

## CHAPTER ONE

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# INTRODUCTION

In this fast-paced global environment of the twenty-first century, the need for effective leaders has never been greater. There is no doubt we are experiencing a leadership deficit throughout our society—in corporations, governments, and communities. Almost daily we are bombarded by articles in newspapers, professional publications, blogs, and other various media bemoaning the lack of qualified leaders to meet the challenges of a diverse workforce, global competition, and an uncertain economy. As a result, organizations are experiencing increased pressure to develop their leaders from within.

The first step in leadership development is to identify organization-specific leadership competencies and characteristics. The next step is to equip the organization's leaders with the behaviors, knowledge, and skills to meet the needs and expectations of their employees, customers, communities, and other stakeholders. The biggest challenge you may face in developing leaders is to create learning experiences and tools that enable the organization's potential and current leaders to internalize and demonstrate necessary leadership traits and behaviors that will ensure the organization's success.

## PURPOSE

This activity-based book is designed to provide leaders and those responsible for training leaders with a variety of tools and techniques for developing leadership competencies and characteristics. In addition to emphasizing basic core management skills, this work is influenced by current research on leadership practices and addresses less “tangible” characteristics and traits, such as empathy, agility, authenticity, resilience, and congruence, just to name a few.

The book draws on research by such thought leaders as Warren Bennis, Ken Blanchard, James Kouzes, and Barry Posner, as well as organizations including the Society for Human Resource Management, the Corporate Leadership Council, the Center for Creative Leadership, Right Management Consultants, and others.

## INTENDED AUDIENCE

This is a “must have” for busy professionals who are charged with developing leadership competencies and characteristics. Readers who will benefit from this book include

- Chief learning officers and other learning leaders
- Organization development professionals
- Human resource professionals
- Senior managers and other leaders
- Consultants

The book presents a practical, easy-to-use leadership development toolkit that is readily adaptable for both group and individual application. It includes thought-provoking activities designed to create real behavior change. Several of the activities can be used for self-study as part of a structured leadership development program. The book also provides resources and methods for addressing “difficult-to-teach” leadership traits.

## HOW THIS BOOK IS ORGANIZED

*The Trainer's Handbook of Leadership Development* reflects the active-training techniques described in *The Trainer's Handbook, Updated Edition* (Lawson, 2009). The activities are based on adult learning theory, follow the experiential learning cycle, and address all three learning domains: cognitive, affective, and behavioral. Incorporated in the activities are self-assessments, checklists, models, and other valuable handouts and resources.

Chapter Two identifies the forty-five leadership competencies and characteristics addressed in the activities. Each competency or characteristic includes a

definition, one or more relevant quotations, and a brief description of the importance of that skill or trait to leadership effectiveness. You can use this information to enhance the process and discussion described for each activity.

Chapter Three helps you begin a leadership development seminar or workshop series by providing four activities to help create the context and prompt participants to begin thinking about and exploring the concept of effective leadership. You may elect to use any or all four of the activities—and in any order—depending on the intent and the time available for the introductory portion of the training design. You can use the two matrices in Chapter Three to determine the activities you want to use to address a particular competency or characteristic.

Chapters Four through Eight are the heart of the book. These chapters include all the activities related to the leadership competencies and characteristics described in Chapter Two. Each activity is arranged as follows:

- Identification of the competency or competencies addressed in the activity
- Brief description of the activity
- The activity's goal or goals—that is, what participants will be able to do as a result of experiencing the activity
- Amount of time required
- Materials and preparation
- Step-by-step process for introducing and conducting the activity
- Suggested discussion questions to debrief the activity
- One or more suggested variations for modifying the activity
- Accompanying handouts, such as checklists, assessments, models, case studies, role-play instructions, and so on

You can use the activities to design a leadership development program “from scratch,” or as enhancements to existing modules. However you choose to use them, you will find them to be engaging, energizing, enlightening ways to involve, inspire, and influence the participants in your leadership development programs.

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