

Federal Reserve System

Course Description for Leadership and Influence

July, 2009

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. It is primarily targeted to: 1) examiners that have completed the Examiner Commissioning Program (“ECP”) and 2) experienced hires with industry or other agency experience that are expected to develop leadership skills to effectively perform their job. The course may also benefit analysts or staff in other business areas related to Supervision and Regulation that are similarly expected to demonstrate leadership in their respective roles.

It is strongly recommended that participants have sufficient work experience and organizational awareness to share experiences and optimally benefit from receiving leadership feedback from others.

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*. Please contact the designated System Curriculum Analyst with any questions regarding prerequisites.

Course Overview

Leadership and Influence is designed to give staff members the opportunity to discover and analyze factors that shape their own leadership style and refine their leadership and persuasion skills. Participants are asked to share information about their values and experiences in a supportive environment to help gain insight into the factors that drive their behavior. The course is intended to extend and sharpen skills in influencing, relationship building, and developing organizational awareness.

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 authority
- 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

- Identify key stakeholders and their needs to better strategize appropriate ways to engage them.
- 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

<i>Overview of Leadership and Influence Curriculum Subject</i>	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

The success of the course depends on the instructors' ability to serve as effective facilitators. Instructors model the behaviors and skills that are introduced in the course. The course employs an instructor certification process to ensure minimum facilitation and instruction standards are met. Instructor candidates will be selected by the content management group.