

DOL 3333A
Leadership Development
School of Leadership & Social Change
2018-19

CONTACT

Instructor: Colleen Sharen, Associate Professor
Office: Room 333 Ursuline Hall
Phone: 519-432-8353 ex 28229
E-mail: csharen@uwo.ca (preferred)
Office Hours: By appointment on
Tuesdays from 8:30am to 2pm
Wednesdays from 8:30am to 2pm

CLASS

Day: Tuesdays
Time: 2:30 pm to 5:30 pm
Room: Ursuline Hall 26

COURSE DESCRIPTION

This course considers the conditions, techniques, and activities that facilitate the development of leaders and leadership. The course emphasizes that leadership development includes not only the nurturing of individual skills but also competencies relating to interactions with other persons in the immediate environment and the larger organization.

When you think of leadership development, what comes to mind? My guess is that you think of classrooms and leadership development training. Not bad for a start, but there are multiple ways to develop leaders, individually, in groups, and in the larger organization. We'll be exploring the broader definition of leadership development in this course.

COURSE LEARNING OUTCOMES

Some of the skills and knowledge that I hope you will learn are listed below. They are designed to help you develop a knowledge of leadership development and practice the Brescia competencies, skills you will use in your daily life.

1. Describe foundational leadership development theories and concepts for developing self, others, teams, and creating organizational leadership development capacity.
2. Assess and reflect on leadership strengths and weaknesses for self, others, teams, and the organization.
3. Create a personal leadership development plan in writing.
4. Recommend appropriate organizational practices and culture to reinforce leadership development.
5. Demonstrate competency in oral and written communication.
6. Demonstrate professional behavior.

Student competency levels on these outcomes will vary. You can expect to achieve these outcomes if you honour course policies, attend classes regularly, complete all assigned work in good faith and on time, demonstrate understanding of the course content, and meet all other course expectations of you as a student.

BRESCIA UNIVERSITY COLLEGE COMPETENCIES

Primary competencies developed in this course include:

1. Communication (Level 4)
2. Inquiry and Analysis (Level 4)
3. Social Awareness and Engagement (Level 3)
4. Self-Awareness and Development (Level 4)
5. Valuing (Level 3)

See <http://brescia.uwo.ca/academics/brescia-competencies/> for a detailed description of each competency.

COURSE MATERIALS

Course pack from Ivey Publishing. See OWL for a link to order the course pack. Available in hard copy or electronic format.

COURSE PREREQUISITES AND ANTIREQUISITES

LS 2232A/B or the former LS 2231 or the permission of the Chair of the School of Leadership and Social Change

COURSE STRUCTURE AND CONTENT

The course has three modules:

Module	Weeks	Topics	Brescia Competency
Self-Leadership	1 - 4	Self-development process, reflection and discovery, feedback and context, learning and development	1,2,3,4,5
Development of Others (Individuals & Teams)	5 - 8	Coaching individuals, and building and developing teams.	1,2,4
Creating Capacity in Organizations for Leadership Development	9 - 12	Organizational strategy, practices, leadership culture, and organizational assessment	1,2

Teaching Methodology and Expectations of Students

This course is designed to ensure maximum experiential learning. Course activities include guest speakers, lectures, video cases, written cases, and exercises. Readings may be expanded upon by way of videos, exercises, cases, and/or class discussions. The very nature of the case study approach demands a high level of attendance, preparation, and contribution in class. You are expected to be prepared and

fully engaged in learning.

Class Schedule

A tentative schedule for this course is posted on OWL. I may depart from this schedule as some topics take up more (or less) time than is scheduled. Following this schedule is your responsibility. You should check OWL regularly for lecture notes, reading, and announcements. Although they do not appear on the schedule, there may be random written assignments given at various points throughout the semester. These assignments are incorporated into your contribution grade. You should anticipate spending a minimum of 3-5 hours per week preparing for classes, completing readings, cases and exercises, as well as studying for tests and preparing assignments.

EVALUATION

Component	Timing	Learning Outcomes	Brescia Competency	Weight
Class Contribution	Weekly	1, 5,6	1,2,3	20%
Leadership Self-Evaluation	Week 5	2,3,5	1,2,4,5	15%
Leadership Personal Development Plan	Week 7	3,4,5	1,2,3,4	10%
Coaching Individuals and Teams Case Report	Week 10	1,2,3,5	1,2,4	25%
Final Exam	Exam Period	1,2,3	1,4	30%

Evaluation Policies

You must complete all evaluation components to pass the course. I will not re-weight course components unless you have received an academic accommodation. I will not adjust grades based on need. Your mark in the course will be the mark that you earn based on your comprehension of course content. Extra credit assignments are not available, and evaluations cannot be rewritten to obtain a higher mark. Once you have completed an evaluation, you are committed to the mark earned.

Late assignments without an academic accommodation will receive a “0.” All assignments are subject to submission for textual similarity review to the commercial plagiarism detection software under license to the University for the detection of plagiarism. All assignments submitted for such checking will be included as source documents in the reference database to detect plagiarism of assignments subsequently submitted to the system. Use of the service is subject to the licensing agreement, currently between The University of Western Ontario and Turnitin.com (<http://www.turnitin.com>).

Make-up exams. Please note that students are responsible for providing an academic accommodation if they are unable to write a test or exam for any reason. Tests and exams must be written on the scheduled dates unless you have a legitimate excuse recognized by your academic advisor. Valid reasons include medical or compassionate reasons, and must be substantiated by proper documentation (e.g., a medical certificate). A student who misses a regularly scheduled exam for any other reason, or who is unable to justify a claim, will be assigned a zero for that exam. All necessary supporting documentation must be submitted in a timely fashion, prior to writing the make-up test or exam. Please note that while attending another class is an acceptable reason for missing a makeup test date, a student’s work schedule is not an

acceptable reason to miss a scheduled make-up test. Brescia has a common final exam make up day, usually scheduled in early January or May. Any student having received an accommodation will be expected to write the make-up exam on the Brescia exam day.

Evaluation Component Descriptions

See detailed assignment instructions and grading rubric for all evaluation components on OWL, and will be discussed in class. There are no mid-term tests or final exams in this course.

Class Contribution

Class contribution assesses your oral communication, critical thinking, complex problem solving, and inquiry and analysis skills. Class contribution may also be used to determine whether you have mastered the content of the course and to assess your professionalism, including preparation, civility, ethical perspective, and promptness. A detailed rubric is available on the Week 1 page of OWL.

While class participation or contribution is not primarily an assessment of attendance, if you are not in class, it is not possible to assess your contribution. Each class will count equally toward your contribution grade, with each missed class receiving a grade of “0” out of 13. Ten marks your contribution grade will relate to persuasion, including critical thinking, inquiry and analysis, and problem solving. Two marks will reflect your class preparation, and 1 mark will reflect your professionalism. Your lowest contribution grade for the semester will be dropped from the contribution calculation. If you miss more than 25% of scheduled classes without an academic accommodation you will receive a class contribution grade of “0” for the semester.

You should attend every class in this course. However, extenuating circumstances arise that make this difficult. Family medical issues, personal medical issues, family bereavement, participation in University sports teams are acceptable reasons for missing class, with appropriate documentation (i.e. an academic accommodation).

Leadership Self-Evaluation

Using widely available tools and peer feedback, students will evaluate their own personal leadership traits, abilities, and skills in a 2,500-word report. They will identify both personal strengths and opportunities for development. Detailed instructions and a grading rubric will be provided on OWL, and will be discussed in class.

Leadership Personal Development Plan

Based on their leadership self-evaluation, students will construct a personal leadership development plan. Detailed instructions, a report template, and a grading rubric will be provided on OWL, and will be discussed in class.

Coaching Individuals and Teams Case Report

Each student will analyze a business case where either an individual or team needs leadership development or coaching. Students will be required to indicate their plan of action to address a specific situation and provide a rationale for their recommended course of action.

Final Exam

The final exam will primarily cover the last module in the course (Organizational Leadership Development Capacity) but will have some aspects of the first two modules. It will consist of a case and

may include short answer, multiple choice, or essay style questions. The exam will be three hours in length. *Please bring your UWO student card to the exam.*

COURSE POLICIES

Attendance Policy

This course has a Student Focused Learning (SFL) attendance policy. Class attendance is the best predictor of academic performance, so by attending class, you are setting yourself up for success. Missing more than 25% (or 9 hours) of scheduled course hours without an academic accommodation will result in the following academic consequences: receiving a “0” in the semester class contribution component.

You are expected to attend class. You should check your UWO email and OWL site mail regularly for any notifications regarding your attendance. You should read the course outline and clarify any concerns that you might have regarding the class attendance policy with me. I suggest that you track your class attendance.

I will send you an email if you are at risk of exceeding the allowable level of absenteeism. If you are struggling with attendance, I encourage you to talk to me, to your academic advisor, to a spiritual advisor, or to a member of the student life staff. We may be able to help. If you believe that your situation warrants an academic accommodation, please consult with your academic advisor to determine if an accommodation would apply to your situation.

Student Use of Technology in Class

I welcome the use of laptops in the classroom if they are used for class related purposes, such as research, or participation in class exercises. Using your computer or phone during class for personal activities such as reading or writing e-mail, surfing, or playing games is distracting for others, is not conducive to your own learning, and is disrespectful to the instructor. Please ensure your phones are turned off and placed inside a bag.

Recent research shows that grades decline when you use laptops in the classroom for non-educational tasks. Additionally, students find other students use of laptops in the classroom the number one source of interference with their ability to learn (Fried, 2008). So, if I find you using a laptop for non-class related activities, I will ask you to close the laptop for the remainder of the class or until a class exercise requires the use of the laptop.

Texting substantially reduces academic performance. Researchers asked half the students in an accounting class to text their professor three times, while the other half were requested to refrain from texting. Students were then tested at the end of the lecture on the contents of the lecture. The students who texted scored 16% points lower than those who did not text (Ellis, Daniels & Jauregui, 2010). As a result, if I find you texting I will ask you to put your phone away.

Fried, C. (2008). In-class laptop use and its effects on student learning. *Computers and Education* (50). 906-914.

Ellis, Y., Daniels, B.& Jauregui, A. (2010). The effect of multi-tasking on the grade performance of business students. *Research in Higher Education*. (8).1 – 10.

Email

Email is a useful tool for sharing news, setting up appointments, or for a simple assignment clarification, but for more complex questions, a face-to-face meeting is best. Please make an appointment to discuss any personal, academic, group work, or controversial issues in person, especially any concerns that you might have about your grades.

For privacy reasons, you must use your Western email account to contact me. Please include your name, course and section number in the subject line of your emails. I check email Monday through Friday during office hours; you can expect a response within 24 hours during the work week. I will not check email over weekends and holidays, so plan accordingly.

Appointments

I am available on Tuesdays and Wednesdays as noted in the contact information of this course outline. Please email me as early as you can to request an appointment in advance. In your email, please include the subject you wish to discuss. Be on time for your appointment, have an objective for the discussion and bring a copy of your paper or exam you wish to discuss.

Privacy

To respect privacy laws and the privacy of individual students, all grades will be distributed on OWL only. If you wish to discuss a grade, or review a test or paper, please make an appointment with the professor to do so in person. To respect your privacy, I will discuss your grades only with you. Please do not share or compare your grades. I cannot share information about another student's grades, so discussions comparing grades between students will not be entertained.

DROPPING A COURSE

To drop a course without academic penalty, you must drop the course by the following dates:

Fall Term Half Credit Course	November 12, 2018
Winter Term Half Credit Course	March 7, 2019

For further details, check the online academic calendar in the registrar's website. To book an appointment with one of Brescia's Academic Advisors, call 519.432.8353, extension 28266. If you are registered at another college or main campus, please make an appointment to see your academic advisor at your home campus.

2018-19 BRESCIA UNIVERSITY COLLEGE ACADEMIC POLICIES AND REGULATIONS

1. POLICY REGARDING MAKEUP EXAMS AND EXTENSIONS OF DEADLINES

When a student requests academic accommodation (e.g., extension of a deadline, a makeup exam) for work representing 10% or more of the student's overall grade in the course, it is the responsibility of the student to provide acceptable documentation to support a medical or compassionate claim. All such requests for academic accommodation **must** be made through an Academic Advisor and include supporting documentation.

Academic accommodation for illness will be granted only if the documentation indicates that the onset, duration and severity of the illness are such that the student could not reasonably be expected to complete her academic responsibilities. Minor ailments typically treated by over-the-counter medications will not normally be accommodated.

Students must submit their documentation along with a request for relief specifying the nature of the accommodation being requested no later than two business days after the date specified for resuming responsibilities. In cases where there might be an extended absence or serious issue, students should submit their documentation promptly and consult their Academic Advisor for advice during their recovery period. Whenever possible, students who require academic accommodation should provide notification and documentation in advance of due dates, examinations, etc. Appropriate academic accommodation will be determined by the Dean's Office/Academic Advisor in consultation with the student's instructor(s). Academic accommodation may include extension of deadlines, waiver of attendance requirements for classes/labs/tutorials, arranging Special Exams or Incompletes, re-weighting course requirements, or granting late withdrawals without academic penalty

Please note that personal commitments (e.g., vacation flight bookings, work schedule) which conflict with a scheduled test, exam or course requirement are **not** grounds for academic accommodation.

A UWO Student Medical Certificate (SMC) is **required** if a student is seeking academic accommodation on medical grounds. This documentation should be obtained at the time of the initial consultation with the physician/nurse practitioner or walk-in clinic. A SMC can be downloaded from: http://www.uwo.ca/univsec/pdf/academic_policies/appeals/medicalform.pdf . The student must request documentation sufficient to demonstrate that her ability to meet academic responsibilities was seriously affected. Please note that under University Senate regulations documentation stating simply that the student "was seen for a medical reason" or "was ill" is **not** adequate to support a request for academic accommodation.

The full policy on requesting accommodation due to illness can be viewed at:

http://www.westerncalendar.uwo.ca/PolicyPages.cfm?Command=showCategory&PolicyCategoryID=1&SelectedCalendar=Live&ArchiveID=#Page_12

2. ACADEMIC CONCERNS

If you feel that you have a medical or personal challenge that is interfering with your work, contact your instructor and Academic Advisor as soon as possible. Problems may then be documented and possible arrangements to assist you can be discussed at the time of occurrence rather than on a retroactive basis. Retroactive requests for academic accommodation on medical or compassionate grounds are not normally considered.

If you think that you are too far behind to catch up or that your work load is not manageable, you should consult your Academic Advisor. If you consider reducing your workload by dropping one or more courses, this must be done by the appropriate deadlines (refer to the Registrar's website, <http://brescia.uwo.ca/academics/registrar-services/> or the list of official sessional dates in the Academic Calendar, see the Sessional Dates tab at <http://www.westerncalendar.uwo.ca/index.cfm?SelectedCalendar=Live&ArchiveID=>). You should consult with the course instructor and the Academic Advisor who can help you consider alternatives to dropping one or more courses. *Note that dropping a course may affect OSAP eligibility and/or Entrance Scholarship eligibility.*

3. ABSENCES

Short Absences: If you miss a class due to a minor illness or other problems, check your course outline for information regarding attendance requirements and make sure you are not missing a test or assignment. Cover any readings and arrange to borrow notes from a classmate. Contact the course instructor if you have any questions.

Extended Absences: If you have an extended absence, you should contact the course instructor and an Academic Advisor. Your course instructor and Academic Advisor can discuss ways for you to catch up on missed work and arrange academic accommodations, if appropriate and warranted.

It is important to note that the Academic Dean may refuse permission to write the final examination in a course if the student has failed to maintain satisfactory academic standing throughout the year or for too frequent absence from the class or laboratory

(http://www.westerncalendar.uwo.ca/PolicyPages.cfm?Command=showCategory&PolicyCategoryID=5&SelectedCalendar=Live&ArchiveID=#SubHeading_68).

4. SCHOLASTIC OFFENCES

Scholastic offences are taken seriously and students are directed to read the appropriate policy, specifically, the definition of what constitutes a Scholastic Offence, at:

http://www.westerncalendar.uwo.ca/PolicyPages.cfm?Command=showCategory&PolicyCategoryID=1&SelectedCalendar=Live&ArchiveID=#Page_20.

Students are responsible for understanding the nature of and avoiding the occurrence of plagiarism and other academic offences. Note that 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 without the knowledge and approval of the instructor to whom it is submitted, any academic work for which credit has previously been obtained or is being sought in another course in the University or elsewhere. Students are advised to consult the section on Scholastic Discipline for Undergraduate Students in the Academic Calendar.

If you are in doubt about whether what you are doing is inappropriate or not, consult your instructor, the Academic Dean's Office, or the Registrar. A claim that "you didn't know it was wrong" is not accepted as an excuse.

The penalties for a student guilty of a scholastic offence (including plagiarism) include refusal of a passing grade in the assignment, refusal of a passing grade in the course, suspension from the University, and expulsion from the University.

Plagiarism:

Students must write their essays and assignments in their own words. Whenever students take an idea or a passage from another author, they must acknowledge their debt both by using quotation marks where appropriate and by proper referencing such as footnotes or citations. Plagiarism is a major academic offence.

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 for such checking 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 The University of Western Ontario and Turnitin.com (<http://www.turnitin.com>).

Computer-marked Tests/exams:

Computer-marked multiple-choice tests and/or exams may be subject to submission for similarity review by software that will check for unusual coincidences in answer patterns that may indicate cheating. Software currently in use to score computer-marked multiple-choice tests and exams performs a similarity review as part of standard exam analysis.

5. PROCEDURES FOR APPEALING ACADEMIC EVALUATIONS

All appeals of a grade must be directed first to the course instructor. If the student is not satisfied with the decision of the course instructor, a written appeal is to be sent to the School Chair. If the response of the

Chair is considered unsatisfactory to the student, she may then submit a written appeal to the Office of the Dean. If the student is not satisfied with the decision of the Dean, she may appeal to the Senate Review Board Academic (SRBA), if there are sufficient grounds for the appeal. For information on academic appeals you can consult your Academic Advisor or see the Student Academic Appeals – Undergraduate in the Academic Calendar

http://www.westerncalendar.uwo.ca/PolicyPages.cfm?Command=showCategory&PolicyCategoryID=1&SelectedCalendar=Live&ArchiveID=#Page_14.

Note that final course marks are not official until the Academic Dean has reviewed and signed the final grade report for the course. If course marks deviate from acceptable and appropriate standards, the Academic Dean may require grades to be adjusted to align them with accepted grading practices.

6. PREREQUISITES

Unless you have either the prerequisites for a course or written special permission from the Dean to enroll in it, you will be removed from the course and it will be deleted from your record. This decision may not be appealed. You will receive no adjustment to your fees in the event that you are dropped from a course for failing to have the necessary prerequisite(s).

7. SUPPORT

Support Services

The Brescia University College Registrar's website, with a link to Academic Advisors, is at <http://brescia.uwo.ca/academics/registrar-services/>. The website for the Student Development Centre at Western is <http://www.sdc.uwo.ca/>.

Mental Health and Wellness

Students may experience a range of issues that can cause barriers to your learning, such as increased anxiety, feeling overwhelmed, feeling down or lost, difficulty concentrating and/or lack of motivation. Services are available to assist you with addressing these and other concerns you may be experiencing. You can learn more about mental health and wellness at Brescia at <http://brescia.uwo.ca/life/mental-health-wellness/>. Students who are in emotional/mental distress should refer to Health and Wellness at Western, http://uwo.ca/health/mental_wellbeing/index.html, for information about how to obtain help for yourself or others.

Sexual Violence

All members of the Brescia University College community have a right to work and study in an environment that is free from any form of sexual violence. Brescia University College recognizes that the prevention of, and response to, Sexual Violence is of particular importance in the university environment. Sexual Violence is strictly prohibited and unacceptable and will not be tolerated. Brescia is committed to preventing Sexual Violence and creating a safe space for anyone in the Brescia community who has experienced Sexual Violence.

If you or someone you know has experienced any form of Sexual Violence, you may access resources at <http://brescia.uwo.ca/life/sexual-violence/>.

Date	Week	Module	Concepts	Assignment	Reading	Cases/Activities
Sep 11	1	Self	Mindset Implicit theories of leadership Three domains Self, Others, Org Leaders: Born or Made?	Course Outline & Class Contribution Instructions	<i>Leader(ship) Development</i> (Snook), in course pack (note, all readings are in the course pack unless otherwise noted).	Graphic Syllabus Course Outline & Contribution What do Bosses Want?
Sep 18	2	Self	Process of self-development Reflection & Discovery		View Carol Dweck video (link posted on OWL)	Case/Exercise: Assigned Leaders Group. See OWL for preparation instructions.
Sep 25	3	Self	Reflection & Discovery	Self-Evaluation & Development Plan Instructions	<i>What to Ask the Person in the Mirror</i>	Self-Evaluation Exercise Via Strengths Characteristics (authentichappiness.org)
Oct 2	4	Self	Feedback, Learning & Development		<i>Good Leaders Never Stop Learning</i> <i>Evaluating and Developing Management</i> <i>Competencies</i>	Self-Directed Learning Workshop Methods of Development Giving and Receiving Feedback
Oct 9						
Oct 16	5	Others	Leader Action Teaching	Self-Evaluation Due	<i>When Should a Leader Be Directive or Empowering?</i> <i>Teaching Smart People How to Learn</i> <i>What Great Managers Do</i> <i>Set Up to Fail</i>	Case: Diana Phelps
Oct 23	6	Others	Coaching		The Coaching Manager Chapters 2, 7, 9 (OWL)	Case: Veranda Brands
Oct 30	7	Others	Building Teams	Development Plan Due	<i>New Science of Building Teams</i> <i>Eight Ways to Build Collaborative Teams</i> <i>Building Emotional Intelligence of Groups</i>	
Nov 6	8	Others	Coaching Teams	Case Report Instructions	<i>Why Teams Don't Work</i> <i>When Teams Can't Decide</i> <i>Coaching Your Team's Performance to the Next Level</i>	Case: Anja Bremmer Bring Case Report Instructions to Class
Nov 13	9	Organization	Strategic Leadership & Leadership Culture		Ireland & Hitt (1999). <i>Achieving and Maintaining Competitive Advantage in the 21st Century: The Role of Strategic Leadership</i> (OWL) Schein (1990). <i>Organizational Culture</i> (OWL)	Case: Eyes of Janus
Nov 20	10	Organization	Organizational Practices	Case Report Due	<i>Evaluating and Developing Management</i> <i>Competencies</i>	Case: Parkwood Hospital (OW) Part 1
Nov 27	11	Organization	Leadership Gap		<i>Building a Leadership Brand</i> <i>Developing Your Leadership Pipeline</i>	Case: Parkwood Hospital (OWL) Part 2
Dec 4	12	Organization	Pulling it Together		Bring course pack and weekly reflections and course goals to class.	Final Exam Case distributed in class