

**Course Title: Courageous Leadership**  
**Course Code: BUS 228**  
**Quarter: Spring 2016**

**Instructors Names:**

Veronica Foster  
Hala Kleinknecht

**Course Objective:**

The class sessions are designed to increase awareness and competency of your leadership skills through a dynamic synthesis of lectures, experiential exercises, reflection and group discussion. To get the most out of this course, you will be encouraged to define your own meaning of courage and discuss specific leadership development challenges you are facing relevant to each week's session.

Through experiential practices, reflection, and group discussions, students will gain greater awareness about their authentic self and the courage to apply appropriate leadership styles in different situations.

Overall, you can expect:

- To develop and refine your skills and values as a leader by enhancing your awareness about your authentic self, which will help you be more confident and effective in business and in life.
- An opportunity to assess into your own leadership strengths and get personal feedback on areas to improve.
- An understanding of your "blind spots" to achieving personality integration, enabling the self-awareness needed in becoming a more effective leader.
- To become a more compassionate observer of your leadership style.
- To embrace the transformational process of change and growth while being in a curious state of self-discovery that will enable you to face challenging situations.

**Course Schedule:**

This is a 10-week course and will take place every Tuesday from 3/29/2016 through 5/31/16, from 7 PM to 8:50 PM. We will be available after each class for questions and between sessions via email. We will email you if there are any significant class changes or announcements.

**Requirements for a Letter Grade and/or Credit:**

You have three options:

- No Grade Requested (NGR), this is the default option. No written work is required.
- If you elect Credit/No Credit (CR/NC), attendance will determine your grade.
- If you elected to obtain a letter grade you will choose one objective and achievable goal that you're able to complete in this course time. This goal

will require you to face your fear and find your courage. The goal to be discussed and agreed upon with the instructor. You will also need to write a 3-page paper about your experience and present it to the class. Grade will be based 65% on completing your goal and 35% on class participation.

## **Tentative Weekly Outline**

### **Week 1 March 29**

#### **Leadership Style and Overview**

- Course Overview and Objectives
  - Mindful practice
  - Individual and course objectives discussed and aligned
- Discovering Your Leadership Style
  - We will discuss the results of your enneagram test and what that means to your leadership style
  - We will discuss your Leadership Style Assessment Results
  - Understand the core values, focus and motivators associated with your style

#### **Assignments:**

- Required-buy a journal for self reflection for reading
- Read: Chapter: 1 **Mindfulness**
- Write daily in your Morning Pages reflecting on Ch. 1 and read:
  - <http://www.inc.com/jessica-stillman/why-it-s-worth-making-time-for-this-lengthy-morning-ritual.html>
  - <http://www.theguardian.com/lifeandstyle/2014/oct/03/morning-pages-change-your-life-oliver-burkeman>
  - <http://www.chriswinfield.com/morning-pages/>

### **Week 2 Apr 5**

#### **Paradox of fear and courage**

- Mindfulness practice
- Discussion on false fear
  - What is false fear? How can we identify it? How we come into the right relation with uncertainty. Listening to our inner pilot light –intuition

#### **Assignments:**

- Read: Chapter 2 **Opportunity**,
- Write daily in your Morning Pages referencing Ch. 2
- Create your 5 core personal values (handout given in class)

### **Week 3 Apr 12**

### **Defining Courage Using Self and Values as a Compass**

- Mindfulness practice
- Lecture on reading: Opportunity-The courage to grab opportunity in the face of fear
- We will also lecture on:
  - What courage is based on individual differences
  - Cultivating courage and letting fear transform you
- Break out in small groups and create team core values based on the homework and present to class a synthesis of your team's core values

#### **Assignments:**

- Read: Chapter 3 **X-Factor**
- Write daily in your Morning Pages referencing Ch. 3

### **Week 4 Apr 19**

#### **The Art of Self-Leadership: Understanding the Relationship between Courage and Creativity**

- Mindfulness practice
- Lecture on the X-Factor
- The courage of making your mark in this world
- The insight creativity and play provide to develop Emotional Intelligence (EQ).

#### **Assignments:**

- Create your Personality Tree
- Read: Chapter: 4 **Innovation**
- Write daily in your Morning Pages reflecting on Ch. 4

### **Week 5 Apr 26**

#### **Compassion, Empathy, and Cultural Competency**

- Mindful practice
- Lecture on Innovation
- We will also lecture on:
  - How harnessing courage allows for accepting discomfort and the not knowing stance
  - How fear manifests in leadership, its impediments and correct balance in creating authentic and inspiring leadership traits.
  - Walking through fear into compassion, empathy and authenticity in order to inspire, create loyalty and commitment from others.
  - Defining Cultural Competency and its importance in all system dynamics
- Small group discussion

#### **Assignments**

- Read: Chapter: 5 **Engagement**
- Write daily in your Morning Pages reflecting on Ch. 5

### **Week 6 May 3**

#### **Compassion, Empathy and Authenticity**

- Mindfulness practice
- Lecture on Engagement
- Presentations of Personality Tree

#### **Assignments**

- Read:
- Write daily in your Morning Pages reflecting on times you were a) self-aware, b) self-managed/regulated your heightened state of emotions and c) when you had neither self-awareness or ability to self-regulate your negative emotions

### **Week 7 May 10**

#### **Compassion, Empathy and Authenticity**

- Mindfulness practice
- Presentations of Personality Tree

#### **Assignments**

- Take the Personal Biases Test
- Read:
- Write daily in your Morning Pages

### **Week 8 May 17**

#### **The Courage to see the best in others**

- Mindfulness practice
- Lecture on:
  - Cultivating an awareness of personal biases
  - The importance at looking at our inner roadblocks
  - Developing cultural competency to interact with people across cultures
  - Why is inclusion management important
  - What is organizational synergy

#### **Assignments:**

- Write a 3-page paper on empowering the leader within yourself by answering the following questions:
  - 1. What are my unique gifts and traits?
  - 2. What are my fears and roadblocks that are impeding access to my gifts?
  - 3. How can I use these gifts and traits to be the effective and courageous leader I want to be?
- Due week 9

**Week 9 May 24****The Courage to be the Leader you want to be**

- Mindfulness practice
- Lecture on how courage provides insight into achieving results by examining strengths and blind spots

**Assignments:**

- Continue Morning Pages entries

**Week 10 May 31****The Courage of Transformation and Metamorphosis**

- Lecture on the courage to change and the discipline to reconfigure the brain for better habits

**Assignments:**

- Mindfulness practice
- Continue Morning Pages entries