



**Course Title:** Leadership by Design

**Course Code:** BUS 254 W

**Instructor:** Christopher Ireland

### 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 contribute to at least 6 online text discussions. Students seeking an “A” grade should also participate in at least 2 online “Office Hours” Zoom sessions.

*\*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 Zoom Session:

Online Zoom sessions will be held multiple times throughout the 3 week course and all students are encouraged to participate via audio and/or video connection. Students are surveyed the first few days of class to determine the best time and day to host Zoom sessions. Typically, this ends up being Tues, Wed or Thurs. at noon PDT.

### Weekly Outline:

Week 1 (Mon-Tues):

#### 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 1 (Wed-Thurs):

**PASSION & PRODUCTIVITY**

This week we'll learn how positive passion and a commitment to craft leads to personal, team, and company success.

Week 1 (Fri-Sat):

**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 2 (Mon-Tues):

**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 2 (Wed-Thurs):

**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 2 (Fri-Sat):

**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 3 (Mon-Tues):

**LEADING THE FUTURE**

We can learn from the past, take action in the present, and possibly shape the future with our actions. This week we'll discuss how to not only forecast future roadmaps but also influence them through our leadership.