

# AGLP Leadership Development Curriculum

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## Personal Conduct

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12/6/2021

# Leadership Competencies

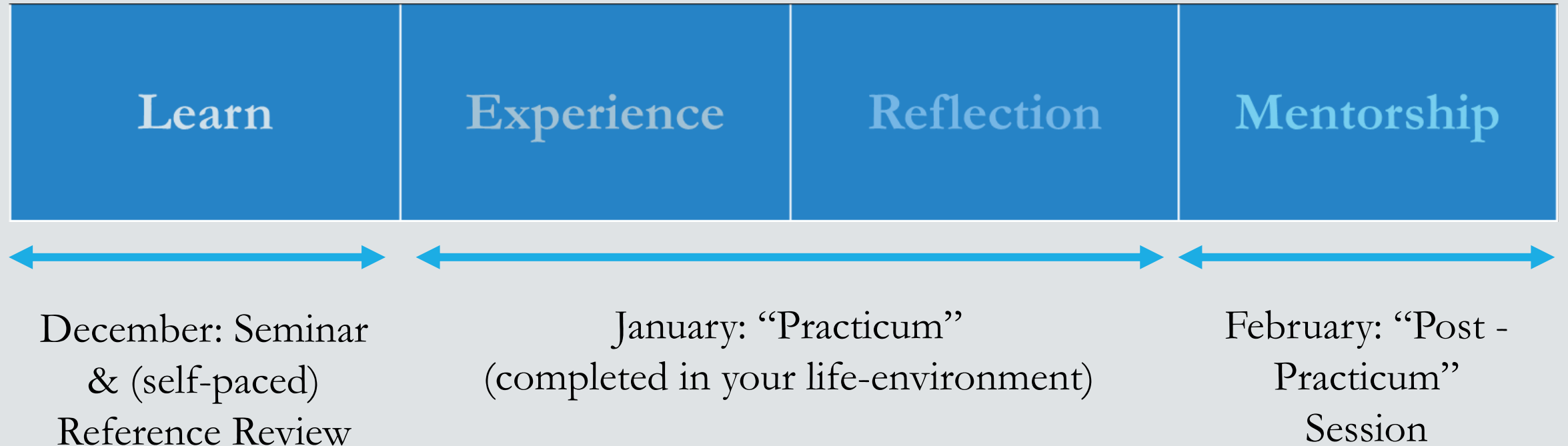
(USCGA Leadership Development Model)

\*previously referred to as  
Personal Learning

Leading-Self Competencies	Leading-Others Competencies
Accountability & Responsibility	Effective Communications
Aligning Values	Team Building
Followership	Influencing Others
Health & Well Being	Mentoring
Self-Awareness & Leading	Respect for Others & Diversity Management
Personal Conduct*	Taking Care of People
Technical Proficiency	

# AGLP Leadership Development Sequence

Leading-Self Competency: Personal Conduct



**“We do not learn from experience. We learn from reflecting on experience.”**

- John Dewey

# Personal Conduct - Outline

- Definition of Personal Conduct
  - Integration of all Leading Self Competencies
  - Integration of Leadership Practice
- Leadership Ethics
- Next Steps





# Personal Conduct

## Leaders

- demonstrate belief in their own abilities & ideas
- are self-motivated, results-oriented, & accountable for their performance
- recognize personal strengths & weaknesses
- emphasize personal character development
- use position & personal power appropriately

**Leaders** understand the relevance and importance of **organizational values** and strive for personal conduct that exemplifies those values.



*Aligning Values*

*Emotional Intelligence*

*Accountability*

# *Personal Conduct*

*Values & Ethics*

*Self-Awareness*

*Model the Way*

## Personal Conduct

*Model the Way*

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*Aligning Values*

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*Emotional Intelligence*

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*Model the Way*

# Leadership, Leadership Competencies & Emotional Intelligence

## Leadership Practices

(Kouzes & Posner)

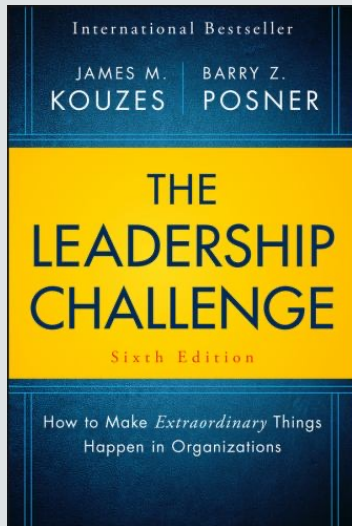
### Leadership Competencies

Leading-Self & Leading-Others

### Emotional Intelligence



# Leadership

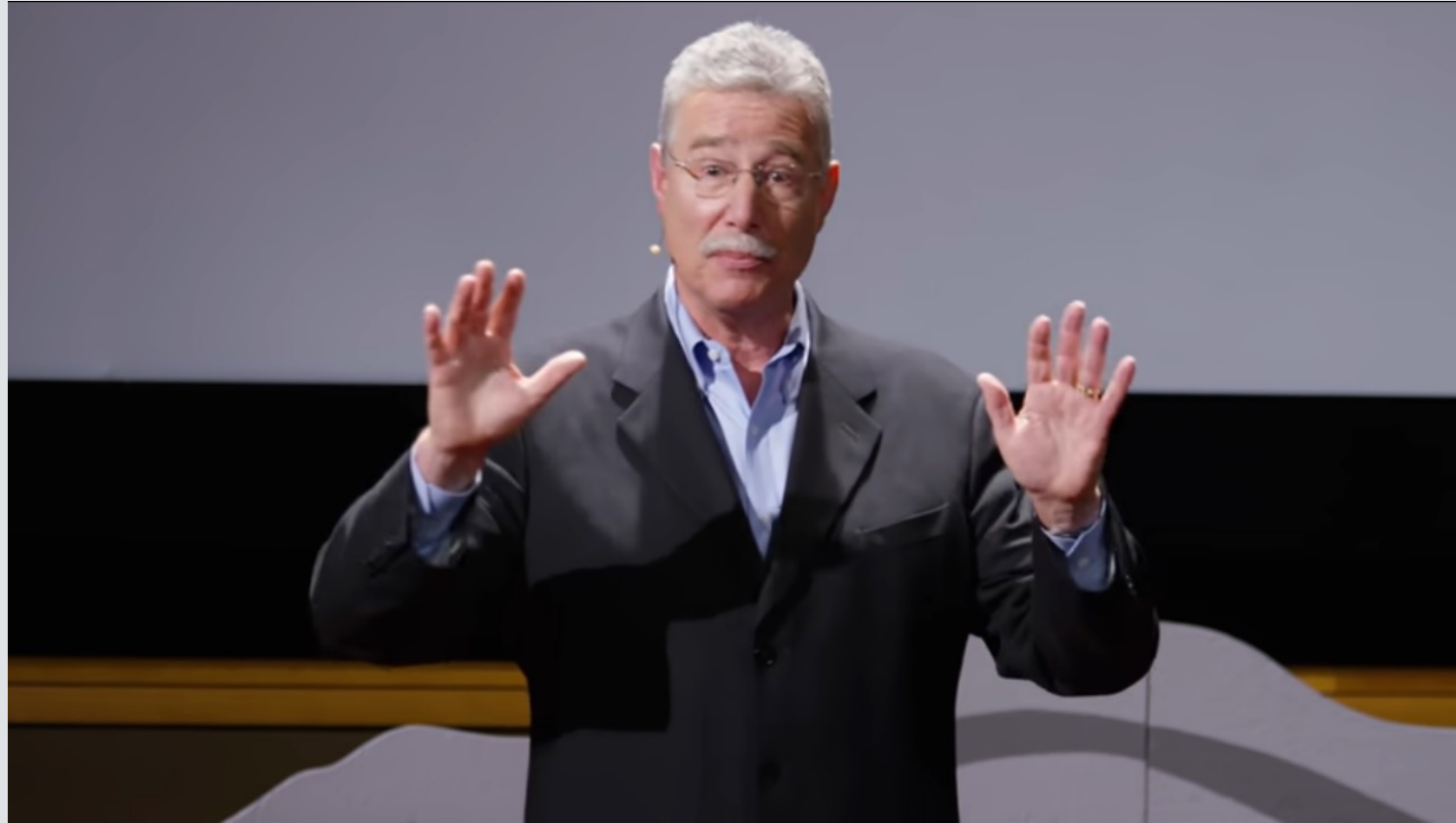


## Five Practices of Exemplary Leadership® Model\* (Kouzes & Posner)



\*[www.leadershipchallenge.com](http://www.leadershipchallenge.com)

# Personal Conduct



## Why Credibility is the Foundation of Leadership

**Barry Posner**



# Personal Conduct - Leadership Credibility



**Barry Posner**

# Personal Conduct

*Model the Way*

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*Aligning Values*

*Accountability*



[Model the Way Overview Video](#)





# Personal Conduct

*Model the Way*

## Leaders:

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*Aligning Values*

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Model the Way

# Personal Conduct

*Model the Way*

## Leaders:

- recognize personal strengths and weaknesses

*Self-Awareness*

### How Good Are Your People Skills?

In almost all jobs, your people skills – also known as "soft skills" – have as much of an impact on your success as your technical skills.

That's especially true when you're in a management or leadership role.

The importance of having solid people skills transcends industry and profession; so, whether you lead people, aspire to lead people, or work within a team of professionals, you need to apply people skills to achieve your objectives.

So, how good are your people skills? Take this short quiz to assess your current skill levels.

Once you've answered these questions, we can then point you toward specific tools and resources that you can use to develop and improve this important area of competency.



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Andres

**Do your people skills get the thumbs up?**

*Mind Tools*

# Personal Conduct: recognize personal strengths & weaknesses

## Score Interpretation

Score	Comment
16-36	Your technical skills may have taken precedence over your people skills in your career to date. You aren't making the most of the relationships you have at work, and this may be limiting your career growth. It's time to assess how you can work better with others in the workplace and develop a more collaborative, understanding, and open approach to getting your needs met - while still achieving team and organizational objectives. (Read <a href="#">below</a> to start.)
37-58	You recognize that working well with others in the workplace is important; and you are trying to work collaboratively while still making sure your needs are met. There is room for improvement, however, as old habits may creep in during times of stress and pressure. Make a plan to work actively on your people skills so that they form the natural basis for how you approach workplace relationships. (Read <a href="#">below</a> to start.)
59-80	Your people skills are good. You understand the give and take involved in complex issues involving people. You might not always approach situations perfectly, however you have a sufficiently good understanding to know when and where you need to take steps to rectify things. Keep working on your people skills, and set an example for the rest of your team. And take some time to work on the specific areas <a href="#">below</a> where you lost points.

Calculate My Total

Total = 58

*Mind Tools*

# Personal Conduct: recognize personal strengths & weaknesses

## Interpersonal Communication Skills

(Questions 6, 9, 13, 15)

Your score is 14 out of 20 ★★★★★

Many people spend more time working with other people than they do with processes or products. This means that they need to communicate well with others, and this makes communication skills some of the most important skills in the workplace.

## Managing Agreement

(Questions 2, 10, 12, 14)

Your score is 12 out of 20 ★★★★★

While managing differences may be an obvious application of people skills, managing agreement may not seem to be. However, helping people come to an agreement with one-another is important, and requires a great deal of skill!

## Personal Integrity

(Questions 1, 4, 7, 16)

Your score is 17 out of 20 ★★★★★

Integrity is the cornerstone of people skills. Integrity means basic honesty and truthfulness when dealing with others. It also means working with people openly, and in such a way that people's interests aren't compromised for the sake of the team or the organization.

## Managing Differences

(Questions 3, 5, 8, 11)

Your score is 15 out of 20 ★★★★★

People can seem to disagree about almost anything – what caused a problem, how to solve it, what values are right, what values are wrong, what goals should be pursued; the list goes on! On top of this, you have the personal, non-job-related differences between people that lead to obvious differences in outlook and approach.

*Mind Tools*

# Personal Conduct

*Model the Way*

## Leaders:

- emphasize personal character development

*Values & Ethics*

**Leaders have ethical responsibilities because they influence others – they shape the behavior of the members in the organization**

<b>values</b>	enduring beliefs about a thing or behaviors (ex: human rights)
<b>morals</b>	motivation behind behavior that is influenced by decisions of what is right or wrong
<b>ethical leadership</b>	influencing the activities of a group toward goal achievement in a socially responsible way

*UN Initiative on Integrity & Ethics: Ethical Leadership*

# Personal Conduct: emphasize personal character development



*P. Northouse: Leadership Ethics*



# Personal Conduct: emphasize personal character development



*desired attributes of a leader*

*P. Northouse: Leadership Ethics*

# The Practice of Ethical Leadership



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FOR APPLIED ETHICS

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# The Practice of Ethical Leadership



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## A Leadership Ethics Model

*With Ann Skeet*  
*Director of Leadership Ethics*

### Being: Character and Values

- Personal Mastery
  - "Someone who would rule the world first must rule himself" –Plato
  - Affects leaders capacity and reputation
- Character: innate, moral qualities distinctive to each of us
- Does one act consistently with one's own values?
- Acknowledging the irony of leadership

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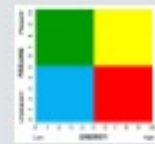
# Personal Conduct

*Model the Way*

## Leaders:

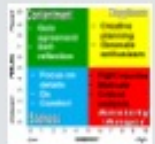
- use position & personal power appropriately

*Emotional Intelligence*



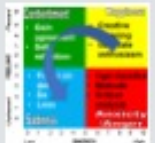
**MAP**

**Map your feelings and other's feelings.**



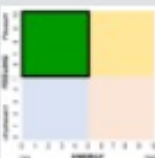
**MATCH**

**Match feelings to connect and match feelings to task.**



**MEANING**

**Understand the meaning of the feeling(s) and how they might change.**



**MOVE**

**Move feelings to achieve ideal outcome.**

**Personal Conduct: use position & personal power appropriately**

## **What's Your Leadership Style?**

### **Learn About the Strengths and Weaknesses of the Way You Like to Lead**

When we lead for the first time, we might adopt a style of leadership that we've experienced from someone else, or that we've heard or read about. If it seems to work, we'll likely stick with it – in effect, it becomes "our" style.

But there are many approaches available to us, and a good leader is able to adapt their style according to the situation and the people involved.

*Mind Tools*



# Personal Conduct: use position & personal power appropriately

## Score Interpretation

Score	Comment
12-20	<p>You most commonly adopt an authoritarian or autocratic leadership style. You rarely consult your team members and, instead, tend to tell them what you want, when you want it, and how you want it done.</p> <p>This style works well in a crisis, when a task must be completed quickly. However, you'll likely demoralize, demotivate and aggravate people if you use it all the time. This can translate into high absenteeism and turnover rates. You'll also miss out on a wealth of ideas, thereby stifling innovation and creativity. Read more below.</p>
21-27	<p>You lean toward a democratic or participative style of leadership. You tend to set the parameters for the work and have the final say on decisions, but you actively involve your team members in the process.</p> <p>This style can build trust between you and your people, as they'll likely feel engaged and valued. But it's not great in a high-pressure situation that requires a fast turnaround, as it will slow you down. And, if you dislike disagreement or conflict, you might struggle with how people respond to consultation. Read more below.</p>
28-36	<p>Your default leadership style is probably delegating or "laissez faire." You give your team members free rein in how they work toward their goals.</p> <p>This is an ideal approach when your people are highly skilled and motivated, and when you're working with contractors and freelancers who you trust. But if a team member is inexperienced or untrustworthy, or if you lose sight of what's going on, this approach can backfire catastrophically. Read more below.</p>

**Authoritarian, Autocratic Leadership**

**Democratic, Participative Leadership**

**The Delegating, "Laissez Faire" Leader**

Calculate My Total

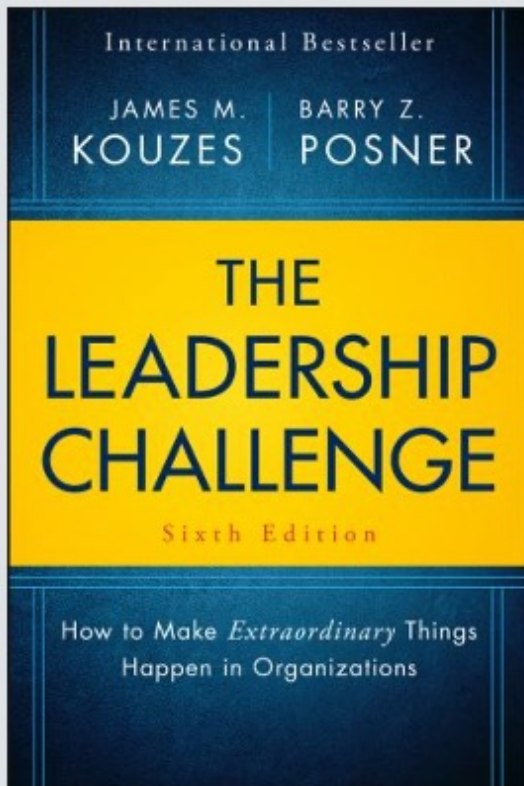
Total = 26



# Personal Conduct

**Leaders** understand the relevance & importance of **organizational values** and strive for personal conduct that exemplifies those values.

## Leadership Competency: Aligning Values Leadership Practice #1: Model the Way



**Leadership Practice:** Model the behavior you expect of others

### Leadership Commitments:

1. Clarify values by finding your voice & affirming shared values
2. Set the example by aligning actions with shared values

*Do what you say you will do*



# AGLP Leadership Development Curriculum

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## Personal Conduct: Questions

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# Personal Conduct References

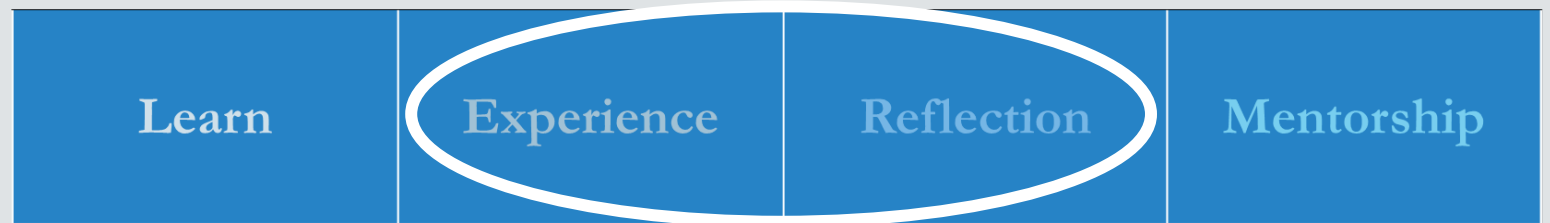
- “What Leaders Do and What Constituents Expect & Model the Way” – First two sections of J. Kouzes & B. Posner’s *The Leadership Challenge* ([available as a pdf download or as an on-line read via the Yale Library System on this link](#))
- “Ethics, Character, and Authentic Transformational Leadership Behavior” – Bernard Bass & Paul Steidmeier, *The Leadership Quarterly*, 1999 ([available as a pdf on-line](#))
- “The Importance of Being an Ethical Leader and How to Become One” – Giulia Villirilli, *BetterUp*, ([available online](#))

# Next Steps

- Grace Calpus Mentoring:  
Self-Awareness (DEC 3)



- EL & R – Managing  
Emotions – all DEC



- Review Personal Conduct  
Preview EL&R – DEC  
17



# AGLP Leadership Development Curriculum

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## Personal Conduct

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