

## **MGMT510 eLEAD 2020 Leadership Development**

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Course website: <http://canvas.uw.edu>

### **Course Overview**

This course is focused on helping you develop as a leader. 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. We will focus on clarifying your purpose, helping others do the same, and acting with purpose in your work and life to become an authentic, empathetic, transformational leader. We will explore leadership techniques and principles using readings, cases, lectures, discussions, self-reflection and experiential exercises.

### **Course Requirements**

#### *Prior to eLEAD class sessions:*

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 each class session.
2. You are also required to complete a 360 degree survey **by September 2** 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 class 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 class 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**

Session 1	9/16	Course Introduction
Session 2	10/13 & 15	From Reflection to Connection
Session 3	10/20 & 22	Taking Action – Leadership in Context
<i>Deliverable</i>	<i>11/2</i>	<i>Leadership Development Plan</i>
Session 4	1/10	TBD
Session 5	Autumn 2021	TBD

### **SESSION 1, September 16: Course Introduction**

#### **Focus 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 focus on foundational concepts such as clarifying your purpose, that will be followed up with asynchronous videos elaborating the model. We will reinforce what you have learned in orientation about practicing a growth mindset. 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. You should have received the link for the Full Range Leadership 360 survey; *please make sure that you and your raters have completed the survey by August September 2* 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 your purpose and what you know about leadership. Come to class ready to publicly answer the following questions:

1. What is my why?

- Why do I do what I do? For the sake of what...? For whatever your answer, follow up with the question, Why is that important? For whatever that answer, again ask, Why is that important? Repeat 2 or 3 more times.

- What am I passionate about?

- What are my strengths?

- What problems/challenges/opportunities are most exciting and important to me?

- How can I best apply my passions and strengths to make a difference?

2. What do I know about leadership? (what am I certain about?)

- What leader do I most admire and why?

- When have I led successfully and what made me successful?

- When have I fallen short of my leadership goals? What did I learn from this experience?

3. What do I need to learn about leadership?

- What do I know I would like to improve?

- What or strengths or passions have I underutilized?

- How can you focus your impact?

- What are my known unknowns about leadership?

3. READING: Please read and reflect upon
- "Purpose Driven Leadership" from [Purpose Driven Organizations](https://link.springer.com/chapter/10.1007/978-3-030-17674-7_5), Chapter 10, page 57-71 by Pablo Cardona, Carlos Rey, and Nick Craig  
[https://link.springer.com/chapter/10.1007/978-3-030-17674-7\\_5](https://link.springer.com/chapter/10.1007/978-3-030-17674-7_5)
  - [How Microsoft Uses a Growth Mindset to Develop Leaders](https://hbsp.harvard.edu/tu/9c529a06) H036U6-PDF-ENG  
<https://hbsp.harvard.edu/tu/9c529a06>
  - Chris Petersen background information -  
<https://www.washington.edu/news/2020/07/09/former-ncaa-head-football-coach-chris-petersen-named-fritzky-chair-in-leadership-at-uws-foster-school-of-business/>
4. Please make sure to schedule time between Session 1 and Session 2 to view videos that will be released on October 8 and read your FRL 360 report and reflect on it (reports will be distributed by email prior to Session 2).

## **SESSION 2, October 13 & 15: From Reflection to Connection**

### **Focus 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 start 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. REFLECTION: Please make sure to schedule time between prior to Session 2 to read your FRL 360 report and reflect on it (reports will be distributed by email). The videos loaded in the Module for Session 2 on October 8 will help clarify the concepts from the FRL framework- please view these to aid your reflection prior to class. Come to class ready to publicly answer the following questions:
1. What did the FRL capture that most resonates with my sense of my leadership?
  2. What did the FRL surface that most surprises me?
  3. What did I learn about different approaches to leadership from taking the FRL?
  4. What do I anticipate I will learn from others on my team about their FRL scores?
  5. Based on my approach to leadership, how can I best support others ability to take action on their purpose, in alignment with our team goals?
2. READING: Please read and reflect upon:
- [If You Can't Empathize with Your Employees, You'd Better Learn To](https://hbsp.harvard.edu/tu/00972767) H039KF-PDF-ENG  
<https://hbsp.harvard.edu/tu/00972767>
  - [Learn to Love Networking](https://hbsp.harvard.edu/tu/862d6e7a) R1605J-PDF-ENG  
<https://hbsp.harvard.edu/tu/862d6e7a>

## **SESSION 3, October 20 & 22: Taking Action – Leadership in Context**

### **Focus and Objectives**

The last day of eLEAD in the autumn quarter will focus on how you will influence others beyond dyadic relationships. How do you effectively lead those who you don't spend a lot of time with? What is important about the context that shapes your approach to leadership? How can you align your purpose to an organization's purpose to amplify your effectiveness? How do you adapt your approach to leadership when you encounter disruptive change? 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**

1. REFLECTION: Please take a moment prior to class reflect on the following questions and come to class ready to publicly discuss your answers:

1. In the past, when have I felt that my workplace supported my ability to practice authentic leadership? What make it a supportive context?
2. In the past, what stifled my ability to practice authentic leadership?
3. What organizations most excite me as places to work? Why? How do I envision leading effectively in these organizations?
4. What do I need to learn about employers to find the right fit for my approach to leadership? How would I set up a new business to allow me to be an effective leader?
5. What features of my approach to leadership will be most important in the future?
6. What I can do today to develop my leadership potential so I am ready to lead in my future career?

2. READING: Please read and reflect upon:

- [Creating a Purpose-Driven Organization](https://hbsp.harvard.edu/tu/f065aee8) R1804E-PDF-ENG  
<https://hbsp.harvard.edu/tu/f065aee8>

### **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 the end of the day Friday, November 2 via Canvas.

## FULL RANGE LEADERSHIP SURVEY

### General information:

A core aim of this course is to use your own passions, 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](mailto: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 LEAD 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 23 please email [clsthelph@uw.edu](mailto:clsthelph@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 expend 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. As a part of this 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](mailto: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 September 2. To ensure this email does not end up in your spam/junk folder, you may want to add [clstinfo@u.washington.edu](mailto: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 [clsthelp@uw.edu](mailto:clsthelp@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](mailto: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 expend 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. As a part of this 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 September 2. 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 [clsthelp@uw.edu](mailto:clsthelp@uw.edu).*

*Best regards,  
[Your name]*

**Step 3: Accessing Results**

We will distribute your results by email prior to the second session of the LEAD class. In class we'll discuss how to interpret the results and use them as a guide to action.