Course Title: Leadership Power, Presence, and Influence
Course Code: BUS 288
Instructor: JeanAnn Nichols and Tracy Wilk

Note About Live Attendance and Recording:

These class sessions will be recorded. This is primarily to recognize that all students may not be able to attend all classes live. We also provide recordings to allow students to review the materials again and to practice the concepts in their own homes on their own schedule. We do encourage students to attend as many classes in real-time as possible as we believe we all learn best when we’re able to exchange thoughts and questions and share examples and experiences relevant to the course content.

Grade Options and Requirements:

- No Grade Requested (NGR)
  - 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)
  - Students must attend and/or watch at least 4 class sessions.
- Letter Grade (A, B, C, D, No Pass)
  - Students must attend and/or watch at least 4 class sessions and complete a “Leadership Log”. The “Leadership Log” is a brief document which identifies 2-3 key lessons that the student has taken from each class session and 1-2 actions they plan to take to bring those lessons into their daily lives.

*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.

Tentative Weekly Outline:

This 7-week course will kick off with an introductory session followed by two-week blocks where we will explore the topics of influence, presence and power in depth. Throughout the course, as we learn new concepts, we’ll discuss how they might apply to key goals and challenges in our own lives such as:

- Getting a raise or promotion
- Advocating for collaboration
- Negotiating for resources
• Promoting a vision and gaining followership
• Selling an idea or a product
• Coaching a staff member on performance

We will have numerous opportunities to practice concepts learned in class in break-out sessions with fellow students. We’ll also share our observations on where we see concepts taught in class playing out in current business affairs, advertising campaigns, government initiatives, political campaigns, etc.

**Week 1: Debunking Myths about Influence, Presence and Power**

We begin by taking a look at common misperceptions about influence, presence and power. What does it mean to be powerful or influential? What’s the difference between charisma and presence? Why do influence, presence and power matter? We’ll discuss concepts from the “Power Paradox: How We Gain and Lose Influence” by Dasher Keltner and “The End of Power” by Moises Naim.

**Weeks 2-3: Influence**

In these sessions, we’ll first discuss principles shared by the leading “gurus” on the topic of influencing, Dale Carnegie and Robert Cialdini. Carnegie wrote the classic “How To Win Friends and Influence People”. In it, he shares key principles for how to use emotional intelligence, networking and relationships to achieve our objectives. Cialdini is the author of “Influence - The Psychology of Persuasion”. In it, he explains the psychology of why people say “yes” and how to apply these insights ethically in business and everyday settings. We’ll learn Cialdini’s Universal Principles of Persuasion ranging from reciprocity to consistency, scarcity, social proof and unity.

Finally, we’ll discuss how to have influence without authority by applying a combination of confidence, competence and assertiveness. We’ll draw from ideas shared in “Cracking The PM Career” by Jackie Bavard and Gayle Laakmann McDowell.

**Weeks 4-5: Presence**

In these sessions, we’ll explore the notion of “executive presence” and its role in contributing to our power and influence. We’ll discuss the key traits that the most effective practitioners display and the key underpinnings of executive presence. Most importantly, we’ll discuss the neuroscience which influences our emotions and our confidence and explore how we might use that knowledge to manage our mindset and experiment with a new more positive, productive persona. We’ll share tools to help you practice showing up at your best.

Readings will include materials from Amy Cuddy and Sylvia Hewlitt, prominent authors and speakers on the topic of executive presence.
Weeks 6 - 7: Power

In the final weeks, we’ll delve into different types of power and how to use them more effectively. As leaders transition into more senior roles, it’s critical to understand and capitalize on the power dynamics of the new environment. By reflecting on past roles, a leader can learn how to play the professional role they’re now in. We’ll share how you can use the “trust triangle” to establish new relationships and use your power virtually and in-person. We’ll discuss when to use command-and-control and respect-and-control approaches to power.

Selected readings include material from “Unleashed: The Unapologetic Leader’s Guide to Empowering Everyone Around You” by Frances Frei and “Acting with Power” by Deb Gruenfeld.