

Northwestern University
Executive Management for Design and Construction

Leadership and Organizations
PROJ_MGT 471

Course Objective:

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.

Week-by-week description of the course:

Week 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.

- Leading people vs leading organizations; distinguish leadership and management
- The challenge we face and their consequences. Case studies in failure

Webinar: team building exercise; what employees want, what managers think they need

Week 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.

- Progression of leadership skills and attributes over time/career as one's role changes
- What makes a Leader? Establishing credibility and expectations

Webinar: review case studies on leadership and decision making

Week 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.

- Leading with Emotional Intelligence
- Teams dynamics; leadership and delegation

Webinar: review of case studies in team dynamics from public and private sectors

Week 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.

- Successful companies... who do you trust? Why?
- Fundamentals of Strategic Thinking and Leadership

Webinar: TBA

Week 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.”

- Four types of Strategic Leadership
- Examples of Strategic Leadership

Webinar: Types of Strategic Leadership and how we apply them

Week 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.

- Hobson’s Choice (right vs. wrong, wrong vs. wrong)
- How we apply principal centered leadership and strategy

Webinar: EAC application to ethics and principal centered leadership

Week 7 Capstone project development

- Katrina and Sandy – comparison in leadership response, effectiveness of lessons learned
- Formulation and delivery of leadership and governance structure for a major program

Webinar: link back to Ethics – case studies, review of homework

Week 8 Leadership in Crisis

A look at best practices for leaders in crisis.

- Case studies. Katrina; Johnson and Johnson Tylenol tainting
- Decision making in crisis

Webinar: EAC application to crisis leadership

Week 9 Organizational Cultures

A review of organizational cultures; the hurdles and opportunities for decision making and leadership.

- Adapting to corporate culture as a consultant
- Adapting to country culture as an international business interest

Webinar: link back to crisis – evaluate class analysis of effectiveness of lessons learned from Katrina to Sandy

Week 10 **Capstone Presentations**
Student presentations

Grade Determination:

Participation	20%
Homework	40%
Case Study Presentation	40%

Text:

Olson, A, *Leading with Strategic Thinking*, John Wiley & Sons, Inc. 2015 (ISBN 978-1-118-96815-4)

NOTE: *This course description explains the essence of the material covered. Canvas is the best source for the most up-to-date information about specific details for any given offering of the course.*