

EMBA-2325-102-Leadership

Name of lecturer(s) & Email	Level/Semester, Status, Timing	ECTS*, CH & SDL*
Etienne Van de Kerckhove etienne.vdk@solvay.edu	Level 1 Compulsory Between 02-11-23 and 04-11-23	3 20 70

Description of the course

The course will enable learners to understand and apply 10 very effective tools to build a strong leadership. There is no one single way to lead a team, a project, a business. Great leaders are able to understand what kind of leadership their organization and people need to generate great results, depending on changing times, markets, technologies and adapt their behavior as a leader. They do not behave the same way at different stages of development (from start-up to large organization), in different market circumstances (from strong growth to deep recession) or in different strategic approaches (product leadership, operational excellence, customer intimacy). Learners will decide what tools they will adopt (or not) and adapt (or not) in their leadership style.

Course units

- | | |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>1/ Great leaders inspire by purpose</p> <ul style="list-style-type: none"> Basics of sense management Full alignment generates woo (charisma) The 6 logical levels of alignment (Robert Dilts) | <p>2/ Great leaders address different perspectives of leadership</p> <ul style="list-style-type: none"> Meta / Macro / Micro (Robert Dilts) Meta = inspiration (energy) Macro = structure, clarity (strategy) Micro = task, ability (action) |
| <p>3/ Great leaders build on the people's key drivers</p> <ul style="list-style-type: none"> The 4 dimensions to generate results in life (Steven Covey) Energy + Strategy = Magic 4 key drivers for getting results in life (Diane LeBlanc) Exercise : identify your own profile and key drivers + help others find too | <p>4/ Great leaders create a trustful environment</p> <ul style="list-style-type: none"> Trust equation The 4 levers of trust |
| <p>5/ Great leaders understand the importance of personal beliefs</p> <ul style="list-style-type: none"> The nature and 3 origins of personal belief Limiting and boosting beliefs Transform limits into drivers | <p>6/ Great leaders recognize the power of emotions</p> <ul style="list-style-type: none"> The nature and meaning of emotions 4 main emotions and their combinations : the true message Useful emotions in action |
| <p>7/ Great leaders decide objectives and get them achieved</p> <ul style="list-style-type: none"> Fuck SMART ! Scary and exciting objectives Delegation of "how to get there" 6 keys to set and achieve objectives | <p>8/ Great leaders are truly authentic</p> <ul style="list-style-type: none"> Vulnerability is the cement of relationship Leading by example = not only |
| <p>9/ Great leaders understand basics of stress</p> <ul style="list-style-type: none"> Basics of brain structure in neuroscience Role of subconscious and conscious Conflicts between unconscious and conscious brains Empower by adequate means before requiring responsibility for results | <p>10/ Great leaders are great coaches</p> <ul style="list-style-type: none"> Complementarity between leadership, management and coaching 4 coaching principles: non judgment, authenticity, active listening, progressivity Basics of non-violent communication |

Course Learning Outcomes (CLOs)

- Learners will know, understand and apply very useful leadership models and tools.
 - The 6 logical levels of alignment which allow leaders to become charismatic and inspire others, as well as to provide clarity and structure in order for people to take appropriate actions.
 - The 4 levers of trust in order to avoid trusting people without having first created the right context where they will be enabled to deliver appropriately; and how to address problems of trust without fearing that people will
 - The 3 origins of beliefs that generate people's "map of the world" and will either boost or limit them when having to take action and achieve results; and how to identify limiting beliefs and help people replace these by boosting beliefs
 - The 4 main emotions and their combinations, and how to create useful emotions that will help go forward
 - The principle of true authenticity and how to share personal vulnerability in order to get help and support from others
 - The 3 perspectives of leadership, and how to address Meta, Macro and Micro perspectives at appropriate times with appropriate people
 - The 4 dimensions that drive people to get results in life, and how to detect and activate these drivers adequately with each one
 - The 6 keys to achieve objectives; how to define objectives in line with ambitious goals, and have people achieve or over-achieve
 - The 4 principles of coaching; how to give and receive feedback efficiently to develop better attitudes and competences.
- Learners will analyze each tool and select which will best fit their personal needs and ideas, and build their own leadership system.
- Learners will be able to defend their interpretation of the different tools, and why they have decided to integrate (or not) and adapt (or not) in their leadership system.

*ECTS - European Credit Transfer and Accumulation System (1 ECTS = 30 hours of learning)

**CH - Contact Hours in class or online, SDL - Self-Directed Learning including readings, homework, group work, preparation to assessment, etc

***PLO - Programme Learning Objectives are available on the curriculum page

<p>Teaching Activities (TAs) Interactive Lecture, Experiential Learning, Case Based Learning, Role plays and simulation, Coaching</p>	<p>Learning Activities (LAs) Preparatory readings, Course notebook, Individual exercises, Group exercises</p>
<p>Contribution to Programme Learning Objectives (PLOs)**</p> <ul style="list-style-type: none"> • Learning Objective 11: Reinforcement • Learning Objective 12: Mastery • Learning Objective 2.1: Reinforcement • Learning Objective 2.2: Introduction • Learning Objective 3.1: Introduction • Learning Objective 3.2: Mastery 	<p>Assessment methodology / Learners Use of Time and Load</p> <p>Class participation and preparation</p> <ul style="list-style-type: none"> • weight 20% • workload estimated = 40 hours • due 29/10/2023 <p>Group assignment</p> <ul style="list-style-type: none"> • weight 40% • done in class • due 04/11/2023 <p>Individual assignment</p> <ul style="list-style-type: none"> • weight 40% • workload estimated = 30 hours • due 18/11/2023
<p>Evaluation scale 0-20</p>	
<p>Contribution to the Environmental, social and governance (ESG) Course Contribution to ESG: Yes Contact Hours are dedicated to ESG: 20 Contact Hours containing climate solutions for how organisations can reach net zero: 0 Description of contribution: The course provides very effective tools to improve the relationship between leaders and employees, and empower employees to build better solutions for the future. Leadership is an essential part of governance, as great leaders make a big difference to get their teams achieve ambitious goals better and faster, within the same corporate or organizational framework.</p>	
<p>Readings</p> <p>Required</p> <ul style="list-style-type: none"> • HBR's 10 Must Reads on Leadership 2-Volume Collection (by multiple authors, Harvard Business Review Publications, 2020) • Truths of Leadership: 52 Ways to Be a Servant Leader and Build Trust (by Ken Blanchard & Randy Conley Berrett-Koehler Publishers, 2022) • Visionary Leadership Skills: Creating a world to which people want to belong (by Robert Dilts, Dilts Strategy Group, 2017) 	
<p>Other Learning Material(s)</p> <ul style="list-style-type: none"> • Simon Sinek Masterclass: The Key Steps To Finding Your Purpose 	

Notice: The information available in the course outline is subject to change. Please keep yourself informed at all times by regularly checking Canvas.

*ECTS - European Credit Transfer and Accumulation System (1 ECTS = 30 hours of learning)

**CH - Contact Hours in class or online, SDL - Self-Directed Learning including readings, homework, group work, preparation to assessment, etc

***PLO - Programme Learning Objectives are available on the curriculum page