

6 students

Leadership

March 2016 – University of Haifa

Learning Objectives	I	Differentiate and analyze different leadership styles, their strengths and weaknesses
	II	Identify specific leaders and analyze their strengths and weaknesses
	III	Understand the students own leadership style and have an introspective perspective on strengths and weaknesses
	IV	Demonstrate skills in leading change efforts and running meetings
Reading	Textbooks	Bacharach, Samuel B, <i>Get Them on Your Side</i> , Platinum Press, 2005 Goleman, Daniel, <i>Primal Leadership: Realizing the Power of Emotional Intelligence</i> , Harvard Business School Press, 2002
	Articles	Articles are provided as pdfs.

CLASS I: Sunday 13 March (9 AM – 4 PM)

Class	Date	Topic	Activity	Reading
1 - A	13 March (Sunday)	Intro to Course	Goals/Styles of Learning	
		What is Leadership?	Group Activity – “The Board Meeting”	
		Leadership vs Management	RS Lecture - Intro (Good vs Bad)	Kotter J, " <i>What Leaders Really Do</i> ," HBR, 2001. [Read before Class 2]
		George & Rocky	Group Activity	Start reading Goleman, <i>Primal Leadership</i>
1 - A	13 March (Sunday)	Myers-Briggs --- Jung	RS Lectures - Leadership Principles & Styles	
			Students Take Kiersey Self Assessments	
			What is your leadership style: 2-3 students	

- I. 9:30 – 10:00 – Intro to Course
- II. 10:00 – 10:15 – Break
- III. 10:15 – 11:00 – What is Leadership → Group Activity [A Board Meeting]
- IV. 11:00 – 12:00 – Leadership vs Management (RJS Lecture – Intro to Leadership)

- V. 12:00– 1:00 – LUNCH
- VI. 1:00 – 2:30 – Leadership Principles & Styles
- VII. 2:30 – 3:00 – Students take Keirsey
- VIII. 3:00 – 3:15 - Break
- IX. 3:15 – 3:45 – Students discuss their leadership style

Class II – Wednesday 16 March (9 AM – 4 PM)

	RS Lectures: Narcissism, Optimism, & Leadership	Maccoby M, "Narcissistic Leaders," HBR, Jan-Feb 2000, p. 69.
Maccoby --- Freud	Students Take Maccoby Self Assessments	
	What is your leadership style: 2-3 students	
	Women vs Men in Leadership: A. The HC Makes a Decision - a Case B. Elizabeth - Movie Clip	Tannen D, "The Power of Talk," HBR, SEPT-Oct 1995, p138.
	Movie Clips	Elizabeth I (Young vs Older Elizabeth)
Leaders Solving Problems	Case Discussion	Maccoby, "Why People Follow the Leaders – the Power of Transference". HBR. 2004

- I. 9:00 – 10:30 – Narcissism, Optimism, & Leadership – RJS lecture
- II. 10:30 – 11:15 – Students take Maccoby Self Assessments & BREAK
- III. 11:15 – 12:00 – Discuss student leadership styles
- IV. 12:00 – 1:00 LUNCH
- V. 1:00 – 4:00 – Women vs Men in Leadership
 - a. 1:00 – 1:15 Discuss Tannen
 - b. 1:15 – 1:30 Elizabeth – movie clip (younger vs older)
 - c. Leadership **Movie**: *Elizabeth Golden Age* (vs Intern)
 - i. 1:30 – 3:30 Movie
 - ii. 3:30 – 4:00 Discuss movie

Hold:
George and Rocky

Class III – Tuesday 22 March (9 AM – 4 PM)

- I. 9:30 – 11:00 -- Student Presentations 3 [1 - 3]
- II. 11:30 – 11:15 - BREAK
- III. 11:15 – 12:45 -- Student Presentations 3 [4 – 6]
- IV. 12:45 – 1:45 – LUNCH
- V. 1:45 – 3:15 – Role Play Exercise: Health Commissioner Makes a Decision

Class IV –Wednesday 23 March (9 AM – 4 PM)

Primal Leadership --- Goleman	RS Lectures - EI	Goleman D, "Primal Leadership" must be completed before class
	Students Take Goleman Self Assessments	Start reading Bacharach, Get Them on Your Side
	What is your leadership style: 2-3 students	
Leading a Meeting	Breast Cancer Case	Oncken, Management Time: Who's Got the Monkey, Harvard Business Review
RS Lecture	Managing the Docs Case	Jay, How to Run a Meeting, Harvard Business Review

9:30 – 11:00 AM – Presentation on Goleman – EI (RJS)

11:00 – 11:45 AM – What is your leadership style – student discussion

11:45 – 12:45 – LUNCH

12:45 – 1:45 – Role Play Exercises: (A Managed Care Situation & Docs Who Don't Fit)

1:45 – 2:00 – BREAK

2:00 – 3:30 - Leading a Meeting – RJS Presentation

Class V – Sunday 27 March (9 AM – 4 PM)

Leadership Presentations:

9:30 - 11:00 AM – 3 presentations [7 - 9]

11:00 – 11:15 AM – BREAK

11:15 – 12:45 – 3 presentations [Students 10 - 12]

12:45– 1:30 – LUNCH BREAK

1:30 – 4:00 – **Movie:** *The Last Castle* & discussion

4:00 – 4:30 Movie analysis & discussion

Class VI – Wednesday 29 March – (9 AM – 4 PM)

Leadership in a Multi-Cultural Environment

9:30 – 10:00 – RJS to China – Case & Discussion

Reading:

Meyer, "Navigating the Cultural Minefield," HBR, 2014

Meyer, "Getting to Si, Ja, Oui, Hai, and Da," HBR 2015

Neeley, "Global Teams that Work," HBR 2015

10:00 – 10:45 - Key points in multi-cultural leadership & teamwork - RJS

10:45 – 11:00 – BREAK

11:00 – 11:30 – Exercise 1 [3 people] --- Video recorded

11:30 – 12:00 – Exercise 2 [3 people] --- Video recorded

12:00 – 1:00 – LUNCH

1:00 – 2:00 – Review Videos

2:00 – 2:30 – BREAK

2:30 – 3:30 – WHO – Zika Case (Chan vs Frieden)

Class VII – Wednesday 30 March (9 AM – 4 PM)

Advocacy	"12 Angry Men": Intro [10 minutes]	<i>12 Angry Men --- Film viewed in class</i>
	"12 Angry Men": Viewing [100 minutes]	
	"12 Angry Men": Scoring & Discussion [40 minutes]	
	RJS - Summary: <i>How to Get Them on Your Side</i> [20 min]	Bachrach, <i>Get Them on Your Side</i>
Advocacy as Leadership	Diffusion of Innovation	Berwick, D, <i>Disseminating Innovations in Health Care</i> - <u>Read BEFORE Class</u>
	Advocacy Case #1 -- Tax Cuts: Case Presentation [20 minutes]	RJS
	Advocacy Case #1 -- Tax Cuts: Scoring & Discussion [40 minutes]	

9:30 – 10:00 - Introduce 12 Angry Men Movie – Assign Roles

10:00 – 11:30 – View and score movie

11:30 – 11:45 - Break

11:45 – 12:35 – Discuss movie

12:30 – 1:30 – Lunch

1:30– 2:30 – Discuss Bacharach, “How to Get Them on Your Side” - RJS

2:30 – 2:45 – BREAK

2:45 – 3:45 – Advocacy Case #1 (Tax Cuts)

Class VIII – Sunday 3 April (9 AM – 4 PM) Advocacy Presentations:

9:30 - 10:30 AM – Diffusion of Innovation (RJS)

10:30 – 10:45 AM – BREAK

10:45 – 11:45 – 2 presentations [Students 1 - 2]

11:45 – 12:00 – BREAK

12:00 – 1:00 – 2 presentations [Students 3 - 4]

1:00 – 2:00 – LUNCH

2:00 – 3:00 – 2 Presentations [Students 4 – 5]

3:00 – 4:00 – Hold for final class activities