

Course Syllabus
Mgmt 511: Leadership and Coaching Practicum
Winter 2015

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

Course Overview

A **practicum** is a graduate level course, often in a specialized field of study, that is designed to go beyond classroom learning by giving students supervised practical application of a previously or concurrently studied theory, model and/or framework. A practicum involves actually working in the area of study and typically requires students to keep field notes of their hands-on experience and attend a concurrent seminar where they systematically examine their on-site experience in view of the course content. As such, this leadership and coaching practicum course is structured differently from most Foster MBA courses.

There are 3 goals for the winter segment of the Fritzky Leadership Fellows practicum:

1. To continue to enhance each Fellow's development as a leader in Foster including making measurable progress to achieve the Fellow's personal leadership development goal(s).
2. To support each Fellow's work with the first year MBA class' individual and team development.
3. For Fellows to learn and integrate the core components of CLST leadership framework through reflective practice, classroom discussion and live application to one's self-development, peer-development and first year MBA student and team development.

Deliverables

The deliverables for this course segment include:

- a) Submit a **Reflective Summary** that includes a succinct analysis of what you learned from your successes and failures in the fall quarter as well as your objectives, commitments and priorities for winter quarter and beyond. Use the attached **Reflective**

Assignment Template to guide your responses. Upload your summary to your personal library in LD Navigator by **1/12/15**.

- b) Design a signature **Fritzky Leadership Fellow's Class of 2015 Project** in service to the first year class, incoming 2015-16 Fellows, and/or Foster going forward that represents the leadership legacy of your cohort. Consider what you have learned and internalized from your selection, through LEAD and fall quarter experiences including but not limited to the leadership brand and portrait of a Fritzky fellow. As a cohort, choose a challenge that you feel needs to be addressed and then create a proposal on how this challenge can be addressed in a way that creates your leadership legacy. If your cohort wishes to subdivide into two (no more than three) small groups each focused on a different challenge, this is permissible so long as each small group produces the two deliverables described below.

Examples of possible project proposals include further developing the leadership or team work capabilities of the first year MBA class, a design for onboarding the incoming group of Leadership Fellows, and/or better promoting and communicating about the Leadership Fellows program (which could include enhancing the current website).

There are 2 deliverables:

- A preliminary one-page proposal that includes a specification of the need, how the need can be addressed, how success would be measured, and how your legacy is transmitted. **Due Wednesday 1/28.**
 - A final three-page proposal that provides the strategy for addressing the challenge identified, objectives to be met, specification of resources and means, how success would be evaluated and your legacy recognized. (Use the attached outline as your guide for completing this deliverable.) **Due Wednesday 2/11.**
- c) Complete your second **Full Range Leadership (FRL) 360 Survey** including a sufficient number of raters to provide you with feedback (a minimum of three raters must complete the survey in order to receive rater feedback). Meet with your assigned coach to discuss the results.

Dates:

Monday 2/2 - Full Range Leadership (FRL) survey launches for self and other ratings

Monday 2/23 - FRL Survey closes

Monday 3/2 - FRL Report available in LD Navigator

- d) Complete your **Leadership Development Plan** in LD Navigator by **Monday 3/9**. This should include the actions you took to work on your leadership development goal(s) over the previous 6 months, the results and your reflection on your progress.
- e) Attend and fully participate in all scheduled Mgmt 511 classes.
- f) Update and upload your updated **Quarterly Meeting Plan** and **Status/Reflection Log** to your personal library in LD Navigator before each 1:1 meeting with your coach and also at the end of the quarter. The log document represents your field notes and should include sufficient detail to serve a number of purposes: to aid reflection, to demonstrate to your instructors and coaches that you are practicing observations of self and other

and self-reflection, to give a general idea of the nature of topics being brought by Fellows, to help you refresh your memory in preparation for future meetings, and to keep track of change or progress with your firstees.

- g) Complete three **one-on-one coaching sessions** during the quarter with your CLST coach. Be prepared to review your *Leadership Development Plan* and progress or obstacles to progress you have experienced in pursuit of your goal(s) and updates to your *Quarterly Meeting Plan* and *Status/Reflection Log*.

Instructor and Practicum Course Philosophy

The philosophy proposed here aims to support the development of a reflective and reflexive learner and leader who develops through self- and other-observation, situational analysis, theorizing, assumptions testing, inquiring, experimenting, and practicing. Such development has to be built around the contemplation and identification of yourself as a leader based on your personal model of leadership and development. While instructors and coaches can help by providing resources and engaging in dialogues and inquiry with Fellows, Fellows need to carry out a personal reflection on their own to explore personal actions, feelings, emotions, values and beliefs to embark on a transformation of their vision of what sort of leader they would like to be.

To aid this growth, we provide

- Support for Leadership Fellows to enhance their own capacity to positive influence others and to lead teams in Foster and beyond
- A framework of leadership development that can be applied in the current Fellow's role and/or in any leadership role in the future.
- A facilitated forum to share leadership and coaching experiences, consult with peers, and reflect on your own leadership to accelerate your development as a leader.

Practicum Format

The practicum course meets weekly in winter quarter for a total of 10 sessions as per the Class Schedule that follows. Starting with the second session and then in alternating weeks, we will focus on one of five challenges that confront leaders of all levels. We ask you to read the related article assigned for the class, and come prepared to make connections between the topic and your own leadership experience. These challenges will be interpreted using a leadership framework that brings together the core models that have been presented throughout the year.

We aim to bring in guest speakers for class 2, 4, 6, 8 and 10. Class time will be divided between the speaker and the topic coverage. The names and affiliations of the speakers will be provided in advance so that you can prepare for an interactive dialogue. Because speakers are typically leaders in local corporations who sometimes have unavoidable, last minute work situations arise, cancellation of a speaker is a possibility in which case, the entire class time will be used for topic exploration.

On the alternating weeks beginning in the first session, Fellows will meet 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 or a Fellow under the supervision of 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, and to continue to practice and refine the peer coaching competency introduced in Leadership Fellows' LEAD and autumn quarter.

Course 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 practicum 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.

Class Schedule

	Date	Focus
1.	Jan 7	Quarter overview. Fellows joint commitments Peer group coaching/Prep for first 1:1s with first years
2.	Jan 14	Challenge #1: Understand Purpose & Needs Speaker TBA
3.	Jan 21	Peer group coaching
4.	Jan 28	Challenge #2: Building Good Will Speaker TBA
5.	Feb 4	Peer group coaching
6.	Feb 11	Challenge #3: Promoting Adaptive Tension Speaker TBA
7.	Feb 18	Peer group coaching
8.	Feb 25	Challenge #4: Making Difficult Choices Speaker TBA
9.	Mar 4	Peer group coaching
10.	Mar 11	Challenge #5: Focusing on Futures & Sustainability Speaker TBA

Readings:

Class #2: Craig, N. & Snook, S. (2014). From purpose to impact: Figure out your passion and put it to work. Harvard Business Review, May, 104-111.

Class #4: Graham, G.L. (2002). If you want honesty, break some rules. Harvard Business Review, April, 42-47.

Class #6: Martin, R. (2007). How successful leaders think. Harvard Business Review, June, 60-67.

Class #8: Charan, R. (2013). You can't be a wimp: Making the tough calls. Harvard Business Review, November, 73-78.

Class #10 Wilkinson, A., & Kupers, R. (2013). Living in the futures: How scenario planning changed corporate strategy. Harvard Business Review, May, 119-127.

Reflective Assignment Template

Respond to each of the questions below about your experience, growth and development as a Leadership Fellow during autumn quarter and about your winter quarter and beyond objectives, commitments and priorities. You can provide your responses either question-by-question or in essay form. Your responses should demonstrate thoughtful effort through critical thinking, introspection, and articulation of your learning.

Your reflective log entries from autumn quarter should be a rich source of information; you're encouraged to make use of them with this assignment.

Autumn Quarter

1. When have you been at your best in your work with your assigned first year students? What were the circumstances, what did you do, and what was the impact?
2. When have you struggled in your work with your first year students? What was the situation or situations, how did you resolve it, what was the outcome, what did you take away and how did/will you move forward?
3. What assumptions or beliefs about leadership or working with a team did you have prior to being a Leadership Fellow that was challenged through your experience? What has been your biggest learning about leadership this quarter? How have you (or will you) apply this learning in other areas?
4. What are the main areas in which you've grown and developed through your experience as a Leadership Fellow?

Winter Quarter and beyond

1. What are your objectives and what commitments are you making to support your assigned first year students?
2. How do you plan to stretch yourself outside your comfort zone as a Leadership Fellow during winter quarter?
3. What are your priority areas for developing as a leader and as a Leadership Fellow going forward?

Leadership Fellows Signature Project Proposal Outline

Your 3-page proposal should include the following elements:

- Need the project will address
- Nature & description of project
- Project objectives
- Target audience
- Impact and expected outcome
- Resources/budget requested
- Time frame
- Project team composition (if cohort will undertake more than one project)