

MARIN COUNTY SHERIFF'S OFFICE LEADERSHIP DEVELOPMENT COURSE

- I) Introductions
 - a) Have students introduce another student. Names, job or assignment and experience, family, hobbies.
 - b) Tell us something about themselves:
 - i. How did you come to work for your agency?
 - ii. What leadership skills/attributes do you bring to your agency?
 - iii. Give us the name of someone (living or dead) you would like to have dinner with and why.
 - c) Exercise: Write down something they have done/accomplished that they are somewhat proud of, but not many people know about. These are collected and held by the facilitators. At the end of the day, they are read randomly by a facilitator and the students attempt to determine who the author is.

- II) Dialogue vs. Discussion
 - a) No set outcome

- III) Principle vs. Preference
 - a) Lead from principle, not preference

- IV) Leadership Defined
 - a) Have students define leadership.
 - b) List the attributes of a **good (successful)** leader.
 - c) List the attributes of a **bad (unsuccessful)** leader.
 - d) Video: "We Were Soldiers" (Julia Moore)
 - e) Initiate dialogue on formal and informal leadership.
 - 1. Compare Hal and Julia Moore's leadership.
 - 2. Define formal and informal leadership.
 - f) Identify leadership opportunities:
 - 1. At work
 - 2. At home
 - 3. In the community

- V) Paradigms (Is perception really reality?)
 - a) Gorilla video clip:
 - 1. The students will watch the video of kids playing basketball and count how many times the basketball was passed. During that time a Gorilla will walk past the kids. See how many students saw the gorilla.

 - b) Define paradigms
 - i. What is a paradigm? (Diagram)
 - ii. What affects (shapes) our paradigm.
 - 1. Upbringing

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2. Life Experience
 3. Religion
 4. Education
 5. Cultural Identity
 6. Job
 7. Community
 - iii. Do paradigms ever change?
 1. Why?
 2. How?
 3. Conscious or unconscious change?
 - i. Significant Emotional Events (SEE)
- c) Video: Cast Away
- i. What was Jack's paradigm before the airplane crash?
 - ii. After the crash?
 - iii. After his rescue?
 - iv. Exercise: List the top 5 things in your life that are important to you. Now consider which of these you absolutely cannot live without
- VI) Circle of Influence / Circle of Concern:
- a. Work
 - b. Home
 - c. Friends
- VII) Stimulus / Response / Choice:
- a. Choices you make and accepting the consequences
- VIII) Values
- a) Deeply held beliefs
Loyalty, honesty, integrity, compassion, courage
 - b) What will your legacy be?
- IX) Leadership Challenges
- a) Keeping people motivated
 - b) Getting buy-in
 - c) Recruitment
 - d) Retention
 - e) Alignment
 - f) Imparting the vision of the organization
 - g) Trust
 - h) Double standards

Encouragement: Lead by example

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Model the behavior you want

- X) The River Game
 - a) What's at work here? (Your paradigms, your values)(We fill in the blanks to make what we sit fit our paradigms.)
 - b) What does that tie into? (Alignment, seeing the vision)

- XI) Wrap up / Evaluations