

Leading From Within

SPRING 2019



INSTRUCTOR

Armin Pajand, M.Sc., CFA® is an experienced organizational and leadership consultant. Much of his work is focused on helping leaders grow in global mindset, strategic thinking, influence, decision quality, and leading complex organizational change initiatives. Leaders in a variety of roles and industries find new ways to deal with today's demanding workplace through Armin's lectures, speaking engagements, and publications on topics in organizational leadership. Armin is a Chartered Financial Analyst with an MSc in Organizational Development. He has completed his graduate work at HEC Paris and Oxford University, studying coaching and consulting with leading thinkers such as Dr. Chris Argyris, Dr. Michael Maccoby, and Bob Putnam.

CLASS MEETING INFORMATION

This is an online course.

START DATE: April 8, 2019

END DATE: June 2, 2019

COURSE DESCRIPTION

Students will deconstruct popular modern leadership styles used by leaders in a variety of industries, examine their own motivations and capabilities as a leader through comprehensive self-assessment tools, and identify a purpose greater than themselves to drive continued success.

COURSE OBJECTIVES

At the end of this course, students will be able to:

- Analyze popular modern leadership styles used by leaders in a variety of industries
- Describe their motivations and capabilities as a leader through comprehensive self assessment tools
- Determine which modern leadership styles most authentically align with their unique skillsets and personalities
- Recognize and identify strategies to overcome personal impulses that may lead to problematic leadership behavior
- Analyze techniques used to exude confidence and leadership presence
- Build a support team and find mentors to practice ongoing self-development with accountability

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This course is part of the Modern Leader Specialized Studies Program

WEEK 1	Key Topics	<ul style="list-style-type: none">• Modern Leadership challenges• Nature of leadership in various industries• Different styles in leadership
	Learning Objectives	<ul style="list-style-type: none">• Identify the challenges faced by a 21st century leader.• Distinguish between the 5 leadership styles (coercive, affiliative, pace setting, authoritative and coaching).• Select/pick one or a combination of leadership styles that best fit student's work situation/current context.
WEEK 2	Key Topics	<ul style="list-style-type: none">• Dimensions of leadership• Four personas of leadership• Your personal leadership challenge
	Learning Objectives	<ul style="list-style-type: none">• Define main leadership obstacles that contemporary leaders face: losing motivation, losing confidence, losing support, losing impact.• Define the qualities of the four faces that best respond to the challenges: Sage, Sherpa, Diplomat, and Marathoner.
WEEK 3	Key Topics	<ul style="list-style-type: none">• Weaknesses, strengths, and blind spots
	Learning Objectives	<ul style="list-style-type: none">• Recognize and identify strategies to overcome personal impulses that may lead to problematic leadership behavior.
WEEK 4	Key Topics	<ul style="list-style-type: none">• Understanding the importance of a Sage• Limitations and strengths of a Sage• Selection of a project
	Learning Objectives	<ul style="list-style-type: none">• Describe the attributes, qualities and practices of a Sage.• Draw lessons from your challenging experiences and find your inspiring leadership style.
WEEK 5	Key Topics	<ul style="list-style-type: none">• Understanding the importance of a Sherpa
	Learning Objectives	<ul style="list-style-type: none">• Describe the attributes, qualities, and practices of a Sherpa.• Articulate a roadmap for your team when no playbook exists.
WEEK 6	Key Topics	<ul style="list-style-type: none">• Understanding the importance of a Diplomat
	Learning Objectives	<ul style="list-style-type: none">• Describe the attributes, qualities, and practices of a Diplomat.• Enhance your interpersonal sensitivities through leveraging curiosity and diversity.
WEEK 7	Key Topics	<ul style="list-style-type: none">• Understanding the importance of a Marathoner
	Learning Objectives	<ul style="list-style-type: none">• Describe the attributes, qualities, and practices of a Marathoner.• Achieve sustainable results and maintain energy and motivation to drive outcomes.
WEEK 8	Key Topics	<ul style="list-style-type: none">• Putting All of Your Learning Together: Student Presentations
	Learning Objectives	<ul style="list-style-type: none">• Use presentation skills and "leadership presence" to present projects to other students and the instructor.• Describe how to build a support team and find mentors to practice ongoing self-development with accountability.