

Leadership in Organizations

Mondays, M 1:10-4:10 Hardenbergh Hall A4 CAC

Instructor

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Office Hours: By appointments

Course Description

We live in a time of disruptions. We have been witnessing the The 21st century is marked by unprecedented interdependence, complexity, and uncertainty. This course aims to develop students in their capabilities for self-awareness and transformational leadership - leading from the emerging future based on Theory U and and thinking in systems. With these capabilities, students will be better prepared to lead and tackle local and global challenges in the 21st century. The course is highly participatory and experiential.

Learning Objectives

School of Management and Labor Relations:

- Demonstrate an ability to interact with and influence others in a professional manner, and to effectively present ideas and recommendations (Goal VII).

Labor Studies and Employment Relations Department:

- Work productively in teams, in social networks, and on an individual basis (Goal 13).

Course:

- Self mastery and management.

Course Materials

- MITx: 15.671.0x u.lab: Leading Change in Times of Disruption (on-line videos)
- MITx: 15.671.1x u.lab: Leading From the Emerging Future (on-line videos)
- Scharmer, C. Otto (2016). *Theory U*. 2nd edition. San Francisco: Berrett-Koehler.
- Scharmer, C. Otto, and K. Kaufer (2013). *Leading From the Emerging Future: From Ego-system to Eco-system Economies*. San Francisco: Berrett-Koehler, 2013. (Most chapters are downloadable)
- A 8" x 11" journal notebook

Course Requirements

- Attendance, Attention, Engagement, and Contribution to Learning (35%). Students are required to (1) attend all classes on time and in their entirety and (2) fully engage in class activities and with classmates (**turn-off and stow-away** of all electronic devices (smart watches included). Only free of electronic device usage will result in full attendance credit; any use of device, however brief, will result in deduction of attendance credits. One absence will be dropped to accommodate all personal situations, including but not limited to illness, university-sponsored events, work, and religious holidays.
- Quizzes (20%). Students must complete and submit quizzes **before** due time - noon on the designated class day. Quizzes not submitted before due time will receive 0 point. One lowest quiz score will be dropped as an accommodation for any personal situations, including but not limited to technical issues, late registration, work, illnesses, religious holidays, and university-sponsored events.
- Field Work, Journaling, Peer Assessment, and Coaching Circle (30%). Students are required to attend all of the coaching circles and perform the assigned role.
- “Inner Engineering” Lab for Leaders (15%). “Be the change you wish to see in the world.” The emerging future leaders lead their followers toward is as good as the wellbeing leaders experience within themselves. Research has shown that yoga-based practices improve psychological wellbeing, emotional intelligence, creativity and problem solving, which are critical success factors to leadership. The Inner Engineering Lab involves in-class and daily practices and a 3-page reflection paper. The daily practices will be recorded via an app, credits will not be earned without documentation. Students with special needs may discuss with the instructor for an alternative requirement.

Dates		Topics	Readings & Assignments
Week 1	1/22	<ul style="list-style-type: none"> • Introduction 	
Week 2	1/29*	<ul style="list-style-type: none"> • Introduction to Theory U Virtual class: <ul style="list-style-type: none"> • “Developing Inclusive Consciousness” • Online Discussion Forum • Guided Journaling 	<ul style="list-style-type: none"> • ULab Video Lectures/Readings/Handouts in Sakai Resources Week 2 Folder
Week 3	2/5	<ul style="list-style-type: none"> • Module 1 Co-Initiating • Listening Assessment • Quiz 1 	<ul style="list-style-type: none"> • ULab Video Lectures/Readings/Handouts in Sakai Resources Week 3 Folder. • Preface and Introduction to Theory U,
Week 4	2/12	<ul style="list-style-type: none"> • Journal #1 and Report - Empathy Walk Assignment Due • Coaching Circle & Case Clinic #1 	<ul style="list-style-type: none"> • ULab Video Lectures/Readings/Handouts in Sakai Resources Week 4 Folder • “Introduction” - Leading From the Emerging Future.
Week 5	2/19	<ul style="list-style-type: none"> • Module 2 Co-Sensing • Quiz 2 	<ul style="list-style-type: none"> • ULab Video Lectures/Readings/Handouts in Sakai Resources Week 5 Folder • Theory U, Chapters 1 & 2

Course Schedule (Subject to Change)

Dates		Topics	Readings & Assignments
Week 6	2/26	<ul style="list-style-type: none"> Coaching Circle #2 Journal #2 	<ul style="list-style-type: none"> ULab Video Lectures/Readings/Handouts in Sakai Resources Week 6 Folder Leading from the Emerging Future Chapter 1
Week 7	3/5	<ul style="list-style-type: none"> Social Presenting Theater Module 3 Presencing Quiz 3 	<ul style="list-style-type: none"> ULab Video Lectures/Readings/Handouts in Sakai Resources Week 7 Folder
Week 8	3/12	Spring Break - No Class	
Week 9	3/19	<ul style="list-style-type: none"> Coaching Circle #3 Journal #3 	<ul style="list-style-type: none"> ULab Video Lectures/Readings/Handouts in Sakai Resources Week 9 Folder
Week 10	3/26	<ul style="list-style-type: none"> Module 4 Crystalizing Quiz 4 	<ul style="list-style-type: none"> ULab Video Lectures/Readings/Handouts in Sakai Resources Week 10 Folder
Week 11	4/2*	<ul style="list-style-type: none"> Leadership Online Discussion Forum Field Work 	<ul style="list-style-type: none"> ULab Video Lectures/Readings/Handouts in Sakai Resources Week 11 Folder
Week 12	4/9	<ul style="list-style-type: none"> Coaching Circle #4 Journal #4 	<ul style="list-style-type: none"> ULab Video Lectures/Readings/Handouts in Sakai Resources Week 12 Folder
Week 13	4/16	<ul style="list-style-type: none"> Module 5 Prototyping Part I Quiz 5 	<ul style="list-style-type: none"> ULab Video Lectures/Readings/Handouts in Sakai Resources Week 13 Folder
Week 14	4/23	<ul style="list-style-type: none"> Coaching Circle #5 Journal #5 	<ul style="list-style-type: none"> ULab Video Lectures/Readings/Handouts in Sakai Resources Week 14 Folder
Week 15	4/30	<ul style="list-style-type: none"> Module 6 Prototyping Part II Quiz 6 Coaching Circle #6 Journal #6 	<ul style="list-style-type: none"> ULab Video Lectures/Readings/Handouts in Sakai Resources Week 15 Folder
TBD		<ul style="list-style-type: none"> Final (Optional) 	