Global Leadership  
Spring semester, 2015

A. Instructor: George Tseng  
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Enrollment Code:  
Class hour: Friday afternoon  
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 and Jerry Porras: Built to Last  
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 chraran: leaders at all levels: deepening your talent pool to solve the succession plan  
Ram charan: Know-how: the 8 skills tha
Michael Abrashoff: *It's your ship*
Sheryl Sandberg: *Lean In*
A G Lafley and Ram Charan: *The Game Changer*
Jim Stengel: *Grow*

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: 40 pts
- team project: 20 pts
- personal participation, comments: up to 10 bonus pts
- attendance: -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

### 學習成效檢核表 **ASSURANCE OF LEARNING CHECK LIST**

- **Part I** – Before the Semester Begins
- **Part II** – After the Semester Ends

<table>
<thead>
<tr>
<th><strong>Adherence to Mission</strong></th>
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<tbody>
<tr>
<td>□ Technology 科技</td>
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<td>□ Innovation 創新</td>
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<tr>
<th><strong>Adherence to Program Learning Goals</strong></th>
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<tr>
<td>(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)</td>
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<tr>
<th><strong>Pedagogical Methodologies</strong></th>
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<tbody>
<tr>
<td>x Lecture</td>
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<td>x Study Group</td>
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<td>x Case Study</td>
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<td>x Project</td>
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<td>x Role-Playing</td>
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<td>Others: workshop: movie/book review, story telling, group exercise, team project</td>
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<th><strong>Student Abilities Enhancement</strong></th>
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<tr>
<td>□ Quantitative analysis 数量分析能力</td>
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<tr>
<td>X Theory Development and Conceptual Thinking 邏輯思考分析</td>
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<td>Strategic Thinking 策略性思考</td>
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<td>x Critical Thinking 評論性思考</td>
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<td>Quick Thinking 敏捷性思考</td>
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<td>x Flexibility 彈性反應與適應力</td>
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<tr>
<td>Creativity 創造力</td>
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<td>x Persistence 堅持力</td>
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<td>X Others 其他能力: business ethics</td>
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### Course Outline
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:
- 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, 6: Situational leadership**
Pre-work:
Ken Blanchard: “leading at a higher level” chap 5, Situational leadership II

Contents:
Case discussion: Video “karate kid” review
Situaton 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, 11: 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 12, 13: 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
-watch movie: “miracle on ice”

Session 14, 15: Execution—leading for high performance
Pre-work:
-ken Blanchard: “leading at a higher level”, chap 7: partnering for performance behaviors
watch movie: “miracle on ice”

Contents:
-movie review: “miracle on ice”  (Team activity)
-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 16: 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.