

Stanford | Continuing Studies

Course Title: Intentional Power: Leadership Skills for a Complex World

Course Code: BUS 262

Instructor Name: JeanAnn Nichols, Lisen Stromberg

Class Schedule and Recording

Meeting days and times: Tuesdays 6:30 - 8:00 pm PT

Meeting location: Online (Zoom link will be provided to enrolled students closer to start date)

Class sessions will be recorded.

Course recordings will be available for three weeks after the quarter ends.

How This Course Works

Live sessions for this course will require active participation of all students. Students should be prepared to engage in discussions and/or participate in activities during class time.

How to Get the Most Out of This Course

To receive the full benefit of the course, we highly encourage active participation in the live sessions. We'll be engaging in breakout discussions and Q&A with guest speakers. If you have to miss a session due to travel or illness, the slides and recordings of the lecture portion will be available for review.

There may be additional requirements if you are taking this course for a grade. Please see the "Grade Options and Requirements" section for more details.

Assignments & Coursework

This course includes:

- Readings and course materials posted in Canvas
- Optional posts or discussions in Canvas for student interaction
- Assignments/homework
- Final assignment/project/paper
- Feedback on assignments from the instructor

Through weekly reflections and practical activities, you will build your unique action plan to evolve your leadership style. You'll complete the HEARTI® leadership self-assessment and see your current state compared to that of global leaders. With that insight, you'll have a better understanding of how you can use your power to become the leader we all want and need, driving impact for your team, company, and the world at large.

Grade Options and Requirements

- No Grade Requested (NGR)
 - This is the default option. No work will be required; no credit shall be received; no proof of attendance can be provided.
- Credit/No Credit (CR/NC)
 - Students must attend and/or watch at least 6 class sessions.
- Letter Grade (A, B, C, D, No Pass)
 - Students must attend and/or watch at least 6 class sessions and complete and submit their 1) Leadership Log - seven weekly reflections and your action plan, and 2) Leader Spotlight - highlighting a leader who exemplifies one HEARTI leadership trait.

**Please Note: If you require proof that you completed a Continuing Studies course for any reason (for example, employer reimbursement), you must choose either the Letter Grade or Credit/No Credit option. Courses taken for NGR will not appear on official transcripts or grade reports.*

Target Audience and Prerequisites

This course is designed for next-gen leaders who are eager to step up and increase their impact. Whether you're an individual contributor preparing for your future, or a senior leader tackling today's challenges, this course will help you grow skills to give you, your team, and your company the best chance for success. You'll build community with classmates from around the globe committed to becoming best-in-class modern leaders.

Learning Objectives

Students will learn the HEARTI model of modern leadership, with six practical Leader Tools to apply in their work.

Students will take and receive their custom HEARTI®: Leader Quotient Assessment, an assessment of modern leadership skills to show where you fall on the continuum of Modern Leader Readiness.

Students will create their own Leadership Log and Action Plan to continue their leadership journey after the course.

Textbooks/Required Materials

Recommended: Intentional Power: The 6 Essential Leadership Skills for Triple Bottom Line Impact, Wiley & Sons, ISBN-13 978-1394193509

Tentative Weekly Outline

Week One

Traditional to Modern Leadership

The Tectonic Shifts

Macro Trends Affecting Workplace Culture

Reinvention of Leadership Skills

Introduction to the HEARTI® Model of Modern Leadership

Actions to Take Now

Homework: Levels of Listening

Week Two

Humility

Building Self-awareness and Other-Awareness

Dunning-Kruger Effect: Confidence vs Competence

Developing a Growth Mindset

Guest Executive

Homework: Growth Mindset

Week Three

Empathy

Three Types of Empathy

Business Impact of Empathetic Leaders

Avoiding Burnout

Guest Executive

Homework: Bring “AWE”

Week Four

Accountability

The Rise and Fall of Accountability

300% Accountability

Business Impact of Accountability

Accountability Triggers - Dr. David Rock's SCARF model

Guest Executive

Homework: Holding Yourself Accountable

Week Five

Resiliency

Three Traits of Resilient Leaders

The Downside of Resiliency

3 P's to Building Resiliency

Guest Executive

Leader Tool: Playing "What If...?" Game

Week Six

Transparency

300% Transparency

Business Impact of Transparency

Transparency - Accountability cycle

Edelman Trust Barometer

Leader's Trust Triangle

Guest Executive

Leader Tool: Six Prompts for Transparent Communications

Week Seven

Inclusivity

Diversity, Equity, Inclusion and Belonging defined

Business Impact of Inclusivity

Barriers to Inclusive leadership

Recognizing and Overcoming Bias

Guest Executive

Leader Tool: Dinner Party Host

Homework: HEARTI Quotient self-assessment

Week Eight

Live Your Impact

Modern Leadership - Triple Bottom Impact

Finding the Right Mix

Using your Power with Intention

Recognizing Modern Leaders in Our Environment Today

Being the Change You Want to See

Guest executive: YOU!

Additional Information

You are welcome to use generative AI tools in this class. You are responsible for the information you submit based on an AI query (for instance, that it does not violate intellectual property laws or contain misinformation). Your use of AI tools must be properly documented and cited.