

Strategic Leadership LEAD6257

Course Outline (online)

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

Evaluation

This is a graded course where a complete or incomplete will be issued. In order to receive a completion for this course you must:

1. participate in online discussions
2. attend at least 3 of the 4 large group Zoom calls
3. complete the True TILT Profile
4. participate in a one-on-one Zoom call with your instructor.

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>).

How often will the instructor communicate with me?

Andrew responds to individual emails within two business days. Please post questions that have general application to the General Questions Forum so all students receive the same information.

- Our entire class will gather weekly via Zoom

When will I receive my grades?

Final grades will be available 2 weeks after the last scheduled day of the course. A grade report can be printed from myWCS.

How do I hand in assignments?

All assignments will be submitted electronically through OWL using the assignment tool. Failure to meet deadlines without the instructor’s written permission will be subject to the late assignment policy. It is the student’s responsibility to ensure that all assignments forwarded to the instructor arrive before the due date. If you experience difficulty in submitting assignments through OWL, you are responsible for contacting the instructor and arranging an alternate method of delivery (e.g. e-mail attachment) for the assignment.

Course Schedule

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.

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*, 6th 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*, 6th 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. Four Pillars of TILT Leadership and 12 Agilities Model
- 4.5. Action Plan for Personal Leadership Development
- 4.6. Ten Truths of Leadership. Summary of Kouzes & Posner

Resources/Bibliography

There are numerous resources available on the topic of leadership and strategy. We have found the following texts and authors to be especially insightful and highly recommend:

- Blanchard, Ken. *Leading at a Higher Level*. Upper Saddle River: FT Press, 2010. Print.
- Christensen, Clayton et al. *Management Essentials: Savvy Insights from Harvard Business Review*. 2nd ed. Boston: Harvard Business School Press, 2010. Print.
- Collins, Jim. *Good to Great: Why Some Companies Make the Leap ... and Others Don't*. San Francisco: Harper Collins Publishers, 2001. Print.
- Collins, Jim. *Great by Choice: Uncertainty, Chaos and Luck – Why Some Thrive Despite Them All*. San Francisco: Harper Collins Publishers, 2011. Print.
- Conger, Jay A. “*The Necessary Art of Persuasion*.” Boston: Harvard Business Review, 2000. Print.
- Covey, Stephen M.R. *The Speed of Trust: The One Thing that Changes Everything*. New York: Free Press, 2006. Print.
- Crossan, Mary M., Joseph N. Fry and J. Peter Killing. *Strategic Analysis and Action*. 6th ed. Toronto: Pearson Prentice Hall, 2005. Print.
- Kouzes, James M. and Barry Z. Posner. *The Truth About Leadership: The No-Fads, Heart-of-the-Matter Facts You Need to Know*. San Francisco: Jossey-Bass Publishers, 2010. Print.
- *On Strategy: HBR's 10 Must Reads*. Boston: Harvard Business School Publishing Corporation, 2011.
- Rath, Tom and Barry Conchie. *Strengths-Based Leadership*. New York: Gallup Press, 2008. Print.
- Wickman, Gino. *Traction: Get A Grip on Your Business*. Dallas, Texas: BenBella, 2011.

Additional Tools

We will use the True TILT Profile as part of this course. Other assessment tools I've found helpful include:

StrengthsFinder 2.0. Book by Tom Rath, New York: Gallup Press, 2007. Print. This book – with a code for an online survey related to the text – identifies participants' five primary areas of strengths, helping the participant to build awareness of their strengths and how best to utilize and maximize these strengths.

VIA Survey of Character Strengths – A free, online survey available through the University of Pennsylvania. Based on positive psychology, this survey assesses and prioritizes/ranks participants' strengths through the lens of 24 different character attributes. Details available at www.authentic happiness.sas.upenn.edu

Myers-Briggs Personality Type Indicator (MBTI) – A versatile assessment of personality type, describing a participant's preference for interacting with others, gathering information, making decisions and organizing their lives. The MBTI is widely used for individual, group and organizational development. Details available at www.psychometrics.com.

Thomas-Kilmann Conflict Mode Instrument (TKI) – Examines how a person prefers to deal with conflict across five primary conflict handling modes: collaborative, competition, compromise, avoidance and accommodation. Details available at www.psychometrics.com.

Work Personality Inventory (WPI) – Provides a measure of personality that directly influences a person's work performance and task effectiveness. Areas of inquiry include energy and drive, work style, ability to problem-solve, ability to work with others, and ability to manage stress and pressure. Details available at www.psychometrics.com.

These assessments have a strong psychometric reliability and can enhance both personal awareness, professional growth, and stronger performance. By evolving your leadership – and the leadership of your team and organization - you contribute to the design of a dynamic culture of leadership excellence that can support enhanced performance, productivity, innovation and creativity.