



**Course Title:** Leadership in the New World of Work

**Course Code:** BUS 262

**Instructor Names and Bios:**

**JeanAnn Nichols**

Executive Mentor and Leadership Coach; Former Vice President, Intel  
JeanAnn Nichols helps senior leaders grow their skills and thrive in the rapidly changing global ecosystem. A former vice president of Intel, she incorporates illustrative stories and actionable advice into every class session. She is a consulting partner at Prismwork, focused on leadership development. Nichols received an MBA from Santa Clara University and coaching certification from the International Coaching Federation.

**Lisen Stromberg**

CEO and Co-Founder, PrismWork

Lisen Stromberg is a culture transformation and leadership expert who has worked with a growing list of companies from global Fortune 500 companies to tech start-ups and hundreds in between. She and her team help clients build high-performing, inclusive cultures with future-forward leaders. Stromberg is an in-demand speaker who has been on stage at SXSW, Cannes Lion, and many others. Her first book, *Work Pause Thrive: How to Pause for Parenthood Without Killing Your Career* was a best-seller and remains a top seller in its category. Stromberg received an MBA from UC Berkeley and an MFA from Mills College.

**Class Sessions and Recording**

Meeting days and times: Tuesdays, 6:30 - 8pm PT, January 17 - March 7, 2023

Meeting location: Zoom (details will be shared with registered students prior to first class meeting)

To receive the full benefit of the course, we highly encourage active participation in the live sessions. We'll be engaging in breakout discussions and Q&A with guest speakers. If you have to miss a session due to travel or illness, the slides and recordings of the lecture portion will be available for review.

**Course Features:**

- Live session
  - Lecture, discussion, practice time for students
  - Requires interaction and active participation
  - Guest speakers

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- Assignments & Coursework
  - Weekly Pre-reading / watching / listening (~30 minutes)
  - Assignments and course materials posted in Canvas
  - 8-week Leadership Log and Leader Spotlight due at conclusion of course
  - HEARTI:Leader Quotient assessment
- Individual conferences available by request

## Course Summary

We know diverse teams encourage everyone to bring their best ideas and deliver the highest innovation. Whether you're an individual contributor preparing for your future, or a senior leader tackling today's challenges, this course will help you grow skills to give your team the best chance for success. We put ideas into ACTION. You'll get six practical Leader Toolkits to apply in your work. You'll create your own Leadership Log and Action Plan to continue your journey after the course. You'll take and receive your own HEARTI: Leader Quotient Assessment. And you'll have the opportunity to gain additional insights from experienced guest leaders who exemplify the HEARTI leadership principles.

*\*Please see course page for full description and additional details.*

## 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 at least 6 live class sessions.
- Letter Grade (A, B, C, D, No Pass)
  - Students must attend at least 6 live class sessions and complete and submit their 1) Leadership Log - seven weekly reflections and your action plan, and 2) Leader Spotlight - highlighting a leader who exemplifies one HEARTI leadership trait.

*\*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.*

## Textbooks/Required Materials

There will be about 30 minutes of pre-work each week (read / watch / listen) - internet access required. A limited number of articles may be behind a paywall.

## First Assignment

Students will be required to take the HEARTI:Leader Quotient self-assessment (no additional fee). A link will be provided in Canvas when the page opens on Jan. 6.

## Tentative Weekly Outline

### Week One: 20th vs 21st Century Leadership

- The tectonic shifts
  - Workplace culture
  - Leadership traits
- Introduction to the HEARTI™ model of 21<sup>st</sup> Century Leadership
- Actions to take now
- Homework: Levels of Listening

### Week Two: Humility

- Building self-awareness and other-awareness
- Dunning-Kruger Effect: Confidence vs Competence
- Developing a Growth mindset
- Guest executive
- Homework: Growth Mindset

### Week Three: Empathy

- Three types of Empathy
- Business impact of Empathetic leaders
- Avoiding Burnout
- Guest executive
- Homework: Bring “AWE”

### Week Four: Accountability

- The rise and fall of accountability
- Accountability Architecture
- From purpose to measurable goals
- Business impact of accountability
- Guest executive
- Homework: Holding Yourself Accountable

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### **Week Five: Resilience**

- Three traits of Resilient Leaders
- The downside of Resiliency
- Dr. David Rock's SCARF model
- Increasing team resiliency
- Guest executive
- Leader Took Kit: Playing "What If...?" Game

### **Week Six: Transparency**

- Leader's Trust Triangle
- Business impact of Transparency
- Transparency - Accountability cycle
- Edelman Trust Barometer
- Guest executive
- Leader Took Kit: Six Steps for Transparent Communications

### **Week Seven: Inclusivity**

- Diversity, Inclusion and Belonging defined
- Business impact of inclusivity
- Barriers to Inclusive leadership
- Overcoming Bias
- Guest executive
- Leader Took Kit: Dinner Party
- Homework: HEARTI Quotient self-assessment

### **Week Eight: Leading with Purpose**

- Attributes of Purposeful Companies & Leaders
- 21<sup>st</sup> Century Companies - getting it "right"
- Business impact of purpose
- Finding the right mix
- Recognizing 21<sup>st</sup> Century Leaders in our environment today
- Being the change you want to see
- Guest executive: YOU!