



Governance, Leadership and Ethics | GLE 2003G
Introduction to Leadership
Winter 2023
Tuesdays 1:30-2:30pm + Thursdays 12:30-2:30pm
HC-V210

Dr. Kate Graham

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Office Hours: Email for appointment or [book a time here](#)

Prerequisite(s): Enrollment in the Governance, Leadership and Ethics (GLE) major

Course Description

If ever there was a time when leadership really matters, it's now. The past few years have included all manner of challenges: climate change induced forest fires; a global pandemic leading to more than 6.6 million deaths worldwide, border closures and lockdowns and disruptions to every part of life; economic recession and disruptions; an uprising over generations of systemic racism and oppression; tragic losses of life; and, the uncertainties that come in contentious political times.

It is also a time when we see new leaders rising up, in their own spaces and sectors as well as in new coalitions and partnerships, to lead us through the challenges we face. Sometimes these leaders emerge from peak posts within organizations or institutions; but, often they emerge from far less expected places. Teenagers are leading protests of thousands. Faith leaders are reaching beyond their traditional communities to address major social issues. Simple acts such as taking a knee or wearing a mask (or not) have become powerful and mobilizing political expressions.

What forces and factors are shaping the current context for leadership? Who are the voices that we are not hearing, but need to be? Are the tasks of leadership today common across sectors, or is there variation in the skills and knowledge needed? What does it mean to be an effective leader – or, a *leader with heart* – during extraordinary times or when faced with unprecedented challenges?

If you find yourself with more questions than answers when thinking about leadership in the 2021 context and an appetite to explore these questions – well, this course is for you.

Course Objectives

At the end of this course, students will be able to:

- Identify, classify, compare, critically integrate, and generalize using theories, research methods, and core ideas related to the nature and styles of leadership;
- Integrate knowledge and develop critical understanding of the connections and interplay between governance and leadership;
- Demonstrate critical awareness of and commitment to the public good and ethical decision making, including transparency and accountability;
- Develop self-awareness about their own leadership styles and interests; and
- Understand and critically analyze the new and emerging paradigm of leadership.

Evaluation

- **Class Participation (20%)** – students are expected to attend and actively participate in all class discussions and activities. The evaluation will be evaluated based on in-class contributions during lectures and guest speaker events, as well as in the small group and individual activities. Marks will be provided at the mid-point (Thursday, February 16, 2023) and conclusion of the course (Thursday, April 6, 2023).
- **Your Leadership Strengths – An Introspective Journal (15%)** – students will take an online assessment aimed to identify their strengths as a leader. This assessment generates a unique report for each student based on their responses. Students will use this as the basis for writing a 1500-word (maximum) introspective journal about their own strengths and weaknesses as a leader. Students are encouraged to also draw upon their own leadership experiences – including perceived successes and failures – in this journal. More details will be provided during Class 2. Journal submissions are due on Friday, January 27, 2023 @ 12pm EST on OWL.
- **Leadership in Popular Culture – Small Group Presentations (20%)** – how leaders are presented in popular culture has an enormous impact on how we understand, evaluate and select leaders in every aspect of our lives and society. In the first class, students will form into small groups and sign up for one of the Tuesday classes between Weeks 3-12. Two groups will present per week. The purpose of these presentations is to critically examine how leaders are depicted in popular culture. Each group will choose one leader as depicted via pop culture media. This can be a fictitious figure (eg. the hero in a book, movie or TV show) or a contemporary figure (eg. sports star, celebrity, political figure). Presenting in small groups, students will share some context with the class about the chosen leader and then critically examine the underlying theoretical assumptions being made about leadership, and what broadly is being communicated about leaders and leadership through this figure. Presentation

decks should be uploaded via OWL by 9pm the night before the presentation, and will be uploaded to OWL for everyone to access.

- **Take Home Midterm Exam (25%)** – students will write an exam covering the contents of the course, including all readings, class discussions, case studies and guest speaker conversations. The exam is open book and will include multiple choice, short answer and long answer essay questions. More details will be provided in class. The exam will be posted on Tuesday, March 14, 2023 @ 9am and will be due on Thursday, March 16, 2023 @ 4pm. There are no classes this week, and the exam should take approximately three hours to complete.
- **Final Essay (20%)** – students will write a 2000-word essay on a leadership related topic of their choice. Further instructions and a list of options will be provided during Class 14 in Week 7. Final essays are due on Monday, April 10, 2023 @ 6pm EST on OWL.

Readings

This course draws on one central textbook which students are strongly encouraged to obtain either by purchasing or accessing through the library:

Peter G. Northouse (2021), *Leadership Theory and Practice*, 9th Edition, Sage College Publishing.

We will also be drawing on an array of materials including journal articles, media reports, podcasts and more. All readings are posted in the schedule below, and when possible will be made available in OWL. Weekly readings may change or be added, as events develop (eg. relevant media articles about current events will be added throughout the course).

A Note on Course Content

This course is intended to help students develop their own understanding of leadership; and, more importantly, to develop as leaders themselves. In other words, this course is designed to be useful to you as students. If there is something you don't see in this outline (a topic you think should be covered, a conversation we should be having, a voice we need to hear, etc.), please raise this and we can (and will) adapt accordingly.

Class Schedule

Week 1	Tuesday, January 10, 2023 @ 1:30-2:30pm	<p>Class 1: Welcome & Introductions</p> <ul style="list-style-type: none"> • Introductions • Warm up exercise • Review of course outline & expectations • Form small groups & sign up for Leadership in Popular Culture (20%) presentation date <p><i>Readings:</i></p> <ul style="list-style-type: none"> • Course outline & OWL site – please see Dr. Graham if you do not have access to the site
	Thursday, January 12, 2023 @ 12:30- 2:30pm	<p>Class 2: Leadership as an Idea</p> <ul style="list-style-type: none"> • Definitions and debates • Historical evolution • Frames of examination • Instructions for first assignment: Your Leadership Strengths - Introspective Journal (15%) <p><i>Readings:</i></p> <ul style="list-style-type: none"> • Northouse, “Chapter 1: Introduction,” <i>Leadership Theory and Practice</i> • Kevin Kruse (2016), “What is Leadership?” <i>Forbes</i>.
Week 2	Tuesday, January 17, 2023 @ 1:30-2:30pm	<p>Class 3: Leadership Profile Guest Speaker</p> <ul style="list-style-type: none"> • A conversation about leadership with Nobel Prize Winner & Professor Emeritus Dr. Gordon McBean
	Thursday, January 19, 2023 @ 12:30- 2:30pm	<p>Class 4: Theories of Leadership – Part I</p> <ul style="list-style-type: none"> • Leadership as a set of traits • Leadership as a skill <p><i>Readings:</i></p> <ul style="list-style-type: none"> • Northouse, “Chapter 2: Trait Approach,” <i>Leadership Theory and Practice</i> • Northouse, “Chapter 3: Skills Approach,” <i>Leadership Theory and Practice</i>

Week 3	Tuesday, January 24, 2023 @ 1:30-2:30pm	Class 5: Leadership in Popular Culture <ul style="list-style-type: none"> • Study Case Study Presentations (x2)
	Thursday, January 26, 2023 @ 12:30- 2:30pm	Class 6: Theories of Leadership – Part II <ul style="list-style-type: none"> • Leadership as a behaviour • Leadership as a situational response <p><i>Readings:</i></p> <ul style="list-style-type: none"> • Northouse, “Chapter 4: Behavioral Approach,” <i>Leadership Theory and Practice</i> • Northouse, “Chapter 5: Situational Approach,” <i>Leadership Theory and Practice</i> <p><i>Notes:</i></p> <ul style="list-style-type: none"> • Your Leadership Strengths - Introspective Journal due on Friday, January 27 @ 12pm EST on OWL (15%)
Week 4	Tuesday, January 31, 2023 @ 1:30-2:30pm	Class 7: Leadership in Popular Culture <ul style="list-style-type: none"> • Study Case Study Presentations (x2)
	Thursday, February 2, 2023 @ 12:30- 2:30pm	Class 8: Theories of Leadership – Part III <ul style="list-style-type: none"> • Leadership as transactions • Leadership as transformation <p><i>Readings:</i></p> <ul style="list-style-type: none"> • Northouse, “Chapter 6: Path-Goal Theory,” <i>Leadership Theory and Practice</i> • Northouse, “Chapter 8: Transformational Leadership,” <i>Leadership Theory and Practice</i> • Denise Brody (2022), “New Research Shows 90% of Leaders Regret Their First Moves as CEO – Will Elon Musk?” <i>Forbes</i>
Week 5	Tuesday, February 7, 2023 @ 1:30-2:30pm	Class 9: Leadership in Popular Culture <ul style="list-style-type: none"> • Study Case Study Presentations (x2)

	Thursday, February 9, 2023 @ 12:30- 2:30pm	Class 10: Leadership Styles <ul style="list-style-type: none"> • Authentic leadership • Servant leadership <i>Readings:</i> <ul style="list-style-type: none"> • Northouse, "Chapter 9: Authentic Leadership," <i>Leadership Theory and Practice</i> • Northouse, "Chapter 10: Servant Leadership," <i>Leadership Theory and Practice</i>
Week 6	Tuesday, February 14, 2023 @ 1:30-2:30pm	Class 11: Leadership in Popular Culture <ul style="list-style-type: none"> • Study Case Study Presentations (x2)
	Thursday, February 16, 2023 @ 12:30- 2:30pm	Class 12: Followers <ul style="list-style-type: none"> • Theories and examinations of followership <i>Readings:</i> <ul style="list-style-type: none"> • Northouse, "Chapter 13: Followership," <i>Leadership Theory and Practice</i> • Robert Kelley (1988), "In Praise of Followers," <i>Harvard Business Review</i> <i>Notes:</i> <ul style="list-style-type: none"> • First half participation marks (10%) will be posted after this class on OWL
WINTER READING WEEK: NO CLASSES DURING WEEK OF FEBRUARY 20-24, 2023		
Week 7	Tuesday, February 28, 2023 @ 1:30-2:30pm	Class 13: Leadership in Popular Culture <ul style="list-style-type: none"> • Study Case Study Presentations (x2)
	Thursday, March 2, 2023 @ 12:30- 2:30pm	Class 14: EDI, Gender & Leadership <ul style="list-style-type: none"> • Equity, diversity and inclusion (EDI) • Gendered ideas and barriers to leadership • Instructions on final essays (worth 20%) <i>Readings:</i>

		<ul style="list-style-type: none"> • Northouse, “Chapter 14: Gender and Leadership,” <i>Leadership Theory and Practice</i> • No Second Chances – Podcast (Canada 2020), Season 1, Episode 1: The Problem
Week 8	Tuesday, March 7, 2023 @ 1:30-2:30pm	Class 15: Leadership in Popular Culture <ul style="list-style-type: none"> • Study Case Study Presentations (x2)
	Thursday, March 9, 2023 @ 12:30-2:30pm	Class 16: Performance & Team Leadership <ul style="list-style-type: none"> • Theories and examinations of followership <i>Readings:</i> <ul style="list-style-type: none"> • Northouse, “Chapter 16: Team Leadership,” <i>Leadership Theory and Practice</i> • Scott Keller (2017), “High-performing teams: a timeless leadership topic,” <i>McKinsey Quarterly</i>
Week 9	TAKE HOME MIDTERM WEEK (25% of course grade) Exam will be posted on Tuesday, March 14 @ 9am – due on Thursday, March 16 @ 4pm – no classes this week	
Week 10	Tuesday, March 21, 2023 @ 1:30-2:30pm	Class 17: Leadership in Popular Culture Study Case Study Presentations (x2)
	Thursday, March 23, 2023 @ 12:30-2:30pm	Class 18: Closing Debate #1 - Are leaders set up to fail? <ul style="list-style-type: none"> • Pedestals and hero worship • Trust in leadership across sectors <i>Readings:</i> <ul style="list-style-type: none"> • 2022 Edelman Trust Barometer Report
Week 11	Tuesday, March 28, 2023 @ 1:30-2:30pm	Class 19: Leadership in Popular Culture Study Case Study Presentations (x2)
	Thursday, March 30, 2023 @ 12:30-2:30pm	Class 20: Closing Debate #2 – Why would anyone lead? <ul style="list-style-type: none"> • High risk, high reward • Cancel culture and personal costs <i>Readings:</i>

		<ul style="list-style-type: none"> Emily A. Vogels (2021), "Americans and 'Cancel Culture': Where some see calls for accountability, others see censorship, punishment," Pew Research Centre.
Week 12	Tuesday, April 4, 2023 @ 1:30-2:30pm	Class 21: Leadership in Popular Culture Study Case Study Presentations (x2)
	Thursday, April 6, 2023 @ 12:30-2:30pm	Class 22: Lonely at the Top? A Special Closing Conversation about Leadership <ul style="list-style-type: none"> Speakers & details TBD <p><i>Readings:</i></p> <ul style="list-style-type: none"> Bios of speakers will be posted in OWL <p><i>Notes:</i></p> <ul style="list-style-type: none"> Second half participation marks (10%) will be posted after this class on OWL Final essays are due on Monday, April 10, 2023 @ 6pm EST on OWL.

ADDITIONAL NOTES

Prerequisites

Students are responsible for ensuring that they have successfully completed all course prerequisites. If you do not have the prerequisites for this course, and you do not have written special permission from your Dean to enroll in this course, you will be removed from this course and it will be deleted from your record. This decision may not be appealed. You will receive no adjustment to your fees in the event that you are dropped from a course for failing to have the necessary prerequisites.

Late Penalties

Assignments submitted after the stated due date, without approval at least two days prior to the due date, will be deducted 5% per day for up to 10 days at which time the assignment will receive a grade of zero.

Plagiarism

Plagiarism is an academic offense and will be treated as such. Students who are in doubt as to the nature of this offence should consult their instructor, Department Chair, or Dean's Office,

as well as the Huron University College Statement on Plagiarism, available at the Reference Desk in the Huron University College Library and at www.huronuc.on.ca. In addition, students may seek guidance from a variety of current style manuals available at the Reference Desk in the Huron University College Library. Information about these resources can be found at www.huronuc.on.ca/library&computing~styleguides. Plagiarism detection software may be used in this course. Students may be required to submit their work in electronic form.

Appendix to Course Outlines: Academic Policies & Regulations Fall/Winter 2022-2023

Huron will continue to follow the guidance of public health and government officials. It is anticipated that there will be no disruptions to in-person instruction. This is subject to change.

Student Code of Conduct

Membership in the community of Huron University College and Western University implies acceptance by every student of the principle of respect for the rights, responsibilities, dignity and well-being of others and a readiness to support an environment conducive to the intellectual and personal growth of all who study, work and live within it. Upon registration, students assume the responsibilities that such registration entails. While in the physical or online classroom, students are expected to behave in a manner that supports the learning environment of others. Please review the Student Code of Conduct at:

<https://huronatwestern.ca/sites/default/files/Res%20Life/Student%20Code%20of%20Conduct%20-%20Revised%20September%202019.pdf>.

Prerequisite and Antirequisite Information

Students are responsible for ensuring that they have successfully completed all course prerequisites and that they have not completed any course antirequisites. Unless you have either the requisites for this course or written special permission from your Dean to enroll in it, you may be removed from this course and it will be deleted from your record. This decision may not be appealed. You will receive no adjustment to your fees in the event that you are dropped from a course for failing to have the necessary prerequisites.

Attendance Regulations for Examinations

A student is entitled to be examined in courses in which registration is maintained, subject to the following limitations:

- 1) A student may be debarred from writing the final examination for failure to maintain satisfactory academic standing throughout the year.
- 2) Any student who, in the opinion of the instructor, is absent too frequently from class or laboratory periods in any course will be reported to the Dean of the Faculty offering the course (after due warning has been given). On the recommendation of the Department concerned, and with the permission of the Dean of that Faculty, the student will be debarred from taking the regular examination in the course. The Dean of the Faculty offering the course will communicate that decision to the Dean of the Faculty of registration.

Review the policy on Attendance Regulations for Examinations here: [Academic Calendar - Western University \(uwo.ca\)](#)

Statement on Academic Offences

Scholastic offences are taken seriously and students are directed to read the appropriate policy, specifically, the definition of what constitutes a Scholastic Offence, at the following website: [Academic Calendar - Western University \(uwo.ca\)](http://www.uwo.ca/academic_calendar) . The appeals process is also outlined in this policy as well as more generally at the following website: https://www.uwo.ca/univsec/pdf/academic_policies/appeals/appealsundergrad.pdf.

Turnitin.com

All required papers may be subject to submission for textual similarity review to the commercial plagiarism detection software under license to the University for the detection of plagiarism. All papers submitted for such checking will be included as source documents in the reference database for the purpose of detecting plagiarism of papers subsequently submitted to the system. Use of the service is subject to the licensing agreement, currently between The University of Western Ontario and Turnitin.com (<http://www.turnitin.com>).

Statement on Use of Electronic Devices

It is not appropriate to use electronic devices (such as, but not limited to, laptops, tablets, cell phones) in the classroom for non-classroom activities. Such activity is disruptive and distracting to other students and to the instructor, and can inhibit learning. Students are expected to respect the classroom environment and to refrain from inappropriate use of technology and other electronic devices in class.

Statement on Use of Personal Response Systems (“Clickers”)

Personal Response Systems (“clickers”) may be used in some classes. If clickers are to be used in a class, it is the responsibility of the student to ensure that the device is activated and functional. Students must see their instructor if they have any concerns about whether the clicker is malfunctioning. Students must use only their own clicker. If clicker records are used to compute a portion of the course grade:

- the use of somebody else’s clicker in class constitutes a scholastic offence
- the possession of a clicker belonging to another student will be interpreted as an attempt to commit a scholastic offence.

Academic Consideration for Missed Work

All students pursuing academic consideration, regardless of type, must contact their instructors no less than 24 hours following the end of the period of absence to clarify how they will be expected to fulfill the academic responsibilities missed during their absence. **Students are reminded that they should consider carefully the implications of postponing tests or midterm exams or delaying submission of work, and are encouraged to make appropriate decisions based on their specific circumstances.**

Students who have conditions for which academic accommodation is appropriate, such as disabilities or ongoing or chronic health conditions, should work with Accessible Education Services to determine appropriate forms of accommodation. Further details concerning policies and procedures may be found at: <http://academicsupport.uwo.ca/>.

Policy on Academic Consideration for a Medical/ Non-Medical Absence

- (a) Consideration on **Medical Grounds** for assignments worth *less than 10%* of final

grade: Consult Instructor Directly and Contact Academic Advising

When seeking consideration on **medical grounds** for assignments worth *less than 10%* of the final course grade, the student should contact the instructor directly. The student need only share broad outlines of the medical situation. The instructor **may** require the student to submit documentation to the academic advisors, in which case she or he will advise the student and inform the academic advisors to expect documentation. If documentation is requested, the student will need to complete and submit the [Student Medical Certificate](#). The instructor may not collect medical documentation. The advisors will contact the instructor when the medical documentation is received, and will outline the severity and duration of the medical challenge as expressed on the Student Medical Certificate and in any other supporting documentation. The student will be informed that the instructor has been notified of the presence of medical documentation, and will be instructed to work as quickly as possible with the instructor on an agreement for accommodation.

b) Medical Grounds for assignments worth 10% or more of final grade: Go Directly to Academic Advising

University Senate policy, which can be found at [Academic Calendar - Western University \(uwo.ca\)](#) requires that all student requests for accommodation on medical grounds for assignments worth 10% or more of the final grade be made directly to the academic advising office of the home faculty (for Huron students, the “home faculty” is Huron), with supporting documentation in the form (minimally) of the Senate-approved Student Medical Certificate found at: https://www.uwo.ca/univsec/pdf/academic_policies/appeals/medicalform.pdf.

The documentation is submitted in confidence and will not be shown to instructors. The advisors will contact the instructor when the medical documentation is received, and will outline the severity and duration of the medical challenge as expressed on the Student Medical Certificate and in any other supporting documentation. The student will be informed that the instructor has been notified of the presence of medical documentation, and will be instructed to work as quickly as possible with the instructor on an agreement for accommodation. The instructor will not normally deny accommodation where appropriate medical documentation is in place and where the duration it describes aligns with the due date(s) of assignment(s). Before denying a request for accommodation on medical grounds, the instructor will consult with the Dean. The instructor’s decision is appealable to the Dean.

c) Consideration on Non-Medical Grounds: Consult Huron Support Services/Academic Advising, or email huronsss@uwo.ca.

Students seeking academic consideration for a **non-medical** absence (e.g. varsity sports, religious, compassionate, or bereavement) will be required to provide appropriate documentation. All consideration requests must include a completed [Consideration Request Form](#). Late penalties may apply at the discretion of the instructor.

Please review the full policy on Academic Consideration for medical and non-medical absence at: [accommodation_medical.pdf \(uwo.ca\)](#). Consult [Huron Academic Advising](#) at huronsss@uwo.ca for any further questions or information.

Support Services

For advice on course selections, degree requirements, and for assistance with requests for medical accommodation, students should email an Academic Advisor in Huron's Student Support Services at huronsss@uwo.ca. An outline of the range of services offered is found on the Huron website at: <https://huronatwestern.ca/student-life/student-services/>.

Department Chairs, Program Directors and Coordinators are also able to answer questions about individual programs. Contact information can be found on the Huron website at: <https://huronatwestern.ca/contact/faculty-staff-directory/>.

If you think that you are too far behind to catch up or that your workload is not manageable, you should consult your Academic Advisor. If you are considering reducing your workload by dropping one or more courses, this must be done by the appropriate deadlines. Please refer to the Advising website, <https://huronatwestern.ca/student-life/student-services/academic-advising/> or review the list of official Sessional Dates on the Academic Calendar, available here: <http://www.westerncalendar.uwo.ca/SessionalDates.cfm>.

You should consult with the course instructor and the Academic Advisor who can help you consider alternatives to dropping one or more courses. Note that dropping a course may affect OSAP and/or Scholarship/Bursary eligibility.

Huron Student Support Services: <https://huronatwestern.ca/student-life/student-services/> Office of the Registrar: <https://registrar.uwo.ca/>
Student Quick Reference Guide: <https://huronatwestern.ca/student-life/student-services/#1> Academic Support & Engagement: <http://academicsupport.uwo.ca/>
Huron University College Student Council: <https://huronatwestern.ca/student-life/beyond-classroom/hucsc/>
Western USC: <http://westernusc.ca/your-services/#studentservices>

Wellness and Health Supports at Huron and Western

University students may encounter setbacks from time to time that can impact academic performance. Huron offers a variety of services that are here to support your success and wellbeing. All Huron staff and faculty have received training on responding to disclosures of Gender-Based Sexual Violence (GBSV); students should know that the Community Safety Office is a resource for survivors, providing support and, if desired, guidance while referring them to the further supports that they may require. Please visit <https://huronatwestern.ca/student-life-campus/student-services/wellness-safety> for more information or contact staff directly:

Wellness Services:

huronwellness@huron.uwo.ca Community Safety Office: safety@huron.uwo.ca
Additional supports for Health and Wellness may be found and accessed at Western through, <https://www.uwo.ca/health/>.

Western Calendar - Policy Pages -
[Academic Calendar - Western University \(uwo.ca\)](#)