Laurea / B. A.
in Global Governance

About Leadership, Agility and Complexity Governance – Approaches and Models
An Interactive Educational Module

Course Description

Course aim is to develop a cognitive approach apt to promptly understand and elaborate on leadership issues, starting from small group dynamics up to the strategic leadership level, key for governance of complex systems. Leadership is a vital function of the collective action. It has originated in the ancestral human groups and was molded by hunting and survival needs. The basic leadership mechanisms are hence related to the small group and are largely based on emotional interactions. The need to extend leadership from the small group to complex organizations gives way to great challenges, still very often unresolved. Such extension demands specific cultural and cognitive skills, needed especially for leaders at the strategic level, who must operate on ample domains, up to far away time horizons, with great value at stake. The course will therefore touch upon small group leadership, useful to lead at the supervisory level and base of the dynamics of the collective action, to expand to complex organization dynamics and to strategic level leadership, with special reference to the strategic thinking needed in our volatile, uncertain, complex, ambiguous and rapidly changing world.

Teaching Method

The course will be based on interactive lessons, with highly encouraged student participation, on evaluation of real world cases, on "live" experiences focused on the educational objectives, on classroom exercises and seminars, with a requirement for student to produce reference material useful for the course and further self-development.

Schedule of Topics

The course topics are so articulated to achieve the following main educational objectives. The significance of ethics for leadership and the effectiveness of the collective action will be recalled throughout the course.

Topic 1	Understanding of the basic elements of emotional leadership, with reference to ethics and small group dynamics, relating it through class discussion to one's own experience.
Topic 2	Acquiring an anthropological perspective of leadership and the collective action, able to link all main leadership theories.
Topic 3	Understanding of the organizational dimension of leadership, its challenges and ways to cope therewith.

Topic 4	Knowing the general evolution and the different approaches of leadership studies.
Topic 5	Gain a clear appreciation of the influence of culture on the effectiveness of the collective action, also through an historical perspective, and being able to elaborate on actual cases.
Topic 6	Focusing on fundamental elements of strategic leadership, with special reference to strategic thinking, and establishing a personal development plan for such skills.
Topic 7	Understanding of nature and scope of Mission and Vision statements and being able to actually use them in a class exercise.
Topic 8	Understanding of the conceptual base of the "New Science of Complexity and Chaos" and its value for strategic thinking, also through application to actual cases.
Topic 9	Understanding change management, through knowledge of principles and actual cases, being able to conceive a change strategy.
Topic 10	Understanding and utilizing strategic leadership cognitive models, aimed to complex, uncertain and rapidly changing environments.
Topic 11	Being able to link all above mentioned elements in an organic frame of reference.

Textbook and Materials

The main textbook of the course is the research:

- Giancotti F. - Shaharabani Y., *The Relevant Warriors – Leadership and Agility in Complex Environments*. Un-published research, Washington, NDU-ICAF, 2006 (The research has an ample and accurately referenced bibliography, to expand on topics of interest).

Other books extensively used in the course are:

- Sashkin M. - Sashkin M.G., *Leadership That Matters - the Critical Factors for Making a Difference in People's Lives and Organization's Success*, San Francisco: Berrett- Koehler, 2003.
- Kotter J. - Cohen D., *The Heart of Change - Real-Life Stories of How People Change Their Organizations*, Harvard Business Review Press, 2012.
- Sanders. T.I, *Harnessing Complexity: Organizational Implications of a Scientific Frontier*. New York: Simon & Schuster, 1998.

Assessment

The assessment will be conducted according to participation to classes and to the exercises, through written tests and the evaluation of a personal self-development plan, as a final work.

Office hours

The course will be supported by a on-line course site, where guidance, information, and materials will be posted. The site will allow 24/7 access to the teacher, who will answer as soon as possible. After or before classes, it will be always possible to interact personally with the teacher.