

FBLA HS: Organizational Leadership

| Competency A: Leadership Concepts | MBA Research Performance Indicators | LAPs |
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| 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. | | |
| 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) |

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| 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) |
| 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) | |

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| 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) | |
| Competency D: Networking | MBA Research Performance Indicators | LAPs |
| Tasks | | |
| 1. Define professional networking. | PD:037 Use networking techniques to identify employment opportunities (SP) | |
| 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) |

| Competency E: Communication Skills | MBA Research Performance Indicators | LAPs |
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| 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) |
| 4. Explain the importance of effective leader feedback. | | |

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| 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) |
| 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) | |

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| 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. | | |
| 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) |

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| 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) |
| 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 |
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| 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) |
| 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 |
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| 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. | | |
| 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) | |

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| 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. | | |
| 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) | |