

# GEB 3017 Leading Organizations (Spring 2023)

## Course Overview

In a world in which most organizations, communities, and societies face enormous adaptive pressures, the practice of leadership is critical. In this course theory is applied to practice, clarifying the relationship among key concepts (e.g., leadership, management, authority, power, influence, followership, citizenship) to provide a practical and coherent theoretical framework. Students will develop both diagnostic tools for analyzing the complexity of change in social systems and strategies of action. These action strategies include using authority and power, mobilizing responsibility across boundaries, generating innovation, building trust, orchestrating multi-party conflict, regulating disequilibrium, and building a culture of adaptability for the long-term. In addition, students will explore the challenge of managing the inevitable personal stresses and potential pitfalls of leading change.

## Course Design

The course uses a variety of means to learn theory and the art of leadership practice. In addition to the traditional methods of lectures, readings, and films, the course includes peer-to-peer discussion boards, personal reflection papers, and student engagements/interviews with current leaders in a variety of fields (e.g., business, government, nonprofit, educational, etc.).

## Faculty Contact Information and Office Hours

Brian Ray, Ph.D.; Phone 352.273.0156, E-mail (please use the Canvas course website for e-mail) Office hours: Tuesday and Thursday 8:30-10:00 am or by appointment; 219C Stuzin Hall.

## Course Prerequisite

The prerequisite for this course is MAN 3025 Principles of Management.

## Textbooks and Articles

There are five books required for the course. Used versions of these books can be found on Amazon for less than \$5 each. New versions are available for less than \$15 each. In short, even though it is five books, you'll like have to spend no more than \$35-\$45.

1) The 21 Irrefutable Laws of Leadership, 10th Anniversary Edition: Follow Them and People Will Follow You. John Maxwell, Thomas Nelson Publishing, ISBN 13:978-0785288374, 2007.

2) Lincoln on Leadership. Donald T. Phillips. Warner Books, N.Y. ISBN 13-978-0446394598, 1993.

3) Stand Your Ground: Building Honorable Leaders the West Point Way. Evan Offstein, Praeger Publishers, ISBN13:978-0313374944, 2006.

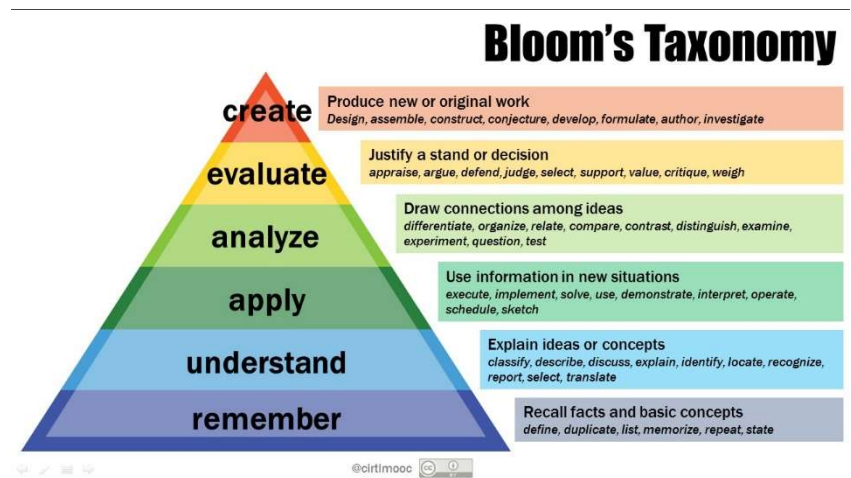
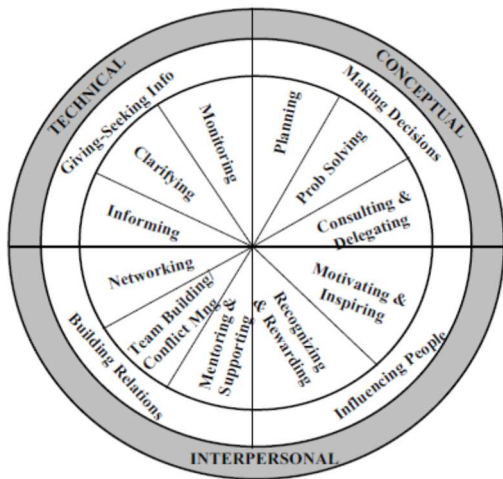
4) Speak Like Churchill, Stand Like Lincoln: 21 Powerful Secrets of History's Greatest Speakers. James Humes. Three Rivers Press ISBN 13:978-0761563518, 2002.

5) The 17 Indisputable Laws of Teamwork: Embrace Them & Empower Your Team. John Maxwell, Thomas Nelson Publishing, ISBN13:978-1400204731, 2013.

*\* A variety of articles (25-30) will be posted on the course website to supplement and reinforce the lessons from the textbooks and lectures.*

## Student Learning Outcomes

Students will explore a range of classic and contemporary approaches to leadership, and their application to understanding leaders, followers, and the situations they encounter. The student learning outcomes for the course were crafted with utilizing Yukl's leadership taxonomy and Bloom's taxonomy of learning domains.



### **Student Learning Outcomes Area 1 (Laws of Leadership)**

1. Identify the skills, attributes, and behaviors that are needed to be an effective leader.
2. Demonstrate an ability to distinguish between various leadership theories to better understand how these theories are applied in practice.
3. Develop an enhanced understanding of leader-follower interactions including the exchange and transforming elements of leadership.
4. Analyze how effective leadership impacts organizations and shapes the development of its vision, values, mission, goals and culture.
5. Describe the power and influence processes by which individuals persuade others to adopt new values, attitudes, and goals.

### **Student Learning Outcomes Area 2 (Leadership Traits and Skills)**

1. Compare and contrast different areas of emphasis for leaders in various professional roles (e.g., private sector, academic, public/governmental organizations, non-profits).
2. Analyze the linkages between leadership and vision, high ethical standards, and the ethical dimensions of leadership, and the relationship between leaders and followers.
3. Identify how personal strengths, skills, attributes, and behaviors shape leadership style and the capacity to lead others.
4. Understand current strengths and weaknesses as a leader and as a follower, and develop a personal approach to the practice of leadership.

## Student Learning Outcomes Area 3 (Leading Teams and Team Dynamics)

1. Demonstrate an understanding of how leadership impacts organizations.
2. Evaluate collaborative team dynamics and manage conflict and crises.
3. Understand the leader-follower relationship in organizations.

**Student Assessment:** Students are assessed through a combination of exams, written work, field interviews, and discussion board posts.

<b>2 February</b>	<b>Discussion Board #1 (110 points)</b>
<b>21 February</b>	<b>Discussion Board #2 (110 points)</b>
<b>27 February</b>	<b>Exam #1 (200 points)</b>
<b>4 April</b>	<b>Lessons from Leaders: 5 Interviews (175 points)</b> <i>(see note below on EC)</i>
<b>18 April</b>	<b>Personal Leadership Reflection Paper (175 points)</b>
<b>25 April</b>	<b>Exam #2 (200 points)</b>
<b>26 April</b>	<b>Discussion Board #3 (30 points)</b>

### Grading Scale (1,000 points possible)

A 940 or more	B- 800 - 829.99	D+ 670 - 699.99
A- 900 - 939.99	C+ 770 - 799.99	D 630 - 679.99
B+ 870 - 899.99	C 730 - 769.99	D- 600 - 629.99
B 830 - 869.99	C- 700 - 729.99	E < 600.00

UF grade points are as follows: A (4.0), A- (3.67), B+ (3.33), B (3.0), B- (2.67), C+ (2.33), C (2.0), C- (1.67), D+ (1.33), D (1.0), D- (.67), E (0.0).

**Extra Credit (EC):** *Students may receive extra credit by completing up to two additional leadership interviews. Each additional interview is eligible for 15 points of extra credit for a total of 30 points total. Any additional leadership interviews are due **the same day** as the required five interviews.*

## Academic Honor Code

By virtue of enrolling in this course, students commit themselves to uphold the Honor Code, which includes the following pledge: "We, the members of the University of Florida community, pledge to hold ourselves and our peers to the highest standards of honesty and integrity." Students are expected to exhibit behavior consistent with this commitment to the UF academic community, and on all work submitted for credit 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." It is assumed that students will complete all work independently in each course unless the instructor provides explicit permission to collaborate on course tasks (e.g. assignments, papers, quizzes, exams). Furthermore, as part of a student's obligation to uphold the Honor Code, s/he should report any condition that facilitates academic misconduct to appropriate personnel. It is each student's individual responsibility to know and comply with all university policies and procedures regarding academic integrity and the Student Honor Code. Violations of the Honor Code at the University of Florida will not be tolerated. Violations will be reported to the Dean of Students Office for consideration of disciplinary action. More information regarding the Student Honor Code can be found at the following URL: [www.dso.ufl.edu/SCCR/honorcodes/honorcode.php](http://www.dso.ufl.edu/SCCR/honorcodes/honorcode.php).

**Student Issues:** Students registered with the *Office for Students With Disabilities* should contact Dr. Ray by the second week of class. As a UF student, each member of the class agrees to the following statement: "I understand the University of Florida expects its students to be honest in all their academic work. I agree to adhere to this commitment to academic honesty and understand that my failure to comply with this commitment may result in disciplinary action up to and including expulsion from the University." Suspected violations will be reported to the Dean of Students Office.

**Assignment Grading:** Assignments are graded and returned to students within *two weeks* of the assignment due date. There is normally a 5% penalty for each "unprofessional" error (e.g., typos, grammar, and misspelled words) found in any assignment. Review your assignments carefully.

**Late Assignments:** There are no late submissions for Discussion Boards. However, students may always submit the **Lessons from Leaders** assignment as well as the **Personal Leadership Reflection** assignment after the published due date for partial credit up until the day before "UF's reading days" (ie 5 DEC) at the end of the semester. Late submissions will result in the following deductions:

- One day late (30% off); two days late (40% off); three or more two days late (50% off)

### **Absences and Make-up Work**

Requirements for keeping up with lectures, make-up exams, assignments, and other work are consistent with university policies ([catalog.ufl.edu/ugrad/current/regulations/info/attendance.aspx](http://catalog.ufl.edu/ugrad/current/regulations/info/attendance.aspx)).

## **Key Assignments**

### **Lesson from Leaders**

Identify five leaders whom you would like to interview. It is advantageous to interview individuals in your field of interest/future profession (please no relatives). Every attempt should be made to conduct face-to-face interviews. "E-mail" interviews are **not acceptable**. Telephone interviews are **strongly discouraged**. Face-to-face is the way to go! Build that network! Find a potential mentor!

Each interview usually takes 30 to 40 minutes. The goal is to "bring to life" some of the concepts and theories presented in the course. The written summary of each interview should be approximately two pages with two-thirds of the content describing the responses to your questions and one third dedicated to your personal insights/best takeaways. I am very interested in big takeaways. You should define at least three.

### **Example Questions**

1. Name a person who has had a tremendous impact on you as a leader? Maybe someone who has been a mentor to you? Why and how did this person impact your life?
2. What are the most important decisions you make as a leader in your organization?
3. As an organization gets larger there can be a tendency for the "institution" to dampen the "inspiration." How do you keep this from happening?
4. How do you encourage creative thinking within your organization? Where do the great ideas come from in your organization?

5. Which of the following is most important in your organization—mission, core values, or vision?
6. How do you or others in your organization communicate the “core values”? How do you encourage others in your organization to communicate the “core values”? How do you ensure your organization and its activities are aligned with your “core values”?
7. How do you help a new employee understand the culture of your organization?
8. When faced with two equally-qualified candidates, how do you determine whom to hire?
9. What is one characteristic that you believe every leader should possess?
10. What is the biggest challenge facing leaders today?
11. What is one mistake you witness young leaders frequently making? What are a few behaviors or traits that you have seen that derailed a leader’s career?
12. What advice would you give someone going into his/her first leadership position?
13. What do you do to ensure you continue to grow and develop as a leader?

### **Discussion Board Posts (no late submissions will be accepted for credit)**

There are three (3) graded discussion boards. The discussion boards are designed to help students meet classmates, facilitate self-reflection, and provide peer-to-peer learning. The topics for this semester’s discussion boards are:

1. **21 Irrefutable Laws of Leadership** (examples of current leaders who display or violate specific laws)
2. **Lincoln on Leadership** (examples of current leaders who display...or significantly lack...Lincoln’s traits)
3. **Self-Reflection** (reflect on key takeaways from the course and their future implications on your career/life choices)

Minimum Participation: One Post (400 words +/- 10%). For 1-2 only, respond to two posts by peers (150 words +/- 10%).

### **Personal Leadership Reflection**

Students are required to submit a personal leadership reflection paper. Reflection involves thinking about our experiences. Day-to-day experiences in leadership roles, as well as our personal and professional lives, offer opportunities for reflection and learning. Development of leadership capabilities and capacity require the ability to explore, question, and evaluate one’s own performance and development.

The following are questions that should be addressed in the personal leadership reflection paper.

1. Which four to six laws from the **21 Irrefutable Laws of Leadership** book are strengths for you (personally and professionally) and provide examples of how you came to this conclusion? Which three or four laws are weaknesses, explain why, and describe your strategy for improvement.
2. Describe three to four ways that you plan on incorporating lessons from **Lincoln on Leadership** into your personal and professional goals? How do you plan on measuring your progress to ensure that your plan “comes alive” vis-à-vis “collects dust.”
3. As an organization gets larger there can be a tendency for the “institution” to dampen the “inspiration” of leaders. How do you plan to keep this from happening in your future leadership roles? Cite a few examples from **The 17 Indisputable Laws of Teamwork**.
4. In addition to the previous three questions, students should also include a reflection on the values-sort activity located at the following website: [www.thegoodproject.org/toolkits-curricula/the-goodwork-toolkit/value-sort-activity](http://www.thegoodproject.org/toolkits-curricula/the-goodwork-toolkit/value-sort-activity). Knowing what we value most in our work, relationships, and other commitments makes it easier to respond to opportunities and conflicts with integrity. This values sort is an excellent way to reflect upon what is most important to you personally and it is also a great way to stimulate conversations with peers, colleagues, and family members.

**Course Evals:** The university asks students to provide professional and respectful feedback on the quality of instruction in this course by completing course evaluations online via GatorEvals. Guidance on how to give feedback in a professional and respectful manner is available at <https://gatorevals.aa.ufl.edu/students>. Students will be notified when the evaluation period opens, and can complete evaluations through the email they receive from GatorEvals, in their Canvas course menu under GatorEvals, or via <https://ufl.bluera.com/ufl>. Summaries of course evaluation results are available to students at <https://gatorevals.aa.ufl.edu/public-results>.

**In-Class Recording:** Students are allowed to record video or audio of class lectures. However, the purposes for which these recordings may be used are strictly controlled. The only allowable purposes are (1) for personal educational use, (2) in connection with a complaint to the university, or (3) as evidence in, or in preparation for, a criminal or civil proceeding. All other purposes are prohibited. Specifically, students may not publish recorded lectures without the written consent of the instructor. A “class lecture” is an educational presentation intended to inform or teach enrolled students about a particular subject, including any instructor-led discussions that form part of the presentation, and delivered by any instructor hired or appointed by the University, or by a guest instructor, as part of a University of Florida course. A class lecture does not include lab sessions, student presentations, clinical presentations such as patient history, academic exercises involving solely student participation, assessments (quizzes, tests, exams), field trips, private conversations between students in the class or between a student and the faculty or lecturer during a class session. Publication without permission of the instructor is prohibited. To “publish” means to share, transmit, circulate, distribute, or provide access to a recording, regardless of format or medium, to another person (or persons), including but not limited to another student within the same class section. Additionally, a recording, or transcript of a recording, is considered published if it is posted on or uploaded to, in whole or in part, any media platform, including but not limited to social media, book, magazine, newspaper, leaflet, or third party note/tutoring services. A student who publishes a recording without written consent may be subject to a civil cause of action instituted by a person injured by the publication and/or discipline under UF Regulation 4.040 Student Honor Code and Student Conduct Code.

# GEB 3017 Leading Organizations Spring 2023 Class Schedule

Module Name	Release OR Due Date	Video Lectures	Lecture Title
Start Here		1	Course Overview & Expectations
Leadership Laws 1-7	10-Jan	4	#1 Lid, #2 Influence, #3 Process, & #4 Navigation
		Article	"What I Believe" by Bob McDonald
		3	#5 Addition, #6 Solid Ground, & #7 Respect
		Article	"When I Follow a Leader: Moments that Won Me Over by Bill McDermott
Leadership Laws 8-14	12-Jan	4	#8 Intuition, #9 Magnetism, #10 Connection, & #11 Inner Circle
		Article	"8 Styles of Intuitive Leadership" by Antonia Dodge
		Article	"The 7 Attributes of Intuitive Business Leaders" by Simone Wright
		Article	"What Great Leaders Know That Good Leaders Don't About Self Regulation" by Jay Levin
		3	#12 Empowerment, #13 The Picture, & #14 Buy-in
		Article	"Turning Challenges into Opportunities" by Dennis Reimer
Leadership Laws 15-21	17-Jan	4	#15 Victory, #16 The Big Mo, #17 Priorities, & #18 Sacrifice
		Article	"The Biggest Lesson I Learned in College" by Kelsey Jordan
		Article	"Busy is not a Badge of Honor" by Brian de Haaf
		Do it Now! :-)	<b>Honorlock Practice Quiz</b>
	19-Jan	3	#19 Timing, #20 Explosive Growth, & #21 Legacy
		Article	"7 Leadership Styles the Best Bosses Use...Just Not all at Once
Lincoln on Leadership: People & Character	24-Jan	1	People: Out of Office, Strong Alliances, & Persuade Rather than Coerce
		Article	"Listening as a Leadership Skill" by Richard Harris
		Article	"Revisiting Colin Powell's Rules of Leadership"
	26-Jan	1	Character: Honesty, Never Act Out of Vengeance, Unjust Criticism, Master Paradox
Lincoln on Leadership: Endeavor & Communication	31-Jan	1	Endeavor: Decisive, Lead by Being Led, Set Goals, Find Grant, & Encourage Innovation
		Article	"A Crash Course on Leadership: Shut Up and Listen" by Florent Groberg
		Article	"Dare to be Different" by Tom English
	2-Feb	1	Communication: Master Public Speaking, Influence Through Story-telling, & Preach/Reaffirm Vision
		Assignment	<b>Discussion Board #1 Closes 11:55 pm</b>
Stand Your Ground (Part 1)	7-Feb	2	Secure the High Ground; Antennae Up and On
		Article	"The 4 Cs (plus 1) of Leadership: It's People Skills that Count" by David McKiernan
	9-Feb	2	Wash Away the Gray; Be Big About Small Things
		Article	"Becoming Gratitude Detectors: Appreciation as a Core Leadership Attribute" by Maureen LeBoeuf
Stand Your Ground (Part 2)	14-Feb	2	Go All In!; Who's Got Your Back?
		Article	"Think Less....Think Better" by Moshe Bar
		Article	"Confucius has a Message for Business Leaders Who Want to Succeed" by Khatera Sahibzada
	16-Feb	2	Imagine That; Views from the Top
		Article	"The Moral Compass" by Martin Dempsey
		Article	"The Most Important Leadership Competencies According to Leaders Around the World
Ethical Decision Making, Midterm Review, Finalize "Lessons from Leaders" Selections	21-Feb	2	The 13 Ethical Dilemmas: A Decision Making Model for Leaders of Character
		Assignment	<b>Discussion Board #2 Due (11:55pm)</b>
		Article	"Curiosity: The Underrated Value" by Kellie McCoy
		Article	"Why You Should Have at Least One Hour Thinking Time Every Day" by Andreas von der Heydt
	23-Feb	1	Exam #1 Review
Midterm Exam	27-Feb	EXAM	<b>EXAM #1</b>
	1-Mar		<b>Work on "Lessons from Leaders" Assignment</b>

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Module Name	Release OR Due Date	Video Lectures	Lecture Title
Speak Like Churchill Stand Like Lincoln (Part 1)	7-Mar	1	Secrets 1-5: Pause, Opener, Presence, Point, & Brief
		Article	"Why Communication is Essential for Great Leaders" by Gary Burnison
	9-Mar	1	Secrets 6-10: Quote, Stat, Outage, Whit, & Parable
Speak Like Churchill Stand Like Lincoln (Part 2)	21-Mar	1	Secrets 11-15: Gesture, Reading, Poetry, Line, & Question
		Article	"Why Communication is a Critical Skill Not a Soft Skill" by Marlene Chism
	23-Mar	1	Secrets 16-21: Word, Active, Dollar, Button, Closer & Audacity
		Article	"Six Short Phrases You'll Hear Leaders Say A Lot" by Paulina Milana
Teamwork Laws 1-6	28-Mar	3	#1 Significance, #2 Big Picture, & #3 Niche
		Article	"The Real Leadership Lessons of Steve Jobs" by Walter Isaacson
		Article	"Leadership Principles" by Martin Dempsey
	30-Mar	3	#4 Mount Everest, #5 Chain, & #6 Catalyst
		Article	"3 Leadership Traits That Differentiate the Best From the Rest" by Jude Rake
Teamwork Laws 7-9	4-Apr	3	#7 Compass, #8 Bad Apple, & #9 Countability
		Assignment	<b>Lessons from Leaders Interviews Due (11:55pm)</b>
		Article	"Leadership Lessons: Turn the Rocks Over" by Howie Cohen
		Article	"People I Most Enjoy Working With" by Jeff Weiner
		Article	"8 Signs to Identify a Great Leader" by Enrique Rubio
Teamwork Laws 10-12	11-Apr	3	#10 Price Tag, #11 Scoreboard, & #12 Bench
		Article	"7 Harsh Truths That Will Improve Your Leadership Skills Overnight" by Marcel Schwantes
Teamwork Laws 13-17	18-Apr	5	#13 Identity, #14 Communication, #15 Edge, #16 High Morale, & #17 Dividends
		1	<b>Exam #2 Review (link is in the "Final Items" module on the course website)</b>
		Article	"Reflection on Leadership: Teamwork, Tone, and Tenacity" by Paul Becker
		Article	"So You Want To Lead...Make Yourself Worthy Of Followers" by Rodger Duncan
		Article	"You can't buy employee loyalty...you must earn it!" by Bridgette Hyacinth
		Article	"Solitude and Leadership" by William Deresiewicz
Final Items	25-Apr	EXAM	<b>Exam #2</b>
	26-Apr	Assignment	<b>Discussion Board #3 Due (11:55pm)</b>