PRATT SILS 633 - **Strategic Leadership**

Lisa Norberg | lnorberg@knconsultants.org
Rebecca Kennison | rkennison@knconsultants.org

Pratt Institute School of Library & Information Science
SILS 633 | Room 611 | Monday 6:30pm – 8:50pm

Office Hours: By appointment. While we do not have set office hours, we are happy to meet with students at Pratt Manhattan or an alternative location.

Syllabus: Fall 2014

Course Description

While management has been taught in schools of information and library science (SILS) for decades, classes on leadership are rare. Yet the ability to think strategically and lead change has never been more critical to institutions responsible for cultural heritage and organizations engaged in information management. Strategic Leadership is a seminar designed to equip SILS students with the skills, perspectives, and frameworks needed to help an organization achieve its mission or realize its vision.

Topics include exerting influence at every level through strategy, project management, organizational culture, and change management. The course combines readings and in-depth discussions with assignments designed to develop the student's skills to think strategically and lead effectively. Over the course of the semester, we delve into the roles and tasks of strategic leaders and the contribution of strategy to building organizations that achieve lasting impact.

In each class we will focus on a particular set of management and leadership approaches and skills. The goal of each class will be to develop the student's ability to distinguish between effective and ineffective strategies of leadership. We will accomplish this by defining key concepts, discussing and analyzing relevant cases, engaging in exercises, and completing a team project.

This course employs a dual focus on practice and conceptual thinking. The readings introduce key concepts and useful ways of thinking about common situations in complex organizations. Class exercises and assignments provide opportunities to apply theories, concepts, and research findings to particular situations, sectors, and fields of interest to SILS students and to hone skills in problem definition and problem solving. The written assignments, including the team project, ask you to consolidate your insights and to practice your analytic and critical-thinking skills.

Course Goal

The purpose of this course is to develop in the SILS students an understanding of and an enhanced capacity to take on roles and responsibilities of strategic leadership.

Student Learning Objectives

Among others, the course objectives include the ability to translate management and leadership theory into practice. More specifically, upon successful completion of the course, students should be able to:

- Identify and respond effectively and efficiently to organizational opportunities and threats

- Add value to library services by understanding, anticipating, and fulfilling users' needs and expectations and capitalizing on opportunities

- Develop a budget that corresponds to strategic organizational goals

- Create a culture of empowerment for the achievement of both organizational and personal goals

- Assess the performance of an organization and devise a plan for continual improvement and systematic innovation within the context of its operating environment

Course Readings

There are no required book purchases associated with this course. Readings that are not freely available online will be distributed as PDFs via Dropbox. Readings that are also available through institutional repositories are provided through a link called "IR version."

All required readings or videos are just that — required. Optional readings or videos are provided on occasion for you as suggestions to explore the topic more deeply, should you so choose.

Course Requirements

Requirements will be met by engaging students in a series of readings, discussions, case studies, and assignments. There will be a final project and presentation that allows students to demonstrate their mastery of the material and their ability to think and lead strategically.

Participation [10%]

A class like this requires careful attention to fairness and mutual respect for one another. You should attend all classes. It is especially important that if you do have an unavoidable conflict, you do not disturb your classmates by arriving late, leaving early, or otherwise causing interruptions. You will earn 10 points when you meet the course's expectations for participation:

- Students are expected to attend every class, to arrive on time, and to come prepared.

- Students are expected to participate in class discussions.

- Students are expected to accord the same professional respect to their classmates' contributions as they would to the instructors'.

- If an absence is unavoidable, let the instructors know in advance.

- Students are to keep a copy of their assignments in the event of a loss.

- Late assignments will be accepted under extenuating circumstances, but points will be deducted.

- Students should avoid multi-tasking with their laptops, phones, or other mobile devices during class.

Each student must complete all readings before class and engage actively in the discussions and classroom activities. To participate fully, students should allow sufficient time to complete readings and spend time reflecting on how their experience supports or challenges the concepts presented in those readings in preparation for each class.

Project Management - Grant Application Assignment [25%]

Students will be asked to respond to grant opportunity provided by the instructors. The resulting grant proposal should be approximately 3-4 pages and include an outline of the budget. The assignment is due **Monday, October 6**.

Thinking Strategically - Accreditation Response Assignment [25%]

Students will be asked to respond to the recently revised Middle States Commission on Higher Education's accreditation standards and requirements for accreditation. The response should be approximately 3-4 pages and include strategies for what leaders within an academic library should do to position their organization to support the larger institution's efforts toward (re)accreditation. The assignment is due **Monday, November 3**.

Leading Strategically - Final Project [40%]

The purpose of this project is to demonstrate your mastery of the course content by researching and analyzing an organization and developing a strategy it can use to achieve its stated goals.

Students will be assigned to a "consulting team" that has been hired by an organization to help that organization to implement the goals outlined in its strategic plan. Each team will consist of three or more students. The teams will be assigned an organization on the first day of class. Throughout the semester, the team will study the organization and its internal organizational structure as well as its external operating environment and the challenges it faces. Students are encouraged to interview staff within the organization and collect as much relevant information and literature as possible. Students are encouraged throughout the semester to consult with their instructors as they develop their presentation and final report.

Each team will present their strategy for their particular organization on **Monday, December 8**. The final report submitted by the team, which will clearly identify each team member's individual contribution and include a bibliography listing the secondary literature consulted by the team, will be due **Monday, December 15.**

Grading Policy
Grades will be calculated as follows:

Superior work:
A 4.0 (96-100);
A- 3.7 (90-95)

Very good work:
B+ 3.3 (87-89);
B 3.0 (83-86);
B- (80-82)

Satisfactory:
C+ 2.3 (77-79);
C 2.0 (70-76)

Unsatisfactory:
F 0.0 (0-69)

All graded assignments are due before class begins on the date indicated. The date of submission, your name, the course number, and the title of the assignment should be included on the cover page. Written assignments should be submitted electronically to the instructors on or before the day of the class in which they are due.

Disabilities
Students who require special accommodations for disabilities must obtain clearance from the Office of Disability Services at the beginning of the semester. Contact information: Coordinator of Disability Services, Office of the Vice President for Student Affairs, tel. 718.636.3711.

Academic Honor Policy
It is the responsibility of every student at the Pratt Institute to obey and support the enforcement of the Honor Code, which prohibits lying, cheating, or stealing when these actions involve academic processes or University, students, or academic personnel acting in an official capacity. Students are expected to adhere to the Academic Integrity Code and Judicial Process of the Pratt Institute available online at http://www.prattsenate.org/learning/02-academic.htm.

Course Schedule

August 25 - Welcome!

- Introductions, Course Overview, Review of the Syllabus, and Expectations
- Defining Strategic Leadership exercise

September 1 - **LABOR DAY - NO CLASS**

September 8 – What Is Strategy?

Required Readings:
- Freedman (2013): Strategy: A History - Preface

September 15 – How to Think Strategically

Required Readings:
- Schoemaker et al. (2013): Strategic Leadership: The Essential Skills
- Martin (2014): The Big Lie of Strategic Planning [free registration required]
- Fairholm and Card (2009): Perspectives of Strategic Thinking: From Controlling Chaos to Embracing It

September 22 – What Is Leadership?

Required Readings:
- Kruse (2013): What Is Leadership?
- Ahmad and New England College (2013): Five Strategic Leadership Skills Every Workplace Leader Needs
- Groysberg (2014): The Seven Skills You Need to Thrive in the C-Suite

September 29 - Understanding Organizational Culture

Required Readings:
- Hatch (1993): The Dynamics of Organizational Culture [IR version]
- Schein (1990): Organizational Culture
- Mouton et al. (2012): Creating Organizational Cultures

Optional Readings:
- Awan and Mahmood (2010): Relationship among Leadership Style, Organizational Culture and Employee Commitment in University Libraries
- Leong and Anderson (2012): Fostering Innovation Through Cultural Change
- Naranjo-Valencia et al. (2011): Innovation or Imitation? The Role of Organizational Culture
- Tagg (2012): Why Does the Faculty Resist Change?

October 6 - Leading and Managing a Project
[Due: Grant Application Assignment]

Required Readings:

- Westland (2010): Five Goals Every Project Manager Should Aspire to Achieve
- Flyvbjerg (2011): Over Budget, Over Time, Over and Over Again: Managing Major Projects
- Lenfle and Loch (2010): Lost Roots: How Project Management Came to Emphasize Control Over Flexibility and Novelty [IR version]

Optional Readings:
- Rauf (2011): The Art and Science of Managing a University Library Budget
- Westland (2011): Project Management: Four Ways to Manage Your Budget

October 13 - Columbus Day - FALL BREAK - NO CLASS

October 20 - Managing a Team

Required Readings/Viewing:
- Klein et al. (2011): When Team Members' Values Differ: The Moderating Role of Team Leadership [IR version]
- Shaw et al. (2011): A Contingency Model of Conflict and Team Effectiveness
- [VIDEO] Pink (2009): The Puzzle of Motivation

October 27 - Building Coalitions or Managing Up, Down, and Across

Required Readings:
- Hogg et al. (2013): Intergroup Leadership in Organizations: Leading Across Group and Organizational Boundaries [IR version]

Optional Readings:
- Cawthorne (2010): Leading from the Middle of the Organization: An Examination of Shared Leadership in Academic Libraries [IR version]
- Men (2014): Why Leadership Matters to Internal Communication: Linking Transformational Leadership, Symmetrical Communication, and Employee Outcomes [free download]

November 3 - Innovate, Communicate, and Market
[Due: Accreditation Response Assignment]

Required Readings:
- Rust (2014): Most Marketers Flop at Real Time Customer Interactions
- Schonfeld and Long (2014): Ithaka S+R US Library Survey 2013

Optional Viewing:
- Schonfeld (2014): Webinar: Insights from Academic Library Directors

November 10 - Overcoming Obstacles

Required Readings:
- Howard and Irving (2012): The Role of Obstacles in Leadership Formation

Optional Readings:
- Tumbleson and Burke (2010): When Life Hands You Lemons: Overcoming Obstacles to Expand Services in an Embedded Librarian Program [free download]

November 17 - Leading Change (1)

Required Readings:
- Satell (2014): To Create Change, Leadership Is More Important Than Authority
- Gilley et al. (2009): Organizational Change and Characteristics of Leadership Effectiveness [IR version]

November 24 - Leading Change (2)

Required Readings:
- Rowley (2011): Should Your Library Have an Innovation Strategy?
- Mathews (2014): Flip the Model: Strategies for Creating and Delivering Value [IR version]

December 1 - Sustaining Perpetual Change

Required Readings:
- Ramakrishnan (2014): Change Management Models
- Stowell (2014): The Four Characteristics of Strategically Agile Leaders

Optional Readings:
- Ward (2013): Sustaining Strategic Transitions in Higher Education

December 8 - Team Presentations

December 15 - Defining Success
[Due: Final Team Project Reports]