Leadership and Organizations
Using case studies and group projects, this course hones the leadership and organization skills of the executive manager. Private and public sector organizations dedicated to construction, design, and related activities face ongoing challenges to achieve demanding objectives while simultaneously improving efficiencies. An understanding of organizational cultures and dynamics and strong leadership skills enhance the potential for success of both the individual, and their organization, toward success.

Course Outline

1) Leadership in Practice - The course begins with an introduction to leadership and organizations in practice. Public and Private considerations for the EAC community are explored and principles of successful leadership at individual and corporate levels are introduced.
   a. Video One - Leading people vs leading organizations; distinguish leadership and management
      i. Video Two - the challenge we face and their consequences. Case studies in failure

2) Supervisory and Personnel Management - Critical to honing leadership skills is developing an understanding of what it is to progress from management to leadership. This section takes a practical look at establishing credibility and expectations.
   a. Video One - Progression of leadership skills and attributes over time/career as one’s role changes
   b. Video Two - What makes a Leader? Establishing credibility and expectations
   c. Webinar - review case studies on leadership and decision making

3) Emotional Intelligence - Representing yourself, how you relate to the world, and how it sees you; your strengths, weaknesses, and (personal) risk management. This section takes develops a leaders ability to represent themselves and lead in group dynamics.
   a. Video One - Leading with Emotional Intelligence
   b. Video Two - Teams dynamics; leadership and delegation
   c. Webinar - review of case studies in team dynamics from public and private sectors

4) Leadership and Strategy - Developing keen insight and a vision for the future is critical in leading Design and Construction firms. This section explores how strategy can be developed and the difference between levels of leadership.
   a. Video One. Successful companies... who do you trust? Why?
   b. Video Two - Fundamentals of Strategic Thinking and Leadership
   c. Webinar -

5) Developing and implementing Corporate Strategy - Taking a deeper look at a new book on "Strategic Thinking” to explore the ways effective leaders “Drive Change, and Get Results.”
   a. Video One - Four types of Strategic Leadership
   b. Video Two - Examples of Strategic Leadership
   c. Webinar - Types of Strategic Leadership and how we apply them
6) Leadership and Ethics – The importance of “Principal Centered” leadership, trust and a moral compass are more than buzz-words in leadership development. Reviewing the importance of these traits and impact on executive leadership in public and private organizations.
   a. Video One – Hobson’s Choice (right vs. wrong, wrong vs. wrong)
   b. Video Two – How we apply principal centered leadership and strategy
   c. Webinar – EAC application to ethics and principal centered leadership

7) Capstone project development
   a. Video One – Katrina and Sandy – comparison in leadership response, effectiveness of lessons learned
   b. Video Two – Formulation and delivery of leadership and governance structure for a major program
   c. Webinar – link back to Ethics – case studies, review of homework

8) Leadership in Crisis – A look at best practices for leaders in crisis.
   a. Video One – case studies. Katrina; Johnson and Johnson Tylenol tainting
   b. Video Two – Decision making in crisis
   c. Webinar – EAC application to crisis leadership

9) Organizational Cultures – A review of organizational cultures; the hurdles and opportunities for decision making and leadership.
   a. Video One – Adapting to corporate culture as a consultant
   b. Video Two – Adapting to country culture as an international business interest
   c. Webinar – link back to crisis – evaluate class analysis of effectiveness of lessons learned from Katrina to Sandy

10) Capstone Presentations
    a. Student presentations
    b. Student presentations
    c. Student presentations

Instructors: Eric Odderstol (Operations Leader, ARCADIS – Captain, US Navy Retired) and Joel Sensenig (Director of Facilities, Christ Church - Commander, US Navy Retired)


Evaluation:
Participation: 20%
Homework: 40%
Case Study Presentation: 40%