Overview
This class consists of weekly experiential learning activities on teamwork and leadership, with an emphasis on the professional challenges engineers are most likely to encounter.

In addition to weekly class sessions, you will continue work on your team leadership projects out of class. (Note that while this is a 3-credit class, we meet each week for only 2 hours. The remaining credit reflects your ongoing project work.)

Objectives
• Understand the theory and practice of various advanced teamwork and leadership skills
• Apply this learning in your Leadership Project teams and elsewhere
• Communicate your unique leadership profile

Prerequisites
Admission to the Engineering Leadership Certification Program, successful completion of ENGRG 3900, and ongoing participation in a leadership project team.

Course Materials
Materials for exercises will be distributed in class. When copyright allows, we will post required readings and videos on Blackboard. Other readings can be purchased on our HBS Coursepack website (https://cb.hbsp.harvard.edu/cbmp/access/39576019).

Grading
This class is taken for letter grade reflecting: full participation in class and the leadership project team (30%), final Certification Leadership Portfolio (15%), group project presentation (15%), written papers (20%), timely completion of online assessments and surveys (10%), and quizzes on the assigned weekly readings and videos (10%).

Participation and Attendance (30%)  
This class is experiential; you will learn through active participation and reflection. You are expected to attend and fully participate in all activities for the entire class period. Late arrivals and early departures are permitted only in unusual circumstances, and must be arranged in advance with the instructors. See the attendance policy below.

In addition, you'll continue to work with your leadership project team throughout the semester. All team members will have the opportunity to provide confidential assessments of relative contributions. These assessments will be considered in the participation component of your grade.
Certification Leadership Portfolio (15%)
The Portfolio is your individual expression of your leadership journey. You will present your Portfolio during our final class period. A more detailed explanation follows.

Group Project Presentation (15%)
Your group will give a presentation about your project at our last meeting. You’ll be given more guidance in class about what to cover. All members will receive the same grade for this presentation.

Written work (20%)
Insights and Learning memos are short (~ 3 page) reflections on class material and readings. They address specific questions that are posed in assignments posted on Blackboard. Due dates are noted in the assignments.

Online assessments and surveys (10%)
This one is easy! Simply complete all online assessments and surveys by the due dates.

Reading quizzes (10%)
Also easy! Assigned readings and videos are to be read/watched AFTER class. Each week, there will be a 40% chance of a short quiz on the readings and videos that were assigned the previous week. These quizzes together comprise 10% of your final grade. There will be no makeups for missed quizzes due to absences or tardiness.

Attendance Policy
You are permitted one excused absence (illness or required travel for teams or organizations). This must be arranged with the instructors at least 48 hours in advance. Club meetings, regular sorority/fraternity events, sports practices and similar events are not excused. If you must be absent for any reason, we may require you to send a proxy for the planned exercise.

Unexcused absences, absences in excess of the one allowed, and excessive tardiness will result in a reduction of your final grade by ½ letter grade per instance.

Code of Professional Conduct
Your conduct in this class reflects your professional skills mastery, one component of the Certification requirements. You should think of this as a job, and behave accordingly. Arrive on time, put away electronics and all distractions, always do your best. If you fail to deliver on a commitment—doing what you said you would do, being where you are supposed to be (and being on time)—then hold yourself accountable. Reach out to those you have impacted to take responsibility and attempt to fix the situation.
INSIGHT AND LEARNING MEMOS

Insight and Learning Memos are a way for you to reflect on class concepts and relate them to your own development in a way that demonstrates thoughtful analysis and learning. They are NOT simply train-of-thought transcripts or musings. You are expected to think carefully and deeply about the questions and to arrive at some conclusions for yourself.

To receive credit, you must turn in a hard copy AND upload the document to Blackboard by the due date and time.

Papers will be graded according to these criteria:

• Addresses the questions posed in the assignment
• Relates class concepts to specific experiences you have had or witnessed
• Cites specific readings/reference materials (not limited to those assigned in class)
• Shows evidence of critical thinking
• Shows evidence of insight and self-awareness
• Clear and concise, well-organized, and free of typographical errors

There is no hard limit on length, but about 3 pages is reasonable for most assignments.

For private or sensitive material:
Some content in your memos may be personal or sensitive. If you prefer that teaching assistants not read your entry, please indicate that on the cover page of the paper. Turn in the hard copy directly to instructors.
THE LEADERSHIP PORTFOLIO

The Leadership Portfolio is an expression of where you have come from, where you are, and where you are headed on your leadership path. It tells a story and documents your development in the Engineering Leadership Program. The Portfolio is your opportunity to present yourself as a leader with knowledge, insight, experience, and courage.

Format
Creativity is highly encouraged! Choose a format that expresses your authentic self, your strengths, your personality. Possible formats include (but are not limited to):

- Written report
- Scrapbook
- Video
- Presentation slide deck
- Original piece of art
- Original construction
- App or other computer program
- Website
- Recording

You can use metaphors and symbols, as long as those are clearly communicated or explained in supplementary materials.

Topics to Address
The Portfolio should be comprehensive. There are topics you are required to address. That doesn't mean you need to write a report on these topics; only that the answers can be found in your portfolio. These are the bare minimum requirements. We assume that you will add considerably to this content.

1. What does great leadership look like? (You are encouraged to relate this specifically to engineering.)
2. My unique strengths and my Type, and how they benefit my leadership
3. My potential derailers and how I manage them. These can include habits, your inner critic, fears, personality tendencies, and anything else that, left unmanaged, will undermine your leadership.
4. My core values and how they impact my choices
5. My sense of purpose. What do I care most about? What are my plans—career or personal—for expressing my sense of purpose?
6. How I have grown through the experience of being in the certification program and of working on my leadership project team
7. The ethical principles that guide me. Include examples of ethical decision points you have encountered, and what you did. Explicitly address the question of how to manage the tension between your own ethical standards and environments in which ethical violations are rampant or the norm. How does one think practically about such a situation?
8. What courage means to me. Where am I/must I be courageous in my life?
9. The teamwork, followership, leadership, and/or professional skills have I developed or strengthened through this program
10. My personal and professional goals

You don't have to have come to grand conclusions about all of these issues. Real life is messy and these questions may not have clear answers for you right now. That's OK! We want you to always favor authenticity over telling people what you think they want to hear—even in (especially in) your portfolio.
**SCHEDULE and ASSIGNMENTS**

<table>
<thead>
<tr>
<th><strong>Welcome Back</strong></th>
<th>Aug 24 12:00-6:00 COE Ropes Course</th>
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<tbody>
<tr>
<td>Reconnect and celebrate with the Notorious B.I.G. with a fun, daylong exercise in leadership and teamwork.</td>
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<tr>
<td>Assignment: Complete online “Team 360”</td>
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<tr>
<th><strong>1: Working in Teams</strong></th>
<th>August 31</th>
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<tr>
<td>In class: Lego Man</td>
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<td>After class read: The New Science of Building Great Teams (HBS Coursepack) Bauer &amp; Erdogan, <em>Managing Groups and Teams</em>, from <em>Introduction to Organizational Behavior</em> (Blackboard)</td>
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<td>Assignment: --Conduct a pre-mortem (Team document due Mon. 9/7 at 7:30p) --Sign up for group coaching</td>
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<th><strong>2: Team Dynamics</strong></th>
<th>Sept. 7</th>
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<td>In class: Zoom!</td>
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<td>After class read: <em>The Courageous Follower, Chapters 1 &amp; 2</em> (Blackboard)</td>
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<td>Assignment: --Prepare the Qualitative Feedback Exercise (due Friday 9/18 at to complete any unfulfilled requirements (due Mon. 11/23 at 7:30p) --Begin Decision Making for Leaders assessment (Due 11/2 at 7:30p). This takes 2 hours or more in total so don’t put it off!</td>
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<th><strong>3: Giving and Receiving Feedback</strong></th>
<th>Sept. 21</th>
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<tr>
<td>In class: Qualitative Feedback Exercise</td>
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<tr>
<td>Assignment: Insights and Learning Memo 1 (due Mon 9/28 at 7:30p)</td>
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<th><strong>4: Coordinating with Other Teams</strong></th>
<th>Sept. 28</th>
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<td>In class: GlobeSmart</td>
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<td>After class read: Getting Virtual Teams Right (HBR Course Pack)</td>
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<td>Assignment: Complete the Influence Style Indicator (Due Friday Oct. 2 at midnight)</td>
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<td>Date</td>
<td>Week</td>
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| Oct. 5     | **5: Influence**                                                      | In class: Kidney Case  
After class read: Conger, *The Necessary Art of Persuasion* (Blackboard)  
Watch: Dan Pink, *Drive*. ([https://www.youtube.com/watch?v=avnHUXSVFVM](https://www.youtube.com/watch?v=avnHUXSVFVM))  
Assignment: none |
| Oct. 12    | **FALL BREAK**                                                       |                                                                                                                                            |
| Oct. 19    | **6: Interpersonal Conflict**                                        | In class: Squabbling Colleagues  
After class read: Cloke & Goldsmith, *Resolving Personal and Organizational Conflict Ch 1*. (Blackboard)  
Heifetz & Linsky, *Orchestrate the Conflict* (HBS Coursepack)  
Watch: C. Adichie, *"The Danger of a Single Story"* (TED Talk)  
Assignment: --Insights & Learning Memo 2 (Due 10/26 at 7:30p)  
--Bring $2.50 to class on Nov. 2. If this poses a financial hardship, please let us know. |
| Oct. 26    | **7: Organizational Structure**                                      | In class: Top, Middle, Bottom  
After class read: Hill & Lineback, *I'm the Boss* (HBS Coursepack)  
Kanter, *The New Managerial Work* (HBS Coursepack)  
Assignment: Complete Decision Making for Leaders Assessment online (11/2 at 7:30p) |
| Nov. 2     | **8: Team & Organizational Culture**                                 | In class: Manufacturers, Inc.  
After class read: Bauer & Erdogan, *Organizational Culture*, from *Introduction to Organizational Behavior* (Blackboard)  
Johnson et al., *Exploring Corporate Strategy* (Blackboard)  
Assignment: Watch IDEO video case study and submit a cultural analysis paper (due Mon. 11/9 at 7:30p) |
| Nov. 9     | **9: Group Decision-Making**                                         | NOTE: CLASS RUNS FROM 7:30-10:00 TONIGHT  
In class: Carter Racing  
Debrief Decision Making for Leaders reports  
After class read: Hammond et al., *Hidden Traps in Decision Making* (HBS Coursepack)  
Assignment: Schedule and attend your exit interview (must be completed by Mon 11/30 at 7:30p) |
### 10: Leveraging Differences  
**November 16**

**In class:** Project Team Effectiveness

**After class read:** Bauer & Erdogan, *Managing Demographic and Cultural Diversity*, from *Introduction to Organizational Behavior* (Blackboard)

**Assignment:** Distribute invitations to Portfolios and Presentations event

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### 11: Ethical Foundations  
**November 23**

**In class:** Where’s the Line?

**After class read:**
- Code of Ethics of the National Society of Professional Engineers (http://www.nspe.org/resources/ethics/code-ethics)
- Brown, *How to Avoid Potential Pitfalls* (Blackboard)
- Uhl-Bien & Carsten, *Being Ethical When the Boss is Not* (Blackboard)

**Assignment:**
- Insights & Learning Memo 3 (Due 11/30 at 7:30p)
- Submit your completed Graduation Checklist (Due 11/30 at 7:30p)
- Watch at least 3 Courage videos from those listed on Blackboard.

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### 12: Leading with Courage  
**November 30**

**In class:** It’s A Surprise

**After class read:**
- The Trick to Acting Heroically (NYTimes: http://www.nytimes.com/2015/08/30/opinion/the-trick-to-acting-heroically.html?partner=rssnyt&emc=rss&_r=1)

**Watch:** Angela Duckworth, “The Key To Success” (TED talk)

**Assignment:** Complete the team member contribution assessment (Due at the end of the Capstone class)

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### Capstone: Portfolios and Project Presentations  
**TBD**

Our final period class is dedicated to presentations of the individual leadership portfolios and team leadership projects. Invite your friends and favorite staff and faculty to see the results of your hard work and celebrate your graduation from the Certification Program.