

EXECUTIVE LEADERSHIP SoSe 2024

Period: June 10 to June 26 2024

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

Schedule of Activities

Week 1 – June 10 to June 12

Monday, June 10: 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 12: 16:00–19:00 p.m.

Raum: ZH 3

Topics: Leadership vs. Management

- Readings: (1) Goleman: “What Makes a Leader?”; (2) Kotter: “What Leaders Really Do”
- 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 17 to June 19

Monday, June 17: 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 your Work Values?
- Experiential Exercise: Building Trust with Followers?

Wednesday, June 18: 16:00–19:00 p.m.

Raum: ZH 3

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 24 to June 26

Monday, June 24: 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 26: 10:00 a.m. – 12:00 p.m.

Raum: ZH 3

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**.

Registration period: 01.02.2024 – 02.06.2024.

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)