

Leaders by Design: Becoming a Leader Worth Following

Course Syllabus Term C

As of: 6 Nov 2017

COURSE INSTRUCTOR:

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OBJECTIVE:

Course Description: The concept of *Leaders by Design* is simply to be intentional and deliberate in how we develop ourselves as leaders. The military has many leadership programs—but until we take responsibility to develop ourselves—we will fail to meet the leadership challenges of the future.

EVALUATION INSTRUMENTS:

- 1. Book Review:** Select one book from the required reading list and review it. A book review is not just about summarizing; it is an opportunity to present a critical discussion of the book. Please combine an accurate, analytical reading with a strong, personal touch. A good book review describes what is on the page, analyzes how the book tried to achieve its purpose, and expresses any reactions and arguments from a unique perspective to include how the book impacted you as a leader. Paper is 3 pages. **(25%)**
- 2. Team Research:** Seminar is divided into 3 teams--scenarios are assigned and the groups will work through the situation given their individual personality/leadership strength and weaknesses. (Required for completion of #4)
- 3. Individual Paper:** Given all you have learned in the course—each student will present a paper on their leadership strengths and weaknesses discovered over the 10 weeks of instruction to include improvements going forward. A suggested format is to build on the concept of DESIGN.

D-Drive: What excited you? What fires you up?

E-Experiences: What experiences make you unique from others?

S-Spirituality: How do you best connect to something larger than yourself?

I-Impact: What arena do you feel most compelled to impact?

G-Genius: What do you do repeatedly, successfully, happily?

N-Nature: What is your personality—and how does it play into your leadership?

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Consider a dashboard of your personality in making your case (examples provided in class)

Paper is 7 pages. (25%)

4. **Presentation** of team research to the class—5 (+/- 5) minute presentation on your selected leader (25%)
5. **Class Contribution** (25%)

The Current Situation

Our environment has changed—it is more complex, volatile, and unpredictable. As such, the skills needed for leadership have also changed—more complex, anticipatory, and adaptive thinking and leading abilities are needed.

The methods used to develop leaders globally have not changed (*much*).

The majority of leaders are developed from on-the-job experiences, training, and coaching/mentoring; while these are all important, leaders are no longer developing fast enough or in the right ways to match our new environment.

The Challenge Ahead

This is no longer just a leadership challenge (what good leadership looks like); it is a development challenge (the process of how to grow “*bigger*” minds).

Leaders have become experts on the “what” of leadership, but novices in the “how” of their own development.

In this elective we will spend time examining the arena of leadership development. We will experience visiting lectures from a myriad of civilian entities that will discuss and expose us to leadership development outside the military. As we work through the course, students will experience an in-depth analysis of their own strengths and weaknesses. The course is divided up into four sections which mirror the development of a leader. 1) *Know Yourself to Lead Yourself*, 2) *Lead Yourself to Lead Your Organization*, 3) *Culture and Innovation*, 4) *Accelerant*.

Visiting experts will include:

Andy Christiansen: CEO of High Capacity Leaders, Atlanta GA. He is a nationally renowned thought leader on the topic of identifying “*what matters most!*” Working primarily with Gen Y leaders (21 to 31 years old) and those who are trying to lead Gen Y (45+ year old CEO's and business owners). Andy co-created Fruit2O® the first no-calorie fruit flavored water that caused a ripple effect of an additional 21 brands worldwide resulting in well over one billion dollars in annual sales. He is the author of *The 40:40 Principle*, a book that reveals the surprising power of strategic relationships in this post information age economy. With experience in all three major economic sectors, he advises CEO's and top leaders in business, military and non-profit organizations, like Coca-Cola, U.S. Air Force, Chick-fil-A, the Mattress Firm, Team Novo Nordisk and Northwestern Mutual.

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LtCol Brandie Jefferies, USAF: is an instructor in the Department of Leadership at Air University's Air Command and Staff College and deputy course director for the leadership course. Lt Col Jeffries is a core manpower and personnel officer with extensive background in strategic planning and programming. Lt Col Jeffries holds master's degrees from Chapman University in Human Resource Management and Air University in Military Operational Art and Design; a graduate certification from Chapman University in Organizational Leadership; and pursuing a PhD from Grand Canyon University in Industrial and Organizational Psychology. Lt Col Jeffries has served in various capacities over the last eighteen years including assignments within AMC, AFMC, AFSOC, JSOC, AETC, and AU.

Amy Norton: is a partner at GiANT Worldwide, a global company dedicated to leadership transformation and healthy multiplication. Her consulting practice is focused on helping companies be better by making their people better. Whether she's coaching individuals or implementing company-wide training programs, her communication expertise enables people to understand their current reality and make meaningful changes in all circles of influence. Experience across a variety of professional settings has allowed her to see that the common denominator of sustainable success in any organization is consistent, secure leadership. She is energized helping people develop to their potential and reach a level of self-understanding that contributes to overall team alignment and synergy. In addition to consulting and speaking, Amy is a writer and editor. She makes her home in Nashville, Tennessee with her husband and children, and they all enjoy traveling and spending time outdoors.

Nicole Pinkham: Senior Training Consultant at Alabama Training Institute Auburn Montgomery. Nicole serves as the Senior Training Consultant for the Alabama Training Institute. Her professional interests include training and development, coaching, curriculum development, as well as delivering motivational keynotes. Mrs. Pinkham manages and directs training and consulting projects for the Institute and has worked with numerous municipal and state government clients including the Alabama Department of Transportation, Alabama Department of Children's Affairs, Alabama Department of Revenue, Alabama Department of Postsecondary Education, The Governor's Office of Workforce Development, and The Governor's Office of Faith-Based and Volunteer Services. Nicole Pinkham serves as an instructor and consultant for the Alabama Certified Public Manager Program©, Director of the AUM Leadership Academy, the lead trainer of AUM's Emergency Preparedness Program, and as a motivational keynote speaker for conferences throughout the Southeast.

Tyce Ruff: Is a nationally sought after expert on Performance Enhancement and Systems Innovation. From the corporate board room, to the field of application; Tyce provides teams and individuals the tools and systems to reach their true potential. He has built a reputation for developing programs and systems that produce results through the use of breakthrough training concepts, proven methodologies, and assessment. As a motivational speaker, consultant, and innovation strategist, his desire to help others improve and reach their true potential is the foundation for his continued success. Tyce is the founder and CEO of *Kairos Consulting* and has trained & coached hundreds of individuals from premier organizations such as, EFT Sports Performance, AgroLiquid, Ford, Toyota, Hyatt Hotels, 2|42 Community Church the NFL, FBI, and the University of Michigan.

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Jason Womack: An author, executive coach, husband, nationally ranked triathlete and life-long learner, Jason helps his clients reach higher levels of success. His title: Workplace Performance Psychologist. He meets you where you are and coaches you to reach your very best...at work, and in life.

His compassion and empathy (two words not often used in productivity coaching) are immense and those attributes help to propel those he works with to new heights with little resistance and maximum effectiveness. Jason understands that each of us plays many roles such as: leader, partner, spouse, son, friend, community volunteer, athlete. To succeed requires a core set of practical and actionable skills that can be learned with a bit of direction, motivation and support. He is the CEO of The Womack Company and Cofounder of The Get Momentum Leadership Academy. He advises leaders worldwide, helping leaders work effectively so they have the time, energy and focus to achieve more in work and in life.

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REQUIRED TEXTS:

Andy Christiansen, *The 40: 40 Principle: Are You Really Connected or Just Linked? How to Create Powerful, Inspiring Conversations That Lead to Greater Success* (Bloomington, IN: WestBow Press, 2010) ISBN 978-1-4497-0071-3 (136 pages) Week 6

David Hicks and C. Scot Hicks, *The Emperor's Handbook: A New Translation of The Meditations* (Scribner, NYC, NY, 2002) ISBN-10: 0743233832 (160 pages) Week 2

Ryan Holiday, *The Obstacle Is the Way: The Timeless Art of Turning Trials into Triumph*: (Portfolio/Penguin Books, NYC, NY, 2104) ISBN-10: 1591846358 (224 pages) Week 3

Gordon MacKenzie, *Orbiting the Giant Hairball: A Corporate Fool's Guide to Surviving with Grace* (New York, NY: Penguin Putnam Inc., 1996) ISBN 0-670-87983 (224 Pages) Week 7

Greg McKeown, *Essentialism: The Disciplined Pursuit of Less*, (Crown Business, NYC, NY, 2014) ISBN-10: 0804137382 (272 pages) Week 8

Jason W. Womack, Jodi Womack *Get Momentum: How to Start When You're Stuck*, (Hoboken, NJ, Wiley; 2016) ISBN-10: 1119180260 (120 pages) Week 1

Total Page Count: 1100 Approx

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LESSONS:

EL 1 5 Jan 2018 – Get Momentum (Jason Womack)

Lesson Description: After introductions, course and syllabus review, and discussion of expectations and deliverables, the class will begin to examine the art of you. : It is important to have a solid understanding of who you are and what makes you tick before stepping into any leadership position. We will discuss the Center for Creative Leadership's model of horizontal and vertical leadership development.

Jason will ask...Do you sometimes feel stuck, despite real efforts to gain momentum on goals we've set?

Momentum means you're doing more than simply getting things done. It's that feeling of satisfaction, the belief that we can achieve big goals and complete important projects that fulfill us both personally and professionally. *Get Momentum* coaches us in the mindset, skill set, and toolkit required to make progress on the items we have set on our life and work goals faster and easier, while living a less stressful, more meaningful life. Jason provides valuable insights into the psychology of change and how to direct our focus to experience fulfillment at work and in life.

Jason Womack, CEO of The Womack Company will visit to discuss his concepts on leadership and organization.

READING: *Get Momentum: How to Start When You're Stuck*, (Hoboken, NJ, Wiley; 2016) ISBN-10: 1119180260 (160 pages)

EL 2 10 Jan 2018 – Know Yourself to Lead Yourself: Leadership 101 (Nicole Pinkham)

Lesson Description: We will spend some time dissecting our MBTI types, examining our strengths and our kryptonite. We will take MBTI to the next level. In addition to understanding where we get our energy, and how we process information, make decisions, and live life—Type Dynamics will help us understand how we interact and how we annoy others.

Nicole Pinkham will visit from Auburn University: a true master of all things Myers-Briggs.

READING: David Hicks and C. Scot Hicks, *The Emperor's Handbook: A New Translation of The Meditations* (Scribner, NYC, NY, 2002) ISBN-10: 0743233832 (160 pages) in preparation of the stoicism block.

DELIVERABLE: Complete MBTI Form M or personality assessment at: www.16personalities.com prior to lesson (bring to class)

EL 3 17 Jan 2018 – Stoicism and Leadership Philosophy (Bill DeMarco)

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Lesson Description: Stoicism is a philosophy founded in the Hellenistic period and was strongly influenced by Socrates. It is based on the thought that in order to achieve intellectual and moral perfection, an individual must be impervious to emotions such as fear and envy. A leader must rely on logic, physics and ethics to make sound decisions. This seminar will examine stoicism, its applicability to the core values as well as leading today's Airman.

READINGS: Ryan Holiday, *The Obstacle Is the Way: The Timeless Art of Turning Trials into Triumph*: (Portfolio/Penguin Books, NYC, NY, 2104) ISBN-10: 1591846358 (224 pages)

REVIEW: VADM James B. Stockdale, "Stockdale on Stoicism I: The Stoic Warrior's Triad," A Lecture to the student body of the Marine Amphibious Warfare School, Quantico, VA; 18 Apr 1995. Published by the US Naval Academy, Center for the Study of Professional Military Ethics, PDF
<https://www.usna.edu/Ethics/files/documents/Stoicism2.pdf> (22 pages)

PODCAST Suggestions; The Art of Manliness, Podcast #341: The Kaizen Method — Get 1% Better Each Day: <https://www.artofmanliness.com/2017/09/21/podcast-kaizen-self-improvement/>

EL 4 24 Jan 2018– GiANT's Increasing Influence (Amy Norton)

Lesson Description: Most people are in it for themselves. We don't like to think that, mind you. We typically consider ourselves, as a whole, to be rather altruistic. While most of us would count our relationships as congenial at worst and certainly non-self-serving at best, the truth is that at the end of the relationship for most of us stands a transaction. There is something we want to get out of it. That transaction isn't necessarily negative...

- You want the best from the people you lead.
- You are working toward something great together and they have an important part to play.
- You know what you are providing can solve a problem they have.

We are typically looking for an end in mind, whether consciously or unconsciously. Think about it this way...

How carefully do you choose your words or your timing in a conversation in order to obtain the end result you want?

Be honest with yourself. We might not go into the conversation thinking about manipulating things to our benefit, but many times we do just that. We know that if we approach the person at the right moment, using the right words, our chances of getting what we're after increase. Amy Norton will dive deeply into these concepts and more.

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READING: N/A

PODCAST Suggestion: [Liberator 007: The 4 C's of Unlocking Trust & Influence](#)

EL 5 31 Jan 2018– The Big Five Personality Traits (LtCol Brandie Jefferies)

Lesson Description: Many contemporary personality psychologists believe that there are five basic dimensions of personality, often referred to as the "Big 5" personality traits. The five broad personality traits described by the theory are extraversion, agreeableness, openness, conscientiousness, and neuroticism. Trait theories of personality have long attempted to pin down exactly how many personality traits exist. Earlier theories have suggested a various number of possible traits, including Gordon Allport's list of 4,000 personality traits, Raymond Cattell's 16 personality factors, and Hans Eysenck's three-factor theory.

READING: TBD

DELIVERABLE: Big Five Personality Trait Test:

<http://www.outofservice.com/bigfive/>

Leadership Book Review - 25%

EL 6 2 Feb 2018– Know Yourself to Lead Yourself: Judgement Index and the 40/40 Principle (Andy Christiansen)

Lesson Description: What do Bill Gates, Bono, Oprah Winfrey and Lance Armstrong have in common? They all found out that ultimate success comes through the power of relationships. That by themselves they were limited, but by adding strategic advisors to their life and business they were unlimited!

Andy's Grandfather used to say "the secret to life is when you're under 40, seek to gain wisdom from those over 40, and when you're over 40 do the same with those under 40." It's a reverse mentoring process, one where you intentionally gain wisdom, versus intentionally giving wisdom. In a day and age where relationships are random and shallow, Andy's 40:40 Principle offers a system to gain and develop strategic lasting relationships. Relationships that will help us achieve the success we desire and need at work and at home. Andy Christiansen will be our guest and will also present The Judgment Index—a leadership assessment.

READING: Andy Christiansen *The 40: 40 Principle: Are You Really Connected or Just Linked? How to Create Powerful, inspiring Conversations That Lead to Greater Success* (Bloomington, IN: WestBow Press, 2010) ISBN 978-1-4497-0071-3 (136 pages)

DELIVERABLE: Judgment Index Test: Password and website link will be sent.

EL 7 7 Feb 2018– Innovation, Culture & Kryptonite (Bill DeMarco)

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Lesson Description: Once we know ourselves, lead ourselves, and lead our teams—what are the weaknesses or Kryptonite of our personality types? We will spend time discussing the downsides of our MBTI, JI, and Voices. We will also delve into the importance of organizational innovation and creativity in an age of constant change.

READING: *Orbiting the Giant Hairball: A Corporate Fool's Guide to Surviving with Grace* by Gordon MacKenzie (224 Pages)

EL 8 14 Feb 2018– Leading Our Mind, Body, and Spirit (Tyce Ruff and Bill DeMarco)

Lesson Description: When feeling the stress of time, it is easy to break from the routines that are so important to healthy living, like exercise, self-reflection, and meditation. Investing the time and energy to maintain and even enhance these centering practices during difficult times pays off handsomely, as scientific studies show. It gives our mind greater clarity and can be the source of new, out-of-the-box thinking, and innovation necessary to solve our most vexing problem.

One leader mentioned how she would prepare for particularly stressful meetings: “I would not only [workout], but I would also run eight miles. I would get myself totally pumped up so I could be as energetic and authentic as possible.”

Adversity, setbacks, and challenges can throw any leader off-balance, which can lead to cascading difficulties. It is important to notice when this is happening and to take action to ground and center ourselves, intentionally bringing ourselves back to an emotional and physical state where we can constructively confront our problems.

Tyce Ruff will visit and discuss the leadership link between, mind, body, and spirit.

READINGS: Greg McKeown, *Essentialism: The Disciplined Pursuit of Less*, (Crown Business, NYC, NY, 2014) ISBN-10: 0804137382 (272 pages)

PODCAST suggestion; Waking Up podcast with Sam Harris; [#111 — The Science of Meditation](#)

EL 9 21 Feb 2018– Research day

Lesson Description: Students will spend time researching, writing, preparing for in class team presentations: No class

READING: None

EL 10 28 Feb 2018 Student/Team Presentations

Lesson Description: Students will present their team project and/or research

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READING: None

DELIVERABLE: Leadership Research Paper (25%)