

PUBLIC POLICY 735
Fall 2014
**PROFESSIONAL DEVELOPMENT: PATHWAYS TO PROFESSIONAL
SUCCESS**

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This one-credit seminar, designed to complement your strong analytical skills, will teach you a set of skills that will help you achieve the professional and personal success that you desire. Success means different things to different people, but most people want to achieve the following:

- Professional effectiveness: Making a meaningful contribution through your profession, as well as getting better (and measurable) results in less time while using fewer resources and with less stress.
- Career success: Having the career benefits you desire and deserve; this may include promotions, salary, job choice, job satisfaction, social contribution, and work-life integration.
- Quality of life: Achieving health, happiness, and longevity

Researchers who study successful people agree on the following:

- Your IQ and cognitive intelligence are at best moderate predictors of your success in life. In other words, they are necessary but insufficient predictors of sustainable success throughout life.
- The talents that got you where you are today may not get you where you want to go in the future.
- Successful people have a wide variety of skills that help them succeed, including self-awareness (understanding your styles, strengths, weaknesses, and how you are perceived by others), resilience, interpersonal skills, influence skills, political skills, and the ability to bring out the best in others, including your direct reports, peers, and bosses).

In this seminar, you will learn these skills through practical and engaging readings, self-assessments, movies, simulations, and assignments. You will leave the seminar with a specific set of ideas, tools, and best practices that will help you bring out the best in yourself, others, and your organizations.

Dates and Times: **Fridays November 14 and 21, 8:30am-2:30pm**

Required Materials, Course Assignment, and Evaluation: The book for this course is “**Management Skills for Everyday Life: the Practical Coach**”, 3rd Edition, by Paula J. Caproni, Prentice Hall. You can get it from Ulrich’s, as well as online. You may use the 2nd edition of this book if you prefer, but the page numbers in the assignments may not match and some information and/or cases are not included in this version. There will be additional readings available on C-Tools. You can download the book as a Kindle book from Amazon.com as well for about half the price.

Assignment: Your assignment will be to write a 5-page double spaced professional development plan as described at the end of this syllabus in which you identify your personal and professional

goals, as well as action steps you will take to achieve those goals. Your paper is due on CTools on **December 5, 2014 at 11:00 p.m.**

Grades: The grade for this course will be “satisfactory” or “unsatisfactory”.

Special Considerations: If you need an accommodation for a disability, please let me know at your earliest convenience. Some aspects of the course, the assignments, and the in-class activities may be modified to facilitate your participation and progress. As soon as you make me aware of your needs, we can work with the Office of Services for Students with Disabilities to help us determine appropriate accommodations. I will treat information you provide as private and confidential.

Writing Assistance: If you would like writing assistance with course-related work, feel free to contact the Ford School Writing Center. The Center has staff available each weekday to meet with students who are having difficulty with their writing. The link is <http://www.fordschool.umich.edu/writing-center/>

SURRY SCHEERER

Surry Scheerer, LMSW, is a leadership and organizational development coach and trainer. Ms. Scheerer serves as a executive coach for The University of Michigan Ross School of Business Executive Education and Executive MBA Programs (Coach Leader), providing one on one coaching for custom programs. She has also coached Ross students in the EMBA and Executive Skills Programs and the Tauber Institute for Global Operations.

Ms. Scheerer is an organizational culture consultant, trainer and leadership coach in both the public and private sectors for businesses including National Arts Strategies/Salzburg Global Seminars, Regional Alliance for Healthy Schools, a University of Michigan Health System program, and Zingerman's Bakehouse, of the Zingerman's Community of Businesses. Ms. Scheerer also serves as a leadership development trainer, coach and facilitator for the International Professional Fellows Exchange, a public diplomacy program sponsored and implemented by the U. S. Department of State and The University of Michigan Institute for Social Research, Center for Political Studies.

Ms. Scheerer is a trainer in creating self and social awareness, self management skills and building effective relationships in the workplace. She speaks and trains nationally and internationally on Emotional Intelligence, Self and Social Awareness, Effective Communication, Social Styles, Building Teams and Coaching Skills for Leadership Development.

Ms. Scheerer received her BS degree in Human Development and Social Policy from Northwestern University and her Master of Social Work degree from the University of Michigan.

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Foundations of Professional Relationships

DAY 1:

Module 1: What Predicts Success? Why Do Some Smart People Fail (Perform Below Expectations) and Others Succeed (Exceed Expectations)?

Required reading to be completed before class:

- **Chapter 1 of textbook**

Required self-assessments to be completed before class (both in Chapter 1 of textbook):

- **Proactive Personality Scale** (Chapter 1, page 14)
- **Goal Orientation** (Chapter 1, page 16)

Required online magic trick to be completed before class (it's on CTools)

<http://www.caveofmagic.com/pickcrd2.htm>: Try out this clever online magic trick. Then answer the following question: What do effective and successful people have in common with magicians? Be ready to discuss your answer at the first class.

In-Class Activity: What is your personal definition of success?

Module 2: Developing Self Awareness and Self Management

Required reading to be completed before class: **All About Emotional Intelligence from Six Seconds** (C Tools)

Module 3 “The Brand Called You”

Required reading to be completed before class:

- Chapter 2 of textbook
- C-Tools: The Brand Called You: <http://www.fastcompany.com/online/10/brandyou.html>. This is a classic and controversial Fast Company article by organizational consultant and provocateur Tom Peters. Do you agree with Tom Peters that one of your most important jobs today is to develop and promote the brand called you? If you want to make a significant contribution to your organizations and society, do you have a responsibility to promote the brand called you? Why or why not? How do you build your personal brand?

Module 4: Developing Influence

Required reading to be completed before class:

- Developing Sustainable, Ethical Power and Influence (Chapter 5 of the textbook)

In-Class Film: The Power of Persuasion (with Robert Cialdini). Discussion questions: What are the foundations of ethical influence? In addition to using Cialdini's six universal forms of influence to gain support, how can you use your knowledge of these forms of influence to be a wiser decision-maker (and not be too easily influenced by these “triggers”)?

DAY 2

Module 5: Using Social Styles: Understanding Your Styles, Strengths, Weaknesses

Required Self-Assessments:

- **Social Styles Assessment** (in Chapter 5 of the textbook, pages 193-196)

In-Class Activity:

- **Understanding and Using Social Styles to Enhance Your Effectiveness:** This assessment and activity helps you identify the behaviors you tend to bring to the workplace. This activity will help you understand your strengths and weaknesses, as well as how you are perceived by others and how you can influence others who have styles that are different from your own.

Module 6: Managing Relationships with Your Boss, Peers, and Direct Reports

Required Reading:

- **Management Skills for Everyday Life: Chapter 6** (Managing Relationships with Your Direct Reports, Bosses, and Peers)
- **“An Introvert’s Guide to Networking”** Lisa Petrilli, Harvard Business Review (on C Tools)

Required Self-Assessments:

- **Networking Assessment** (In Chapter 6 of the textbook, pages 246-247): This assessment helps you understand your networking strengths and weaknesses so that you can develop a plan of action for enhancing your network, including both strong and weak ties.

In-Class Activities: Active Listening and Respectful Engagement
Appreciating Diversity

Module 7: Crafting a Life

When people think of “crafting a life”, they often think of health, happiness, and wealth – not only for themselves but for the people they care about and for the people who work for them. This module is designed to give you time to reflect on these topics, learn best practices in each of these areas, and develop a personal plan for crafting your life.

Required reading:

- **Management Skills for Everyday Life, Chapter 10** (Crafting a Life)

Required Self-Assessments:

- **Rate Your Work’s Potential for Flow:** (In Chapter 10, page 400). Be ready to discuss whether your current work inspires you to feel “flow”, as well as what you can do to increase feelings of “flow” at work. This assessment is also useful for determining whether you are creating a work environment that brings out the best in others.
- **How Healthy Are You?**
<http://www.realage.com>: Take this self-assessment that is based on the research on health and aging. Taking this assessment helps you better understand how your life style may influence your health and, more importantly, may encourage you to take steps to enhance your health, happiness, and longevity.

Module 9: Personal Change Planning

Required reading:

- **Changing How You Change**, David Ulrich (On C-Tools): This reading provides specific strategies for implementing your change strategies that will enable you to achieve the success that you desire.

PERSONAL SELF-DEVELOPMENT PLAN

Comprehensive Action Plan for Change

Note: This assignment should be up to 5 pages, double-spaced pages, with 12 point font and 1 inch margins. Please submit it as a “Word” document to the “Assignments” folder on C-Tools.

Purpose of assignment: Enhancing your effectiveness, career success, and well-being requires (1) knowing what it takes to stay on track; (2) being aware of your own strengths and weaknesses; and, most of all, (3) being willing to create new, more effective, ways of thinking and behaving. This assignment is designed to give you an opportunity to create a personalized development plan for your professional and personal success.

Task: Create an action plan for enhancing your effectiveness, career success, and well-being based on what you've learned in this seminar through self-assessments, self-reflection, readings, group discussions, activities, and films:

1. Discuss in your paper:

- How do you define success for yourself?
- What do you believe are your three most important strengths and three most important weaknesses, as well as how they may influence your effectiveness (your ability to make the contributions you want to make), career success, and well-being.
- What 3 specific action steps you will take to enhance your effectiveness, career success, and well-being.

I will read your professional development plan and provide feedback designed to help you achieve the goals that you desire.