

Concepts and Application of Authentic Leadership

Course Designed by: Nick Evans and Wayne Stark

Course Description

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 middle section of the course will shift to as a leader shaping the environment and providing feedback and coaching to others. As an outcome, students will be able to create for themselves the environments and dynamics in which they do their best work and be able to do the same for others. The final section of the course will help students translate their natural authentic leadership into strategies for 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. 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 and sustainable work for themselves and those around them.

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 Providing Feedback

Students will listen to 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 assignment will be the application of the course material on co-creating positive change. Students will be provided with a key change in society and challenged to develop possible strategies for the future. Individuals will be assigned to groups, and as a team you will need to align to one strategy and create an engagement plan. Grades will capture both 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:

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Overview of Sections and Sub-section

Class #	Topics Covered	Pedagogy	Objectives	Next Week's & Assignments
Part 1 Who Am I - My Authentic Leadership				
Week 1 Jan 6	My World View	Framework for self reflection	<ul style="list-style-type: none"> Understand how our different world views are the foundation for our perspective as unique authentic leaders 	Bring completed World View document to class next week.
Week 2 Jan 13	My Values System	Card value sort	<ul style="list-style-type: none"> To make my underlying values and their effect on my behaviour clear and conscious. Review Course Objectives 	Values two pager due next week
Week 3 Jan 20	Meaningful Experiences and Purpose	Framework for self reflection	<ul style="list-style-type: none"> Reconnect on Values To delve into those activities that bring with them a sense of fulfillment or our unconscious purpose. 	Purpose Statement one pager due next week
Week 4 Jan 27	My Resourcefulness Gifts and Skills Natural Approach Playing Big	Framework for self reflection	<ul style="list-style-type: none"> Reconnect on Purpose To dramatically expand my sense of my own leadership and its relationship to my purpose. 	Draft of My Authentic Leadership due next week to share in class. At least section A Snapshot of My Authentic Leadership
Week 5 Feb 3	Presenting My Leadership Tying My Leadership to my Resume and Job Interviews	Small group presentations Workshop	<ul style="list-style-type: none"> Articulating my leadership to others and gaining the opportunity to receive perspective from others Applying the learning to gaining the employment opportunities that I want. 	My Authentic Leadership Paper Due Next Week

Part 2 – What do I see? How Do I Co-Create Meaningful Change?				
Week 6 Feb 10	Primer on Co-creative Teams	Lecture	<ul style="list-style-type: none"> Understanding the heart of creativity The mindset attitude and energy of creativity The distinction between co-creative teams and other kinds of teamwork The challenges of leadership within co-creative efforts Creating dynamics that foster co-creative 	Hand in Paper: My Authentic Leadership Generate possible passion areas
Week 7 Feb 17	READING WEEK – NO CLASS			
Week 8 Feb 24th	TBD			
Week 9 March 3	Establishing co-creative teams and beginning to share perspectives	Lecture and workshop	<ul style="list-style-type: none"> What is happening in the world today What do I have passion for? What is the positive change that I want to create? What kind of work will I find meaningful? Tie back to World View 	Notes on Team Dynamics
Week 10 March 10	Setting clear intentions		<ul style="list-style-type: none"> Role of collective intent in the co-creative process How to facilitate the generation how clear collective intentions Building team dynamics through authentic feedback and dialogue 	Feedback Assignment due March 24th
	Providing Feedback			Notes on Team Dynamics
Week 11 March 17	Developing and integrating concepts		<ul style="list-style-type: none"> How to facilitate the coming together of people and their ideas. Fundamental human principles behind co-creating Approaches to refine and further add value to enhance concepts 	Notes on Team Dynamics
Week 12 March 24	Coaching to support others		<ul style="list-style-type: none"> To experience coaching and begin to learn how to coach others 	Hand in Feedback Assignment
Week 13 March 31	Presenting ideas for alignment and support		<ul style="list-style-type: none"> An approach to enrolling others 	
Week 14 April 7	Building Presentation	Working Session	<ul style="list-style-type: none"> Prep presentations for Final week Assess Team Dynamics 	Prepare Presentation Notes on Team Dynamics
Week 15 April 14	Team Presentation	Student Presentation	<ul style="list-style-type: none"> Team Presentation Individual Assessments of My Leadership and Team Dynamics to be emailed to Nick Evans by April 21st 	