EXECUTIVE LEADERSHIP
SoSe 2023
Period: June 12 to June 28 2023
Professor: David Balkin,
University of Colorado-Boulder, USA

Schedule of Activities

Week 1 – June 12 to June 14
Monday, June 12: 18:00-20:00 p.m. Raum: W 115
Topics: What is Leadership? Emotional Intelligence
- Icebreaker exercise: Form teams of 5 people each
- Self-assessment of leadership skills: (1) leadership practices inventory (self version); (2) emotional intelligence assessment

Wednesday, June 14: 16:00-19:00 p.m. Raum: S 0.14
Topics: Leadership vs. Management
- Experiential Exercise: Practicing Empathy
- Experiential Exercise: What Type of Follower Are You?
- Case: Meg Whitman at eBay (A)
- Video Case: Patagonia: A values driven company

Week 2 – June 19 to June 21
Monday, June 19: 18:00-21:00 p.m. Raum: W 115
Topics: Building Trust with Followers
- Readings: (1) Sutton: “The Boss as a Human Shield”
- Case: Howard Schultz; Building Starbucks Community (A) and (B)
- Video Case: Patagonia: A values driven company
- Experiential Exercise: What are you Work Values?
- Experiential Exercise: Building Trust with Followers?

Wednesday, June 21: 16:00-19:00 p.m. Raum: S 0.14
Topics: Using Power Wisely
- Readings: (1) Porter, Lorsch and Nohria: “Seven Surprises for New CEOs”
- Experiential Exercise: Recognizing the Wise Use of Power
- Video Case: Pikes Place Fish Market

Week 3 – June 26 to June 28
Monday, June 26: 18.00-20.00 p.m.  
Raum: W 115

**Topics:** Leadership Styles and Crisis Leadership
- **Reading:** (1) Goleman: “Leadership that gets Results”
- **Experiential exercise:** Leadership style self-assessment
- **Background reading** for Apollo 13 Moon Mission
- **Video case:** Apollo 13

**The Exam will take place on Wednesday, June 28: 10-12 p.m.**  
Raum: S 0.08

The objectives of this course are for participants to raise their self-awareness and develop or deepen leadership skills used by executives in organizations, which include understanding a leader’s sources and uses of power, learning how to empower followers, increasing awareness of one’s work values and how to communicate them to others, building trusting relationships with followers and stakeholders, and leading effectively during a crisis. The course will use a mixture of short lectures, experiential exercises, video and written cases. The experiential exercises and the written cases will be discussed in teams of about 5 people. We will form the teams during the first session.

**Cases:**
1. Meg Whitman
2. Howard Schultz

**Readings:**
1. Goleman: What makes a leader?
2. Kotter: What leaders really do
3. Porter, Lorsch and Nora: Seven Surprises for New CEOs
4. Sutton: The boss as a human shield
5. Goleman: Leadership that gets results
6. Background reading for Apollo 13 moon mission

**Self-assessment tools**
1. Leadership practices inventory – self version
2. Emotional intelligence self-assessment

**Course Evaluation**
- Individual participation: 20 percent
- Team participation: 10 percent
- Exam: 70 percent
- **TOTAL:** 100 percent

**Readings and Cases:** Master copies are provided in folders: Executive Leadership, Chair of Management of Innovation and Technology, Prof. Dowling, at Recht II library.

**Registration period:** 01.02.2023 – 02.06.2023.

Please register by sending an email to: suzanne.weinberger@ur.de
- Surname, first name
- Student number
- Home university
- Bachelor or Master (semester)
- Course of study
- permanent email address

Number of participants: 20 (first come first serve)