



Dr. Yasmin Davidds Presents

LEADERSHIP ACADEMY

Latina Global Executive Leadership Program

Latina Millennial Leadership and Entrepreneur Protégé Program

Program Syllabus

PROGRAM PURPOSE

The Latina Millennial Leadership Protégé Program (LMLPP) is designed to provide Millennial Latinas (under 35 years old) Leaders the opportunity to work and be mentored by 30 top Latina executives and entrepreneurs while developing globally integrated, cross-cultural competencies that will allow them to effectively lead in the twenty-first century. It provides Latina Millennials with the techniques and tools to assist them in their leadership development journeys, exploring concepts such as lifelong leadership development, the power of your life story, the impact of your crucible, discovering your authentic self, knowing your values, leadership principles and ethical boundaries, understanding your motivated capabilities, building support teams, leading an integrated and purpose-driven life, empowering leadership, and improving leadership effectiveness through your style and use of power.

PROGRAM OBJECTIVES

1. To enable Latina Millennial 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 learn and be mentored by high-level Latinas working in the upper echelons of corporate, non-profit and government entities.
4. To understand why leaders lose their way and the self-awareness needed to avoid derailment.
5. To gain clarity about their leadership principles, values, and ethical boundaries, and how they will respond under pressure when challenged.
6. To understand what is motivating them, both extrinsically and intrinsically, and to find leadership paths that will enable them to utilize their motivated capabilities.
7. To explore how to build support teams and lead an integrated life.
8. To understand the purpose of their leadership and empower other leaders, while they are optimizing their leadership effectiveness.

9. To create Personal Leadership Development Plans to guide them throughout their lives.

INTELLECTUAL PREMISE AND COURSE CONCEPTS

The premise of the Latina Millennial Leadership Protégé Program is that leaders who are mentored, 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. The Millennial Leadership Protégé Program 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.

LEADERSHIP DISCUSSION GROUPS (LDGs)

Each protégé will be assigned to a leadership development team with five high-level Latinas who will be their mentorship team. Throughout the eight-month program, protégés will be engaged in mentorship with 25 additional high-level Latinas from other leadership development teams. All leadership teams meet regularly to complete assignments. These teams enable participants to discuss personal materials in a more intimate group setting and to encourage a higher level of openness and reflection. 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 (partial)

Session: 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
- Case:
 - Wendy Kopp and Teach for America (HBS Case No. 406-125)

Session: 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.

- Cases:
 - Howard Schultz: Building Starbucks Community (A) (HBS Case No. 406-127)
 - Howard Schultz: Building Starbucks Community (B) (HBS Case No. 407-127)

Session: 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
- Case:
 - Richard Grasso & New York Stock Exchange (HBS Case No. 405-051)

Session: 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
- 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: 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
- Case:
 - GE’s Jeff Immelt: Voyage from MBA to CEO (HBS Case No. 307-056)

Session: 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
- Case:
 - Narayana Murthy and Compassionate Capitalism (HBS Case No. 406-015)

Session: 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
- Case:
 - Kevin Sharer: Taking the Helm at Amgen (HBS Case No. 406-020)

Session: 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
- Case:
 - Tad Piper: Crisis at Piper Capital Management (HBS Case No. 406-033)

Session: 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
- 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: Leadership Purpose

- Personal assignment: Finding Your True North, Chapter 9
- Reading:
 - True North, Chapter 9
- LDG: discuss Finding Your True North, Chapter 9
- Case:
 - Andrea Jung: Empowering Avon Women (HBS Case No. 406-095)

Session: 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.
- 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: 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
- Case:
 - John Whitehead: A Life in Leadership (HBS Case No. 406-024)

Session: Your Personal Leadership Development Plan

- Personal assignment: Finding Your True North, Chapter 12
- Readings:
 - True North, Epilogue Finding Your True North
 - At 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.