ADVANCED LEADERSHIP 202  
1.0 CREDIT

BASIC INFORMATION
Course title and course number: Advanced Leadership (ADV 202)
Credit: 1.0 credit
Term and year: Fall 2020-21
Instructor's name: Dr. Pamela Farago Morris
Office location: Jersey City, New Jersey
Office hours: MW, 1:00-2:00pm
Phone Number: 201-817-1219
Email Address: pfarago@nsls.org

COURSE DESCRIPTION
In the Advanced Leadership Training series, we explore topics in the importance of effective communication in interpersonal relationships. We provide time to reflect on personal strengths as a leader and identify areas where further development is needed.

- Review the various DISC styles and learn how to apply that information in communication and interactions with others.
- Explore the nuances of emotional intelligence in action to gain buy-in, respect, and overall cooperation.
- Learn Andrew Hewitt’s Six Steps for Finding a Mentor
- Learn how to leverage personal strengths and the strengths of others, apply what is learned through the Advanced Leadership Modules to experiences as an SNT Facilitator

The capstone project of this course will be to create two Final projects: 1) a Leadership Research paper; and 2) a Leadership Interview Analysis. Each course additionally requires a comprehensive Case Study Analysis.

To complete this course, 25-30 hours of work are required to complete the certificate and credit pathways. For this one-credit course, students should expect 2.5 hours a week of classroom or faculty instruction and a minimum of 5 hours of out of class student work for a 15-week course. Students have up to 3-semesters to complete this course.

PREREQUISITE
Foundations of Leadership (FOL 102). This course coincides with the certification pathway at NSLS.

COURSE OBJECTIVES AND LEARNING OUTCOMES
Our five-module course takes you on different pathways and in greater levels of learning leadership. Upon completion of this course, you will learn the following objectives:

- Emulate the different approaches to leadership
- Develop leadership skills through the study of specific organizational cases
- Apply aspects of leadership processes to understanding character development, and trait identification in others
- Assess current leadership experiences and identify areas of further development.
- Review the various DISC styles and learn how to apply that information into communication and interactions with others.
- Explore the nuances of emotional intelligence in action to gain buy-in, respect, and overall cooperation.
- Learn how to leverage personal strengths and the strengths of others.
- Explore the benefits of mentorship.
- Engage in community service
- The importance of leading others
- Identify areas of focus for personal and professional growth and describe plans for that development.

These course objectives will be measured through quiz questions at the end of each course module, with a score of 80% needed to fulfill course requirements.
COURSE EXPECTATIONS
This course will be delivered in a completely online format. You are expected to remain engaged throughout the course and make consistent progress towards course completion.

In each module, you are expected to:

1. Complete all readings and watch all videos.
2. Actively and respectfully participate in discussion board topics as posted.
3. Complete all assignments.
4. Submit a Final Research Paper, complete and submit a Leadership Scenario Analysis and final reflection as final projects in the course.

COURSE STRUCTURE
This course will be delivered entirely online through the Moodle learning management system. The course is self-paced, and you have three (3) semesters to complete the work associated with this course. You will use your NSLS Member Account to login to the course once you complete the registration process. You will then have access to online lessons, course materials, and resources. While the course is self-paced, there will be designated times when groups can get together to participate in office hours and/or forums with Instructors and other students. Course activities will consist of video submissions, discussion board posts, reflections, scenario-based role playing, and experiential learning.

Each course consists of a case study. The case method is an exciting way of learning. It recognizes the importance of each individual’s experience as it is shared in the discussion. Participants are placed in the middle of the action and forced to be analytical while using leadership concepts rather than reiterating them. In case analyses there are no "right" answers to management problems. Cases bring a small chunk of the real world and helps students determine which problems exist, discuss optional approaches to dealing with the problems, and decide upon a course of action. You are required to complete the assignment associated with the case study which includes a reading, question submission, and 5+ page analysis.

RESOURCES

Course Materials:


Additional Resources (compiled into e-book)

- Archer, K. (2016, March 16). 3 Ways to Identify Your Strengths - Because This is Important, Retrieved from [https://www.youtube.com/watch?v=_48kExCSjC8](https://www.youtube.com/watch?v=_48kExCSjC8)
All videos and readings are included in the course itself and can be accessed once you log into your online learning management system (Moodle).
This outline includes the main assignments found in this course. All assignments are self-paced.

<table>
<thead>
<tr>
<th>Module</th>
<th>Lesson</th>
<th>Lesson Objectives</th>
<th>Reading/ Assignment</th>
<th>Instructional Hours</th>
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</thead>
<tbody>
<tr>
<td>Module One: Leadership Fundamentals</td>
<td>Lesson One: Diverse Perspectives</td>
<td>Learning and Reasoning (Reflection and Application)</td>
<td>Watch video</td>
<td>7 hours</td>
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<tr>
<td></td>
<td>Self Awareness and Development (Personal Contributions)</td>
<td>Respond to reflection questions</td>
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<td></td>
<td>Interpersonal Interaction (Mentoring)</td>
<td>Respond to multiple choice questions</td>
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<tr>
<td></td>
<td>Learning &amp; Reasoning (Other Perspectives)</td>
<td>Watch video about diversity of perspectives TED. (2014, May 19). Why Good Leaders Make You Feel Safe</td>
<td></td>
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<tr>
<td></td>
<td>Self Awareness and Development (Self-Understanding)</td>
<td>Simon Sinek. Retrieved from <a href="https://www.youtube.com/watch?v=lmyZMtPVodo">https://www.youtube.com/watch?v=lmyZMtPVodo</a></td>
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<tr>
<td></td>
<td></td>
<td>Watch video about how good leaders create safety in the workplace</td>
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<td></td>
<td></td>
<td>Read article on why inclusive leaders are good for organizations and how to become one</td>
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Leaders are Good for Organizations, and How to Become One. Retrieved from https://hbr.org/2019/03/why-inclusive-leaders-are-good-for-organizations-and-how-to-become-one.

Post discussion on how you create a safe place for diverse perspectives and how you can support diverse perspectives in the workplace.

Watch video on the importance of strengths.

Watch video on three ways to identify strengths.

Read article about the connection between strengths and leadership.

Read article about not overdoing strengths.

Discussion on strengths and overusing strengths.

Superhero backstory assignment:
- Identify your unique strengths (Superpowers) and learn to amplify them.
- Discover your superpower – your unique contribution.
- Explore what happens when you over-index on your superpower (i.e. your shadow side).

<table>
<thead>
<tr>
<th>Module Two: Dynamic Duos and Teams</th>
<th>Dynamic Duos and Teams</th>
<th>Communication (Facilitation)</th>
<th>Pre-Quiz questions</th>
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<tr>
<td></td>
<td></td>
<td>Critical and Creative Problem-Solving</td>
<td>Watch video (SNT Training Part I)</td>
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<td>Group Dynamics (Organizational Behavior)</td>
<td>Watch video (SNT Training Part II)</td>
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<td></td>
<td>Read and watch the following collaboration videos:</td>
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Making an Impact


Archer, K. (2016, March 16). 3 Ways to Identify Your Strengths - Because This is Important. Retrieved from https://www.youtube.com/watch?v=_48kExCSJc8


Respond to reflection question

Respond to open-ended question

Take SNT Facilitator Quiz

Watch video about building organizational culture

Watch video about the five dysfunctions of a team

Watch video about what culture is and how individuals influence culture

Watch video on how great leaders inspire action

Read article on effective business partner duos

Discussion on connection between team success, leadership, and culture


Influence and culture mindmap
What is culture and how does it influence what organizations can achieve? In other words, what is the connection between organizational success and culture?

Why is it important for leaders to be aware that their behaviors influence others?

As a student leader, what steps will you take to ensure that you are contributing to positive cultures?

Write a paper on culture, leader behaviors, and steps to contribute to positive culture

OR

Click this link to access and read Why Origin Stories Matter and How to Tell Yours and then complete the paper activity below.

Write a three to a five-page paper origin story that includes the following:

Two to three strengths

At least two benefits these strengths individually or in combination bring to leadership

Identify three things you can do to positively amplify your superpowers

Identify and describe what might occur if you overuse the superpowers

Identify and describe two ways to mitigate the shadow side of your strengths.

Assignment Resources: https://www.echostories.com/how-to-tell-origin-story/
<table>
<thead>
<tr>
<th>Module Three: Emotional Intelligence</th>
<th>Lesson One: Emotional Intelligence</th>
<th>Lesson Two: Giving Feedback</th>
<th>Learning and Reasoning (Other Perspectives)</th>
<th>Core Purpose and Self-Initiative</th>
<th>Motivation</th>
<th>Interpersonal Interaction (Productive Relationships)</th>
<th>Self Awareness and Development (Receiving Feedback)</th>
<th>Confidence &amp; Tenacity</th>
<th>Critical and Creative Problem Solving</th>
<th>Collaboration</th>
</tr>
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<tbody>
<tr>
<td>7 hours</td>
<td>Watch speaker broadcast videos</td>
<td>Watch video about emotional intelligence</td>
<td>Watch video that outlines strategies to become more emotionally intelligent</td>
<td>Read article on coping with stress at work</td>
<td>Read article on building emotional intelligence of groups</td>
<td>Read article on handling negative emotions in a way that’s good for the team’</td>
<td>Big Think. (2012, April 23). Daniel Goleman Introduces Emotional Intelligence. Retrieved from <a href="https://www.youtube.com/watch?v=Y7m9eNoB3NU">https://www.youtube.com/watch?v=Y7m9eNoB3NU</a></td>
<td>WOBI - World of Business Ideas. (2017, November 20). Strategies to Become More Emotional Intelligent</td>
<td>Daniel Goleman</td>
<td>WOBI. Retrieved from <a href="https://www.youtube.com/watch?v=pt74vK9pgI">https://www.youtube.com/watch?v=pt74vK9pgI</a></td>
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</table>
Create infographic on emotional intelligence

In the body of your post, explain why you selected the style, images, colors, or words that you utilized in your infographic.

Creating an Infographic: Tools like Canva, Venngage.com, Microsoft Word, and Microsoft PowerPoint all provide free opportunities to create infographics. Here are some tips for creating infographics in Microsoft PowerPoint.

http://www.slidegenius.com/blog/infographic-powerpoint-smartar

Watch video about using feedback to learn and grow

Watch video about radical candor

Read article on STAR feedback model
TEDx Talks. (2015, June 22). How to use others’ feedback to learn and grow | Sheila Heen | TEDxAmoskeagMillyardWomen Retrieved from https://www.youtube.com/watch?v=FQNbaKkYk_QTEDxCoMo

(2013, April 13). Run, hide, or say thank you: when faced with feedback, what do you do?. Retrieved from https://www.youtube.com/watch?v=b0bS4xjiEU8


<table>
<thead>
<tr>
<th>Module Four: Leveraging Strengths as a Mentor</th>
<th>Lesson One: Staying Positive</th>
<th>Lesson Two: Problem-solving</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Communication</strong> (Facilitation)</td>
<td><strong>Confidence &amp; Tenacity</strong></td>
<td><strong>Critical and Creative Problem-Solving</strong></td>
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<td><strong>Making an Impact</strong></td>
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<td><strong>Making an Impact</strong></td>
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<tr>
<td><strong>Strategic Planning</strong> (Plan)</td>
<td></td>
<td><strong>Strategic Planning</strong> (Plan)</td>
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</table>

**Facilitate SNT meeting #1 - 3**
Meeting #1 – 3 reflection & feedback

**Watch video about strategy development**

**Watch video about staying out of negativity and encouraging positive outlooks**

**Read article about turning problems into opportunities**

**Read article about being a strategic leader and asking the right questions**

**Read article on strategic choices**
Kryscynski, D. (2015, January 5). What is Strategy?. Retrieved from [https://www.youtube.com/watch?v=TD7W5LeQtVw](https://www.youtube.com/watch?v=TD7W5LeQtVw)


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Discussion on feedback and feelings while listening to challenging feedback

Write a 1-page response on emotional intelligence and how to improve it

7 hours
strategic leader is about asking the right questions


Discussion on defining strategy and solving problems with strategic solutions

Teach key concepts about strategy to a peer

Case Study:
The case method is an exciting way of learning. It recognizes the importance of each individual’s experience as it is shared in the discussion. Participants are placed in the middle of the action, and forced to be analytical while using leadership concepts rather than reiterating them. In case analyses there are no "right" answers to management problems. Cases bring a small chunk of the real world and helps students determine which problems exist, discuss optional approaches to dealing with the problems, and decide upon a course of action.

The Case: The Everest Expedition https://www.researchgate.net/publication/241688568_The_Everest_Disaster_A_case_study_on_leadership_and_decision-making_2010_by_Sam_Young_Kara_Healey_and_Vanessa_Neame

Case Question: What key leadership decisions most affected the outcome of this Everest attempt? Why?

This is a true story about three teams of climbers on the world’s tallest peak. A combination of crowded conditions, a perilous environment, incomplete...
communications and a rogue late afternoon blizzard claimed the lives of eight climbers. Many decisions were made in harsh conditions, where a wrong move would imperil the lives of both leaders and followers.

In a report, answer this question. Was a different leadership approach warranted? Why or why not? Use citations and examples from our readings to complete the 2-3 page essay.

Discussion on type of mentor you need and type of mentor you want to be

Write a job description for a mentee
Take a moment to write a job description for a mentee (a person receiving mentorship). When you are finished with your job description, explain why you highlighted the knowledge, skills, and abilities that you included in the job description. Also, explain what you need to do to prepare to be a mentee in a mentoring relationship. Please include this explanation on a separate page within your Microsoft Word Document.

<table>
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<tr>
<th>Final Projects</th>
<th>Project One</th>
<th>Learning and Reasoning (Other Perspectives)</th>
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</thead>
<tbody>
<tr>
<td>Total Time for student</td>
<td>30 – 35 hours</td>
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**ACADEMIC SOURCING:**

For all written work, each course requires inclusion of at least five (5) academic quality sources from the list provided and referenced using APA style. A bibliography page is also required.


Online tools for formatting the reference page, although there are some flaws, it is a good idea to use an online reference tool. Some examples:

- Citation Machine http://citationmachine.net/
- Easy Bib http://www.easybib.com
- NoodleBib http://www.noodletools.com/login.php
Here are examples of academic quality sources:


In addition, any of the following journals can be referenced:
- Leadership
- Journal of Leadership & Organizational Studies
- The Leadership Quarterly
- Journal of Management
- Organization Development Journal
- Administrative Science Quarterly
- Journal of Applied Psychology
- Journal of Cases in Educational Leadership
- Journal of Business Ethics
- Organization Studies
- Journal of Organizational Behavior
- Academy of Management Learning and Education
- Management Learning
- International Small Business Journal
- Group & Organization Management
- Educational Administration Quarterly
- Review of Educational Research
- Educational Evaluation and Policy Analysis
- Academy of Management Perspectives
- Journal of Occupational and Organizational Psychology
- Studies in Higher Education
- MIT Sloan Management Review
- Educational Management Administration & Leadership
- Organizational Behavior and Human Decision Processes
- International Journal of Cross Cultural Management
- Human Resource Development Review
- Business Ethics Quarterly
- Journal of Experimental Social Psychology

**Case Study Requirement:**
The case method is an exciting way of learning. It recognizes the importance of each individual’s experience as it is shared in the discussion. Participants are placed in the middle of the action and forced to be analytical while using leadership concepts rather than reiterating them. In case analyses there are no "right" answers to management problems. Cases bring a small chunk of the real world and helps students determine which problems exist, discuss optional approaches to dealing with the problems, and decide upon a course of action.

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[https://www.researchgate.net/publication/241688568_The_Everest_Disaster_A_case_study_on_leadership_and_decision-making_2010_by_Sam_Young_Kara_Healey_and_Vanessa_Neame](https://www.researchgate.net/publication/241688568_The_Everest_Disaster_A_case_study_on_leadership_and_decision-making_2010_by_Sam_Young_Kara_Healey_and_Vanessa_Neame)

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This is a true story about three teams of climbers on the world’s tallest peak. A combination of crowded conditions, a perilous environment, incomplete communications and a rogue late afternoon blizzard claimed the lives of eight climbers. Many decisions were made in harsh conditions, where a wrong move would imperil the lives of both leaders and followers.

In a report, answer this question. Was a different leadership approach warranted? Why or why not? In each course, you will read the case study, respond to questions and write a 5+ page paper analysis.
**Final Projects:**

**Leadership Research #1**

The final projects are required to earn a grade in this course. The full scope of the projects and rubrics can be found [here](#). The requirements include: the final research project, the reflection, and the leadership roadmap.

Recent unfortunate events in our country have given rise to a controversy over the role of leaders and their power and influence. You are a recently elected public official dealing with the myriad of leadership crisis situations. Examine this issue applying concepts and theories explored in this course. Follow this outline as you write about yourself as that leader, leading your jurisdiction with fairness and equality and openness.

- Open your essay with an opening paragraph describing you as a leader in this context and summarizing the leadership theory (ies) that you will be addressing.
- Name three specific leadership skills, three specific leadership behaviors and three specific leadership traits (and why) that you will need to employ to successfully address this role.
- Name the leadership skill, leadership behavior and leadership trait that you think will best explains your success and explain why.
- Apply your approach or style to one of the leadership theories discussed in this course.
- Explain why this leadership style or approach will be successful for you and make logical arguments supporting your case.
- Write a summarizing paragraph. Cite at least one direct quote from the Northouse textbook and one from the Kouzes textbook (include citation with page number). Direct quotes should be short (no more than one sentence) and should be noted with quotation marks.
- Include at least one chart or table to explain a salient leadership point about your approach — one that was created by you (the student) — in this Critical Essay.

For this Leadership Research project, it is a requirement to include at least five (5) academic quality sources from the list provided and referenced (above) using APA style. A bibliography page is also required. The paper must be at least 5+ pages in length.

Use the description of this assignment to create an outline for this paper. Include an introductory and concluding paragraph. This Critical Essay will count for 25% of the course grade.

**Assignment # 2 (Leadership Style Interview)**

1. Leadership Style Interview – Choose someone who has had experience in leading within an organization and ask them if you could interview them by phone or in person. The interview should take about 30 minutes. Be sure to take notes during the interview.
2. Use the following questions when you conduct the interview (feel free to ask other questions as well):
   a. Ask the leader to consider a time when they faced a challenging situation at work that demanded that they grow as a leader. Ask them to briefly describe the situation. Why was it challenging and what was at stake? What tensions and conflicts were at play?
   b. Ask them to explain the three (or more) most important actions they took as a leader to address the situation. What were the kinds of things they did that made a difference? How did they decide on a best course of action? Who helped them to formulate a strategy?
   c. Ask the leader what kind of resistance did they face and from whom? How did they overcome that resistance? In hindsight, what, if anything, might they have done differently?
   d. Ask them to speak personally and comment on how they were feeling entering the situation and how their feelings may have changed during the experience.
   e. Ask them to share some of their own thoughts on what they think it means to be an effective leader.
3. After the interview, thank them for their time and be sure to send them a personalized thank you note.
4. Once you have completed this interview the next step is to write your analysis, please include the following:
   a. Leader Name, Title, Position, Department
   b. A Mini Bio of the person interviewed (less than 5 lines)
   c. How do you know this leader? How did you get the interview?
   d. Was it a pleasant experience or did you think it was hard?
   e. Will there be any follow-up?

5. NEXT - Write a description of the situation, the leader’s tactics/strategies and outcomes, as well as your own conclusion summarizing what the key learning points that emerged for you from this interview. What did you learn about their leadership styles? Connect 5 principles within the text to their style of leadership? What did you learn about yourself? How did this interview help to foster your own philosophy of leadership? Your presentation can be creative but must include references to readings and papers.

   For this Leadership Style Interview project, it is a requirement to include at least five (5) academic quality sources from the list provided and referenced (above) using APA style. A bibliography page is also required. The paper must be at least 5+ pages in length.

**EVALUATION PROCEDURES AND GRADING CRITERIA**

You will be evaluated through assessments at the end of each lesson in the credit course.

- Engagement: 15%
- Small Writing Assignments or Activities: 35%
- Leader Research Project: 25% on paper
- Leadership Style Interview: 20% on paper, 5% on presentation

<table>
<thead>
<tr>
<th>Grade</th>
<th>Numerical Equivalent / %</th>
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<tbody>
<tr>
<td>A</td>
<td>90 - 100</td>
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<tr>
<td>B</td>
<td>80 - 89.99</td>
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<tr>
<td>C</td>
<td>70 - 79.99</td>
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<tr>
<td>D</td>
<td>Below 69.99</td>
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<tr>
<td>F</td>
<td>Below 60</td>
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**ATTENDANCE STATEMENT**

There is no attendance requirement with this online course. However, you are asked to regularly engage with course content and in discussion boards to keep your engagement and motivation high. This will help you successfully complete the assignments and course requirements.

**AMERICANS WITH DISABILITIES ACT FOR STUDENTS WITH SPECIAL NEEDS STATEMENT**

The NSLS is committed to providing equitable access to learning opportunities to students with documented disabilities (e.g. mental health, attentional, learning, chronic health, sensory, or physical). Any students with disabilities or other special needs, who need special accommodations in this course, are invited to share these concerns or requests with the instructor. The instructor will be in touch with you to create reasonable course accommodations. To ensure access to this class, and program, please contact the Education Team at NSLS: education@nsls.org to engage in a confidential conversation about the process for requesting reasonable accommodations for this course.

**APPROVED ACADEMIC HONESTY STATEMENT**

Honesty and integrity are integral components of the academic process. Students are expected to be honest and ethical at all times in their pursuit of academic goals. Plagiarism—taking and passing off as one’s own work the work or ideas of another—is a form of academic dishonesty. Any student found in violation of a breach in academic integrity will receive an “F” for that assignment.