

THE BURDEN OF COMMAND COURSE

This Course is designed to provide supervisors and managers with necessary tools for enhancing the performance of the work unit. The Course examines five critical areas that relate to one's skills and ability to be both a Leader and manager.

These five areas are described as "Burdens" due to the ongoing labor required to constantly manage the Commanders own behaviors.

At the completion of this 24hr course the student will:

1. Understand the importance of self-awareness and self-management and how such relates to their ability to lead effectively.
2. Understand the importance of social awareness and relational management of subordinates and how such translates into an effective work place and a productive employee.
3. Demonstrate the conduct and behaviors necessary for an emotionally intelligent manager.
4. Understand the importance of competence in the work place and how it affects the growth and development subordinates prevents occupational stress and enhances the performance of the organization.
5. Know and demonstrate the components to servant leadership and the positive effect it has upon people and the performance of the organization
6. Be able to identify the symptoms and causes of micro-management and prevent, mitigate and eliminate the culture it develops in the work place environment.
7. Demonstrate the necessary skills to communicate effectively and efficiently in the 21st century technological context in the work place.
8. Evaluate and identify the channels of communications through roles and responsibilities protocol.
9. Understand the importance of proactive supervision and management in the context of transformational and transactional leadership.
10. Place emphasis upon the necessary steps involved in preparing performance plans and documentation of performance evaluations to support positive employee performance recognition or deal with poor employee performance and subsequent adverse actions.

11. Understand the unique blend required to manage systems and functions while leading, motivating and influencing people to perform their job as effectively as possible.
12. Understand the importance of critical decision-making, readiness planning, risk management, and situational problem-solving in a volatile, uncertain, complex, or ambiguous work environment

COURSE CONTENT

1.) The Burden of Self-awareness:

The leader must realize that if there is a problem in their work unit, the first place they better look is at them. They must first look in the mirror before out the window.

The leader must first recognize their own behavior, conduct, problems, demeanor, or dispositions, then work to manage those behaviors and conduct them in such fashion that it does not adversely affect those under his or her charge. Then the leader must watch, listen, and become aware of the conduct of others, probing and inquiring when a sense of change and/or dissonance is perceived. The leader must possess the people skills requisite to develop relationships that lead to candid and forthright dialogue and discussions.

Moreover, through the lens of empathy, the leader must look for ways to proactively develop the emotional currency that can be deposited in their subordinates' emotional accounts. These deposits build for the leader to spend later dealing with difficult issues.

2.) The Burden of Competence:

A leader must be competent and confident, a mentor and teacher. The professional growth and development of subordinates is tremendously important. A huge stressor for employees occurs when their supervisor lacks competence in their job. Leaders must know their "stuff" and be able to deliver at all times. Leaders must lead by example, because if they lack the knowledge and ability to make decisions or determine courses within the contexts of the situation afoot, they will lose "credibility" from all they supervise. The most important necessity for the leader is knowledge, then skill, and then development of craft. This process is perpetual and ongoing and must never ever stop.

3.) The Burden of Servant-hood:

The servant leader gains respect and favor from those around them when it is clear that the chief issues put forward are "Purpose" and "People." The servant leader puts themselves upon the altar of difficulty and labor to invest in building their people, cultivating their people with the overarching philosophy of "better." When subordinates see that a leader sacrifices on their behalf, such evolves into the greatest motivator.

4.) The Burden of Communication:

One's ability to lead effectively is determined by their skill as a communicator. The value of communications among managers, supervisors, peers, and subordinates is

tremendously important in all organizations. The efficiency and effectiveness of leaders within an organization rests upon dedication toward communication and cultivating skills to do so. Efforts to communicate must be deliberate and ongoing, working around and through barriers and different medians. Exemplary communications enhances leadership and promotes exemplary management.

5.) The Burden of Management:

Leaders can never walk past poor performance, correct in private, and praise in public. Leaders must grow and develop their people and prepare them to stand in as leaders. Leadership is influence and management is process; people make processes work through the structured methods directed by management. People must be rewarded when appropriate and held accountable toward their responsibilities when appropriate. The important feature is how a leader ensures the job is done. The way a leader motivates, casts vision, and provides purpose is very important for the effectiveness and efficiency of the organization. Today's commander must understand the dynamics involved in both transformational and transactional leadership and how those features are implemented in today's workplace to ensure the appropriate balance between the care and concern for their people and loyalty and performance to the organizations mission.

This course tracks the book contents of *The Burden of Command*

The suggested full course is 3 days (24 hours)

Abridged lectures are available by design to accommodate the client's needs