



Dr. Yasmin Davidds Presents

LEADERSHIP ACADEMY

2013 Latina Global Executive Leadership Program

Authentic Leadership Program Syllabus

PROGRAM PURPOSE

The purpose of the Authentic Leadership Development Program (ALD) is to enable participants to develop as leaders of organizations and to embark on paths of personal leadership development. The ALD requires personal curiosity and reflection from participants, and personal openness and sharing in the class discussions and leadership discussion groups.

Leadership development concepts used in this program will be immediately useful for participants and applicable for the rest of their lives.

PROGRAM OBJECTIVES

1. To enable professionals to understand their leadership journeys and their crucibles by reflecting upon and framing their life stories and experiences to date.
2. To participate fully in open, intimate small-group discussions about the reflective exercises they have completed on their own.
3. To understand why leaders lose their way and the self-awareness needed to avoid derailment.
4. To gain clarity about their leadership principles, values, and ethical boundaries, and how they will respond under pressure when challenged.
5. To understand what is motivating them, both extrinsically and intrinsically, and to find leadership paths that will enable them to utilize their motivated capabilities.
6. To explore how to build support teams and lead an integrated life.
7. To understand the purpose of their leadership and empower other leaders, while they are optimizing their leadership effectiveness.
8. To create Personal Leadership Development Plans to guide them throughout their lives.

INTELLECTUAL PREMISE AND COURSE CONCEPTS

The premise of ALD is that leaders who know themselves well and consciously develop their leadership abilities throughout their lifetimes will be more effective and more successful leaders and lead more satisfying and fulfilling lives. ALD will provide participants with many ideas, techniques, and tools to assist in their leadership development journeys, exploring concepts such as lifelong leadership development, leadership crucibles, discovering your authentic self, knowing your principles, values, and ethical boundaries, building support teams, leadership style and power, integrated leadership, and purpose-driven leadership.

BOOK READING George, B. True North: Discover Your Authentic Leadership.

Read this book in its entirety, preferably before the program begins, as we refer to its concepts and its stories throughout the program. (Optional: Read Authentic Leadership, by Bill George.)

LEADERSHIP DISCUSSION GROUPS (LDGs) Each class participant will be assigned to a leadership discussion group with five other women. The discussion groups will meet monthly to complete the assignment for the month. These groups enable participants to discuss personal materials in a more intimate group setting and to encourage a higher level of openness and reflection than may be possible in the class setting. LDGs will be facilitated by a member of the group, who will be assigned in advance. Each participant will have the opportunity to facilitate during the program. Facilitators will meet with the leadership director prior to the LDG, and will be asked to submit a summary of the group's discussion after the meeting, including open questions for the full class.

Program Curriculum

Session I: Discover Your Authentic Leadership

- Personal assignment: Finding Your True North, Introduction
- Readings:
 - True North, Introduction
 - Welch, J. "Get Real, Get Ahead," Business Session, May 4, 2007
- Class I case:
 - Wendy Kopp and Teach for America (HBS Case No. 406-125)

Session II: Your Journey to Authentic Leadership

- Personal assignment: Finding Your True North, Chapter 1
- Reading:
 - True North, Chapter 1
- LDG: discuss Finding Your True North, Chapter 1

- At the first LDG meeting, begin initially by reviewing Appendix B, “Form a Leadership Discussion Group,” in Finding Your True North and establishing written guidelines for your group’s contract.
- Class II cases:
 - Howard Schultz: Building Starbucks Community (A) (HBS Case No. 406-127)
 - Howard Schultz: Building Starbucks Community (B) (HBS Case No. 407-127)

Session III: Why Leaders Lose Their Way

- Personal assignment: Finding Your True North, Chapter 2
- Readings:
 - True North, Chapter 2
 - Peck, M. S. “Excerpts from The Road Less Traveled” (HBS Case No. 1-404-090)
- LDG: discuss Finding Your True North, Chapter 2
- Class III case:
 - Richard Grasso & New York Stock Exchange (HBS Case No. 405-051)

Session IV: Crucibles of Leadership

- Personal assignment: Finding Your True North, Chapter 3
- Readings:
 - True North, Chapter 3
 - Bennis, W., and Thomas, R. “Crucibles of Leadership,” Harvard Business Review, September 2002
- LDG: discuss Finding Your True North, Chapter 3
- Class IV cases:
 - Oprah! (HBS Case No. 405-087)
 - Martin Luther King, Jr.: A Young Minister Confronts the Challenges of Montgomery (HBS Case No. 406-016)

Session V: Discovering Your Authentic Self

- Personal assignment: Finding Your True North, Chapter 4
- Readings:
 - True North, Chapter 4
 - Goleman, D. “What Makes a Leader?” Harvard Business Review, January 2004
 - Collins, J. “Level 5 Leadership,” Harvard Business Review, January 2001
- LDG: discuss Finding Your True North, Chapter 4
- Class V case:
 - GE’s Jeff Immelt: Voyage from MBA to CEO (HBS Case No. 307-056)

Session VI: Values, Principles, and Ethical Boundaries

- Personal assignment: Finding Your True North, Chapter 5
- Reading:
 - True North, Chapter 5
- LDG: discuss Finding Your True North, Chapter 5
- Class VI case:
 - Narayana Murthy and Compassionate Capitalism (HBS Case No. 406-015)

Session VII: Motivations and Motivated Capabilities

- Personal assignment: Finding Your True North, Chapter 6
- Reading:
 - True North, Chapter 6
- LDG: discuss Finding Your True North, Chapter 6
- Class VII case:
 - Kevin Sharer: Taking the Helm at Amgen (HBS Case No. 406-020)

Session VIII: Building Your Support Team

- Personal assignment: Finding Your True North, Chapter 7
- Reading:
 - True North, Chapter 7
- LDG: discuss Finding Your True North, Chapter 7
- Class VIII case:
 - Tad Piper: Crisis at Piper Capital Management (HBS Case No. 406-033)

Session IX: The Integrated Leader

- Personal assignment: Finding Your True North, Chapter 8
- Readings:
 - True North, Chapter 8
 - Nash, L., and Stevenson, H., "Success That Lasts," Harvard Business Review, February 2004
 - Hammonds, K. "Balance Is Bunk!" Fast Company, October 2004
- LDG: discuss Finding Your True North, Chapter 8
- Class IX cases:
 - Martha Goldberg Aronson: Leadership Challenges at Mid-Career (HBS Case No. 406-017)
 - Philip McCrea: Once an Entrepreneur (HBS Case No. 406-018)

Session X: Leadership Purpose

- Personal assignment: Finding Your True North, Chapter 9
- Reading:
 - True North, Chapter 9
- LDG: discuss Finding Your True North, Chapter 9

- Class X case:
 - Andrea Jung: Empowering Avon Women (HBS Case No. 406-095)

Session XI: Empowering Others to Lead

- Personal assignment: Finding Your True North, Chapter 10
- Reading:
 - True North, Chapter 10
- LDG: discuss Finding Your True North, Chapter 10
 - The purpose of this Session's LDG is to solicit feedback from other members of the group about your leadership and your effectiveness in empowering other leaders.
- Class XI case:
 - Anne Mulcahy: Leading Xerox Through the Perfect Storm (A) (HBS Case No. 405-050)
 - Alternate case: Marilyn Carlson Nelson and Carlson Companies' Renaissance (HBS Case No. 406-019)

Session XII: Optimizing Your Leadership Effectiveness

- Personal assignment: Finding Your True North, Chapter 11
- Readings:
 - True North, Chapter 11 and Epilogue
 - Goleman, D. "Leadership That Gets Results," Harvard Business Review, March-April 2000
 - McClelland, D. C. "Power Is the Great Motivator," Harvard Business Review, January 2003
 - Gardner, J. "Leadership Development: Lifelong Growth," On Leadership Whitehead, J. A Life in Leadership, pp. 107-111; pp. 275-281
- LDG: discuss Finding Your True North, Chapter 11
- Class XII case:
 - John Whitehead: A Life in Leadership (HBS Case No. 406-024)

Session XIII: Your Personal Leadership Development Plan

- Personal assignment: Finding Your True North, Chapter 12
- Readings:
 - True North, Epilogue Finding Your True North
 - Afterword as the culmination of the program, complete your Personal Leadership Development Plan (PLDP) and turn it in. In doing so, you should refer back to and integrate all the previous exercises you have completed in the program. Final program paper: "The Purpose of My Leadership" In your final program paper, describe the purpose of your leadership, and the principles and values that will guide your leadership. Discuss the areas of your authentic leadership development that you plan to focus on in the years ahead, and the steps you will take to become an authentic leader.