Course Syllabus
Mgmt 511: Leadership and Coaching Practicum
Winter 2014

Instructors:
Chelley Patterson, PhD                      Bruce J. Avolio, PhD
Phone: 425.533-1833  (cell)  402-212-0033  (cell)
E-mail: chelleyp@uw.edu  bavolio@u.washington.edu
Office: Mackenzie 223                      Mackenzie 255
Office hours: By appointment  By appointment

Coaching Practicum Facilitator:
Diane Vreyens, MS
206.685.3526
vreyens@uw.edu
Mackenzie 219
Office hours: By appointment

Class Dates/location: Wednesdays, 3:30 pm–5:20 pm, Dempsey Hall #333

Course Overview

The focus of MGMT 511 in winter quarter is two-fold:

1. Continuing to promote and support your development as leaders. The course transitions from focusing on learning about leadership (in autumn quarter) to applying what you learned and specifically attending to skills development.

2. Supporting others’ development through direct and indirect leadership. Continuing to work with your assigned first-year MBA students provides you with the opportunity to continue to practice skills that benefit your development and the development of the first-year students. In addition, you will move from directly supporting the development of first year teams to doing so indirectly by helping equip your assigned students with the tools to help them help their teams, or if requested, to become involved in facilitating a new team’s development as per the protocol discussed in the Autumn class.

The main components of the course include:

a) Supporting/coaching 11-12 first year MBA students. As a cohort, you will update your commitment plan for winter quarter to include an expected number of interactions with
your assigned first-year students and submit your consensus plan on January 22nd for final review and signature.

b) Carrying out a signature fellow’s project in service to the first year class and/or Foster. We ask you to choose a developmental challenge for the quarter and then create a “signature” project that you will undertake to work on your development.

Projects should:
- help you all work on a specific developmental area you have identified in service to the first year class / Foster. Examples of projects could include creating a podcast on conducting effective AARs, hosting a cross-cultural leadership event for Foster MBA international students,
- be planned specifically for Mgmt 511 and not in conjunction with another class or club role
- be complete (or implementation underway) by the final day of class on Mar 12
- multiple or all of the Fellows can undertake a single project

Final 1–page project proposals are due no later than January 29th.

c) Attending and fully participating in scheduled Mgmt 511 classes. Class sessions will focus on applying and integrating your lessons learned regarding leadership, learning directly from experienced leaders, or discussing with a small group of peer Fellows the work you are doing with your assigned first-year students.

d) Updating and carrying out a leadership development plan documenting your personal leadership growth. You should document your LDP via LD Navigator.

e) Completing two one-on-one coaching sessions during the quarter with your CLST coach.

Instructor and Course Philosophy

Our work with you is based on the following assumptions:

- Supporting others’ performance and development as a Leadership Fellow enhances your own capacity to influence others and to lead teams and larger groups both within Foster and beyond.
- Reflection and exploration into your own ideas, methods, assumptions and leadership style will serve to increase your leadership capacity and your ability to support a team within Foster and beyond.
- Actively participating in a forum to share coaching experiences, consult with peers, and reflect on your own leadership serves to accelerate your development as a leader.

Class Format

As noted above, with the focus on your leadership development, you will meet with your entire peer Fellows group approximately every other week. These sessions are designed to focus on practical application and review of leadership learnings to the real world.
On the alternating weeks, Fellows will meet all together or in small peer groups to discuss specific issues, challenges, and opportunities you encounter working with your first year MBA students. Fellows should bring a hot topic to these sessions, which will be facilitated by a CLST coach. The purpose for these meetings is to focus on the work you are doing with your assigned students, to learn from and improve your interactions.

**Full Range Leadership Survey**

Each Fellow, along with assigned raters, will complete a second Full Range Leadership (FRL) 360 survey. The developmental feedback report summarizing the 360 degree feedback will be used as the primary focus of a one-on-one coaching session with your CLST coach.

**Due dates:**
2/3/2014 - Launch FRL Survey for self and other ratings
2/24/2014 - Close FRL Survey

**Class Attendance**

In accord with Foster MBA Program policy, attendance is required aside from circumstances related to (1) illness or (2) unavoidable conflict with a job or internship interview that cannot be rescheduled. Regardless of the rationale for missing a class meeting, please note that you are responsible for communicating with the instructors in advance and also with your classmates to find out what you missed during your absence.

**Grading**

This is a ‘credit-no credit’ course. The credit for both quarters of this course will be given after winter quarter. You must complete the requirements for the course as described above to earn credit.
<table>
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<th>Date</th>
<th>Focus</th>
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| 1. Jan 8 | Quarter overview  
Fellows commitments to one another  
Prep for first 1:1s with first years  
Discuss signature project |
| 2. Jan 15 | Peer group coaching |
| 3. Jan 22 | Project commitment presentations  
Guest Panel - former fellows |
| 4. Jan 29 | Peer group coaching |
| 5. Feb 5 | Guest Visit TBA |
| 6. Feb 12 | Peer group coaching |
| 7. Feb 19 | Guest - Neal Dempsey |
| 8. Feb 26 | All Fellows’ meeting |
| 9. Mar 5 | Peer group coaching |
| 10. Mar 12 | Signature project reports – accomplishments and lessons learned |

** Feb 26 – there won’t be a formal class session or CLST-facilitated peer group meetings. Instead, Fellows should meet as a cohort to check in on the cohort’s commitments to one another, progress of projects, and other cohort-level interests and concerns.