

TEAM-BASED LEADERSHIP MLS 5340

March 20, 2023 – May 12, 2023

THURSDAYS

5:00p.m. - 8:00 p.m.

Hybrid Curriculum

Instructor: Leticia Paez, MA, MPA
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Course Description

This course studies leadership within team structures and the exercise of leadership by teams, rather than individuals. It focuses on collaborative leadership, connective leadership, cooperative leadership, and the effects of group dynamics on processes of leadership development.

Rationale: Contemporary leadership is often enacted BY teams, as well as IN teams. In a variety of organizations, including military units, leadership is a shared phenomenon. This course has been added to the MLS program because individuals engaged in the MLS program often find themselves as leaders of groups and in shared leadership settings.

The course will be conducted using the basic principles of adult learning those being (1) participants learn best when they feel valued, (2) new material is related to what they already know and (3) material is relevant to their professional development and their day to day activities.

Course Structure

Team-Based Leadership is a course in the *Master of Arts in Leadership Studies* (MLS) Program. The course is delivered via the Hybrid method consisting of a series of classroom instruction and online assignments.

Learning Outcomes

By the end of this class you will be able to:

- Analyze and understand **individual strengths** in leading teams
- Develop skills in team **problem-solving** and the leadership of teams

- Understand conditions and requirements for the **use of teams to solve difficult problems of organizations**
- Understand how you as a leader can effectively develop teams

Course Texts:

Boylan, Bob. 1995. *Get Everyone in Your Boat Rowing in the Same Direction: 5 Leadership Principles to Follow So Others Will Follow You*. Holbrook, MA: Adams Media.

Hackman, J. Richard., *Leading Teams: Setting the Stage for Great Performance*. Harvard Business School Press: Boston, MA.

Maxwell, John C., *The 21 Irrefutable LAWS of Leadership*. REVISED & UPDATES-10th Anniversary Edition. Thomas Nelson, Nashville, Tennessee, 2007.

Roberts, Wess, 1987. *Leadership Secrets of Attila the Hun*. New York, NY: Business Plus.

Scandura., Terri A. *Essentials of Organizational Behavior: An Evidence – Based Approach*. 3rd Ed. SAGE, Los Angeles, California, 2022.

Course Requirements & Expectations

To get a grade of **A** you must **participate** throughout the course in all the activities **AND** actively engage in critical thought exercises. You must make sure that you double check all your work for accuracy of content and language (spelling, grammar etc.). Please remember that according to the UTEP grading schedule A=Excellent therefore you must demonstrate excellence to get an A.

Student performance will be evaluated on leadership presentation, course engagement, on-line assignments, leadership law photo story (**see Photo Story Presentation below**), lessons learned as well as an open book final exam.

EMOTIONAL INTELLIGENCE (25 points) WEEKLY REFLECTIONS: Part 2 will consist of weekly reflections regarding impact of emotional intelligence on leading teams. A template for weekly reflections will be provided on BBL each week after class in order for you to complete the assignments.

LESSONS LEARNED (5 each worth 5 points) must be **posted on BLACKBOARD** in the **DISCUSSION SECTION** and are based on the Bob Boylan readings as assigned. Please **post your lesson learned by no later than 11:59 p.m. on the TUESDAY** following the posting of the assignment. **Lessons Learned must include (1) what you learned, (2) why this lesson is important and (3) how you can apply it to your leadership position either now or in the future. Additionally, the final 2 Lessons Learned must include a brief paragraph on how the lesson applies to your Emotional Intelligence.** There is no required length for these posting but you should include sufficient information to convey what you learned.

All assignments, written or oral, are required to be **completed on the due date**. Any assignment not submitted in the corrected format and on time, will result in a grade of 0.

Self Intro/Hemmingway Challenge/Emotional Intelligence Type Presentation	10 points
Leadership Law PHOTO STORY	15 points
Emotional Intelligence Weekly Reflections (5 x 5 points each)	25 points
Lessons Learned (5 Lessons x 4 points each)	20 points
Final Exam	25 points
Course Engagement (attendance/participation)	5 points

Total: 100

The **FINAL EXAM** must be **EMAILED** to me as an **ATTACHMENT** by the **due date/time**. The FINAL EXAM evaluates and measures the students' understanding and comprehension of the materials presented during the course. **DO NOT POST FINAL EXAM ON BLACKBOARD. Submit it as an ATTACHMENT to my email address.**

Everyone starts this class with 0 points and can earn as many points as your work effort and course engagement reflects. Attendance is **REQUIRED** at each class session. In the event that you need to be absent from class, please inform the instructor **IN ADVANCE**. ***Any more than one absence will result in a course grade of "W" and the student will be advised to take the class at some other time. If the official University withdrawal date has passed, the student will receive an INCOMPLETE for any more than 1 class absence.***

It is expected that all learners participate in the course activities, complete on-line assignments, and take/pass the open book final exam. Class participation is crucial in this course to keep the class interesting for you and your classmates.

Use of laptop computers while in class is allowed to the extent that your work on the laptop is focused to class topics and assignments. It is not considered appropriate to be surfing the internet, checking email, sending text messages, playing computer games, watching videos. Doing any of these activities is disrespectful to your classmates and interrupts the learning process.

Cell phones are to be placed on "silent" mode during class sessions and **are not to be answered during class time. Texting during class is NOT permitted.** Please refrain from use of cell phone during regularly scheduled class time with the exception of scheduled breaks at which time you can use your cell phone as you wish.

Course Schedule and Related Assignments

Dates	Topic	Assignments
<p>THURSDAY March 23, 2023</p>	<p>Impact of Who We Are on Leadership Style</p> <p>EMOTIONAL INTELLIGENCE & LEADING TEAMS READING: T. A. Scandura: Chapter 3 Emotions and Moods</p> <p>Myers Briggs instrument and evaluation tool posted on BBL</p> <p>Please refer to SYLLABUS page 6 for instructions on content of this assignment</p> <p>Weekly Reflection #1 Instructions posted on BBL Due March 27, 2023</p>	<p>COURSE OVERVIEW</p> <p>Guest Lecturer Mr. David Sanchez UTEP HRS</p> <p>1. Emotional Intelligence Presentation and Analysis</p> <p>2. COMPLETE MYERS BRIGGS (MB) ASSESSMENT</p> <p>3. Hemmingway Challenge</p> <p>Write your 6 word HEMMINGWAY LEADERSHIP STORY following the instructions on PAGES 6 of this SYLLABUS in preparation for the March 30, 2023 class presentation. This class presentation should be 5 minutes in length using ONE POWER POINT SLIDE.</p>
<p>THURSDAY March 30, 2023</p>	<p>CLASS PRESENTATIONS on Hemmingway Challenge and Emotional Intelligence Relationship to Leadership Style</p> <p>5 MINUTES POWER POINT PRESENTATIONS PER STUDENT</p>	<p>ALL students will present their Hemmingway Challenge and how their Emotional Intelligence relates to their MB Personality and Leadership Style</p>

<p>THURSDAY April 6, 2023</p>	<p>J. Maxwell Leadership Law #14 W. Roberts Secrets 4-5</p> <p>J. Maxwell Leadership Law #17 W. Roberts Secrets 6-7</p> <p>Lesson Learned B. Boylan Principle # 1</p>	<p>Rashad Adams</p> <p>Will Clinkscale</p>
<p>THURSDAY April 13, 2023</p>	<p>J. Maxwell Leadership Law # 19 W. Roberts Secrets 10-11</p> <p>J. Maxwell Leadership Law #18 W. Roberts Secrets 3 & 12</p> <p>WEEKLY REFELCTION #2 READING: J. R. Hackman: Chapter 3 Compelling Direction</p> <p>Lesson Learned B. Boylan Principle # 2</p>	<p>Christy Eichelberger</p> <p>Lauren Flores</p>
<p>THURSDAY April 20, 2023</p>	<p>J. Maxwell Leadership Law # 12 W. Roberts Secrets1-2</p> <p>J. Maxwell Leadership Law # 4 W. Roberts Secrets 15-16</p> <p>WEEKLY REFELCTION #3 READING: J. R. Hackman: Chapter 8 Thinking Differently about Teams</p> <p>Lesson Learned B. Boylan Principle # 3</p>	<p>Emily Green</p> <p>Will Tarrant</p>
<p>THURSDAY April 27, 2023</p>	<p>J. Maxwell Leadership Law # 3 W. Roberts Secrets 8-9</p> <p>J. Maxwell Leadership Law # 10 W. Roberts Secrets 13-14</p> <p>WEEKLY REFELCTION #4 READING: J. R. Hackman Chapter 4:Enabling Structures</p> <p>Lesson Learned B. Boylan Principle # 4</p>	<p>Brad Toles</p> <p>Joshua Tractenberg</p>

<p>THURSDAY May 4, 2023</p>	<p>Discussion on Emotional Intelligence and Impact on Leadership</p> <p>J. Maxwell Leadership Law # 13 W. Roberts Secrets</p> <p>WEEKLY REFELCTION #5 READING: J. R. Hackman: Chapter 7 Imperatives for Leaders</p> <p>Lesson Learned B. Boylan Principle # 5</p>	<p>Student Reflection Exercise</p> <p>Ana Caballero Cortez</p>
<p>THURSDAY May 11, 2023</p>	<p>NO CLASS TODAY</p> <p>FINAL EXAM</p>	<p>COMPLETE & SUBMIT FINAL EXAM</p>

HEMMINGWAY CHALLENGE/PERSONALITY PROFILE PRESENTATION:

Write a (six) 6 word description of your **leadership story** based on the Hemmingway Challenge. **You can find information on the Hemmingway 6 word story (ies) on Google.** Keep in mind that the **HEMMINGWAY CHALLENGE** is **NOT** intended to be a series of 6 unrelated descriptive terms but rather a **STORY** depicting you leadership style in a cohesive manner and **in relationship to your Emotional Intelligence.** For your class presentation on March 30, 2023, you will need to address the following key points using **ONE POWER POINT SLIDE.**

- State your Emotional Intelligence type, your Myers Briggs Personality Profile
- Write down your Hemmingway Challenge
- Were there any surprises related to your leadership style in terms of your Emotional Intelligence type?
- What would you **do differently as a leader** based on having completed these exercises (HEMMINGWAY CHALLENGE, MYERS BRIGGS & EMOTIONAL INTELLIGENCE activity)?
- What do you consider to be your **STRENGTHS & CHALLENGES** as a team leader based on the materials noted above (HEMMINGWAY CHALLENGE, MYERS BRIGGS & EMOTIONAL INTELLIGENCE activity)?

LEADERSHIP LAW PHOTO STORY ASSIGNMENT INSTRUCTIONS:

This is a 2 Part Assignment. **PART 1** involves the PRESENTER (S) developing a Photo Story Presentation on the assigned J. Maxwell **LEADERSHIP LAW** as it relates to his/her **EMOTIONAL INTELLIGENCE.** In your presentation, you need to present and discuss **(a)** your **creative interpretation** of the assigned reading on your Leadership Law AND **(b)** **PART 2** how that law relates to your selected reading from the Wess Roberts textbook assignment on the assigned **SECRET #.** This assignment will be

depicted through the use of creative photography addressing the 9 points as stated on [STEP 2 \(page 7\)](#) of this SYLLABUS. The idea of this assignment is to get you to think, contrast, compare, reflect, and gain an understanding of the overall meaning of your topic/subject area. This requires CREATIVITY AND ANALYTICAL THINKING and lots of imagination. Set your mind and your camera free. **The assignment is intended to be creative and fun so there is no need to STRESS over this.**

IMPORTANT NOTE: The Photo Story assignment is **NOT** intended to be a **SUMMARY** of the assigned reading but rather should cover your **CREATIVE INTERPRETATION OF THE READING CONTENT**.

These are the recommended steps for approaching your PHOTO STORY ASSIGNMENT:

Step 1 is to decide how you will approach this assignment ... in other words, develop a plan and READ your assignment to become familiar with its CONTENT.

Step 2 involves the actual **TAKING** of photographs (10-15 total) to address/depict each question below. When taking photos of individuals, please be sure to obtain consent in advance. To the extent possible, it is recommended that you photograph objects or “concepts” in order to avoid the need for consent. **Internet photographs are not allowed.** The idea is to **BE CREATIVE ...TAKE** photos to DESCRIBE/DEPICT each of the 9 points below. You may wish to focus on a specific theme for your photography i.e., buildings, signs, music, food, family, etc. This will help give you an idea as to what photos you take in order to address and depict the points listed below:

- Define the **subject area** covered in your assigned Leadership Law
- How or in what way does your subject area **contribute to team-based leadership?**
- What are the **key points** of your Leadership Law as it relates to team-based leadership?
- How do these key points **influence team-based leadership?**
- How do these key points apply to the **broader scope of leadership theory?**
- How can you **apply** these key points to your **current and/or future professional environment?**
- What **impact** does your **subject area** have **on human resource development** as it relates to team-based leadership?
- Is your subject area and/or key points of your assigned reading **applicable to gender issues?**
- How does your assigned reading area or key points **relate** to team-based **leadership within the context of today’s organizations?**

Step 3 is to develop your presentation for the class. This should be done through a Power Point Presentation which will need to be subscribed or in some form, in a few words, tell the story on your assignment and what question each photograph addresses/depicts. **LABEL each power point slide based on which of the 9 points**

(from page 7 above) each photo is addressing. Power Point Slides not stating the specific point being covered will lose 1 point per slide.

Step 4 is to make your presentation to the class on the assigned date and discuss how your assignment was developed and **ADDRESS EACH** of the points referenced in STEP #2. Your presentation should be approximately 20 minutes in length allowing 5-10 minutes for class discussion (Q and A).

TOTAL TIME OR YOUR PHOTO STORY SHOULD NOT EXCEED 30 MINUTES (including Q & A and class discussion). PLEASE KEEP IN MIND THAT THIS IS A TIMED ASSIGNMENT and you will lose 1 point for each minute you go overtime in your presentation, including your Q & A.

It is strongly recommended that you email your Power Point Presentation (s) to my email address at lpaez@utep.edu by end of day Wed before your presentation day.

This course syllabus and reading list may be subject to change as circumstances warrant. Any such changes will be announced in advance and will be updated on the Blackboard. All class participants will be notified of any required changes via UTEP email address.

**Feb 28, 2023
March 20, 2023 Rev
March 22, 2023 FINAL**