

378793: Leadership Communication Strategies

MGMT-X 490.996

Spring 2021 Section 1 4 Credits 03/29/2021 to 06/13/2021 Modified 12/21/2020

Description

This course is designed to improve interpersonal behaviors and communication skills for those in leadership roles with the goal of improving relationships, productivity, and the quality of work. Topics include a review of basic communication skills such as listening, self-disclosure, and methods of expression; more advanced skills such as nonverbal communication, influencing behaviors, addressing hidden agendas, and male/female communication in the workplace; conflict management skills; assertiveness; and responding to criticism.

Objectives

This course will explore strategies and techniques for leading with empathetic communication. Students will develop a broad understanding of the impact of communication on employees and a detailed understanding of how to leverage empathetic communication from a leadership perspective. They will explore leadership communication and practice leadership communication strategies through hands-on activities.

Outcomes

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

- Define leadership communication
- Explain the difference between communication and connection
- Define empathy and why it's important
- Describe how empathetic communication impacts all types of employees
- Describe the connection between empathetic communication and employee engagement
- Define types of empathetic communication using connection
- Describe the various roles of empathy in communication
- Explain own tendency towards empathetic communication
- Describe multiple ways to cultivate empathetic communication
- Explain the connection between empathetic communication and the bottom line
- Recognize leaders who demonstrate empathetic communication
- Describe techniques for communicating with empathy
- Explain ways to overcome communication obstacles
- Discuss how empathetic communication is most effectively delivered to different audiences

Materials

Note: If both a print edition and an e-text edition are presented for a specific text, only purchase one or the other.

Communicate Like a Leader

Author: Dianna Booher

Publisher: Berrett-Koehler

ISBN: 9781626569003

Required

ISBN

Paperback 9781626569003

PDF eBook 9781626569010

ePub 9781626569027

Audio Book 9781626569041

HBR's 10 Must Reads On Communication

Author: Harvard Business Review Press

ISBN: 9781422189863

Required

Optional Book

Give and Take: Why Helping Others Drives Our Success

Author: Grant

ISBN-10: 0143124986

ISBN-13: 978-0143124986

✓ Evaluation

Criteria

| Type | Weight | Topic | Notes |
|---|--------|-------|-------|
| Online Forum & Discussion Participation | 30% | | |
| Individual Assignment 1 | 10% | | |
| Peer Review 1 | 5% | | |
| Individual Assignment 2 | 15% | | |
| Peer Review 2 | 10% | | |
| Final Assignment 1 | 30% | | |

Breakdown

A = 90% – 100%

B = 80% – 89%

C = 70% – 79%

F = 69% and below

* Course Policies

What You Should Expect from Me

Clarity. I will try to make course and assignment expectations as clear as possible. If you don't understand requirements or concepts, please ask me. Your questions and feedback helps me to continue to clarify material.

Engagement. I will be online in the course every 48 hours at minimum, often with more frequency. I will send out a weekly assignment post to ensure that you remain on track. If a given week involves complex concepts or assignments, I may provide a

mid-week check-in as well. I will facilitate discussions and provide additional reflections or questions to further discussions. I will also provide feedback on all assignments.

Support. I am here to support your learning and recognize students come to this course with varying degrees of experience. If you find that you need additional assistance understanding a concept, please let me know and I can offer or direct you to some supplemental assistance.

Relevance. I will not ask you to do busy work. Each assignment is geared to prepare you for some aspect of leadership communication strategies. If you don't understand why you're doing an assignment, please ask me.

What I Expect from You

Online Course Practices

- This is an online course. This course will require that you take **greater personal responsibility and self initiative** than a course in the classroom in order to stay current with online discussions. You should thoroughly read all documents and materials.
- I am happy to answer any questions as they arise. However, if you ask me a question, I will expect that you have reviewed the syllabus, instructor post or online discussion forum prior to inquiring. I will always refer you back to those documents first.

Online Forum & Discussion Participation

- Participating in the Discussion Forum is one of the most meaningful ways for you to learn in this course so it accounts for a large part of your grade. Participation is **required** and is 30% of your total grade.
- You are required to contribute to Discussion Forum Questions or student interactions in ***an active and substantive way 2 out of 7 days each week***. You must provide at least **3 contributions per week** (in addition to your response to the Discussion Forum question) for the entire duration of the course.
- The discussion portion of the course runs from Monday to Friday each week. **Your first contribution must take place by 5pm PT Wednesday each week and your second contributions must take place by 5pm PT every Friday** in order for everyone to have an opportunity to dialogue with each other about that week's topic.
- Comments are considered substantive if they further the discussion or understanding of the topic being covered or ask a question that provides others an opportunity to analyze a situation or explain their experience.
- Comments like "I agree" or "good point" do ***not*** qualify.
- Both **quantity and quality** will be considered in determining whether participation has been met.
- In addition to completing the assignments, you should read, analyze, and respond to the questions and comments from me and other students - in short, you are required to actively participate in our classroom discussions. **You must do more than simply respond to the Discussion Forum question(s), you must demonstrate your regular reading of others' postings.**
- **I track participation starting Week 1 through Week 8.** You will receive up to a total of 30 points (4 points per week, except Week 1, which you can earn a maximum of 2 points) by the end of the class for your Participation. This is 30% of your total grade. Thus, for Week 2 - 8, you will be eligible for 4 points per week with the following breakdown:
 - 2 points = quality of response to Instructor Discussion Question(s)
 - 2 points = actively contributed at least 3 times to Discussion Forum 2 times, 1 time by Wednesday at 5pm PT and all contributions completed by Friday at 5pm PT each week
- I encourage you try to relate your own "real world" experiences from your professional experiences (or personal if your work experiences are limited) as much as possible to our activities and discussions as your own experiences will provide great opportunity for us to learn from each other. I will look for comments that explore the content of the course. Your comments should add significantly to the discussion by building on others' comments, suggesting alternative solutions, pointing out problems, and even at times, constructively disagreeing.
- All replies and/or comments should be written with respect, whether you agree or disagree with what is being stated. Our discussion goal is to be collaborative, not combative. Experience shows that even an innocent remark in an online environment can be easily misconstrued. I suggest that you always proof and re-read your responses carefully before you

post them to make certain that your message will not be seen as a personal attack. Be positive in your approach to others and diplomatic with your words. I will do my best to do the same. Respect is the foundation of successful online learning.

Turn in everything on time

- An assignment is late if I don't have it by the end of the week it is due. Assignments are due Sunday at 11:59pm.
- I do not offer make up work or extra credit. If you anticipate missing a deadline for a significant, legitimate reason, I expect you to notify me *in advance* for consideration of an alternate arrangement at my discretion.

Late paper penalty is one full letter grade off for every day it's late. ("Day" is defined as 24 hours.)

Paper Submission Guidelines

Electronic submissions are required. Submit assignments and papers directly online. At times, I may be accessing your papers from a computer that is not running the latest software so allow time for occasional technical glitches. If you are concerned I may not be able to access or open your document, *ask me in advance* or you may try uploading a PDF file.

- It is **your responsibility** to provide a file that I can read. If your paper loses formatting in the transfer, that is also your responsibility. I will only grade on what I see and read. I will not reformat your paper for you. I will only open and view it.
- I will notify you if I cannot successfully open your file. That paper is then considered late and will be marked off accordingly.

Institutional Policies

Student Conduct

Students are subject to disciplinary action for several types of misconduct or attempted misconduct, including but not limited to dishonesty, such as cheating, multiple submission, plagiarism, or knowingly furnishing false information to the University; or theft or misuse of the intellectual property of others or violation of others' copyrights. Students are encouraged to familiarize themselves with policy provisions which proscribe these and other forms of misconduct at:

<https://www.uclaextension.edu/pages/str/studentConduct.jsp> (<https://www.uclaextension.edu/pages/str/studentConduct.jsp>)

Services for Students with Disabilities

In accordance with the Americans with Disabilities Act of 1990, UCLA Extension provides appropriate accommodations and support services to qualified applicants and students with disabilities. These include, but are not limited to, auxiliary aids/services such as sign language interpreters, assistive listening devices for hearing-impaired individuals, extended time for and proctoring of exams, and registration assistance. Accommodations and types of support services vary and are specifically designed to meet the disability-related needs of each student based on current, verifiable medical documentation. Arrangements for auxiliary aids/services are available only through UCLA Extension's Service for Students with Disabilities Office at (310) 825-7851 or by email at access@uclaextension.edu. For complete information see:

<https://www.uclaextension.edu/pages/str/studentswithDisabilities.jsp>
(<https://www.uclaextension.edu/pages/str/studentswithDisabilities.jsp>)

Incompletes

Your instructor may post the interim grade *Incomplete/I* if at the end of the class your overall work is of passing quality but a portion could not be submitted for understandable reasons (e.g. illness). It is your responsibility to petition your instructor for permission to submit work late and to provide an explanation, and it is his or her sole decision whether to accept the explanation. If permitted, the *Incomplete/I* grade will be posted and a time frame defined for you to submit the missing work, ranging from one to twelve weeks. *Incomplete/I* grades that remain unchanged after twelve weeks will lapse to *F*, *NP* or *U*. Receiving an *I* grade entitles you to submit only the missing work your instructor has agreed to accept late, and does not allow other work to be retaken or oblige UCLA Extension to provide continuing access to course materials via Canvas. The *Incomplete/I* grade is not an option for courses that do not bear credit, such as 700, 800, or 900-level courses. For complete information, see:

<https://www.uclaextension.edu/pages/str/grading.jsp> (<https://www.uclaextension.edu/pages/str/grading.jsp>)

All Grades are Final

No change of grade may be made by anyone other than the instructor, and then, only to correct clerical errors. No term grade except Incomplete may be revised by re-examination. The correction of a clerical error may be authorized only by the instructor of

record communicating directly with personnel of Student and Alumni Services.

Sexual Harassment

The University of California is committed to creating and maintaining a community where all individuals who participate in University programs and activities can work and learn together in an atmosphere free of harassment, exploitation, or intimidation. Every member of the community should be aware that the University prohibits sexual harassment and sexual violence, and that such behavior violates both law and University policy. The University will respond promptly and effectively to reports of sexual harassment and sexual violence, and will take appropriate action to prevent, to correct, and when necessary, to discipline behavior that violates our policy.

All Extension students and instructors who believe they have been sexually harassed are encouraged to contact the Department of Student and Alumni Services for complaint resolution: UCLA Extension, Suite 113, 10995 Le Conte Ave., Westwood; Voice/TTY: (310) 825-7031. View the University's full Policy on Sexual Harassment and Sexual Violence at <http://policy.ucop.edu/doc/4000385/SHSV> (<http://policy.ucop.edu/doc/4000385/SHSV>).

Additional Items

Course and Instructor Evaluation

UCLA Extension values your feedback on course and instructor evaluations. We ask all students to take a few minutes to complete an end-of-course evaluation survey. Updates to the course and instruction are influenced by your feedback. Understanding your student experience is essential to ensure continuing excellence in the online classroom and is appreciated by your instructor and the UCLA Extension academic leadership.

Your participation in a survey is voluntary, and your responses are confidential. After instructors submit grades, they will be given an evaluation report, but this report will not contain your name.

About Your Online Course Materials

Please note the following about online course components at UCLA Extension:

- Students must have basic computer skills, including the use of word processing software, email, and the ability to use internet browsers, such as Safari, Firefox, or Chrome.
- Students are responsible for meeting the technical requirements of Canvas and familiarizing themselves with the Canvas Learning Management System.
 - What are the basic computer specifications for Canvas? <https://guides.instructure.com/m/4214/l/82542-what-are-the-basic-computer-specifications-for-canvas> (<https://guides.instructure.com/m/4214/l/82542-what-are-the-basic-computer-specifications-for-canvas>)
 - Which browsers does Canvas support? <https://guides.instructure.com/m/67952/l/720329-which-browsers-does-canvas-support> (<https://guides.instructure.com/m/67952/l/720329-which-browsers-does-canvas-support>)
- Students are responsible for keeping a copy of all assignments and work submitted, and to be aware of all assignments, due dates, and course guidelines.
- Students are encouraged to keep and/or download a local copy of their assignment files, as **access to the online environment of a specific course is limited to 30 days after the final course date**, as listed in the course catalog.

If you need assistance downloading student materials from your course, please contact Canvas Support or the UCLA Extension Learning Support Team.

UCLA Extension Canvas and Learning Support

For immediate 24/7 Canvas technical support, including holidays, click on **Help** (located on the menu to the left) where you can call or chat live with a Canvas Support representative.

UCLA Extension Instructional Design and Learning Support

The UCLA Extension Learning Support staff assists both students and instructors with Canvas-related technical support, as well as general and administrative questions.

Learning Support staff is available Monday through Friday, from 8 AM to 5 PM (Pacific Time), except holidays:

- Email: support@unexonline.zendesk.com
- Website: <http://support.uclaextension.edu> (<http://support.uclaextension.edu/>)

Schedule

| When | Lesson | Notes |
|------------------------------|--|---|
| Weekly Assignment Week 1 | Welcome, Introductions & Course Expectations | <ul style="list-style-type: none"> • Do Weekly Reading • Participate in Discussion Forum (2) • View Intro Video |
| Weekly Assignment Week 2 | Using Empathy in Communication | <ul style="list-style-type: none"> • Do Weekly Reading • Participate in Discussion Forum (1) |
| Weekly Assignment Week 3 | | <ul style="list-style-type: none"> • Do Weekly Reading • Participate in Discussion Forum (1) • Turn in Individual Assignment 1 |
| Weekly Assignment Week 4 | | <ul style="list-style-type: none"> • Do Weekly Reading • Participate in Discussion Forum (1) • Turn In Peer Review 1 |
| Weekly Assignment Week 5 | | <ul style="list-style-type: none"> • Do Weekly Reading • Participate in Discussion Forum (1) • Turn In Individual Assignment 2 |
| Weekly Assignment Week 6 | | <ul style="list-style-type: none"> • Do Weekly Reading • Participate in Discussion Forum (1) • Turn In Peer Review 2 |
| Weekly Assignment Week 7 | | <ul style="list-style-type: none"> • Do Weekly Reading • Participate in Discussion Forum (1) |
| Weekly Assignment Week 8 | | <ul style="list-style-type: none"> • Do Weekly Reading • Participate in Discussion Forum (1) |
| Weekly Assignment Week 9 | | <ul style="list-style-type: none"> • Do Weekly Reading • Participate in Discussion Forum (1) • Engage in Team Assignment |
| Weekly Assignment Week 10 | | <ul style="list-style-type: none"> • Do Weekly Reading • Complete Final Assignment |
| Weekly Assignment Week 11 | | <ul style="list-style-type: none"> • Do Weekly Reading • Turn In Final Assignment |