Course Title: Leadership for Collaborative Success
Course Code: BUS 177
Quarter: Spring 2020
Schedule: Mondays, March 30, April 6, April 13, April 20, 6:30 – 9:00 pm; Saturday and Sunday, May 2 and May 3, 10:00 am - 4:00 pm
Instructor: Jeff Colvin

Course Overview

A leader is only as good as the team that supports them. That support comes from collaboration versus coercion.

Today’s leaders are challenged with creating a collaborative culture to assure alignment, commitment, and support from colleagues, team members, and key stakeholders. Establishing collaboration as a foundation for your leadership style will enhance the creativity, contribution, and productivity of the team membership. The common purpose that develops through a win/win mentality provides for higher motivation and responsibility to make and meet commitments to deliver team and organizational goals.

For many teams that are not co-located, the value of leading through collaborative processes helps teams bond more quickly and avoids the need for burdensome bureaucracy or costly infrastructure. Team members will simply worker smarter and better together because of the core principles and values of teamwork that are established, modeled, and reinforced.

Through engaging discussions, exercises and exploration of collaborative leadership, this course will provide the fundamental tools and concepts you need to execute your strategy. Collaborative tools and processes will be used to make critical decisions to prioritize actions, to manage stakeholders, to leverage network connections, and to initiate a new team aligned for success. Using your real-life experiences, we will apply role play scenarios and small group exercises to translate the learning to ensure goal alignment, clear commitments are made and met, and the establishment of a collaborative mindset.

We will also address how to build trust and deal with conflict as well as preventing and resolving people problems that block collaboration. Collaborative leadership will cultivate team members that are inspired, motivated, and committed to achieving the desired results. The collaborative culture that you create will be more mutually beneficial to all, more efficient, and more strategically successful. Most importantly, collaboration demonstrates that win/win is actually better than just winning.

In addition to learning from the instructor’s 20-plus years of corporate consulting experience, students should be prepared to share their personal challenges to immediately translate these practical tools and techniques to their leadership roles.
Credit and Grade Requirements

The value of the course comes from an exploration of the content, the interaction and shared learning during class time, and most importantly, the application to your daily lives between and after class. Each topic will be discussed with the intent to provide tools, concepts, and behaviors that will enhance your approach to collaborative leadership.

Classroom attendance and engagement are absolutely necessary to appreciate and gain value from this course. Through discussions, small and large group exercises, role plays, and plans of action each participant will translate their learning to personal application.

Credit Options

- No grade requested (NGR): Attend class and actively participate. This is the default option. No work will be required; no credit shall be received; no proof of attendance can be provided.

- Credit/No Credit: Attend all classes (make up possible upon request). Actively participate in class and complete four weekly personal application assignments to demonstrate the translation of learning to action. These 4 between-class (homework) assignments will be assigned each class session and due by the start of the next class for the Monday night sessions. The homework may be submitted by hard copy, email (linkjc@aol.com) or directly to Canvas.

- Letter grade: Students must complete the Credit requirements (listed above), and write a paper describing the specific changes to their leadership style that will make them more collaborative. This paper should be constructed as a description of what will change and how these changes will be implemented toward a specific leadership challenge. This paper will be due no later than 10 calendar days after the last day of the course (May 13, 2020)

Grades will be determined on a total basis of 100 points

| Attendance – 4 Mondays (5 points each):      | 20 |
| Attendance – Saturday and Sunday (10 points each) | 20 |
| Weekly Assignments – Mondays only (5 points each):    | 20 |
| Final Paper                                      | 40 |
| TOTAL                                           | 100 |
Grading

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- Note: If you require proof that you completed a Continuing Studies course for any reason (for example, employer reimbursement), you must choose either the Letter Grade or Credit/No Credit option. Courses taken for NGR will not appear on official transcripts or grade reports.

**Tentative Weekly Outline**

**Session 1 (March 30th)**– Leadership and Collaboration

Exploration of team leadership and the ability to identify and translate vision to action. Experience the challenges around collaboration and the intent to begin with a win/win mindset.

Personal Assignment (Translation to Action):
- Leadership characteristics and definition
- Affinity diagram tool and process
- Mission, Vision, Values alignment
- Win as much as you can – approach to collaboration

**Session 2 (April 6th)**– Decision Making

Identify current decision-making processes and use a formal approach to evaluate critical choices using a criteria-based decisions tool. Determine the key elements associated with winning teams and team members.

Personal Assignment (Translation to Action):
- Decision making model
- Criteria based collaborative decision-making process
- Definition of a team
- Team membership selection
Session 3 (April 13th) – Personality Styles

In-depth evaluation of personal styles of interaction and how best to identify, engage, and establish collaborative action and results with each. Investigation of approaches to improve commitment and motivation of others.

Personal Assignment (Translation to Action):
- Four personality styles
- Interaction approaches with four unique personality styles
- Identifying and predicting personal styles
- Motivation theory and practice

Session 4 (April 20th) – Motivation

Identify different follower types and how to lead them. Learn new influence strategies to support alignment and motivation. Establish operating agreements and ground rules to support a common sub-culture of behavior. Reinforce 2-way communication for enhanced collaboration.

Personal Assignment (Translation to Action):
- Motivation and influence
- Leading followers
- Operating agreements (red flag and TOURING)
- 2-way communication

Session 5 & 6 (Saturday, May 2nd) – Conflict Mgmt. and Goal Setting/Network Leverage and Stakeholder Mgmt.

Understand and utilize unique approaches to managing conflict. Determine your preferred approach to dealing with challenging situations. Construct specific goal statements and use these for clarification, commitment, and action.

Personal Assignment (Translation to Action):
- Conflict management style
- Managing conflict
- Planning and goal setting
- Networking

Utilize and expand your network to manage key relationships. Identify stakeholders and their requirements up front and establish an ongoing means to manage them. Learn how to manage the trade-offs between stakeholders.

Personal Assignment (Translation to Action):
- Building trust
- Network diagrams
- Stakeholder management
- Requirements trade-offs – Kano Diagram
Session 7 & 8 (Sunday, May 3rd)— Tracking and Managing Performance and People/Risk and Contingencies

Constructing vehicles to manage performance to goals. Establishing metrics to track and manage. Determining when and how to react to non-performance issues and the people responsible.

Personal Assignment (Translation to Action):
- Tracking and managing (dashboards)
- Leading and lagging metrics
- Meeting effectiveness
- Solving people problems

Develop early identification of risk and build contingency plans for faster recovery. Identify ways to manage your time and the time of others and build a process for continuous improvement to any execution effort.

Personal Assignment (Translation to Action):
- Risk Management
- Contingency planning
- Time management
- Continuous improvement

All assignments for Weeks 1 through 4 are due by 6:00 pm the following session. Final paper is due 10 days from the last day of class; May 13, 2020.