



EXECUTIVE MBA | THM BUSINESS SCHOOL

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Syllabus

Module

Effective Leadership

by

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Purpose

This course is thoroughly crafted to elevate your leadership acumen, empowering you to lead with conviction, communicate with impact, and foster collaborative relationships. By blending theoretical insights from an extensive review of leadership literature with practical, hands-on applications, the course offers a robust learning experience.

Grounded in empirical research, this course draws upon findings from the "Best Practices in Leadership" study conducted by the Institute of Management Innovation. This study analyzed German Hidden Champions along with Fortune 500 companies recognized for their exemplary leadership effectiveness.

Whether you're looking to refine your existing leadership capabilities or develop new competencies, this course will provide you with the knowledge and tools necessary to excel in today's dynamic organizational environments.

Learning Objectives & Outcomes:

- Become aware of your strengths, weaknesses, and hidden talents in leadership competencies by applying validated tests.
- Analyze various approaches to leadership development and critically evaluate their practical application.
- Understand how successful leaders influence followers through effective communication of well-reasoned ideas, proposals, and values.
- Systematically train and improve your leadership effectiveness.
- Apply concepts of leadership and effective communication to individuals, groups, and organizations.
- Improve your self-leadership skills through emotional intelligence.
- Learn about the personality traits of successful leaders and draw conclusions for your own leadership practice.

Assignment

Grading will be based on a personal development plan (final paper), in which participants will explain how they intend to apply the tools learned in the leadership module to enhance their leadership and communication skills. Details and examples of personal development plans (PDPs) will be provided during the course. Suggested Guideline:

- Summarize your most important takeaways about leadership and communication from the course.
- Reflect on the most significant insights you have gained about yourself, including your competencies, values, and personality traits.
- Describe how you plan to apply what you have learned to your ongoing development as a leader.

Grades will be based on:

- The clarity and persuasiveness with which the paper articulates important learnings from the course to outline your personal development plan.
- The depth of insight reflected in your self-discovery and learning about yourself.

- The effectiveness of how the paper connects learnings from the course to your personal development.

The most critical criterion is the extent to which you have utilized scientific literature and approaches from the course to support your conclusions and arguments.

Please note: To significantly enhance the effectiveness of improving your leadership skills, a 360-degree feedback exercise will be conducted. Detailed information and instructions will be provided several weeks prior to the start of the course.

Class Schedule

Part 1: Effective Leadership Communication (Foundations of Leadership)

- **Principles of Effective Communication:** Explore the core principles such as authenticity, clarity, credibility, and empathy.
- **Persuasion Techniques:** Learn about the role of body language, posture, facial expressions, and gestures in persuasive communication.
- **Effective Feedback:** Understand the difference between constructive feedback and criticism.
- **Communication Across Settings:** Master communication strategies for various contexts including face-to-face interactions, team settings, and larger audiences.
- **Building Personal Relationships:** Develop skills to create a connection between the message, audience, and speaker.
- **Impactful Speeches:** Craft effective and convincing arguments for impactful speaking.
- **Behavioral Change in Critical Situations:** Learn how to communicate effectively to influence behavior during critical situations.
- **Communication in Meetings:** Gain insights into conducting effective communication within meeting environments.

Personal Development Plan Entries: Reflect on insights gained and formulate an action plan to improve your communication skills as an effective leader.

Part II: Personality Traits and Key Leadership Skills (Your Identity and Vision)

- **Lessons from Leadership History:** Explore what historical leadership examples can teach us about effective leadership today.
- **Optimizing the Leadership Process:** Strategies for enhancing the effectiveness of leadership practices.
- **Transformational vs. Transactional Leadership:** Analyze these contrasting styles and understand their implications for your own approach to leadership.
- **Peer Coaching for Competency Development:** Utilize peer coaching as a tool for developing leadership competencies.
- **Business-Related Inventory of Personality:** Assess your strengths and weaknesses using personality inventories tailored to the business context.
- **Career Diagnosis and Objectives:** Evaluate career opportunities and set clear objectives for your personal development journey.
- **Balancing Work and Life Areas:** Establish long-term objectives that encompass work, family, ethics, health, and other life areas to maintain positive energy.

- **Motivation Theories and Practice:** Stay abreast of current motivation theories and how they can be applied in practice.

Personal Development Plan Entries: Identify and focus on developing key competencies that will help you achieve your goals across various aspects of life.

Part III: Reflection, Learning, and Effectiveness (Coping with Emotional Stress)

- **Implementation Competencies:** Bridging the gap between knowledge and action to enhance leadership effectiveness.
- **Emotional Intelligence in Leadership:** Delve into the theory of emotional intelligence and its practical application in leadership roles.
- **Recognition and Understanding of Emotions:** Learn to identify and comprehend both your own emotions and those of others.
- **Empathy Skills Development:** Work on improving empathy to foster trust and build stronger relationships.
- **Emotion Regulation for Stress Management:** Develop strategies for regulating emotions in yourself and others to better handle stress.
- **Managing Emotional Energy:** Master the management of emotional energy in various leadership scenarios.
- **Team Leadership Dynamics:** Navigate the complexities of managing relationships and roles within team settings.

Personal Development Plan Entries: Focus on developing emotional maturity and resilience to effectively cope with stressful situations.

Learning and Teaching Approach

The course will employ dynamic, interactive learning methods to ensure a rich educational experience. These methods include:

- **Simulations:** Engage in realistic scenarios that mimic real-life challenges to practice decision-making and problem-solving.
- **Role-Playing:** Step into different roles to understand various perspectives and enhance empathy and communication skills.
- **Case Studies:** Analyze real-world situations to apply theoretical knowledge and develop strategic thinking.
- **Peer Coaching:** Collaborate with peers to provide mutual support and feedback, fostering a community of shared learning.
- **Exercises:** Participate in targeted exercises designed to reinforce key concepts and skills.
- **Discussions:** Engage in lively discussions that encourage critical thinking and the exchange of ideas.

Active participation is not just encouraged but expected from all course participants. Your proactive contributions will enrich the learning experience for yourself and your peers.

Recommended Literature

Andrews, D., & Hooley, T. (2022). *The Careers Leader Handbook*. Trotman Indigo Publishing Ltd.

Ashkenas, R., & Manville, B. (2018). *Harvard Business Review leader's handbook: make an impact, inspire your organization, and get to the next level*. Harvard Business Press.

Bass, B. M., & Bass, R. (2009). *The Bass handbook of leadership: Theory, research, and managerial applications*. Simon and Schuster.

Benson, L. (2023). Leadership: Definitions, Historical Evolution, and Classifications of Leadership Theory. In *Transformational Leadership Styles, Management Strategies, and Communication for Global Leaders* (pp. 28-42). IGI Global.

Ibarra, H., & Scoular, A. (2019). The leader as coach. *Harvard business review*, 97(6), 110-119.

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Chima, A., & Gutman, R. (2020). What it takes to lead through an era of exponential change. *Harvard Business Review*.

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Moldoveanu, M., & Narayandas, D. (2019). The future of leadership development. *Harvard business review*, 97(2), 40-48.

Michel, J. W., & Yukl, G. (2020). 18 Leader Behaviors and the Changing Nature of Work. *The Cambridge handbook of the changing nature of work*, 383.

Nicolaides, A., & Duho, K. C. T. (2019). Effective leadership in organizations: African ethics and corruption. *Modern Economy*, 10(7), 1713-1743.

Nohria, N., & Khurana, R. (Eds.). (2010). *Handbook of leadership theory and practice*. Harvard Business Press.

Purwanto, A., Purba, J. T., Bernarto, I., & Sijabat, R. (2021). Effect of transformational leadership, job satisfaction, and organizational commitments on organizational citizenship behavior. *Inovbiz: Jurnal Inovasi Bisnis*, 9, 61-69.