

EL 791 Leadership through Coaching

Wintermester 2019

Number of Credits

3

Instructor

Dimitrios Kyriakou

Catalog Description

Literature review and analysis of assigned topics focusing on contemporary and future issues in school administration and other issues. May be repeated when topics vary.

Required Textbooks/Materials

The following texts are required material in this course:

Text: Primal leadership: Realizing the power of emotional intelligence. Goleman, D., Boyatzis, R., & McKee, A. Boston, Massachusetts: Harvard University Press. (2002).

Additional text: First Break All the Rules: What the World's Greatest Managers Do Differently. Markus Buckingham & Curt Coffman. New York NY: Simon & Shuster. (1999).

Supplemental Handouts: I will also be handing out supplemental readings, culled from my personal collection on the subject, on various related topics to flavor class discussion.

Student Learning Outcomes

Upon successfully completing this course, students will be able to

- **understand what leadership is and is not:** by analyzing real life cases from diverse contexts and by observing the Leader Presentations, you will assess the limitations of leadership and leadership styles;
- **develop the skills needed to lead and tolls required to coach:** by understanding the conduct of actual leaders you should be able to further develop the natural leadership skills you already possess and according to your personality and life philosophy, and leverage them more effectively in complex organizational situations where coaching is demanded;

- ***understand their own mindspace as a leader:*** self-actualization and mindfulness will assist you in understanding your own limitations and abilities and benefit your progression to become an authentic leader and coach in the most effective ways for your team's success; and
- ***develop a personal agenda for successful integration of course concepts into their work/life:*** by the end of this course, you should have gained substantial insight into how best to harness your natural inclinations to lead toward a more successful management of your career path and perhaps exploring options for a new one.

First Week of Materials/Assignments

The following schedule is subject to change:

- January 2:* Expectations/Syllabus/Meeting the class
Lecture 1—The Questions and Challenges of Leaders & Styles
Personality tests—Leadership 1st Case Civic and Social Virtue/Mai Lai
- January 3:* Lecture 2—Organizational Behavior and Diversity
2nd Case Ethical Decision/Business Manager
3rd Case (read chapters 1 and 2)
- January 4:* Guest Speaker—Police
Lecture 3—Conflict Management
Group Game—Conflict Resolution
4th Case Office Conflict (read chapter 3)

Course Details

This course serves as the foundation for any leadership program and any academic or professional environment. This course can also be offered as an elective in the Master's Program of Educational Leadership. The course gives students access to research related to leadership development, coaching techniques, leadership derailment, organizational behavior, conflict management and resolution and the principals of understanding and exploiting small group dynamics. The course also introduces students to research on psychological assessment methodology, with the primary focus on multi-rater feedback.

This is NOT your usual course. It is an interactive unit using all the tools a leader is provided to overcome obstacles and build a successful team. We will freely and selectively integrate material on leadership from sports, world history, economics, military, psychology, education anthropology and politics to help us gain a fuller understanding of the leader phenomenon. To help internalize the concepts and develop one's own skills at leading through coaching, the course will involve several experiential exercises, individual assignments to promote reflection and self-actualization, team projects and case analysis, and a presentation on an actual experience of leading in your work setting; this can be an experience you have either initiated, participated in, or directly witnessed.

In addition to the text, you will be responsible for the readings and cases assigned for specific class meetings. I will also provide assorted handouts from my personal list of preferred readings outside the course materials.

Grade Breakdown

The point distribution for the course is:

Assignment	Points
Leadership Book Review & Critique	30
Leadership Plan Assignment	20
Power Point Presentation of Book	10
In Class Group Case Analysis	10
Reflection Journal	10
Class Presence & Participation	20
<i>Total</i>	100

The percentage distribution for the course is:

Letter	Percentage
A	93–100
A-	90–92
B+	87–89
B	83–86
B-	80–82
C+	77–79
C	73–76
C-	70–72
F	below 70