FBLA HS: Organizational Leadership

Competency A: Leadership Concepts	MBA Research Performance Indicators	LAPs
Tasks		
1. Explain why leadership is important.	EI:009 Explain the concept of leadership (CS)	*LAP-EI-909 Lead the Way (Concept of Leadership)*
2. Define leadership.	EI:009 Explain the concept of leadership (CS)	*LAP-EI-909 Lead the Way (Concept of Leadership)*
3. Explain how self-assessment is used to determine leadership potential.	EI:002 Assess personal strengths and weaknesses (PQ)	*LAP-EI-902 Assess for Success (Assessing Personal Strengths and Weaknesses)*
4. Describe characteristics of leaders (initiative, ability to function independently, follow-through, ethics, ability to respond to ambiguity and change, resiliency, positive attitude, confidence, record of excellence).	EI:009 Explain the concept of leadership (CS)	*LAP-EI-909 Lead the Way (Concept of Leadership)*
Competency B: Leadership Managerial Roles	**MBA Research Performance Indicators**	**LAPs**
Tasks		
1. Describe interpersonal roles for managerial leadership.	HR:493 Explain the nature of leadership in organizations (SU)	LAP-HR-493 Take the Lead! (Leadership in Organizations)
2. Explain informational roles for managerial leadership.	HR:493 Explain the nature of leadership in organizations (SU)	LAP-HR-493 Take the Lead! (Leadership in Organizations)
3. Describe decisional roles of managerial leaders.	HR:493 Explain the nature of leadership in organizations (SU)	LAP-HR-493 Take the Lead! (Leadership in Organizations)
4. Understand the importance of effective research for leadership decisions.		

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5. Appreciate the perspectives of other individuals within an organization.	EI:136 Consider conflicting viewpoints (CS)	*LAP-EI-136 Pick a Side (Considering Conflicting Viewpoints)*
6. Explain how successful leaders use reflection and application for future challenges.		
7. Explain the importance of analyzing situations to gain a more comprehensive understanding.		
8. Explain how leaders connect individual thinking with systems thinking.		
9. Explain the importance of evaluating different alternatives to make the best decisions.	EI:136 Consider conflicting viewpoints (CS)	*LAP-EI-136 Pick a Side (Considering Conflicting Viewpoints)*
10. Describe how leaders generate new ideas by expanding their thinking beyond convention.	EI:134 Challenge the status quo (CS)	*LAP-EI-134 Unfollow the Crowd (Challenging the Status Quo)*
11. Explain how problem solving and decision making are key duties for leaders.	PD:017 Make decisions (CS) PD:077 Demonstrate problem-solving skills (CS)	*LAP-PD-017 Weigh Your Options (Decision-Making)* *LAP-PD-077 No Problem (Demonstrating Problem-Solving Skills)*
12. Explain how self-understanding (personal values, personal contributions, scope of competence) determines leadership capabilities.	EI:009 Explain the concept of leadership (CS)	*LAP-EI-909 Lead the Way (Concept of Leadership)*

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Competency C: Leadership Behavior and Motivation	MBA Research Performance Indicators	LAPs
Tasks		
1. Compare leadership styles.	EI:037 Foster positive working relationships (CS)	*LAP-EI-037 Can You Relate? (Fostering Positive Working Relationships)*
2. Explain the difference between job-centered and employee-centered behavior.		
3. Explain the motivation process for leadership.	SM:080 Explain motivation theories and their applications (MN)	
4. Compare and contrast motivation theories.	SM:080 Explain motivation theories and their applications (MN)	
5. Define Maslow's Hierarchy of Needs Theory.	SM:080 Explain motivation theories and their applications (MN)	
6. Explain the need for individuals to balance professional and personal needs.	SM:080 Explain motivation theories and their applications (MN)	
7. Define the Equity Theory, Expectancy Theory, Reinforcement Theory, and Goal-Setting Theory for motivation.	SM:080 Explain motivation theories and their applications (MN)	

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Competency D: Networking	MBA Research Performance Indicators	LAPs
Tasks		
1. Define professional networking.	PD:037 Use networking techniques to identify employment opportunities (SP)	**Just for You! PD:037, Use networking techniques to identify employment opportunities
2. Explain the relationship between professional networking and leadership.	EI:037 Foster positive working relationships (CS)	*LAP-EI-037 Can You Relate? (Fostering Positive Working Relationships)
3. Explain the leadership advantages of forming professional networks.	EI:037 Foster positive working relationships (CS)	*LAP-EI-037 Can You Relate? (Fostering Positive Working Relationships)
4. Describe the power of productive interpersonal interaction.	EI:037 Foster positive working relationships (CS)	*LAP-EI-037 Can You Relate? (Fostering Positive Working Relationships)
5. Describe characteristics of productive leaders (appropriate interaction with others, empathy, mentoring, helping others, motivation, empowerment, feedback, supervision, collaboration, other's contributions).	EI:009 Explain the concept of leadership (CS) HR:493 Explain the nature of leadership in organizations (SU)	*LAP-EI-909 Lead the Way (Concept of Leadership) LAP-HR-493 Take the Lead! (Leadership in Organizations)

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Competency E: Communication Skills	MBA Research Performance Indicators	LAPs
Tasks		
1. Explain how successful leadership is based upon solid communication.	EI:007 Explain the nature of effective communications (PQ)	*LAP-EI-140 More Than Just Talk (Effective Communication)*
2. Define the elements of the communication process (sender, receiver, message, feedback).	EI:007 Explain the nature of effective communications (PQ)	*LAP-EI-140 More Than Just Talk (Effective Communication)*
3. Explain common approaches to getting feedback on messages.	EI:007 Explain the nature of effective communications (PQ)	*LAP-EI-140 More Than Just Talk (Effective Communication)*
4. Explain the power of nonverbal communication.	CO:059 Interpret others' nonverbal cues (PQ)	
5. Explain the role of conflict negotiation for groups.	EI:015 Use conflict-resolution skills (CS)	*LAP-EI-915 Stop the Madness (Conflict Resolution)*
6. Explain the importance of listening skills.	CO:017 Demonstrate active listening skills (PQ)	*LAP-CO-017 Listen Up! (Demonstrating Active Listening Skills)*
Competency F: Leader/Follower Relations	**MBA Research Performance Indicators**	**LAPs**
Tasks		
1. Define the Leader-Member Exchange (LMX) Theory.		
2. Describe how group dynamics impact team building for leadership.	EI:044 Encourage team building (SU)	
3. Explain strategies for developing positive leader-member relations.	EI:037 Foster positive working relationships (CS)	*LAP-EI-037 Can You Relate? (Fostering Positive Working Relationships)*

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4. Explain the importance of effective leader feedback.		
5. List characteristics of an effective follower.		
6. Explain the dual role of being a leader and a follower.		
Competency G: Team Leadership and Self-Managed Teams	**MBA Research Performance Indicators**	**LAPs**
Tasks		
1. Explain the use of teams in organizations.	EI:045 Participate as a team member (CS)	*LAP-EI-045 Team Up (Participating as a Team Member)*
2. Explain the difference between a group and a team.	EI:045 Participate as a team member (CS)	*LAP-EI-045 Team Up (Participating as a Team Member)*
3. Explain advantages and disadvantages of teamwork.	EI:045 Participate as a team member (CS)	*LAP-EI-045 Team Up (Participating as a Team Member)*
4. Describe characteristics of effective teams and the role of leadership.	EI:045 Participate as a team member (CS)	*LAP-EI-045 Team Up (Participating as a Team Member)*
5. Differentiate characteristics of different teams (functional, cross-functional, self-managed).	EI:045 Participate as a team member (CS)	*LAP-EI-045 Team Up (Participating as a Team Member)*

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Competency H: Strategic Leadership for Managing Crises and Change	MBA Research Performance Indicators	LAPs
Tasks		
1. Explain the need to analyze the environment to form a strategic vision.	SM:047 Develop company vision (ON)	
2. Explain the importance mission statement, objectives, and strategic planning/implementation for leadership.	SM:040 Describe the strategic planning process in an organization (MN) SM:008 Develop company goals/objectives (ON) SM:009 Define business mission (ON)	
3. Explain the importance of evaluating leadership strategies.		
4. Explain the need for leadership in crisis situations.	EI:110 Manage crises in relationships (SU)	
5. Define crisis management.	CO:200 Develop a crisis management plan (MN)	
6. List the five-step process for crisis management (risk identification, risk assessment and ranking, risk reduction strategies, crisis prevention simulations, crisis management).	CO:200 Develop a crisis management plan (MN)	
7. Recognize the need for change.	EI:005 Lead change (CS)	*LAP-EI-005 Start the Revolution (Leading Change)*
8. Understand why people resist change.	EI:005 Lead change (CS)	*LAP-EI-005 Start the Revolution (Leading Change)*
9. Define the change process.	EI:005 Lead change (CS)	*LAP-EI-005 Start the Revolution (Leading Change)*
10. Explain the mission, vision, goals, plan, and organization for making leadership decisions.		

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Competency I: Levels of Leadership	MBA Research Performance Indicators	LAPs
Tasks		
1. Explain individual leadership.	EI:009 Explain the concept of leadership (CS)	*LAP-EI-909 Lead the Way (Concept of Leadership)*
2. Describe leadership within a group.	EI:009 Explain the concept of leadership (CS)	*LAP-EI-909 Lead the Way (Concept of Leadership)*
3. Define organizational leadership.	HR:493 Explain the nature of leadership in organizations (SU)	LAP-HR-493 Take the Lead! (Leadership in Organizations)
4. Describe interrelationships among individual, group, and organizational leadership.	HR:493 Explain the nature of leadership in organizations (SU)	LAP-HR-493 Take the Lead! (Leadership in Organizations)
Competency J: Leadership Theory	**MBA Research Performance Indicators**	**LAPs**
Tasks		
1. Describe leadership theory.		
2. Explain application of leadership theory.		
3. Explain leadership skill development and the need for flexibility.		
Competency K: Traits of Effective Leaders	**MBA Research Performance Indicators**	**LAPs**
Tasks		
1. Define traits of effective leaders.	EI:009 Explain the concept of leadership (CS)	*LAP-EI-909 Lead the Way (Concept of Leadership)*
2. Explain how leadership traits can be acquired.	EI:009 Explain the concept of leadership (CS)	*LAP-EI-909 Lead the Way (Concept of Leadership)*

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Competency L: Personality Profile of Effective Leaders	MBA Research Performance Indicators	LAPs
Tasks		
1. Explain the Achievement Motivation Theory.		
2. Define the Leader Motive Profile.		
3. Explain how self-assessment is used to determine leadership qualities.	EI:002 Assess personal strengths and weaknesses (PQ)	*LAP-EI-902 Assess for Success (Assessing Personal Strengths and Weaknesses)*
Competency M: Leadership Attitudes	**MBA Research Performance Indicators**	**LAPs**
Tasks		
1. Differentiate Theory X and Theory Y styles of leadership.		
2. Explain how attitudes influence leadership styles.	HR:493 Explain the nature of leadership in organizations (SU)	LAP-HR-493 Take the Lead! (Leadership in Organizations)
3. Explain the Pygmalion Effect on Leadership.		
Competency N: Ethical Leadership	**MBA Research Performance Indicators**	**LAPs**
Tasks		
1. Explain ethical leadership behavior.	EI:131 Explain the nature of ethical leadership (CS)	*LAP-EI-131 Be the Change (Nature of Ethical Leadership)*
2. Explain how personality traits and attitudes, moral development, and the situation affect ethical behavior.	EI:123 Describe the nature of ethics (CS)	*LAP-EI-123 Rules to Live By (Nature of Ethics)*
3. Describe how people justify unethical behavior.	EI:123 Describe the nature of ethics (CS)	*LAP-EI-123 Rules to Live By (Nature of Ethics)*

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4. Describe simple guides to ethical behavior.	EI:125 Recognize and respond to ethical dilemmas (CS)	*LAP-EI-125 Make the Right Choice (Recognizing and Responding to Ethical Dilemmas)*
5. List characteristics of ethical leaders.	EI:131 Explain the nature of ethical leadership (CS)	*LAP-EI-131 Be the Change (Nature of Ethical Leadership)*
Competency O: Relationship Between Power, Politics, Networking, and Negotiation	**MBA Research Performance Indicators**	**LAPs**
Tasks		
1. Describe sources of power for leaders.	EI:135 Use power appropriately (SP)	*LAP-EI-135 Power Play (Using Power Appropriately)*
2. Explain types of power, influencing tactics, and ways to increase personal power.	EI:135 Use power appropriately (SP)	*LAP-EI-135 Power Play (Using Power Appropriately)*
Competency P: Coaching	**MBA Research Performance Indicators**	**LAPs**
Tasks		
1. Explain the relationship between coaching and leadership.	EI:041 Coach others (CS)	*LAP-EI-041 Bring Out the Best (Coaching Others)*
2. Describe why criticism does not work.	EI:003 Explain the use of feedback for personal growth (PQ)	*LAP-EI-903 Grin and Bear It (Using Feedback for Personal Growth)*
3. Explain how mentoring is used to prepare future leaders.		

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Competency Q: Managing Conflict	MBA Research Performance Indicators	LAPs
Tasks		
1. Describe conflict management styles.	EI:015 Use conflict-resolution skills (CS)	*LAP-EI-915 Stop the Madness (Conflict Resolution)*
2. Define conflict resolution and mediation.	EI:015 Use conflict-resolution skills (CS)	*LAP-EI-915 Stop the Madness (Conflict Resolution)*
Competency R: Leadership and Team Decision Making	**MBA Research Performance Indicators**	**LAPs**
Tasks		
1. Describe the difference between leader-centered and group-centered decision making.		
2. Explain the difference between individual and team decision making.		
Competency S: Organizational Politics	**MBA Research Performance Indicators**	**LAPs**
Tasks		
1. Explain the nature of organizational politics.	EI:109 Explain the nature of office politics (CS)	
2. Explain the relationship between political behavior and leadership.	EI:034 Explain the impact of political relationships within an organization (SP)	
Competency T: Charismatic and Transformational Leadership	**MBA Research Performance Indicators**	**LAPs**
Tasks		
1. Describe factors that determine personal meaning.		
2. Describe characteristics of charismatic leaders.		

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3. Explain the effects of charismatic leadership.		
4. Define attributes and behaviors for transformational leadership		
Competency U: Stewardship and Servant Leadership	**MBA Research Performance Indicators**	**LAPs**
Tasks		
1. Explain the nature of stewardship and servant leadership.		
2. Describe the framework for stewardship and servant leadership.		
Competency V: Leadership in a Diverse Setting	**MBA Research Performance Indicators**	**LAPs**
Tasks		
1. Understand the power of culture.	EI:064 Explain the nature of organizational culture (SP)	*LAP-EI-064 Culture Club (The Nature of Organizational Culture)*
2. Differentiate characteristics of low-performance and high-performance culture.	EI:064 Explain the nature of organizational culture (SP)	*LAP-EI-064 Culture Club (The Nature of Organizational Culture)*
3. Describe how leaders are culture creators.	EI:064 Explain the nature of organizational culture (SP)	*LAP-EI-064 Culture Club (The Nature of Organizational Culture)*
4. Explain how culture, values, diversity, and the learning organization influence the role of leaders.	HR:493 Explain the nature of leadership in organizations (SU)	LAP-HR-493 Take the Lead! (Leadership in Organizations)

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5. Define diversity and explain the importance of inclusion for decision making.	HR:555 Leverage workplace diversity and inclusion to achieve organizational objectives (MN)	
6. Explain the importance of social responsibility.	SM:082 Explain the nature of corporate social responsibility (SP)	**Just for You! SM:082, Explain the nature of corporate social responsibility