

eLEAD 2019
Leadership Development

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Course Overview

This course is focused on developing your leadership potential. We will explore leadership techniques and principles using readings, cases, lectures, discussions, self-reflection and experiential exercises. The Full Range Leadership Model will serve as the theoretical and structural foundation of our course; we will explore your strengths and weaknesses, resources and capacities as a leader.

Course Requirements

Prior to eLEAD:

The best way to learn, especially about leadership, is to actively participate in your education and development. To facilitate active and productive participation, and to make the most of our limited class time, you'll need to complete substantial preparation before the start of eLEAD:

1. Please review the Canvas course and complete all assigned pre-work prior to eLEAD.
2. You are also required to complete a 360 degree survey **by September 7** which involves completing your own self-assessment as well as requesting feedback from others. Please see the final pages of this syllabus for a detailed overview of this process.

During eLEAD sessions:

This course is designed as a workshop. Each class session will involve a combination of lecture, discussion, small group work, and class exercises. Thus, you are expected to not only reflect deeply on your own leadership experiences and challenges, but also to contribute to your classmates learning via thoughtful discussion and support. Attendance in all eLEAD sessions is required to receive credit in the course. Please see directions for the makeup assignment on Canvas if you will miss more than 30 minutes of any eLEAD session.

Post eLEAD sessions:

Your self-reflection and our course discussions will be codified in the Leadership Development Plan that you will maintain throughout your Foster Career. Details are available on Canvas.

COURSE OUTLINE AND ASSIGNMENTS

(Optional readings and assignment details are available on Canvas.)

SESSION 1: Course Introduction

Subject and Objectives

In our first session together, we will overview the leadership model that will frame our exploration into the leadership development you will navigate through your MBA career and beyond. We will

discuss how eLEAD integrates with the FRL 360 reports that you will receive, and facilitate your reflection on those scores.

Required Pre-work

1. In class you will also receive the results from the Full Range Leadership 360 survey; please make sure that you and your raters have completed the survey by September 7 to allow time for processing of your report (see the final pages of this document for more details on this).

2. REFLECTION: Prior to class, please commit some time to reflecting on your thoughts on leadership and yourself. Come to class ready to publicly answer the following questions:

- A. What do I know about leadership? (what am I certain about?)
- B. What do I know about myself? (what am I certain about?)
- C. What do I need to learn about leadership?
- D. What do I need to learn about myself?

3. READING: Please read and reflect upon “How Microsoft Uses a Growth Mindset to Develop Leaders” by Carol Dweck and Kathleen Hogan (available on Canvas)

4. Please make sure to schedule time between session 1 and session 2 to read your FRL 360 report and reflect on it (reports will be distributed in class on Session 1).

SESSION 2: From Reflection to Connection

Subject and Objectives

We will build on your internal reflection on leadership and yourself and focus on building skills and capacity for the social aspects of leadership. You'll continue to craft a plan for how you'll improve your leadership effectiveness, and help your classmates to improve upon their plans.

Required Pre-work

1. RELECTION: Please make sure to schedule time between session 1 and session 2 to read your FRL 360 report and reflect on it (reports will be distributed in class on Session 1).

2. READING: Please read and reflect upon “Learn to Love Networking” by Tiziana Casciaro, Francesca Gino & Maryam Kouchaki (available on Canvas)

SESSION 3: Scaling Up Leadership

Subject and Objectives

The last day of eLEAD will focus on how leaders influence others beyond dyadic relationships. How do we effectively lead those who we don't spend a lot of time with? We will also discuss how to leverage the momentum you have created in eLEAD to continue your leadership development in the Fall quarter and beyond.

Required Pre-Work

Please reflect on your personal experience with the broad and potentially loaded concept of values:

- What does this word mean to you?
- What are your core values?
- Where do they come from? How were they formed?
- What role do they play in your professional life?

You do not need to submit your responses through Canvas; however, as you reflect on these questions, think of an artifact—a simple but tangible object that symbolizes your personal values, how they were shaped, and/or the role that they play in your life—something you might use as a stage prop to tell a personal story about this important topic. Please bring this meaningful artifact, which exemplifies how you formed your personal values to our third class session. Be prepared to show this object to other classmates and discuss its personal meaning.

Required Post-Work

You will create and hone a dynamic Leadership Development Plan throughout eLEAD, and you will submit the first iteration of that plan by Monday October 1 via a Catalyst Survey.

FULL RANGE LEADERSHIP SURVEY

General information:

A core aim of this course is to use your own ideas, vision, and capabilities to become a more effective leader. The Full Range Leadership 360-Degree Survey was developed by the Center for Leadership and Strategic Thinking (CLST) here at the UW Foster School of Business. It can be used to gain valuable information about how you lead. In particular, the FRL 360 allows you to assess your leadership skills and compare your own perspective to the perspective of your supervisors, coworkers and any direct reports you might have. Understanding your scores can also make the issues discussed in class more personally relevant in terms of personal insight and action implications.

You can use the results from this instrument to identify where you are on your leadership journey, develop a plan for developing your leadership competencies and apply these insights to specific issues of interest to you. This 360 instrument has been used very successfully with both seasoned senior executives and younger middle managers. Leadership development depends on your individual willingness to self-reflect and push yourself to grow and change. The FRL can be a key part of this process, so I hope you will utilize it fully.

The Process

Step 1: Fill out the survey.

You will receive an email from clstinfo@u.washington.edu with detailed instructions on how to access the survey and identify other potential raters to whom the survey will be sent. Through the link provided by the CLST, you will be able to (1) evaluate yourself, (2) enter the names and email addresses of your raters so they can provide ratings and (3) view your results at the end of eLEAD week.

It is important to note that the initial email from the CLST can sometimes be intercepted by spam filters. *If you have not received an email from CLST by Monday August 5, 2019 please email clsthelphelp@uw.edu to obtain access.*

Step 2: Selecting Raters and Discussing Deadlines and Confidentiality with your Raters

It will take a little time to coordinate survey respondents so you should initiate this process as soon as you can. The minimum requirement is that each student completes the instrument on themselves. However, obtaining feedback from others is strongly encouraged to gain the most from your feedback. You should ask a *minimum* of 5-7 people who have worked with you on work projects to complete the survey (you need at least 3 raters in order to receive the full 360 report; there is no maximum number of raters). You can also ask people who have worked with you in other life contexts and who can evaluate your leadership skills to rate you using the “other rater” category.

Your raters could be past and current bosses, past and current colleagues, and direct reports. You should select people who have worked with you on projects in the not too distant past. You do NOT need to select people from teams you have formally led because we will discuss both formal and informal leadership behaviors. You should not just select people that you have had good working relationships with—select both people with whom you get along with well, and those you did not, so that you can get a good general picture of how you lead across different contexts.

Confidentiality. The instrument will only report aggregate ratings, so you will not know who gave what score. Also, any comments that your respondents make on the survey will be shown without telling you who entered the comment, but comments will be reported exactly as they have been entered by the respondent.

I encourage you to personally contact the people you are nominating to let them know that they will receive an email from the CLST and thank them for completing the survey within the next few

weeks. Here's a sample email that you can use to solicit your potential raters. Feel free to copy, paste and edit this sample email to suit your needs:

Dear [Name],
I hope this message finds you well! I am writing to request your help with a class assignment. I am taking a course on Leadership Development as part of my MBA Program. I would be grateful for your help with one of the required exercises for this course, the Full Range Leadership 360-degree Survey. The Center for Leadership and Strategic Thinking at the Foster School of Business at UW created the FRL 360 to help individuals expand their understanding of their leadership potential and effectiveness. I am asking people who know me well to complete a short survey to describe our interactions. In class, I will receive a report that summarizes the results from the survey. The instrument will only report aggregate ratings, so I will not know who gave which scores. Any qualitative comments that you make on the survey will be shown to me without telling me who entered the comment, but comments will be reported exactly as they have been entered.
You'll shortly be receiving an email from the Center for Leadership and Strategic Thinking (clstinfo@u.washington.edu) with a link to the survey that you can complete. I would be so grateful if you could complete this survey by August 28. To ensure this email does not end up in your spam/junk folder, you may want to add clstinfo@u.washington.edu to your list of approved senders.
This email will also give you the option of opting out of the survey if you do not choose to participate.
Thank you so much for contributing the time and energy to help me develop my leadership potential. If you have any questions about the survey, please feel free to contact the CLST at clsthhelp@uw.edu.
Best regards,
[Your name]

You will indicate the raters that you'd like us to contact by entering their names and email addresses in your FRL 360 survey. Once you provide names and email addresses, the CLST will automatically contact those individuals (from clstinfo@u.washington.edu) with the following message.

Dear [Name],
I hope this message finds you well! I am writing to request your help with a class assignment. I am taking a course on Leadership Development as part of my MBA Program. I would be grateful for your help with one of the required exercises for this course, the Full Range Leadership 360-degree Survey. The Center for Leadership and Strategic Thinking at the Foster School of Business at UW created the FRL 360 to help individuals expand their understanding of their leadership potential and effectiveness. I am asking people who know me well to complete a short survey to describe our interactions. In class, I will receive a report that summarizes the results from the survey. The instrument will only report aggregate ratings, so I will not know who gave which scores. Any qualitative comments that you make on the survey will be shown to me without telling me who entered the comment, but comments will be reported exactly as they have been entered.
I would be so grateful if you could complete this survey by August 28. If you would rather not participate in this process, reply to this email and say "please remove me from this survey," and the CLST will remove you from the list.
Please click the link below to participate:
[link]
Thank you so much for contributing the time and energy to help me develop my leadership potential. If you have any questions about the survey, please feel free to contact the CLST at clsthhelp@uw.edu.
Best regards,
[Your name]

Step 3: Accessing Results

We will distribute your results in eLEAD class. You will also be able to access an electronic copy of your report; follow the instructions provided to you from the CLST. In class we'll discuss how to interpret the results and use them as a guide to action.