

MNGT 867: Leadership in Organizations 2005 Syllabus Cohort 5

UNL/Gallup MBA/MA in Executive Leadership Program

Professor of Record: Bruce J. Avolio, PhD

“There are men and women who make the world better just by being the kind of people they are. They have a gift of kindness or courage or loyalty or integrity. It really matters very little whether they are behind the wheel of a truck, running a business or bringing up a family. They teach the truth by living it.”

John Gardner

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Terminal Learning Objective for Program:

To develop authentic leadership based on a strengths-based philosophy that drives positive outcomes at individual, group, organizational and community levels.

Course Enabling Learning Objectives:

1. To provide an in-depth understanding of how to apply leadership models to deepening participants' understanding of what constitutes authentic leadership and its development at individual and team levels.
2. To investigate the full range leadership framework and positive organizational behavior literatures as a basis for examining strengths-based leadership in oneself and in others.

Expectations of Participants:

- To come to each session prepared to actively engage in a discussion on what constitutes authentic leadership and its development.
- To review the materials in advance and to be prepared to discuss readings as they apply to the topics that are covered in each session.
- To lead discussions on specific topics by formulating the key questions that will guide the class interaction.
- To become an owner and stakeholder of the learning process.

Structure of the Class:

- Each major segment of the course will be guided by **key** questions that focus on the material for that section, e.g., *Why should any manager be interested in theory? What practical value do theories have for leaders, followers and their organizations?*
- As the instructor, I will serve as “one” of the resident experts on leadership theory, research and practice. The class sessions are designed for you to tap into my expertise about leadership and for me to do the same with you.
- You will be asked to take contrary positions on issues to debate the merits of different strategies to developing authentic leadership.
- I will provide an overall framework for presenting the main theories of leadership and together we will build an integrative framework that underlies all theories.
- We will use a life span framework for discussing leadership development, and will attempt to fill in what is missing in terms of what accelerates leadership development across one’s employment career and beyond.
- We will use several real cases to guide our discussion including ones that you will be asked to bring into the classroom environment.
- Other experiential learning methods will also be used including the use of videotapes.

Required Readings:

Foundation Books:

Leadership Development in Balance: Made/Born by Bruce J. Avolio

The High Impact Leader: Moments Matter in Accelerating Authentic Leadership Development by Bruce J. Avolio & Fred Luthans

Chapters/Articles:

Gardner, J.W. (1990). On leadership. NY: Free Press. (Pp. 1-10; 23-37; 67-80; 138-156).

Rooke, D., & Torbert, W.R. (2005). Transformations of leadership. Harvard Business Review, April, 67-76.

Collins, J. (2001). Level 5 leadership: The triumph of humility and fierce resolve Harvard Business Review, January, 62-76.

Resource Books (also see www.gli.unl.edu):

Full leadership development: Building the vital forces in organizations by Bruce Avolio

Leadership Theory and Practice by Peter Northouse

Leadership in Organizations by Gary Yukl

On Leadership by John W. Gardner

Leadership: Enhancing the Lessons of Experience by Richard Hughes, Robert Ginnett, and Gordon Curphy

Transformational and Charismatic Leadership: The Road Ahead by Bruce Avolio & Fran Yammarino

Method of Evaluating Performance (See Assignments Below)

1. Submission of the text reviews/reflections on self & application exam **(20%)**
2. Submission of the world class leader project **(40%)**
3. In session participation (Peer & Instructor Evaluations) **(20%)**
4. Critique a current leadership development program and offer recommendations for enhancing the program's authenticity **(20%)**

Reading Assignments by Day

Day 1: Made/Born Chapters 1-3; High Impact Preface & Chapter 1, Gardner

Day 2: Made/Born Chapters 4-6, 9; High Impact Chapters 3-5; Rooke & Torbert

Day 3: Made/Born Chapters 7, 12; High Impact Chapter 6; Collins

Day 4: Made/Born Chapter 10 & 11; High Impact Leader Chapters 7-10

Task Assignment # 1

Book Reviews, Application Exam and Self Reflection

Please complete the following assignments for each of the following required books:

1. For each chapter complete a one page summary on the following (Times Roman 12 double space):

Identify the core concepts in each chapter by listing and defining in your own words.

Self Reflections using the guiding questions below:

- What I learned that I can apply to my leadership development
 - What I learned that I can use in my organization
 - What I learned that changed my thinking or that I disagreed with
2. Application exam question will be given to you following the close of our session that each of you will have to respond to during the next month period of time.

Task Assignment # 2

World Class Leader Project 2005

Dr. Bruce J. Avolio
Gallup MBA/MA Executive Leadership Program

Overview:

For this project, each student is responsible for selecting and reviewing a biography of a world class leader, along with other supporting material, to use in evaluating the leader's style and orientation towards leadership. The supporting material can come from newspaper articles, journals, etc. Your overall task is to examine the world class leader with respect to his or her positive motivation, authentic leadership style, how he or she led others and the context in which he or she led over time, e.g., military, government, industry, level of turbulence, risk, uncertainty, etc. You will use the 7 demands of leadership and the additional topic areas described below to frame your analysis, write-up and presentation of your chosen world class leader including his or her:

1. Vision
2. Mentors or Significant Others
3. Knowing Oneself
4. Making Sense of Experience
5. Maximizing Values
6. Building Constituency
7. Challenging Experience

In addition to the 7 demands, you will also examine the following:

1. The leader's full range of styles and what you view as their typical styles
2. How the leader treated direct and indirect followers
3. The nature of the context in which the leader led, e.g., time period, challenge, opportunities, etc.
4. What you saw as the leader's top 5 strengths
5. How your leader worked with other leaders
6. The leader's legacy

Objectives:

1. To apply the models of leadership learned in class to analyzing a chosen world class leader.
2. To learn from the example of world-class leaders how to be a better leader oneself.
3. To share with your colleagues in class your insights derived from your analysis in terms of how to enhance one's leadership potential.
4. To make recommendations on how you would have coached your chosen leader to have a more positive impact on his or her constituency.

Project Outcomes:

1. A 15 page paper double-spaced in 12 pt Times Roman with 1 inch margins
2. A 20 minute presentation in class based on your paper to be done in Block III

Summary

Please select a leader that has had an impact on at least 1 million people and for whom there is a top quality biography written. I would prefer that auto-biographies not be used for this assignment except to supplement the main biography.

Task Assignments # 3

Critique A Leadership Development Program

Overview:

The goal of this assignment is to learn how to critique what organizations and consultants call leadership development based on what you have learned in this block. The paper should be no longer than 6 pages in length Times Roman 12, double spaced.

Outline of the paper:

- What was the main objective of the program intervention?
- What was the model or theory underlying the program?
- How was the program validated?
- What were the target impact points of the program?
- What was missing that should have been included?
- What was included that appeared to add no value?
- How would you improve the program?
- What would be your recommendation to your top leaders in terms of adoption?