

LEADERSHIP

2 Credit Seminar
Fall 2024

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Class Meeting: **Holland Hall 355D**
Office Hours: After Class & By Appointment

COURSE DESCRIPTION

This seminar explores leadership from a practical perspective. In the era of the knowledge worker, command and control leadership no longer works. The effective leader operates through culture, commitment, collaboration and cooperation, a style often known as stewardship leadership.

Nathan S. Collier is the owner and Executive Chair of The Collier Companies (TCC) which controls 2.5 billion in assets and owns over 13,000 Apartment Homes including seven, 300+ apartments, developments currently underway around Florida and employs approximately 400 Team Members. Building upon purchase of a single-family house over 50 years ago, NSC had a vision of creating a different kind of company, based upon a culture of respect and personal and professional growth. Doing so required becoming a self-taught leader, lacking in person mentors, NSC turned to books and his home office is literally four walls of floor to ceiling books covering (beyond a good-sized sci-fi section) every aspect of leadership, business, and personal growth.

COURSE OBJECTIVES

Beyond stewardship/servant leadership, the course will focus on 360-degree leadership and two forms of power: positional power (external) and personal power (internal). The first is conveyed by formal or legal structure and can be taken away; the second is your internal abilities and character. While skill sets can atrophy and character must be maintained, personal power cannot be taken away by external forces and is key to both 360-degree leadership and stewardship leadership. One course objective will be for you to understand and apply the differences between positional and personal power.

Stewardship and 360-degree leadership require developing a high level of emotional intelligence which will be a major course focus. Another course objective is to sharpen, build, and hone your emotional intelligence through engaging in case-study analysis of real-world leadership challenges. Your EQ is the ability to recognize, understand, and manage one's own emotions, as well as to recognize, understand, and influence the emotions of others. It involves a combination of self-awareness, self-regulation, social awareness, and relationship management. Individuals with high emotional intelligence are adept at perceiving emotions, both their own and those of others, and

using this awareness to navigate social interactions, build relationships, and make sound decisions. Emotional intelligence is considered a key factor in personal and professional success, as it contributes to effective communication, conflict resolution, empathy, and leadership skills.

COURSE METHODOLOGY

Success in today's world requires becoming a continuous learner far beyond the traditional classroom setting.

This course takes the point of view that while formal instruction may move the needle somewhat, leadership is more learned than taught and that humans learn best through stories with an emotional arc that help us remember especially in the key moments of decision. To know and not do is to not know.

A significant portion of this course will be student-taught, the skill of developing others and oneself being a major component of leadership. The instructor's contribution will be to provide structure and guidance by sharing insights and a litany of significant leadership errors he has made over the last 50 years and painful lessons learned thereby.

Each student will be assigned a book from the following list (longer than we will be able to get through and requests accepted) and be asked to share/teach the essence thereof to the class via both an in-class presentation and 5,000 to 7,500 word summary not of the book per se but of the best elements thereof due one week prior to presentation.

The student will also present the work to the class. In class presentation method is of presenter's choice. To allow time for preparation of student presentations, the first 3 classes will be case studies and concepts provided by the instructor. While all the reading material contains meaningful concepts and lessons, neither are they 'heavy' reading in the sense of a traditional legal textbook thus the chosen method of self-directed learning.

CLASS TIME, LOCATION, & SCHEDULE

Class will be held on Thursday mornings from 10:00 AM - 12:00 PM in Holland Hall 355D. The initial case assignments appear below, and subsequent material will be added as students receive their assignments.

OFFICE HOURS

I am available after every class for at least one hour of office hours. I will be available for appointments outside of class, as well; please email me to arrange.

ATTENDANCE POLICY & OUT OF CLASS STUDY

Attendance is mandatory and an essential part of the course. In accordance with ABA guidance, you are allowed a total of two absences from class, for any reason (including for illness, medical appointments, job interviews, school activities, work tasks, family issues, and the like). UF Law respects students' [observance of religious holidays](#), but you must notify me in advance of those religious observance-related absences. To respect your privacy, I do not otherwise differentiate between "excused" or "unexcused" absences. As a result, there is no need to tell me why you will

be or were absent from class, so long as you have two or fewer absences total. More than two absences could result in preventing you from submitting your paper and failing the course.

Please do not arrive late to class, leave early, or leave to take a break during class absent extenuating circumstances. Please turn off your cell phone during class. I reserve the right to lower your final grade if you engage in behavior that disrupts the learning environment for your classmates.

Regarding out of class work, ABA Standard 310 requires that students devote 120 minutes to out-of-class preparation for every “classroom hour” of in-class instruction. Each class is approximately two hours in length, requiring at least 4 hours of preparation outside of class including reading the assigned materials, completing written assignments, and preparing to present assigned material.

ASSESSMENT & GRADES

This is a two-credit seminar with a writing requirement. Your grade will be determined as follows:

Class Participation	10%
Reflection Paper on 4 Books	25%
Leadership Journey Exercises	25%
Assigned Book Paper/Presentation	40%

Your paper must be between 5,000 and 7,500 words. A draft of your paper is due by 11:59PM on the Tuesday one week before your presentation. It must be double-spaced, twelve-point Times New Roman font, and in WORD format. You will submit your draft paper via email to Christy.Barnes@CollierCompanies.com. Your papers must be entirely your own work. Collaboration, copying, or the use of generate AI is prohibited and an ethical violation. You must provide citations to all sources from which you draw content and substance.

Beginning in Week 4, you will present your paper and your assigned book to the class. A final version of the paper, including revisions based on the class discussion and engagement with your book, is due by 11:59 pm on Wednesday, November 20, 2024.

Class participants are required to read all drafts in advance of the presentations and provide constructive feedback during class.

OTHER REQUIRED INFORMATION:

Other information about UF Levin College of Law policies, including compliance with the UF Honor Code, Grading, Accommodations, Class Recordings, and Course Evaluations can be found at this link: <https://ufl.instructure.com/courses/427635/files/74674656?wrap=1>

CLASS SCHEDULE

NOTE – We will adjust this schedule as students sign up for books and presentations.

Week 1	Topics: Intro to Leadership
	Reading: Posted on Canvas; Harvard Business School Case Studies on Leadership
Week 2	Topics: Emotional Intelligence
	Reading: Posted on Canvas: “What Makes a Leader?” By Daniel Goleman
Week 3	Topics: Emotional Intelligence, Continued
	Reading: Posted on Canvas: Excerpts from <i>Harvard Business Review</i>’s 10 Must Reads on Emotional Intelligence
Week 4-13	Book Presentations by Students
	- Students will be assigned 1 book and will select an additional 4 books from the list below. Students must be prepared present a paper summary and lead a 45-to-60-minute presentation discussion on the assigned book to distill the best of the book into your fellow classmate’s consciousness. You will practice your ability to influence, inform and persuade - a fundamental attorney skill set (think about open statement or closing arguments to jury). In addition, you must prepare and submit a 2 to 3 page (double-spaced) reaction paper on the 4 self-selected books. 1. <i>Radical Candor</i> by Kim Scott 2. <i>Thanks for the Feedback</i> by Douglas Stone/Sheila Heen 3. <i>Dare to Lead</i> by Brené Brown 4. <i>Multiplier</i> by Liz Wiseman 5. <i>Influencer</i> by Joseph Grenny/Kerry Patterson 6. <i>Start with Why</i> by Simon Sinek 7. <i>Leadership Is an Art or Leadership Jazz</i> by Max Depree 8. <i>The 21 Irrefutable Laws of Leadership</i> or <i>360 Degree Leadership</i> by John C. Maxwell (or any full-length book on Leadership by Maxwell) 9. <i>The Courageous Follower: Standing Up To & For Our Leaders</i> by Ira Chaleff 10. <i>Who</i> by Geoff Smart and Randy Street 11. <i>Extreme Ownership</i> by Jocko Willink/Leif Babin 12. <i>The Culture Code</i> by Daniel Coyle 13. <i>The Talent Code</i> by Daniel Coyle 14. <i>Predictable Surprises: The Disasters You Should Have Seen Coming, and How To Prevent Them</i> by Max Bazerman/Michael Watkins 15. <i>Leaders Eat Last</i> by Simon Sinek
Week 4-13	Developing Your Leadership Profile - Assignments
	During the semester you will be guided through a series of exercises that will allow you to develop your personal 1) Mission Statement, 2) Philosophy of Life, and 3) a Self-Concept? Your Identity Is? Your Ideal Version of?