

Strategic Leadership

LEAD6257

Course Outline

Description

Who are you and how are you called to lead? Explore your identity as a leader and develop skill analyzing and implementing strategy in pursuit of vision during this capstone course. Examine the role of refining vision to illuminate your organization's future and how to inspire and influence others to share it. Build on the knowledge and skills you've developed throughout your continuing studies program. Through assessment, reflection, case study, and small group work, clarify what leadership means to you and your organization, and plan to cultivate leadership in others.

Course Goals

A strategic leader provides the direction and support an organization needs to succeed. His or her skills include:

- Moving from vision to action
- Aligning your organization's leadership, strategy, vision and culture
- Clarifying values and leveraging individual and organizational strengths
- Crafting and executing strategy to provide direction and build ownership
- Cultivating resources to move your organization toward its vision
- Managing the tensions, successes, and challenges of change

The course provides opportunities for you to foster confidence, deepen skill, and expand your strategic leadership toolbox. You're invited to co-design an interactive, collaborative, respectful, and thought-provoking learning environment.

Course Objectives

At the completion of this course, participants will be able to:

- Diagnosis and manage the alignment of leadership, strategy, vision, and culture in an organization
- Describe and analyze the elements of strategy in operational terms, including goals, product market focus, core activities, and value propositions
- Create an action plan to execute strategic initiatives effectively
- Identify and harness individual strengths to enhance leadership
- Craft an effective strategy for building leadership capacity in your organization
- Develop an action plan (strategy execution) for deepening your leadership

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Course Documents on OWL

1. Week One: Introduction to Strategic Leadership

- 1.1. Course Outline
- 1.2. Course Schedule & Requirements
- 1.3. Start with Why. Simon Sinek. Chapter 3: The Golden Circle.
- 1.4. Paradoxes of Strategy. Mintzberg (PowerPoint from Bartley video)

2. Week Two: Strategic Organizational Alignment

- 2.1. Aligning leadership, strategy, vision and culture. Andrew Bartley and Corinne Walsh.
- 2.2. Worksheet and Case Study: Leadership
- 2.3. Worksheet and Case Study: Strategy
- 2.4. Worksheet and Case Study: Vision
- 2.5. Worksheet and Case Study: Culture
- 2.6. Action Planning: The Art of Execution
- 2.7. Action Plan Template

3. Week Three: Strategic Analysis and Action

- 3.1. Strategic Planning that Actually Works. Andrew Bartley and Corinne Walsh
- 3.2. *Strategic Analysis and Action*, 9th ed. Mary Crossan et al. Chapter 2: Strategy
- 3.3. Strategy Worksheet
- 3.4. Strategy Worksheet – Walmart example
- 3.5. Case Study
- 3.6. *Strategic Analysis and Action*, 9th ed. Mary Crossan et al. Chapter 3: The Diamond-E Framework
- 3.7. Diamond-E Worksheet
- 3.8. EOS. Entrepreneurial Operating System. Vision/Traction Organizer. Gino Wickman
- 3.9. Great by Choice: How to Manage Through Chaos. Jim Collins.
- 3.10. Four Ways Not to Persuade (excerpt from Conger article)

4. Week Four: Leadership and Character

- 4.1. True TILT Profile Instructions and Reflection Sheet
- 4.2. TILT Leadership Model
- 4.3. TILT Factors
- 4.4. TILT Pillars of Leadership and Agilities Model
- 4.5. TILT Home Base Questions
- 4.6. TILTology Persona Map
- 4.7. Action Plan for Personal Leadership Development
- 4.8. Ten Truths of Leadership. Summary of Kouzes & Posner

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Texts

Materials will be provided electronically via OWL and during class. No separate course textbook required.

Evaluation

This is a graded course where a complete or incomplete will be issued. To receive a completion for this course you must participate in online discussions, attend at least 3 of the 4 Zoom calls, complete the True TILT Profile, and participate in a one-on-one Zoom call with your instructor.

When will I receive my grades?

Final grades will be available two weeks after the last scheduled day of the course. A grade report can be printed from myWCS.

Western Digital Badge

If you have met the course requirements for this Western approved micro-credential, you will receive an email from [MyCreds](#) to claim your digital badge. Badges are embedded with data that verifies your skills and achievements. Share them with your employer, on LinkedIn and other social media sites.

Course Evaluation:

As part of the course/instructor evaluation, a survey will be sent to you electronically by Continuing Studies. You will be asked the following questions. Please consider these throughout the course.

1. How would you rate your overall experience?
2. Please indicate your agreement with the following statements:
 - a. The course content was relevant and valuable.
 - b. The instructor conducted class sessions in an organized, well-planned manner.
 - c. The instructor explained concepts clearly.
 - d. The instructor displayed enthusiasm and energy in conducting class sessions.
 - e. The instructor made me feel comfortable in the learning environment.
 - f. The instructor encouraged my participation and interaction.

Policy on Cheating and Academic Misconduct

Academic honesty is a cornerstone of conduct at Western University. We cannot have freedom of expression without integrity. Students are responsible for understanding the nature of and avoiding the occurrence of plagiarism and other academic offences; please refer to the section on Scholastic Offences in the current University Academic Calendar, or on the web at <http://www.westerncalendar.uwo.ca>. Such offences include plagiarism, cheating on an examination, submitting false or fraudulent assignments or credentials, impersonating a candidate, or submitting for credit in any course any academic work for which credit has previously been obtained or is being sought in another course in this University or elsewhere (without the knowledge and approval of the instructor to whom the work is submitted). Students enrolled in non-degree courses are expected to abide by the University's code of conduct.

Code of Student Conduct

The purpose of the Code of Student Conduct is to define the general standard of conduct expected of students registered at Western University, provide examples of behaviour that constitutes a breach of this standard of conduct, provide examples of sanctions that may be imposed, and set out the disciplinary procedures that the University will follow. For the complete Code of Student Conduct:

<http://www.uwo.ca/univsec/pdf/board/code.pdf>

Plagiarism:

All required papers may be subject to submission for textual similarity review to the commercial plagiarism detection software under license to the University for the detection of plagiarism. All papers submitted will be included as source documents in the reference database for the purpose of detecting plagiarism of papers subsequently submitted to the system. Use of the service is subject to the licensing agreement, currently between Western University and Turnitin.com (<http://www.turnitin.com>).