

Course Instructor: Beth High (President, HighRoad Consulting)

Phone: 919-260-2970

Email: highroadconsulting@gmail.com

Course Description

Leadership is a fundamental skill necessary for success in your career. The Leadership for the Workplace course will help students understand both the need for leadership in their chosen field and their capacity to meet that need. Effective leadership begins with understanding your capacity to influence others positively. This course examines your current leadership style and addresses the relationship of that style to leadership development opportunities including influencing team dynamics, building productive relationships and managing change as a professional and a leader.

Course Objectives & Topics

1. Describe the difference between leading and managing and the importance of developing skills for both.
2. Understand that effective leadership is a set of behaviors and skills learned through extended practice over time.
3. Understand your existing individual leadership style.
4. Identify specific behaviors that, when demonstrated frequently, will lead to effective leadership in your unique working environment.
5. Describe specific experiences and learning from applying the Five Practices of Exemplary Leadership® model to your role as a leader.
6. Clarify your personal leadership philosophy.
7. Understand the role of being a peer coach and explore opportunities for peer-to-peer support in leadership development.
8. Understand how you and others respond to change.
9. Identify specific tools effective leaders use to deal with conflict and effectively manage difficult conversations.
10. Understand the role of mindfulness in being an effective leader and experience three methods of mindfulness practice including active listening.

Office Hours

I hold in-person and virtual office hours by appointment. If you have a specific question(s), please send me a message through the Sakai site and I'll be happy to meet with you.

Course Expectations

Spring 2018 GRAD712 meets in an intensive workshop format over a long weekend and two Saturday mornings:

- Friday, February 16, 2018 (12:30 – 5:30 PM)

Spring 2018 GRAD712 Leadership for the Workplace

- Saturday, February 17, 2018 (8:30 – 5:30 PM)
- Sunday, February 18, 2018 (8:30AM – 12:30 PM)
- Saturday, March 24, 2018 (8:30AM – 12:30 PM)
- Saturday, April 21, 2018 (8:30AM – 12:30 PM)

Your participation is crucial for the success of the course and to your leadership development. Students should actively listen when others are speaking and should participate in discussions. Because of the importance of your participation to your success in the course, a portion of your grade will reflect your level of participation.

Attendance is required for the entire course and it is important to be on time for each session. Each session builds upon the previous one and it is very difficult to “make up” the content from sessions that incorporate a lot of participant interaction and discussion. Computers are not necessary. Please place cell phones in “Do Not Disturb mode”.

Course Assignments

- By February 9, 2018:
 - MBTI (Step I)
 - Complete the LPIOnline360 or Student LPIOnline360 (the assessment associated with The Leadership Challenge and the Five Practices of Exemplary Leadership model.
NOTE: For students who are currently active in the workplace, we recommend the LPI360. For students who do not have a clear reference for “Manager” or “Direct Report” or Co-Worker status, we recommend the Student LPI.
- AFTER the February 16-18 weekend workshop and BEFORE the March 24 meeting:
 - Read *The Leadership Challenge*, Kouzes and Posner, 6th edition.
 - Complete the MBTI/LPI quiz. (Must receive 80% or higher to receive credit.)
 - Post one story of action on the FollowThruOnline© site
 - Post one article or discussion post, including an explanation of why the article or discussion post was selected
- AFTER the March 24 meeting and BEFORE the April 21 meeting:
 - Complete Change Indicator Style assessment
 - Post one story of action on the FollowThruOnline© site
 - Post one article or discussion post, including an explanation of why the article or discussion post was selected
 - Conduct one peer coaching session
- BEFORE Friday, April 27
 - Complete a summary report of the peer coaching session

Course Evaluation

There will be opportunity to submit feedback about the content and delivery for each day of the course. Students will also complete an end-of-course evaluation. Thoughtful and

constructive responses to the evaluation questions will help improve the course for other graduate students.

Honor Code

The principles of academic honesty, integrity, and responsible citizenship govern the performance of all academic work and student conduct at the University as they have during the long life of this institution. Your acceptance of enrollment in the University presupposes a commitment to the principles embodied in the Code of Student Conduct and a respect for this most significant Carolina tradition. Your reward is in the practice of these principles.

Your participation in this course comes with the expectation that you complete your work in full observance of the Honor Code. Academic dishonesty in any form is unacceptable, because any breach in academic integrity, however small, strikes destructively at the University's life and work. If you have any questions about your responsibility or the responsibility of faculty members under the Honor Code, please consult with someone in either the Office of the Student Attorney General (966-4084) or the Office of the Dean of Students (966-4042). You also may refer to "The Instrument of Student Judicial Governance" (<http://instrument.unc.edu>).

Grading

The grading scale for the class is:

High Pass (H)
Pass (P)
Low Pass (L)
Fail (F)

All students who pass the MBTI/LPI360 test, complete their assessments and in-class assignments, submit their session evaluations and participate in workshop discussions will receive a "P" for this course.

I reserve the right to adjust final grades based on attendance and participation.

You will have an opportunity to complete additional work in order to earn an "H". Requirements to earn an "H":

- Complete all work required for a "P"
- Read one of the following books:
 - *Open Leadership* by Charlene Li
 - *Finding the Space to Lead* by Janice Marturano. (2014). New York, NY: Bloomsbury Press.

- Write and post on the course Sakai site an executive briefing that includes your thoughts on valuable ideas for leaders contained in the reading. Submit the executive briefing to the Sakai site by Saturday April 21, 2018.

February 16, Friday (12:30 – 5:30 PM): Know Self, Know Others

Time	Mode	Topic
12:30 – 1:00 PM		Introduction and Session Overview
1:00 – 1:30 PM	Presentation, group discussion	The Core Concepts of Leadership
1:30 – 2:00 PM	Presentation, group discussion	Management vs Leadership
2:00 – 2:15 PM	Presentation	The Path to Effective Leadership: Know Self-Know Others-Lead Self-Lead Others
2:15 – 2:30 PM	Break	
2:30 - 4:00 PM	Presentation, Group discussion	Myers Briggs Type Indicator: An introduction to the concept of mental models. <ul style="list-style-type: none"> • Review and validate your type • Complete a small group exercise to deepen understanding of your preference. • Complete a whole group exercise to explore the dynamics of type within groups or teams.
4:00 – 5:00 PM	Group exercises	MBTI and teams <ul style="list-style-type: none"> • Complete a whole group exercise to explore the dynamics of type within groups or teams.
5:00 – 5:30 PM		Preparation for evening assignment Each participant will be required to capture a personal story of working with others to create positive change. A template will be provided.
		Plus/Delta evaluation of the day.

February 17, Saturday (8:30AM – 5:30PM): Lead Self

Time	Mode	Topic
8:30 – 9:15 AM	Group exercise	Personal Best: Using the information gathered overnight, participants will work in small groups sharing their data and identifying common themes.
9:15 – 10:00 AM	Presentation	Overview of the Five Practices Model and LPI Review
10:00 – 10:15 AM	Break	
10:15 – 11:00 AM	Presentation, group activity	<p>Model the Way</p> <ul style="list-style-type: none"> • Review of practice and LPI results • Values activity • Defining action for the practice
11:00 AM - Noon	Presentation, Group exercise	<p>Inspire a Shared Vision</p> <ul style="list-style-type: none"> • Review of practice and LPI results • Vision and Imagery exercise • Learning from the masters (Martin Luther King video) • Defining action for the practice
Noon – 1:00 PM	Lunch/Group discussions over lunch	
1:00 – 2:15 PM	Discussion, group activity and discussion	<p>Challenge the Process</p> <ul style="list-style-type: none"> • Defining “Open Mind” as scientists (activity and discussion) • Creating environments for innovation (Improvisation activity) • Defining “intrapreneurship” (small

Time	Mode	Topic
		group discussion and debrief) <ul style="list-style-type: none"> • Defining action for the practice
2:15 – 2:30 PM	Break	
2:30 – 3:30 PM	Presentation, Group discussion	Enable Others to Act <ul style="list-style-type: none"> • Review of practice and LPI results • Cultivating trust in your current environments (large group discussion) • Flow model and applications in science (lecture and group discussion) • Mastering Meetings (lecture) • The Five Practices in Action (video) • Defining action for the practice
3:30 – 4:30 PM	Presentation, Group discussion	Encourage the Heart <ul style="list-style-type: none"> • Review of practice and LPI results • Recognizing achievement (lecture and individual activity) • Motivating without money (large group discussion) • Building community through acknowledgement (lecture and activity) • Defining action for the practice
4:30 – 5:30 PM		Creating your Personal Leadership Development Plan

Time	Mode	Topic
		<ul style="list-style-type: none"> • Preparation for Vision presentation (Sunday) • Participants identify five concrete actions they will demonstrate during the next 90 days
		Plus/Delta evaluation of the day.

February 18, Sunday (8:30AM – 12:30PM): Lead Others

Time	Mode	Topic
8:30 – 9:30 AM	Discussion, Group activity	Individual Vision presentations <ul style="list-style-type: none"> • Small group activity • Whole group debrief
9:30 – 9:45 AM	Break	
9:45 – 10:15 AM	Presentation	3 Keys to Effective Communication
10:15 – 10:45 AM	Group activity	Communication exercise #1: in small groups participants will practice applying the “keys” presented to work through a difficult conversation and reach an acceptable compromise.
10:45 – 11:15 AM	Presentation	Five Core Concerns (managing emotions: yours and others)
11:15 – 11:30 AM	Group activity	Communication exercise #2: in small groups participants will practice applying the “keys” presented to work through a difficult conversation and reach an acceptable compromise.
11:30AM – 12:30PM	Presentation	Review of assignments for continued practice
		Plus/Delta evaluation of the day.

Saturday, March 24, 2018 8:30 AM – 12:30 PM

Time	Mode	Topic
8:30 – 8:45 AM	Presentation	Introduction and Session Overview
8:45 – 9:30 AM	Presentation, activity, group discussion	What experience has taught us
9:30 – 10:15 AM	Presentation	Mindful Leadership/Active Listening
10:15 – 10:30 AM	Activity Individual reflection and small group discussion	Mindfulness practices for all leaders
10:30 – 10:45 AM	Break	
10:45 – 11:15 AM	Individual Presentations	Articulating your leadership philosophy
11:15 – 11:30	Group Discussion	Power of community
11:30 – 11:45	Individual Exercise	Determining best next step
11:45 – 12:20 PM	Exercise	Greatest challenge=greatest opportunity: Active listening and peer coaching
12:20 – 12:30 PM	Presentation	Expectations between session II and III

Saturday, April 21, 2018, 8:30 AM – 12:30 PM

Time	Mode	Topic
8:30 – 8:45 AM	Presentation	Introduction and Session Overview
8:45 – 9:15 AM	Presentation	Preparing for the inevitability of change
9:15 – 10:30 AM	Activity	Leading Others Through Change

Time	Mode	Topic
10:30 – 10:45	Break	
10:45 – 11:15 AM	Individual Activity Group Discussion	How will you go to your next level of leadership potential
11:15 – 11:30	Group Discussion	Defining the power of community of leaders in your field.
11:30 – 12:15	Exercise, presentation, group discussion	Celebrating community
12:15 – 12:30 PM	Group activity	<ul style="list-style-type: none"> • Evaluations • Wrap Up