

SPRING 2012

DAY & TIME:
WEDNESDAYS
4:35-7:05 P.M.

CREDITS:
3

INSTRUCTOR:
KEN EMBLEY

REGISTRATION ON CIS:
PADMN 6965-005

MEETS AT:
SALT LAKE COUNTY COMPLEX
2100 SOUTH STATE STREET
NORTH BUILDING, RM N4017
SALT LAKE CITY, UT 84190



ADAPTIVE LEADERSHIP

PADMN 6965-005

COURSE DESCRIPTION

This course provides students with an experiential learning opportunity. A course requirement is an individual student project that is entirely based on an adaptive challenge the student is charged to address in their workplace (or an adaptive challenge found in community service). This adaptive challenge setting will provide the context the student will use to experience and otherwise explore the application of adaptive leadership concepts.

The adaptive leadership course is about the activity of mobilizing adaptive work—to enable a learning process through which people in a system can achieve successful adaptation. Leading in times of great change is both an improvisational and experimental art, and, crucially, a skill—a practice—that can be developed and improved. Students will learn to diagnose—better understand the “system” they are in, identify stakeholders’ interests, surface what is really driving behavior and name the elephant in the room. Students will learn to mobilize—placing ideas into action, reframe people’s default interpretations, expend informal authority and orchestrate conflict. Students will learn to reflect—recognize and prioritize loyalties, know their own “triggers” and tolerances, and identify their true roles and scope of authority. Students will learn to connect—probe their own aspirations to connect with their leadership purpose, engage the tough problems and their own weaknesses, and speak from the heart to inspire people. Students will learn to grow—exceed their authority through leadership, grow their personal support network, and to renew themselves.