Course Title: Strengths-Based Leadership: Increase Your Impact and Thrive
Course Code: BUS 168 W
Instructor: Marta Hanson, Certified Strengths Coach

Course Summary:
Throughout this course, we will explore what it means to lead from your strengths. Prior to beginning the course, you will complete the online CliftonStrengths assessment (previously known as StrengthsFinder), which measures natural patterns of thinking, feeling, and behaving and is the world-renowned foundation of strengths-based development. Together, we will focus on tactics to identify, hone, and leverage your unique strengths—individually, in partnerships, and in teams, both in the workplace and beyond. Leadership is a hands-on experience; as such, each week will be participatory: new concepts will be introduced through a Learn/Apply/Share model, which will include activities for reflection, discussion, and putting learnings into action. You’ll have access to laser coaching and additional real-time exercises in each Zoom call, as well as the ability to tailor your own learning towards your personal desired outcomes in the second half of the course.

This course is especially suitable for:
- those who are looking for tools and language to articulate what they uniquely bring to work, partnerships, and teams (can be applied either in a current work environment or when contemplating a career transition); and/or
- those who wish to increase their impact as managers by incorporating a strengths-based approach with their teams; and/or
- those who have taken the CliftonStrengths assessment in the past and are interested in exploring their strengths in more depth, with a specific focus on action and impact; and/or
- those who have never taken the CliftonStrengths assessment, but are interested in developing tools and language to understand and leverage their own strengths.

*Tentative Zoom Schedule*:

- **Weekly class meeting on Zoom:** Our weekly class meetings will be held via Zoom each Tuesday, alternating between 12pm and 5pm Pacific (3pm and 8pm Eastern) to accommodate students with different time zones and schedules.
  - Week 1: Tuesday, October 5 at 12pm Pacific (3pm Eastern)
  - Week 2: Tuesday, October 12 at 5pm Pacific (8pm Eastern)
  - Week 3: Tuesday, October 19 12pm Pacific (3pm Eastern)
  - Week 4: Tuesday, October 26 at 5pm Pacific (8pm Eastern)
  - Week 5: Tuesday, November 2 12pm Pacific (3pm Eastern)
  - Week 6: Tuesday, November 9 at 5pm Pacific (8pm Eastern)

**Note about live attendance and recording:** Class meetings will be recorded for later viewing; though students are strongly encouraged to participate live to receive the full benefit of the course.
Office hours: One-on-one office hours with the instructor will be offered throughout the course and will be scheduled to accommodate student time zones once the course is underway.

Guest speaker: We will have a supplemental session with a guest speaker in either Week 4 or Week 5; the date and time of this additional Zoom session will be announced during the first week of class.

*Please note: The Zoom schedule is subject to change.

Tentative Weekly Outline:

Each week includes one synchronous class meeting on Zoom and three short asynchronous modules, each of which introduces, incorporates, and applies a new concept.

Please note: Prior to the first class meeting, all students are required to complete the online CliftonStrengths assessment. If you have completed the assessment within the last five years, retaking the assessment is optional. See below for important information regarding the assessment (applicable to all course participants).

Week 1: Introduction to Strengths-Based Development
- Introduction to strengths-based leadership: theory, research, background
- Understanding the CliftonStrengths assessment (previously known as StrengthsFinder)
- Exploring strengths: first impressions from assessment results
- Class Meeting on Zoom:
  - Welcome & orientation
  - Why use a strengths-based approach?
  - Understanding your personal assessment results

Week 2: Strengths At Their Best, Strengths At Their Worst
- Show up through our strengths: personal theme mapping
- Introduction of strengths at their best, strengths at their worst - when are we at our best?
- Class Meeting on Zoom:
  - Laser coaching & discussion of questions/reflections from Week 1
  - Activity: Exploring and understanding personal values

Week 3: Strengths in Action
- Introduction to theme dynamics and flow
- Introduction strengths-based action planning and goal-setting
- Developing accountability systems
- Class Meeting on Zoom:
  - Laser coaching & discussion of questions/reflections
  - Activity: Overcoming roadblocks from the lens of strengths

Week 4: Strengths in Partnerships
- Strengths in the context of partnerships: mapping partnerships
- Managing from the lens of strengths
• Introduction of growth mindset
• Class Meeting on Zoom:
  o Laser coaching & discussion of questions/reflections
  o Activity: Levels of effective listening

Week 5: Strengths in Teams
• Introduction of strengths in teams: four domains of team strengths
• Creating a strengths profile for team partnership
• Introduction of appreciative inquiry
• Class Meeting on Zoom:
  o Laser coaching & discussion of questions/reflections
  o Activity: Team strengths grid as a tool for strengths in teams

Week 6: Continuing the Strengths Journey
• The power of the reframe
• Leadership in the context of strengths: where do we go from here?
• Future-focused intention: continuing the strengths journey
• Class Meeting on Zoom:
  o Laser coaching & discussion of questions/reflections
  o Barrier labels vs. talent enablers
  o Activity: Practicing a strengths-based reframe

Grade Options and Requirements:
• No Grade Requested (NGR)
  o 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 (CR/NC)
  o Students must participate in at least 70% of weekly discussions and/or Zoom sessions.
• Letter Grade (A, B, C, D, No Pass)
  o Students must participate in at least 70% of weekly discussions and/or Zoom sessions and complete a final written reflection paper (2-3 pages, double-spaced).

*Please 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.

Important note regarding the CliftonStrengths assessment (previously known as StrengthsFinder):

Please note: Prior to the first class, all participants are required to complete the online Top 5 CliftonStrengths assessment. If you have completed the assessment within the last five years, re-taking it is optional.

To complete the online Top 5 CliftonStrengths assessment, you may either (1) purchase the book *StrengthsFinder 2.0* and use the included Top 5 CliftonStrengths access code to
complete the assessment *(link)*; or (2) purchase a Top 5 CliftonStrengths access code online via the Gallup website *(link)*. The price of each option is $19.99.

*Note: If you purchase a copy of the book, be sure to purchase a new copy of the book, as the access code included in used copies has generally already been activated.*

**Additional note:** In the course, students will be encouraged to purchase access to their complete strengths profile, the CliftonStrengths 34 Report (which reveals the relative dominance of each of the 34 strengths, beyond just the top 5), for a more comprehensive approach. The cost for the CliftonStrengths 34 Report access is $49.99; if you've already received your Top 5 results you can also upgrade to the full 34 anytime through your account on gallupstrengthscenter.com. While accessing the CliftonStrengths 34 Report is strongly recommended, all activities throughout the course will be tailored both to participants who just have their Top 5 results as well as those who have their complete strengths profile. Participants may choose to begin the course with just their Top 5 results and purchase the complete strengths profile at a later date, anytime throughout the term.

Questions? Please contact the instructor.