

ED518: Levers of Leadership

Complexity, Adaptation & Reflection

Summer 2015
Colorado College

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Class location: TBD

Class dates: Monday, July 20 thru Friday, July 24, 2015
Class Hours: 9:15am-4:00pm daily
Office Hours: By appointment only.

COURSE DESCRIPTION:

Leaders are responsible for making sense out of the complexity that define organizations. Through a variety of perspectives, the course will explore this complexity through the interrelationships of power, the people that wield it, and the context within which it occurs. There are many psychological and sociological phenomena that regularly occur in organizations, though many of these forces are difficult to see. This course aims to make these forces more visible both within ourselves and in others thereby expanding one's adaptive capacity to become a better leader.

The goal of this course is three-fold:

- Increase your knowledge of organizational management concepts so that you can understand and analyze how organizations and the people within them work.
- Provide you with opportunities to apply management concepts to real-world problems.
- Increase your mental flexibility to diagnose problems, communicate more effectively, make decisions, motivate and influence others, manage diversity, and drive organizational change.

Prerequisites: Enrollment in the MAT program (experienced teachers) or COI.

Websites: We will be using the CANVAS online platform for this class. You will receive an invitation from “CANVAS Instructure” prior to the course. Please accept the invitation and use your C credentials to access the single signon.

TEXT AND MATERIALS

1. Levy, D.A., Parco, J.E. and Blass, F.R. (2008). *The 52nd Floor: Thinking Deeply About Leadership*. ISBN: 978-0982018507

2. Levy, D.A and Parco, J.E. (2011). *Echoes of Mind: Thinking Deeply About Humanity*. ISBN: 978-0982018576
3. Other required readings as provided during the course (available in CANVAS on the “Syllabus” tab under the assigned day).

COURSE ADMINISTRATION

Class meeting time and location: Unless otherwise noted, all classes will begin in the assigned classroom daily at 9:15 a.m and again in the afternoon at 1:00pm. In total, there are ten classes over the period of five days.

Performance evaluation: Grades will be assigned on the basis of your performance on the following evaluation vehicles:

In-class participation	50%
Daily reflections	25%
Organizational Analysis Presentation	25%
Total	100%

Half of your grade in this course will be assessed from your daily participation, while the other half will come from synthesis activities outside of class (daily reflections and presentation preparation). College policy states that grades of “A” are reserved for “excellent work that reflects superior understanding and insight, creativity, and skill;” grades of “B” are assigned to “good work that reflects a high level of understanding and insight, creativity, or skill;” grades of “C” are assigned to “adequate work that indicates readiness to continue study in the field;” and grades of “D” are assigned to “marginal work, only minimally adequate.” In general, letter grades will be based on a curve (not on a 90/80/70 contract). Although there is no desired target or “correct” distribution of grades, students that are well-prepared, engage each other in thoughtful dialogue during class meetings and demonstrate an intellectual curiosity about the material typically receive “A”s and “B”s. Late work or missed assignments will typically receive no credit.

In-class Participation: Given the nature of a summer course meeting all day for a week, regular class attendance is a necessary condition for successful completion of this course. You will receive a daily grade determined after class based on your engagement. Merely attending class isn’t enough. You will be expected to have accomplished all readings and assignments prior to class starting, and during class, to thoughtfully and respectfully engage with others in the class on the day’s topic. Note that we aren’t counting the number of words you say. Being engaged and talking are not always the same thing. You will be evaluated on the quality of your comments and reflections above all else.

Daily Reading Reflections: You will be expected to produce four essays (length and structure will be up to you) by posting a reflective entry in CANVAS using “Echoes of Mind” focusing on the self during the first four days (Monday through Thursday) of the class. Each daily journal entry will be graded on:

- (1) Timely completion;
- (2) Quality of response (both intellectually and technically);
- (3) Depth of thoughtfulness and reflectiveness;
- (4) Creativity and/or originality of thought;
- (5) Integration with other course concepts or life aspects.

Organizational Analysis Presentation: As the final project for the course, you will be expected to apply content covered in the course to your personal work environment (past or present - either is acceptable). You will present your analysis to the class in a presentation (targeted for 15-20 minutes) on the final day of class. The rest of the criteria for the presentation will be entirely up to you.

As a suggested approach:

- (1) You should spend the first part of your presentation describing the context of your work environment sufficiently so that everyone in the audience “has a feel” for what it is like to work in your organization. You should consider talking about the leaders of your organization (both formal and informal leaders, but please don't use real names). How do they approach management tasks? Also, be sure to describe the culture of the organization and identify the strengths and weaknesses. Discuss the challenges faced by your organization (short term and long term) and how your organizational leaders have addressed (or not) them.
- (2) The major portion of your presentation should focus on a particular leadership decision within your workplace, and using concepts from the course, analyze it. What information was known (and unknown) prior to the decision? What was the decision-maker's criteria for handling the situation? Discuss your analysis of his/her leadership philosophy. What is s/he good at doing, and where are his/her blindspots? If you were hired as a leadership consultant, using concepts and content from the course, what recommendations would you make to him/her about not only this decision, but future decisions of a similar nature? Again, be sure to consistently refer to the course context and cite it where appropriate.
- (3) Finally, conclude your presentation with a summary of key concepts and theories covered, and give us your overall synopsis of how you have come to think about making decisions in a leadership context. If and when you become an organizational leader, what will your leadership philosophy be? (Compare and contrast your philosophy to the context analyzed).

Be very careful on your choice in how you approach using AV support (e.g. PowerPoint slides). Overly complicated slides (read: too many words, crowded, etc) can negatively affect your overall grade..

Your grade will be determined on the basis of your creativity in topic selection, quality and depth of analysis using themes, concepts and examples from the course.

Please upload your presentation to CANVAS no later than 8am on Friday morning (Day 5).

MISCELLANEOUS COURSE POLICIES

Honor Code: It should go without saying that the Honor Code firmly applies to all activities within this course. The only way in which we can all grow as scholars is to rely on each other's integrity and responsible behavior. Please help each other to preserve the strength of the Honor Code. If you are uncertain about whether your behavior conforms, ask. The general rule is simple: always cite your sources. On the written exam, no outside sources are permitted. For homework and other projects that involve research beforehand, all sources are permitted with appropriate attribution.

Disabilities: If you have a disability and require accommodations for this course, please speak with the professor privately as soon as possible so that your needs may be appropriately met. If you have not already done so, you will need to register with Disability Services in the Learning Commons at Tutt Library (Rm 152, 227-8285). This is the CC office responsible for coordinating accommodations and services for students with disabilities.

Final Note: This class is scheduled to meet regularly (read: daily) for a week. Please don't ask permission to miss class or leave early. Life is about choices, and choices have consequences. Since both the choices and consequences are exclusively yours, it is only a decision you can make. Generally speaking, missing a single class can reduce your final grade by a full letter grade. If you miss more than three classes, you can be dropped from the course, IAW college policy.

DAILY TOPICS, ASSIGNMENTS, ACTIVITIES, EVENTS AND READINGS**

<u>Class</u>	<u>Day/Time</u>	<u>Topic</u>	<u>Reading</u>	<u>Notes</u>
1	Mon, July 20 9:15am-11:45am	Course Introduction and Overview	Goodwin and Coutu: Leadership Lessons from Lincoln Bennis: On Becoming a Leader	Exercise: Levers of Leadership
2	Mon, July 20 1:00pm-4:00pm	Communication and Vision	Von Hoffman: Drucker on Communication Collins and Porras: Building Your Company's Vision	Video: Fog of War
3	Tues, July 21 9:15am-11:45am	Knowing the Self		Exercise: Big Mind
4	Tues, July 21 1:00pm-4:00pm	Organizational Culture	Krattenmaker: What's Your Company's Culture? Christensen : What is an Organization Culture?	Video: Mary Kay Ash Miner: The Body Ritual of the Nacirema
5	Wed, July 22 9:15am-11:45am	Decision-Making	Janis: Groupthink	Case study: Carter Racing
6	Wed, July 22 1:00pm-4:00pm	Educational Leadership		Field trip to the Manitou Springs District Admin Bldg
7	Thurs, July 23 9:15am-11:45am	Practical Leadership	Katz: Skills of an Effective Administrator	Guest: Carl Janssen
8	Thurs, July 23 1:00pm-4:00pm	Creativity and Diversity		Video: DeWitt Jones
9	Fri, July 24 9:15am-11:45am	Presentations		
10	Fri, July 24 1:00pm-4:00pm	Course Summary and Critique		

****Assignments and Schedule are subject to change.**