

## **Concepts and Application of Authentic Leadership**

**Course Designed by: Nick Evans and Wayne Stark**

### **Course Description:**

**This course is aimed at helping engineering students to combine their knowledge and practical skills with their natural authentic leadership in order to create meaningful work and vibrant lives for themselves, their communities, and society.**

This course challenges the notion that leadership is a prescribed set of behaviours and allows students to explore their own authentic leadership. The exploration will start with students working through their values system, reflecting on their own meaningful experiences, and compiling the common elements into their purpose. Students will identify their gifts, abilities and skills, and gain an understanding of their natural approach to working. Students will be provided with a number of tools and models to understand their own behaviour, patterns and stories. The second half of the course will help students apply their natural authentic leadership to co-create meaningful change and thereby enabling them to become change agents. Students will learn an approach to see new possibilities, develop strategies for sustainable change, and to articulate these strategies in ways that will engage and align others.

### **Learning Objectives**

- Students will be able to articulate the core elements of their own authentic leadership including who they are and who they want to be.
- Students will be able to identify their choices in day to day situations and analyze their congruence to their authentic leadership.
- Students will be able to adjust their actions to change the environment, dynamics and outcomes, and as a result align “What” they need to do, “Why” they want to do it”, with “How” they do it best.
- Students will demonstrate the skills to provide feedback and be able to apply a coaching approach to conversations with others.
- Students will learn how to co-create opportunities that are constrained by current assumptions, capabilities & approaches and are aligned to our true intentions.
- Students will be able to co-create strategies that will deliver improved sustainable growth for individuals, groups, and society.

## **Student Evaluation**

### **1. Class Participation**

Weekly in-class contributions and two one-page written contributions will be evaluated on depth and insight. Students will have the option to put more weight on the in-class verbal or on the written contributions. **20% of your final grade**

### **2. Written Assignment and Presentation – ‘My Authentic Leadership’**

Students will be asked to write an essay about your own authentic leadership. As part of the process students will also be asked to share, in small groups, elements of your summary. Content will be generated from the in-class workshop material. **30% of your final grade**

### **3. Short Paper on Coaching and Providing Feedback**

Students participate in a lecture on coaching and have an opportunity to practice coaching a fellow student. The paper will require the students to outline their coaching approach to several different scenarios, and to reflect on their own experience coaching others and being coached. Students will also be provided with a model for providing feedback and be asked to apply it in real situations in their lives and capture their learning in a short report. **10% of your final grade**

### **4. Final Assignment – ‘Co-Creation of Meaningful Change’**

The final assessment will be the application of the course material on co-creating positive change. Students will share their passions for changes in society and challenged to develop possible strategies for the future. Individuals will form their groups based on common intent, and as a team will co-create strategy and plans for change. Grades will reflect the quality of the thinking as captured in the class presentation and on a summary each individual provides on what they learned as a leader within the group.

**40% of your final grade (20% on group presentation, 20% on individual report)**

## ***Instructors***

**Wayne K. Stark** is the Managing Partner, Pursuit Development Labs Inc., a Toronto firm focused in the areas of organizational strategic and cultural transformation, and the development of authentic inspired leadership.

**Nick G. Evans** is the Principal at Dialogue\*C Inc, and focuses on executive coaching and leadership development.

## ***Contact Information:***

**Nick Evans** [nick@nickevans.com](mailto:nick@nickevans.com) (primary contact for the course)

**Wayne Stark** [wayne@pursuitinc.com](mailto:wayne@pursuitinc.com)

### Overview of Sections and Sub-section

Class #	Topics Covered	Pedagogy	Objectives	Next Week's & Assignments
<b>Part 1 Who Am I - My Authentic Leadership</b>				
Week 1 Jan 11	My Values System  Course Overview	Framework for self reflection  Discussion	<ul style="list-style-type: none"> <li>To make my underlying values and their effect on my behaviour clear and conscious.</li> <li>Review Course Objectives and philosophy</li> </ul>	Values two pager due next week
Week 2 Jan 18	Meaningful Experiences and Purpose	Framework for self reflection	<ul style="list-style-type: none"> <li>Reconnect on Values</li> <li>To delve into those activities that bring with them a sense of fulfillment or our unconscious purpose.</li> </ul>	Purpose Statement one pager due next week
Week 3 Jan 25	My Resourcefulness	Framework for self reflection	<ul style="list-style-type: none"> <li>Reconnect on Purpose</li> <li>To dramatically expand my sense of my own leadership and its relationship to my purpose.</li> </ul>	Draft of My Authentic Leadership due next week to share in class. At least section A Snapshot of My Authentic Leadership
Week 4 Feb 1	Sharing My Leadership  Three Orientations to Life	Small group presentations  Lecture	<ul style="list-style-type: none"> <li>Articulating my leadership to others and gaining the opportunity to receive perspective from others</li> <li>Survive, Strive and Thrive</li> <li>Relationship to expectations</li> </ul>	My Authentic Leadership Paper Due Next Week
Week 5 Feb 8	Owning, being and expressing my authentic leadership	3 Experiential Dialogues	<ul style="list-style-type: none"> <li>Moving past the ambiguity, doubts and fears to own my own potential</li> <li>Being our values and purpose</li> <li>Regaining balance when not being me</li> </ul>	Hand in Paper: My Authentic Leadership

Part 2 – What do I see? How Do I Co-Create Meaningful Change?				
Week 6 Feb 15	READING WEEK – NO CLASS			
Week 7 Feb 22	Areas of Passion	Framework for self reflection	<ul style="list-style-type: none"> <li>• What is happening in the world today?</li> <li>• What do I have passion for? What is the positive change that I want to create? What kind of work will I find meaningful?</li> </ul>	Bring passion areas next week Bring My Authentic Leadership Snapshot
Week 8 March 1	Establishing co-creative teams and sharing perspectives	Open Dialogue	<ul style="list-style-type: none"> <li>• Intro to Team Dynamics</li> <li>• Establish team by sharing Authentic Leadership Snapshot</li> <li>• Sharing areas of passion</li> <li>• Exploring the gaps we see and the possibilities we sense</li> <li>• Connecting and committing based on common intention</li> </ul>	Make notes on Team Dynamics
Week 9 March 8	Designing the offering based on the desired experience  Providing Feedback		<ul style="list-style-type: none"> <li>• What is value?</li> <li>• Building our collective values into the offering</li> <li>• Aligning to the desired experience</li> <li>• Building team dynamics through authentic feedback and dialogue</li> </ul>	Notes on Team Dynamics  Feedback assignment due March 22
Week 10 March 15	Working through Challenges		<ul style="list-style-type: none"> <li>• How to facilitate the coming together of people and their ideas</li> <li>• Translating challenges into curiosities and explorations</li> </ul>	Notes on Team Dynamics
Week 11 March 22	Coaching to support others		<ul style="list-style-type: none"> <li>• To experience coaching and begin to learn how to coach others</li> </ul>	Hand in Feedback Assignment
Week 12 March 29	Creating Integrated Experiences		<ul style="list-style-type: none"> <li>• Integrating the core ideas to create the desired experience</li> <li>• Coaching someone from another team</li> </ul>	
Week 13 April 5	Building Presentation	Working Session	<ul style="list-style-type: none"> <li>• Prep presentations for Final week</li> <li>• Assess Team Dynamics</li> </ul>	Prepare Presentation Notes on Team Dynamics
Week 14 April 12	Team Presentation	Student Presentation	<ul style="list-style-type: none"> <li>• Team Presentation</li> <li>• Individual Assessments of My Leadership and Team Dynamics to be emailed to Nick Evans by April 19</li> </ul>	