

Transformational Leadership

Course Overview

The ability to transform and adapt as leaders to meet the demand of an ever changing business environment is crucial in our current economy. Continual growth and personal development are imperative for leaders to be successful in our complex global economy. Transformational Leadership distinguishes between the skills of management and leadership, focusing on fundamental transformation from the inside out. This course helps individuals assess both how they show up as leaders (their “Way of Being”) and how they get work done (“Way of Doing”), which are equally important for leadership success. Transformational Leadership focuses on the development of leadership competencies in six fundamental intelligence areas:

- Cognitive
- Emotional
- Relational
- Somatic
- Spiritual
- Integrative

Transformational Leadership uses assessment and experiential coaching/development techniques designed to build self awareness and expand one’s ability to be self-correcting, self-generating in creating desired personal and organizational results, while creating long term excellence in performance.



Course Instructor

Greg Goates, M.A., is President of Goates Consulting Group, which focuses on Executive Coaching & Leadership Development, Talent management & Organization Effectiveness and Strategic Human Resource Leadership. Greg was formerly with Amylin Pharmaceuticals as Sr. Director/Director for Leadership Development. He brings more than 20 years of experience in executive coaching, organizational assessment and design, change management, strategic planning, and talent acquisition and retention within a variety of industries. He also teaches Managing for Maximum Performance at UCSD Extension.

Course Details

Fall and Spring Quarters

UCSD Extension University City
Course Number: BUSA40803
Credit: 3 units

For more information

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TRANSFORMATIONAL LEADERSHIP

BUSA40803

Fall & Spring Quarters – 3 Units

Course Syllabus

GREG GOATES

Facilitator/Instructor

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UCSD Extension University City Complex

COURSE DESCRIPTION:

Our ability to transform and adapt as leaders to meet the demand of our ever-changing environment is critical in today's world. Personal growth & change are required for successful leadership in our complex world. This course distinguishes between the skills of management and leadership, focusing on fundamental transformation from the inside out. Looking at both how we show up as leaders (our "Way of Being") and how we accomplish tasks (our "Way of Doing"). Both are required of successful leaders today to drive required results. This course will focus on the development of leadership competencies in 6 fundamental intelligence areas: Cognitive, Emotional, Relational, Somatic, Spiritual and Integrative. It uses assessment and experiential coaching and development techniques designed to build self-awareness and expand one's ability to be self-correcting in the moment, self-generating in creating desired personal and organizational results & create long term excellence in performance.

GOALS AND OBJECTIVES:

- Build Personal awareness and reflection
- Expand one's ability to be self correcting in the moment
- Be self generating in creating desired personal and organizational results
- Create long term excellence in performance

STUDENT/COURSE REQUIREMENTS:

| Course Element | Level of Evaluation | % of Final Grade |
|---|---------------------|------------------|
| ▪ Attendance | 1 - Reaction | 20% |
| ▪ Leadership Development Plan 1 – (Six Wk Plan) | 3 - Behavior | 10% |
| ▪ Participation in Class | 3 - Behavior | 20% |
| ▪ In-between class Exercises & Practices | 3 - Behavior | 20% |
| ▪ Leadership Development Plan 2 – (Next Steps) | 3 - Behavior | 10% |
| ▪ Final Paper | 4 - Results | 20% |

Final Paper will be no longer than 5 pages. It will focus on the self-reflection theme of:

“My Leadership Development Journey.”

They should address the sub-themes of:

- *What I have learned about myself over the past 9 weeks?*
- *What insights have I gained about others?*
- *Why I got my “A” in this class?*
- *What’s Next in my Leadership Journey?*

COURSE STRUCTURE:

Each Learning Session will contain:

- **Instructor Led Content** – *focused on definitions, validation & best practices*
- **Group Experiential Exercises** – *focused on assimilation of learning topic areas*
- **Peer Pairs or Triad Interactions** – *focused on integration of topic into group and individual leadership development*
- **Introduction of Practices and Exercises** – *focused on applying learning between class sessions to develop leadership capability and capacity*

Topic Overview:

| Sess. | Learning Topics | Prep./ Reading Assign. | Class Time Focus & Application |
|--------------|---|--|--|
| #1 | Introductions & Requirements Transformational Leadership Foundations | <ul style="list-style-type: none"> ✓ Read Article: Leadership Development: A Coaching Approach to Growing Sustainable Leadership Capabilities | <ul style="list-style-type: none"> ▪ Course Overview & Requirements ▪ Review Course Syllabus and Requirements ▪ Introduction of Leadership Competency construct “Way of Doing”, “Way of Being” ▪ Introduction Leadership Competency Model - Six Streams |
| #2 | Clarity on Current Leadership State: Increasing Self Awareness | <ul style="list-style-type: none"> ✓ Take MBTI – on line ✓ Personal Assessment : Six Streams – paper based ✓ Read Article: The Neuroscience of leadership | <ul style="list-style-type: none"> ▪ Myers Briggs Type Indicator (MBTI) Overview and Individual Report Results & Application Exercises ▪ DVD Exploring Type ▪ Lominger Card Sort Exercise (in class – focus on Factor VI: Personal and Interpersonal Skills) ▪ Leadership Competencies streams personal assessment |
| #3 | Desired Leadership State – Vision, Possibility and Change | <ul style="list-style-type: none"> ✓ Read Article: Is Real Change Possible? ✓ Read Article: Coaching Demystified ✓ Read Article: Manage Your Energy, Not Your Time ✓ Self-Assessment: Are You Headed for an Energy Crisis? ✓ Fill Out Development Planning Tool | <ul style="list-style-type: none"> ▪ GROWing Change Model ▪ Coaching Skills Overview – Inquiry & Advocacy ▪ DVD – Leadership the Art of Possibility ▪ Development Planning – set personal development goal in each of the 6 streams of intelligence (begin work) ▪ Ways to embody change: Exercises and Practices ▪ Identify Peer Pairs/triads |

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|----|--|---|--|
| #4 | Exploring SOMATIC Intelligence | <ul style="list-style-type: none"> ✓ Read Article: The Making of a Corporate Athlete ✓ Fill out GROWing Change Worksheet ✓ Finalize <u>initial 6-week</u> Leadership Development Plan – with 1-2 potential goals in each of the 6 streams of leadership competence | <ul style="list-style-type: none"> ▪ Somatic Intelligence Definition ▪ Exercise I: in small groups on understanding the definition ▪ Exercise II: Getting In To Our Bodies – Sitting Practice/Body Scan – CD ▪ Peer Pairs/Triad – inquiry into individual Somatic development goals ▪ Overview of Practices and Exercises for in-between assignments |
| #5 | Exploring EMOTIONAL Intelligence | <ul style="list-style-type: none"> ✓ Complete Practices and Exercises selected from previous class session ✓ Bring 1-2 potential personal development goals in Exploring Emotional Intelligence leadership competency ✓ Read Article: What Makes a Leader? ✓ Read Book: Emotional Intelligence 2.0 pgs 1-37 ✓ Complete “Emotional Intelligence Appraisal on line (see book instructions) | <ul style="list-style-type: none"> ▪ Group Debrief on previous week’s practices and exercises ▪ Emotional Intelligence Definition ▪ Exercise I: in small groups on understanding the definition ▪ Exercise II: Developing Emotional Intelligence ▪ Peer Pairs/Triad – inquiry into individual Emotional development goals ▪ Overview of Practices and Exercises for in-between assignments |
| #6 | Exploring RELATIONAL Intelligence | <ul style="list-style-type: none"> ✓ Complete Practices and Exercises selected from previous class session ✓ Bring 1-2 potential personal development goals in Exploring Relational Intelligence leadership competency ✓ Read Article: A Practical Guide to Social networks ✓ Read Article: How Leaders Create and Use Networks ✓ Read Book: Emotional Intelligence 2.0 pgs 38-50 | <ul style="list-style-type: none"> ▪ Group Debrief on previous week’s practices and exercises ▪ Relational Intelligence Definition ▪ Exercise I: in small groups on understanding the definition ▪ Peer Pairs/Triad – inquiry into individual Relational development goals • Overview of Practices and Exercises for in-between assignments |
| #7 | Exploring COGNITIVE Intelligence | <ul style="list-style-type: none"> ✓ Complete Practices and Exercises selected from previous class session ✓ Bring 1-2 potential personal development goals in Exploring Cognitive Intelligence leadership competency | <ul style="list-style-type: none"> ▪ Group Debrief on previous week’s practices and exercises ▪ Cognitive Intelligence Definition ▪ Exercise I: in small groups on understanding the definition ▪ Exercise II: Cognitive Analysis Case Study ▪ Peer Pairs/Triad – inquiry into individual Relational development goals • Overview of Practices and Exercises for in-between assignments |

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|----|---|--|---|
| #8 | Exploring SPIRITUAL Intelligence | <ul style="list-style-type: none"> ✓ Read Article: Spirituality and Ethics in Business ✓ Complete Practices and Exercises selected from previous class session ✓ Bring 1-2 potential personal development goals in Exploring Spiritual Intelligence leadership competency | <ul style="list-style-type: none"> ▪ Group Debrief on previous week's practices and exercises ▪ Spiritual Intelligence Definition ▪ Exercise I: in small groups on understanding the definition ▪ Exercise II: Making a Difference for Those In Need – Survival Packets ▪ Peer Pairs/Triad – inquiry into individual Spiritual development goals • Overview of Practices and Exercises for in-between assignments |
| #9 | INTEGRATION – Bringing it all Together | <ul style="list-style-type: none"> ✓ Read Article: Be a Better Leader, have a Richer Life ✓ Prepare a DRAFT 6 month Leadership Development Plan ✓ Write & Submit Final Paper | <ul style="list-style-type: none"> • Final Papers Due • Wrap Up: “Hot Wash After Action Review” and Course Evaluations |

COURSE MATERIALS:

Text Book:

- **Emotional Intelligence 2.0**, Talent Smart www.TalentSmart.com publishers; Travis Bradberry & Jean Greaves

Recommended Books:

- **Presence – An Exploration of Profound Change in People, Organizations, and Society**, Double Day – Publishers; Peter Senge, Otto Scharmer, Joseph Jaworski, Betty Sue Flowers
- **Coaching – Evoking Excellence in Others**, 3rd Edition; Elsevier- Butterworth-Heinemann – Publishers; James Flaherty
- **YOU – Being More Effective in your MBTI Type**, Korn Ferry/Lominger Publishers; Roger Pearman, Michael M. Lombardo, and Robert W. Eichinger – Authors

Materials:

- **Lominger Leadership Architect Sort Card Deck**, version 4.1b; Lominger Publishers www.lominger.com –
- **Myers Briggs Type Indicator (MBTI)** – on line assessment & report (*provided*)
- **On-line Content:**
 - ❖ www.goatesconsultinggroup.com, UCSD/MMP, Password “LeadershipLearner”
 - ❖ <http://ucsdextension.blackboard.com>
 Username: “your email address” (on file with UCSD Extension)
 Password 1st time: “your email address”

GRADING SYSTEM:

- > 90% = A
- 80 – 89% = B
- 70 – 79% = C

COURSE & INSTRUCTOR EVALUATIONS:

In an effort to gather student feedback on our courses and instructors in a quicker, more reliable way, all course evaluations will be completed online via Blackboard. This evaluation process is completely confidential, and all results received are aggregate.

Please complete your course evaluation by visiting <http://ucsdextension.blackboard.com>. You will see the course evaluation once you log in. If you are unable to login, please contact student services, 858-882-8000 to obtain the email address that we have on file for you and update it if necessary.

GREG B. GOATES, M.A., is President of **GOATES CONSULTING GROUP**, Inc., which focuses on executive coaching and leadership development, organization effectiveness and strategic human resource leadership. He has over 20 years of experience in coaching and leadership development, organizational assessment and design, change management, strategic planning, and talent acquisition and retention within a variety of industries.