# ME/MGT 4741 LEADERSHIP AND TEAM EFFECTIVENESS

Fall 2010 M, W 4:35 pm – 5:55 pm, Room 202 Management Building

*8/20/10 version*

*This syllabus is subject to revision at the sole discretion of Dr. Cherrington*

## Introduction

M Aug 23 **Introduction to ‘Leadership and Effective Teams’**

Course objectives, organization and expectations

Definitions of Leadership

Videos of 6 leadership styles

Student discussion of pros and cons

How do leadership styles reflect personality and values?

W Aug 25 **Motivation to lead, traits and characteristics, styles and theories, authenticity, the path to leadership**

Discussion of individual evaluations and questionnaires, authenticity, personal and team effectiveness

Leadership Journal Assignment #1 due by e-mail Su Aug 29 at 9am.

## Personal Awareness, Values, and Authentic Leadership

M Aug 30 **Developing Awareness of Yourself and Others**

How the personal attributes of leaders and followers influence leadership effectiveness.

Introduction to the Myers-Briggs personal preference inventory, personal preferences and differences with co-workers

W Sep 1 **Using Myers-Briggs in Goal Setting and Problem Solving, Exercise**

Learning to use complementary styles to improve performance - exercises and discussions

Leadership Journal Assignment #2 due by e-mail Su Sep 5 at 9 am

M Sep 6 – School Holiday

W Sep 8 **Effective Personal Communications**

Words, tone, body language. How do you perceive other people? How do other people perceive you?

Assignments

Read Randy Pausch ‘Last Lecture’, or watch on YouTube <http://www.youtube.com/watch?v=ji5_MqicxSo>

Leadership Journal Assignment #3 - due back by Su Sep 12 at 9 am

M Sep 13 **Values**

The Schwartz Values inventory, relationship of personal values to social values, influence of values on ‘motivation to lead’ and leadership styles

W Sep 15 **Values** - Aligning personal, team, and institutional priorities; courage, moral leadership, ethical dilemmas

Assignments

Leadership Journal Assignment #4 due back by Su Sep 19 at 9 am

Read handouts on ‘Giving Voice to Values’

M Sep 20 **Business Ethics** – Discussion of ‘Giving Voice to Values’ case studies

## Developing Personal Leadership Effectiveness

W Sep 22 **Guest Speaker**

Assignment

Leadership Journal Assignment #5 due by e-mail Su 26 at 9 am

M Sep 27 **Basic Leadership Principles – Power, Ideas, Tension, Work**

Business objectives translated into team performance; effectiveness of Authoritarian style, vs Participative Style, vs Laissez-Faire style

Discussion of Northouse Leadership Styles Questionnaire

W Sep 29 **Exemplary Leadership – The Five Practices of Kouzes and Posner**

Discussion of SLPI results

Assignment for next class – due back on M Oct 4 at class

Complete ‘Exploring Specific Leadership Behaviors’ and ‘Comparing Observers’ Responses to One Another’ review of your Student Leadership Practices Inventory results

M Oct 4 **Guest Speaker**

W Oct 6 **Guest Speaker**

Assignments:

**Mid Term Paper** due by e-mail Su Oct 10 at 9 am

Fill out “Team Member Skills Inventory” (posted on T-square) due by e-mail Su Oct 10 at 9 am

Fill out on-line questionnaire on ‘Characteristics of Effective Groups’

## Team Leadership and Effectiveness

M Oct 11 **TEAM ASSIGNMENT**

**The Concept of a Team**

Definitions of team and team effectiveness - The challenge of ‘shared leadership’

Common problems in team effectiveness, Lencioni’s ‘Five Dysfunctions of a Team’,

Tuckman’s ‘Forming, storming, Norming, Performing, Adjourning’ model

W Oct 13 **Team Organization, Leadership and Decision Making Exercise**

Effective teamwork – operational definition of team tasks, communication processes, decision making processes, team leadership, individual and group responsibility and accountability

M Oct 18 **Fall Recess**

W Oct 20 **Team formation**

Member selection - Assessing team member skills, matching team member’s skills to project needs

Team building – Gaining cohesiveness, assimilating new members, adjusting to departing members

Team Norming

Assignments:

Leadership Journal Entry # 6 due by e-mail by Su Oct 24 at 9 am

Sa Oct 23 **ROPES COURSE (Tentative)**

M Oct 25 **Group Effectiveness** **Exercise**

Effective and ineffective group processes, individual effectiveness in a group, collaboration

W Oct 27 **Brainstorming and Group Creativity Exercise**

Assignment:

Leadership Journal Entry # 7 due by e-mail by Su Oct 31 at 9 am

M Nov 1 **Individual vs Group Decisions Exercise**

W Nov 3 **Negotiation, Coordination and Information Sharing** **Exercise** - Dori Pap

Leadership Journal Entry # 8 due by e-mail Su Nov 7 at 9 am

M Nov 8 **Diversity Challenges workshop**

W Nov 10  **Individual Negotiation** **Exercise**

Assignment:

Leadership Journal Entry # 9 due by e-mail Su Nov 14 at 9 am

M Nov 15 **Decision Making and Information Sharing Exercise**

W Nov 17 **Virtual Teams**

Dealing withthe challenges of distance teamwork

Assignment:

Leadership Journal Entry #10 due by e-mail Su Nov 21 at 9 am

M Nov 22 **Conflict Management**

Leadership when there is conflict

Assignment:

Phase 1 of Qualitative Feedback Exercise (30-60 minutes)

W Nov 24 **No Class**

M Nov 29 **Emotional / Social Intelligence**

Relationship of EI/SI to leadership effectiveness

W Dec 1 **Emotional/Social Intelligence – Coaching Exercise**

Assignment:

Leadership Journal Entry #11 due by e-mail Su Dec 5 at 9 am

Assignment: Complete Team Assessment Exercise and hand in at next class

M Dec 6 **Constructive Personal Feedback Exercise**

W Dec 8 **Team Assessment Exercise and Final Assignments**

Final Assignments :

Personal Development Plan (from Qualitative Feedback Exercise) – 7 points

Final Journal Reflection - 10 points

Both due by e-mail NO LATER THAN Mon Dec 13 at 9 am