

**Fall 2022 | Tuesday 12:30-1:50 pm | 1.5 units | JFF LL102**

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## **Course Description/Overview:**

This is the practicum for the Marshall Leadership Fellows program. It builds on Fellows' knowledge and skills learned in MOR 574a and applies that expertise to develop and coach first-year MBA student project teams over a thirteen-week period. Fellows gain deeper and more practiced understanding through application by developing and coaching teams through hands-on experience. Time spent coaching student project teams are followed by classroom debriefing, assessing, and advising activities. Fellows share their facilitating and coaching experiences, receive feedback from the course professors, and other Fellows, in light of fundamental concepts and skills, and plan their next session with student teams. You progress from conceptual understanding to behavioral application and then back again to deeper and more refined understanding and behavior, and so on. This action learning process is essential for learning new leadership behaviors and techniques.

The aspiration of this second semester is to give you an opportunity to explore your personal leadership talents, gaps, and experiences as part of the experience of coaching core teams. The course will provide personalized attention and support, and be assessment and feedback rich. A main theme will be development—both of core teams and their individual members as well as the continuous personal leadership development of MLFP fellows.

## **Learning Objectives**

This practicum will enable Fellows to gain deeper and more practiced expertise in how to develop and coach teams and members as outlined in the learning objectives in MOR574a. Upon successful completion of the course, students will be able to:

1. Effectively provide and receive behavioral feedback
2. Assess team dynamics
3. Develop strong team norms
4. Actively intervene in team functioning to improve performance
5. Address complex issues that emerge in facilitating team effectiveness

## **Practicum Activities & Deliverables**

In addition to Core team coaching (see documents provided by MLFP Board) there will be weekly class sessions (see list below) focusing primarily on insights and learning from on-going work with core teams and co-curricular activities. Each fellow will build on the learning, insights and feedback from semester one and build on that by completing a feedback exercise. Each fellow will be required to have a comprehensive and complete personal leadership and development agenda for yourself by the end of the semester. Each fellow can have individual coaching sessions with faculty focused on your feedback exercise and completion of your personal leadership and development agenda.

## Required Materials

The following provide conceptual and practical knowledge for leading and developing teams and members:

- Review readings and slides from 574a
- Articles posted on Blackboard
- Other readings as assigned during the semester

## Evaluation & Grading

Class engagement and contribution; coaching teams; participating in feedback processes	50%
Reflection Papers (4 total)	25%
Final Development Plan (due: scheduled final examination) and informal presentations during class session	25%
<b>TOTAL</b>	<b>100%</b>

**Fellows receive a grade of CR or NC for the course.** CR (credit) is a passing course grade equivalent to “B” or 3.0 quality or better. NC (no credit) course grade is equivalent to a “B-” or less. *More than THREE absences will result in a NC for the course.*

### *Class engagement and contribution*

Active contribution is essential for Fellows to give and receive feedback to assess progress in facilitating and developing core teams and their members. You must intellectually engage with each other, and your professors, in sharing how course concepts and techniques inform the feedback and suggest improvements in facilitation and coaching interventions.

### *Feedback exercise/Core team feedback exercise*

Fellows will have the opportunity to select a diverse set of respondents whose feedback will be used as part of on-going work on the development plan. Fellows will also participate in a feedback exercise wherein you will get feedback on your individual and team coaching from your respective core teams.

### *Reflection papers*

Each fellow will be expected to complete FOUR one-page reflection papers due throughout the course of the Fall term. Learning plus reflection = growth. Hence, reflection papers are the opportunity for you to reflect, apply, and integrate what you are learning.

### *Final development plan & presentation*

The final written development plan will conform to the template we will discuss in class and will be due on the date of scheduled final exam. You will informally share/present your plan during the final two class sessions.

## MLFP Preliminary Course Schedule – Fall 2022

The schedule of class meetings and assignments is detailed below. It will likely be necessary to make some adjustments to the schedule during the course consistent with coaching needs.

DATE	TOPIC & CLASS SEGMENTS	PREPARATION & ASSIGNMENTS
Aug 23	Preparing for 1 <sup>st</sup> team session Board updates	Reflect on summer growth
Aug 30	Giving and receiving feedback	<b>Due:</b> Reflection Paper #1 (summer reflection)
Sept 6	Debrief 1st team meeting(s) Accountability groups space	Individuals to articulate & commit to one development need
Sept 13	ELC Activity: Coaching w challenging communication styles	<b>Meet in JFF ELC</b> <b>Due:</b> Reflection paper #2
Sept 20	Guest speaker TBA	
Sept 27	ELC Activity: Giving feedback & helping others process feedback	<b>Meet in JFF ELC</b>
Oct 4	Reflection on Coaching: Challenges & Lessons of Session #2	
Oct 11	Guest Speaker (via zoom)	<b>Due:</b> Reflection paper #3
Oct 18	Escape Room Exercise for group interviews	<b>Meet in JFF ELC</b>
Oct 25	Identity challenges at work (class discussion)	
Nov 1	MLFP Alumni Panel	<b>Read:</b> Benjamin & O'Reilly "Becoming a Leader: Early Career Challenges Faced by MBA Graduates" (Bb)
Nov 8	Women's Leadership panel	
Nov 15	Final Leadership Development Reflections Sharing (Informal)	<b>Due:</b> Final leadership development plan <i>informal presentation</i> <b>Due:</b> Reflection paper #4
Nov 22	Thanksgiving week (no class in lieu of co-curricular activities)	
Nov 29	MLFP commencement and wrap-up	
Dec 13	Final Day	<b>Due:</b> Final Leadership Development Plan