Fordham University

Summer 2020

Leadership and Interpersonal Behaviors in an Organization

Instructor: Steven Horowitz, Ph.D. “Hello, I’m Dr. Steven Horowitz and it’s a pleasure for me to welcome you to our online course in Leadership and Interpersonal Behaviors in an Organization. Before we begin, I’d like to tell you a little bit about myself. I’m a native New Yorker who received a Doctoral degree from Loyola University of Chicago, in Leadership and Policy Studies. I’ve been a teacher, School Administrator, College Professor and Consultant to business, education and government. I also have a public relations company called New Freedom Communications, and am the author of the textbook The Message Maker, used by several universities throughout the United States.

Our course will be unique in that we will not only learn about major ideas related to Leadership itself, explore your own leadership traits and skills, but most importantly, you’ll learn very practical skills and strategies to communicate effectively, motivate others, and cultivate your own leadership qualities within a diverse organization. A key goal will also be to effectively analyze the vast behavioral differences among employees, but powerful techniques for understanding, accommodating, and resolving issues related to behavioral differences and conflict.

The course is set up to replicate as much as is technically possible an environment in which to maximize our interaction with one another. You’ll have many opportunities to observe
and experience many activities and share your reflections, ideas, feelings with each other and myself. You’ll find more information about the course by clicking on the syllabus button in the blackboard menu.

So, again, let me welcome you and tell you how happy I am to be working with you and for now I’ll just say, ‘See you around Campus’–the Internet Campus that is!”

**Course Goal:**

The purpose of this course is to provide students with a variety of leadership Approaches with their overarching philosophies and underpinnings to lead in today’s widely diverse workplace. In advancing this goal, students will explore extensive knowledge, strategies and skills related to both leadership and interpersonal relations.

This course, while online, will provide highly interactive activity in keeping with the nature of exploring and understanding the challenges of

**Textbooks:**


Emotional Intelligence 2.0

Leadership: Theory and Practice: Peter G. Northouse????

The Message Maker: Guideline for Public Relations

**Knowledge**

Leadership
- Variety of Leadership Assessments to gain self awareness of leadership traits and qualities

- Interpersonal skill building - Emotional Intelligence - to gain knowledge of the phases of interpersonal relationships and how to improve and manage relationships in the workplace

- Cultural proficiency concepts to gain awareness of levels of bias, prejudice, and accommodation related to underserved populations

- Systems Theory Approach to Adapting Leadership Styles to Environment Changes and keeping Organizations balanced and successful.

Interest Based Approach - to understand and resolve employee conflict related to personality and cultural value differences.

Skills and Strategies

Interpersonal Behaviors

- Cultural Accommodation Techniques

- Diverse Communication Styles

- Diverse Cultural Programming Values

- Active Listening techniques for input into decision making effective communication and sharing ‘bad’ news with employees in the organization.

Module One: Are You a Leader? Qualities and Skills of Leadership

Activities: Leadership Assessments

- Leadership Trait Questionnaire pg. 33 Leadership Text

- Leadership Skills Inventory pg. 65 text

- Situational Leadership Questionnaire

Leadership Discussion: 1. Are leaders Born or Made?

2. Managers Do Things Right...Leaders Do the Right Thing. What do you think this means? Give several examples from your experience to support your response.

Case Study: Lee Iacocca and the Chrysler Automobile Scandal: A Portrait of Leadership
Module Two: Developing Leadership Skills: What is Adaptive Leadership?

Understanding and Acquiring Strategies for Developing Your Leadership Skills

Text: Leadership 2.0.

Understanding and Developing Adaptive Leadership Competencies

What is Adaptive Leadership? Recognizing, assessing and practicing the four phases of Adaptive Leadership

1. Emotional Intelligence
2. Organizational Justice
3. Character
4. Development

The 360 Refined Leadership Assessment: Evaluating your current level of each phase of Adaptive Leadership.

Module Three: The Systems Approach to Adaptive Leadership

Understanding Systems Theory and it’s application to organizations and leadership strategies

Recognizing Organizations as Systems that must interact and adapt to changing environments

Recognizing and accommodating employees as a ‘system’ within the organization and

The need for ‘two-way’ open communications to meet employee needs and achieve organizational goals.

Training techniques for developing systems thinking amongst all management and employees in a systems oriented led organization

Module Four: The Leader as Communication Specialist: Using the Communication Process itself to plan and deliver effective communications

Reviewing the Communication Process and it’s components

Developing oral and written messages planned through the use of this Process

Transforming ineffective messages to effective messages through this Process

Module Five: The Leader as Persuasion Expert to Achieve Vision and Goals of the Organization

Understanding and recognizing the concepts behind the persuasion process
Applying Steps of the Persuasion Process to create persuasive messages
Planning a Persuasive Presentation on selected topics

Module Six: Leading in a Culturally Diverse Workplace

Understanding concepts related to Cultural Proficiency

Becoming the Culturally Proficient Leader by utilizing the Cultural Proficiency Continuum to assess personal bias, prejudice among underserved populations

Providing professional development leadership in training organizational member in to become culturally proficient

Module Seven: Communicating with Culturally Diverse Employees

Using concepts of cultural programming to learn and examine differences among organizational groups

Becoming a communications ‘chameleon’ to adapt to differences in personality, communication styles to effectively communication with organizational personnel

Conducting culturally proficient conversations amongst all employees to gain insights into specific ways each is serving and underserving diverse individuals and groups.

Module Eight: Innovative Strategies for Resolving Interpersonal Conflict

Understanding and recognizing diversity creates different values which be in conflict and require resolution.

Acquiring knowledge and skill of the Interest-Based-Approach as a strategy for reaching mutually agreed upon solutions to culturally based conflict

Conducting an effective Interest based approach session with identified issue and identifies story, interests, and options for resolution of the issue for parties to the issue

Final Projects:
Planning and Delivering a Persuasive Presentation to a specific targeted audience using the AIDA persuasion process
Leading an Interest Based Approach Session on a selected topic addressing stakeholders
Story, Interest, and Options