



APPLIES TO ACADEMIC YEAR 2013/2014

ELE 3745 Leadership training, personal development and coaching

Programme

Elective

Responsible for the course

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Department

Department of Leadership and Organizational Behaviour

Term

According to study plan

ECTS Credits

7,5

Language of instruction

Norwegian

Introduction

This course targets students who hold (or aspires to hold) an honorary position as chairman of the student associations or a role as student spokesperson. However the course is open for all who are interested in personal development and practical leadership training. The scientific foundation is within positive psychology, while coaching and mentoring represent the practical tools.

Learning outcome

The primary aim is to initiate a learning process leading to growth both as a leader and as a person. The following elements are underscored: (a) the leader's tool box, (b) identification and development of your talents and signature-strengths; (c) achieving specific goals to enhance motivation and meaning; (d) self-monitoring of personal self-leadership and development. By the end of the course students should have acquired:

- The leader's tool box
- Insight into personal talents and signature strengths
- Knowledge of positive psychology as a theoretical foundation
- Understanding of the narrative approach to change

Knowledge

- Practice emotional intelligence and cognitive empathy to understand other people
- Practice coaching and mentoring to help other people achieve their goals
- Build engagement, meaning and happiness through self-leadership
- Give non-threatening feedback

Skills

- Ideas and dreams about the functioning of great leaders, teams and organizations
- Altruism as basis for helping others. Help facilitate engagement and a meaningful life
- Leadership and life itself as a learning process entailing a step-by-step process for the individual, the team and the organization
- Desire to be a role-model of leadership

Attitudes

Prerequisites

Basic knowledge of leadership and organizational life

Compulsory reading

Books:

Berg, Morten Emil. 2008. *Ledelse: Verktøy og virkemidler*. 3. utg. Universitetsforlaget
Spurkeland, Jan. 2013. *Relasjonsledelse*. 4. utg. Universitetsforlaget

Articles:

Berg, M.E. 2011. Coaching : bro mellom teori og praksis. *Psykologisk tidsskrift*. nr. 3
Berg, M.E. and J. T. Karlsen. 2012. An evaluation of management training and coaching. *Journal of Workplace Learning*. 24 (3)

Recommended reading

Books:

Rostron, Sunny Stout. 2009. *Business coaching international : transforming individuals and organizations*. Karnac

Articles:

Berg, Morten Emil. 2010. Coaching og jakten på identitet. *Magma*. nr. 2
Berg, M.E. and J.T. Karlsen. 2007. Project Management Coaching. *Engineering Management Journal*. 19 (3)

Course outline

Frame of reference

- Positive psychology: Helping individuals, teams and organizations to "flourish"
- Narrative approach: The story I tell about (and to) myself versus the story I *wish* to tell
- Leadership at five levels. From self-leadership to ideological leadership
- Leadership style and leadership role: From one dimensional leadership to multi-dimensional leadership

Self-leadership

- Identify and develop talents and signature-strengths. Bridging the gap between the Present Self and the Ideal Self.
- Positive emotions. Joy. Optimism. Self-efficacy. Resilience. Mindfulness etc.
- Stress and stress coping strategies. Stopping time-thieves. Self-leadership. Self-talk.
- Personal efficiency. Time management. Learn to say no. Delegation.
- The rethorical process. Preparing for presentations/dialogue. Be a great speaker

Team leadership

- SMART and healthy goals. Prioritisation and focus.
- Coaching. Asking powerful questions. Mentoring: Giving wise answers.
- Conflicts and conflict management. Identification of power base
- Praise and criticism. Giving and receiving feedback

Computer-based tools

None in particular

Learning process and workload

The course will normally be organized in 3 modules consisting of 2 days, 45 contact hours in total.

Teaching combines lectures, team work, cases, role plays and tests. Considerable effort will be put on creating a supportive and safe learning environment. Such an environment facilitates a high degree of involvement, performance and feedback. Students may present specific challenges and possibilities they are facing.

Recommended use of hours for students:

Aktivitet	Timebruk
Teacher facilitation: Lectures. Case discussions. Tests. Training etc.	45
Practical work on leadership challenges, e.g. in student associations	35
Self reading	50

Collaboration, training and learning in colloques	20
Project assignment	50
Recommended number of hours	200

Use of hours

45 hours - Teacher facilitation: Lectures. Case discussions. Tests. Training etc.

Examination

The final exam is a project assignment.

The project assignment can be written by one individual or by max. three students. The assignment will be handed out during Module 1.

Students may choose one out of three assignments:

A. Taking on a challenge or solving a problem which the participant is facing in his/her role as leader.

B. Have 5-12 coaching dialogues. Analysis of the dialogues. Number of dialogues is dependent on whether the assignment is written by one person only or by three students.

C. Collect data on student representatives as leaders. Analyze the data.

Examination code(s)

ELE 37451 Project assignment counts 100% of final grade in ELE 3745 Leadership training, personal development and coaching, 7.5 credits

Examination support materials

All support material allowed

Re-sit examination

Possibility for re-sit exam at the next regular course

Additional information