

***“Leadership is about doing the right things, Management is about doing things right”***

***Peter Drucker***

## **EXPLORING DIMENSIONS OF LEADERSHIP**

### **COURSE DESCRIPTION**

This course is intended to launch you on a personal journey to help define yourself as a leader. What does leadership mean to you? How is it you can live it in a way that helps you achieve your personal as well as career goals?

It begins with a look at ***“What Leaders Do”*** – their role in today’s organization that is defined as a consequence of your position and status within the organization. The second module, ***“How Leaders Are”*** focuses on what is it that differentiates in our mind those who are exemplary from those who are not. The next class will also invite students to contemplate ***“How You Are”*** – how they see themselves as leaders and the degree to which this is aligned with their personal values and beliefs. Finally we will ask them to consider ***“What You Do”*** – how their personal leadership statements can translate into their deliberate actions and behaviors on the job that achieve influence.



### ***Course Objectives:***

Students will learn:

- The difference between leadership and management
- What roles leaders play in organizations
- From examining some different leadership examples, what common attributes are shared among effective leaders
- The difference between “organizational leadership” and “personal leadership”
- How they can begin to define themselves as leaders, considering who is the “customer” of their own leadership

### ***Required Texts, and Other Materials:***

- **Wal-Mart Stores in 2003**  
Pankaj Ghemawat, Stephen P. Bradley, Ken Mark, Case # 704430
- DVD - **We Were Soldiers** (Widescreen Edition) (2002) **Starring:** [Mel Gibson](#), [Madeleine Stowe](#) **Director:** [Randall Wallace](#) **Rating** **R**
- **Crucibles of Leadership**  
Warren G. Bennis, Robert J. Thomas, Article # R0209B
- **IBM Corp. Turnaround**  
Robert D. Austin, Richard L. Nolan, Case #60098, March 14, 2008

- **Howard Schultz and Starbucks Coffee Company**  
Nancy F. Koehn, Case #801361
- **Develop a Personal Leadership Statement**, Assorted on-line articles (XLC handout)
- **DVD - Remember the Titans** (Widescreen Edition) (2000) **Starring:** [Denzel Washington](#), [Will Patton](#) **Director:** [Boaz Yakin](#) **Rating** **PG**

### **Requirements for Participants:**

This section outlines our expectations of all those who choose to participate in this program.

#### All students:

- Read all of the cases and articles, and watch the videos listed under “Required Texts and Materials”.
- Reflect upon themes and questions related to each case (to be handed out in class) and be prepared to discuss them
- Participate freely and openly in class discussions and their presentation groups
  - The readings should be relatively easy to understand for this course. Much of your learning will come from participation in class discussions and class activities. We will ask you to share your personal opinions and experiences and information you may have uncovered from personal readings.
- Complete the pre-assignments for each class
- Prepare a Personal Leadership Statement and behavior change experiment results
  - You will be asked during the class to develop and refine a personal leadership statement, and to experiment on the job with changing at least one element of your own leadership behavior.
  - Prior to the start of class four, you should submit your final draft leadership statement, and a description of what leadership behavior you experimented with changing on the job and what happened as a consequence. You should consider what future aspects of your personal leadership style are in need of modification.

#### Student Participation Groups:

As a part of the course, students will be assigned to one of four study groups. These groups will be expected to meet in between class sessions to discuss one of the written or video cases and prepare a 30 min presentation/discussion on that case for the upcoming class according to the following schedule:

<b>Class</b>	<b>Group A</b>	<b>Group B</b>	<b>Group C</b>	<b>Group D</b>
1				
2	<b>We Were Soldiers DVD</b>	<b>IBM Corp. Turnaround</b>		
3			<b>Howard Schultz and Starbucks Coffee Company</b>	
4				<b>Remember the Titans DVD</b>

**Here is a class by class synopsis of what will be covered:**

#### **Pre Work Assignments for Class 1**

- Develop a draft personal leadership statement (defining what your vision is of yourself as a leader)

- A leadership (personal vision) statement is designed to help you answer four basic questions. These include: Who are you? What do you do? Whom do you do it for? and, Why do you do it? This should be seen as a document that defines how YOU would like others to see you as a leader.
- Use these questions to guide your thoughts:
  - What are the three things do you KNOW you are really good at. Be honest. Are these things that others readily would say about you? Are they things you also enjoy?
  - What are your five-six most important values?
  - What three things must you do every week to feel fulfilled in your work?
  - Who are the main “customers” of your leadership? What do you think they want and/or need from you.
  - What are the main goals you feel should be focused on
    - Short term as well as long term (the next decade)
  - When your life is ending, what will you want people to say about you?
  - What weaknesses have other people commented on about you and what do you believe are your weaknesses?
- (The hand out “Develop a Personal Leadership Statement” may help you think more deeply about this.)

We will revisit this vision statement later in class three.

- Read the HBR case study on effective organizational leadership:
  - **Wal-Mart Stores in 2003**  
Pankaj Ghemawat, Stephen P. Bradley, Ken Mark, Case # 704430
  - Do some research on-line into Wal-mart and Sam Walton (two topics about which much has been written. Find articles that comment on Sam’s leadership style and effectiveness.

### Class 1      **What Leaders Do -- Len Brzozowski**

This class focuses on the principal roles of senior organizational executives:

- Defining the Agenda (vision, mission)
- Developing the team
- Creating the culture

We will examine the differences between leadership and management, the role of executive leaders in developing effective strategy built around a core purpose, and guided by a commonly embraced set of values.

The case study(ies) will look at how leaders develop strategy aligned with tactical actions to achieve the core purpose.

- Ari Weinzeweg video on creating mission and vision
- Quicken video on culture.

Class discussion will examine how executives create aligned strategy.

“Leadership is the art of getting someone else to do something you want done because he wants to do it.”

Dwight Eisenhower

## Pre work for Class 2:

- Watch the DVD
  - *We Were Soldiers*
- Read “*The Mission Statement that Changed the World*”, by Steven Covey (XLC Handout)
- Read “*Develop a Personal Leadership Statement*” (XLC Handout) more deeply about your own.

The DVD is called *We Were Soldiers*, starring Mel Gibson. It is about the Vietnam Conflict. It is called *Soldiers Once... and Young: Ia Drang--The Battle That Changed the World*. It is about Gen Harold Moore and Joe Galloway.<sup>1</sup>

This is a story about the 1<sup>st</sup> Battalion of the US Army’s 7<sup>th</sup> Cavalry during the Vietnam Conflict. The army asks Lt. Col Moore to create the very first major battle (“helicopter soldiers”). The story also covers the very first major battle between the US and North Vietnamese armies during that war. The story begins in the Ia Drang valley in the 1950’s when the French were being served their own defeat in Indochina. The timeline advances to where you will see then Lt. Col Hal Moore training his new battalion, and culminates during the epic battle in the Ia Drang valley in Vietnam.

“You must unite your constituents around a common cause and connect with them as human beings.”

Barry Posner

As you view the movie, we would ask you to pay attention to:

- The nature of the “business environment” in which the Army must operate (the battle)
- What attributes of leadership behavior do you think are important given the nature of the battle environment within which the Army must operate?
- The nature of leadership demonstrated by both Col Hal Moore and Sgt. Maj. Plumley. How were they alike and different? What kind of people were they, and did you view them as great leaders? Why or why not? Which leadership style did you favor over the other? Why?

Additionally we would ask you to reflect on “great leadership” influences you have personally experienced during your own life - whether they were coaches, teachers, bosses, or even relatives. Consider those people who most influenced your life, and what it was about their behaviors or character that made them so capable of affecting you?

- Read and analyze the HBR case
  - **IBM Corp. Turnaround**  
Robert D. Austin, Richard L. Nolan, Case #60098, March 14, 2008
  - Do some online research into Lou Gerstner. What can you discern about what kind of leader he was and whether he was effective or not. Look into Sam Palmisano (Gerstner’s successor). How are they different? Were these differences deliberate?

## Class 2 How Leaders Are -- Len Brzozowski

<sup>1</sup> Other background information, for those who are captivated by this story, can be found at <http://www.lzxrays.com/> including Hal Moore’s actual typewritten After Action Report.

This class reviews the case materials from class 1, and examines the leaders themselves. We will explore what personal behavior traits leaders can exhibit that increase their effectiveness. Students will examine the key figures from the DVD (Colonel Hal Moore, Sergeant Major Plumley) look at the leadership traits they demonstrated and assess their effectiveness.

Ari Weinzeweg (Zingermans) video clip on creating a customer service culture. We will discuss the relative merits of “managing up” vs. “managing down”, and how these behaviors can impact others in the organization.

The notion of personal leadership will be investigated. (Personal leadership flows not from one’s rank in the organization, but on how one chooses to behave that can influence others.) We will question what kinds of leadership traits motivate us.

### **Pre work for Class 3:**

- *Read and analyze the HBR Case:*
  - **Howard Schultz and Starbucks Coffee Company**  
Nancy F. Koehn, Case #80136
- Review “10 things Authentic Leaders Do” article (See below) , and re-write your personal leadership statement in 1-2 pages reflecting on it.
  - Do you accept these 10 points, which ones would you add or change to reflect the way YOU would like others in the organization to see you as a leader? Make this a description of behaviors you feel are *uniquely* you. Begin considering some of the biggest gaps between how people see you and how you WANT to be seen. Consider some aspect of your behavior that you would like to experiment with changing.
- Read HBR article
  - **Crucibles of Leadership**  
Warren G. Bennis, Robert J. Thomas, Article # R0209B
- Read article : 10 Things Authentic Leaders Do by Robin Sharma  
([http://www.leadership.uoregon.edu/tip\\_sheets/hodgepodge/10\\_things](http://www.leadership.uoregon.edu/tip_sheets/hodgepodge/10_things) )
- Read article: Truly Authentic Leadership by Bill George  
([http://www.usnews.com/usnews/articles/061022/30authentic\\_print.htm](http://www.usnews.com/usnews/articles/061022/30authentic_print.htm) )

### Class 3                    **How You Are (Personal Leadership Exploration) –**    **Dr. Ann Dinan**

This class challenges people to consider how they would like people to view them as leaders in comparison with how others ACTUALLY view you.

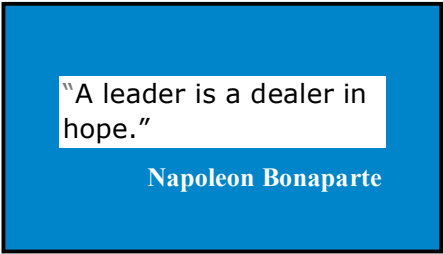
We will revisit the personal leadership statements developed earlier in the course, and challenge people with a series of questions getting them to consider their own world view, and set of core beliefs and values, connecting these to the leadership statements.

The notion of “authenticity” will be examined, challenging students to consider how their on-the-job behaviors must be different so that colleagues would recognize the transparency of their leadership statements, being reinforced by tangible actions.

Students will be challenged to consider one concrete behavior change they can begin to demonstrate on the job.

### **Pre work for Class 4:**

- Experiment with one leadership behavior change defined during the prior class and make note of its impact on co-workers or subordinates.



“A leader is a dealer in hope.”

Napoleon Bonaparte

- Watch the DVD
  - *Remember the Titans*

**Class 4      What You Do (Case Studies in Personal Leadership) –  
Dr. Ann Dinan, and Mr. Len Brzozowski**

This class session will connect the pieces from the preceding classes. We will examine the leadership behaviors of Bill Yoast, Herman Boone and Gerry Bertier as depicted in the movie, and explore their roles and effects on the ultimate success of the Titans during the 1971 football season.

We will invite students to share their work experiences since the prior class. They will be challenged to consider what they learned from the behavior changes, and what further actions they might take.

We will use real case examples from Boston Market, McDonalds and the US Army to challenge students

**Reading List (for those interested in going deeper into some of the course topics):**

These are not required reading, but are recommended for students who are interested in delving more deeply into some of the companies, leaders, and topics covered in the course.

*“Inside Sam’s 100Billion Growth Machine”*, *FORTUNE*, June 14, 2004.

*“Beyond Blue”*, *Business Week*, April 18, 2005.

*“The Long Road to Wal-Mart: What does it take for entrepreneurs to break into the nation's largest retailer?”*, Gwendolyn Bounds, *THE WALL STREET JOURNAL*, September 19, 2005; Page R1

*“How to Beat Wal-Mart”*, by Matthew Maier, *Business 2.0*, May 2005. Vol. 6, Iss. 4, p. 108.

*Pour Your Heart Into It: How Starbucks Built a Company One Cup at a Time*, by Howard Schultz, Dori Jones Yang. Hyperion Press, 1997, ISBN 0-7868-6397-8.

*It's Not About the Coffee: Leadership Principles from a Life at Starbucks*, by Howard Behar, Penguin Group, 2007, ISBN 978-1-59184-192-0.

*Who Says Elephants Can't Dance?: Leading a Great Enterprise through Dramatic Change*, by Louis V. Gerstner, Harper Collins, 2003, ISBN 0-06-052380-8.

*Heroic Leadership: Best practices from a 450-year-old company that changed the world*, by Chris Lowney (2005) Chicago: Loyola Press.

*Develop a Personal Leadership Statement*, assorted articles from [www.jenuinejen.com](http://www.jenuinejen.com), and [www.quintcareers.com](http://www.quintcareers.com)

*Aligned Thinking: Make Every Moment Count*, by Jim Steffen, Berrett-Koehler Publishers, Inc., San Francisco, 2006, ISBN 10-1-57675-360-3.

*Total Leadership: Be A Better Leader, Have a Richer Life*, by Stewart D. Friedman, Harvard Business Press, Boston, 2008, ISBN 13-978-1-4221-0328-9.

*Ubuntu, isivivane and uhluhlasa: the meaning of leadership and management in South Africa*, by Linda van der Colff, head of postgraduate studies at Milpark Business School,

“Leadership can be thought of as a capacity to define oneself to others in a way that clarifies and expands a vision of the future.”

Edwin H Friedman

Workplace Performance Technologies (Pty) Ltd., PO Box 925 Lanseria Gauteng South Africa 1748.

## **Instructor Biographies:**

### **Len Brzozowski**

Len is the Executive Director of the Xavier Leadership Center. He holds advanced degrees in engineering systems and business strategy from Dartmouth College and has worked on a variety of public and private sector management consulting projects with the firms Cresap, McCormick and Paget and McKinsey & Company. His work has involved clients including Georgia Power, Air Products and Chemicals, Macy's, Michigan Department of Education, Burns and Wilcox, The US Department of Agriculture, Stahls' Inc., and Lucas Girling.

Before joining Xavier, he was a successful entrepreneur, running his company – Robotron Corporation – a global designer and builder of high frequency welding and induction heating equipment and systems. His operating experience includes Europe, Asia, and Mexico. Under his leadership, Robotron was recognized by Crain's Detroit Business as one of the leading technology companies of Michigan, and was named as one of the 50 most innovative small business in the United States by the US Chamber of Commerce.

Len has written and published many articles on the topics of education, leadership, strategy implementation, management and entrepreneurship in *The Journal of Bank Research*, *The Journal of Systems*, *Synectics*, and *Cybernetics* of the IEEE, *Agricultural Economics Research*, *Small Business Focus* and *The Year*. He has provided testimony to the Joint Science and Technology Committee of US congress on improving mathematics and science education, and is a frequent lecturer to local organizations and businesses on the topics of organizational change, leadership, and systems theory.

### **Ann Dinan, Ph.D., M.S.S.A., C.P.C.C.**

#### **Director – Xavier Learning Assistance Center**

Dr. Dinan specializes in systems coaching and training. She earned her doctorate in social science research from Washington University, her master's degree from Case Western Reserve, and she is a designated CPCC coach from the Coaches Training Institute. She was also the first in the U.S. to conceptualize, devise, and implement the first coaching program offered to all university students at Xavier University in Cincinnati, OH. Additionally, she has lived and worked overseas and brings those experiences to her work through cultural competency and expatriate training and coaching. She also trains, consults, and coaches in the areas of performance coaching, team building and assessment, coaching in higher education, in addition to wellness and disability coaching. Dr. Dinan's research has appeared in a number of journals and she has also written a book chapter on Coaching in Higher Education. Additionally, she has presented her research findings at numerous international and domestic conferences.