**Lejeune Leadership Institute**

**Marine Corps University**

**Marine Corps Civilian Leadership Development Program**

**Lead People Seminar**

**Overview**

Lead People is the third seminar Lejeune Leadership Institute (LLI) has produced for the Marine Corps Civilian Leadership Development Seminar Program (MCCLDP). The course was initiated in November 2021, completed in March 2023, and revised in February 2025. The course was developed by the LLI team of Ms. Cynthia Dowd, Mr. Jamie Deets, and Dr. James I. Van Zummeren.

Validation of the seminar construct and updated content was provided in March of 2025 by several key course developers within Marine Corps University (MCU) and Marine Corps federal employees working at MCLB Barstow, CA.

This three-day seminar-based course is a significant investment in participant’s development as future leaders. It provides the necessary knowledge and actions participants need to learn so that each one becomes a more competent, confident, and competitive employee in our workforce. A key learning objective for the seminar is discussing and defining strategic and organizational leadership strategies that identify one as a leader within the workforce. Participants examine current and emerging leadership challenges and develop solutions that emphasize useful actions needed for and by leaders. The seminar sessions are instructor lead facilitation with discussion-based interaction and group work to reinforce session learning objectives. The end-state for this seminar is an individual presentation addressing key learning experiences and a plan of using the learning objectives in your future leadership opportunities.

***Topic: Organizational Leadership***

Purpose: The focus of this seminar topic is to introduce the foundations of organizational leadership, emphasizing the importance of values, integrity, and responsibility in leadership roles. The session explores why leadership is essential, defines what it means to be an organizational leader, and examines the characteristics of effective leadership—particularly through the lens of proactive versus passive leadership and alignment of personal and organizational values. Interactive elements, including team activities and reflection prompts, are used to help participants identify their leadership frustrations, assess their core values, and evaluate themselves against four key leadership considerations, all with the aim of fostering intentional, value-driven leadership in complex organizational environments.

Learning Objectives:

1. Define and describe an organizational leader
2. Know your motivation to lead
3. Explain why organizations need leaders
4. Define and describe organizational values
5. Define characteristics of organizational leadership
6. Explain the considerations of great leadership

***Topic: Values, Vision, & Alignment***

Purpose:The purpose is to deepen participants' understanding of leadership styles, particularly emphasizing transformational leadership, alignment of values and vision, and the impact of positive vs. negative leadership behaviors. The session guides participants in identifying their sphere of influence, developing a personal leadership philosophy, and recognizing how organizational processes can support or hinder mission success. Interactive group activities and a writing assignment encourage reflection on personal leadership motivations, the correction of values drift, and strategies for fostering a constructive leadership environment aligned with the organization's goals. A key outcome is developing and acting on a personal leader development strategy that explains one’s philosophy and actions necessary to achieve personal leadership excellence and steps to improve their organization’s performance.

Learning Objectives:

1. Values, vision, & alignment
2. Transformational leaders
3. Sphere of influence
4. Define and describe characteristics of positive and negative leaders
5. Know your philosophy and motivation to lead

***Topic: Strategic Leadership***

Purpose: The seminar topic focuses on equipping participants with the tools and insights to effectively influence others in complex, unpredictable environments. It introduces the concept of VUCA (Volatility, Uncertainty, Complexity, and Ambiguity) and provides strategies for managing each of these challenges. The session also emphasizes understanding personal influencing styles and the DAC framework (Direction, Alignment, Commitment) as key components of effective leadership. Through assessments, group discussions, and reflection, the session aims to help leaders enhance their ability to lead with clarity and impact in dynamic organizational contexts.

Learning Objectives:

1. Influential leadership style
2. Introduction to DAC- Direction, alignment, and commitment
3. Introduction to VUCA - Volatility, Uncertainty, Complexity, and Ambiguity
4. Strategic leadership in the VUCA world

***Topic: Communication***

Purpose: The seminar topic focuses on enhancing leaders’ communication skills within organizational settings. Its purpose is to help participants understand and apply effective internal and external communication strategies, emphasizing clarity, alignment, and motivation. The session introduces tools like the five dimensions of communicating direction and the six C’s of communication, while also highlighting the power of storytelling as a leadership tool to inspire and engage others. Through interactive activities, participants reflect on effective communicators, practice active listening, and craft narratives that can encourage team development and strengthen organizational relationships.

Learning Objectives:

1. Define and apply organizational communication
2. Internal and external organizational communication
3. The 5 Dimensions of Communicating Direction
4. The Six C’s of Communication
5. Apply stories to reinforce learning points with others

***Topic: Ethics***

Purpose: The seminar topic focuses on equipping leaders with the tools and frameworks needed for ethical decision-making within organizations. Its purpose is to help participants understand how organizational ethics apply moral standards to workplace contexts, use decision-making lenses, and apply the Five I Format — a structured process to identify, investigate, innovate, isolate, and implement ethical solutions. Through case studies and group activities, participants practice applying these concepts to real-world dilemmas, reinforcing the importance of ethical leadership, responsibility, and reflective practice in shaping both individual behavior and organizational culture.

Learning Objectives:

1. Organizational ethics
2. Ethical decision-making for organizational leaders
3. Case study
4. The Five I Format

Lead People Reference Materials

Adler, R. B., & Rodman, G. (2009). Understanding human communication (4th

ed.). New York: Oxford University Press.

Ariely, D (2012). The (honest) truth about dishonesty: how we lie to everyone—especially

ourselves. New York: Harper-Collins Publishers.

Bennis, W. C. (1989). On becoming a leader. Cambridge: Perseus Books.

Bite Size Learning (2025). VUCA: volatility, uncertainty, complexity & ambiguity.

https://www.bitesizelearning.co.uk/resources/vuca-volatility-uncertainty-complexity- ambiguity

Blank, W. (2001). The 108 skills of natural born leaders. New York: AMACON.

Bratton, J. (Ed.). (2020). *Organizational leadership*. SAGE Publications.

Brooks, D. (2015). The road to character. New York: Random House.

Bryant, A., & Kazan, A. (2013). Self-Leadership: How to become a more

successful, efficient, and effective leader from the inside out. New York:

McGraw Hill.

Center for creative leadership. (2015). https://www.ccl.org/articles/leading-effectively-articles/make-leadership-happen-with-dac-framework/

Corporate Coach Group. (2015) https://corporatecoachgroup.com/blog/sphere-of-influence

Collins, J. (2001). Good to great: Why some companies make the leap…and

others don’t. New York: Harper-Collins Publishers.

Cote, C. (2023). Communicating Direction to Your Organization: 5 Dimensions to Consider.

https://online.hbs.edu/blog/post/organizational-communication

Craig, N. (2018). Leading from purpose: Clarity and the confidence to act

when it matters most. Boston: Hachette Book Group.

Disney Institute. (2024). Approach to Leadership Excellence

Gladwell, M. (2002). The tipping point: How little things make a big difference. New York:

Back Bay Books, Little, Brown, and Company.

Heath, C & Heath D. (2010). Switch: How to change things when change is hard.

New York: Random House, Inc.

Hughes, R. L., Beatty, K. C., & Dinwoodie, D. L. (2014). *Becoming a strategic leader: Your role in your organization’s enduring success*. Jossey-Bass.

Johnson, C. E. (2022). *Organizational ethics: A practical approach*. SAGE Publications, Inc.

Kerr, J. (2013). Legacy: What the all blacks can teach us about the business of

life. London: Constable & Robinson LRD.

Lencioni, P. (2016). The ideal team player: How to recognize and cultivate the

three essential virtues. Hoboken, N.J.: Josey-Bass.

Lowney, C. (2003). Heroic leadership; Best practices from a 450-year-old

company that changed the world. Chicago: Loyola Press.

Maxwell, J. C. (1993). Developing the leader within you. Nashville: Thomas

Nelson.

Maxwell, J. C. (2014). Good leaders ask great questions: Your foundation for successful

leadership. New York: Center Street, Hachette Book Group Inc.

Perna, M. C. (2018). Answering why: Unleashing passion, purpose, and performance in younger

generations. Austin, TX: Greenleaf Book Group Press.

Peterson, J. B. (2018). 12 rules to life: An antidote to chaos. Toronto: Random House of Canada.

Pink, D. H. (2000). Drive: The Surprising truth about what motivates us. New

York: Riverhead Books.

Sinek, S. (2009). Start with why: How great leaders inspire everyone to take

action. New York: Portfolio / Penguin.

Sinek, S. (2014). Leaders eat last: Why some teams pull together and others don’t. New York:

Portfolio / Penguin.

Wood, J. (2016). Interpersonal communication: Everyday encounters (8th ed.). Boston:

Cengage Learning.