

Leadership

An Immersive Virtual Reality Learning Experience
2011-2012

Course Description

This course builds a case for leadership as seeking knowable impacts through proven practices. That is, leadership is not portrayed as a mysterious “art” with a secret language and magical acts performed by a few chosen people with rare character attributes. Rather, effective leadership is available to all those who are willing to study and apply effective practices in the pursuit of essential goals, and to continually learn from their experience.

This course is designed with the belief that IDEAS have IMPACT. It combines examination of some of the classic and recent insights into leadership effectiveness with application of those insights at the individual, interpersonal and institutional levels. Students will be challenged to be wise leaders, where wisdom means the application of knowledge in situational appropriate ways.

Materials

The Leadership Challenge, 4th Edition, James Kouzes and Barry Posner, John Wiley and Sons, 2007, available as a hardback from John Wiley and Sons at

<http://www.wiley.com/WileyCDA/WileyTitle/productCd-0787984914.html>

(Also available in inexpensive paperback at a variety of online book sellers)

Readings, assignments, problems and assessments are integrated into the courseware. Any additional materials will be assigned by the instructor at the start or during the course.

Course Outline & Assignments

Assignments will change from time to time as new resources become available, contemporary events have bearing on the topics, or the social, legal, or economic environments change.

INTRODUCTION TO THE COURSE AND LEARNING CONTEXT (Module One, 2-3 hours)

- Course content and using the materials
- Resources available
- Leadership Challenge, Kouzes & Posner (scan the book)
- Leadership Best Practices Research
- Summary of Leadership Theory

THE FOUNDATIONS OF LEADERSHIP (Module 2, 4-6 hours)

- Theories of Leadership
- Leadership Models
- Leadership Varies with Organizations and Situations
 - Profit versus nonprofit organizations
 - Smaller versus larger organizations
 - Product versus service organizations
- A multi-disciplinary study
 - The economic foundations of leadership
 - The psychological foundations of leadership

- The sociological foundations of leadership

LEADERSHIP FROM DIFFERENT VIEW POINTS (Module Three, 3-5 hours)

- Leadership Dimensions
 - Traits of Leaders
 - Skills Leaders Possess
 - Leadership Styles
 - Situational Leadership
 - Contingency Approaches to Leadership
- Leadership Competencies
 - Leading Self
 - Leading Others
 - Leading Performance & Change
 - Leading the Organization
- Leadership Self-Evaluation

CREDIBILITY (Module Four, 3-6 hours)

- Observations about Leadership
- Self-Evaluation Exercise
- Credibility
- Honesty
- Forward Looking
- Inspiration
- Competence

MODELING (Module Five, 3-5 hours)

- Values
- Language of Leaders
- Values Triangle
- Evaluate Your Organization
- Balance
- Consistency
- Best Mentoring and Modeling Practices

ENVISIONING THE FUTURE AND ENLISTING OTHERS (Module Six, 3-5 hours)

- Preparing for the Future
- Essentials for Enlisting Others
- Checkpoints

THE LEADERSHIP PROCESS (Module Seven, 3-5 hours)

- Change Cycle
- Catalyst for Change
- Leaders with “Outsight”
- Leaders and Risk Assessment

ENABLING, EMPOWERING OTHERS (Module Eight, 3-5 hours)

- Empowering
- Building Positive Team Relations
- Enhancing Self-Determination
- The Power of Choice and Accountability
- Assessing Your Organization
- Growth Trend Analysis

HEART OF LEADERSHIP (Module 9, 3-5 hours)

- Celebrating Contributions and Creating Community
- The Power of Expectations

COURSE REVIEW AND EXAM

Recommended Resources and Readings

- Leadership Challenge
www.leadershipchallenge.com
- The Art and Science of Leadership
<http://www.skagitwatership.org/~donclark/leader/leader.html>
- Leaders Direct
<http://www.leadersdirect.com/index.html>
- Leadership Now: Building a Community of Leaders
<http://www.leadershipnow.com/index.html>
- Free Management Library
<http://www.managementhelp.org/ldrship/ldrship.htm>
- Wharton Center for Leadership and Change Management – Wharton Leadership Digest
<http://leadership.warton.upenn.edu/digest/index.shtml>
- Leadership Values
<http://www.leader-values.com/default.asp>
- Education Leadership Toolkit
<http://nsba.org/sbot/toolkit/index.html>
- Changing Minds
<http://changingminds.org/disciplines/leadership/leadership.htm>
- Motivation in the Workplace
<http://www.motivation-tools.com/workplace/index.htm>
- Secrets of Success
<http://www.secretsofsuccess.com/>
- Businessballs
<http://www.businessballs.com/>

- Leadership Models and Theories
<http://www.stewart-associates.co.uk/leadership-models.aspx>
- Values Based Management
<http://www.valuesbasedmanagement.net/>
- Quick MBA
<http://quickmba.com/mgmt/>
- I-Change
<http://www.i-change.biz/modelsandtheories.php>
- Associated Content
<http://www.associatedcontent.com/sibject/article/leadership>
- Business Listening
<http://www.businesslistening.com/index.html>
- Encyclopedia of Informal Education
<http://freefind.com/> (query "leadership")
- NASA Leadership and Management Development
<http://leadership.nasa.gov/model/overview.htm>
- Leadership Articles
<http://www.leadershiparticles.net>
- Government Leaders
<http://www.govleaders.org/index.html>
- Business Articles Home
http://www.woopidoo.com/business_articles/leadership.htm
- American Management Association
http://www.amanet.org/free_resources.htm
- MBA Library
http://www.businessbookmall.com/MBA%20Internet%20Library.htm#Free_MBA_Prequisite
- EQ.ORG: the leading resource for emotional intelligence studies and resources
<http://www.eq.org/>
- About.COM:Leadership
<http://psychology.about.com/lr/leadership/5025/1/>
- Money-zine.Com –Leadership Skill
<http://www.money-zine.com/Category/Leadership-Skill/>