

syllabus

ED 503 (OL) – Leadership and Leadership Formation (On Line)

Terry C. Young, PhD

August 17th – November 13, 2012

3 Credit Hours

(Undergraduate / Graduate Level – Distinctions for work load contained in the syllabus)

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Course Description*

Students will grow in their responsibility, spirituality, and identity as leaders. They will develop their personal and organizational skills in vision, character development, self- management, motivation, and leadership style. They will increase their ability to manage the following: change, strategy, conflict, time, finances, institutional and contextual culture, power, recruitment, placement, diversity and giftedness, delegation, meetings, and self-managing teams. Students will be able to develop leaders using equipping and multiplication strategies.

*The specific focus in this course will be on the concept of adaptive leadership. This is a framework that is quite unique from most leadership approaches. It has to do with viewing your organization or team, as well as yourself through some very specific and powerful lenses. It is the professors strong belief that this posture and perspective of leadership is what is needed in the times in which we live – highly complex, ambiguous, and ever changing.

This course is organized in Moodle in an eight week format. In addition, we have three scheduled live classroom sessions (Go To Meeting Format). The dates of our live classroom sessions are Friday, August 24th ; Friday, September 21st , Friday, October 12th

Course Objectives

The learner will:

- Develop an understanding of adaptive leadership theory and practice
- Develop a point of view towards leadership that includes – diagnosis, interpretation, and intervention with the complementary awareness of oneself as a living system
- Develop a degree of literacy around the dynamics of leading change
- Deepen awareness and understanding of how we grow and develop as leaders over a lifetime – principles and practices of leadership formation
- Sharpen perspective on what it means to lead in any and all leadership contexts
- Shape one's own Leadership Map in order to clarify understanding and practice of wise leadership
- Explore and hopefully begin to shape a posture of leadership that is marked by clarity and calmness
- MASTERING THE IMAGES / CONCEPTS OF ADAPTIVE LEADERSHIP

Course Texts

Heifetz, R, Grashow, A. & Linsky, M. (2009). *The Practice of Adaptive Leadership* – R. Heifetz, A Grashow, and M. Linsky. Boston: Harvard Business Press.

Lowney C. (2003). *Heroic Leadership: Best Practices from a 450 Year Old Company that Changed the World*. Chicago: Loyola Press.

Barton, R. H. (2008). *Strengthening the soul of your leadership: Seeking God in the crucible of ministry*. Downers Grove, IL: Inter-varsity Press.

FOR STUDENTS AT THE GRADUATE LEVEL – There will be an additional reading component to the course that will be given to you at the start of the session. This is to meet the higher level of academic requirement for a graduate level course.

Recommended (Not required reading):

Barsh, Joanna. & Cranston, S. (2009). *How remarkable women lead*. New York: Crown Business.

Cameron, K. (2008). *Positive Leadership: Strategies for extraordinary performance*. San Francisco: Berrett-Koehler Publishers.

Heifetz, R. & Linsky, M. (2002). *Leadership on the line: Staying alive through the dangers of leading*. Boston: Harvard Business Press.

McNeal, R. (2006). *Practicing greatness: Seven disciplines of extraordinary spiritual leaders*. San Francisco: Jossey-Bass.

Articles (To be provided by Instructor)

Course Overview

Pre-course –Begin to Read HEROIC LEADERSHIP / Familiarize yourself with the Course Overview in Moodle

In-course – Weekly readings / postings / group interactions / reflection and writing on HEROIC LEADERSHIP and STRENGTHENING THE SOUL OF YOUR LEADERSHIP while weekly wrestling with the main text – THE PRACTICE OF ADAPTIVE LEADERSHIP

Post-course – Framing your own personal LEADERSHIP MAP – clarifying your personal framework for how you understand leadership practice and your personal development for the future

EVERY WEEK - Initial Response / Considered Response Framework

TEXT – *The Practice of Adaptive Leadership*

Saturday – Monday Read the Concept Paragraph and Assigned Segment from TEXT Begin to write out your initial responses to the questions provided	Monday Night POST your initial reflections and response	Tuesday to Thursday Read the posts of those in your group / Post some brief comments / provide interaction with what has been written	Thursday & Friday Write out your considered response through the questions provided	Friday Night POST your considered reflections and response
Outside of these weekly POSTS and Group Interactions – Work on your Reflection Papers and the framing of your major Leadership Map Project				

Course Schedule

**On Line SESSION – August 24, 2012 – Orientation to our on line community / course goals / syllabus
FOCUS: Leadership in a Different World – Where are we?**

Segment One – August 27/31 Postings

Welcome to the World of Adaptive Leadership – pp. 5-46
(Technical vs. Adaptive Challenges / Experiment-Engage-Connect + 4 Tips)

Segment Two – September 3/7 Postings

The Diagnostic Work of Leadership – pp. 47-87 (The Leadership Model –
Observe/Interpret/Intervene)

NO POSTING FOR WEEK OF SEPTEMBER 10/14

Segment Three – September 17/21 Postings

Politics and the Qualities of Adaptive Organizations – pp. 89-108
(The political landscape / 5 characteristics of adaptive organizations)

**ON LINE SESSION – September 21, 2012 – Mid Course adjustments / issues FOCUS: The Adaptive
Leadership Template – What is the real work of leadership?**

Segment Four – September 24/28 Postings

Mobilizing for Real Change – pp. 109-148
(Making Interpretations / Designing Interventions / Acting Politically)

Segment Five – October 1/5 Postings

Orchestrating Conflict & Building an Adaptive Culture – pp. 150-176
(7 steps to orchestrating constructive conflict that narrows the gap between aspirations and
current reality / The 5 characteristics of an adaptive culture)

NO POSTING FOR WEEK OF OCTOBER 8/12

**ON LINE SESSION – October 12, 2012 – Late Course adjustments / issues FOCUS: The Leadership
Formation Challenge – How can we thrive?**

Segment Six – October 15/19 Postings

The Place of Self in the Leadership Context – pp. 177-230
(Seeing yourself as a system / Knowing your Tuning / Bandwidth / Roles)

Segment Seven – October 22/26 Postings –

The Deployment of Self in the Leadership Context – pp. 231-262
(Power of Purpose & Courage)

Segment Eight – October 29/Nov 2 Postings

Inspire → Experiment → Thrive – pp. 263-297 (Final three pieces of deployment in leadership)

Brief wrap-up and framing of Post-Course Project / Farewells! – Details to be announced!

Course Assignment Summary

#1 – The Weekly Postings and Group Interaction – 40% **Due Weekly**

This aspect of our course together is the most important element in our learning journey for the next three months. In live classroom settings we are accustomed to asking questions and engaging from time to time with peers and professors about concepts, ideas, and issues. The on-line format raises this interaction to a different and we believe heightened level of dialogue. The weekly reflection and postings are designed to have us INITIALLY respond to an idea or set of concepts – like a first look at something we have not seen or thought of previously. This is first-blush learning BUT it isn't enough. SO we will take time to write our thoughts – then have our thoughts placed alongside the thoughts of others. We will actually make our reflection public to a group of peers and in reading one another's work we have a door opened for us to think again OR to frame what we call a CONSIDERED RESPONSE. This is designed to take our thinking and feeling to another level. It is this deeper level that this approach is hoping to lead us all towards. In addition to your group interaction I will also be adding my thoughts and ideas. Together, we want to begin to master the challenge of adaptive leadership.

#2 - Reflection Paper on - Heroic Leadership – 15% **Due – September 22, 2012**

Write a personal reflection paper on this book with particular attention to and application of **one of the four** (if an undergrad) and **two of the four** (if a grad student) characteristics of heroic leadership. This may be a reflection of your interest in this particular characteristic or represent an area of your greatest development need. Reflect on why this characteristic is needed in your future leadership and how you would take practical steps in deepening this dimension in your own life.

Length – No more than **5 pages** (if undergrad) and **7 pages** (if a grad student) / appropriate formatting / references properly cited if references other than the book in focus are used.

#3 - Reflection Paper on - Strengthening the Soul of Your Leadership – 15% **Due – October 11, 2012**

Write a critical reflection paper on this book interacting with the content and principles of the author. Select **three chapters** (if an undergrad) or **five chapters** (if a grad student) and critically reflect on their application to your own life and present leadership or how you see these principles affecting your future leadership. In the final one page or so of your paper – what represents your greatest takeaway from Barton's work and what change or changes are needed to strengthen the soul of your leadership?

Length – No more than **5 pages** (if undergrad) and **7 pages** (if a grad student) / appropriate formatting / references properly cited if references other than the book in focus are used.

#4 – THE ADAPTIVE LEADERSHIP IMAGE TEST - 10% **Due – October 25, 2012**

You will be given 15 images that represent the practice of adaptive leadership. This will be a simple writing exercise in which you explain in 100 words or less the essence of the concept.

#5 – Leadership Map Project – 20%
Due – November 13, 2012

Shape your own overview of leadership and leadership formation out of the concepts from this course. The elements are to include the following:

- My working definition of leadership
- My own take on adaptive leadership – how I would summarize this concept which is at the core of our work through the main text of this course
- My present sense of mission in life – how would you presently articulate your life purpose?
- My declaration of what I believe I would bring to a team, church, or organization by way of leadership style, abilities, and gifting
- My guiding principles and values as a leader - What are my non-negotiable principles when it comes to working with people. This represents your personal values and leadership values
- My personal objectives for leadership formation in the next year – areas to work on, concepts to master, coaching to pursue, experiences to expose myself to, and reading and reflection to engage in. This final segment should contain your belief about self-leadership and where you sense you will need to pay most attention in the next few years (your personal reflections based in Barton and Lowney)

The format for this can be to your own liking. This is a clarifying work designed to guide you forward and is not meant to be your finished and polished take on all things leadership. I want this to be usable and practical – like the coaches guide on the sideline during a game.

Make it lean and as simple as possible (but not more so)! Page length ? Just make it a great map for you!!!!

Assignments and Grading

Weekly Postings / Group Interaction	40%	
This will be gauged by consistency and quality of postings and your engagement with fellow group members. We will discuss this at our first on line community and set the framework for making this a great part of our course experience.		
Reflection Paper on Heroic Leadership	15%	Due September 22, 2012
Reflection Paper on Strengthening the Soul	15%	Due October 11, 2012
The Adaptive Leadership Image Test	10%	Due October 25, 2012
Leadership Map Project	20%	Due November 13, 2012

**Leadership and Leadership Formation
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