

## **Capstone 2 Syllabus 2012**

**(Some modifications may be made prior to starting the class)**

### **MODULE TITLE**

#### **Leadership by Design**

### **INSTRUCTOR QUALIFICATIONS**

#### **Faculty: Ronald H. Small, MBA, BS Pharm, ScD, FASHP, FAPhA**

Ronald H. Small serves as an Intermittent Consultant with Joint Commission Resources in the area of Medication Management and Safe Adoption of Technologies. Mr. Small is a Certified Executive Coach with the International Coaching Federation (ICF) and is President of Eagle Strategic Alliances. LLC, a consulting firm partnering with clients in a thought-provoking and creative process that inspires them to maximize their personal and professional potential.

Ron was Vice-President, Quality, Safety and Service Excellence and Chief Pharmacy Officer at Wake Forest Baptist Medical Center (WFBMC) in Winston- Salem, NC for over thirty-seven years. His experience across the continuum of care included responsibility for the Medical Center's Heart Center, Diagnostic Cardiology, Infection Control, Service Excellence, Clinical Informatics Advisory Committee, Materials Management (Interim Chief Procurement Officer), Respiratory Therapy, Quality Resource Center and included responsibility for Pharmacy practices in retail, long term care, home care, physician practices and community health centers. Additionally, he served for 18 months as the Interim CIO for the Medical Center's Informatics Center.

Wake Forest is an integrated health care system that operates 1,187 acute care, rehabilitation and long term care beds, outpatient services, and community health and information centers. The Medical Center has 20 subsidiary or affiliate hospitals and conducts 87 satellite clinics throughout the region. It provides a continuum of care that includes primary care centers, outpatient rehabilitation, dialysis centers, home health care, and long-term nursing centers.

Mr. Small is a Lecturer in Hospital Administration at Wake Forest University School of Business. He serves as a faculty member of the ASHP Foundation's Leadership Academy providing learning experiences for the academy's participants in areas of executive leadership. Mr. Small has also contributed to the professional body of knowledge on such topics as quality leadership and quality improvement, antimicrobial utilization management and stewardship, drug cost reduction

strategies, CPOE and the safe adoption of technologies in the medication use process and quality of care improvement strategies, including the concept of continuity of care.

Mr. Small earned his degree in pharmacy and an MBA from the University of North Carolina and was honored with a doctor of science degree from Campbell University. He has a broad scope of experience in Process Management and Quality Improvement and was certified as a Quality Improvement Trainer by The Juran Institute as well as certification from the Intermountain Institute for Healthcare Delivery Research. In addition, he attended the University of Southern California's School of Pharmacy for certification in pharmacoeconomics.

**Gregory S. Burger, M.S., R.Ph.**

Gregory S. Burger is Executive Director of Pharmacy Operations at Indiana University Health in Indianapolis, IN. In this role, he is responsible for Pharmacy Services at Indiana University Medical Center, Methodist Medical Center and Riley Hospital for Children in addition to 9 retail pharmacies (approximately 485 FTE's). Mr. Burger is also responsible for system retail pharmacy regulatory and billing compliance. He recently joined the leadership team at IU Health two and a half months ago.

Prior to IU Health, Mr. Burger was previously Director of Pharmacy for the past 9 years at University Hospital (UC Health) in Cincinnati, OH. In this role, he was responsible for 125 FTE's in this 450-bed academic medical center. He was heavily involved in regulatory compliance on the hospital Joint Commission Steering Committee and chair of the Medication Management chapter. He was a member of the National Patient Safety Goal chapter, tracer subcommittee, and Quality & Safety Day coordinating committee. Mr. Burger chaired the hospital Sedation Committee for 8 years and was instrumental in overhauling the sedation program in collaboration with Anesthesia and OR nursing. For the past two years, he has co-chaired the Leadership Development Committee at UC Health-University Hospital. Mr. Burger completed his Master's / residency at The Ohio State University and Ohio State University Medical Center. After completion of his training, he practiced at The University of Iowa Hospitals and Clinics, first as a Unit Dose / Clinical Supervisor and later as an Assistant Director. During his last three years at Iowa, Mr. Burger led an initiative to begin outreach management contracts with smaller rural critical access hospitals. This culminated in him becoming Director of Pharmacy at Ottumwa Regional Medical Center, a 200-bed regional referral center. Mr. Burger has been an adjunct Assistant Professor at the James Winkle College of Pharmacy at the University of Cincinnati and at the University of Iowa College of Pharmacy. He has been actively engaged in residency training as preceptor for the rotation in Pharmacy Practice Management and served as a liaison to residents. Mr. Burger enjoys mentoring and coaching young managers to meet their full potential.

**Contact:**

**Ron Small**

Phone: 336-414-3605

Email: [rsmall@yadtel.net](mailto:rsmall@yadtel.net)

**Gregory Burger**

Phone: 317-944-0414

Email: [gburger@iuhealth.org](mailto:gburger@iuhealth.org)

**MODULE DESCRIPTION**

This course is designed to focus attention to standards and measures by which we judge and measure leaders, introduce you to and develop critical thinking in relation to transformational change and leadership, and address critical issues of environmental awareness, legal and regulatory compliance and philosophical and operational adherence to best practices for quality, safety, risk and performance improvement.

Today, the word *leadership* is almost meaningless. We tell workers to display leadership by having a good attitude and showing up on time. We call training in basic supervisory skills "leadership." Transformational leadership tolerates neither watered-down definitions of leadership, nor sloppiness. In this course, leadership means creating a significantly better future than would have been possible without a leader. The leader matters: without his or her contribution, results would not have been nearly so impressive. Transformational leaders create the future Simply, Powerfully, Practically and Gracefully. This course will explore the work and practices of the transformational leader. Additionally, it will focus on the critical importance of developing and maintaining external awareness, as well as leading broadly within the organization for effective corporate compliance with legislative and regulatory requirements, safety, risk and quality initiatives.

Learning methods include reflective writing, threaded discussion, team exercises, collaboration, ongoing interaction, and connection with each other, managers and leaders.

**LEARNING OUTCOMES**

1. Analyze how a leader's personal integrity, professional ethics and values impact leadership success
2. Formulate how a positive attitude is used to enhance a leader's influence within pharmacy and throughout the organization
3. Create a personal leadership vision and mission
4. Explain how environmental awareness should be used to maximize a leader's opportunities
5. Plan how to ensure pharmacy corporate compliance with legislative and regulatory issues
6. Recommend a corporate compliance plan for medication safety, quality, and performance improvement

**COURSE MATERIALS**

## Required Reading:

All required books are mailed to students except where electronic resources have been provided to you in this module.

The following books as Required Readings are available as Executive Book Summaries:

Kouzes, JM, Posner, B. Leadership Challenge. John Wiley and Sons, Inc.. 2007

Charan,R. Leaders at All Levels.Josey-Bass. 2008.

Kouzes, JM, Posner, B. The truth About Leadership. Jossey-Bass. 2010.

Bradt,GB, Check, JA, Pedraza,JE. The New Leader's 100-Day Action Plan. John Wiley and Sons, Inc. 2009.

George,B, Sims,P. True North. Josey-Bass.2007.

Patterson,J., Grenny, J, Mcmillan,R, Switzer,AJ. Crucial Confrontations. McGraw-Hill. 2004.

Bolman,LG, Deal, T.\_The Wizard and the Warrior. John Wiley and Sons, Inc. 2006.

Warner, C, Schmincke,D. High Altitude Leadership. Jossey-Bass. 2009.

Useem, Michael. The Go Point Executive Book Summary. Crown Business, Random House, NY, 2006.

Kotter, John P. A Sense of Urgency. Harvard Business Press, 2008. (full book)

Goffee R, Jones G. Why should anyone be led by you? HBR 9 (2000) 1-7.BR 9 (2000) 1 – 7

Gratton L, Erickson T. 109 ways to build collaborative teams.HBR. Nov 2007.; 101 –

Martin RH. What's needed next: a culture of candor. HBR June 2009; 54

## GRADING SYSTEM

90-100%	A
80-89%	B
<80%	F

**Descriptions of all assignments and grading criteria are found within the weekly course outlines, following**

## LATE WORK

Late work will accrue grading penalties. To avoid late penalty deductions, assignments must be submitted on or prior to the due date. Any work a student submits after the due date is subject to a corresponding point deduction. Work will only be accepted up to 7 days late, unless prior arrangements are made with the instructor and the Course Master.

There is always the potential for extenuating circumstance, and a student will not be penalized for late work in these situations provided there is contact and authorization of both the instructor and the Course maser to discuss possible options.

**Note:** Final weekly submission deadlines for weekly assignments are Sunday, 11:59 p.m. ET. The initial Threaded Discussion submission must be posted by Wednesday 11:59 p.m. ET, with two subsequent postings by Sunday, 11:59 p.m. ET.

The group case assignment (if applicable in this module) is due Friday, 11:59 p.m. ET of week 5.

Days Late	1	2	3	4	5	6
Maximum Point Deduction	5%	10%	15%	20%	25%	30%

## ASSESSMENTS/COURSE EVALUATION

% of Grade	Assessment
30%	Threaded Discussion
30%	Leadership Journal Entries
40%	Case Study Analysis
<b>100%</b>	<b>Total Possible</b>

## **IMPORTANT COURSE INFORMATION**

### **Course Opening Date and Time**

The course opens on Saturday, at 12:01 a.m. ET.

### **Threaded Discussion Posting Instructions (for each of the six weeks)**

1) Initial post must be made by 11:59 p.m. Wednesday ET (150-200 words), original comment **with reference to reading or other sources**. When citing, please be sure to list the author and title of the reading (from course resources) and the author, title, and periodical (journal or other) if it is a source from outside the course. If no referencing is included, a total of 15 points will be deducted from the grade.

2) Post two or more responses to the Instructor or your classmates on two different days, substantially adding to the discussion (roughly 75 words) by Sunday at 11:59 p.m. ET (except in week 6, when all assignments are due on Friday at 11:59 p.m. ET).

**You must make a total of three posts on three different days within the week.**

### **Weekly Journals**

Entries must be 150-200 words in length, due by Sunday at 11:59 p.m. ET

### **Group Assignments**

Groups will be assigned by the Coursemaster and group assignments will be adjusted after module 2 (random grouping for Modules 1 & 2), Module 4 (role/responsibility grouping for modules 3 & 4), and Module 7 (type of organization grouping for Modules 5,6,7, with a return to original random grouping for modules 8 & 9).

Unless otherwise specified, all completed group assignments – due by Friday, 11:59 pm ET for week 5 – must be created as Word files and emailed to faculty for review and grading, AND posted in Document Sharing for access of classmates to the submission.

### **Live Discussion**

The one-hour Live Discussion will be conducted on **Wednesday at 7:30 pm ET**, and will be recorded for later review by students unable to participate at the designated time.

While the Live Discussion is optional, it provides a valuable opportunity for shared learning and relationship building with other students and faculty, and offers a

unique mentoring and coaching exchange with faculty. Additionally, the Live Discussion offers the opportunity for a “deeper dive” into the topic of the week.

Week	
<p><b>WEEK 1</b></p>	<p><b>TOPIC: System wide organizational change and collaboration</b></p> <p>Organizational leaders will need to lead change in systems, work processes, organizational culture, infrastructures, and the collective behaviors of physicians and other staff in order to spur the high levels of performance that will be required. Under any circumstances, leading organizational change is difficult. It requires a clear and compelling vision, a sense of urgency, an actively managed change process, and substantial resources and energy. Hospital leaders have the unenviable responsibility of directing clinical professionals over whom they have little or no authority. The physicians, nurses, pharmacists, and other professionals who provide clinical care resist being followers. Persuading these professionals to work together toward common goals requires skilled leadership competencies.</p> <p><b><u>Introductory Components</u></b></p> <ul style="list-style-type: none"> <li>• Review Course Home Page and Announcements</li> <li>• Review and Print Syllabus</li> <li>• Complete <b>the Assessment</b></li> <li>• Read and sign Certification of Work</li> <li>• Review Communication Guidelines and the Academic Integrity Policy</li> <li>• If your leadership responsibilities or life circumstances have changed, repost a personal introduction</li> <li>• View and listen to the Module Audio Presentation</li> <li>• Visit the Cyber Café and network with Colleagues</li> </ul> <p><b><u>Reading</u></b></p> <p>Kouzes, Posner Executive Summary: Leadership Challenge  Kouzes, Posner Executive Summary: The Truth About Leadership  Brandt, Check, Pedraza Executive Summary: The New Leader’s 100- Day Action Plan</p> <p><b><u>PowerPoint Presentation</u></b></p> <p>View the narrated and weekly PowerPoint presentation. The PowerPoint is also available in “Document Sharing” as a handout for downloading.</p>

**Threaded-Topic of the Week**

***Topic:** A leader with people acumen selects the right people and motivates them, gets them working well as a team and is able to diagnose and fix problems in coordination among groups of people. Explain your approach to people selection and how you integrate a new hire into the team to ensure optimal team function.*

Each student must post three contributions to Threaded Discussion for each of the six weeks of the course:

- The initial post must be 150-200 words and should be posted on **Wednesday**, by 11:59 p.m. ET
- Post two more responses to the Instructor or your classmates on two different days, and these response comments should be a maximum of 75 words in length on separate days before Sunday at 11:59 p.m. ET.
- Each post must be substantive, thoughtful and reflective of the readings for the module, other reference sources that are relevant or professional experience.

**Live Discussion**

***Topic:** When getting extraordinary things done in organizations, leaders engage in these five practices of exemplary leadership: they model the way, inspire a shared vision, challenge the process, enable others to act and encourage the heart. Describe one practice that is a strength for you and why you have that perception. Discuss one practice that is a development opportunity and explain how you intend to approach the development plan.*

**Wednesday** 7:30 p.m. ET

**Personal Journal Entry**

***Topic:** The work of transformational leaders includes: constructing and communicating a vision for quality and safety, improving performance and building organizational capacity. What is your vision for quality and safety in your organization, and what is your role in driving performance improvement to build organizational capacity to enhanced patient care. Please use key thoughts from the assigned readings to support your views. Due Sunday by 11:59 p.m.*

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EK 2**

**TOPIC: A Leader’s Passion, Purpose and Personal Mission**

Without a higher purpose or passion for what they do, most leaders will not last. This is true for two reasons: first, without an inspiring mission, they won’t be able to survive the pressures of leading. Second, few people will follow leaders who aren’t working toward a compelling and inclusive purpose. What is your higher purpose or mission helps you tolerate all of the chaos you face each day? The more compelling your purpose and the more passionate you

are, the better your chances for sustained fulfillment—and the better the chances that employees and colleagues will follow your leadership.

### **Reading**

George, Sims Executive Book Summary: True North

Patterson, et al Executive Book Summary: Crucial Conversations

### **PowerPoint Presentation**

View the narrated and weekly PowerPoint presentation. The PowerPoint is also available in “Document Sharing” as a handout for downloading.

### **Threaded Discussion-Topic of the Week**

**Topic:** *Leading an organization takes tremendous resilience, patience and coping skills. The Leadership Dashboard will keep leaders grounded. Without a higher purpose, or passion for what they do, most leaders will not last. What is your personal mission?*

*The following may help you to define your personal mission:*

- *What are the selfish reasons you work?*
- *What ends can you achieve that bring you fulfillment?*
- *What are the higher reasons you work?*
- *How are you making a positive difference in the world?*
- *About which aspects of your work are you most passionate?*

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- The initial post must be 150-200 words and should be posted on **Wednesday**, by 11:59 p.m. ET
- Post two more responses to the Instructor or your classmates on two different days, and these response comments should be a maximum of 75 words in length on separate days before Sunday at 11:59 p.m. ET.
- Each post must be substantive, thoughtful and reflective of the readings for the module, other reference sources that are relevant or professional experience.

### **Live Discussion**

**Topic:** *In addition to communicating through your daily actions, you communicate most effectively by being authentic. Authenticity means speaking the truth, in a way that enables results and strengthens relationships. First, to be authentic, you must be truthful. Many executives avoid facing harsh truths about their organizations and their*

performance.

Answer the following questions and see how authentic you are at work:

Which one(s) of the following are you struggling with?

- What examples if any can you give of constructive feedback that you want to give a colleague but have not given, and why not?
- What conflicts if any are you avoiding at work, even though you have something to contribute to the issue? How can you appropriately assert your point of view?
- What examples, if any can you give of a direction the organization is taking that you think might be wrong? How can you express your point of view?
- Which of your professional relationships are weak because you have not been open and honest about the way the relationship is working? How can you strengthen the relationship by being more authentic?
- What other examples can you provide of inauthentic communication? What can you do to improve the situation?

**Wednesday, 7:30 p.m. ET**

### **Personal Journal Entry**

**Topic:** *It is important to take care of yourself. Review and complete the Take Care of Your Needs worksheet. Set goals to take care of yourself by identifying two needs you will take care of immediately, two needs you will take care of in two weeks, one need you will take care of in the next month and one need you will take care of in the next quarter. For each need, specify a time target for completion. (150-200 words, due by Sunday by 11:59 p.m. ET)*

### **Group Case Assignment**

Organize your group and plan your strategy for responding to the case assignment. Use information from the *Optimicon* Health System study (found in Doc Sharing) to enhance the information provided in the case to include situations you have encountered. *You will submit this final case study in Week 5.*

Select **one of the three** topics below and notify the faculty via email

which assignment your group has chosen to address by 11:59 p.m. ET on Sunday of Week 2.

Develop and submit a group report with situational assessment, background, recommendations and an action plan including metrics for success.

### **Case Assignment Scenarios**

#### **Group Assignment or Individual Assignment**

You will have a choice of either an individual assignment to create a personal leadership development plan or a group assignment to design and plan the implementation of an organizational leadership development plan.

- Select **one** of the assignments below and notify the faculty about which assignment you have chosen to address by Sunday of Week 3, 11:59 p.m.
- If you select the individual assignment your project submission will focus on your personal leadership development plan based on your learning from this module. Consider the outline provided (see Doc Sharing) as an example of areas of concentration.
- If you select the **group assignment**, you will collaboratively develop the plan situational assessment, background, recommendations and an action plan including metrics for success based on the general template provided (see Doc Sharing). Groups will be assigned by faculty once project selections are determined and will self-organize to complete the assignment. Groups will have access to group threaded discussions and group LIVE CHAT.

#### **Case Assignment Scenarios**

- 1) People with impeccable character keep their promises, proactively explore right and wrong, involve key stakeholders in critical decisions that will affect lives, and take a stand when people in the organization act with questionable morals. Character is critical. Develop a worksheet for how to assess character, particularly for use in how you assess character in interviewing, hiring and promotion.
- 2) There are three actions that you can use to clarify values for yourself and others: Write a tribute to yourself. Begin the process of clarifying your values by reflecting on your ideal image of yourself – how you would most like to be seen by others. Write your credo. Get a single sheet of paper and write a credo memo. Engage in credo dialog. Engage in a dialog on shared values with your assigned group. Tell them what you have learned about personal and shared values and share your credo memo within the group. Develop a plan and process for incorporating this approach into a personal leadership plan and the plan for developing others in your organization.
- 3) Some leaders give back out of guilt or shame. Others believe they have to contribute money (Bill Gates) or volunteer (Mother Theresa.) On the contrary, you get involved and give back on a scale and in a way that inspires and nurtures you. Just as you can give back to support your personal interests, you can give back in a way that

	<p>promotes your organization. Many civic and non-profit groups provide sponsorships that can result in significant recognition for your organization. In fact some companies make serving their community and integral part of their marketing and branding strategy.</p> <p>In the list below, identify strategies/opportunities and develop a strategic proposal to for an organization (eg: team, department or organization wide) to contribute to the community that will also increase visibility and promote good will. Choose one of the following as the focus for your project.</p> <ul style="list-style-type: none"> <li>• Environmental issues</li> <li>• Health issues</li> <li>• Human needs and social service issues</li> <li>• Educational issues</li> <li>• Diversity issues</li> <li>• Youth issues</li> <li>• The arts and entertainment</li> </ul> <p>4) Develop an action plan to maintain departmental environmental awareness relative to compliance – including a checklist of sources, implementation strategy and metrics for success -- and how you will be accountable to implement and maintain it, with particular attention to keeping senior leadership apprised of critical emerging issues.</p>
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<p><b>WEEK</b> <b>3</b></p>	<p><b>Topic: Measuring, Assessing and Improving Performance</b></p> <p>Patient care is delivered in clinical Microsystems. A clinical microsystem is a self-directed team of people who work together on a regular basis to provide care to a specific population of patients. Examples of clinical microsystems include a cardiac surgery team, a renal dialysis unit, a primary care practice or a critical care unit. Although a hospital’s clinical performance is measured by how well the organization performs as a whole, care is actually delivered by different teams of professionals – each of which has its own culture, beliefs and distinctive metrics for success.</p> <p><b><u>Reading</u></b> Bolman, Deal Executive Book Summary: The Wizard and the Warrior Warner, Schmincke Executive Book Summary: High Altitude Leadership Goffe, Jones. Why should anyone be led by you?</p> <p><b><u>PowerPoint Presentation</u></b> View the narrated and weekly PowerPoint presentation. The PowerPoint is also available in “Document Sharing” as a handout for downloading.</p> <p><b><u>Threaded Discussion-Topic of the Week</u></b> <i>Topic: Leaders constantly ask for advice, from direct reports as well as from just about everyone else, about how they can be better. Many leaders claim that they do this by asking for advice about how the organization can be better – better technology, processes, incentives,</i></p>
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marketing. However, questions about the organization side-step the question of what you can personally improve. Key questions when asking for advice:

- *What can I do to communicate more effectively with you?*
- *What can I do to more effectively clarify your role and set expectations?*
- *How can I give you more effective feedback?*
- *What aspects of my style do not work for you?*
- *What is one behavior you would like me to change?*
- *What am I doing that is working well?*
- *How can I listen better to your ideas and opinions?*
- *What can I do that I am not currently doing to help you succeed?*
- *How can I do a better job supporting your long-term development and success?*

*Complete the following exercise: Ask one of your direct reports at least one of the above questions about how you can be more effective. Based on their answer, what is one behavior you can change? When will you follow-up and repeat the process?*

Each student must post three contributions to Threaded Discussion for each of the six weeks of the course:

- The initial post must be 150-200 words and should be posted on **Wednesday**, by 11:59 p.m. ET
- Post two more responses to the Instructor or your classmates on two different days, and these response comments should be a maximum of 75 words in length on separate days before Sunday at 11:59 p.m. ET.
- Each post must be substantive, thoughtful and reflective of the readings for the module, other reference sources that are relevant or professional experience.

### **Live Discussion**

**Topic:** *Stories represent one of the most powerful tools a leader can use to teach and train future leaders. Stories contain drama, conflict and tension. They touch not just our minds, but also our hearts and spirits. We remember a great story because it connects us as humans and offers a much more effective way to communicate than abstract concepts and directives. The following exercise challenges you to develop stories that you can use to more effectively teach and train your employees. Make storytelling a regular practice as you try to get your point across to others. Choose from the following and tell a story that engages, inspires and teaches.*

1. *Tell a story about how you overcame a difficult challenge or adversity, and apply the story to a current situation.*
2. *Tell a story about your biggest failure and what you learned.*

3. *Tell a story about a key lesson you learned that helped you become a better leader.*
4. *Tell a story about a team that you worked on and how it came together and succeeded despite difficult circumstances.*
5. *Tell a story about the best leader you ever worked with and what you learned.*
6. *Tell a story about the worst leader you ever worked with and what you learned.*
7. *Tell a story that provides insights about your own shortcomings and how people can work better with you.*
8. *Tell a story that shows others how the organization has evolved and where it is going*
9. *Tell a story about how someone you know has learned a key lesson – one that will influence one of your direct reports to change his or her behavior.*

*Choose one of the above and use that story to deal with a current issue and be prepared to discuss.*

*Wednesday, 7:30 p.m. ET*

### **Personal Journal Entry**

**Topic:** Your position does not grant you the right to lead. You earn your leadership with every sentence you utter, every decision you make. Competence, credibility, commitment, character, resilience, and service are abilities that earn you the right to lead. Do you agree or disagree with the following statements:

**I am competent:** I have the expertise to help my team get the resources they need and provide guidance. I model effective behavior

**I am credible:** I have a track record that shows I can get results.

**I demonstrate personal commitment:** The people who report to me know that I am deeply committed to the continued well being of the organization, and to their continued development and success.

**I have character and integrity:** The people who report to me trust me to do what is right, to keep my word and to operate from a sense of principles.

**I am willing to be human:** I ask for help and admit mistakes. I have a sense of humor, and use it to diffuse difficult situations. I trust my team to get the job done, even if it means being vulnerable.

**I am resilient.** Under extreme pressure, and in the face of considerable setbacks, I remain calm, am a source of strength and resolve and find ways to bounce back.

**I serve:** I constantly seek ways to serve the interests and commitments of the organization and of the people who report to me.

*Complete the Leadership self-assessment. Based on your results, what*

*one area could use improvement? What actions could you take, what behaviors can you change and what attitudes can you shift in order to improve? Take key thoughts from the assigned readings to support your views.*

**Reminder: Work on your Group Case Discussions**

**TOPIC:** Living in crisis (or does it just seem that way?)

**Reading**

Kotter: A sense of urgency

**PowerPoint Presentation**

View the narrated and weekly PowerPoint presentation. The PowerPoint is also available in "Document Sharing" as a handout for downloading.

**Threaded Discussion-Topic of the Week**

***Topic:** What tidal waves are coming at you? What is going on in your organization that challenges you to keep pace? How do you ensure that you are environmentally aware?*

Each student must post three contributions to Threaded Discussion for each of the six weeks of the course:

- The initial post must be 150-200 words and should be posted on **Wednesday**, by 11:59 p.m. ET
- Post two more responses to the Instructor or your classmates on two different days, and these response comments should be a maximum of 75 words in length on separate days before Sunday at 11:59 p.m. ET.
- Each post must be substantive, thoughtful and reflective of the readings for the module, other reference sources that are relevant or professional experience.

**Live Discussion**

***Topic:** Share ideas for "riding the wave" and staying ahead of the daily derailers. What are your secret strategies to share? Wednesday, 7:30 p.m. ET*

**Personal Journal Entry**

***Topic:** In reflection, do you act with urgency every day? Do you – or have you – created a false sense of urgency? How do you hold yourself and your team accountable for a collective sense of urgency?*

**WEEK  
4**

	<p align="center"><b>Reminder: Work on your Group Case Discussions</b></p>
<p align="center"><b>WEEK 5</b></p>	<p><b>TOPIC:</b> Know how you think . . . so you can react with confidence</p> <p><b><u>Reading</u></b> Martin: How successful leaders think</p> <p><b><u>PowerPoint Presentation</u></b> View the narrated and weekly PowerPoint presentation. The PowerPoint is also available in "Document Sharing" as a handout for downloading.</p> <p><b><u>Threaded Discussion-Topic of the Week</u></b> <i>Topic: Are you a conventional or integrative thinker? Is your trait preference a positive for your leadership? Can you train yourself to the opposite type? Is it possible to be a situational thinker?</i></p> <p>Each student must post three contributions to Threaded Discussion for each of the six weeks of the course:</p> <ul style="list-style-type: none"> <li>• The initial post must be 150-200 words and should be posted on <b>Wednesday</b>, by 11:59 p.m. ET</li> <li>• Post two more responses to the Instructor or your classmates on two different days, and these response comments should be a maximum of 75 words in length on separate days before Sunday at 11:59 p.m. ET.</li> <li>• Each post must be substantive, thoughtful and reflective of the readings for the module, other reference sources that are relevant or professional experience.</li> </ul> <p><b><u>Live Discussion</u></b> <i>Topic: What leadership skills might you call upon or consider changing during acute crisis as oppose those skills you might want to amplify during a maintenance phase post crisis (particularly to prevent future crises)?</i> Wednesday, 7:30 p.m. ET</p> <p><b><u>Personal Journal Entry</u></b> <i>Topic: Explain a time when you were in crisis. Discuss what opportunity was found (or lost, in reflection) during this crisis. 150-200 words due on Sunday by 11:59 p.m. ET)</i></p> <p><b><u>Submit Team Case Study Analysis</u></b> Submit the team recommendations and final report that was first discussed under Week 2 Deliverables. Due Friday by 11:59 p.m. ET</p>
<p align="center"><b>WEEK</b></p>	<p><b>TOPIC:</b> Compliance as an increasingly vital leadership responsibility</p>

**Reading**

Gratton, Erickson: 8 ways to build collaborative teams  
O'Toole, Bennis: What's needed next: a culture of candor

**PowerPoint Presentation**

View the narrated and weekly PowerPoint presentation. The PowerPoint is also available in "Document Sharing" as a handout for downloading.

**Threaded discussion-Topic of the Week**

***Topic:** How have developed a culture of candor in your organization? What does it look and feel like and how do you know it is there? How do you assess and measure changes in that culture?*

Each student must post three contributions to Threaded Discussion for each of the six weeks of the course:

- The initial post must be 150-200 words and should be posted on **Wednesday**, by 11:59 p.m. ET
- Post two more responses to the Instructor or your classmates on two different days, and these response comments should be a maximum of 75 words in length on separate days before Sunday at 11:59 p.m. ET.
- Each post must be substantive, thoughtful and reflective of the readings for the module, other reference sources that are relevant or professional experience.

**Live Discussion**

***Topic:** Describe situations where your team did not function well as a Team, particularly in the context of compliance oversight? What went wrong and and how might you change your leadership style to improve future outcomes?*  
Wednesday 7:30pm ET

**Personal Journal Entry**

***Topic:** How is your compliance team comprised? Who are the members and why? What is your role, and what are the roles of the other members? How do you communicate with your team?*

**Complete the End of Course Evaluation**

### ***Suggested Reading:***

Arbinger Institute. *Leadership and Self-Deception*. San Francisco, CA: Berrett-Koehler Publications, 2000

Wiseman L. *Multipliers: How the best leaders make everyone smarter*. New York, Harper Business, 2010

Patterson K, Grenny J, Maxfield D, McMillan R, Switzler A. *Influencer: The power to change anything*. New York: McGraw-Hill. 2008

Brafman O, Brafman R. *SWAY: The irresistible pull of irrational behavior*. New York: Doubleday, 2008

Guber, P. *The Four Truths of the Storyteller*. HBR December 2007. p53-59.

Decker, B. *You've Got To Be Heard To Be Believed*. New York: St. Martin's Press; 2008.

Scott, S. *Fierce Conversations Achieving Success at Work & in Life, One Conversation at a Time*. Berkley: The Berkley Publishing Group; 2004

Luntz, F. *Words That Work It's Not What You Say, It's What People Hear*. New York: Hyperion; 2007

Goulston, M. *Just Listen Discover the Secret to Getting Through to Absolutely Anyone*. New

York: AMACOM; 2010.

Eaton J. Johnson, R. *Essential Managers Coaching Successfully*. New York: DK Publishers; 2001

*Executive Book Summary*-Meister, JC and Willyerd, K. *The 2020 Workplace How Innovative Companies Attract, Develop and Keep Tomorrow's Employees Today*. New York: Harper Collins; 2010

Davenport, TH, Harris, J and Shapiro, J. *Competing on Talent Management Analytics*. HBR Oct. 2010 pp53-58.

Dotlich, DL, Cario, PC. *Action Coaching How to Leverage Individual Performance For Company Success*. San Francisco: Jossey-Bass; 1999.

Tye, J. *All Hands On Deck 8 Essential Lessons for Building a Culture of Ownership*. Hoboken: Wiley & Sons; 2010.

***Rainy Day Reading:***

Maxwell, JC. The 21 Indispensable Qualities of a Leader Becoming the Person Others Will Want to Follow Me New York: Thomas Nelson; 1999

Simmons, S. The Story Factor. Cambridge: Perseus Books; 2001

McDermott, R. and Archibald, D. Harnessing Your Staff's Informal Networks. HBR March 2010 p83-89

Smith, DM. Divide or Conquer: How Great Teams Turn Conflict Into Strength New York:Portfolio;2008.

Barner, RW. Team Trouble Shooter How To Find and Fix Team Problems. Palo Alto: Davies-Black; 2000

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