## Our Agenda for Tonight:

- **Management Learning Topics:**
  - Developing Employees and Managers – Chapter 12
  - Developing Leadership Skills – Chapter 14
- **Application:**
  - "Training that Drives Organizational Performance" – Binder
  - "Coaching Leadership Advising " white paper – *binder*
  - Leadership Architect Competency Card Sort Exercise
- **Class Best Practice Presentations**
  - — "Developing Employees and Managers"
  - — "Developing Leadership Skills"
- **Wrap Up & Questions**
  - **Mid-Term to be taken on line by next week**
  - **Bring copy of your Position Description to Class next week**

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MANAGEMENT
skills & applications

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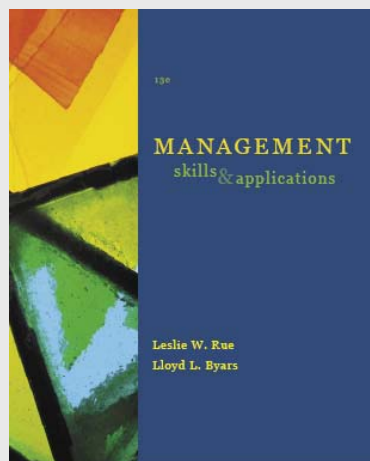
Chapter 12

Employee Training and Development

Executive Coaching ● Leadership Development
Organization Effectiveness ● Facilitation ● Strategic Human Resource Leadership

Learning Objectives

After studying this chapter, you will be able to:

1. Define human asset accounting.
2. Describe the orientation process.
3. Define training.
4. Define needs assessment.
5. Discuss vestibule training, apprenticeship training, and computer-based instruction.

12-3

Learning Objectives (cont'd)

After studying this chapter, you will be able to:

6. List and define the most popular methods of management development.
7. Describe an assessment center.
8. List the steps involved in the evaluation of training and management development.

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Chapter 14

Developing Leadership Skills

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Learning Objectives

After studying this chapter, you will be able to:

1. Define power.
2. Describe the sources of power in organizations.
3. Define leadership.
4. Describe the self-fulfilling prophecy in management.
5. Define the trait theory of leadership.
6. List and define the basic leadership styles.
7. Understand the Managerial Grid.

12-6

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Learning Objectives (cont'd)

After studying this chapter, you will be able to:

8. Define the contingency approach to leadership.

9. Explain the path-goal approach to leadership.

10. Define the situational leadership theory.

11. Define transactional and transformational leadership.

12. Define servant leadership.

13. Discuss some of the lessons that can be learned from leadership research.

12-7

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