

Just what do we think we are doing?  
Identifying what we are trying to teach  
our students about leadership

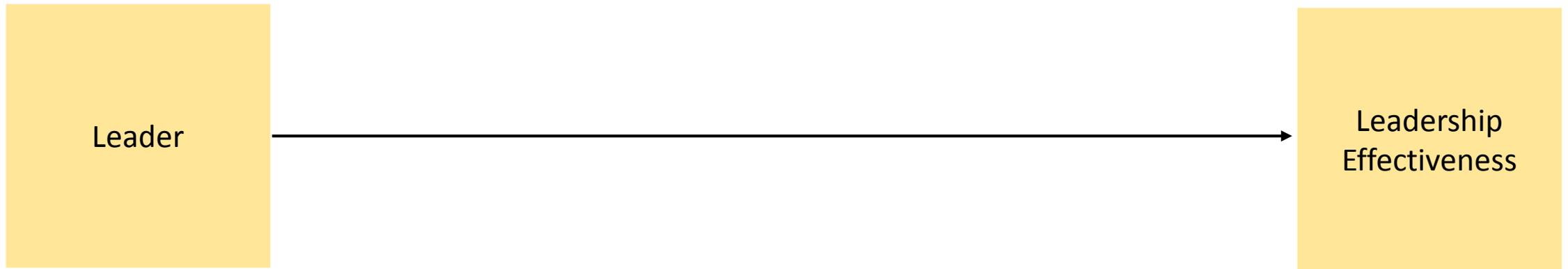
CDR David M. Wallace, USN, PhD

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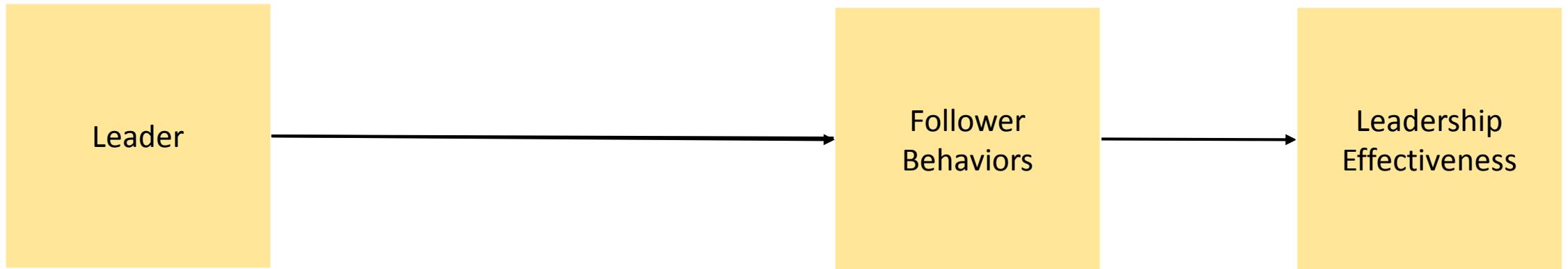
US Naval Academy

# A Little About Leadership

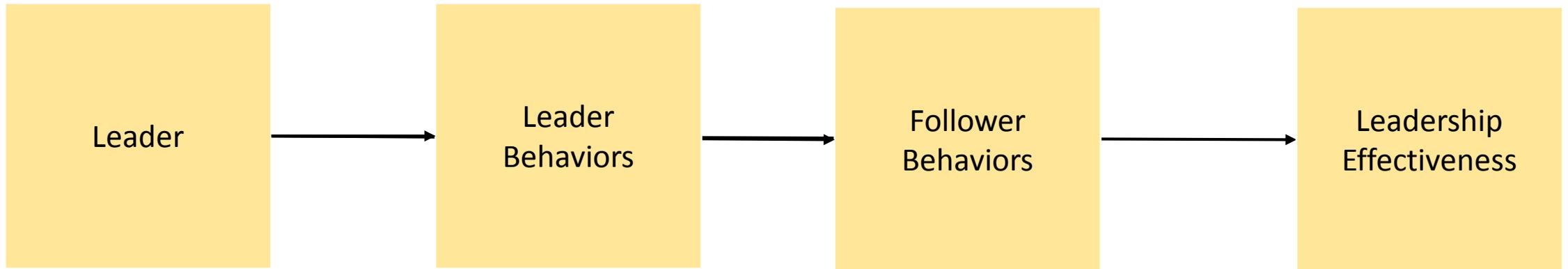
# Leadership



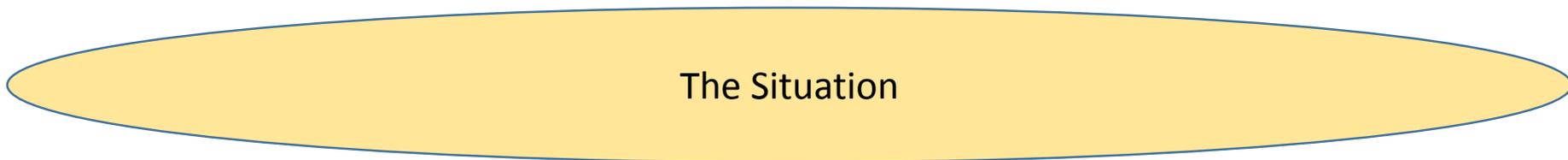
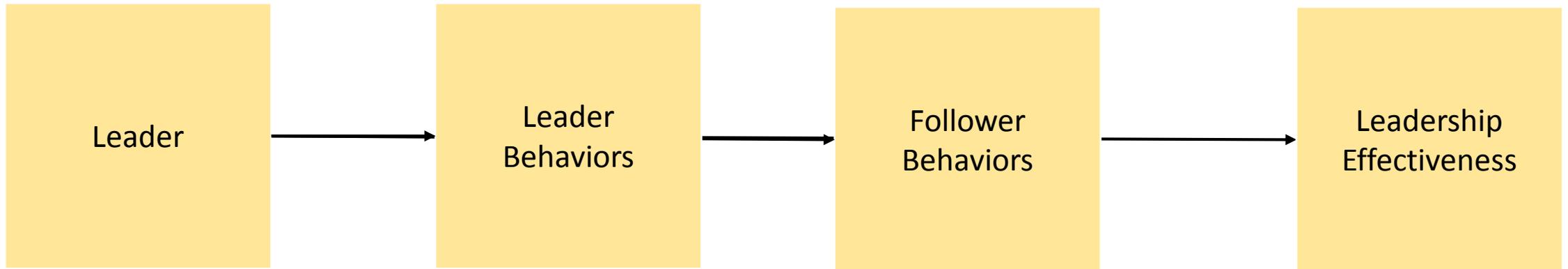
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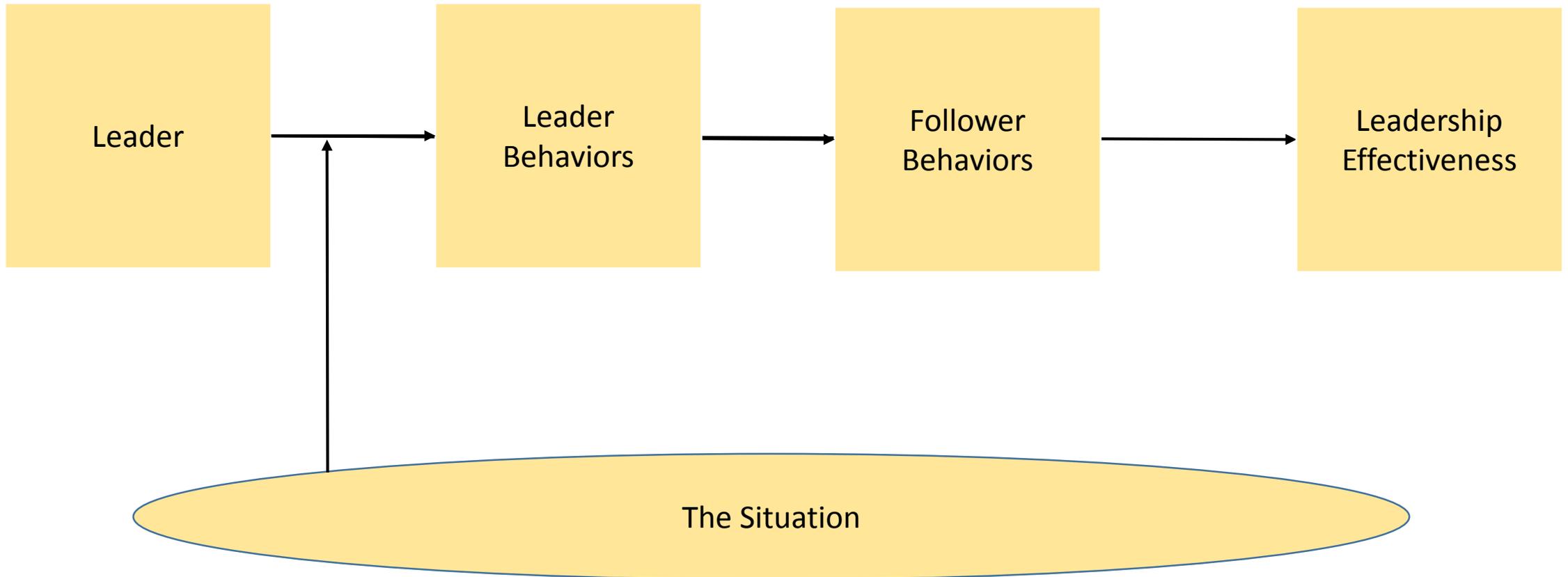
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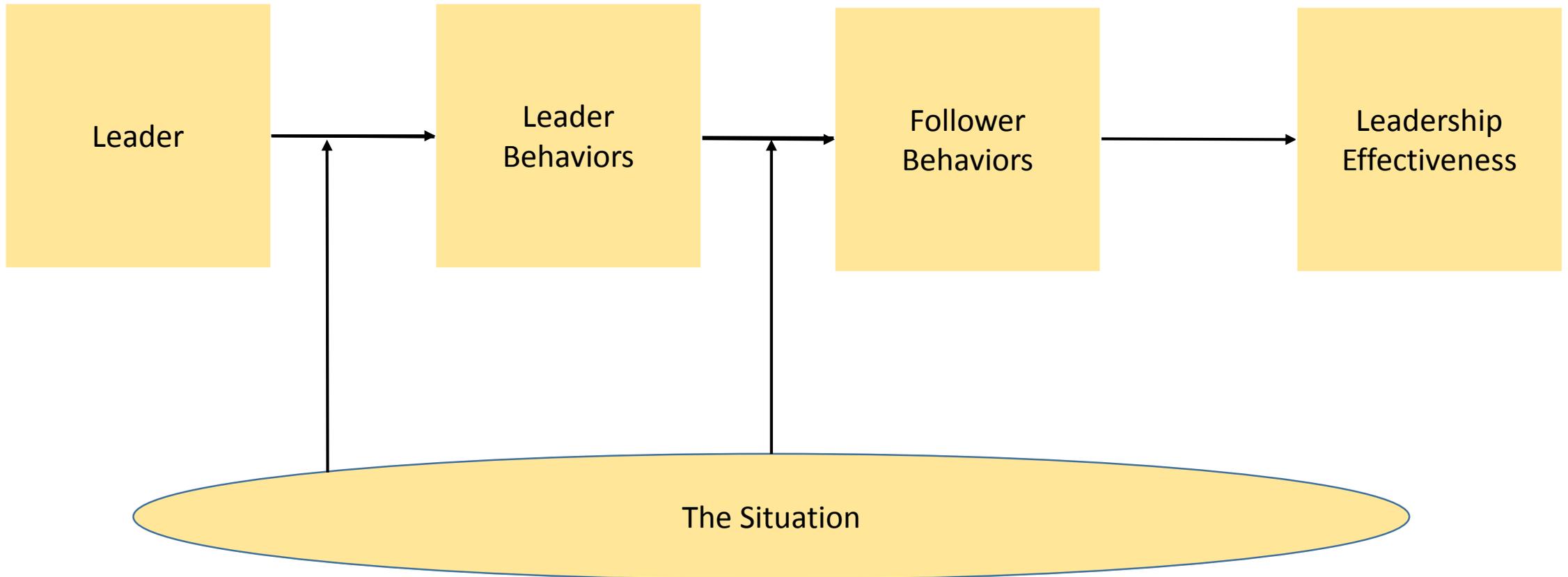
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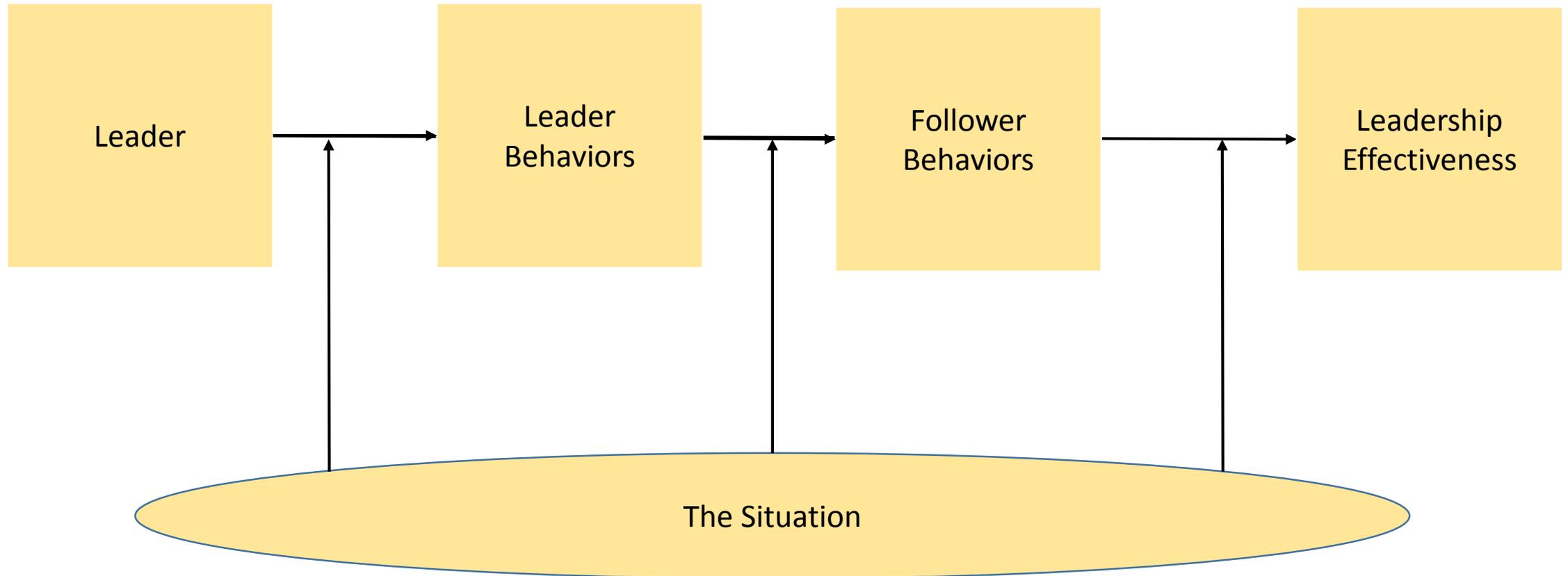
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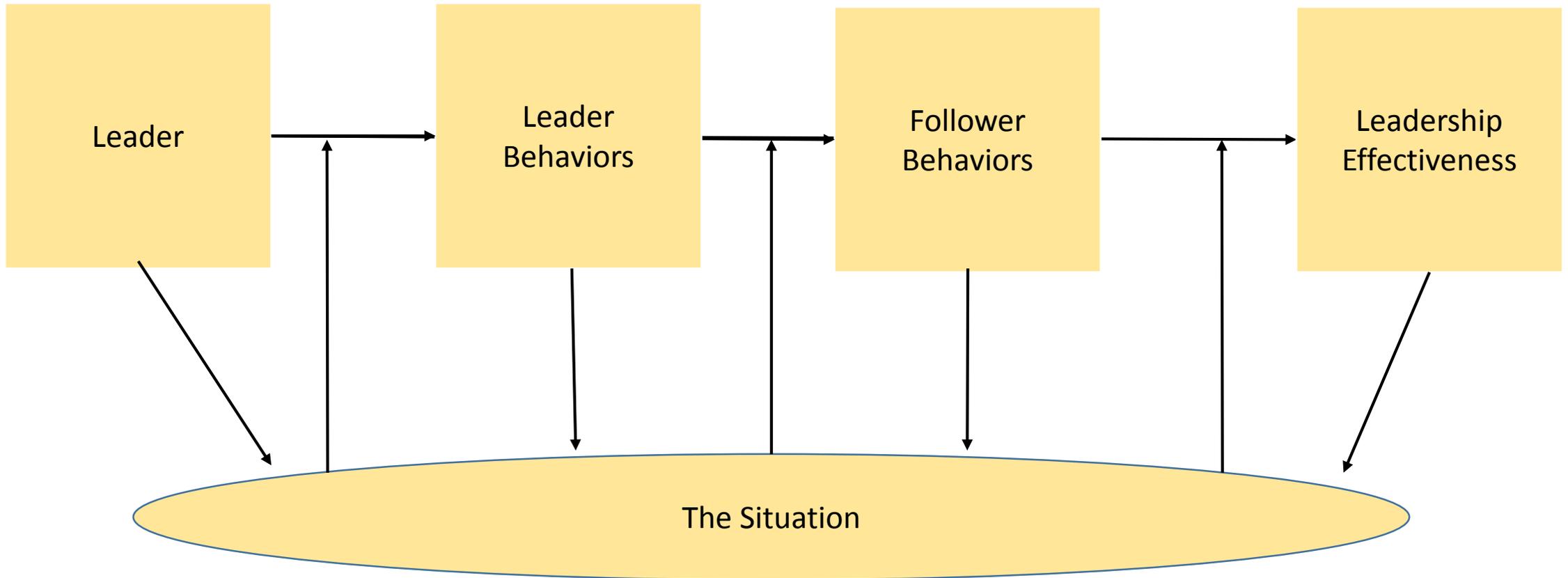
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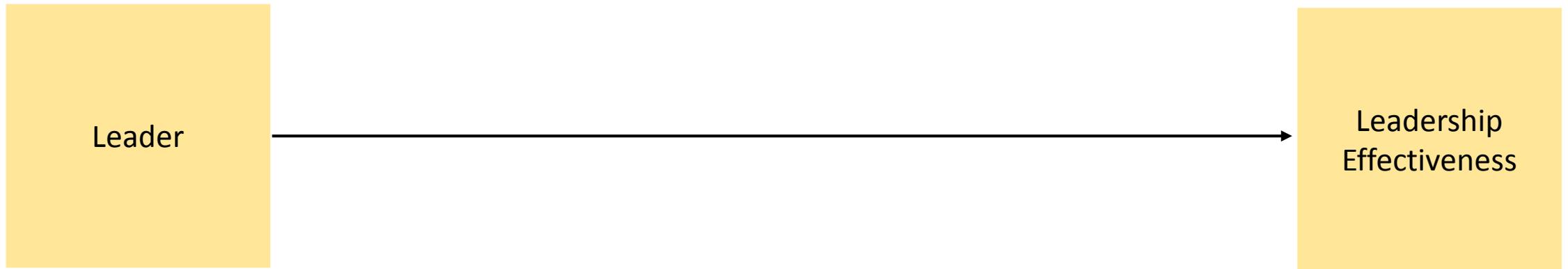
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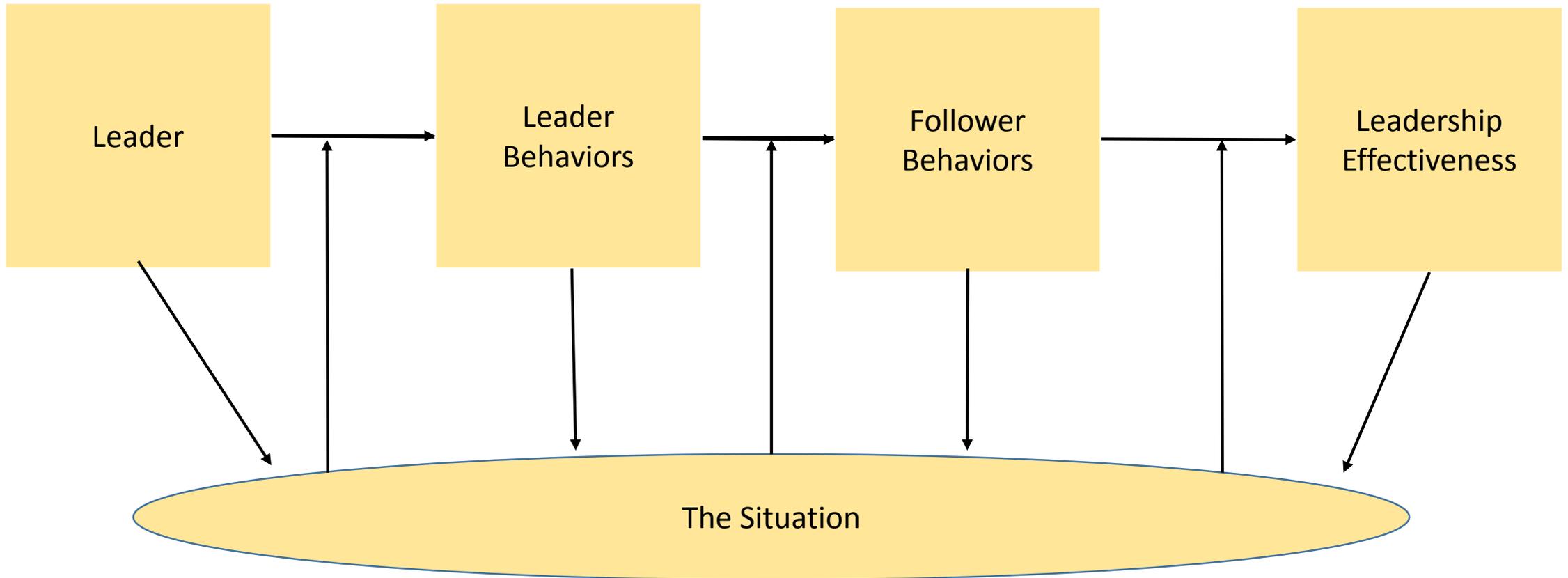
# Leadership



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# Developing Leaders



# Best Practices in Leader Development

- Don't discount your influence
- Identify desired leadership outcomes
- Design to your leadership outcomes
- Teach, demonstrate, **practice**
  - Challenge your students to lead – make them uncomfortable
- Wash, rinse, repeat
- Ask for help

# Outcomes of Leader Development: Leadership Perspectives/Approaches

- Authentic leadership
- Ethical leadership
- Servant leadership
- Transformational leadership
- Vroom-Yetton Model Of Normative Decision Making
- Fiedler's Contingency Theory of Leadership

"All models are wrong but some are useful."

- George Box (1979)

*-Robustness in the strategy of scientific model building*

# Outcomes of Leader Development: Leader Behaviors

- Managing Tasks

- Planning
- Clarifying Tasks and Expectations

Monitoring Task Progress

Problem Solving

- Leading People

- Motivating/Supporting Individuals
- Developing Subordinates

Recognizing Others' Contributions

Empowering Others

- Leading Change

- Advocating for Change
- Encouraging Innovation

Envisioning Change

Facilitating Collective Learning

- Managing External Relationships

- Networking
- Representing the Team

Monitoring the external environment

# Outcomes of Leader Development: Leader Competencies

- Communication skills
  - Listening, presenting, writing, speaking extemporaneously
  - Enables: clarifying expectations, monitoring task progress, supporting, developing, recognizing, empowering, advocating for change, encouraging innovation, networking, representing the team
- Problem solving skills
  - Gathering information, critical thinking, creativity, collaborating/asking for help
  - Enables: problem solving, envisioning change, advocating for change
- Developmental skills
  - Feedback, coaching, delegating, mentoring
  - Enables: clarifying expectations, monitoring task progress, developing subordinates, empowering others, facilitating collective learning
- Resilience
  - Hardiness, grit, perseverance
  - Enables: Motivating subordinates, empowering, recognizing others, problem solving, advocating for change, encouraging innovation, representing the team

# Outcomes of Leader Development: Technical Competencies

- What do leaders need to know to lead in this field?
- What is the field?
  - Naval officer
  - Scientist
    - Chemist
  - Engineer
    - Aerospace engineer
  - Businessperson
    - Organizational leader
    - Financial specialist

# Outcomes of Leader Development: Leader Identity and Motivation

- Leader Self-Identity
  - A leader across situations
  - Informal leadership - Leadership as a process
- Levels of Leader Self-Concept
  - Individual Leader
  - Relational Leader
  - Collective Leader

# Outcomes of Leader Development: Leader Developmental Readiness

- Ability to Develop as a Leader
  - Self-awareness
  - Meta-cognitive ability
  - Flexibility
- Motivation to Develop as a Leader
  - Implicit theories of leader development
  - Developmental self-efficacy
  - Leader self-efficacy
  - Learning goal orientation

# Identifying Desired Outcomes of Leader Development

- Preparing to Learn: Leader Developmental Readiness
- Who am I? Why am I Here?: Leader Identity and Motivations
- What Leaders Do: Leader Behaviors
- How Do they Do It: Technical Competencies of Leadership
- Bringing it All Together: Models of Leadership

# Assessing your Outcomes

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into their everyday life?

d results?

# Best Practices

- Identify your leader outcomes
- Tie lessons explicitly to desired outcomes
- Target transfer rather than just learning
- Incorporate feedback and repeated practice
- Assess what you're teaching

# References

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