SW 799: Advanced Topics in Macro Social Work: Minicourse on Executive Leadership
W2016

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June 2nd and 23rd 2018 (9 AM-5PM)

This Minicourse focuses on the Issue of Executive Leadership, After greetings, and discussion of the assignment (Preparing and Sharing a Self Analysis based on the assays here I will introduce the session’s conceptual framework – the 7 Cs. These are conceptualizations (of organizations and their executive leaders) as follows:

- Characteristics of Executive Leaders,
- Crucibles (signature events that shape the Executive Leader)
- Collaborations (key helpers and supporters)
- Competencies needed by Executive Leaders,
- Conditions in which the executive leader works (the agency structure and culture),
- Contexts (what is going on outside the agency) and
- Change (kinds of change, managing change, personal elements of change)

This offering focuses on the first four of the C’s - characteristics and competencies as well as the last C, Change.

Because of the intensive nature of this offering, participants are encouraged to spend some time ahead preparing. For example, reading in the area of executive leadership is appropriate, and it could be connected with the executive one chooses to interview, indeed, the interview can be completed in advance of the course commencement. Participants are encouraged to review this entire document and become familiar with the topics and their flow. Participants are asked to read the Organizational Theory piece and 7 C theory of Executive Leadership before the first session.
Assignment. Apart from attendance and participation, each student will also complete a 1500 word reflection on their Executive Leadership Characteristics and Competencies. The following is a general template.

An introductory paragraph begins the work. Two to four additional paragraph paragraphs thumb nailing your core characteristics and core competencies, as well as locating yourself on the “staircase.” This should take from 300-500 words.

In the next 900 or so words reflect on yourself and use literature as a comparison point. Touch base with writing on your characteristics and competencies (eg, the woman executive/leader, the young executive/leader, etc, etc. ) Use ((that means incorporate) 12 references at least. (Your last page can be a reference and bib list, which does not count for your words. References are ONLY the ones used in the text. You may want to list other influential works that you have looked at, however. That is a Bibliography)

Wrap up with a plan for your Executive leadership education, based upon the foregoing analysis.

In Session 4 we will thumbnail this assignment, which is not actually due until July 13th, 2018

Grading is S/U

Readings

Marrin, John Leadership for Dummies
Session 1
Introductions/Overview/Organizational Theory
June 2nd  AM

In this session the overall structure and elements of the minicourse are presented. A brief discussion of organizational theory is presented. The 7 C framework is presented, and the assessments are discussed. Differences between Executiveship and Leadership are presented.

Session 2
Characteristics
June 2nd  PM

In the first half of this session, we will consider personal characteristics and temperament.

Myers Briggs
If participants have not already taken a Myers Briggs Type Inventory they are encouraged to do so before the initial session. Many sources are available on the web.

Competing Values
http://www.repeto.com/display/survey.cfm?s_id=F1CEE790_1AE4_4C5E_BA0D04CCC9E3CE2B

Take the Emotional Intelligence Assay (attached)

Take the Transformational/Transactional Change Assay
Consider the Theory of Multiple Intelligences


Check Out Howard Gardner “Theory of Multiple Intelligences” Look on Google

Read


https://mail.google.com/mail/u/0/?fs=1&source=cal&tf=1#inbox/151ea3201446fc10
Session 3

June 23rd AM

Guest Gabby D’Angelo

COMPETENCIES -EXECUTIVE
LEADERSHIP SKILLS

March 13th PM

Producing Efficient Meetings
Building Effective Decisions
Developmental Thumbnail
AL BALANCE ASSESSMENT

For each of the following 10 pairs of statements, divide 5 points between the two according to your beliefs, perceptions of yourself, or according to which of the statements characterizes you better. The 5 points may be divided between a and b in any one of the following ways: 0,5;4,1;3,2;2,3;1,4;0,5. No fractions are allowed.

1] -------a  as a leader I have a primary mission of maintaining stability;
 -------b  as a leader I have a primary mission of change.

2] -------a  as a leader I must cause events.
 -------b  as a leader I must facilitate events.

3] -------a  I am concerned my followers are rewarded equitably for their work;
 -------b  I am concerned about what my followers want in life.

4] -------a  a primary value I hold is justice for all.
 -------b  a primary value I hold is honesty in all matters.

5] -------a  as a leader I spend considerable time in managing separate, but related, goals.
 -------b  as a leader I spend considerable time in encouraging hopes, expectations, aspirations among my followers.

6] -------a  While not in a formal classroom sense I believe that a significant part of my leadership is that of teacher.
 -------b  I believe that a significant part of my leadership is that of facilitator.

7] -------a  as a leader I engage with followers at an equal level of morality.
 -------b  as a leader I must represent a higher morality.

8] -------a  I enjoy stimulating followers to want to do more.
 -------b  I enjoy rewarding followers for a job well done.

9] -------a  I am more social than a loner.
 -------b  I am more a loner than social.

10] -------a  What power I have to influence others comes primarily from my ability to get people to identify with me and my ideas.
 -------b  What power I have to influence others comes primarily from my status and position.
Transformational/transactional leadership balance key

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the eq assessment

always/usually/sometimes/rarely/never

1] I am aware of even subtle feelings as I have them
2] I find myself using my feelings to help make big decisions
3] when I am angry I blow my top or fume in silence
4] Bad moods overwhelm me

the eq assessment
always/usually/sometimes/rarely/never

5] I can delay gratification in pursuit of my goals instead of getting carried away by impulse
6] When I am anxious about a challenge, I can't prepare well
7] Instead of giving up in the face of setbacks, I stay hopeful
8] People don't have to tell me what they feel - I can sense it

the eq assessment
always/usually/sometimes/rarely/never

9] My keen sense of other's feelings gives me compassion about their plight
10] have trouble handling conflict and emotional upset
11] I can sense the pulse of a group and unspoken feelings
12] I can soothe my distressing feelings so they do not keep me from doing what I have to do

the eq score
positive scoring
always = 4
usually=3
sometimes=2
rarely =1
never = 0
1,2,5,7,8,9,11,12

reverse scoring
always = 0
usually=1
sometimes=2
rarely=3
never=4
3,4,6,10

your eq

+1=     ______
+2=     ______
+5=     ______
+8=     ______
+9=     ______
+11=   ______
+12=   ______
-3]     ______
-4]     ______
-6]     ______
-10]    ______