

Leadership is Self-Development

Jill Eversole Nolan, PhD

Ohio State University Extension
District Director
1680 Madison Avenue
Wooster, OH 44691
P:330.263.3831
F:330.263.3667
nolan.2@osu.edu

Ohio State University Extension presents a module featuring 5 video vignettes and development materials demonstrating "every day" situations to help managers and leaders consider effective approaches to issues on: managing conflict; appreciating differences, team effectiveness, new employees, motivation/burnout. Dialogue questions help guide the discovery of possible approaches managers, supervisors or team leaders can use in strengthening management and leadership skills in their work environment. A video based learning module helps customize training for teams and builds management and leadership capacity for managers and supervisors.

Learning Objectives:

- To help managers and leaders consider effective approaches to issues around communication, trust, motivation, diversity, conflict, and new employees. To identify alternative approaches and implications to management and leadership issues via a video based learning module.
- To maximize the productivity and effectiveness of a work unit by embracing differences in employees.
- To engage participant in small group interactions.

Biographical Statement:

Dr. Jill Eversole Nolan, Associate Professor at The Ohio State University, is the North Extension Director and Associate Chair providing leadership and supervision to 86 agents/specialist in a 21 county area. Prior to this administrative appointment, Nolan was State Gerontology Specialist for Ohio State University Extension. Over her 28 years with Extension, she has held county, district, state positions in 4-H, FCS, and Community Development. program areas. Nolan holds degrees from The Ohio State University and Pennsylvania State University. She is married with 2 children.

Leadership is Self-Development

(i) *Abstract . . .*

*Leadership is self-development.
It is knowing yourself and believing that you are capable
of making a difference,
and then learning what you need to know
in order to make it happen.*

Being a manager and leader has become more complex and challenging. Ohio State University Extension presents a module featuring 5 video vignettes and development materials demonstrating "every day" situations to help managers and leaders consider effective approaches to issues on: managing conflict; appreciating differences, team effectiveness, new employees, motivation/burnout. Dialogue questions help guide the discovery of possible approaches managers, supervisors or team leaders can use in strengthening management and leadership skills in their work environment. A video based learning module helps customize training for teams and builds management and leadership capacity for managers and supervisors.

(ii) *Introduction and Learner Objectives. . . .*

Strengthening Management and Leadership Skills Video Module is a learning opportunity focused on managers and leaders in office units. Being a manager and has become more complex and challenging. They must help new employees become successful; create a motivating work environment; manage financial resources; communicate effectively; build strong work teams; manage conflict and deal with correcting an employee's performance.

Many people who provide day-to-day administrative leadership in county extension offices also have responsibility for programming with clientele. They're often stretched in several directions with little time to improve management and leadership skills.

Objectives for the learner are:

To help managers and leaders consider effective approaches to issues around communication, trust, motivation, diversity, conflict, and new employees.

To identify alternative approaches and implications to management and leadership issues via a video based learning module.

To maximize the productivity and effectiveness of a work unit by embracing differences in employees.

To engage participant in small group interactions.

(iii) *Background*

Ohio State University Extension has created 5 vignettes and developmental materials featuring 'every day' situations to help managers and leaders consider effective approaches. The vignettes are:

Vignette #1 - “We’re All Expected to Be There”

Background Information - Managing Conflict

Vignette #2 - “Appreciating Differences”

Background Information - Appreciating Differences

Vignette #3 - “We Just Don’t Get Along”

Background Information - Team Effectiveness

Vignette #4 - “Getting Started”

Background Information - New Employees in the Workplace

Vignette #5 - “Day After Day”

Background Information - Motivation and Burnout

(iv) How it works . . .

Individuals may use video curriculum for self study, however, the maximum benefit will be derived from group discussion and learning among participants.

1 or 2 Hour Session

Focus is on one or two video vignettes. Participants engage in dialogue utilizing the suggested dialogue questions. Small groups and/or individuals are approaches that lead to positive outcomes. Participants select a component from the ‘background information’ to add depth and skill building to the discussion.

Expanded Workshop

The material in the module may be organized into an expanded workshop format (1-2 days) by selecting individual topics (ie. conflict, motivation, diversity) or can utilize the entire curriculum depending on the needs of the audience and the organization.

(v) Results to date . . .

Strengthening Management and Leadership Skills Video Module is being utilized by Extension systems in eleven different states and an assessment of the success of this curriculum is being currently conducted. Multiple evaluations in Ohio have concluded that *Situational Leadership* and *Managing Conflict* were the sessions perceived to be the most useful to the unit supervisors. The vignettes and personal assessment instruments were ranked as the most effective delivery methods.

(vi) Conclusions and Future Implications . . .

Communication is a foundation for leadership. To increase effectiveness, it is important for managers to explore alternative approaches and implications for management and leadership issues. Conflict is often healthy in the workplace and can be managed effectively to explore outcomes and create strength among employees. Learning organizations place a high value on reflection, review and discussion of possible approaches in order to strengthen management and leadership skills. Understanding, utilizing and appreciating the differences of employees is essential to maximizing the productivity and effectiveness of the work unit.

Strengthening Management and Leadership Skills Video Module provides skill-building exercises to improve:

- ~management and leadership competencies*
- ~using situational leadership*
- ~knowing yourself as a leader*
- ~communications and building relationships*
- managing conflict*
- ~dealing with employee challenges*
- ~using corrective action to build success*
- ~motivating employees and building teams*