

KANSAI GAIDAI UNIVERSITY

Course Title: The Leadership Journey (PD) Spring 2023

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Course Description:

This course is based upon Kouzes and Posner's Five Practices model for Exemplary Leadership which are: Model the Way; Inspire a Shared Vision; Challenge the Process; Enable Others to Act; and Encourage the Heart. Taught by an Executive Coach and a former CFO of a Tier 1 Japanese public company, this course uses group coaching and invites the student on a journey of personal exploration with the explicit goal of becoming a more effective leader. To achieve this goal, the course examines leadership in organizations, and utilizes the student's reflections and framing of their personal life stories and experiences to discover important insights into themselves as a leader.

Each student will complete an online leadership inventory which will provide insights into the characteristics they possess. The students will also develop a personal Leadership Development Plan as well as articulate a Vision and Mission statement to guide them through the next stages of their lives.

Learning Outcomes:

By the end of this course students will:

- 1) Increase their conceptual understanding of leadership in organizations
- 2) Discover important insights into themselves as a leader and develop a self-awareness regarding their personal values, beliefs, strengths, and opportunities by reflecting upon and framing their life stories and experiences
- 3) Enhance the skills and competencies that enable them to become leaders of organizations and to embark on a journey of personal leadership development, and
- 4) Develop a Personal Leadership Development Plan, and articulate a vision and a mission statement to guide themselves throughout their lives.

Leadership development concepts used in the course will be immediately applicable for the students and also will be useful for the rest of their lives.

Instructions to Students:

Throughout this course, students will be involved in an in-depth personal analysis by working on class exercises/problems, and discussing special topical readings. At the beginning of the course, Students will complete an online Leadership Inventory and a Strengths Assessment to provide insights into the characteristics they possess, and this inventory will be the basis for their future development and growth.

It is important for the student to know that I will not provide any notes because I want you to

create your own notes as you listen to the lecture. By making your own notes for every lecture, not only will this help you to understand and learn/remember the material, but also it will prepare you to take very good meeting minutes (a required skill for career advancement).

With the students help, I will try and create an interactive learning environment and a focus on real world experiences and it is critical that students be active participants in class, providing critical analyses of key issues and debating alternative courses of action. This requires careful preparation of the assigned readings before class. You will very likely be asked to present and discuss on material covered in class.

Each class member will be assigned to a Leadership Development Group (LDG). These LDG enable students to discuss personal materials with a higher level of openness and reflection versus otherwise possible in the presence of a faculty member. Each LDG will be facilitated by a member of the same group, with each member being given a chance to facilitate and build Group Facilitation Skills.

All assignments and class communication will be handled via Blackboard/online portal so please make sure to check every day.

Class Attendance/Punctuality:

As much as possible, this course will simulate a real corporate setting with the expectation that the student will behave as if on a real job and with the invitation to behave like a leader from Day 1. Each week we are simply focused on being better than we were the week before. Since class participation is an important part of your contribution to this course (and to your grade), regular attendance is expected. **Being absent from or late to class will lower your class participation grade and, consequently, your final grade.**

Class participation is based on the philosophy of “quality not quantity.” In other words, it is not how much you talk but what you have to say and how you support classroom learning that is important. In determining your class participation grade I will consider the following:

- Your contributions (knowledge and preparation of assignments, answering questions, asking questions).
- Your relationship with other class members (listening skills, attempts to bring others into the dialog, not dominating the discussion/class).
- Your commitment to the class activities/discussion (engagement in class and small group discussions, body language, attention and focus).

Please note that my focus on class participation is not just to grade you but for all of us to learn. Class time is your chance to ask questions, respond to the readings and lectures, learn from your colleagues, and understand leadership theory and practice. It is also an important opportunity to develop skills that you will use once on the job e.g. in meetings and in your life.

Individual and Group Written Assignments/Late work:

Students will write several comprehensive papers on the purpose of their leadership, as well as on the most challenging experience in their life and how it has impacted their life and leadership. Each student will also develop a Personal Leadership Development Plan.

Self-reflections play a significant role in leadership and personality development. Each student will be required to submit a one page self-reflection journal for each class that will be used to determine attendance/participation. The intent of this journal is to review the teachings in the class and link them to the student's self development.

There will be several other assignments/presentations and you will be notified at least one week in advance. These assignments will form the core of class discussion so students are expected to turn in the assignment at the beginning of class. I understand that sometimes circumstances arise that prevent assignments from being turned in on time. Therefore, late assignments will be accepted with a corresponding reduction in the grade.

Leadership Action Plan: Reflect on what you learned during the semester about leadership, with a focus on using theory to enhance practice. Write your leadership action plan and include four sections: (1) how you plan to apply certain leadership theories and concepts to make your practice better; (2) your observations of various leadership and participant roles that you and your classmates played in your team and committee (styles, differences, team and group effectiveness, what worked, what didn't, and why); (3) your plans to use the feedback from the Leadership Practices Inventory; and (4) your leadership development action plan for the next two years. The format for the paper will be provided in the second half of the course.

Evaluation: Your evaluation will be based on the following:

- 30% = Class participation Journals/LDG
- 25% = written assignments
- 20% = Leadership Plan/Lessons learned presentation
- 15% = midterm exam (Crucible Paper)
- 10% = final exam

Course Textbooks

Learning Leadership: The Five Fundamentals of Becoming an Exemplary Leader (English Edition)
James M. Kouzes
Wiley
ISBN: 1119144280

The book can be purchased on Amazon and will be used for individual and team presentations in class. A Japanese language version of The Leadership Challenge is also available for your use.

Schedule of Assignments and Topics

L1	Introduction/Learning Group Description	VIA Strengths Inventory
L2	What Do we Know about Leadership? The Hero's Journey	Assigned Reading: LL Ch. 1; Personal Best Leadership Exercise
L3	Model The Way: Clarify values	Assigned Reading: LL Ch. 2
L4	LDG - Values and Personal Best Leadership Experience	Assigned Reading: LL Ch. 3; Complete Values Worksheet
L5	Model The Way: Set The Example	Assigned Reading: LL Ch. 4; LDG Prep - Watch Movie Pay It Forward
L6	LDG	Assigned Reading: LL Ch. 5
L7	Inspiring Others: Envision The Future	Assigned Reading: LL Ch. 6; LDG Prep: Come Join me on Vacation
L8	LDG	Assigned Reading: LL Ch. 7; Submit Crucible Paper
L9	Inspiring Others: Enlist Others	Assigned Reading: LL Ch. 8; LDG Prep - Watch Movie Invictus
L10	LDG	Assigned Reading: LL Ch. 9
L11	Challenge The Process: Find Opportunities	Assigned Reading: LL Ch. 10; LDG Prep - Watch Movie Apollo 13
L12	LDG	Assigned Reading: LL Ch. 11
L13	Challenge The Process: Take Risks	LDG Prep
L14	LDG	Assigned Reading: LL Ch. 12
L15	Enable Others: Foster Collaboration	Assigned Reading: LL Ch. 13; LDG Prep
L16	LDG	Assigned Reading: LL Ch. 14
L17	Enable Others: Strengthen Others	Assigned Reading: LL Ch. 15; Personal BOD Assignment due ; LDG Prep
L18	LDG	Assigned Reading: LL Ch. 16
L19	Encourage The Heart: Recognize Contributions	Assigned Reading: LL Ch. 17; LDG Prep: Watch Movie: Harry Potter and the Sorcerer's Stone
L20	LDG	Assigned Reading: LL Ch. 18
L21	Encourage the Heart: Celebrate Values/Victories	Assigned Reading: LL Ch. 19;
L22	Leadership Derailers / LDG	Assigned Reading: LL Ch. 20;
L23	Situational Leadership	Team Presentation Prep
L24	Team Presentations	Team Presentation Prep
L25	Team Presentations	Leadership Plan Prep
L26	Individual Leadership Plan Presentations	Leadership Plans Due
L27	Individual Leadership Plan Presentations	Prepare Leadership Plan Presentations
L28	Individual Leadership Plan Presentations	Prepare Leadership Plan Presentations
L29	Individual Leadership Plan Presentations	Final Exam Prep
L30	Reflection & Celebration; Group Picture	Final Exam Prep

The schedule is tentative and can change based on world events and class flow; the topics covered on each proposed date may change/expand depending on the understanding, background, and pace of the students.