

## LEADERSHIP AND PERSONAL DEVELOPMENT

6J:262 CIMBA

Instructor: Ginny Wilson Peters

Book: “The Leadership Challenge” by Kouzes and Posner

Advance assignment: On-line 360 Leadership Assessment

### Course Description

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*Wanting to lead and believing you can lead are the departure points on the path to leadership. Leadership is an art - a performing art - and the instrument is the self. The mastery of the art of leadership comes with the mastery of the self. Ultimately, leadership development is a process of self-development.*

The Leadership  
Challenge

Leadership development is self-development. What you're embarking on is a personal development journey. Leaders who possess a high level of self-awareness and who focus on an ongoing development journey will be more effective leaders at work and will live more satisfying lives outside of work.

Despite a long history of research and disagreement over what good leadership is, recently a new paradigm focused on teaching leadership behaviors to improve effectiveness has emerged. The assumptions of this paradigm are:

- Leadership is both a science and an art. Meaning, we know a great deal through empirical research about what characteristics and behaviors make leaders effective. Yet, there is still an element of leadership that is pure art.
- Exemplary leadership behaviors can be learned, practiced, and improved.
- Learning how to be a better leader requires: a) accurate self-knowledge about one's strengths and weaknesses, b) practice and experiential learning, and c) a willingness to change.

This course is organized and run differently than many other classes you have taken in the MBA program. There are no graded exams or quizzes in this course, but there is a great deal of writing and reflection. A fundamental premise underlying this course is that leadership requires the mastery of multiple practices and skills, and that this can only be accomplished through a better understanding of self and others. Thus there will be a heavy introspection and reflection component to the course.

As a participant in the course, you will be expected to solicit feedback from others and to discuss your strengths and weaknesses as a person and as a leader with people you know. In addition, you will be expected to participate in group discussions and class exercises designed to provide you with an opportunity to practice the leadership skills you are learning.

*Course Objectives:*

- To facilitate students' personal growth and development through the process of self-examination and external feedback.
- To teach the principles and practices of effective leadership by providing a fun, challenging environment.
- To understand what motivates students and to provide tools and inspiration for finding a life path that aligns with your leadership purpose.
- To stimulate students' commitment to a specific, challenging, and ongoing process of leadership and personal development.

*Overview of Planned discussions—subject to change*

**Days 1 & 2**

- 1.5 Introductory comments & review of syllabus
- 1.0 Introductions and my story
- 1.0 Guest Speaker
- 2.0 Personality Assessment
- 2.0 What is management vs Leadership?

**Days 3 & 4**

- 1.5 Guest speaker
- 1.0 Emotional Intelligence & Leadership that Gets Results
- 1.0 Leadership Theory
- 1.5 Their 360 assessments and peer discussions
- 1.5 Dan's theft exercise and discussion

**Days 5 & 6**

- 1.5 Integrity and Responsibility
- 1.5 Real Conversations that get results
- 2.0 Purpose and Authentic Leadership
- 1.0 Personal Vision
- 1.0 Inspiring Shared Vision and Company Vision

**Days 7 & 8**

- 1.5 Guest Speaker
- 1.5 Balance
- 1.5 Challenging the Process and the role of Crucibles in Leadership Development
- 1.0 Win as Much as you Can exercise
- 1.0 Enabling Others to Act
- 1.0 Listening skills for leaders

**Day 9:**

- 1.0 Guest Speaker
- 1.5 Encouraging the Heart
- 1.5 Storytelling