

Leadership Skills for Mission-Driven Organizations

Public Policy 587

Fall B 2020

INSTRUCTOR INFORMATION

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OFFICE HOURS

All office hours are by appointment.

COURSE OVERVIEW

Our world is more complex and dynamic than ever before. Old ways of leading have failed because a tidal wave of change – technological, social, and demographic – has shifted the ground beneath our feet. It continues to do so. In this context, a new form of leadership is emerging in mission-driven organizations:

- **It embraces** the wholeness of our environment and humanity of our workplaces.
- **It unlocks** the energy, capacity, and imagination of people all around us.
- **It requires** leaders to be fundamentally committed and, above all, resilient.

This course will explore these and other evidence-backed themes in the emerging leadership literature. It will help you develop the **three signature qualities** of resilient leaders: clarity, vitality, and versatility.

OBJECTIVES

- Build two meta-skills that are at the heart of leadership development: personal reflection and behavioral experimentation.
- Reflect to enhance your self-awareness and resilience.
- Experiment to become versatile across a full-spectrum of leadership skills.
- Learn to lead resilient teams and organizations.
- Build an enduring community of resilient leaders.

CLASS PERIODS

We will meet for live sessions on Thursdays, 4-6 PM, six times during the term:

- October 22
- October 29
- November 5
- November 12
- November 19
- December 3

READINGS & OTHER MATERIALS

There is no required textbook for this course. All prework and postwork – readings, videos, podcasts, etc. – is available within our Canvas site.

I have selected the core materials to be high quality, accessible, and practical. The role of the readings is to prepare you for class, to provide you a foundation for your deliverables, and to be used as a resource to take with you. You are expected to complete all of the required prework before joining our live class sessions.

ASSIGNMENTS & DUE DATES

- Personal Vision Statement (Due November 19): 40% of grade
- Leadership Development Plan (Due December 10): 40% of grade
- Participation (Throughout Term): 20% of grade

Personal Vision Statement: Resilient leaders have high-levels of self-awareness. They're clear on who they are, where they come from, what they stand for, and why their work matters. This assignment will collect personal reflections from our first 3 classes into a vision statement, while creating a long-term home for self-insights you gain throughout your education and career.

Leadership Development Plan: Resilient leaders are disciplined, lifelong learners. They know how to experiment with new behaviors and develop the skills they need to meet emerging challenges. This assignment will engage you in your own behavioral experiments between our last 3 classes. It will capture lessons learned and prepare you to lead your own learning process in the future.

Participation: Attendance and engagement is expected during each of our 6 live sessions. You will be asked to complete a variety of brief, 1-point assessments, reflections, and discussions as pre- and post-work assignments. All of these will factor into your overall participation grade for the term.

COURSE POLICIES

Assignments are due on the date scheduled: As in the professional world, work has to be received on time to matter. If you are late on an assignment, your grade on that assignment will be reduced by 10% for each day it is late.

Ford School Public Health Protection Policy: In order to participate in any in-person aspects of this course, including meeting with other students to study or work on a team project, you must follow all safety measures mandated by the State of Michigan, the University of Michigan and the Ford School. This includes maintaining physical distancing of six feet from others and properly wearing a face covering at all times while on campus. In addition, it is expected that you will protect and enhance the health of everyone in the Ford School community by staying home and following self-isolation guidelines if you are experiencing any symptoms of COVID-19, have been exposed to someone with COVID-19, are awaiting a test result, or have engaged in a higher-exposure activity such as a flying or attending an indoor social gathering of more than 10 people. If you are unable or unwilling to adhere to all prescribed safety measures, you will be accommodated through remote access to all aspects of this course. Additional information on public health safety measures is described in the Wolverine Culture of Care and the University's Face Covering Policy for COVID-19.

Ford School Inclusivity Statement: Members of the Ford School community represent a rich variety of backgrounds and perspectives. We are committed to providing an atmosphere for learning that respects diversity. While working together to build this community we ask all members to:

- Share their unique experiences, values and beliefs
- Be open to the views of others
- Honor the uniqueness of their colleagues
- Appreciate the opportunity that we have to learn from each other in this community
- Value one another's opinions and communicate in a respectful manner

- Keep confidential discussions that the community has of a personal (or professional) nature
- Use this opportunity together to discuss ways in which we can create an inclusive environment in Ford classes and across the UM community

Accommodations for Students with Disabilities: If you believe you need an accommodation for a disability, please let your instructor know at your earliest convenience. Some aspects of courses may be modified to facilitate your participation and progress. As soon as you make your instructor aware of your needs, they can work with the Services for Students with Disabilities (SSD) office to help determine appropriate academic accommodations. Any information you provide will be treated as private and confidential.

Student Mental Health and Well-Being Resources: The University of Michigan is committed to advancing the mental health and wellbeing of its students. We acknowledge that a variety of issues, such as strained relationships, increased anxiety, alcohol/drug problems, and depression, directly impact students' academic performance. If you or someone you know is feeling overwhelmed, depressed, and/or in need of support, services are available. For help, contact Counseling and Psychological Services (CAPS) and/or University Health Service (UHS). For a listing of other mental health resources available on and off campus, visit: <https://uhs.umich.edu/stressresources>

Please review additional information and policies regarding academic expectations and resources at the Ford School of Public Policy [here](#)