The class meetings for this class are on Thursdays: November 5th, November 19th, December 3rd, December 17th. This course can be described as a “blended” course in that we will combine class meetings and on line exercises.

On Monday, October 19th I will email an assignment to your Doane email address that is due no later than 6:00pm on Thursday, November 5th, the night of our first class meeting. To complete this assignment, you will need the primary textbook for the course, Deep Change: Discovering the Leader Within. You will send the completed assignment as an attachment to an email to Janice.hadfield@doane.edu

**COURSE DESCRIPTION:**
This is an integrative course that examines the relationship between innovation and the entrepreneur in the development and execution of new ideas. Students will be involved in the process of self-examination and leadership development. Topics include emotional intelligence, identifying personal strengths, leadership and self-deception, and keys to leading others.

**TEXTBOOKS:**
ISBN #: 0787902446
Additional books will be distributed to students during the course.

You are expected to read ALL of these books you are given, in their entirety. If you do not plan to read the books, don’t sign-up for the course. You are not required to have read the books before the class begins, but you will have read them all by the time the course ends.

**COURSE OBJECTIVES:**
- Students will develop an understanding of power and self-interest, the driving forces behind change.
- Students will develop an understanding of incremental change and deep change, the differences between the two, and when each is appropriate.
- Students will learn and understand the personal change that is needed to move from manager to change leader.
- Students will learn the steps of the change process and will begin to understand the dynamics of change.
- Students will develop skills for strategic communication during the change effort.
- Students will develop skills for obtaining commitment, working with resistance, negotiating change, and implementing change.
• Students will develop skills for aligning individual effort with organizational goals.

We will meet four times for this course. After each class meeting, I will give you materials to read and an assignment to complete to prepare for the next class meeting. None of the requirements for this course will require you to conduct research beyond the textbooks and materials I give you and your own personal experience and developing self-awareness. Please don’t be concerned that you will read several books during the course. These are small books and very readable. They are nothing like the textbooks you traditionally work with in a course.

Before you can learn how to lead others through change, you have to know a lot about yourself. The hostess on an airplane tells you, when she is giving her pre-flight instructions, “Put the oxygen mask on yourself first, before you try to help others.” In the same way, this course will force you to examine yourself before you make any effort to lead others. Until you have developed your own self-awareness and talent for leadership, it will not be possible for you to lead others to better performance and more fulfilling lives.

**Your first assignment** will give you an opportunity to become aware of the impact change has on you and will force you to look honestly at your ability to accept and work with change. You will be challenged to identify the control issues that may be at play when you try to lead a change effort, and help you understand the need to give up control in order to take others through the chaos of change. With the guidance of the book, *Deep Change*, you will take an honest look at yourself and find the inspiration and direction you will need to accomplish transformational change.

**Our first class meeting** will introduce you to several valuable concepts, including the inevitability of change, establishing a culture of innovation, how everything you do matters, and the future of work. You will examine various organizations whose current operations incorporate these concepts to achieve premier outcomes in today’s highly competitive business environment. We will take a look at the leaders of these organizations to discover the aspects of their character and behavior that encourage others to follow them into the uncertainty of change. You will be introduced to ways of thinking that can help you develop your own talent for leadership.

Our focus for **the second class meeting** will be Emotional Intelligence. We will examine the scientific evidence for emotional intelligence and discover its impact on problem solving, decision-making, and leadership. We will learn that, when it comes to success in all aspects of our life, EQ matters just as much (perhaps more) than IQ. We will learn about emotional intelligence, but our focus will be on the personal development of EI in each of us. We will use what we learn to develop personal plans for increasing our level of EI to relieve stress, communicate more effectively, empathize with others, overcome challenges, and diffuse conflict. More specifically you will understand how improving your level of emotional intelligence will help you develop meaningful relationships, achieve greater success in your career, and make you an effective, respected leader.

At the **third class meeting** we will take a look at what you bring to the table. It is not unusual to hear a company proclaim, “Our people are our greatest asset.” Obviously every organization should value its people, but they are not the most valuable asset. According to Marcus Buckingham, the foremost leader in the Strengths Movement, ““Aligning our people's talents to their tasks so that they play to their strengths the majority of each day is our greatest asset.” In this class you will look at the specific strengths you have that will help you to assume a leadership role and make a difference. Peter Drucker once said, ““Most Americans do not know what their strengths are. When you ask them, they look at you with a blank stare, or they respond in terms of subject knowledge, which is the wrong answer.”

Gallup research indicates that fewer than 25% of us are encouraged to focus on our strengths. The other 75% of employees and managers in all types of organizations would bet their jobs that they should focus on making their weaknesses better. The Strengths Movement flips that idea around and says that the payoff is measurably greater when there is a focus on improving strengths. The purpose of this assignment is to help you learn how to be intentional in the development and implementation of your strengths. Understanding your strengths will help you identify the work that is the best fit for you,
understand how another’s strengths can work in concert with your strengths to achieve high performance, and use your strengths and the strengths of others to make work and life more meaningful.

**When we meet for the fourth time**, we will examine the concept of Leadership and Self-Deception. Everyone knows that behavior is only the manifestation of those beliefs, attitudes, prejudices, and feelings that lie deep inside us. The problem is, most of us lack clarity about what those deeper things are and how to change them. These deeper aspects of our character are invisible and difficult to examine with honesty, so we focus on behavior, which can be described, analyzed, and addressed in terms most people understand.

In organizations we see poor communication, so we deliver employee workshops to improve communication skills and team building skills. We decide that employees are not motivated, so we plan fun events so that everyone can wear a party hat and play games. We conduct performance appraisals in an effort to force employees to “do” things differently. We attack the behavioral problems we see with activities that try to develop different behaviors. Meanwhile, nothing really changes, because we do not examine the roots of the behavior.

In this assignment, we will take an honest look at those “roots” and how they determine behaviors. We will also take a look at a few individual leaders who have incorporated the ideas we have covered in this course into their leadership style and helped their organizations grow and prosper.

**THE QUALITY OF YOUR WRITING MATTERS.**

It is important for you to know that, as I review your assignments, I will pay attention to the quality of your writing. The growth of technology has changed the world of work. Today many of the people with whom we deal – clients, customers, suppliers, subordinates, and supervisors -form opinions of us based on the things we write to or for them. They are deciding how smart we are, how well educated, and how well we think based on letters, reports, and e-mail messages that we send to them, because they may never meet us face-to-face. While you are in school you have an opportunity to form the habit of communicating in writing effectively. I expect you to edit everything you write for all assignments, and submit work at the level of quality expected of a professional and certainly of a graduate student.

**ATTENDANCE POLICY:**

This class will be highly experiential and interactive. Therefore, class attendance is critical to the learning. There are only four class meetings, so you should not enroll for the course if you know in advance that you cannot attend one or more of the meetings. Once the class begins, the ideal is to never miss a class, but we know that life sometimes gets in the way of our plans. If you must be absent (and there had better be a very good reason), contact me to arrange to make-up the absence.

**ACADEMIC INTEGRITY POLICY:**

This policy requires that you immediately and cheerfully offer the benefit of your knowledge and skills to any fellow student who needs your help. If someone helps you, whether a fellow student, the author of a book/article, a family member, a pastor or priest, a coworker, a child, a pet, or anyone else, say that they helped you. That’s called citing a source. Always show respect for the ideas or words of others by giving them the credit. Failure to show respect will result in an “F”.
