EXECUTIVE LEADERSHIP
WiSe 2021-22

Period: December 13 - December 22, 2021

Professor: David Balkin,
University of Colorado-Boulder, USA

Schedule of Activities

Week 1 – December 13 to December 17

Monday, December 13:
16:00–18:00 h  Raum: ZH1
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, December 15:
18:00–20:00 h  Raum: W 114
Topics: Leadership vs. Management and Values Driven Leadership
• Experiential Exercise: What Type of Follower Are You?
• Case: Meg Whitman at eBay (A)
• Video Case: Patagonia: A values driven company
• Experiential exercise: What are your work values?

Friday, December 17:
14:00–16:00 h  Raum: W 116
Topics: Building Trust with Followers
• Readings: (1) Sutton: “The Boss as a Human Shield”
• Case: Howard Schultz; Building Starbucks Community (A) and (B)

Week 2 – December 20 to December 23

Monday, December 20:
16:00–19:00 h  Raum: S 014A
Topics: Using Power Wisely
• Readings: (1) Porter, Lorsch and Nohria: “Seven Surprises for New CEOs”
• Experiential Exercise: Recognizing the Wise Use of Power
Tuesday, December 21: 18.00-20.00 h  Raum: W 112

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

Wednesday, December 22: 10.00-12.00 h  Raum: W 113

Exam: Date

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 Noria: 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.

7. Registration Period: 01.09.2021 to 18.10.2021
   (Mails sent before 1. September will not be considered)

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

Number of participants: 20 (first come first serve)