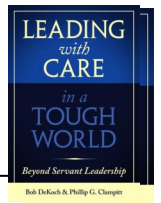


# LWC Short Course

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Welcome to the *Leading with Care* course. Your personal success hinges on effective leadership skills. In fact, your mastery of the concepts in this course will allow you to maximize your potential.

Likewise, your organization’s success depends on effective leadership. Organizations that cultivate wise leaders have higher market values, greater employee loyalty and lower employee turnover.

In order to enhance your learning experience, review the following brief discussion of the course syllabus, the three learning steps, an overview of the assignments, and a timetable of events.

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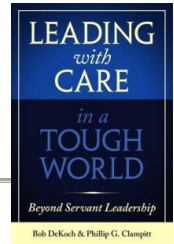
## Pre-Class Check List

- Review the syllabus on the following pages. If you are up to the challenge, then proceed to the next item.
- Purchase *Leading with Care in a Tough World* by DeKoch and Clampitt.
- Review website: [www.LeadingWithCare.net](http://www.LeadingWithCare.net) .
- Craft an instruction manual describing your personal “operating instructions” (see your instructor’s example at the end of this document and watch: [http://www.youtube.com/watch?v=-n\\_1I06jWA&feature=youtu.be](http://www.youtube.com/watch?v=-n_1I06jWA&feature=youtu.be) ).
- Post your instruction manual on the Discussion Board. Note: You will find these particularly helpful when selecting your team (max of 3) for the group assignments.



# Leading with Care

## Short Course



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### Purpose of the Course

The course takes a *professional improvement approach*, focusing on self-reflection and typical leadership challenges. The course uses the readings, quizzes, self-assessments, and a professional leadership improvement plan to help you achieve your highest potential.

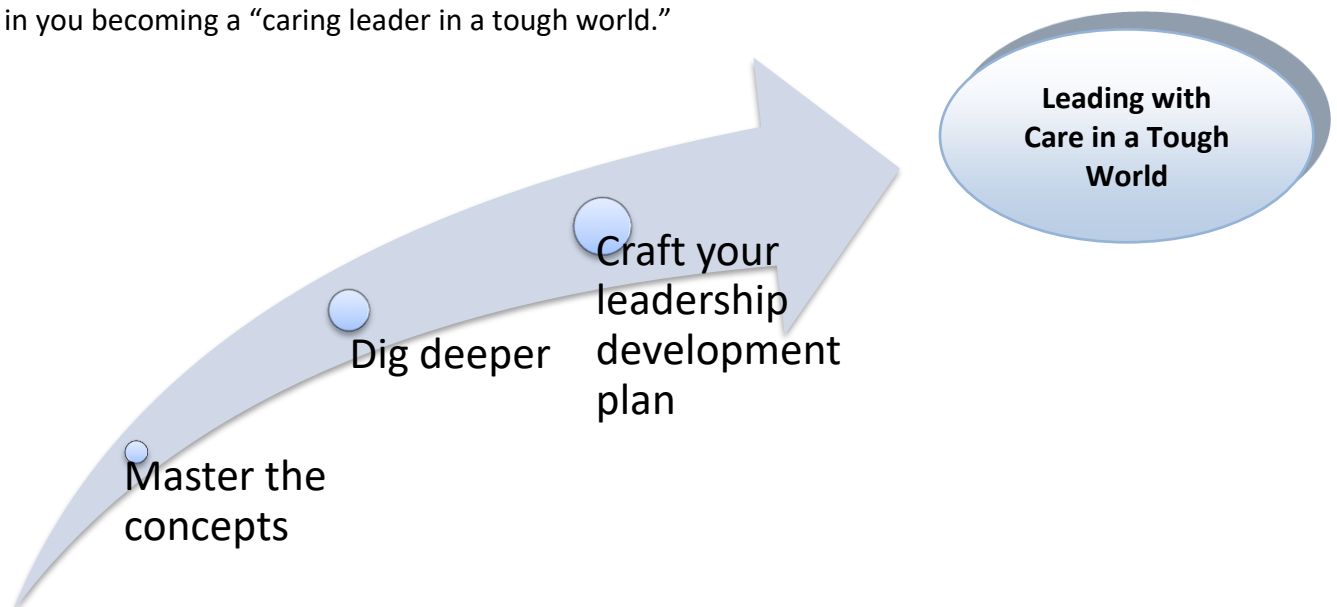
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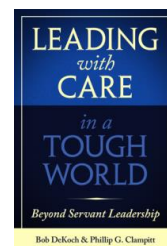
### Course Material

- *Leading with Care in a Tough World* by DeKoch and Clampitt
  - Website: [www.LeadingWithCare.net](http://www.LeadingWithCare.net)
- 

### Learning Steps

Learning occurs on many levels. It starts with mastering the key concepts. Then you should be able to use the concepts to dig deeper into situations using the concepts to orient responses. After mastering those steps you should be able to craft your leadership development plan. This course is built around these 3 steps. Each step is more difficult than the previous but each leads you closer to a more profound understanding that should result in you becoming a “caring leader in a tough world.”





Repetition builds mastery. Therefore, we will revisit the concepts of each chapter three separate times. Each visit is designed to enhance your understanding and mastery of the core ideas. Here's a more specific breakdown:

<u>Step</u>	<u>Method</u>
<b>1. Master the concepts</b>	<ul style="list-style-type: none"><li>• Read chapter</li><li>• Take the quiz</li><li>• Provide commentary on the quiz</li></ul>
<b>2. Dig deeper</b>	<ul style="list-style-type: none"><li>• Select a small team (2-3 people)</li><li>• Answer &amp; discuss responses to the Dig Deeper questions</li><li>• Submit the responses to questions (<u>1 answer/team</u>)</li></ul>
<b>3. Craft your leadership development plan</b>	<ul style="list-style-type: none"><li>• Complete all the self-assessments</li><li>• Discuss your self-assessment with your team</li><li>• Submit a professional development plan</li></ul>

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### **Master the Concepts (step 1)**

We will start with the basics by reading four chapters/week according to the schedule. For each chapter, complete the quiz available at [www.LeadingWithCare.net](http://www.LeadingWithCare.net) > Resources > Quizzes. After you take the quiz, write a short commentary about your quiz results (see details in Appendix 1). Submit your answer.

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### **Dig Deeper (step 2)**

The Dig Deeper questions are designed to help you apply the concepts in actual situations (see Appendix 2). Here's how we are going to do it:

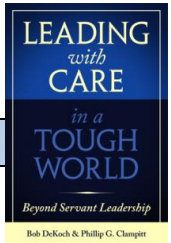
1. Break into groups of 2 or 3. Why? Because you can learn a great deal from each other in the process. You can select whoever you'd like to work with.
  2. Communicate within your team and develop answers to the "Dig Deeper" exercises for the particular chapter.
  3. Write up your response and submit it according to the schedule.
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### **Craft Your Leadership Development Plan (step 3)**

This step is designed to significantly enhance your leadership approach. It's an opportunity to self-reflect and shift your beliefs and behaviors to maximize your effectiveness. It starts, though, with honest self-reflection, perhaps with the aid of your team members. (See Appendix 3).

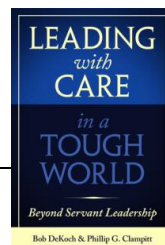
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## Overview of Assignments



Activity	Weight	Grading Criteria
<p><b>Weekly Quiz &amp; Commentary</b></p> <ul style="list-style-type: none"> <li>• Chapters 1, 2, 3 4, &amp; 5</li> <li>• Chapters 6, 7, 8, 9, &amp; 10</li> <li>• Chapters 11, 12, 13, 14, &amp; 15</li> </ul>	<p>10%</p> <p>10%</p> <p>10%</p>	<ul style="list-style-type: none"> <li>• Submitted on schedule (7 p.m. Sunday)</li> <li>• Conforms to professional writing conventions</li> <li>• See Appendix 1 for further explanation about the expectations for the commentary</li> </ul> <p><i>Note: You can expect weekly overview comments about quiz questions that most students stumbled over.</i></p>
<p style="text-align: center;"><b>Dig Deep</b></p> <ul style="list-style-type: none"> <li>• <u>Select any 3</u> from Chapters 1, 2, 3, 4, 5, 6, 7, or 8</li> <li>• <u>Select any 3</u> from Chapters 9, 10, 11, 12, 13, 14, or 15</li> </ul>	<p>20%</p> <p>20%</p>	<ul style="list-style-type: none"> <li>• Submitted on schedule (7 p.m. Sunday)</li> <li>• Conforms to professional writing conventions</li> <li>• Demonstrates mastery of core concepts</li> <li>• Provides insightful analysis of the implications of the chapter ideas (e.g., So what?)</li> <li>• Suggests novel insights that resonate with core concepts in the chapter</li> </ul>
<p style="text-align: center;"><b>Leadership Development Plan</b></p>	<p>30%</p>	<ul style="list-style-type: none"> <li>• Submitted on time</li> <li>• Conforms to professional writing conventions</li> <li>• Demonstrates mastery of core concepts</li> <li>• Reflects insights from teammates and/or colleagues</li> <li>• Provides actionable ideas to move you forward in your career</li> </ul>

## Schedule



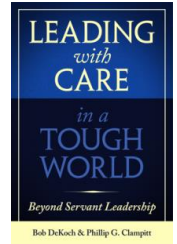
Week	Date/Time	Assignment & Due Dates
1	Monday <b>Tuesday</b> <b>Sunday, 7pm</b>	<ul style="list-style-type: none"> <li>• Read Introduction, Chapters 1, 2, 3, 4</li> <li>• Post “Instruction Manual” (see Appendix 4)</li> <li>• Submit Chapters 1, 2, 3, 4 Quiz Results/Commentary in Dropbox*</li> </ul>
2	Monday <b>Sunday, 7pm</b>	<ul style="list-style-type: none"> <li>• Read Chapters 5, 6, 7, 8</li> <li>• Submit Chapters 5, 6, 7, 8 Quiz Results/Commentary in Dropbox</li> </ul>
3	Monday <b>Sunday, 7pm</b>	<ul style="list-style-type: none"> <li>• <b>Finalize work teams &amp; project managers</b></li> <li>• Read Chapters 9, 10, 11, 12</li> <li>• Submit Chapters 9, 10, 11, 12 Quiz Results/Commentary in Dropbox</li> </ul>
4	Monday <b>Sunday, 7pm</b>	<ul style="list-style-type: none"> <li>• <u>Select any 3</u> “Dig Deeper” question sets from Chapters 1, 2, 3, 4, 5, 6, 7, or 8</li> <li>• Develop answers</li> <li>• Submit answers</li> </ul> <p><b>Note:</b> You only need to submit ONE copy/group. But please list every group member’s name on it.</p>
5	Monday <b>Sunday, 7pm</b>	<ul style="list-style-type: none"> <li>• <u>Select any 3</u> “Dig Deeper” question sets from Chapters 9, 10, 11, 12, 13, 14, or 15</li> <li>• Develop answers</li> <li>• Submit answers</li> </ul>
6	Monday	<ul style="list-style-type: none"> <li>• Complete all the self-assessments at the end of the chapters or on the website (see <a href="http://leadingwithcare.net">leadingwithcare.net</a> &gt; Resources &gt; Self-assessments)</li> </ul>

	<b>Sunday, 7pm</b>	<ul style="list-style-type: none"><li>• Work with your team to develop a personal plan based on your a) self-reflections, b) self-assessment ratings, and c) input from your teammates</li><li>• Write up your response and submit</li></ul>
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\*Note: As long as you meet the deadlines, you can schedule the time as you wish. Feel free to submit the required work ahead of time.

## Appendix 1

### Guidelines on Quiz and Commentary



**Purpose:** Over the years I've discovered that people learn best when they actively reflect on their progress. I've asked you to provide a brief commentary on your quiz results in order to encourage that kind of reflection. Although I want you to do well on the quizzes, I'm less concerned with your "grade" than I am with what you learned from the results. For a more complete explanation of the process please see: <http://www.youtube.com/watch?v=5HFEDAhnChY&feature=youtu.be>

**Process:** This is how to approach this task:

1. Take the on-line quiz after you read the chapter.
2. Review the score you received.
3. Reflect on the answers you got correct and determine what helped you learn that material.
4. Reflect on the answers you got incorrect and determine the reason(s) for getting the question incorrect.
5. Briefly summarize your "reflections" (Bullets points work fine). The following format works well:
  - Statement of your score ("I earned a 9 out of 10 on quiz X")
  - Statement about your correct answers ("The reasons I scored well on this quiz were x, y, z")
  - Statement about your incorrect answers ("I missed questions 1 and 2 because I misunderstood x, y, z")
  - Statement about how the ideas in the chapter apply to you personally
6. Submit the document to the appropriate Dropbox.

**What You Can Expect:** Remember that I'm looking for you to demonstrate that you are "learning how to learn" the material. Some examples of what NOT to do:

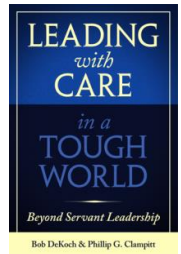
1. "I aced this quiz. I feel great!" (Comment: I love the emotion but there is no reflection.)
2. "I bombed this quiz. I just don't get it." (Comment: The emotions are understandable but there is no reflection on how to improve.)

**Evaluation:** Your Quiz/Commentary grade will be determined by 3 factors:

1. Timeliness of responses – Did you meet the deadline?
2. Quality of the writing
3. Quality of commentary -**The grade is NOT based on the score of your quiz.** I will read every response but I can't promise you that I will reply to you every time.

## Appendix 2

### Guidelines on Dig Deeper Exercises



**Purpose:** These exercises are designed to help you develop a deeper mastery of the core concepts.

#### Process:

- 1) Select the chapters for your “deep dig” based on your interests and areas for your personal development. In other words, if you think you’ve already mastered the belief or practice, then select other, more value-adding chapters to focus your energy on.
  - See week 4: Chapters 1, 2, 3, 4, 5, 6, 7, or 8
  - See week 5: Chapters 9, 10, 11, 12, 13, 14, or 15
- 2) Provide explanations, examples, and rationale to substantiate your answers to all the questions in selected chapters. You should make generous use of the core concepts from the target chapters and clear-thinking ideas.
- 3) Discuss responses with team members.
- 4) Write up your response and submit.

### Dig Deeper Thought Questions

#### Chapter 1 – Uncertainty

- What are some examples of leaders who have provided false certainty? What were the short-term results? Long-term results?
- How do you successfully talk to people who almost demand certainty from a leader?
- How do successful leaders blend humility and confidence?

#### Chapter 2 – Progress

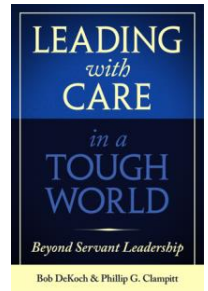
- Are most people more comfortable exploring or refining?
- How do leaders shut down the aspirations of explorers?
- What kinds of conflicts do explorers and refiners experience? What’s the role of the leader in those situations?

#### Chapter 3 – Values

- How do successful leaders manage the inherent disconnect between aspirational values and related actions? Can you identify leaders who espouse certain values but fail to live up to them? What are the short-term results of the disconnect? Long-term?



- Are some values more fundamental than others? If so, how should this shift leadership communication? If not, how do leaders reconcile inherent conflicts between values?
- How do successful leaders talk about the price of living by a particular value? Examples?



#### Chapter 4 – Lifelong Learning

- What do you think are the hardest lessons for leaders to learn? Why are they so hard to learn?
- How do you think formal education unintentionally undermines learning?
- Can you identify a lesson you had to unlearn? How did you do it? How difficult was the process of unlearning?

#### Chapter 5 – Kindness

- How can leadership kindness be misunderstood and misinterpreted?
- Can you give some examples of toxic positivity? How do team members respond in the short-term? Long-term?
- Can you provide an example of when assuming positive intent led to a positive result? Negative result? What did you learn from those experiences?

#### Chapter 6 – Coaching

- How do you build in team members a willingness to be coached?
- What’s the most difficult task of a coach? Examples?
- How does your HR department help or hinder leaders who take on a coaching role?

#### Chapter 7 – High Performance

- What do you think are the most misunderstood dimensions of a high-performance workplace?
- What kind of dynamic pervades your organization (e.g., bounded, directionless, frustrated, actualized)? What are the root causes of the pervading dynamic?
- What makes it difficult for leaders to adjust their level of guidance to team members?

#### Chapter 8 – Robust Communication

- What hinders leaders from using a robust communication strategy on major issues (e.g., Multi-dimension messaging, Multi-channel delivery, Multi-direction orientation)?
- What pressures do leaders face to “communicate everything”? How should they resist that temptation?
- Why is it important to “elevate other leadership voices” when communicating on important issues?

#### Chapter 9 – Pushback

- In your organization, does the pushback tend to be more destructive or constructive? What factors drive it one direction or the other?
- What do you think team members most frequently misunderstand about constructive pushback?
- How should leaders address the underlying power dynamics inherent to any pushback conversation (e.g., Kinetic, Yielding, Compliance, Organic)?

#### Chapter 10 – Relationships

- As a leader, what type of relationship (casual – robust) has been the most challenging to master and manage? Why?
- What is the optimal use of social media for a leader in your position?
- How effectively do you manage your relationship network?

#### Chapter 11 – Collaboration

- What are the major collaborative barriers you face? How do you manage them?
- Can you identify a movie or sitcom where the leader artfully overcame collaboration barriers?
- How effective are your routine meetings? How do you judge their effectiveness?
- If you had to create a magic formula for getting “the right people in the room,” what would be the major factors in your formula?

#### Chapter 12 – Inclusive Workplace

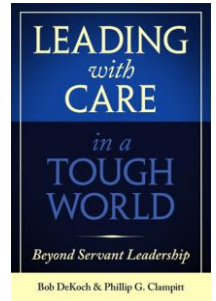
- The media drumbeat about diversity, engagement, and inclusivity is relentless. What are the most misunderstand aspects of building an inclusive workplace?
- What conversational “rules” (often implicit) have proven least useful in building an inclusive workplace? Most useful?
- What strategies have been most useful bridging differences between disconnected groups? How do you know when you’ve built an inclusive workplace for groups and people? (e.g., what are the indicators?)

#### Chapter 13 – Financial

- What financial issue is the most difficult to explain to team members? Why?
- What are the principal benefits for leaders and team members of crafting a list of 10 key financial facts? What’s the downside of creating the list? How do you mitigate the downside?
- What can leaders do during the good financial times to build team member resiliency during the lean times? What is the role of personal financial training during good and lean times?

## Chapter 14 – Innovation

- What phase in the innovation process (conception, transformation, assimilation) presents the greatest challenge in your organization? Why?
- What leadership challenges emerge when building an iterative process rather than a checklist mentality with team members? What leadership language choices imbue a sense of an iterative process rather than a checklist mentality?
- How should leaders manage their own innovative impulses when presenting broad challenges to the team?

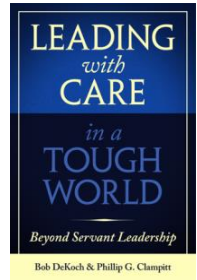


## Chapter 15 – Beyond Servant Leadership

- How do you think the idea of servant leadership has been misunderstood? Why? Could you name a movie or sitcom where servant leadership has gone awry?
- Why do caring leaders need to embrace foundational beliefs (e.g., embracing uncertainty, progress making, core values, learning and caring)? What happens if leaders seek to become collaborative, inclusive, etc., without those beliefs? Are there other foundational beliefs that could be useful, as well?
- What are the three most important and actionable lessons you learned in the book?

## Appendix 3

### Guidelines for your Leadership Development Plan



**Objective:** This paper is designed to be your roadmap for enhancing your leadership approach. It's an opportunity to self-reflect and shift your beliefs and behaviors to maximize your effectiveness. It starts, though, with honest self-reflection, perhaps with aid of your team members. After all, according to Richard Feynman, the Nobel prize-winning physicist, "The first principle is that you must not fool yourself...and you are the easiest person to fool."

#### Method

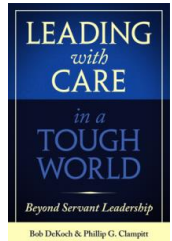
1. Complete all the self-assessments at the end of the chapters or on the website (see [leadingwithcare.net](http://leadingwithcare.net) > Resources > Self-assessments).
2. Work with your team or colleague to develop a personal plan based on your a) self-reflections, b) self-assessment ratings, and c) input from your teammates.
3. Write up your response and submit.

#### Suggested Paper Format

- Purpose statement – What do you hope to achieve in this document?
- Methods – How did you conduct your self-assessment? Did your different assessment approaches yield additional or conflicting insights?
- Results – What major conclusions did you reach about your leadership strengths and improvement areas? Provide specific examples.
- Improvement Plan –What specific practices do you intend to address? In what situations do you need the most practice? How are you going to leverage your leadership strengths to address improvement areas? How will you measure your success?

## Appendix 4

### Your Instructor's Instruction Manual



Almost every new product you buy has an instruction manual. Why doesn't someone issue a similar manual for the people we work with most frequently? In an attempt to bridge the gap, I've constructed a manual of tips for working with me.

Characteristics	So What?
I'm a thinker. ("T" on the Myers-Briggs scale)	<ul style="list-style-type: none"> <li>• I like to hear both sides of an issue before deciding.</li> <li>• Link your rationale to enduring principles.</li> </ul>
I'm an innovator. ("P" on the Myers-Briggs scale).	<ul style="list-style-type: none"> <li>• Show me new ideas based on sound principles.</li> <li>• Expand on pre-existing ideas and avoid repeating exactly what I say in a lecture or article.</li> </ul>
I focus on the big picture. ("N" on the Myers-Briggs scale)	<ul style="list-style-type: none"> <li>• Talk to me about strategy and then discuss your tactics.</li> <li>• Show me the links between your main points or ideas (e.g. illustrations, diagrams etc.).</li> <li>• Occasionally I get impatient with too many details.</li> </ul>
I'm a former debater.	<ul style="list-style-type: none"> <li>• Show me a clear organizational structure.</li> <li>• Give me evidence to back up your claims.</li> <li>• Don't assume that because I make a counterargument that I disagree with you.</li> <li>• Don't assume that if I push you to defend your ideas, I disagree with them.</li> </ul>
I read a lot.	<ul style="list-style-type: none"> <li>• Be ready to answer questions about links to current events and ideas (e.g. <i>Business Week</i>, <i>Wall Street Journal</i>, <i>Fortune</i>, <i>Forbes</i>, <i>Harvard Business Review</i>).</li> <li>• I appreciate well-written papers and clever phrases.</li> </ul>
I have some introvert characteristics.	<ul style="list-style-type: none"> <li>• Give me some time to get to know you.</li> <li>• Sometimes I may seem standoffish but that will disappear in time.</li> </ul>
I'm busy.	<ul style="list-style-type: none"> <li>• Come prepared to meetings.</li> <li>• Focus your communication on high-value items.</li> <li>• If the matter can be handled through lean channels, then use them.</li> <li>• E-mail is often the best way to make initial contact with me or give me project updates.</li> <li>• Don't assume that time constraints mean I'm uninterested.</li> </ul>
I like to have fun and be challenged.	<ul style="list-style-type: none"> <li>• Sometimes I'll spontaneously veer off-track, for a moment, in a lecture.</li> <li>• I get bored quickly.</li> <li>• I'll often "joke around" with people.</li> </ul>