Florida Association of the American Institute of Architects
Leadership Development Program Curriculum

SESSION 1 – In Person: Self-Assessment: The Perfect & Imperfect Leaders

In this opening session, students will engage in a self-assessment where they will define what leadership means to them, receive feedback from those who know them, and create a vision for themselves as a leader while refining their leadership style to best fit the needs of their followers.

Learning Objectives:
- Develop a personal definition of leadership
- Explain why there is no standard definition of leadership
- Create methods to self-assess leadership abilities
- Perform a mini 360 assessment
- Create SMART leadership goals to refine their leadership style

SESSION 2 – In Person: Transactional vs. Transformational Leadership

Using contemporary examples, students explore the differences between the traditional carrot and stick style of leadership and the more modern and effective transformational leadership.

Learning Objectives:
- Explain the Full Range Leadership Model
- Define the Laissez-Faire Leadership style
- Define the autocratic Leadership style
- Define the management by exception leadership style
- Define the contingent reward/transactional leadership style
- Define transformational leadership
- Discuss the four components of transformational leadership
- Compare/contrast transactional and transformational leadership

SESSION 3 - Virtual: Blind Spots: Decision Making, Communication & Bias

In open discussions, participants will learn how the brain operates, how we send unconscious signals to others, how power silently reduces empathy for others, and the dangers of the "us" vs. "them" dilemma.

Learning Objectives:
- Compare/contrast System 1 and System 2 thinking, as defined by Daniel Kahnemann in *Thinking Fast and Slow*
- Discuss how biases are formed
- Argue why experience can lead to more implicit biases
- Assess how perspective can affect leadership
- Define emotional intelligence
- Develop methods for more effective communication
- Evaluate methods for self-assessment and self-regulation

SESSION 4 – In Person: Motivating Others

Do you have trouble motivating others? In this class, students engage in an interactive game where they debate different ways to motivate people. Based on a number of scientific studies, students learn how old management methods actually diminished motivation and how they can apply new techniques to increase the intrinsic and extrinsic motivations of others.

Learning Objectives:
- Explain why reward and punishment are not effective tools for motivating people
- Evaluate methods to increase employee engagement
- Discuss the role of money in motivation
- Design ways to increase the intrinsic motivation of followers
- Leverage extrinsic motivational factors to increase employee engagement

SESSION 5 – Virtual: Studs, Duds & Slugs

With high, mid, and low-level performing employees, how does a leader motivate them? In this class, the participants discuss different ways to deal with the diverse skill sets and motivations of their own employees.

Learning Objectives:
- Evaluate employees' work performance
- Discuss issues related to leaders who do not address the problems created by deficient employees
- Identify how experiences cause leaders to perceive things differently than others would

SESSION 6 – In Person: Influencing Internal & External Stakeholders

Are you in a position where you need to influence others? In this class, participants will learn scientifically proven ways to get people to behave in certain ways. Whether you need to influence up or down a command chain, this interactive exercise will keep you thinking for a long time.

Learning Objectives:
- List five influencing styles
- Compare and contrast three influencing tactics
- Define the rule of reciprocity
- Explain the consistency theory
- Define the social proof theory
- Define pluralistic ignorance
- Compare/contrast influence and power
- Compare/contrast influence and manipulation