**Leadership Assessment Development Workshop**

**MGT 6510**

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and

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Course Purpose

This course will designed to integrate the student’s work experience (e.g. MBA internship, current full-time employment) into their development as a leader. The purpose of Leadership Development (LD) course is to enable students to prepare themselves to become leaders of organizations, to exercise leadership, and to embark on paths of personal leadership development. The LD class requires personal curiosity, reflection from students and personal openness, sharing in class discussions, and in leadership development groups.

Objectives

1. To enable students to understand their leadership journeys and their crucibles by reflecting upon and framing their life stories and experiences to date.
2. To participate fully in open, intimate small-group discussions about the reflective exercises they have completed on their own.
3. To understand why leaders lose their way and the self-awareness needed to avoid derailment.
4. To gain clarity about their leadership principles, values, and ethical boundaries, and how they, and others, might respond under pressure when challenged.
5. To understand what is motivating them, both extrinsically and intrinsically, and to find leadership paths that will enable them to utilize their motivated capabilities.
6. To explore how to build support teams and lead an integrated life.
7. To understand the purpose of their leadership and to enable other leaders, while they are optimizing their leadership effectiveness.

Course Format

The leadership development workshop will combine both instructor-led experiences and discussion as well as student-led “Leadership Development Groups” (LDG). Significant preparation is required for the LDGs, based on a series of self-/other-feedback assessments and exercises. Instructor-led sessions will be built around discussion of broader issues emanating from the LDGs, case and article reading, and class speakers. The students will also participate in several 360 degree leadership assessments at several points during the class experience.

**Required Book Reading**

* George, B. with Sims, P. *True North: Discover Your Authentic Leadership*
* George, B.; McLean, A. and Craig, N. *Finding Your True North: A Personal Guide*

**Required Articles and Cases**

HBS case 40617: Howard Schultz: Building Starbucks Community (A), Revised April 2007

HBS Case 406017: Martha Goldberg Aronson Leadership Decisions at Mid-Career, Rev Sept 2005

HBS Case 804118-PDF-ENG: Lumen and Absorb Teams at Crutchfield Chemical Engineering, Rev Jul 5, 2007

ESMT – European School of Management & Technology Case ES1401-PDF-ENG: Leadership Styles by Konstantin Korotov

HBR Article: Crucibles of Leadership by Warren Bennis and Robert J. Thomas, Sept 2002, R0209B

HBR Article: What to Ask the Person in the Mirror by Robert Kaplan, Jan 2007, R0701H

HBR Article: Success That Lasts by Laura Nash and Howard Stevenson, Feb 2004, R0402H

HBR Article: Level 5 Leadership – The triumph of Humility and Fierce Resolve  
 by Jim Collins, July 2005, R0507M

HBR Article: How Will You Measure Your Life, Clayton Christensen, July – August, 2010, R1007B

HBS Book Excerpt: Creating a Community of Purpose, excerpted from *The Future of Management* Gary Hamel with Bill Breen

HBS Book Excerpt: Mentoring and Management: Developing Human Assets, excerpted from Coaching and Mentoring: How to Develop Top Talent and Achieve Stronger Performance

Washington Post Article: “With executive pay, rich pull away from the rest of America” by Peter Whorisky (Available Online)

**Required Videos**

* YouTube: Narayana Murthy: Restoring the Value of Respect (36:25)
* TED Talk: Dan Pink: The puzzle of motivation (18:37)
* YouTube: Steve Jobs rare footage conducting a presentation on 1980 (insanely great) (23)
* YouTube: Steve Jobs Remembered by Larry Ellison and Pixar’s Ed Catmull (12:23)

**Required 360-degree Leadership Assessments**

Leadership Practices Inventory (<http://www.leadershipchallenge.com/leaders-section-assessments.aspx>)

MLQ – Transformational Leadership Inventory (<http://www.mindgarden.com/products/mlqc.htm#mlqmr>)

**Grading**

Weekly Reading & Written Assignments Individual 20%

Class/LDG Attendance & Participation Individual 20%

Leadership Assessment Papers (2) Individual 30%

LDG Presentation Group 30%

**Paper 1 - “My Journey to Authentic Leadership”** (Not to exceed 1000 words in length)

Describe the most important transformative event of your life (perhaps a crucible event) and how it has impacted your life and leadership journey. Tell how this event strengthened or changed your values, your motivations, your self-awareness and/or your leadership purpose and passion. Remember, this event could be from any area of your life: home, school, work or elsewhere. If you have had more than one powerful event of this nature, it is perfectly fine to include those in this paper as well. (This paper will be treated with the utmost confidence and will not be shared with anyone other than your professors in this class.) **Please be sure to consider and reference the class readings in writing your answer.**

**Paper 2** - “**The Purpose of My Leadership**” (Not to exceed 1000 words)

At this stage in your lives you should begin to form ideas of the purpose of your leadership. These ideas may expand, change or go in different directions as your lives and careers progress but it is important to at least give serious thought now to where you are and where want to go.

* With this in mind, describe the purpose of your leadership, and the principles and values that will guide and inform your leadership. Discuss the areas of your development as an authentic (generative, etc.) leader you plan to focus on in the years ahead. **Please be sure to cite the class readings and class discussions that led to your viewpoints.**

**Paper 3 – “Personal Leadership Development Plan”** (Not to exceed 1000 words)

The specific goal of the Personal Leadership Development Plan (PLDP) is for you to create a plan that identifies how you will improve your leadership skills based upon the assessments and feedback you received during the LDGs.

**Basic Session Topics & Schedule (15, 80-minute sessions)**

**The Journey**

1. The journey
2. Why leaders lose their way
3. Transformation from I to we, Crucibles

**Become More Self Aware**

1. Knowing your self
2. Practicing values and principles, and knowing ethical boundaries
3. What motivates you to lead
4. Building your support team—networks and mentors
5. Integrating personal and professional life

**Empowering People**

1. Purpose and Passion in Leadership
2. Empowering others to lead
3. Honing your effectiveness

**Adaptive Leadership Practices**

1. Diagnose the System
2. Mobilize the System; 12 and 13 could be combined
3. See yourself as a system
4. Deploy Yourself