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 Nov 2021 and completed in March 2023. 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 content was provided in the Spring of 2023 by several key course developers within Marine Corps University (MCU) and Marine Corps federal employees working at MCB Camp Foster, Okinawa, Japan.

This three-day seminar-based course is a significant investment in participant’s development as future leaders. It provides the necessary knowledge and actions students 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 individual and organizational leadership strategies that identify one as a leader within the workforce. Students 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 student 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.

***Session One: Positive Leader***

Purpose: The focus of this seminar session is to provide students relevant knowledge and understanding necessary to define, describe, and apply leader strategies that influence a positive professional climate within their workforce and the organization in general. Students engage in personal and group reflections of effective and positive leader actions and responsibilities that motivate the performance of others. Students apply critical and creative thinking to workplace challenges that today’s leaders face. Goal is developing responses to these challenges that are inclusive, flexible, balanced and reasonable. The end-state of this session is for students to understand, appreciate, and apply the learning objectives of this seminar. 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 subordinates can apply to improve their organizations performance.

Learning Objectives:

1. Define and describe a leader
2. Know your motivation to lead
3. Explain why organizations need leaders
4. Define and describe positive leadership
5. Define characteristics of positive leadership
6. Explain a strategy to develop positive leaders

***Session Two: Character Factor***

Purpose:Students examine the elements of a leader’s character and the impact these leadership factors have on the workforce. The session stresses character factors such as honesty and integrity; drivers and sources of our character; the power of hope in building and being leaders of character; being an authentic leader, and collaboratively developing a character-building strategy for an organization. A key emphasis of learning in this seminar is students using their critical and creative skills to analyze the elements of a person’s character in the workplace. Seminar discussions and group activities provide the environment to explore different opinions and methods to influence character in within their organization.

Learning Objectives:

1. Describe the difference between resume and eulogy
2. Explain why character is the bedrock of a successful team
3. Define and describe characteristics of leaders
4. Explain why honesty is really important
5. Describe a character-building strategy

***Session Three: Doers***

Purpose: The focus of this seminar session is to provide students relevant knowledge and understanding necessary to define, describe, and apply leader strategies that emphasize actions needed to motivate and guide employees to positive action within the organization. Students engage in personal and group reflections of effective and positive leader actions and responsibilities that motivate the performance of others. Students apply critical and creative thinking to workplace challenges that today’s leaders face. Goal is developing responses to these challenges that are inclusive, flexible, balanced and reasonable. The end-state of this session is for students to understand, appreciate, and apply the learning objectives of this seminar. Key expectation is developing a strategy that is directed at growing the best performers within the organization to grow to be engaged leaders.

Learning Objectives:

1. Find doers
2. Keep doers
3. Effectively coach, counsel, and mentor
4. Incentivize doers to seek leadership positions
5. Develop strategy to manage a team meeting
6. Provide personal impressions of Lead People

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.

Banaji, M. & Greenwald, A. G. (2016). Blind spot: Hidden biases of good people. New York:

Penguin Random House.

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

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

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.

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

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

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

when it matters most. Boston: Hachette Book Group.

Frankl, V. E. (2006). Man’s search for meaning. Boston: Beacon Press.

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

Back Bay Books, Little, Brown, and Company.

Glasser, W. (21 Sep 2017). Glasser’s choice theory. From Internet (5 Oct 2017) URL:

http://en.wikipedia.org/wiki/Glasser%27s\_choice\_theory.

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

New York: Random House, 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.

Ortberg, J (2001). If you want to walk on water, you’ve got to get out of the

boat. Grand Rapids, MI: Zondervan.

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.

Powell, C., with Koltz, T. (2012). It worked for me; In life and leadership.

New York: HarperCollins books.

Statistical Morality (2019) Extracted from Internet:

(Chuck Colson: http://www.the pointradio.org/bpcommentaries/entry/13/11821)

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.