

EDWS Advisory Council Members



Baton Rouge Community College ECONOMIC DEVELOPMENT AND WORKFORCE SOLUTIONS

Operational Leadership



The Leadership Puzzle

Professional Development

Let BRCC Help You Grow Leaders!

Operational Leadership

This leadership development process is best suited for first-line supervisors and those aspiring to become supervisors. The process engages participants in an experiential learning process to ensure supervisory performance improvement. The program framework is built around the five (5) leadership practices of exemplary leaders (by Kouzes and Posner) and the supervisory practices (operational) that support each of the leadership practices. Each session is designed to introduce one leadership practice and one to three supervisory practices. Participants learn, practice, perform (on-the-job) and reinforce their skills by reporting back to their peers and discussing their experience for further refinement. Participants are assigned a peer coach and the program facilitators coach everyone throughout the process. Participants also complete a self-assessment at the beginning of the program and a 360 feedback process after they have completed the program using the Leadership Practices Inventory (LPI).

LEADERS

Leaders establish principles concerning the way people should be treated!

Leaders passionately believe that they can make a difference!

Leaders search for opportunities to change the status quo!

Leaders foster collaboration and build spirited teams!

Leaders recognize contributions that individuals make!



Leadership Modules Leadership Practices	Operational Modules Supervisory Practices (choose one to three per Leadership Practice)
Leadership Practice I <i>Model the Way</i>	Role Shift – Establishing Credibility, Professional Development, Time/Task Mgt. (for self) Meeting Facilitation – Defining Purpose & Objectives, Effective Meeting Tools Setting Expectations – Setting the Example, Structure, Asking About the Important Things Coaching for Performance – Observing and Providing Feedback, Reinforcing Behavior
Leadership Practice II <i>Inspire a Shared Vision</i>	Aligning with Company Strategy – Operational Excellence, Individual/Team Impact Big Picture – WIIFM – The Greater Meaning/Purpose of Our Work Goal Setting – Defining Roles/Contribution, Ownership/Accountability, Win/Win/Win Interviewing – Building Individual Relationships, Seek First to Understand
Leadership Practice III <i>Challenge the Process</i>	Process Mapping – Process Excellence, KPI's, Process Improvement Strategies Efficiency and Productivity – Structure and Standards, Quality Tools, Lean Tools Problem Solving – 5 Whys, Root Cause Analysis, Solutions Rather than Fixes 5S – Workplace Organization, Waste Reduction
Leadership Practice IV <i>Enable Others to Act</i>	Project Planning/Control - Resource Requirements, Allocation, Scheduling & Monitoring Decision Making - Data-Based Decisions, Getting the Right Data, Seeking Input Training On the Job – OJT Process and Structure, Initiative, Reinforcement Delegation – Clear Expectations, Resources, Information, Trust, Support, Back-up
Leadership Practice V <i>Encourage the Heart</i>	Scorecards – Aligning Effort With “Score.” Reinforcing Desired, Coaching for Improvement Motivation – “To” and “From” Motivation, Needs Motivation, Environment/Culture Team Building - 6 Disciplines of Effective Teams, How to Build Team Discovering Talent - Providing Opportunities, “Catching” Talent, Developing Talent
Leadership Practices Inventory	LPI Self –Assessment @ the start the program (pre-assessment) LPI 360 after completing the program (post-assessment)

The mission of Baton Rouge Community College is to identify and meet the educational and workforce needs of our community through innovative, accessible, and dynamic programs.