Course Title: Leadership by Design: Using Design Thinking to Transform Companies and Careers
Course Code: BUS 154W
Instructor: Christopher Ireland

Course Summary:
*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 successfully complete at least 3 out of 8 assignments and contribute to at least 3 online text discussions.
- Letter Grade (A, B, C, D, No Pass)
  - Students must complete at least 6 out of 8 assignments and participate in at least 60% of the online text discussions and/or video meetings.

*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:

Week 1:
LEADERSHIP OVERVIEW
This class provides a short overview of how and why leadership traits evolve, the type of leaders our current circumstances demand, and why design thinking and related attributes provide a relevant model.

Week 2:
DEATH OF THE GURU
This week we’ll learn why “lone wolf” or guru-type leadership is dying and how to design and lead more effective collaborations and co-creations.
Week 3:
POSITIVE PASSION
This week we’ll explore the very real benefits of positive passion, particularly when it’s expressed throughout a company’s culture. We’ll discuss the pros and cons of consciously designing company culture and explore different paths to doing this.

Week 4:
GSD
What does it take to gain a reputation for “getting sh*t done.” We’ll discuss the benefits, the challenges, the tricks and habits for helping yourself and others make reasonable commitments and deliver on them. We’ll also explore how design leaders develop and share their expertise and craft.

Week 5:
PERMISSION TO FAIL
More and more companies pay lip service to the idea that failing is ok, but very few have systems and cultures that truly allow “smart” failure. We’ll explore and discuss the best ways to make this a positive learning experience.

Week 6:
INTUITION vs. ANALYSIS
Although seeming opposites, intuition and analysis work best in tandem. Learn how to incorporate both approaches into every project you work on and how to lead others in using each approach as appropriate.

Week 7:
PLAYING TO PROBLEM SOLVE
Playing is not just for stress release. It actually improves performance. How can you design it into your team work without seeming like a goof-off?

Week 8:
BUILDING A WEB OF STAKEHOLDERS
Leadership is not always about being in front — often it’s just as important to support and develop others. In doing this, we build a network of people who are willing and able to help us when we need it. This week we’ll discuss ways to start, build and get the most use out of these networks.

Week 9:
PERSONAL vs. PUBLIC
With increasing cries for transparency and unfettered access to leaders, what happens to our privacy? Can you design a leadership role for yourself that separates your personal life from your work life.