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OGL 498 Pro-Seminar I

Table 1: Organizing and Reflecting on Key Learnings – and Collecting Key Artifacts

COURSE	**KEY CONTENT – TEXTBOOK / ARTICLES / MULTIMEDIA PRESENTATIONS / VIDEOS** **KEY LEARNING CONCEPTS: THEORIES, SKILLS, BEST PRACTICES, APPLICATIONS, CASES, ASSIGNMENTS, DISCUSSIONS, SIMULATIONS / ACTIVITIES, TEAMWORK INITIATIVES READINGS, ANALYSIS, OTHER PROJECTS, ETC.**	**PROFESSIONAL (OR PERSONAL) APPLICATION. AS A RESULT OF YOUR ACADEMICS: HOW DO YOU THINK DIFFERENTLY? HOW DO YOU BEHAVE DIFFERENTLY? WHAT CAN YOU DO MORE EFFECTIVELY? HOW HAVE YOU CHANGED AS A PERSON?**	**POSSIBLE ARTIFACTS TO INCLUDE IN PROFESSIONAL E-PORTFOLIO / WEBSITE – THAT ILLUSTRATES TANGIBLE CONNECTIONS TO PERSONAL AND PROFESSIONAL TRANSFORMATION**
OGL 200: INTRODUCTION TO ORGANIZATIONAL LEADERSHIP	Key Content: Yukl, G. (2013) *Leadership in organizations* (8th ed.). Boston, MA: Pearson. Dunham, R. (2003) *The manager's workshop*. Retrieved from http://media.pearsoncmg.com/pls/az/asu/1269410660/asu_managers_workshop/content/office.htm Concepts: Leadership Traits & Skills, Leadership Theory, Dyadic Relations, Team Leadership, Leadership Types, Intercultural Leadership	- Learned to acknowledge the significant difference between management and leadership. Identifying various aspects that surround leadership started to stimulate my thoughts about the limitless possibilities when leading. - The Manager's Workshop Simulation gave me the opportunity to play a role in an organization that I am not familiar with. - This class allowed me to analyze my job satisfaction through results of a self-assessment. This assessment give eight scores, one for physical conditions, coworkers, kind of work, career future, organization, pay, supervision and amount of work. Identifying values important to me in comparison to a manager and student norm, allowed me to gain a birds eye view on which traits satisfy employee's needs the most.	Activities: Job Satisfaction Assessment Motivational Style Assessment Manager's Workshop Simulation with weekly documentation recording the process. Analysis of Leadership Meeting Case Studies: JFK Enron Monster.com

OGL 220: BEHAVIORAL DYNAMICS IN ORGANIZATIONS	Content: Drucker, P. (2005, January). *Managing Oneself*. Harvard Business Review. Hamilton, V.M. (2007). *Human Relations: The Art and Science of Building Relationships*. Boston, MA: Pearson. Cuddy, A. (2012). *Your body language shapes who you are*. YouTube. [Video] Retrieved from http://www.ted.com/talks/amy_cuddy_your_body_language_shapes_who_you_are Concepts: Self-Knowledge, Social Comparison, Personality Traits, Emotional Intelligence, Interviews, Listening Behaviors, Mental Models & Associated Behavioral Implications, Verbal & Nonverbal Communication, Work Values, Motivation, Conflict Style and Defensiveness Behavior Concepts.	- I found out my favored conflict style is labeled as the integrating style. This has proven consistent throughout my leading experiences as I enjoy nudging followers towards their own personal goals and development. - While recalling ineffective authority figures that I experienced in my life, I was able to identify why this approach failed repeatedly. - Realizing the difference between empathy and sympathy is something that I learned early in my life. Although I would empathize and sympathize in my personal life, I did not appropriately apply these actions in my organizational setting. This section of the class guided me toward adopting considerate practices.	Assessments: Conflict Style Inventory Analysis Human-metrics Jung Typology Test Keirsey Temperament Sorter (KTS-II) Personality Instrument Interview with Significant Other Specific Behavioral Competencies Assessment Individualist vs. Collectivist Continuum Assessment

OGL 240: INTRODUCTION TO PROJECT MANAGEMENT	Contents: (2004). *Managing projects large and small: The fundamental skills for delivering on budget and on time.* Boston, MA: Harvard Business Review Press. (2012). *HBR guide to project management.* Boston, MA: Harvard Business Review Press. (2015). How good are your project management skills. [Online Quiz]. *Mind Tools Ltd.* Retrieved from http://www.mindtools.com/pages/article/newPPM_60.htm Behar, Y. (21 May, 2008). *Yves, Behar: Designing Objects That Tell Stories*. TedTalks. Retrieved from https://www.youtube.com/watch?v=QGn8F4j6pH8 Sun, C. (14 April, 2002). 10 project management lessons from the titanic disaster. *10 Things Blog*. Retrieved from https://myasucourses.asu.edu/bbcswebdav/pid-10793856-dt-content-rid-45536850_1/courses/2015SpringB-X-OGL240-22335-28768-27472-28750/2014FallA-X-OGL240-87320_ImportedContent_20140716105612/Week%201/Read/embedded/10%20project%20management%20lessons%20from%20the%20Titanic%20disaster.pdf Concepts: Phases of Project Management, Project Management Theoretical Approaches & Tools, Cultural & Organizational Influences on Projects, Project Challenges & Proper Responses	- Acronym SMART helps establish objectives so they are easily understood by followers. Standing for Specific, Measurable, Action-orientated, Realistic and Time-limited. When leading a project it is important to create a concrete vision and SMART assists in doing so. - When developing a business it is imperative to create a organization culture profile to identify cultural principles that the organization is based off of. - The use of technology has led to the exponential growth in international business. Understanding the potential power of technology, and it's effects on an organization, can lead to new ventures and business opportunities	Activities: How Good Are Your Project Management Skills? Quiz. Group Project Responsibility Assignment Matrix (RAM)

OGL 260: RESOURCE ALLOCATION IN ORGANIZATIONS	Content: Keown, A., Martin, J., & Petty, J. (2014) *Foundations of finance* (8th ed.). Upper Saddle River, NJ: Pearson Concepts: Basic Principles of Finance, Ethics & Trust, Meaning & Measurement of Risk & Return, Value & Characteristics of Stock, Cash Flows, Short-Term Financial Planning, GAAPS vs. IFRS.	- Risk is not always a bad thing in organizations. Not taking any risks can be just as detrimental to a company as one who takes frequent large risks. If changes are never made, an organization does not know what strategies work and which do not. When I take risks they are calculated as much as possible and considered with many other options. - Generally Accepted Accounting Principles (GAAPS) and International Accounting Standards Boards (IFRS). The GAAPS are set by the Financial Accounting Standards Boards (FASB) containing strict policies, complexity and rules. IFRS established by International Accounting Standards Board (IASB). IFRS offers more leeway but that may lead to increased malpractice.	Case Studies: Freddie Mac Time Warner Home Depot Netflix Stock Burt's Bees

OGL 300: THEORY AND PRACTICE OF LEADERSHIP	Content: Block, P. (2993). Stewardship: Choosing service over self-interest. *Harvard Business Review*. Retrieved from https://cb.hbsp.harvard.edu/cbmp/context/coursepacks/43419058 Collins, J. (2001). Level 5 leadership: The triumph of humility and fierce resolve. *Harvard Business Review*. Retrieved from https://cb.hbsp.harvard.edu/cbmp/content/44084474 Foster, M. (2009). Radio station WEAA: Leading in a challenging situation. *North American Case Research Association, Inc.* Retrieved from https://cb.hbsp.harvard.edu/cbmp/content/44084472 Marques, J. (2007). On impassioned leadership: A comparison between leaders from divergent walks of life. *International Journal of Studies*. Retrieved from http://www.regent.edu/acad/global/publications/ijls/new/vol3iss1/marques/Marques_IJLS_V3Is1.pdf Mckeown, G., & Wiseman, L. (May 2010). Managing yourself: Bringing out the best in your people. *Harvard Business Review*. Retrieved from https://hbr.org/2010/05/managing-yourself-bringing-out-the-best-in-your-people Northouse, P. (2016). *Leadership: Theory and practice* (7th ed.). Thousand Oaks, CA: Sage. Concepts: Trait vs Skill Approach, Behavioral Approach, Cultural Diversity, Situational Theory, Path-Goal Theory, Leader-Member Exchange Theory, Transformational Leadership, Leadership vs. Authority, Authentic Leadership, Stewardship & Servant Leadership, Women and Leadership, Level 5 Leadership.	- The ratio used of human, technical, and conceptual skills, when managing, depend on the individual's role is in an organization. - The consideration of diversity and culture matters when leading an organization. Cultural awareness can help identify factors influencing a situation that would usually go unnoticed. - Out of the leadership theories presented within this course, I favor the transformational leadership approach. I aim to develop employees in the work environment and personal life.	Leadership Traits Questionnaire Skills Inventory Assessment. Case Study of Radio Station WEAA. Situational Leadership Chart (DB 3) Gender-Leader Implicit Association Test

OGL 321: PROJECT LEADERSHIP, STRATEGY AND SCOPE	Contents: Austin, R. (2013). Management simulation: Scope, resources, Schedule V2. *Harvard Business Publishing*. Retrieved from https://cb.hbsp.harvard.edu/cbmp/access/42238521 Buede, D., & Powell, R. (2009). *The project manager's guide to making successful decisions*. Vienna, VA: Management Concepts, Inc. Retrieved from www.knovel.com Cleden, D. (2009). *Managing project uncertainty*. Surrey, England: Gower. Kerzner, H. (2010). *Project management - Best practices: Achieving Global Excellence*. (2nd ed.). New York, NY: Wiley. Hall, H. (12 January, 2016). How to overcome your worst project problems. *The Project Hut*. Retrieved from http://www.pmhut.com/how-to-overcome-your-worst-project-problems Concepts: Project Management Leadership, Scope, Strategies, Decision-Making, Scheduling, Team Morale & Work Quality, Managing Project Resources,	- Responsibility charts can geographically clarify which individuals should be doing what on a project. A Responsibility Assignment Matrix, RAM, is used to guide group members through their specified role. - Project success highly depends on the productivity of a team. Within the simulation we learned how all aspects of a project tie together and influence each other. When a project team has low morale, they work slower, lack motivation, and are more likely to make mistakes. Keeping a team happy during a project will influence them to effectively work together by communicating, planning, and strategizing.	Harvard Business Simulation Module 4: Reading/Blog Response Paper (5 February, 2016).

BIS 345: ORGANIZATIONAL ETHICS	Content: (2015). Hero or pariah? A whistleblower's dilemma. *The Gardian News*. Retrieved from http://www.theguardian.com/business/2012/nov/22/whistleblowing-autonomy-hewlett-packard Donaldson, T., & Werhand, P. (2008). *Ethical issues in business: A philosophical approach* (8th ed.). Upper Saddle River, NJ: Pearson. Keown, A., Martin, J., & Petty, J. (2014). *Foundations of finance: The logic and practice of financial management* (8th ed.). Upper Saddle River, NJ: Pearson. Marzac, S. (24 April, 2014) *The 2014 world's most ethical companies*. Retrieved from http://ethisphere.com/wp-content/uploads/2014/04/q1-2014-magazine-wme1.pdf *The core elements of effective leadership*. (n.d.) Retrieved from https://myasucourses.asu.edu/bbcswebdav/pid-10450023-dt-content-rid-44064498_1/courses/2015SpringA-X-BIS345-22326-27435/BIS%20345%20Ethical%20Leadership%20Chapter.pdf Concepts: Introduction to Ethical Reasoning, Ethical Perspectives, Business Ethics, Truth Telling, Challenges to Property Rights, Whistleblowing	- Mission statements are one of many different ways an organization showcases and standardizes their aimed ethical practices. Providing a mission, or shared value, will inspire creativity, employee motivation and increase communication. - I can find myself favoring a Utilitarian view because it focus' on producing the maximum benefits for all involved. I also take into consideration what potential consequences may ensue if a particular action is taken. - Why ethics is important - gaining confidential information has become completive because it is now perceived as a way to enhance business' interests and activities. Some illegal acts have occurred because of this - this is become more and more common which is a reason why it is more important for companies to protect their employees confidentiality employees to understand that their employer is doing so. - This was the first time I came across the term, whistleblower. I found that learning about the concept of whistleblowing helped me to realize that consequences can also come from 'good' actions. A leader might respond to a situation with what they think is an obvious response, but this as taught me that every action as a reaction and it is best to consider all possible outcomes before reaching a plan of action.	Interview: With Chicago Salvage Works owner, Al Ogdon. Speaking on the importance and effect of using ethically sourced, reclaimed wood for his small furniture business. Case Studies: Business ethics of Fluor Fortune 500 company (Ethical Company, 8 February, 2015). Social problems of H.B. Fuller in Honduras. Multinational business, Johnson & Johnson, and its historic ability to conform to industry changes, policies, competition, trends, and technology while still maintaining

BIS 343: SOCIAL PROCESSES IN ORGANIZATIONS	Contents: Edmoundson, A., Michael, R., (13 March, 2015). *Leadership and team simulation: Everest V2*. Harvard Business Publishing. Retrieved from https://cb.hbsp.harvard.edu/cbmp/context/coursepacks/35307294 Osland, J., Kolb, D., Rubin, I., Turner, M. (2001). *Organizational Behavior*. Upper Saddle River, NJ: Pearson. Thomas, D. (2014). *Romance at Sea BIS 343*. Arizona State University Retrieved from https://vimeo.com/82216865 Thompson, L. (2014). *Making the team: A guide for managers* (5th ed.). Upper Saddle River, NJ: Pearson. Concepts: Organizational Teams & Teamwork, Integration, Team Design & Identity, Team Communication & Decision Making, Team Conflict, Team Creativity, Inter-team Relations, Cultural Considerations, Team Compensation & Performance Assessments	- Psychological contracts exists in any organizational setting. These aspects may not be formally stated but still have a factual impact on the relationship between the leader and follower. Sensitivity to these, often unspoken, contracts, will earn follower trust and commitment. - My learning style varies depending on the information provided. I realized that I am a visual learner who absorbs informational fully throughout diagrams, videos and demonstrations. Even though this may be my efficient learning style, it is imperative to acknowledge the different needs and preferences of the individual being taught.	Simulation: Leadership and Team Simulation of Mt. Everest. Personal Excerpts: Assignment 1, (15 March 2015). “When an employee feels they have gone beyond their assigned tasks, they often feel they deserve something extra.” “How the individuals reacted the way they did had much to do with their perceptions of the situation.” - Three Elements that form an internal dynamic team: (1) Be clear and simple & specify ends but not means, (2) evaluate the individuals on the team and fit talent to roles, (3) assess the team norms and processes of the project. Week 2 Discussion (29 March, 2015). “If a group is lacking cohesion they will have a low line of communication. Some individual may secretly want to see the project fail. Others may worry about the presentation of their ideas and whether they’ll receive credit or criticism. With a cohesive team, communication is strong and effective. The team will have no problem expressing their opinions. - “When working on a complicated project, I believe group involvement leads to better decisions. The ability to bounce ideas, opinions, and critiques around a likeminded group can conclude in limitless outcomes.”

BIS 350: DIVERSITY AND ORGANIZATIONS	Content: Greenfieldboyce, N. (27 January, 2007. *Stereotypes are only human*. NPR. Retrieved from http://www.npr.org/templates/story/story.php?storyId=7051541 Harvey, C. (2011) Does social class make a difference? (p. 155-157). *Understanding and Managing Diversity: Readings, Cases, and Exercises* (4th ed.). Upper Saddle River, NJ: Pearson. Retrieved from https://myasucourses.asu.edu/webapps/blackboard/content/listContent.jsp?course_id=_313433_1&content_id=_11670494_1 Livermore, D. (2010) *CQ: The test of your potential for cross-cultural success*. Forbes. Retrieved from http://www.forbes.com/2010/01/06/cq-cultural-intelligence-leadership-managing-globalization.html Concepts: Organizational Diversity & Identity, Discrimination & Prejudice, Socialization & Social Class, Intercultural Competency, Team Development, Organizational Conflict	- Learning the components of cultural diversity and what its historical, economic, political, and social roots consist of was a section that resonated with me. This is because I enjoy learning about people as individuals. - This class helped me begin understanding various cultures. It sparked curiosity and now I am actively participating in cultural knowledge quests (online quizzes) and recently started learning Spanish. - Cultural Models: Trompenaar's Seven Dimensions, including; Universalism vs. Particularism, Individualism vs. Collectivism, Neutral vs. Emotional, Specific vs. Diffuse, Achievement s. Ascription, Perception and Use of Time, Perceptions of Physical Environment.	Activities: Cultural Intelligence Quotient (CQ) Test Race Implicit Association Test via Project Implicit Spent (Playspent.org, 2011). Interactive simulation demonstrating assumptions made about poverty and homelessness. Peacemaker (Peacemakergame.com, 2007) Simulation to exemplify the stress of making high risk decisions. Personal Diversity Maturity Index (PDMI) scenario based assessment to identify my current diversity maturity. Cultural Immersion activity - Yoga session at Indian Temple. Personal Excerpts: "The game *Spent* gave me a true perspective of the struggles many Americans face daily…The game was very influential in gaining the perspective of someone facing the struggles of unemployment and poverty," (Paper 3, 13 September, 2013).
OGL 355: LEADING ORGANIZATIONAL INNOVATION AND CHANGE	Contents: Coulter, M. (2015). *Strategic management in action* (6th ed.). Upper Saddle River, NJ: Pearson. Concepts: Strategic Management, Competitive Advantage Perspectives, Horizontal/Vertical Integration, Diversification Strategies, Resources & Capabilities, Core Competencies, External Sector Analysis	- Competitive advantage perspectives, (1) I/O View through industry and competition, (2) RBV, resource-based view, about organizational uniqueness, and (3) Guerrilla view believing competitive advantage is temporary. I favor the RBV view because it focuses on establishing completive advantages that stem from creativity and often set the bar for other organizations. - External sector analysis can help establish what makes an organization hold up against its competition. When an organization is struggling to keep up with its competition they should analyze their competitors to see what is working for them and what they should be doing differently.	Case Studies: Clorox CVS Proctor & Gamble Electronic Arts (EA) PepsiCo Coca-Cola H&M TOMS Starbucks Van Cleef & Arpels

BIS 357: ASSESSMENT IN ORGANIZATIONS	Contents: Anand, B., & Jaynti, S. (20 January, 2009). Berkshire Hathaway. *Harvard Business Publishing*. Retrieved from https://cb.hbsp.harvard.edu/cbmp/product/709449-PDF-ENG Harreld, B., O'Reilly, C., & Tushman, M. (1 August, 2007). Dynamic capabilities at IBM: Driving strategy into action. *Harvard Business Publishing*. Retrieved from https://cb.hbsp.harvard.edu/cbmp/product/CMR370-PDF-ENG O'Reilly, C., & Pfeffer, J. (1 January, 1995). Southwest Airlines. *Harvard Business Publishing*. Retrieved from https://cb.hbsp.harvard.edu/cbmp/product/HR1A-PDF-ENG Concepts: Organizational Performance Assessment (OPA), Baldrige Award, Good to Great Text, Shingo Prize, Lean Enterprise Self-Assessment Tool (LESAT), Strategic Planning	- Assessments are important because they address stakeholder's concerns, they communicate the status of the organization, examine indicators of organizational effectiveness, creates baselines, informs efforts to improve performance and effectiveness. - My form of strategic planning involves numerous calculations before I take a risk. Establishing mental maps and models guide me towards the best decision. Assessments in organizations are another way to identify whether, and which, management decisions are effective. - I aim to own and operate my own business in the near future. When I am fully established and ready to assess my company I will choose the assessment tool most relevant to our problems and organizational goals.	Excerpt: The difference between Organizational Assessment Frameworks (all-encompassing and overarching in nature, addresses large spectrum - in-depth view of organization) and Organizational Assessment Strategies (Generally focused approach to assessment, based on what is considered most important aspects like quality, leadership, core values and business results) Case Studies: Southwest Airlines Berkshire Hathaway IBM

BIS 360: THE INTEGRATED WORKER	Contents: Cain, S. (24 January, 2012) *Quiet: The power of introverts in a world that can't stop talking*. New York, NY: Crown. Marsh, N. (May 2010). *How to make work-life balance work*. Youtube. [Video]. Retrieved from http://www.ted.com/talks/nigel_marsh_how_to_make_work_life_balance_work Podsakoff, P., MacKenzie, S., Paine, J., & Bachrach, D. (2000). Organizational Citizenship Behaviors: A critical review of the theoretical and empirical literature and suggestions for future research. *Journal of Management*. Retrieved from https://myasucourses.asu.edu/bbcwebdav/OCB%20Article.pdf. Sandberg, S. (11 March, 2013). *Lean in: Women, work, and the will to lead* (120-139) Concepts: Organizational Socialization, Formal Socialization Practices, Formal and Informal Socialization Agents, Introversion vs. Extroversion, Cyberloafing, Equity Theory & Organizational Justice	- During this class I found out that I balance both characteristics of an intro and extroverted person. - The Organizational Citizenship Behavior (OCB) checklists helps an individual see how well they are fitting the desired standards of the organization. The assessment tests an employee's loyalty to their organization by analyzing how and why an employee complete a task. This checklist can be very beneficial for leaders who have unmotivated employees. - Counterproductive Work Behavior Checklist (CWB) allows an employee to see their behavior from a new perspective. I strongly believe that maturity and leadership are the main factors that influence CWB.	Assessments: "Counterproductive Work Behavior Checklist." (How often do you do these things at job?) "Organizational Citizenship Behavior Checklist" (How often do you do things at present job?) Wonderlic Productivity Index - Behavioral Questionnaire (www.wonderlic.com) Developed *New Hire Program* to ease transition into the organization.
COM 430: LEADERSHIP IN GROUP COMMUNICATION	Contents: Hackman, M.Z., & Johnson, C.E. (2013). *Leadership: A communication perspective* (6th ed.). Long Grove, IL: Waverland Press. Concepts: Group Communication, Team Strategies, Effectiveness & Approaches, Leadership Styles, Extremis Leaders, Big 5 Personality Theory, Gender Gap Theory, Glass Ceiling, Path-Goal Theory	- I discovered an admiration for extremes and charismatic leaders within this class. These leaders consist of the most powerful individuals that can be considered 'superhuman' when referring to their massive influence. Identifying these leaders, and their characteristics, led me towards the goal of one day providing a larger vision with commutative followers. - Creditability is based off three main components, (1) competence, (2) trustworthiness, and (3) dynamism (Discussion 10,5,6) I highly value the importance of credibility in the work environment because followers are more likely to commit to the goals of a leader they trust.	Video Commentaries Conducted Peer Evaluations Established Group Schedule Conducted Interview with an Effective Leader Group Leadership Database Assignment - 5 Individuals working together to develop new definitions for historic concepts: Redefined Path-Goal Theory as, "Providing the necessary guidance, support, and rationality to pave the way for followers to accomplish a goal," (LD)

TWC 347: WRITTEN COMMUNICATION FOR MANAGERS	Contents: Bovée, C., & Thill, J. (2015). *Business communication today* (13th ed.). Boston, MA: Pearson. How does college writing differ from workplace writing? (2011). *UMUC.* Retrieved from http://www.umuc.edu/writingcenter/onlineguide/tutorial/chapter1/ch1-02.html How to plan a meeting. (2013). *Meeting Wizard.* Retrieved from http://www.meetingwizard.org/meetings/how-to-plan-a-meeting.cfm Mina, E. (n.d.). Articles, insights and ideas. *Eli Mina Consulting*. Retrieved from http://www.elimina.com/insights/articles-meetings.html *The differences between academic and business writing*. (n.d.). Retrieved from http://darkwing.uoregon.edu/~ddusseau/101/199/199differences.htm Concepts: Academic vs. Business Writing, Collaboration Interpersonal Communication, Communication Challenges Caused By Diversity, Digital Media, Social Media, Visual Media, Positive Messages, Persuasive Messages, Finding, Evaluating and Processing Information, Developing Presentations, Applying and Interviewing, Formats/Layouts of Business Documents, Branding	-This course guided my transition from academic writing towards formal business writing. The exercises used in this class serve as future outlines for numerous forms of written communication. With the help of peer reviews, this class as given me confidence to create necessary business documents if asked or preferred.	Activities: Research Synthesis Creating a Brand and Logo - King Kaiser Boarding Correspondence Letter Business Memo Developing Podcast Business Proposal Annual Report Meeting Agenda Peer Reviews Meeting Minutes Persuasive Business Message Business Claim Letter

OGL 360: ASSESSMENT OF LEADERSHIP EFFECTIVENESS	Contents: Horwitz, T. (2002). *Blue latitudes: Boldly going where Captain Cook has gone before*. Henry Holt and Company, LLC. Retrieved from https://myasucourses.asu.edu/bbcswebdav/pid-1179952-dt-forum-rid-72462005_1/courses/2016SpringB-X-OGL360-24013-28008/BlueLatitudes_Cook_byHorwitz.pdf Kouzes, J., & Posner, B. (2012). *The leadership challenge* (5th ed.). San Francisco, CA: Jossey-Bass. Kouzes, J., & Posner, B. (2012) *The leadership challenge workbook* (3rd ed.). San Francisco, CA: Jossey-Bass Mauss, M. (1966). *The gift*. Retrieved from https://archive.org/stream/giftformsfunctio00maus#page/n9/mode/2up *The Odyssey of Homer: An illustrated synopsis, with excerpts from the text*. (n.d.). Retrieved from https://myasucourses.asu.edu/bbcswebdav/pid-13102268-dt-content-rid-72461956_1/courses/2016SpringB-X-OGL360-24013-28008/2Odyssey%20of%20Homer_Synopsis_withExcerpts_andIllustration_v3b.pdf Van Gennep, A. (1960). *the rites of passage*. Chicago, IL: University of Chicago Press. Woolf, V. (1929) *A room of one's own*. The University of Adelaide. [Web Edition]. ebooks@Adelaide. https://ebooks.adelaide.edu.au/w/woolf/virginia/w91r/index.html Concepts: Clarifying Values, Setting the Example, Envisioning the Future, Enlisting Others, Searching for Opportunities, Experimenting and Risks, Fostering Collaboration, Strengthening Others, Recognizing Contributions, Celebrating Shared Values and Victories	- Before this class I have heard the saying, "Rites of passage" but I did not know the origin or true meaning. All organizations have rites of passages that employees will encounter. If a leader truly yearns to provide a welcoming environment, they must consider the passages one must go through to be fully accepted among the group. The Five Practices of Exemplary Leadership; (1) Model the Way, (2) Inspire a Shared Vision, (3) Challenge the Process, (4) Enable Others to Act, (5) Encourage the Heart. These five practices provide a broad guideline of traits an effective leader will showcase. - Gifts are not always received as a good intention because the receiver may feel as though they are indebted to the person who gave the gift, favor, or object. This class has a strong emphasis on the idea that leadership is everyone's business. Leadership is not limited to those at the top of a hierarchy, but rather any individual who chooses to set an example, provide vision or one can establish a sense of belonging is leading someone.	Historic Readings: Homer - *Odyssey* Virginia Woolf - *Room of One's Own* Tony Horwitz - *Blue Latitudes* Marcel Mauss - *The Gift* Activities: 360-Degree Assessment Final project LPI assessment Accomplishments: 12-Week Leadership Development Plan Personal 360-Degree Assessment
OGL 498: Pro-Seminar I **&** **OGL 498: Pro-Seminar II**	In Progress.	In Progress.	In Progress. (Frames Self-Assessment Test)

Table 2: **Plus / Delta – Significant Learning Experiences – Structure and Transfer**	
Pick one of your most significant learning experiences from Table 1. Take some time to deeply reflect on the experience. Respond to the following questions / sub-questions as explicitly as possible. Use your imagination and creativity here – this is really all about making connections, and seeing what you can learn about your learning style (and yourself) from the experience!	
Describe the task / assignment? What, specifically, did you learn? Be sure to address both declarative forms of knowledge (things you learned – concepts, theories, ideas, models) as well as procedural forms of knowledge(things you learned how to do – skills).	My task was to create an in-depth 12-week leadership development plan to enhance employee growth, and therefore, improving organizational efficiency. This assignment forced me to organize and order concepts into a program that would prove beneficial for an organization. Main Concepts Include: Rites of Passage Clarifying values with a 360-degree review How to Set the Example Establishing a Common Vision Enlisting the Help of Followers Searching for Opportunities Experimentation and Taking Risks The affects of Fostering Collaboration How to strengthen others: How to Recognize Contributions: Celebrating the Values and Victories of the Organization How to Evaluate the Development Application and its Effects
Why is it important to you? What connections can you make between this learning and other things you have learned (in school – and beyond)? What connections can you make between what you learned and your life roles and goals?	Completing this assignment was a large accomplishment. It took many hours of compiling data, organizing my thought processes, conducting research, reviewing and editing to finish it successfully. Additionally, and after looking at it a few months later, I am still extremely satisfied with how it turned out. Although I may not have the current opportunity to formally introduce my development plan in an effective manner, it is a plan I can apply during future business ventures. Lastly, I can continuously edit or change the program to fit the needs of the organization using it. This give the program the diverse capability to be applied to any organization with minimal edits. Ideally, I would like to use this 12-week Leadership Development Plan on my own jewelry business once expansion occurs. I think that it highlights significance organizational characteristics that are common issues any business can, or will, encounter. This program allows leaders to gain internal perspective on how the organization is being led, what aspects are important to stakeholders, what changes to introduce, and how to apply thus changes effectively.

What worked for you? In terms of process, was there something about the assignment structure that appealed to you? How did this task / structure of this assignment differ from other assignments? Was it similar to other assignments / tasks that were meaningful to me? What strategies, skills, procedures proved effective in the completion of this assignment / task? Do you see any patterns or connections in this regard to your preferred approach to learning – such as following an outline, keeping to deadlines, other learning or study skills?	The hardest part of this assignment was designing a creative format. I aimed to keep the attention of the viewer with a simple, but attractive, slideshow. Even though this tasks was time consuming, I tend to enjoy detailed work and spending time on a project that required visual contexts, it was a enjoyable change of scenery. After years of long, tedious, academic writing, I was finally able to develop a creation in which I learned new characteristics to apply to my current and future work environment. There were many steps during the creation process of this program. Before I started making slides, I brainstormed and research to form an outline with various topics I found most significant. I commonly find an outline helps me develop a mental map of any writing assignment or project that I attempt. It allows me to consider all the options before identifying which will assist me in succeeding my goal. After the topics were ordered appropriately, and notes jotted accordingly, I started on the format of the presentation so I could consider, space, design and emphasis when writing details of the steps. Whenever I start a project, I find myself going back and forth to finish "a little here, a little there." I find that this method leaves me feeling less overwhelmed when assignments are due. Since I have formed this habit, I usually have assignments near completion before the due date and turn them in all at once when they are all completed. Another reason why I do this is because I have the opportunity to look back at assignments with "fresh eyes" and this allows me to edit my work efficiently. I have been told all my life late night studying, commonly referred to as procrastination in my life, are ineffective methods. However, my 4.0 GPA serves as my evidence to proof my thoughts simply thrive when the moon shines.
What can you transfer? Where can you apply / use these skills and knowledge? How can you apply what worked for you (above) to other learning goals or initiatives in your life? Can you connect or adapt this knowledge / skill to other areas of your life? What kinds of metaphorical connections can you make? Can you connect something that was interesting or important with respect to this knowledge / skill to something that you are struggling with?	Currently, I am limited by my role in my organization. Considering my work environment is based on a large hierarchal system, it would be very difficult to get approval to use my development plan. I do have to admit that I have not attempted to talk to my upper management and that it is potentially a conversation to consider. We have a semi-new store manager (my direct supervision) and he is still struggling with providing and instilling a "team" mentality in his employees. If he were to adopt my program, he would encounter numerous sections to guide him, our employees, and our business to success.

<u>Assignment #1: Questions for Reflection</u>
Prompt #1: Now that you have completed Assignment #1, what were the most important aspects of this assignment? What moved you the most? Any surprises?

The hardest issue I had with this assignment was developing an organized flow within Table 1. I feel as though this is in in-depth rough draft rather than a formal assignment. It is not because I did not spent quality time or effort on this assignment, but rather that I feel it is incomplete, possibly needing more structure or artifacts. I think that going back and seeing all of the work and assignments I have completed helped me see how knowledgable I am about the best approaches to lead an organization. It gives me a sense of confidence that I can adopt these theories and concepts to successfully lead an organization.

Prompt #2: What are your ideas in terms of how to best illustrate your growth and development over the course of your education and experiences with the Organizational Leadership program? What are your best ideas with respect to specific artifacts / evidence that you might present (within the context of an e-portfolio) as your consider your growth and development in the Organizational Leadership Program?
(insert response here)

The best way to continue my development is to immerse myself in environments where I can apply, test, and experiment with the theories and concepts I have researched. Gaining hands on experience from live situations is the best way to evaluate which approaches work for me and the scenario. Additionally, visiting old research can help to incorporate into new lessons because recent experiences will alter my perspectives of the information.

The best ideas and artifacts I had within this assignment consist of my 360-Degree Review, Branding Exercise, Formal Business Writings from TWC 347 (listed above) and my 12-Step Leadership Development Program. I feel as though these assignments served a larger purpose than an average homework assignment. The tasks completed, information learned, and outline formed during the process of these documents will serve as guidance throughout my leadership career.