LEADERSHIP BEYOND MANAGEMENT

SECTION LEADER: TERRY SABER

DESCRIPTION
This course is the first in a series of courses throughout the GSB experience that augments the Executive Leadership certification offered in conjunction with GSB’s partnership with the University of Wisconsin. This course outlines effective leadership and management fundamentals necessary for success in managing the “people portfolio”, including an assessment of the student’s own leadership style. The course culminates in the draft of a Leadership Development plan, unique to the individual student.

Topics covered in this course include:
- Leadership assessment and in-depth discussion/application of leadership styles and executive leadership competencies
- Situational leadership fundamentals
- Strategy assessment around best practices of high performing financial institutions
- Coaching fundamentals essential to leading teams and leading people
- The ladder of inference or deriving logical conclusions from assumptions presumed to be true
- Strategic thinking and the role of the strategic plan
- Foundational and holistic performance management
- The role of leadership in aligning sustainable high performance
- The role of the leader in formulating, articulating and executing Vision

PURPOSE
Today's financial service enterprises vie for customers in a 24/7 competitive marketplace. This course provides both a strategic and a practical approach to executive leadership and subsequent people management useable in "back home" work situations. The course will be reinforced by second- and third-year core/elective courses that extend the students' knowledge both at the school and on the job. All leadership and management courses throughout the three year program are deliberately sequenced to prepare the student for the leadership/management challenges in third year FiSimulation… and in “real life” back at the Bank!

OBJECTIVES
After successfully completing this course, students will be able to:
- More fully comprehend and apply the Ladder of Inference to leadership
- Assess the overall effectiveness of the Bank’s strategic plan and the strategic thinking that accompanies plan development and assessment
- Comprehend the definition, need and alignment of strategy formulation and execution
- Determine and fully appreciate one’s leadership style, strengths and areas of opportunity for enhancing leadership skills
- Assess their own leadership desires/potential aligned with leadership competencies
- Apply concepts of leadership to high performance, both team and institution
- Align performance management concepts to “people portfolio” coaching effectiveness
- Develop or enhance their personal leadership development plan

FEATURES
Learning tools will include lectures, Leadership Assessment (LSI tool), Strategy Assessment tool, group discussions, and experiences. The Intersession project extends classroom learning to the real world in ways that encourage use of the tools long after course completion. The course is taught by a diverse group of faculty with experience as bankers, real world practitioners, academics and consultants.