

Leadership in the Workplace

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Course Description.

This course provides the knowledge and skills to effectively lead individuals and teams in the workplace. Students will increase their ability to:

- Assess and increase their tactical self-awareness,
- Understand and leverage individual differences,
- Communicate supportively,
- Build effective teams and teamwork,
- Identify and solve workplace problems,
- Plan and set goals,
- Motivate others,
- Design work,
- Conduct effective meetings,
- Manage conflict,
- Negotiate Agreement,
- Gain power and influence,
- Lead diverse and ethical organizations, and
- Lead organizational change.

Course Text.

Phillip Hunsaker and Tony Alessandra, **The New Art of Managing People**. New York: Free Press, 2008. This book is available as a paperback and as an eBook. It is available from the bookstore and from Amazon and other sources. Please order as soon as possible. The text will be supplemented with additional readings posted on Canvas.

Course Schedule: The course week begins on Monday and ends at 11:59 pm on the following Sunday.

Office Hours. Regular office hours will be held on Wednesdays at 7:30 pm and on Thursdays at 11:30 am. Please feel free to email me if you have any questions. If you feel a telephone conversation or Zoom meeting would be helpful, send me your telephone number and email address, and when it would be convenient to talk. Note that I am in the eastern time zone. Also note the section on Canvas where you can post questions and comments. Often other students will have the same question. Just as often another student will have the answer.

Assignments and Exam Questions. Assignments and answers to exams should be well researched, well organized, and well written. You should outline your answer before writing it. The quality of writing, as at work, will affect your grade.

Class Lectures and PowerPoints. Class Lectures and PPTs will be posted on Canvas. Email me if you have any questions.

Plagiarism Policy. Please review the University’s policy on plagiarism. Note that while you are encouraged to discuss assignments and exam questions with your fellow students, your answers must be in your own words. Nor should you simply cut and paste answers from the text, Wikipedia, or other online resources. See http://studentconduct.rutgers.edu/files/documents/AI_Policy_9_01_2011.pdf

Accommodation Policy. If you feel that you may need an accommodation based on the impact of a disability, please contact me to discuss your specific needs. Additionally, Student Disability Services coordinates accommodation for students. See <https://ods.rutgers.edu/students/documentation-guidelines>.

Course Requirements:

	Points	
• Leadership Film Analysis	50	900 to 1000 points = A
• Quizzes	130	800 to 899 points = B
• Video Assignments	125	700 to 799 points = C
• Course Assignments	125	600 to 699 points = D
• Personal Assessments	100	599 or less = F
• Leader Profile	50	
• Course Project	75	
• Journal Entries (5)	75	
• Discussion Forums (4)	120	
• Midterm exam	75	
• Final exam	75	

Journal. The journal is not a summary of the readings or the class sessions. It is intended to help students integrate the learning from the readings and exercises and apply that learning to their development as leaders. The journal should include reflection on experiences in and out of class. It should include personal learnings and insights, analyses of application assignments, diagnoses of personal competencies, and action plans for personal improvement. Record significant discoveries, insights, learnings, and personal reflections, not daily activities. Note that reflective observation is a key learning strategy.

The course requires sustained engagement with the course materials. During the semester, you should be constantly looking for situations where you can test your understanding or practice skills. You are required to make five journal entries. They should draw on ideas and experiences from earlier lessons as well. Please use the Journal section of Canvas to make your entries.

Discussion Forums. Forums are topical discussions on issues raised in the course. For each discussion question, you should post one original entry and respond to at least two fellow student posts. Your original response to discussion questions is due by 11:59 on Thursday, and your responses to your classmates are due by Sunday at 11:59. Your responses to your fellow students should be substantial, more than “good job” or “I agree with you.” Be sure to use the name of the student you are responding to. You are to participate in five discussion forums.

Quizzes. Quizzes will be posted on Canvas the Monday prior to their due date on Sunday. Quizzes should be posted by Sunday at 11:59 p.m. Complete assignments before attempting a quiz.

Leadership Film Analysis. The Leadership Film Analysis requires you to use the four-factor model of leadership developed in the course to identify and analyze the leadership behaviors of characters in the film. These include the films listed below as well as those on the Leadership Film Analysis Assignment:

- “Long Walk to Freedom,” Nelson Mandela (2013)
- “Invictus,” Nelson Mandela (2009)
- “Gandhi,” Mahatma Gandhi (1982)
- “Selma,” Martin Luther King (2014)
- “Lincoln,” Abraham Lincoln (2013)
- “Elizabeth I,” Queen Elizabeth (1998)

For the film you have selected discuss specific scenes where the task and relationship **behaviors** of leadership are demonstrated by the character(s) in the film. Also identify specific skills exhibited by the leader. Be sure to identify examples of transactional and transformational leadership. In viewing your film consider those behaviors and skills you would like to develop in yourself.

Exams. The midterm and final exams will be comprehensive and application oriented. You may, for example, be asked to analyze a case and report on what you would do to resolve the problem. Responses must demonstrate comprehension of the course material as well as ability to integrate and apply it.

Leader Profile. Select someone in your life that you see as a leader. It may be a manager or colleague you work with, a community leader, or someone in your life like a teacher, parent, or coach. Using what you have learned about leadership, explain why you see that person as a leader. **What leadership behaviors and skills do they exhibit?**

Course Project. Each student will develop a strategic plan for achieving their career goals. Plans should integrate the learnings from the course materials and insights gained from their personal assessments, and include the following:

- What is your mission? Who are you? What are your values and beliefs? How do you create value as an employee?
- What are your strengths and weaknesses as an employee? What are your skills and core competencies? What areas are you working to develop or strengthen?
- What external opportunities and threats do you anticipate?
- What is your vision? Where would you like your career to be in 5 to 10 years?
- What goals do you need to accomplish to achieve your vision? What added education, training or experience might you need?
- What objectives are needed to achieve your goals?
- How and when will you evaluate your progress?

Now is the time to consider what competencies you would like to develop in this course.

Personal Development Inventory. The Personal Development Inventory will help keep track of your personal assessment results and assist you in completing the Course Project. You will post it with your Course Project.

Course Schedule

Class 1. Welcome and Overview

- Welcome and Introduction
- Review Course Objectives and Syllabus
- Introductions Assignment
- Understanding Leadership
- Personal Assessment of Management Skills (PAMS)
- Understanding Your Learning Style
- Personal Development Inventory
- Assignments for Next Week

Assignment for Class 1:

Read Hunsaker and Alessandra, Chapter 6
Read “These are the Skills You Need if you Want to be Headhunted”
Complete and post Leadership Exercise by Sunday.
Complete PAMS and post PAMS Scoring Key to Canvas by Sunday
Begin development of Personal Development Inventory
View and summarize the key points in “Kolb’s Learning Style Explained”
Review Course Project assignment
Post Journal entry #1 by Sunday
Complete and post Quiz 1 on Canvas by Sunday

Optional Readings:

“The Most Effective Way to Retain What You Read”
“The Top 3 Most Effective Ways to Take Notes While Reading”

Class 2. Developing Tactical Self Awareness

- Review Agenda
- Review Lesson 1
- Review PAMS and Your Learning Style
- The Four Factor Leadership Model
- Leadership Styles
- Transactional and Transformational Leadership
- Understanding Yourself and Others: MBTI
- Developing Your Emotional Intelligence

Assignment for Class 2:

Read “Lincoln and the Art of Transformative Leadership”
Complete MBTI (Keirsey Sorter) and Emotional Intelligence Instruments
and post results on Canvas. Also add to your Personal Development
Inventory
Read “Five Myths about Introverts and Extroverts at Work”
View “12 Traits Emotionally Intelligent People Share,” 12 minutes, summarize
key points and discuss the areas you would like to work on
Read “Cam Newton, Sacked Six Times, Brings Himself Down”
Read “President of Harvard Resigns, Ending Stormy 5-Year Reign”
Post Discussion Forum #1 on Emotional Intelligence by Thursday
Complete and post Self Rating of Leadership Effectiveness
Complete and post Listening Exercise on Canvas
Complete Quiz 2

Class 3. Interpersonal Communication

- Review Lesson 2
- Emotional Intelligence: Cam Newton and Larry Summers
- Understanding Your Personality Type: MBTI
- The Communication Process
- Active Listening
- Questioning
- Giving and Receiving Feedback
- Anticipation
- Dealing with Emotions
- Conducting Interviews

Assignment for Class 3

Hunsaker and Alessandra, Chapters 9 and 10
Practice communication skills (and not for just a week). Consider how you
are cueing yourself to use your skills
View and summarize key points in “The Power of Listening,” 16 minutes
Complete Quiz 3
Post Journal Entry #2 drawing on Classes 3 and 2
Read “From Wharton to War”
Read “How Group Think Led to Seven Lives Lost in the Challenger Explosion”
Begin Subarctic Survival Exercise Part 1 (individual ranking)

Class 4. Leading Effective Teams

- Review Lesson 3
- The Characteristics of a Highly Effective Team
- Conditions for Effective Teamwork
- Post Subarctic Survival Exercise Part 1 (individual ranking of items)

Assignment for Class 4

Hunsaker and Alessandra, Chapter 14
Read “When Good Teams Go Bad,”
Read “Why Dream Teams Fail,”
Read “Debriefing: A Simple Tool to Help Your Team Tackle Tough Problems”
Begin Subarctic Survival Team Exercise Part 2 (Team Ranking and Scores)
Complete and post Quiz 4 by Sunday

Class 5. Solving Workplace Problems

- Review Lesson 4
- Subarctic Survival Exercise Review
- Characteristics of Effective Teams
- Team Problem Solving and Decision Making
- Rational Problem Solving
- Creative Problem Solving

Assignment for Class 5:

Hunsaker and Alessandra, Chapter 16
Post 9-Dot assignment
Post The Stuck Truck assignment
Post Discussion Forum #2 on Effective Teamwork by Thursday
Post Quiz 5 by Sunday
Read “For some men, Mark Zuckerberg is a lifestyle guru”

Class 6. Planning and Goal Setting

- Review Lesson 5
- Planning and Goal Setting
- Strategy and Change
- Strategic Planning
- Implementation Planning
- Employee Goal Setting

Assignment for Class 6

Read Hunsaker and Alessandra, Chapter 2
Read “How to Set SMART Goals”
Post Subarctic Survival Exercise Debrief Part 2 (Team Ranking and Scores)
Begin Subarctic Survival Exercise Part 3 (Team Debrief)
Complete and post complete Goal Setting exercise by Sunday
Complete and post Quiz 6 by Sunday
Complete and post results on “Philosophy of Management Questionnaire”
Post Journal #3 by Sunday drawing from Classes 6, 5 and 4
Read “Terror at the Taj”
Read “Torre Says No to Yankees’ Offer and Ends 12-Year Era”
Hunsaker and Alessandra, Chapter 13

Class 7. Managing Performance

- Review Lesson 6
- Analyzing Performance
- Coaching and Counseling
- Motivating Employees

Assignment for Class 7:

View and summarize “Purpose: Why we do what we do,” 19 minutes
Complete Defining a Highly Effective Organization assignment by Sunday
Read “What is psychological Safety?”
Read “Developing and Sustaining High Performance Work Teams”
View “High Performance Work Systems” (8 minutes) and post Work Teams Assessment assignment
Complete Quiz 7 by Sunday
Midterm due on Sunday.

Class 8. Designing High Performance Workplaces

- Review Lesson 7
- Scientific Management and The Rise of Mass Production Industries
- The Limits of Mass Production and the New Deal Labor Relations System
- Work Redesign Strategies
- Designing Jobs for High Performance Workplaces
- Issues for Unions
- Alternative Work Arrangements

Assignment for Class 8

- Read “How Google Creates High Performing Teams”
- Read “Four Steps to Building the Psychological Safety That High Performance Teams Need Today”
- Read “What Science Says About Hybrid Working – and How to Make it a Success”
- Post Discussion Forum #3 on High Performance Workplaces by Thursday
- Complete and post Quiz 8 by Sunday
- Post Leadership Film Analysis
- Read “All the Charts, Tables, and Checklists You Need to Run a Great Virtual Meetings
- View “Meetings, Bloody Meetings” (30 minutes) and post Highly Effective Meetings Exercise by Sunday

Class 9. Conducting Effective Meetings

- Review Lesson 8
- Planning Effective Meetings
- Conducting Effective Meetings
- After the Meeting
- Managing Virtual Meetings

Assignment for Class 9:

- Read “Virtual Meetings Best Practices”
- Hunsaker and Alessandra, Chapter 15
- Complete and post Quiz 9 by Sunday
- Complete Thomas-Kilmann Conflict Mode Instrument
- View and summarize “Getting to Yes,” 31 minutes
- Post Subarctic Survival Exercise Debrief – Part 3

Class 10. Managing Conflict

- Review Lesson 9
- Your Experience with Conflict
- Understanding Conflict
- Thomas-Kilmann Conflict Mode Instrument
- Conflict Management Styles
- Conflict Management Strategies
- Conflict Management Cases
- Interest-Based Problem Solving

Assignment for Class 10:

- Complete Conflict Management Cases and post on Canvas
- Complete and post Quiz 10 by Sunday
- Post Journal # 4 by Sunday drawing from Class 10, 9, 8 and 7
- Read “Harnessing the Science of Persuasion”
- View “The Power of Persuasion,” 54 minutes. Print handouts for viewing the video and taking notes
- Complete Persuasion Assignment: summarize the principles of persuasion and discuss how you might apply them at work **or** home

Class 11. Exercising Power and Influence

- Review Class 10
- Sources of Power and Influence
- Exercising Power and Influence
- Influence Strategies

Assignment for Class 11:

- Read “Why the Gettysburg Address is still the greatest case study in Persuasion”
- View and complete “The Sluggers Come Home” assignment. Print assignment before you view the video
- View and summarize the key points in “How to Negotiate on Zoom”
- Complete Quiz 11 by Sunday
- Post Leader Profile

Class 12 Negotiating Agreement

- Review Lesson 11
- The Nature and Scope of Negotiations
- Negotiating Virtually
- Principles and Practices of Effective Negotiation
- Negotiating Across Cultures

Assignment for Class 12

- Read “The Six Habits of Merely Effective Negotiators
- Read Chapter 5, Valuing Diversity
- Read Chapter 4, Developing Ethical Guideposts
- Read “Building an Ethical Company
- Complete Quiz 12 by Sunday

Thanksgiving Week

Class 13. Leading Diverse and Ethical Organizations, Leading Change

- Review Agenda
- Review Lesson 12
- Leading Diverse Organizations
- Leading Ethical Organizations
- Leading Organizational Change

Assignment for Class 13

- Read Chapter 17, Leading Change
- View and summarize the key points of “What Diversity & Inclusion is Really About, 4 minutes
- Post Discussion Forum #4 on Diverse and Ethical Organizations by Thursday
- Complete and post Quiz 13
- Complete and post “If I had more time” and “Time Management Assessment
- Read “Bosses Face Less Risk than the Bossed”

Class 14. Increasing Personal Effectiveness: Managing Stress and Time

- Review Agenda
- Review Class 13
- Types of Stress
- Stress Management Strategies
- Effective Time Management: Doing the Right Things
- Efficient Time Management: Doing Things Right

Assignment for End of the Course

- Read “Why Your Workplace Might Be Killing You
- Complete and post Life Balance Exercise
- Post Journal #5 drawing from Classes 14, 13, 12 and 11
- Read Hunsaker and Alessandra, Chapter 18, Implementing What You’ve Learned
- Read Hunsaker and Alessandra, Chapter 1, Building Productive Managerial Relationships (a useful review)
- Post Course Project by Sunday with Personal Development Inventory
- Final Exam due by Sunday