

~~ADMINISTRATIVE - INTERNAL USE ONLY~~

OC-0722-87

17 NOV 1987.

MEMORANDUM FOR: Director of Training and Education

FROM:   
Director of Communications

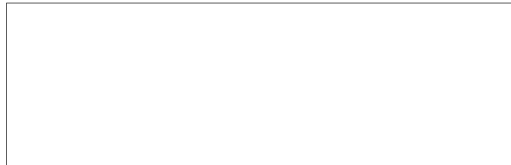
SUBJECT: Request Concurrence for Specialized Training

*stat*

1. The Office of Communications (OC) requests your concurrence for a second running of the Information Systems Institute's (ISI) three-day course entitled, "Leadership Skills for Technical Professionals." A pilot running of that course was held, with your concurrence, in mid-September. Based on that experience, we have made some changes and plan to have a second pilot in mid-December. As before, the course is designed to place heavy emphasis on developing the interpersonal skills needed by OC managers at the GS-14/GS-15 levels. A course outline is attached.

2. The costs for this second running will be \$6,835.00. The Office of Information Technology will be sharing the expenses and will provide half of the 18 students.

3. With your concurrence, and using OC funds already identified, we will schedule the program for mid-December.



Attachment

cc: C/OTE/TSD, w/att

CONCUR:

Director of Training and Education

*11-27-87*  
Date

~~ADMINISTRATIVE - INTERNAL USE ONLY~~

# Leadership Skills for Technical Professionals

## Special, 3-Day Design

### COURSE OUTLINE

1. **The Nature of Leadership**
  - \* Management and leadership tasks and roles
  - \* Understanding a model personality
  - \* The situational nature of leadership
  - \* Leadership theory
  - \* The three skills needed to be successful as a leader
  - \* The styles of leadership
2. **Proven Ways to Lead People**
  - \* People vs. technical leadership concerns
  - \* Choosing correct actions for leadership situations
  - \* Developing an influential leadership style
  - \* 6 alternate ways to direct others
  - \* Assessing your style
3. **Creating a Positive, Results-Oriented Influence on Your Work Team**
  - \* Two sources of leadership power
  - \* Understanding the nature of power
  - \* Technical expertise as a source of power
  - \* Coaching as a way of developing work team members
  - \* When to let others lead without compromising your leadership role
  - \* Avoiding the pitfalls of leading others
  - \* How to understand the individual performance preferences of others
4. **Leadership and Motivation**
  - \* Discovering the true nature of motivation
  - \* Motivation as the main goal of leadership
  - \* What creates individual motivation
  - \* Understanding the very hard to motivate employee
  - \* Understanding how the organization's environment affects work team motivation
  - \* Creating work team morale
  - \* The 7 reasons why people may not be motivated, and how to overcome them
  - \* How to set goals that motivate
  - \* Career values profile
5. **Handling Team Problem Solving**
  - \* Leading team problem-solving meetings
  - \* Choosing a group vs. an individual approach to problem solving
  - \* Problem analysis techniques for groups
  - \* Two dimensions of group success at problem solving
  - \* The steps to team problem solving
6. **Four Critical Leadership Success Skills**
  - \* Proven ways to gain critical information
  - \* Setting hard-to-measure work expectations
  - \* Giving negative performance feedback to close work team members positively
  - \* Leading former peers
7. **Understanding Interpersonal Relationships**

- \*Communication patterns and team effectiveness: a card game experiment
- \*Building team cooperation
- \*Your interpersonal relationship profile
- \*Interpersonal communications
- \*Healthy vs. unhealthy communication patterns

**8. Handling Difficult Leadership Situations**

- \*A case study workshop