and Toxic Leadership**

*Learning Objective: To understand and consider behaviors that can derail leaders and create toxic leaders and toxic work environments and identify behaviors that can create a healthy work environment.*

*Air Force Category: Personal*

*Competency: Embodies Airman Culture (Sub: Develops Self)*

*Competency: Communicating (Sub: Active listening, Writing)*

*Air Force Category: People/Team*

*Competency: Leading people (Sub: Develops and Inspires others)*

*Competency: Fostering collaborative relationships (sub: Builds teams and coalitions)*

*Air Force Category: Organizational*

*Competency: Strategic thinking (Sub: Vision, decision-making)*

### **Tasks:**

1. Read the *10 Fatal Flaws That Derail Leaders*
2. Read *Bad Leaders: How They Get That Way*
3. Read “Toxic Leaders” (Reed)
4. (OPTIONAL) Read “Developing Air Force Strategists: Change Culture, Reverse Careerism” (Bethel et al)
5. Read “Narcissism and Toxic Leaders” (Doty & Fenlason)

**Exercise:** After reading the *10 Fatal Flaws That Derail Leaders* and *Bad Leaders: How They Get That Way*, think about where you might have vulnerabilities and how you can build leadership behaviors to ensure you are able to avoid the ten fatal flaws or becoming a bad leader.

1. Do you ever think about skills or habits you have that may cause your co-workers to disengage from you? Does that bother you?
2. If you are successful, do you believe your success is a justification for the way you behave or are you successful in spite of the way you behave?



3. Do you ever think about skills or habits you have that may cause your co-workers to disengage from you? Does that bother you?
4. If you are successful, do you believe your success is a justification for the way you behave or are you successful in spite of the way you behave?
5. If you have experienced toxic leadership, how do you handle it?
6. How can you work in your unit to ensure methods to prevent a toxic work environment?

Submit your exercise answers to your supervisor, attach in Sharepoint, and post an answer to the discussion board question.

**Discussion Board:** When considering the lessons of leadership flaws, being a "bad leader," and Toxic Leadership, what Air Force competency/sub competency do you think would be best for you to develop to proactively avoid toxic leadership?

### **Block 7: Becoming a Multiplier**

*Learning Objective: Learn about the difference between "diminishers" and "multipliers" and identify behaviors that can be replaced to improve productivity of individuals in your organization and around you.*

*Air Force Category: Personal*

*Competency: Embodies Airman Culture (Sub: Develops Self)*

*Competency: Communicating (Sub: Active listening, Writing)*

*Air Force Category: People/Team*

*Competency: Leading people (Sub: Develops and Inspires others)*

*Competency: Fostering collaborative relationships (sub: Builds teams and coalitions)*

*Air Force Category: Organizational*

*Competency: Managing organizations and resources (Change Management, Continuous Improvement)*

*Competency: Strategic thinking (Sub: Vision, decision-making)*



## **Tasks**

1. Watch the following video on the multipliers concept: **Multipliers**

You Tube -- Multipliers: <https://www.youtube.com/watch?v=4aZ5ujSb9yI>

2. Read the article *Are you an Accidental Diminisher?*
  - a. <http://iveybusinessjournal.com/topics/leadership/are-you-an-accidental-diminisher#.U4Kp2PldVio>
3. Read Harvard Business Review article *Intelligence Multipliers: How Smart Leaders Double the Power of Their Workforce for Free.*
4. Review the *Accidental Diminisher Infographic.*
5. Review the *Accidental Diminisher Replacement Practices.*

**Exercise:** After reading and learning about the Multiplier and Diminisher concepts, answer the following reflective questions:

- a. What main ideas resonated with you as you read The Multiplier Effect?
- b. Who has been a Multiplier to you? What did they do to Multiply you?
- c. Who has been a Diminisher to you? What did they do to Diminish you?
- d. Where could you be accessing more?
- e. Are there certain people or circumstances that bring out the Multiplier in you?  
Why?
- f. Are there certain people or circumstances that bring out the Diminisher in you?  
Why?

Submit your exercise answers to your supervisor, attach in Sharepoint, and post an answer to the discussion board question.



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**Discussion Board:** What attributes and skills of Multiplier behavior align with the desired Air Force institutional competencies? How does this align with your strengths development plan?