

LEADERSHIP FOR THE FUTURE

NOVEMBER 2020

Profesor	Dr. Walliser
Horario	Monday – Friday (2 hrs)
Hours	45
Idioma	Se imparte en español

1. COURSE DESCRIPTION

What happens when the world around me collapses? How can we navigate through problems and continue with our projects when the situation is unstable? These and other questions haunt us when our world breaks down and there is only chaos. This hostile situation, also known as VUCA (Volatile, Uncertain Complex, and Ambiguous), tends to paralyze us and prevents us from clearly seeing the future. Still, new situations call in new opportunities and now it's the time to find them.

In this course students will explore the characteristics of the VUCA environment and learn about the abilities and skills necessary to neutralize them. We will learn to turn this acronym around into **V**ision, **U**nderstanding, **C**larity, **A**gile. This change will guide us to a new perspective that will allow us to find new alternatives that will lead us into the future.

We will revise the strategies proposed by Bob Johansen to counteract chaos and start focusing on the future; we will also learn about the skills and competences of the new leader of the future. The first step is to focus on yourself and discover your leadership style and competences.

Throughout the course, we will revise some of the main theories of leadership and empowerment including Warren Bennis and Daniel Goleman. Students will complete different exercises that will lead them in a journey of self-exploration. They will define their vision, identify their objectives, and break them down into specific actions that will allow them to start the path of success. Then, they will bring everything together into a Plan of Action thinking on the timeline and resources that they need to complete the tasks. Finally, they will develop a process of continuous evaluation of the items to determine what actions should be dropped off the original plan, which ones will stay and how and when to pivot if necessary.

2. GOALS & COMPETENCES

The goal of the course is to provide students to the leadership skills and competences necessary to manage and lead processes of change in an adverse and uncertain context. Upon completion of the course students will be able to identify

Competence 1.	Understand what is a VUCA (Volatile, Uncertain, Complex and Ambiguous) environment and how to look effectively into the future.
Competence 2.	How to flip VUCA around to become a Vision, Understanding; Clarity and Agile environment.
Competence 3.	Understand different leadership styles and when to used them in an effective manner
Competence 4.	How to draw a Vision into the future
Competence 5.	How to come up with creative solutions and draw an action plan
Competence 6.	Learn how to evaluate all of the actions in order to identify errors in the planification as soon as possible to be able to pivot to a new scenario in a short time.

3. UNITS

We all learn by doing, but sometimes is better to learn ahead of time.

The program is divided in four units.

Module 1: VUCA Context

- 1.1 VUCA environment: Volatile, Uncertain, Complex, Ambiguous, Environment
- 1.2 VUCA environment transformed: Vision, Understanding, Clarity, Agile.
- 1.3 New skills for the Leaders of the Future.
- 1.4 The Leader's New Work

Module 2: On Being a Leader

- 2.1 What does it mean to be a leader for the future?
- 2.2 Learning the Basics (Warren Bennis)
- 2.3 Leadership Styles (Daniel Goleman)
- 2.4 Leadership that gets Results.

Module 3: Drawing my Plan of Action

- 3.1 Challenges of Change
- 3.2 My Vision
- 3.3 Set goals
- 3.4 Break into specific actions
- 3.5 Calendar and planning.

Module 4: Evaluation and Adjustments

- 4.1 Rigor & Discipline: constant evaluation
- 4.2 Diagram for Evaluation
- 4.3 Reflection & balance
- 4.4 Evaluation & adjustments.

4. METHODOLOGY

The goal of this class is to introduce students to the principles of the leadership for the future and how to apply them in their everyday life. The purpose of authentic leadership development is to empower participants as future leaders and to embark them on the path of personal leadership development. It is an intensive reflective course that requires personal curiosity and reflection from the students, as well as personal openness and sharing in class and leadership discussions.

This virtual program requires meaningful participation in the class discussions. Teaching methodology combines synchronous classroom sessions that meet once a week in a seminar format through Zoom. All materials will be uploaded in our Google Class.

1. Online synchronic sessions (20 hours)
 - Presentation of the different units
 - Group activities and discussions
2. Individual & Group work. (25 hours)
 - Readings and practical application of the material
 - Personal Essays
 - Design of the personal vision
 - Work on your personal planning.

5. DETAILED SCHEDULE

SESSION	CONTENT	STUDENT'S WORK
Week 1	MODULE 1: VUCA vs VUCA Environment	1.1 VUCA environment: Volatile, Uncertain, Complex, Ambiguous, Environment 1.2 VUCA environment transformed: Vision, Understanding, Clarity, Agile. 1.3 New skills for the Leaders of the Future. 1.4 The Leader's New Work
Week 2	MODULE 2: <i>On Being a Leader</i>	2.1 What does it mean to be a leader for the future? 2.2 Learning the Basics (Warren Bennis) 2.3 Leadership Styles (Daniel Goleman) 2.4 Leadership that gets Results.
WEEK 3	MODULE 3: PLAN OF ACTION	3.1 Challenges of Change 3.2 My Vision 3.3 Set goals 3.4 Break into specific actions 3.5 Calendar and planning.

Week 4	MODULE 4: EVALUATION & ADJUSTMENTS	4.1 Rigor & Discipline: constant evaluation 4.2 Diagram for Evaluation 4.3 Reflection & balance 4.4 Evaluation & adjustments.
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6. Evaluation

1. Class participation	20%
2. Weekly essays (4)	60%
3. Vision Exercise	20%

7. Bibliography

Bennis, Warren. On Becoming a Leader. The Leadership Classic. New York; Perseus Books 2009

Echevarría, Rafael. Ontología del Coaching. Chile: Loom Editions, 2003.

Fisher, Roger & Ury, William. Getting to Yes. Negotiating an agreement without giving in. NY: Random House Business books, 2002.

Johansen, Bob. Leaders Make the Future. Berrett-Koehler: San Francisco 2017.

Goleman, Daniel. *“What Makes a Leader?”* on Harvard Business Review on What Makes a Leader. Boston, Harvard Business Review, 2001. (Chapter1)

Goleman, Daniel. *“Leadership that Gets Results”* on What Makes a Leader? Harvard Business Review on What Makes a Leader. Boston, Harvard Business Review, 2001. (Chapter 3)

Senge, Peter. The Leader’s New Work: Building Learning Organizations