

LEADERSHIP AND TEAM BUILDING

Instructors: IMBA Director, Professor Shari Shang; Dr. Jing-Jyi Wu; Dale Albanese; Bear Liu; Kevin Lang
Credits Hours: 1
Semester: Fall 2016

I. Objectives

The goal of this course is to facilitate NCCU IMBA students in preparing for the duties and responsibilities of life and career while cognizant of the important roles of leadership, creativity, and team building in business. Specifically, this course affords students the opportunity:

- To understand the relationship between leadership and team building;
- To understand and experience the process of creative team development and gain team building skills;
- To recognize the relationship among multicultural experiences, cultural competencies, and creativity;
- To understand various types of leadership, the power of transformational leadership, and the relationship between leading and following;
- To experience the potential of experiential and cultural learning processes in a specific context;
- To reflect on and share elements of a life story;
- To construct a vision for future studies and career.

II. Methods of instruction

This unique workshop format combines participant-centered, team-based, and experiential learning approaches to facilitate meaningful understanding through interactive workshop techniques, in addition to assigned and suggested readings, writing exercises regarding life stories and takeaways/lessons learned (see *Evaluation* below and separate exercise guidelines), and regular sharing of thoughts, ideas, and experiences throughout the workshop.

This course requires your active participation in group activities, discussion, and sharing related to assigned materials. The more you put into this course, the more you will get out.

III. Assignments

Required Readings

1. Catmull, E. & Wallace, A. (2014). Chapter 2: Pixar Is Born. In *Creativity, Inc.: Overcoming the Unseen Forces that Stand in the Way of True Inspiration*. Random House Inc.
2. Cooperrider, D. L. (2012). What is appreciative inquiry? Retrieved from

<http://www.davidcooperrider.com/ai-process/>

3. Cooperrider, D. L. & Whitney, D. (n.d.). What is appreciative inquiry? Retrieved from <https://appreciativeinquiry.case.edu/intro/whatisai.cfm>
4. Daft, R. L. (2008). Chapter 12: Leadership power and influence. In *The Leadership Experience*, 4th Ed., International Student Edition. Thomson South-Western.
5. DuBrin, A. J. (2010). Chapter 6: Developing teamwork skills & Chapter 10: Becoming an effective leader. In *Human Relations: Interpersonal Job-Oriented Skills*, 11th Edition. Prentice Hall.
6. Gundling, E., Caldwell, C., & Cvitkovich, K. (2015). Chapter 1: The shifting center: Emerging markets have emerged. In *Leading Across New Borders: How to Succeed as the Center Shifts* (pp. 1-15). Wiley.
7. Maddux, W.W., Adam, H. & Galinsky, A.D. (2010). When in Rome...learn why the Romans do what they do: How multicultural learning experiences facilitate creativity. *Personality and Social Psychology Bulletin*, 36(6), 731-741.
8. Schmidt, E. & Rosenberg, J. (2014). Introduction: Lessons learned from the front row. In *How Google Works* (pp. 1-26). Grand Central Publishing.
9. Stein, J. (2013). Using the stages of team development. Boston: MIT Human Resources, Learning & Development. Retrieved from <http://hrweb.mit.edu/learning-development/learning-topics/teams/articles/stages-development>

Written Reports

1. Life Timeline: Future Autobiography of a Leader (see page 7)
2. Lessons Learned and Takeaways from *Leadership and Team Building* (see page 8)

V. Evaluation

Presence & Participation (group discussion, class activities, etc.)	40%
Life Timeline: Future Autobiography of a Leader	20%
Lessons Learned and Takeaways from <i>Leadership and Team Building</i>	40%

VI. Further readings

1. Airbnb. (n.d.) About us. Retrieved from <https://www.airbnb.com.tw/about/about-us> (Chinese)
2. Albanese, D. (May 2015). The moderating influence of cultural intelligence on the relationship between multicultural experience and creativity. Presented at the Association for Psychological Science 27th Annual Convention in New York, NY.
3. Blanding, M. (2015, April 20). The 5 strategy rules of Bill Gates, Andy Grove and Steve Jobs. Retrieved from <http://hbswk.hbs.edu/item/7704.html>
4. Carr, A. (2010, May 18). The most important leadership quality for CEO' s? Creativity.

Retrieved from

<http://www.fastcompany.com/1648943/most-important-leadership-quality-ceos-creativity>

5. Catmull, E. & Wallace, A. (2014). *Creativity, Inc.: Overcoming the Unseen Forces that Stand in the Way of True Inspiration*. Random House Inc.
6. Chi, N. W., Chung, Y. Y., & Tsai, W. C. (2011). How do happy leaders enhance team success? The mediating roles of transformational leadership, group affective tone and team processes. *Journal of Applied Social Psychology, 41*, 1421-1454.
7. Duckworth, A. (2016). *Grit: The Power of Passion and Perseverance*. Scribner.
8. Gong, Y., Huang, J. C., & Farh, J. L. (2009). Employee learning orientation, transformational leadership, and employee creativity: The mediating role of employee creative self-efficacy. *Academy of Management Journal, 52*(4), 765-778.
9. Grant, A. (2016). *Originals: How Non-Conformists Move the World*. Viking.
10. Hult Prize (n.d.). Hult Prize: start-up accelerator for social entrepreneurship: History. Retrieved from <http://www.hultprize.org/ed/about/history/>
11. Hult Prize. (n.d.). How will you change the world with US\$1 million? Retrieved from <http://www.hultprize.org>
12. Hu, C., Wang, S., Yang, C. C., & Wu, T.-Y. (2014). When mentors feel supported: Relationships with mentoring functions and protégés' perceived organizational support. *Journal of Organizational Behavior, 35*, 22-37.
13. Judge, T. A. & Piccolo, R. F. (2004). Transformational and Transactional Leadership: A Meta-Analytic Test of Their Relative Validity. *Journal of Applied Psychology, 89*(5)755-768.
14. Llopis, G. (2012, October 1). 6 ways successful teams are built to last. Retrieved from <http://www.forbes.com/sites/glennllopis/2012/10/01/6-ways-successful-teams-are-built-to-last/>
15. McCleskey, J. A. (2014). Situational, transformational, and transactional leadership and leadership development. *Journal of Business Studies Quarterly, 5*(4), 117-130.
16. McMahon, G. (2014, July 30). TED Talk takeaways: 8 ways to hook your audience. Retrieved from <https://blog.slideshare.net/2014/07/30/set-your-hook-to-capture-your-audience/>
17. Schlender, B. & Tetzeli, R. (2015). Chapter 2: I didn't want to be a businessman. In *Becoming Steve Jobs: The Evolution of a Reckless Upstart into a Visionary Leader* (pp. 44-61). Crown Business.
18. Schmidt, E., Rosenberg, J., & Eagle, A. (2014). *How Google Works*. Grand Central Publishing.
19. Sobel, A. (2007, January 27). *The Beatles Principles: Final Teamwork Lessons from the Liverpool Lads*. Retrieved from <http://www.raintoday.com/library/articles/the-beatles-principles-final-teamwork-lessons>

-from-the-liverpool-lads/

20. Stanford University Institute of Design. (n.d.). *Social Entrepreneurship*. Retrieved from <http://dschool.stanford.edu/social-entrepreneurship/>
21. Uzzi, B., Mukherjee, S., Stringer, M., & Jones, B. (2013). Atypical combinations and scientific impact. *Science*, *342*, 468-472.

VII. Class schedule

Saturday, September 3rd, 2016**Dress Code: Casual (floor-seating & movement-based activities; skirts discouraged)**

Time	Agenda	Facilitator/Instructor	Venue
8:30 – 9:00	Registration	All Students	VIP 3 - 3 rd floor of Holiday Inn
9:00 – 12:00	Opening Remarks Leadership and Team Building: 1. Leading and following (I) 2. Creative team development 3. National SWOT analysis <i>*Where are we from? Your place in space.</i> <i>*SWOT analysis for each country. Knowing your peers and shared place in the global community.</i>	- IMBA Director, Professor Shari Shang - Professor Jing-Jyi Wu - Instructor Dale Albanese - TA Vincent Jhao	VIP 3 -third floor
13:00 – 14:00	Lunch		Canton Restaurant -2 nd floor
14:00 – 17:00	Leadership & Team Building 1. Experiential and Cultural Learning 2. Appreciative Inquiry	- IMBA Director, Professor Shari Shang - Professor Jing-Jyi Wu - Instructor Dale Albanese - TA Vincent Jhao - IMBA Staff	VIP 3 -3 rd floor Sam's
18:00 – 19:30	Dinner		Café -1 st floor
19:30 – 21:30	Leadership and Team Building: Multicultural experience, cultural competencies, and creativity <i>*Reflection on experiential learning</i> <i>*Creativity from diverse experiences</i> <i>*Cultural Intelligence (CQ) and strategies for intercultural success</i>	- Instructor Dale Albanese - Professor Jing-Jyi Wu - TA Vincent Jhao	VIP 3 -third floor

Sunday, September 4th, 2016

Dress Code: Casual (floor-seating & movement-based activities; skirts discouraged)

Time	Agenda	Facilitator/Instructor	Venue
7:00 – 9:00	<i>Breakfast</i>		Sam's Café -1 st floor
9:00 – 12:00	Leadership and Team Building: 1. Leading and following (II) 2. Team development and task-based transformation 3. Team communication and cohesion	- Instructor Bear Liu - Instructor Kevin Lang - Professor Jing-Jyi Wu - Instructor Dale Albanese - TA Vincent Jhao	VIP 3 -3 rd floor
12:00 – 14:00	Lunch and Closing Remarks	- IMBA Director, Professor Shari Shang	Canton Restaurant -2 nd floor
14:00	Departure		

Written Assignment (I): Life Timeline: Future Autobiography of a Leader

A hero is someone who has given his or her life to something bigger than oneself.

-Joseph Campbell

Joseph Campbell, the author of *The Hero with a Thousand Faces*, believes that everyone's life is a heroic journey. We are surrounded by biographies and biopics chronicling fascinating life stories.

Often, our most popular and award-winning works are adaptations of real life stories and events. For example, the 2014 Oscar-winning *The Imitation Game*, was based on an adapted screenplay from a book about Alan Turing. The same year, Julianne Moore won an Oscar for her role in *Still Alice*. This film was based on a *New York Times* bestselling novel written by Lisa Genova, a Harvard cognitive neuroscience Ph.D., inspired by her research. It is not only creative writers or filmmakers who are interested in life stories. Psychologists also explore history and life stories through psychobiography or narrative identity work.

When you apply for a graduate program or a job, a personal bio is often the most important part of the application. One day, after a lifetime of successes and achievements, you may wish to write your autobiography, or assign someone else the task. Maybe you will receive the film treatment, or whatever multi-sensory reality reproducing media is available at that time.

This exercise is intended to help you imagine the writing of your future life story and provide you with a simple, clear life timeline to get you started.

Following the sample below, fill in a timeline of major life events, the significance to your life story of these events, the year it took place, and other historical events that happened during that year, which may or may not have directly influenced you.

	Year	Key Life Event	Significance	Historical Events
e.g.	1989	Born on an elephant ride in the jungles of Thailand to two loving parents.	Dream of elephants at least twice a week. Plan to run an elephant-poo coffee-bean business in the future.	Fall of the Berlin Wall (a sign that anything is possible).

It does not have to be long (~5-6 major life events), as long as it is sufficient to become the basic thread in your own autobiography, your audience is able to grasp a good picture of you from the timeline, and it reflects your narrative abilities.

Please submit this exercise to the IMBA Office: imba2@nccu.edu.tw by 5pm on **August 21, 2016**.

We hope you enjoy this exercise as you start to identify and connect the dots in your life narrative.

Written Assignment (II): Lessons Learned and Takeaways from *Leadership and Team Building*

When taking a class or course, participating in a conference or meeting, or even reading, everyone has unique takeaways and understandings demonstrating lessons learned.

After attending this *Leadership and Team Building* workshop, you are required to make sense out of this experience. We ask you to reflect on and write about your lessons learned and takeaways from this course.

If you search online for “lessons learned from...” or “takeaways from...”, you will find many articles expressing the authors’ insights and sense-making processes. Below you can find several suggested readings with examples of good “takeaway” essays available online that can be used as references as you write.

Remember, throughout this class you have participated in a variety of activities. You should be able to bring one takeaway from each activity. The lessons you’ve learned may be related to your personal sense-making or your future life and career.

Suggested readings for “Lessons Learned and Takeaways for *Leadership and Team Building*” assignment

1. Blanding, M. (2015, April 20). The 5 strategy Rules of Bill Gates, Andy Grove And Steve Jobs. Retrieved from <http://hbswk.hbs.edu/item/7704.html>
2. Hackbarth, N. (2013, August 20). Six HR leadership lessons we can learn from Steve Jobs. Retrieved from <http://www.quantumworkplace.com/six-hr-leadership-lessons-from-steve-jobs/>
3. Lynch, E. (n.d.). 5 H’s of strong leadership: Takeaways from the 17th Annual Wharton Leadership Conference. Retrieved from <https://www.womensworldbanking.org/news/blog/5-hs-of-strong-leadership-takeaways-from-the-17th-annual-wharton-leadership-conference/>
4. McMahon, G. (2014, July 30). TED Talk takeaways: 8 ways to hook your audience. Retrieved from <https://blog.slideshare.net/2014/07/30/set-your-hook-to-capture-your-audience/>

This paper should be ~2,000-3,000 words (~5-6 lessons/takeaways).

Please email this assignment to the IMBA Office: imba2@nccu.edu.tw by 5pm on **Sunday, September 18**.