

Monday

Leadership Principles



VUCA

- Understand the importance of leadership in successful organizations.
- Understand the principles of effective leadership.
- Understand the impact of VUCA on leaders.

Tuesday

Core Skills: Vision & Strategy



Develop
Communicate

- Understand the principles for developing an effective vision statement.
- Understand the importance of a strategy that aligns the vision with the available resources.
- Understand the importance of clarity in inculcating the vision and strategy in the organization.

Wednesday

Off?

Thursday

Core Skills: Team Building



Setting
Conditions

- Understand the elements of successful team building.
- Understand the importance of understanding your operating environment, your sphere of influence.
- Understand importance of shaping external conditions to accomplishment of the organization's goals.

Friday

Core Skills: Seeing the Future-Character



Character

- Understand the importance of and techniques for looking ahead.
- Understand the challenges to ethical conduct.
- Understand the importance of leading by example
- Understand the importance of building values-based organizations.

Monday: Today we live, work and compete in a Volatile, Uncertain, Complex and Ambiguous world. Leading in this environment is tough business and requires leaders with the vision to see opportunities in volatile and ambiguous situations, the courage to act in the face of uncertainty and complexity and the character and resilience to make hard decisions and bounce back from unexpected setbacks. The class will discuss the importance of leadership in today's VUCA environments and the principles for successful leadership.

- Materials/ required readings:
 - **Army Manual, 6-22**, "Army Leadership"; Headquarters, Department of the Army; August 2012; pp. 1-9.
 - "The Real Leadership Lessons of Steve Jobs"; Walter Isaacson, **Harvard Business Review**; April, 2012.
 - "Leading in a VUCA World"; George W. Casey, Jr.; **Fortune**; April, 2014.
- *Additional recommended readings:*
 - **Steve Jobs**, Walter Isaacson; Simon and Schuster, 2011.
 - **Age of the Unthinkable**, Joshua Ramo; Little, Brown and Company; 2009; pp. 41-63.

Tuesday: The most important responsibility of any leader is to point the way ahead. Yet the more “VUCA” the environment, the harder it is for leaders themselves to comprehend the situation, let alone articulate a clear way forward. Success today begins with an in-depth understanding of one’s operating environment—internal, external, competition and sphere of influence—and focusing the efforts of the organization by developing and articulating a clear vision and a strategy to implement that vision. This is the beginning of successful execution..

•Materials/required readings:

- **The Art of War**, Sun Tzu, Chapters 1-3.
- “Jim Collins: How to manage through chaos”; **Fortune**; October, 2011.

Additional Recommended Reading:

- “How David Beats Goliath”, Malcolm Gladwell; **New Yorker**; May 2009.
- **Great by Choice**; Jim Collins; Harper-Collins; 2011.

Strategic Reflections, Operation Iraqi Freedom, July 2004-February 2007”; George W. Casey, Jr.; National Defense University Press; October, 2012, pp.5-33

Thursday: As hard as it is to develop a clear vision and effective strategies to achieve that vision in a VUCA world, a leader's work is just getting started. To be successful, a leader must build a high-performing team that understands and is committed to the execution of the vision and set the conditions internally and externally for the organization's success. This requires a willingness to operate outside the organization to shape the external environment to facilitate organizational success.

- Materials/required readings
 - Chapter 6, "Insights for Leaders", pp. 153-177, Strategic Reflections, Operation Iraqi Freedom, July 2004-February 2007"; George W. Casey, Jr.; National Defense University Press; October, 2012.
 - "Greatness Beyond the Gridiron"; K. Shelby Skrhak; Success; December 2010.
- Additional recommended readings:
 - Age of the Unthinkable", Joshua Ramo; Little, Brown and Company; 2009; pp. 169-199.
 - "The Focused Leader," Daniel Goleman; Harvard Business Review; December, 2013.
 - "Building Effective Teams in Real Time", Jerry Garfield; Ken Stanton, Harvard Management Update; November, 2005

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