

DMB1201DAO: Effective Leadership in Action (DYOM)

1.0 Background

NUS Business School has partnered with Compass@Campus, a non-profit organisation to offer the “IMPACT” programme, a 5-module workshop targeted at graduating and senior undergraduates. Four previous runs of the IMPACT programme were conducted since academic year 2017/2018. In Sem2 of AY19/20, we have formalised this workshop as a 2-MC DYOM under the module code DMB1201DAO, and since then, we have been able to offer this in every semester.

2.0 Module Coordinator & Supervisor

This module will be coordinated and supervised by Professor Hum Sin Hoon (Department of Analytics and Operations, NUS Business School).

3.0 Module Outline

3.1 Aims and Objectives

Delivered in an interactive format, this module focuses on essential skills and attributes required for the individual to grow as an effective leader who will create lasting impact in their domain of influence.

Based on insights gleaned from research and decades of practical real-life experience, the module will be delivered largely by seasoned industry veterans experienced in mentoring budding leaders in tertiary institutions. Each 3-hour seminar will include a group mentoring session with an assigned mentor. There will be a total of 6 such meetings over the first half of the academic semester.

Topics include:

- Discovering purpose; redefining success
- Developing greater inter-personal effectiveness
- Trust and integrity in practice
- Servant leadership: servant or leader?

Graduates of this module are invited to a combined culminating annual event to network with mentors and other members of the IMPACT Program Alumni with the aim to strengthen life skills needed to be an effective leader in real life.

3.2 Learning Outcomes

- 3.2.1 Understand what it means to live a “successful” life, and the importance of reprioritizing time and resources for what matters most to their success in life.
- 3.2.2 Understand one’s own personality traits, how to adapt to people of other personality styles, and that adapting to others enriches communication; will commit to adapt to diverse personality styles in order to develop credibility and positive influence.

- 3.2.3 Recognize that trust and integrity are fundamental for relationship building and lifelong success, and will commit to cultivate trust and integrity as their foundation in relationship building.
- 3.2.4 Appreciate the importance of caring for and developing others in leadership: that leadership begins with caring for others, and hence will commit to do that in their existing relationships.
- 3.2.5 Based on personal gleanings from the module, participants will develop a personal Leadership Manifesto (LM) which incorporates their personal mission statement and leadership values. They will also develop an action plan (AP), designed to enable them to put aspects of their Leadership Manifesto into effect. This will be discussed with their individual mentors and within mentoring groups for feedback, and some of these LMAPs will be shared for the learning of the entire class.

3.3 Key Differentiating Value of Module

The practical insights and advice imparted by industry veterans through the unique interactive lecture plus mentoring approach, will complement very well the existing management and leadership modules offered in the School.

Established senior executives, each with an average of 20 years of work experience, serve as mentors to the students in small groups, with a typical mentor to student ratio of 1:5. Students get the opportunity to hear about actual work situations and experiences of their mentors to glean life skills. The option to continue to engage with the mentors after the module, especially when the students have graduated, is a key value that cannot be easily replicated in regular NUS modules.

3.4 Pre-requisite

Students must have completed at least 1 internship and at least 1 of their specialization modules. Preference will be given to graduating seniors. All participants are required to present their resumes and may be interviewed to ascertain their fit and commitment.

3.5 Teaching/Learning Modes

Classes will consist of both lectures and interactive workshops within the session. Each lecture/topic is first introduced with specific examples of situations in the workplace raised. Students will discuss in their groups, facilitated by their mentors. The workshops enable cross learnings, and views from individuals will establish an environment of trust, understanding, compassion and even empathy, as the topics focus on character and values. All workshops will include mentoring time with active participation from key mentors from relevant industries to guide and share their insights.

3.6 Time and venue

Weekly 3-hour evening sessions (1800 – 2100hrs) over the first six weeks of the semester. (Pre-Covid, classes began with dinner in mentor groups, and hence each session will end at 2130hrs).

Venue: Biz 1 / 04-02 (to be confirmed).

4.0 Module Credits and Workload

4.1 Module Credits: 2MCs

4.2 Seminars (6): 3.0 hours each

4.3 Workload:

Components	Details	Time (hrs)	Sessions	Total (hrs)
Weekly Meeting	Contact Time	3.0	6	18
Pre-work	Articles to read/videos to watch and submitting record of impressions	1.5	4	6
Personal reflection & journaling (including 3:2:1 and conversations with friends)	Required submission of weekly reflection/journals (via LumiNUS). This should include brief accounts and reflections of their 2 conversations.	2	4	8
Leadership Manifesto (LM) & Action Plan (AP)	The LM should integrate learnings from all topics covered, and the AP will focus on how to put into effect elements of the LM, citing any corresponding developmental aspects and resources needed. Materials (videos, articles) will be prescribed to support the formulation.			8
Total				40

5.0 Schedule

Session	Topics	Objective	Desired Outcome	By
1	Introduction	Getting to know Module and all participants.	Begin to build network and feel comfortable within class and mentor group.	Professor Hum and all mentors
2	Topic 1 – Discovering Purpose, Redefining Success	To help participants redefine success, to understand what really matters in living a fulfilled life.	To reprioritize resources towards what matters most to one's success in life.	Mr. Lee Boon Chuan
3	Topic 2 – Personality Differences and EQ	To help participants to develop greater sense of self-awareness, understand how	To commit to work on adapting to diverse personality styles to	Mr. Gordon Tan

		personality traits impact relationships, and the importance of adapting to others in order to enrich relationship.	develop credibility and positive influence.	
4	Topic 3 - Trust and Integrity	To help participants to recognize that trust and integrity are essential for relationship building and lifelong success.	To commit to cultivate trust and integrity as personal foundation in relationship building.	Mr. Lee Chin Seng
5	Topic 4 – Servant Leadership	To help participants to understanding that leadership is influence, and that capacity, character and caring for others is key to leadership influence.	To commit to living out practically the principles of servant leadership.	Mr Mark Ting
6	LMAP Presentation and Closing Summary	To inspire each other with sharing of LMAPs and Summary conclusion of learning.	To be better prepared for real-life issues as a servant leader with integrity.	Professor Hum and Mr Lee Boon Chuan

6.0 Syllabus

6.1 Discovering purpose; redefining success

This workshop takes participants on a journey of reflection and self-discovery to identify what success really looks like to each of them personally, considering how their lives can be lived out with purpose and significance, and then identifying practical actions they can take now to begin that journey with purpose and intentionality.

6.2 Developing greater inter-personal effectiveness

Life is about relationships. This workshop helps participants develop awareness of their personality types, including what motivates them, their strengths and weaknesses, and their fears. This is then applied to how they can better relate to others, especially those of a different personality type. Practical tools to increase emotional intelligence and interpersonal effectiveness are also shared.

6.3 Trust and integrity in practice.

Trust and integrity are topics most may claim a certain familiarity or understanding with, yet reports of ethical failings even at the highest levels are commonplace. Using a common workplace scenario, participants are asked to discuss and decide how they would respond. Industry experts then share their perspectives, and principles for navigating such challenges.

6.4 Servant leadership: servant or leader?

Leadership is influence, and the best leaders are able to win the hearts and minds of their followers toward a common vision. How can this be done? Building on the leadership model first developed by Robert Greenleaf, this seminar shares a simple but clear model illustrated by accounts of organisational transformation which left a lasting impact on both organisations and individuals.

6.5 Management versus Leadership: is there a difference

What is management, and what is leadership? What does a good manager do, and what does a good leader do? Is there a difference? This fundamental topic is explored and drawing from research, suggestions are offered to help participants understand and practise the roles of managers and leaders more effectively.

7.0 Assessment

The module will have no final exam and will be 100% based on the following continuous assessment components:

- 7.1 Participation/contribution in class: 40%**
- 7.2 Personal Journal: 20%**
- 7.3 Leadership Manifesto & Action Plan: 40%**

The module will be graded on a CS/CU basis.