

IDH3931, Class number 29246—Cultivating Leadership Potential

Spring 2024, Wednesdays, Period 9, 4:05-4:55
Little Hall, Rm. 117



Instructor Information:

- Instructor: Dr. Bob Parks
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Course Description

Strong leadership can make the difference between a high-performing team with people who enjoy what they do and a low-performing group where people are unhappy and frustrated. It can be the difference between making an impact or not. This course is designed to create a framework for understanding leadership, how it functions, what excellence in leadership looks like, and how to cultivate that leadership excellence in oneself. Students will learn what great leadership looks like and have an opportunity to explore ways to develop their own leadership. The insights and skills learned in this class can help students be better leaders now as well as prepare them to lead more effectively as they grow and advance in their careers.

Student Learning Objectives

At the end of the course, students should be able to:

- Understand and describe leadership, including the key skills that are required for effective leadership, what those skills look like in practice, and common challenges leaders face in practicing those skills and behaviors
- Articulate their own personal leadership “philosophy”
- Understand their own strengths and weaknesses in relation to leadership effectiveness
- Reflect on their own application of the skills and behaviors of effective leadership in their own lives

Grades

Grades are based on the following course requirements:

- Paper #1: Brief 2-3 page reflection on leadership (specific requirements provided in class)
- Paper #2: 5-6 page reflection on leadership (specific requirements provided in class)
- Participation: This includes attendance and engagement in class discussion; completing the readings and participating in discussion directly impacts the student’s grade. Also, unless you are taking notes, please stay off of mobile devices!
- Total grade based on 100 pts:
 - Paper #1—10 pts
 - Paper #2—50 pts
 - Participation—40 pts

A	94-100
A-	90-93
B+	87-89
B	84-86
B-	80-83
C+	77-79
C	74-76
C-	70-73
D+	67-69
D	64-66
D-	60-63
E	0-59

For more information on UF's grading policies, go to
<https://catalog.ufl.edu/ugrad/current/regulations/info/grades.aspx>

Attendance

Please note: Attendance at each and every class is expected. Attendance will be taken. Life happens, though, and so each student can miss 1 class without impact on the participation grade. After that, you must provide a documented excuse for any missed classes. Requirements for class attendance, assignments, and other work in this course are consistent with university policies that can be found at:
<https://catalog.ufl.edu/ugrad/current/regulations/info/attendance.aspx>.

Required Course Readings

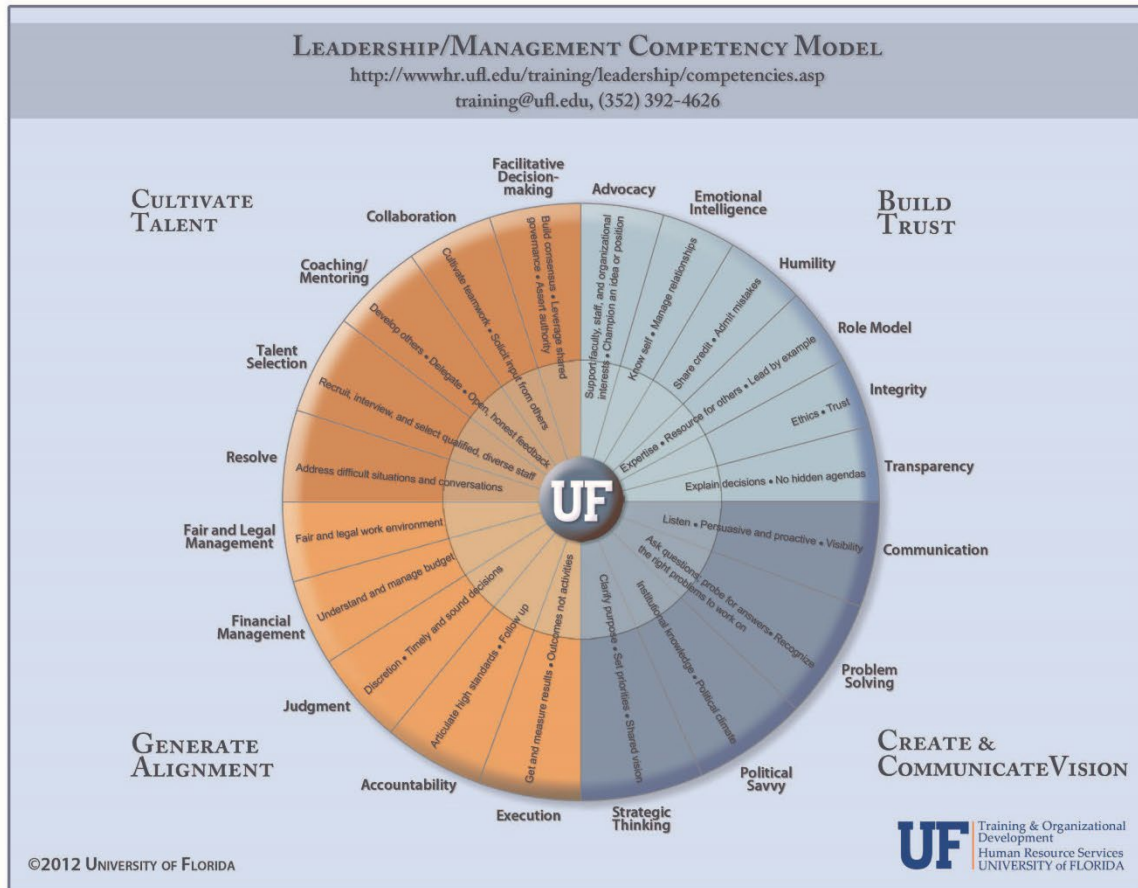
See below in course schedule. Readings will be available as pdfs on course web site in eLearning (<https://lss.at.ufl.edu/>) and do not need to be purchased. Most readings are brief (1-3 pp.) articles or "job aids" describing particular leadership skills, issues, or qualities drawn from the UF Training & Organizational Development web site. Some readings are longer (10-15 pp.) journal articles.

COURSE SCHEDULE

(Note: Course topics may be adjusted based on class discussion. Paper due dates are firm.)

January 10—FOUNDATION

Introduce key principles associated with effective leadership, based on the university's leadership/management competency structure.



January 17, 24, 31, and February 7—BUILD TRUST

Introduce Building Trust

Trust is typically seen as the central issue in human relationships—both personally and professionally.

“Without trust, you cannot lead. Without trust, you cannot get extraordinary things done. Individuals who are unable to trust others fail to become leaders, precisely because they can't bear to be dependent on the words and works of others. So they either end up doing all the work themselves or they supervise work so closely that they become over controlling. Their obvious lack of trust in others results in others' lack of trust in them.” *The Leadership Challenge*, Kouzes and Posner.

January 17—Integrity

At the foundation of trust is integrity. In this session we will explore the ingredients of integrity as well as the role of humility in leadership.

Reading for January 17:

“Integrity”—UF Training & Organizational Development job aid (in eLearning)

January 24—Humility

What does humility have to do with leadership? We will explore that question in this session as well as what genuine leadership humility looks like.

Readings for January 24:

“Humility”—UF Training & Organizational Development job aid (in eLearning)

“Level 5 Leadership”—Jim Collins (in eLearning)

January 31 and February 7—Emotional Intelligence

Some experts argue that emotional intelligence is central to leadership effectiveness. In these sessions we will explore what is emotional intelligence, how does it impact leadership, and how does one cultivate it.

Reading for January 31:

“Primal Leadership”—Daniel Goleman (in eLearning)

Reading for February 7:

“Emotional Agility”—Susan David and Christina Congleton (in eLearning)

“Emotional and Social Competence”—UF Training & Organizational Development job aid (in eLearning)

February 14, 21, 28, and March 6 and 20—CREATE AND COMMUNICATE VISION

Introduce Create and Communicate Vision

Speaking of vision, renowned leadership expert Warren Bennis stated, “I found that I was most effective when I knew what I wanted.” Teams and organizations are more effective when they know why they are doing what they’re doing and where they want to go.

February 14 and 21—Strategic Thinking

In these sessions we will explore the common components of strategic thinking and planning as well as how they can foster effectiveness for leaders and teams.

Reading for February 14:

“Strategic Thinking”—UF Training & Organizational Development job aid (in eLearning)

Reading for February 21:

“Building Your Company’s Vision”—Collins and Porras (in eLearning)

February 28—Review & Discussion

Reading for February 28:

None—In-class review activity

March 6 and 20—Communication

Another “make or break” skill for leadership is communication. In these sessions we will focus on some key components of leadership communication as well as how communication styles impact effectiveness in communication.

Reading for March 6:

None—Paper #1 due

<u>Paper #1 due March 6</u>

Reading for March 20:

“Communicating Vision”—UF Training & Organizational Development job aid (in eLearning)

March 27—GENERATE ALIGNMENT

Introduce Generate Alignment

As authors Larry Bossidy and Ram Charan note, “Leadership without execution is incomplete and ineffective. Without the ability to execute, all other attributes of leadership become hollow.”

March 27—Execution

The ability to execute is central to effectiveness. In this session we will explore the “4 Disciplines of Execution” and their application to leadership.

Reading for March 27:

“4 Disciplines of Execution”—UF Training & Organizational Development job aid (in eLearning)

April 3, 10, and 17—CULTIVATE TALENT

Introduce Cultivate Talent

Stephen Covey notes, “Leadership is communicating to people their worth and potential so clearly that they come to see it in themselves.”

April 3—Coaching and Motivation

This session explores the basics associated with effective coaching such as providing effective feedback and creating a structure for delegating work that fosters high performance and improvement.

Readings for April 3:

“2-Minute Challenge”—UF Training & Organizational Development job aid (in eLearning)

“Becoming an Adaptable Leader”—UF Training & Organizational Development job aid (in eLearning)

April 10—Difficult Conversations and Conflict

Many leaders find having difficult conversations or dealing with conflict to be one of the most challenging aspects of leadership. In this session we’ll focus on tools and practices to help navigate difficult conversations for leaders.

Readings for April 10:

“Oh No! Do I have to have that Conversation!?”— UF Training & Organizational Development job aid (in eLearning)

“Conflict: The Good, the Bad and the Ugly”—UF Training & Organizational Development job aid (in eLearning)

April 17—Collaboration and Teamwork

Leaders cultivate teamwork. In this session we will explore key characteristics of effective teams and ways leaders can cultivate them.

Readings for April 17:

“Discipline of Teams”—Katzenbach and Smith (in eLearning)

“Consensus Decision-Making”—UF Training & Organizational Development job aid (in eLearning)

“Effective Meetings – Part 1, Planning”—UF Training & Organizational Development job aid (in eLearning)

“Effective Meetings – Part 2, Facilitating”—UF Training & Organizational Development job aid (in eLearning)

April 24—REVIEW AND WRAP-UP

Concluding review of key issues, opportunities, and challenges in leadership and leadership development.

Paper #2 due May 1

Other Important Policies or Resources

Academic Honesty

UF students are bound by The Honor Pledge which states, “We, the members of the University of Florida community, pledge to hold ourselves and our peers to the highest standards of honor and integrity by abiding by the Honor Code. On all work submitted for credit by students at the University of Florida, the following pledge is either required or implied: ‘On my honor, I have neither given nor received unauthorized aid in doing this assignment.’” The Honor Code (<https://www.dso.ufl.edu/sccr/process/student-conduct-honor-code/>) specifies a number of behaviors that are in violation of this code and the possible sanctions. Furthermore, you are obligated to report any condition that facilitates academic misconduct to appropriate personnel. If you have any questions or concerns, please consult with the instructor in this class.

Note: Use of Generative AI

You may use Generative AI to assist with your work. Appropriate uses include:

- Brainstorming to help generate or fine tune your ideas
- Check style or help find an expression
- Help rephrasing your own text

Your work needs to be your own, however, so just as any other source, you may not use entire sentences or paragraphs suggested by an app without providing quotation marks and a citation. Citations should take the format: Name of tool. (Date of query). Prompts used. URL. For example: ChatGPT 3.5. (12/14/23). Prompt: “Suggest strategies for individuals to enhance their self-awareness.” chat.openai.com. If you include entire sentences or paragraphs written by generative AI without citation, it will be considered plagiarism.

Accommodations for Students with Disabilities

Students with disabilities requesting accommodations should first register with the Disability Resource Center (352-392-8565, www.dso.ufl.edu/drc/) by providing appropriate documentation. Once registered, students will receive an accommodation letter which must be presented to the instructor when requesting accommodation. Students with disabilities should follow this procedure as early as possible in the semester.

Course Evaluation

Students are expected to provide feedback on the quality of instruction in this course by completing online evaluations at <https://evaluations.ufl.edu>. Evaluations are typically open during the last two or three weeks of the semester, but students will be given specific times when they are open. Summary results of these assessments are available to students at <https://evaluations.ufl.edu/results/>

Health and Wellness

Your health and wellbeing are important to your success. Please remember that you have resources available. Including the following:

- U Matter, We Care: If you or a friend is in distress, please contact umatter@ufl.edu or 352 392-1575 so that a team member can reach out to the student.
- Counseling and Wellness Center: <http://www.counseling.ufl.edu/cwc/Default.aspx>, 392-1575
- *Sexual Assault Recovery Services (SARS)*: Student Health Care Center, 392-1161.
- University Police Department: 392-1111 or 9-1-1 for emergencies.