



APPLIES TO ACADEMIC YEAR 2012/2013

## **BIK 3407 Selfleadership - personal effectiveness and team and follower development.**

### **Programme**

Single courses

### **Responsible for the course**

Geir Thompson

### **Department**

Department of Leadership and Organizational Behaviour

### **Term**

According to study plan

### **ECTS Credits**

7.5

### **Language of instruction**

Norwegian

### **Introduction**

#### **Learning outcome**

Knowledge goals

This course has the following goals:

1. Make the students aware of the consequences connected to increasing working pressure, and how they can master the challenges by finding a balance between different life areas
2. Give the students knowledge in how to improve personal growth
3. Give the students knowledge on how to apply behavioural and cognitive strategies for improving performance
4. Give the students knowledge within the area of super-leadership and how this area is different from traditional leadership
5. Give the students knowledge about organisational assumptions for implementing self-leadership and super-leadership

Skill goals

1. Be more aware of strength and improvement areas, and be able to develop potential
2. Making practical use of behavioural and cognitive strategies
3. Being able to make use of super-leadership strategies
4. Are able to make use of different leadership styles for developing followers
5. Contribute in implementing self-leadership in organisations
6. Being able to critically analyse the use of self-leadership and evaluate the assumptions for implement self-leadership and super-leadership

Attitude goals

1. Have a positive attitude as a base for developing followers
2. Have a value driven attitude for exercising self-leadership
3. Se the significance of doing reflections concerning values and behaviour
4. Have a critical attitude to theories like self-leadership and super-leadership and being able to evaluate positive and negative consequences of applying these theories
5. Being aware ethical evaluations connected to self-leadership

#### **Prerequisites**

No special prerequisites

#### **Compulsory reading**

##### **Books:**

- Eriksen, Thomas Hylland ... [et al.] , red. 2003. Selvedelse : menneskelig kapital i det nye arbeidslivet. Gyldendal akademisk
- Manz, Charles C. and Henry P. Sims. 2001. The new superleadership : leading others to lead themselves. Berrett-Koehler Publ
- Thompson, Geir. 2011. Situasjonsbestemt ledelse. 3. utg. Gyldendal

## Recommended reading

### Course outline

1. Module – Self Leadership
2. Module – Super Leadership
3. Module – Implementing Self Leadership

### Computer-based tools

itslearning

### Learning process and workload

The course is taught through 40 lectures during one semester. The program is conducted through 40 hours of lectures in one semester. Besides lectures, group work will be used to create dialogue and explore certain topics. Lecturers will not cover the whole syllabus. The purpose of the instruction is to point out main topics and delve into certain themes and examples. The teacher will also use cases, tests and questionnaires in order to enhance the personal learning process. Participants are solely responsible for going through the entire syllabus. The course is generally conducted through three assemblies; the first two in two days. Alternatively, the course may be taught as an evening course with 4 hours of evening lectures once a week during one semester.

### Examination

The students will be handing in a project paper at the end of the course. They will be working on this paper throughout the course individually or in groups of up to three persons. The topic of the paper may be obtained from one's own place of employment and should focus on aspects connected to selfleadership or superleadership. This will then make the basis for considering efforts to improve personal performance. Project thesis will increase the practical value of the course. The project paper counts for 100 % to pass the course.

### Examination code(s)

BIK 34073 Selfleadership - personal effectiveness and team and follower development - Term paper, accounts for 100 % to pass the course BIK 3704, 7,5 credits

### Examination support materials

### Re-sit examination

Re-sit at the next ordinary exam. BIK 34071 og BIK34072 re-sit Autumn 2012.

### Additional information

#### 1. Module: Self Leadership

During the first assembly there will be an overview of self leadership as a method, Self Leadership will be compared to other leadership theories. We will go through strategies to improve own effectiveness. Conditions for performance improvements will be examined.

#### Topics

Indicators of work life and self-leadership as possible answers to some of the challenges.

Self-leadership compared to other theories on leadership.

Behavioral strategies as a method of improving own performances.

Cognitive strategies to promote positive thinking.

Qualifications for succeeding with the methods of self-leadership.

Exercises to show how self leadership may be used to improve own performances.

Shaping a plan for performance improvement

#### Literature:

Hylland Eriksen, T., Gad, T., Martinsen, Ø. & Thompson, G. (Red.). 2003. Selvledelse. Menneskelig kapital i det nye arbejdslivet. 1. utg. Gyldendal Akademisk (utv. sider).

#### 2. Module: Super Leadership

During the second assembly focus will be on the leader's work to support his/her coworkers in their effort to become more competent. Methods for teaching coworkers to become better at leading themselves are examined.

#### Topics:

How to progress with work to implement one's own plan of action.

The leader as role model

The team as a learning arena

From leader management to coworker management

How to promote super leadership in organizations

Further work with own plan of action

#### Literature:

Hylland Eriksen, T., Gad, T., Martinsen, Ø. & Thompson, G. (Red.). 2003. Selvledelse.

Menneskelig kapital i det nye arbeidslivet. 1. utg. Gyldendal Akademisk (utv. sider).  
Thompson, G.. 2006. Situasjonsbestemt ledelse. 2. utg.. Oslo: Gyldendal Akademisk  
Sims, Henry P. og Charles C. Manz. 1991. Superleadership. Beyond the Myth of Heroic Leadership. *Organisational Dynamics*.

### **3. Module: Implementing Self Leadership**

During the last class we will examine various forms of conditions that are important to the implementation of self leadership in organizations. Further there will be a sum-up of the total course and a tutorial on how to take the final exam.

#### **Topics:**

How to progress with work to implement one's own plan of action.

Self leadership and super leadership in own organization

Process conditions

Structural conditions

Leadership conditions

Summing up

Work on personal plan of action

Exam training

#### **Literature:**

Hylland Eriksen, T., Gad, T., Martinsen, Ø. & Thompson, G. (Red.). 2003. Selvledelse. Menneskelig kapital i det nye arbeidslivet. 1. utg. Gyldendal Akademisk (utv. sider)