Module: Leadership (intensive week)

Module code	**TA.BA_LEAD**												
Module type	❑ Core ☒ Related ❑ Project ❑ Minor												
Module level	❑ Basic ☒ Intermediate ❑ Advanced												
ECTS-Credits / Points	☒ 3 ❑ 6 ❑ 12												
Bachelor Degree Program	Architecture	Interior Architecture	Digital Construction (SP Architecture)	Digital Construction (SP Building Technology/ SP Structural Engineering)	Civil Engineering	Building Technology | Energy	Electrical Engineering and Information Technology	Mechanical Engineering	Digital Engineering	Medical Engineering	Business Engineering | Innovation	Energy Systems Engineering	Energy and Environmental Systems Engineering
Compulsory **X** / Elective **(X)**			(X)	(X)				(X)	(X)	(X)	(X)	(X)	(X)
Module responsible	Prof. Dr. Michele Kellerhals, dipl. Ing. ETH. 079 397 15 81, michele.kellerhals@hslu.ch												
Execution	❑ Semester ☒ Intensive week ❑ Fall ☒ Spring												
Language	❑ German ☒ English												
Required entry Competencies	English CEF level of B2 or equivalent or higher For BSc WI, BSc EESE and BSc ESE: Marketing Management and Accounting (MM+RW) passed For BSc DE, BA DCA, BSc DCS, BSc M and BSc MT: Business Administration for Engineers (BW+ING) passed												
Admission Conditions and mode of the competency confirmation	Admission Conditions: Assignments during the course passed Competency confirmation: Team Assignment (concept 50%, presentation & Q&A 50%)												

Competencies to achieve	Operational learning goals concerning:
Professional Competencies	F1: Students will have an overview of "Leadership" with a focus on "Innovation Leadership". F2: Students will gain a basic understanding of the different aspects (personality, psychology, skills and knowledge) that are required to become a leader. F3: Students will gain a basic understanding of leadership on different levels (individual, team and organization)
Methodological Competencies	M1: Students will. be able to practice their conceptual and presentation skills through the 'Team Assignment' M2: Students will become conversant with tools for measuring leadership capacity. M3: Students will be able to identify different leadership styles.
Personal Competencies (Social Competencies)	P1: Students will gain a better Understanding of themselves through different personality reports and reflection on their behavior. P2: Students will be able to practice leadership tools like 'constructive feedback' and 'networking'. P2: Students will. be able to analyse their role in a team and use their strengths for better team results.
Literature / Teaching Material (Indicative List)	Books: Armstrong, Michael (2004). How to Be an Even Better Manager: A Complete A-Z of Proven Techniques & Essential Skills. London: Kogan Page. Blanchard, Ken (2011). Leadership & The One Minute Manager: Increase Effectiveness by Being a Good Leader. London: Harper Collins. Blanchard, Ken (2011). The One Minute Manager Meets The Monkey: Free Up Your Time and Deal With Priorities. London: Harper Collins. Blount, Jeb (2012). People Follow You: The Real Secret to What Matters Most in Leadership. Hoboken: John Wiley & Sons. Ciampa, Dan & Watkins, Michael (2005). Right From the Start: Taking Charge in a New Leadership Role. Harvard: HBS Press. Covey, Stephen R. (1992). Principle-Centered Leadership. Simon & Schuster, New York. Denning, Stephen (2005). The Leader's Guide to Storytelling: Mastering the Art and Discipline of Business Narrative. San Francisco: Jossey-Bass, A Wiley Imprint. Folkmann, Joseph (2006). The Power of Feedback. Hoboken; John Wiley & Sons. Guttman, Howard (2008). Great Business Teams: Cracking the Code for Standout Performance. Hoboken; John Wiley & Sons. Jaques, Elliott, and Clement, Stephen D. (1991, 1994). Executive Leadership: A Practical Guide to Managing Complexity. Arlington: Cason Hall & Co., Publishers. Johnson, Spencer (1998). Who Moved My Cheese? G.P. Putnam's Sons, New York.

Joiner, Bill, & Josephs, Stephen (2007). Leadership Agility: Five Levels of Mastery for Anticipating and Initiating Change. San Francisco: Jossey-Bass, A Wiley Imprint.

Lee, Blaine (1997). The Power Principle: Influence with Honor. Covey Leadership Center. Simon & Schuster, New York.

Logan, Dave; King, John; & Fischer-Wright, Halee (2008). Tribal Leadership: Leveraging Natural Groups to Build a Thriving Organization. New York: HarperCollins Publishers.

Mackay, Harvey (1990). Dig Your Well Before You're Thirsty: The Only Networking Book You'll Ever Need. Currency/Doubleday, New York.

Malik, Fredmund (2003). Managing Performing Living: Effective Management for a New Era. Deutsche Verlags-Anstalt, Stuttgart and Munich.

Mersino, Anthony (2007). Emotional Intelligence for Project Managers: The People Skills You Need to Achieve Outstanding Results. New York: Amacom.

O'Keeffe, Niamh (2011). Your First 100 Days: How to Make Maximum Impact in Your New Leadership Role. Harlow: Pearson.

Patterson Kerry et al. (2008). Influencer: The Power To Change Anything. New York: McGraw Hill.

Saxon, Bret, and Goldman, Elliot (2001). It's Who You Know: How to Make the Rights Business Connections – and Make Them Pay Off. Berkley Books, New York.

Schein, Edgar H. (2004). Organizational Culture and Leadership, 3rd ed.. San Francisco: Jossey-Bass, John Wiley & Sons, Inc.

Sinek, Simon (2009). Start With Why: How Great Leaders Inspire Everyone to Take Action. London: Penguine Books.

Sparrow, Tim & Knight, Amanda (2006). Applied EI: The Importance of Attitudes in Developing Emotional Intelligence. San Francisco: Jossey-Bass.

The Arbinger Institute (2010). Leadership and Self-Deception: Getting Out of the Box, 2nd ed. San Francisco: Berrett.Koehler Publishers, Inc.

Yeung, Rob (2009). The New Rules: Emotional Intellgence. London: Marshall Cavendish.

Articles and Book Chapters:

Goleman, Daniel (2001). Leadership That Gets Results. What Makes a Leader. Harvard Business School Press, pp 53-85.

Kaiser, Robert B., Hogan, R., & Craig, S.B. (2008, Feb.-March). Leadership and the Fate of Organizations. American Psychologist, Vol. 63, No. 2, 96–110. DOI: 10.1037/0003-066X.63.2.96. American Psychological Association.

Koestenbaum, Peter (2001, Winter). Looking Back and Looking to the Future: The Growing Role of Personal Responsibility and Accountability.

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	The Journal for Quality & Participation, Association for Quality & Participation, www.aqp.org, pp 5-11. Kotter, John P. (1995, March-April). Leading Change: Why Transformation Efforts Fail. Harvard Business Review, pp 59-67.
Supporting and deepening module	Service Management (SI) Operations (OPS) International Marketing (INTMA)
Remarks	The field trip is mandatory for all participants. Enrollment for intensive weeks (excluding intensive weeks involving travel weeks) takes place outside the normal enrollment period. Please consult the schedule for the enrollment date. Withdrawals or non-participation in the intensive week will result in a grade F.

Short description of Module	Students shall understand the concept of leadership and its different aspects and success factors by looking at themselves, their teams and organizations. The training will be based on basic theoretical concepts but to make it more applicable in real life one of the key elements of the training is practicing with tools that leaders apply to be successful. One of the aims of the training is to prepare the students for their future roles as leaders: project leaders or product managers.

Changing history:

Index:	Date:	Text:	Visum:
01	January 6, 2012	New module description in English	Jon Ebersole
02	May 21, 2012	Short description of module reworked for 2013	Gös
03	May 27 2013	Agenda	Gös
04	November 21 2013	Personal competencies, short description, agenda	Gös
05	October 22 2014	Semester of execution, list of literature, diary of module	Gös
06	April 26 2015	Diary: room requirements	Gös
07	December 11 2015	Execution, competency confirmation, remarks	J. Ebersole
08	15.05.2017	Adapted Module description towards innovation leadership and more hands on leadership topics. Change of Lecturer	Kei
09	June 17, 2020	Added DE and EESE	Amc
10	Nov 30, 2022	Added DCA, DCS	Amc

-	06.12.2022	Examination date	Kei
-	07.12.2022	Release date	Jav

Design of Leadership Week

DAY 1	DAY 2	DAY 3	DAY 4	DAY 5

- Introduction, goals,. group
  building, pres participants,.
 	
- Introduction to Leadership:
  theory
	- DISC-report: analysis of results,
	
	- DISC: reflection in teams.
		Introduction to team theory
		  and team development
		
		- Exercise: leading a team in
		  different phases
			- Field visit: Topic:
			  Innovation Leadership
			  (eg. SIX, Zurich)
			  08.30-12.00 h
				- Exercise: High Performing
				  Teams: competition incl.
				  reflection on learnings & leadership

- Exercise: good leader
 	
- Emotional Intelligence:
  theory and self-test
	- Leadership Styles:
	  situational leadership, Blanchard
	
	- Leadership Styles self-test
	  & reflection
	
	- Prep. for external speaker
		- Learning Styles: analysis of results
		
		- Reflection on Learning
		  Styles in teams and impact
		  on teamwork and leadership
			Field visit: Topic:
			  Innovation Leadership
				- Preparation of team presentations

Lunch	**Lunch**	**Lunch**	**Lunch**	**Lunch**

- Introduction to communication rules
 	
- Constructive Feedback:
  model and video
	- External speaker:
	  Innovation Leadership
	  & discussion (eg. Prof. Stephanie Kaudela-Baum)
	-
		- Exercise: Creative Team
		  Competition incl. reflection
		  and key learnings
		
		-
			- Key learnings from field visit'
			
			- Stakeholder Management Part I (networking & influencing)
				- Presentation of Team Assignments:
				  Groups 1-3 (20 min each)

- Constructive Feedback:
  role-play
 	
- Introduction & start:
Team Assignments with focus on 'Leadership'
	- Key learnings from discussion with speaker
	
	- Reflection on the day
	
	- Working on Team Assignments
		- Analysis of teamwork in
		  module 'Designproject':
		  reflecion and learnings
		
		- Reflection on the day
		
		- Working on Team
			- Stakeholder Management Part II (exercise with action
			  plan)
			
			- Reflection on the day
				- Presentations:
				  Groups 4-5 (20 min each)
				
				- Evaluation of team assignments and information on grades

- Reflection on the day		Assignments	- Working on Team Assignments	- Feedback on the week

Room requirements: class room for 40 students during the entire week