

Course Instructor: Beth High (President, HighRoad Consulting)

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Course Description

Leadership is a fundamental skill necessary for success in the science workplace. The Leadership in the Workplace course is designed to 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 positively influence others. This course examines your current leadership style and addresses the relationship of that style to your current leadership development opportunities including: team dynamics, building productive relationships, and intrapreneurial thinking (entrepreneurial skills within an organization) as a professional and a leader in a STEM career.

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 skill learned through practice.
3. Identify specific behaviors that, when demonstrated frequently, will lead to effective leadership.
4. Understand your individual leadership style.
5. Understand how you respond to change.
6. Understand the role of a leader in managing team dynamics.
7. Identify specific tools effective leaders use to deal with conflict and effectively manage difficult conversations.
8. Understand what it means to be intrapreneurial.
9. Understand how leaders encourage intrapreneurial thinking and behavior.
10. Explore opportunities for intrapreneurial thinking and behavior within the science workplace.
11. Explore opportunities for peer-to-peer support in leadership development.

Requirements and Expectations

Spring 2016 GRAD712 is scheduled for Friday, April 1 (12:30 – 5:30PM, Saturday, April 2 (8:30 – 5PM) and Sunday, April 3, 2016 (8:30 – Noon). Attendance is required for the entire course and it is important to be on time for each session. This is a participatory program that includes group learning in the moment. This learning cannot be “made up” individually after the session if you are not present.

Computers are not necessary and you are asked to attend the course without your computer. Please place cell phones in “airplane mode”.

The course will require your participation to complete in-class tasks. Your participation is crucial for the success of the course and to your development as a leader. Students are expected to actively listen when others are speaking and 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.

You will be required to complete a reading assignment and two assessments prior to the beginning of the course (April 1, 2016):

- Read The Leadership Challenge, Kouzes and Posner, 5th edition
- Complete the LPI 360 online assessment, **(to be completed February 29-March 7)**
- Complete the MBTI Step II **(to be completed February 29-March 7)**

In addition, a reading completion test on The Leadership Challenge, two small presentations, and at least two online posts will be required after the April 1-3 course sessions.

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. The end-of-course evaluation is required to be completed before the end of the term.. We appreciate for your thoughtful and constructive responses to the evaluation questions.

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 your work will be completed 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 reading completion test, complete their assessments and in-class assignments, submit their session evaluations and participate in workshop discussions will receive a “P” for this course.

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

- Read Getting to Yes, Roger Fisher and William Ury or Beyond Reason, Roger Fisher and Daniel Shapiro
- Write and post on the course site an executive briefing that includes your thoughts on valuable ideas for leaders in the science field contained in the reading.

Schedule

April 1, Friday (12:30 – 5:30 PM): Know Self, Know Other

Time	Mode	Topic	Assigned reading
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 	MBTI Step II reports

Time	Mode	Topic	Assigned reading
		deepen understanding of your preference. <ul style="list-style-type: none"> • 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. 	MBTI Step II reports
5:00 – 5:30 PM		Preparation for evening assignment <ul style="list-style-type: none"> • 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.	

April 2, Saturday (8:30AM – 5PM): Lead Self

Time	Mode	Topic	Assigned reading
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.	<u>The Leadership Challenge</u> , Kouzes and Posner, 5 th edition pgs 1-42
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	Model the Way <ul style="list-style-type: none"> • Review of practice and LPI results • Values activity • Defining action for the practice 	<u>The Leadership Challenge</u> , Kouzes and Posner, 5 th edition pgs 43-100
11:00 AM - Noon	Presentation, Group exercise	Inspire a Shared Vision <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 	<u>The Leadership Challenge</u> , Kouzes and Posner, 5 th edition pgs 101-153
Noon – 1:00 PM	Lunch Group discussions over lunch		
1:00 – 2:15 PM	Discussion, group activity and discussion	Challenge the Process <ul style="list-style-type: none"> • Defining “Open Mind” as scientists (activity and discussion) • Creating environments for innovation 	<u>The Leadership Challenge</u> , Kouzes and Posner, 5 th edition pgs 156-211

Time	Mode	Topic	Assigned reading
		(Improvisation activity) <ul style="list-style-type: none"> Defining “intrapreneurship” (small group discussion and debrief) 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 	<u>The Leadership Challenge</u> , Kouzes and Posner, 5 th edition pgs 212-269
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 	<u>The Leadership Challenge</u> , Kouzes and Posner, 5 th edition pgs 272-328

Time	Mode	Topic	Assigned reading
		activity) <ul style="list-style-type: none"> Defining action for the practice 	
4:30 – 5:00 PM		Creating your Personal Leadership Development Plan <ul style="list-style-type: none"> Preparation for Vision presentation (Sunday) Participants identify five concrete actions they will demonstrate during the next 90 days 	<u>The Leadership Challenge</u> , Kouzes and Posner, 5 th edition pgs 329-345
		Plus/Delta evaluation of the day.	

April 3, Sunday (8:30AM – Noon): Lead Others

Time	Mode	Topic	Assigned reading
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.	
11:30 AM - Noon	Presentation	<ul style="list-style-type: none"> • Review of assignments for continued practice • 	
		Plus/Delta evaluation of the day.	