

WL2100 Innovating Leadership

Professor: Luc Roulet

Language of instruction: English – **Number of hours:** 36 – **ECTS:** 3

Prerequisites: WL1100 and WL1200 or equivalent. Be involved with passion in a start-up company or in a project (innovation, student organization or other)

Period: S8 Elective 13, One-week module 2 16-20 May IN28IS2, SEP8IS2

Course Objectives

Context

The context in which we all operate is an ever-accelerating and challenging world, where innovation and transformation are part of daily work.

Main Objective

Develop your own personal power and your ability to generate collective power, with confidence, efficiency and lightness. This requires to:

- ◇ know yourself better and explore new resources within you
- ◇ better read and use group dynamics to mobilize new resources in your group and ecosystem

On completion of the course, students should be able to

With a group

- ◇ Achieve projects with more efficiency, lightness and confidence, especially in intercultural environments
- ◇ Increase awareness of an organization as a living system, and ability to vivify it
- ◇ Identify the most efficient leverage points to intervene in a group
- ◇ Face complex problems, especially those involving people, and explore with a group the most difficult questions till resolution
- ◇ Navigate through power dynamics with ease and impact
- ◇ Create a robust innovation dynamic, with scientific rigor and fun in the collective work

With yourself

- ◇ Increase your self-awareness and self-confidence
- ◇ Increase your autonomy in goal-setting, learning by doing and self-assessment
- ◇ Be at ease and focused in the midst of high discomfort
- ◇ Impact an audience, small or large, with your speech
- ◇ Approach culture differently: explore how culture shapes us and how we shape it too

Course Contents

The main topics are :

- ◇ Operational power: ability to get things done and to learn in the process
- ◇ Relational power: ability to transform relationships for the group's success
- ◇ Purpose: create a mobilizing vision, for yourself, your team and enroll new allies
- ◇ Ways of being: explore yourself, your patterns, with yourself and within a group
- ◇ Cosmopolitan leadership: use cultural differences as an opportunity
- ◇ Leadership embodiment: be present, calm, focused and impactful in all situations
- ◇ Survive in the exercise of leadership: build and use your holding environment

Course Organization

The course is built to present leadership models and provide a space to reflect on our own practices and capabilities, experienced in projects and in the classroom. Personal, small group and plenary work will nurture and help us realize how to evolve and improve our impact in the exercise of leadership.

- ◇ 10 half-day courses with a balanced mix of pedagogic forms
- ◇ An intermediate reflection paper
- ◇ A 360° questionnaire on your leadership skills
- ◇ Final reflection paper on your personal and collective learning around leadership

Teaching Material and Textbooks

Reading material is provided in preparation of or after class to put the classroom experience in perspective.

Resources

This class mobilizes our own leadership resources from beginning to end.

Evaluation

- ◇ 1/2 for class participation
- ◇ 1/6 for the intermediate reflection paper
- ◇ 1/3 for final reflection paper