



### **Welcome to ILead**

This course will transform the way you think about engineering leadership. It is part of a suite of programs offered by the Institute for Leadership Education in Engineering (ILead). Learn about other opportunities such as our certificate programs and special events at [ilead.engineering.utoronto.ca](http://ilead.engineering.utoronto.ca). Our vision: *Engineers leading change to build a better world.*

## **APS 1501HF Leadership and Leading for Groups and Organizations Syllabus Fall 2014**

APS 1501 reflects the Faculty's commitment to promoting the development of leading and leadership competencies in the Engineering student. This course covers a wide range of topics from enhancing self –leadership, to setting strategic direction, to implementing change in a business enterprise. The concepts presented will be useful for aspiring leaders of large, small, for profit, and not-for profit organizations. The course will consist of lectures, group discussions, weekly written assignments, a group project and a final paper. Students will learn the skills, character attributes and behavioural capabilities to prepare them to lead effectively themselves and others; and will discuss thinking effectively, leadership styles, leading versus managing, progression from aspiring leadership to higher performance leadership and other comparators as a means of further understanding the challenges of role model leading. Finally and importantly, a framework for understanding the role and work of leading the business organization will be discussed in terms of high performance work systems such as teaming, organizational culture, organizational design, a change process and decision making.

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### **Chief Instructor**

Professor David Colcleugh, Faculty of Applied Science and Engineering:

[davidcolcleugh@yahoo.ca](mailto:davidcolcleugh@yahoo.ca)

Availability: Fridays and Saturdays by appointment

### **Registration Assistant**

Amy Huynh: [amyp.huynh@mail.utoronto.ca](mailto:amyp.huynh@mail.utoronto.ca)

### **Teaching Assistant [TA]**

Nader Yared: [nader.yared@mail.utoronto.ca](mailto:nader.yared@mail.utoronto.ca)

Course Website: Blackboard

## Required Readings

The book *“Everyone a Leader”* by Prof. Colcleugh is strongly recommended. Page references from the book required for the course will be posted on the course website [Blackboard]. These readings will be provided for some weeks, but not all, and are meant to enhance the classroom discussions, reflection questions and the lecture material. Reading the entire book is highly recommended to enrich the lecture content.

## Late Assignment Policy and Requesting Extensions

No exceptions will be made for late assignments; however, you may approach the Instructor and TA in advance of the deadline if extensions are needed due to situations such as family emergencies, illness and other situations out of your control.

Assignments handed in late will have **10% per day deducted from the mark.**

## Students with Special Needs

Please approach the Instructor to discuss.

## Marking Scheme

Participation and Attendance:	20%
Reflection Questions:	30%
CEO Panel Reflection:	20%
Final Paper:	30%

## Participation in Lectures and Tutorial Discussions – 20%

Your active participation in large and small groups is important for the course to be a meaningful experience; it will also be evaluated based on your interaction at each lecture and tutorial group discussion [TGD] where attendance is taken.

The primary objective of the TGD is to reflect on the course material in more depth through small group and class discussions. It is hoped that the diversity of thought from across the class will spark new views on leadership and enhance the learning experience from the lectures. Furthermore, the discussions are intended to help students familiarize themselves with one another, as well as with the Instructor and TA. The general format will be as follows:

- At most classes, the students will form groups upon arrival at the class. The group should assign a Chair to facilitate their discussion to ensure that each member has the opportunity to talk about their own ideas, thoughts and experience.
- For the second half of the hour given to the TGD, the TA will facilitate an open class discussion to further delve into the subject or to clarify issues of interest

## Reflection Questions – 30 % [3 in total]

Reflection questions offer an opportunity to reflect on topics and concepts covered in the course and to explore your own leadership ideas and development. A question will be assigned on selected weeks, at the end of class. Reflection questions must be electronically submitted through Blackboard by the beginning of the following lecture **[9:00 AM]**. They will not be accepted after this time. Entries should not exceed 250

words in length. The TA will provide feedback on your work through Blackboard within two weeks of submission.

### **CEO Panel Reflection – 20%**

On **Monday October 20<sup>th</sup> 2014**, there will be a unique learning opportunity to gain further insight and competence in the craft of leadership of groups and organizations by connecting the ideas of practicing leaders with the teaching concepts of the course. Specifically, 4-5 leaders with diverse backgrounds and different leadership styles will be invited to speak on a 1-hour panel, moderated by the course staff. This will be followed by a “World Cafe” session where the leaders will be engaged in small group discussions running concurrently. Students will be encouraged to network and “move” from one leader to another for approximately 1.5 hours.

Prior to this event, each student must prepare *at least one thoughtful question to ask one leader*. A reflection (Maximum 500 words) must then be written, printed and handed in at the beginning of lecture on **Saturday November 8<sup>th</sup>**. In this paper, the student will describe the question and explain why s/he came up with it (with respect to his/her personal development), and why it was important to seek an answer. S/he should list the leader(s) they conversed with and summarize their response(s). Finally, each student should reflect on the value of the “Wisdom” given (whether it resonates or not) based on their own experience and style.

\*It should be noted that other questions asked by other students might pre-empt yours, so the written reflection can be based on other “like” questions to yours.

Some important notes:

- Attendance is mandatory
- The dress code for this special event is business casual
- Light snack and refreshments may be served

### **Final Paper – 30%**

The final paper is an opportunity to pull together the course content, the information from the CEO Panel and the students own reflections and experiences. Each student shall submit a printed copy of a paper (3-5 pages, double spaced, maximum 1500 words) due at the beginning of the lecture on **Saturday December 13<sup>th</sup> 2014**. The paper will describe the student’s vision, demonstrate a clear understanding of leadership, describe specifically his or her development as a role model leader; and how he or she can positively influence others to achieve his or her goals.

The instructor will grade the final paper that will be marked based upon the following criteria:

- Quality of written communication
- Understanding of course content
- Clarity of thoroughness of the definition of role model leadership
- Clarity of the definition of desired changes
- Quality of the logic supporting this definition of change
- Quality of the plan to become a role model leader and have a positive influence on others
- Persuasiveness of the arguments that the plan will succeed

## Outline

Please note that this is the *preliminary* outline for the semester. The schedule may shift to account for heightened interest in certain topics, or for scheduling reasons. Lectures are **9:10AM – 12 Noon** on Saturdays. On selected Saturdays, Group Discussions may be held to cover selected topics from a previous lecture.

DATE	LECTURE #	COURSE MATERIAL
Sept 13 <sup>th</sup>	1. Introduction	Introduction to Course, Staff and Students
Sept 20 <sup>th</sup>	2. Meaning of Leadership – Everyone a Leader	Tutorial #1: Values
Sept 27 <sup>th</sup>	3. Defining Leadership – Leading Vs Managing	
Oct 4 <sup>th</sup>	4. Leadership Activity – Learning Frameworks	
Oct 11 <sup>th</sup>	No Class	Thanksgiving
Oct 18 <sup>th</sup>	5. Leading Self – Thinking Effectively	<b>Reflection Question # 1 Due at Start of Class</b>
Oct 20 <sup>th</sup>	CEO Panel	Location and Time TBD
Oct 25 <sup>th</sup>	6. Leadership Skills	Tutorial #2: Thinking Effectively <b>Reflection Question # 2 Due at Start of Class</b>
Nov 1 <sup>st</sup>	7. Character Attributes; Behaviour Motivation	
Nov 8 <sup>th</sup>	8. Behaviour: Leadership Styles	<b>CEO Panel Reflection Due at Start of Class</b>
Nov 15 <sup>th</sup>	9. High Performance Business Organizations Sustainable Growth; High – Performance Work Systems	
Nov 22 <sup>nd</sup>	10. Stakeholder Service; Viable Organizational Design; Viability, Vitality and Virtue	Tutorial #3: Changing Things
Nov 29 <sup>th</sup>	11. Viability; Change Process; Viable Organizational Design	
Dec 6 <sup>th</sup>	12. Vitality; Vulture	<b>Reflection Question # 3 Due at Start of Class</b>
Dec 13 <sup>th</sup>	13. Virtue; Decision Making	Tutorial #4: Ethical Decision Making  <b>Final Paper Due at Start of Class</b>