Global Leadership  
Spring semester, 2013

A. Instructor: George Tseng
   Office: 
   E-mail: george.tseng.05@gmail.com
   Phone/Fax: 0912-558-030
   Enrollment Code: 
   Class Hours: Friday afternoon 7-10pm
   Classroom: TBA
   Office Hours: same day of class day or per request

B. Textbooks:

1. Textbook:
   Ken Blanchard: leading at a higher level
   John P. Kotter: leading change

2. Recommended Books:
   John P. Kotter: the heart of change
   James Kouzes and Barry Posner, the leadership challenge
   Andrew J. DuBrin, principle of leadership
   Gary Yukl, leadership in organizations
   John C. Maxwell: developing the leader within you
   Jim Collins: good to great
   Larry Bossidy and Ram Charan, execution: the discipline of getting things done
   separate people who perform and those who don’t
   Ram Charan, leaders at all levels: deepening your talent pool to solve the succession plan
   Ram Charan, Know-how: the 8 skills th
C. Course Objectives:

-to get familiar with style, process, priority of global leadership
-to gain experience and learn leadership skills via case study, role play, game/quiz competition, and team activities.
-to be ready for a global leadership role by personal assessment and self-development

D. Grading Policy

Participation(60%)
-team activities: teamwork, supports, role plays, exercise, and participation: 30 pts
-team project: 20 pts
-personal participation, comments: up to 10 bonus pts
-full attendance: 10pts. (-2.5 to -5 pts per session of absence)

Homework(20%)
-My purpose, value, BHAG, vivid description: 10 pts
-My personal balanced scorecard : 10 pts

Final paper(20%)
-My perspective of leadership: my background, my vision and mission statements, my perspective of leadership, how to strengthen my leadership

E. Important Notes and Policies

 ASSURANCE OF LEARNING CHECK LIST

- Adherence to Mission
  - Technology 科技
  - Innovation 創新
  - Globalization 國際
  - Humanity 人文

- Adherence to Program Learning Goals

(請各單位助教把系、所、學程英文學習目標貼上，以利老師圈選)
### Pedagogical Methodologies

| x Lecture                  | □ e-Learning          |
| x Study Group              | □ Seminar             |
| x Case Study               | □ Internship          |
| x Project                  | □ Independent Learning|
| x Role-Playing             | □ Theater Learning    |
|x Others: workshop: movie/book review, story telling, group exercise, team project |

### Student Abilities Enhancement

| □ Quantitative analysis | x Sympathy           |
| □ Theory Development and Conceptual Thinking | x Teamwork |
| □ Strategic Thinking | x Acceptance of Others |
| □ Critical Thinking | x Confidence |
| □ Quick Thinking | x Self—management |
| □ Flexibility | Professional Knowledge |
| □ Creativity | x Communication |
| □ Persistence | x Comprehension Ability |
| □ Comprehension Ability | x Others: business ethics |

### Course Outline

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Session 1. On Leadership

Contents:
- course design, program description (seating, grading, team assignment, etc)
- definition, scope of leadership
- quality/characteristics/capability (team activity)
- Leader vs managers (team activity)
- vs performer, hero, Conductor, cheerleader, facilitator
- nature or nurture
- reach out (team activity)
- team project concept

Assignment:
- team project proposal
- James Collins & Jerry Porras: 1994; “build to last: successful habits of visionary companies” chaps 2, 3
- review youtube: “I have a dream” by M.L. King
Session 2,3. The power of vision

Pre-work:
- James Collins & Jerry Porras: 1994; “build to last: successful habits of visionary companies” chaps 2, 3
- review youtube: “I have a dream” by M.L. King

Contents:
- team project proposal presentation
- the power of vision (video of King)
- vision type
  * core value
  * core purpose
    (team activity on purpose/core value)
- BHAG
- vivid description
  (team activity on BHAGs/VD)
- corporate culture (team activity on culture)
- vision adoption process
- leader’s role on vision adoption process
- leader’s agenda

Assignment:
- read: Ken Blanchard, “leading at higher level”, ch.2, “the power of vision”
- home work: personal life purpose, core value, next three years’ BHAG, vivid description of your BHAG
- complete “self profiling questionnaire” for Insights
  http://tracomcorp.com/products_services/social_style/model.html
  http://tracomcorp.com/products_services/social_style/four_styles.html
Session 4: Leaders’ social style

Pre-work:
complete “self profiling questionnaire” for Insights
http://tracomcorp.com/products_services/social_style/model.html
http://tracomcorp.com/products_services/social_style/four_styles.html

Contents:
share/categorize/critique individual’s vision examples
Social style—Carl G. Jung model(self-profiling, scoring, team activities)
Discussion on diving, expressive, analytical, amiable styles

Exercise: mapping your social style
Application strategy:
*recognize
*adapt
*impact

Exercise: profile individual’s social style
Versatility strategies
Bracken model

Assignment:
Ken Blanchard: “leading at a higher level” chap 5, Situation leadership II
Review video “the karate kid”
Session 5: Situational leadership

Contents:
Movie review: “the karate kid”
Team activities: preparation on leadership project

Session 6: Situational leadership

Pre-work:
Ken Blanchard: “leading at a higher level” chap 5, Situational leadership II

Contents:
Case discussion: Video “karate kid” review
Situation leadership—ken Blanchard model(team activities)
quiz: the best and the worst of my time
Exercise: my leadership style and development
Skills: diagnosis, flexibility, partnering

Assignment:
- John Kotter, the heart of change.(each team work on one step)
- John Kotter, leading change.( each team work on one step)
- john kotter, holger rathgeber; our iceberg is melting
- ken Blanchard, leading at higher level. Chapter 11: leading change
Session 7, 8: Leading change

Pre-work:
- John Kotter, holger rathgeber; our iceberg is melting
- John Kotter, the heart of change.(each team work on one step)
- John Kotter, leading change. (each team work on one step)
- ken Blanchard, leading at higher level. Chapter 11: leading change

Contents:
- Needs of change
- Change process: Kotter “leading change” model
  (team activity—team presentation on change steps: summary/comments/learning)
- Change patterns: Robert M Keidel(seeing organization patterns; 1995)
- Change roles: agent, executer, and adopter
- Leader’s role

-update on leadership projects

Assignment:
- Cases on mutual fund investment, trading firm director, year-end loading, purchasing manager
- Collect info on : “I wish to continue. Start. Stop” (prepare for 5 min presentation)
Session 9, 10: Leadership on ethics

Pre-work:
Cases on mutual fund investment, trading firm director, year-end loading, purchasing manager

Contents:
- team presentation on four cases
- integrity
- business ethics: environment, product and work safety, conflict of interest, humanity
- personal moral
- professional ethics: conflict of interest, integrity, customer relations and confidentiality
- confrontation
- quiz on diversity
- diversity
- exercise: whom do you have lunch with
- social responsibility
- leaders role; modeling; developing guidelines/rules; clarification/endorsement; establishing culture

Assignment:

Jim Collins: “good to great”. Chapter 3: first who.. then what
Ken Blanchard: “Leading at a Higher level”.
Chap 4: empowerment is the key.
Chap 7: partnering for performance
Beautiful world stories
Session 11, 12: Team building, talents selection and people development

Pre-work:
-Jim Collins: “good to great”. Chapter 3: first who.. then what
-Ken Blanchard: “Leading at a higher level”.
Chap 4: empowerment is the key.
Chap 7: partnering for performance

Contents:
-Team: vs. group; players
  *presentation on team concept(team activities)
  *trust building and team work (movie Hoosier)
-selection/recruiting
  *targeted selection and promotion from within
  *hybrid recruiting
-assessment
  *1 on 1, 360 degree feedback
  *assessment center
  *management profiling
    *(quiz on STAR)*
  *Bracken model
-*succession plan, pipeline analysis
-People development
  *empowerment
  *training
  *rotation/exposure
  *observing/coaching
  -coaching/counseling (role play)
    *(role play on coaching)*
  *mentoring

Assignment:
-ken Blanchard: “leading at a higher level”, chap 8: partnering for performance: one minute manager
http://www.cs.unb.ca/profs/fritz/cs3503/sixhat35.htm
Session 13, 14: Execution—leading for high performance

Pre-work:
- ken Blanchard: “leading at a higher level”, chap 7: partnering for performance behaviors”
http://www.cs.unb.ca/profs/fritz/cs3503/sixhat35.htm

Contents:
- execution concept
- goal setting/priority
  (priority vs importance exercise)
- infrastructure: structure, system/procedure. Social operating mechanism
- 6 thinking hats
  (team activity on “six thinking hats”)
- follow through/accountability
- evaluation
  * performance management
  * performance rating and ranking
  (role play on performance review)
  * balanced score card
  (team activity on balanced scorecard)

Assignment:
- do “personal balanced scorecard”.
- prepare a self leadership story for 3 minutes
- How leaders create and use networks, HBR jan 2007, pp 40-47
- ken Blanchard, “leading at higher level”, chapter 8: essential skills for partnering performance: the one minute manager.
Session 15, 16: effective communication

Pre-work:
- How leaders create and use networks, HBR Jan 2007, pp 40-47
- Ken Blanchard, “leading at higher level”, chapter 8: essential skills for partnering performance: the one minute manager.

Contents:
- Audience analysis
- “think on your feet”
  (role-play)
- Telling stories
  (individual presentation)
- Active listening
- Modeling
- Lead effective meeting
- Constructive confrontation
- Networking

Assignment:
  (-reading on Herzberg model: www.netmba.com/mgmt/ob/motivation/herzberg cancelled)
- Reading on Maslow model: http://www.businessballs.com/maslow.htm
- Review “its your ship” http://www.icma.org/pm/8609/public/abrasoff.cfm
**Session 17: Leader as a motivator**

**Pre-work:**
- Reading on Herzberg model. www.netmba.com/mgmt/ob/motivation/herzberg
- Reading on Maslow model: http://www.businessballs.com/maslow.htm
- review “its your ship” http://www.icma.org/pm/8609/public/abrashoff.cfm

**Contents:**
- Herzberg theories
- Maslow theory (team activity)
  - (quiz: what do people want from their job)
- Pygmalion effect
- recognition/rewarding/punishment
  - (book review on “its your ship” case)
- 100 ways recognition
- cultural difference
  - (Presentation on leadership projects)
- Wrap up

**Assignment:** Term paper(5-7 pages)
My leadership perspective: address personal area for development, in specific STAR and area/scope. Detail your action plan/agenda.