

Leveraging Leadership for a Lifetime – I

ETLS 550-01

Fall Semester 2012

Instructor:	Diane R. Bennett
Contact Information:	651.291.8073; bzcoach@comcast.net
Time:	Thursday evenings September 6, 20, October 4, 18, November 1 and 15. All classes begin promptly at 6:00 p.m. and end at 9:00 p.m.
Location:	OWS 275
Required Text:	<u><i>The Extraordinary Leader -Turning Good Managers into Great Leaders</i></u> by John H. Zenger & Joseph Folkman (revs ed. 2009) ISBN 9780071628082
Suggested Readings:	Additional readings furnished by Instructor
Course Description:	<p>This course provides a comprehensive orientation to the subject of Leadership for the newly accepted graduate student in Engineering, and launches the learning process for the rest of the student's course of study. The student will:</p> <ul style="list-style-type: none">• Build a base-line of assessment data about his/her competencies, values, learning style, leadership aptitude and personal and professional talents;• Build understanding of the graduate program's mission, vision and values and its "fit" with student's values;• Expectations for the learning process will be identified;• Tools for student evaluation of program outcomes selected;• Portfolio design/development will be outlined;• Critical communications tools/methods will be examined;• Identify key communication competencies that need strengthening;• Participate in a peer learning group that will serve as a support vehicle for applications of the learning process;• Shape a learning plan that will serve as her/his contract for the next 3-5 years of professional life (graduate program, work, community, etc.);

- Develop a learning plan of action steps that involve key stakeholders in their communities.

Prerequisites: None

Course Objectives: The course objectives are to increase the learner's ability to:

- 1) Assess his/her present leadership capabilities and define a leadership development trajectory for his/her degree program and beyond;
- 2) Think broadly as an executive might and demonstrate a personal understanding of leadership in the 21st century;
- 3) Engage in active leadership observation and learning;
- 4) Work in a peer group setting to make learning applications;
- 5) Communicate effectively as a leader and about their own leadership;
- 6) Build significant relationships to support leadership learning and growth.

Learning Outcomes:

Learners will demonstrate:

- Self-awareness and understanding of their personal attributes as a leader.
- An ability to analyze, synthesize, and apply multiple types of assessment information in developing their personal leadership capability.
- Ability to observe, reflect and learn from their experience as it pertains to their leadership and effectiveness.
- Recognition of the need for lifelong learning and an ability to function in multi-disciplinary teams, communicating effectively.
- An ability to formulate and effectively articulate a personal model of leadership, and apply it to personal leadership learning and development.
- An ability to formulate and describe a personal leadership vision in writing and in oral presentation.
- The ability to develop a leading and learning plan that will shape his/her learning agenda for the next 3-5 years.
- The ability to effectively identify and use resources for his/her advantage in achieving her/his vision for leadership.

Course Methodology:

This course, taught over six Thursday evening sessions, will set the stage for a continued series (LLL2 and 3) on Leadership and Learning to be delivered throughout the graduate program. It will be conducted in a seminar format, using a variety of methods—small group discussion, group and individual

presentations, writing assignments and selected readings. The learner will be expected to develop a portfolio of his/her learning progress as well as a learning plan that will guide his/her learning activity throughout the graduate program. Everyone will be expected to be in attendance and actively participate in **each** session.

- Major Assignments:
1. Write personal learning objectives, and take responsibility for their accomplishment.
 2. Gather, analyze and integrate assessment data to describe initial assessment of personal capabilities/competencies.
 3. Identify and interview stakeholders for learner's leadership plan.
 4. Work in a small learning group to share experiences and coach/support one another.
 5. Develop a portfolio of learning.
 6. Design a Leading and Learning action plan to be used throughout the Master's program.
 7. Write a paper expressing one's vision for leadership.
 8. Integrate material from readings and other courses into the class small group work and writing assignments.

Grading Policy:

Participation and Contribution	40%
Final Paper	30%
Leading and Learning Plan	30%

Late papers and projects are not encouraged and will only be accepted with prior approval by the instructor. Grades will be affected by timeliness of the work.

Related Courses:

Program/Project/Team Management—ETLS 601

Masterful Leaders and Leadership—ETLS 670

Human Aspects of Technical Management—ETLS 671

Academic Integrity: All learners are expected to understand and follow the University of St. Thomas policies on Academic Integrity. These are described at:

<http://www.stthomas.edu/engineering/graduate/policies/>

Exams: There are no exams in this course. Evaluation of successful achievement of learning objectives will be conducted through the course assignments (assessments, activities, papers, and presentation) and class participation and contribution, as defined in the course assignments and the course grading policy.

Exams and other evaluation tools are instruments used to evaluate the knowledge gained by an individual student, of the class subject matter, and

their progress towards meeting the outcomes of the class and the degree. To this end, all exams (in class or take home) are intended to represent the effort of the individual and not a group unless specifically stated otherwise.

Students with Disabilities:

Qualified students with documented disabilities who may need classroom accommodations should make an appointment with the Disability Resources office. Appointments can be made by calling 651-962-6315. You may also make an appointment in person in Murray Herrick, room 110. For further information, you can locate the Disability Resources office on the web at <http://www.stthomas.edu/enhancementprog/>. Classroom accommodations will be provided for qualified students with documented disabilities. Students are invited to contact the Disability Resources office about accommodations for this course. Telephone appointments are available to students as needed. Appointments can be made by calling 651-962-6315 or 800-328-6819, extension 6315. You may also make an appointment in person in Murray Herrick 110. For further information, you can locate the Disability Resources office on the web at <http://www.stthomas.edu/enhancementprog/>.

Attendance Policy:

Students are expected to attend all class sessions. Circumstances, which prevent attendance, will be honored for one class session. Absences in excess of one class may result in an incomplete grade for the course. Contact the instructor when a special situation arises. All absences require that the instructor be informed in advance.

Bibliography:

Bibliography available on Blackboard.

Instructor Biography:

With more than 24 years of leadership development experience, Diane Bennett has coached hundreds of business leaders to peak levels of performance, profitability and positive impact. She has been described as unique in her ability to ignite positive change quickly and in a way that helps her clients' confidence soar, enabling them to work strategies, gain credibility and meet goals. Diane has an incredible capability to see the big picture; to identify what is working and what needs adjustment. And she knows how to break a workable solution into practical and actionable steps to get things moving.

Most importantly, though, Diane is a "people expert". She understands what motivates others and teaches her clients key behaviors and techniques that improve their leadership effectiveness, their professional image and their ability to build and experience trust and confidence.

Diane's coaching strategy focuses on aligning organizational expectations

and goals with individual contribution, strengths and performance. Since 1993, Diane's mission has been *"making a leader out of every employee™"* and with that approach, she coaches new and experienced leaders to:

- Have a presence that is **strong, engaging and confident**
- Communicate with **authority and credibility**
- Create a compelling vision that **energizes and inspires themselves and others**
- **Focus and execute** on the relevant
- **Have a story** to tell and know how to tell it
- Build alliances and partnerships that **accelerate getting things done**
- Establish cultures of **accountability, performance and trust**

Diane partners in the true sense; helping individuals, teams and companies reach levels of performance and satisfaction they'd never achieve on their own. Through her dedication and unparalleled work for you, you will get the best every day - in both expected and unexpected ways.

| Education and Training |

Diane has a degree in Education and Business from Minnesota State University, Mankato and a Master's in Management from Cardinal Stritch University. She completed her formal coach training through Coach University and is a Corporate Coach University Certified Train-the-Trainer. Diane is certified to provide DiSC® Behavioral Assessments, MBTI®, The Hogan Leadership Series®, EQ in Action, MRG LEA360 and PDI Profilor® 360. She is a member of the National Association of Professional Women (NAPW) and the International Speakers Network (ISN) and teaches masters level leadership courses for the St. Thomas University School of Engineering.

As a recognized authority on leadership excellence, personal effectiveness, change management and communication, Diane co-authored **Goals and Proven Strategies (GPS) for Success**, along with Stephen Covey, Les Brown and Joel Gray.