

Practical Leadership – 15.974

Assignment for Class Two – Leadership Frameworks

1. Take the Distributed Leadership Assessment and have at least FIVE colleagues give you feedback using the Assessment.
2. Read (in readings packet):
 - Kouzes, James and Posner, Barry. The Leadership Challenge. San Francisco: Jossey-Bass, 2002 (3rd edition), pages 13 – 22, 25.
 - Goleman, Daniel. “What Makes a Leader.” Harvard Business Review, November-December 1998, pages 93-102.
 - Ancona, Deborah. “Leadership in an Age of Uncertainty.” Managing for the Future – Organizational Behavior and Processes, Instr Manual (2nd edition). South-Western College Publishing, 1999, pages 1-21.
 - Welch, Jack. “Four E’s (a Jolly Good Fellow).” The Wall Street Journal, Friday January 23, 2004.
 - Tischler, Linda. “IBM’s Management Makeover.” Fast Company, November 2004, pages 112-113.
3. Email instructor before next class
 - Your definition of leadership
 - Your list of critical characteristics of a great leader (4-10); your top four will be in the class tally. You can include traits from outside the readings.
 - Your Self-Assessment and Action Plan.
 - Self-Assessment – your candid assessment of your current strengths and weaknesses as a leader.
 - Action Plan – identify which aspects of leadership you wish to improve and where you will practice these new leadership skills and to what ends. You can include large opportunities (such as running a school function) and/or smaller opportunities (study groups, class projects, your best friend’s wedding).
4. Schedule a meeting with the instructor by the end of next week. Your email to me (#3 above) will be our discussion document.
5. Bring to next class (Class Two):
 - An anecdote that illustrates a leadership trait. Something that you did or someone else did. Your story can be an example of effective leadership or how not to be an effective leader
 - A summary of your Self-Assessment.
 - 2 or 3 of your key leadership strengths
 - the areas you plan to work on this semester
 - Preparation for the role play.