

LEADER FOUNDATIONS COURSE COACHING GUIDE



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Leader Foundations Course

COURSE OVERVIEW

This online course challenges, inspires, and prepares individuals for the mantle of leadership. The material is applicable to all levels of leadership, but it focuses on emerging leaders - those who are effective at leading themselves and have demonstrated behaviors that earn the honor of leading others.

The course consists of 24 lessons across six modules. A course workbook is provided to allow participants to engage with lessons at their own pace, track their progress, and take notes on content and their individual lessons learned.

To progress to the next module the participant must achieve a passing score of 80% on a ten-question exam. Upon successful passing of all examinations a Certificate of Completion is provided and available as a download.

Module 1: Fundamentals

Understand basic leadership principles and paradigms.

Module 3: Courage

Become a leader of courage to face and overcome obstacles.

Module 5: Communication

Learn how listening and sharing increases your influence.

Module 2: Character

Be a values-based leader of character to effectively lead others.

Module 4: Discipline

Build self-discipline to achieve personal and team objectives.

Module 6: Development

Grow yourself so you can grow others.

COACHING GUIDE OVERVIEW

On the following pages, each module has two Discussion Questions to facilitate dialogue and reflection. The group facilitator should review the questions, rephrase as needed, and provide participants the opportunity to openly share lessons learned and impact the material has had on their leader development. Each question has Check on Learning statements for the facilitator to use as a guide when listening to responses, as well as an annotation showing from where the material is located. As an example, a follow up question for Module 1, Question 1: *“I heard you say Ian is a great leader in our organization. Would you consider him a formal or informal leader as discussed in Lesson 2?”*

Module 1: Leading Self - Fundamentals

DISCUSSION QUESTION 1:

Leadership was defined as “The process of influencing people by providing purpose, direction, and motivation to accomplish the mission and improve the organization.” What about you? What leader has had a great impact on your life and why? Who in this organization do you see as a leader? Who is a leader in other areas of your life and what makes them a leader (community, church, etc.)?

Check on Learning:

- ✓ Do they identify “Formal and Informal” leaders? [Lesson 2](#)
- ✓ Do they discuss the competencies of “Influence, Accomplish, and Improve” to describe the leader? [Lesson 2](#)
- ✓ Do they use the “U.S. Army” or “Servant Leadership” model? [Lesson 4](#)

DISCUSSION QUESTION 2:

Module 1 concluded with the statement “Leadership is not a position. Leadership is a decision.” As an emerging leader in this organization what feedback would you provide the senior leadership in what to look for or ask when they hire an executive?

Check on Learning:

- ✓ Do they discuss the difference between “Management & Leadership”? [Lesson 3](#)
- ✓ Do they use their personal list of leaders with “Positive and Negative” actions to frame a response? [Lesson 1](#)
- ✓ Do they discuss the “Power in Leadership” elements? [Lesson 3](#)

Module 2: Leading Self – Character

DISCUSSION QUESTION 1:

It has been said that people are hired for competence but fired for character. Do you agree? How do you define a leader of character? What role does character play in the life of a leader?

Check on Learning:

- ✓ Do they reference what a “Leader of Character” looks like (Lives honorably, Strives to help others to achieve their full potential, and drives individual effort toward team common goals)? [Lesson 2](#)
- ✓ Do they reference the Character Model (i.e., “Be, Know, Do Model”)? [Lesson 2](#)
- ✓ Do they describe what “Acting with Character” (i.e. “Four Value Principles”) looks like? [Lesson 4](#)

DISCUSSION QUESTION 2:

A value is “a belief about what is worthwhile or important...standards that are seen as important by a person or group.” Why are values important for both an organization and individual team member or leader?

Organizational Focus:

What are this organization’s core values? What do they look like in action?

Individual Focus:

What are your personal core values? What values define you as a leader?

Check on Learning:

- ✓ Do responses allude to how values serve an organization or individual (anchor, umbrella, backbone, compass)? [Lesson 3](#)
- ✓ Do they see an alignment between how values shape the character of a person just as values shape the character of an organization? [Lesson 4](#)

Module 3: Leading Self – Courage

DISCUSSION QUESTION 1:

Courage is defined as an internal belief made visible by external action. Seeing physical courage on the proverbial battlefield is easy to understand. But personal courage in our daily lives can be tough. What role does courage play in leadership and life? What does a leader of courage look like?

Check on Learning:

- ✓ Do they describe courage as holding oneself, and others, accountable to the highest standards of behavior, the ability to speak up at the appropriate time and in a respectful manner, and courage is about doing the right things - not just doing things right. *Lesson 2*
- ✓ Do they reference how courage helps the leader build: *Lesson 3*
 - Build influence through trust.
 - Build accountability.
 - Build the capacity for conflict.
 - Build more strength and integrity.
 - Build collaboration and teamwork.
 - Build healthy work cultures.
 - Build capacity for taking risks.

DISCUSSION QUESTION 2:

This module presents two studies, Asch's Conformity Study, and the Stanford Prison Experiment. As leaders, these studies teach us to be aware of the effect that fear and conformity can have on people and their behavior. People conform because they want to fit in or they believe the group knows better. How do you resist conforming to beliefs and behaviors that are detrimental to your team and the organization? Explain a time you saw someone have courage in the face of fear and pressure to conform. What was the result?

Check on Learning:

- ✓ Do they describe the normal "Responses to Fear"? *Lesson 4*
- ✓ Do they relate what "Everyday Courage" looks like (Moral Courage, Intellectual Courage, Disciplined Courage, and Empathetic Courage)? *Lesson 4*

Module 4: Leading Self – Discipline

DISCUSSION QUESTION 1:

Coach Lou Holtz rightly believed discipline was the key to success in whatever he did, whether that was in football, work, or his personal life. Similarly, if we want to be successful leaders, we need to be disciplined in our work. Is discipline an integral part of your life or do you consider it to be lacking? What does a leader of discipline look like? What challenged you the most when you reflect on this module about discipline?

Check on Learning:

- ✓ Do they describe discipline as “controlling one’s ability to act in support of achieving a goal.” *Lesson 2*
- ✓ Do they describe discipline as being both “Proactive Effort” and “Intentional Restraint”? *Lesson 2*
- ✓ Do they communicate the “Benefits of Discipline”? *Lesson 2*

DISCUSSION QUESTION 2:

The stories of authors and athletes in this module demonstrate discipline as a process and how discipline drove their ability to achieve. As you reflect on the stories you heard and the three discipline principles provided, explain at least one of the commitments you are willing to pursue as a disciplined leader.

Check on Learning:

- ✓ Do they relate to the “Discipline Principles”? *Lesson 4*
- ✓ Do they mention application of the “Discipline Practices”? *Lesson 3*

Module 5: Leading Self - Communication

DISCUSSION QUESTION 1:

In this module you learned that most people do not listen to understand; they listen to reply. What did you learn about communication in this module and the important role it plays in the relationship between the leader and the led? What do you find the most challenging about communication and achieving shared understanding?

Check on Learning:

- ✓ Do responses allude to the “Communication Principles”? [Lesson 2](#)
- ✓ Do they describe active listening or the “Listening Practices”? [Lesson 2](#)
- ✓ Do they link their preferred way of communicating and how that affects their ability to deliver information and facilitate understanding? [Lesson 3](#)

DISCUSSION QUESTION 2:

Feedback is defined as the intentional communication of information used to evaluate a person, a process, or event. How do you prefer to receive feedback and what steps do you take to give feedback to others? How is feedback related to the module on character and courage?

Check on Learning:

- ✓ Do they reference how to “Provide Effective Feedback”? [Lesson 4](#)
- ✓ Do they list “Communication Basics” as an important part of setting conditions to communicate to another party? [Lesson 3](#)

Module 6: Leading Self – Development

DISCUSSION QUESTION 1:

This module began with this challenge. The purposeful and intentional development of skills over time leads to growth, achieving desired outcomes, and personal growth. You were asked to write down one personal goal, one professional goal, and one goal for the team you are a part of, or you lead. Describe one of the goals you listed, why it is important to you, and how you are pursuing that goal.

Check on Learning:

- ✓ Do responses allude to one of the “Domains” where a person learns or how they “Diagnosed” the area they wanted to develop? [Lesson 2](#)
- ✓ Do they describe their goal(s) using the S.M.A.R.T. formula? [Lesson 3](#)

DISCUSSION QUESTION 2:

Leading others is an honor. It is also a challenge, but one that is worth the struggle and hard work when seeing a team member or teammate grow. The Leader Development Model provided a framework on how to develop and grow others into the best version of themselves. What did you find the most challenging element of the model? How do you see this model operating within our organization or another group with whom you are a part?

Check on Learning:

- ✓ Do they reference the “Leader Development Model’s” five elements (Engage, Equip, Experience, Examine, Time)? [Lesson 4](#)
- ✓ If they describe a leader who greatly influenced them, do they describe one of the elements in the model and/or link the influencing action to content in one of the other modules? [Lesson 4](#)