



NAS

NATIONAL ARTS STRATEGIES

Inspiring and Motivating Individuals in Arts & Culture

Course Syllabus

Week 1: Becoming a Visionary Leader, Part 1

Every team needs a vision consisting of a shared purpose, core values and stretch goals. As a team leader, it is your responsibility to create and communicate this vision. In this module, you will learn how to become a visionary leader.

I. Visionary Leadership

1. Course Introduction: 5 min
2. Welcome: 2 min
3. Steve Jobs, Part 1 (Youtube link): 2 min
4. Reactions to Steve Jobs' Vision for Apple: 2 min
5. The Business Case for Visionary Leadership: 8 min
6. How a Clear Vision Creates Energy: 2 min

II. A Model for Creating and Communicating Your Vision

1. Why Do We Do What We Do: 9 min
2. Arts and Culture: Why We Do What We Do: 7 min
3. How Starting With The Why Is Essential (Rich Menlo): 2 min
4. How Starting With The Why Is Essential (Tim Cynova): 2 min
5. How Starting With The Why Is Essential (Franci Phelan): 2 min
6. How Starting With The Why Is Essential (Aaron Dworkin): 1 min
7. What Does Success Look Like: 7 min
8. How Must We Act to Ensure Success: 14 min
9. Does Jobs Answer the Three Questions? 1 min
10. Steve Jobs, Part 2 (Youtube link): 7 min
11. Does Jobs Answer the Three Questions (cont.): 1 min

III. A Checklist for Creating and Communicating Your Vision

1. Visionary Language: 15 min
2. Visionary Language – Reflecting on Dead Poets Society: 3 min

3. Visionary Language – MLK Speech: 3 min

IV. Application: Developing a Vision for Your Team

1. In 300 words or less...
Draft a vision for your team. Make sure you answer the 3 questions from the checklist:
 - Why do we do what we do?
 - What does success look like?
 - How must we act to ensure success?Add your response to the discussion forum as indicated in the course.
2. Developing a Vision for Your Team: 2 min
3. Steve Balmer Video (Youtube link): 3 min

Week 2: Becoming a Visionary Leader, Part 2

I. The Importance of Non-Verbals in Communicating Your Vision

1. Verbals and Non-Verbals: 8 min
2. Part 2: Verbals and Non-Verbals: 9 min
3. How to Design Your Office to Reinforce Your Vision (Rich Sheridan): 2 min
4. How Physical Space Reinforces Your Vision (Franci Phelan): 2 min
5. How Physical Space Reinforces Your Vision (Tim Cynova): 3 min
6. Learn to Be Charismatic: 7 min
7. The Dual Role Charisma Plays in Society and Organizations: 2 min
8. Natural vs. Learned Charisma: 4 min

II. Recap: Becoming a Visionary Leader

1. Michigan Model of Leadership (link to external reading): 10 min
2. Recap: Becoming a Visionary Leader: 5 min
3. Unit Lecture Slides
4. Quiz: Strategies for Visionary Leadership: 12 questions
5. Assignment: Becoming a Visionary Leader
 - Draw the superhero version of yourself as a visionary leader. Include indicators of the qualities this version of you possesses and the actions you take. Add a word bubble stating the WHY of your organization or initiative.

Week 3: Setting Effective Goals and Expectations

As a leader, one of your most important roles is to set clear goals and expectations. In this module, you will learn what makes for an effective goal, how to make goals meaningful and motivating, and the risks of setting goals that are too challenging or too specific.

I. Goal Setting and Performance

1. Goals and Performance: 6 min

2. The Risks of Stretch Goals: 9 min

II. SMART Goals

1. SMART Goals: 5 min
2. Limitations of SMART Goals, Part 1: 12 min
3. Basketball Video (Youtube link): 10 min
4. Limitations of SMART Goals, Part 2: 5 min

II. Creating Goals That Drive Motivation

1. How Customers Can Rally Your Troops (link to external reading): 10 min
2. Making Goals Meaningful: 7 min
3. Setting SMART and Meaningful Goals (Rich Sheridan): 3 min
4. Setting SMART and Meaningful Goals (Franci Phelan): 2 min
5. Setting SMART and Meaningful Goals (Aaron Dworkin): 2 min
6. Autonomy and Skill Variety: 5 min
7. I Love Lucy (link to Youtube video): 2 min
8. Autonomy and Skill Variety, Part 2: 1 min
9. Ford Assembly Plant (link to Youtube video): 2 min
10. Autonomy and Skill Variety, Part 3: 4 min
11. Maintaining Connection to Impact in Non-Profit Organizations (2 min)

IV. Recap: Setting Effective Goals

1. Recap: Setting Effective Goals: 5 min
2. Unit Lecture Slides
3. Quiz: Setting Effective Goals: 11 questions
4. Assignment: Set a SMART Goal For Your Team
 - Part I: Set a SMART goal for your team. Describe the goal in terms of the SMART framework, providing evidence in support for each dimension of a SMART goal.
 - Part II: Describe potential risks of this goal and how you are planning to mitigate them.
 - Part III: Propose three strategies that help accomplish one or more of the following: (1) Make the goal meaningful; (2) Allow for autonomy in attaining that goal; (3) Enable teammates to use and learn various skills in attaining that goal; (4) Communicate the goal to your team in a way that aligns with the vision you created for your team.

Week 4: Understanding Human Needs and Drivers of Performance Across Cultures

To lead people, you must understand what motivates people to take action and contribute to the team. In this module, you will learn the fundamental needs that drive human behavior, and learn how to leverage these needs to enhance motivation in your team.

I. Drivers of Performance at Work

1. Assessment: Drivers of Performance: 4 min
2. Drivers of Performance and Motivation: 6 min
3. The Business Case for Employee Management: 5 min
4. The Global Engagement Data Implications for Cultural Organizations: 2 min

II. Human Needs and Work Motivation

1. Understanding Human Needs to Motivate People: 17 min
2. Understanding People's Needs to Drive Motivation (Rich Sheridan): 1 min
3. Understanding People's Needs to Drive Motivation (Tim Cynova): 3 min
4. Understanding People's Needs to Drive Motivation (Franci Phelan): 2 min
5. Drivers of Satisfaction and Dissatisfaction: 6 min
6. How to Diagnose If Someone Is Dissatisfied at Work (Rich Sheridan): 4 min
7. How to Diagnose If Someone Is Dissatisfied at Work (Franci Phelan): 2 min
8. How to Diagnose If Someone Is Dissatisfied at Work (Tim Cynova): 2 min
9. How to Diagnose If Someone Is Dissatisfied at Work (Aaron Dworkin): 1 min
10. Extrinsic vs. Intrinsic Motivators: 16 min
11. Extrinsic vs. Intrinsic Motivators in Cultural Organizations: 4 min
12. How to Create Meaning at Work: 13 min
13. Non-profit "Calling" as Double-Edged Sword: 5 min
14. Exercise: Backward Mapping Values and Needs from Behavior: 4 min

III. Motivation Traps

1. 4 Major Motivation Traps: 15 mins

IV. Recap: Drivers of Performance

1. Recap: Drivers of Performance: 5 min
2. Unit Lecture Slides
3. Quiz: Understanding Human Needs and Drivers of Performance Across Cultures: 11 questions

Week 5: Aligning Rewards and Behavior

One of the most common problems in organizations is that rewards are not aligned with desired behavior. Another common problem is ineffective feedback on performance. In this module, you will learn how to align rewards with behavior and deliver effective feedback to drive performance in your team.

I. Using Rewards and Feedback to Drive Behavior

1. Equity: 12 min
2. Equity, Part 2: 1 min

3. Capuchin Monkeys Reject Unequal Pay (Youtube link): 2 min
4. Equity, Part 3: 9 min
5. Equitable Compensation in Cultural Organizations: 5 min
6. The Folly of Rewarding A While Hoping For B: 7 min
7. Types of Reinforcement: 15 min
8. Managing By Fear (Rich Sheridan): 3 min
9. Schedules of Reinforcement: 9 min
10. Playing to Extinction (Youtube link): 3 min
11. Schedules of Reinforcement, Part 2: 7 min
12. Maximizing Rewards on a Tight Budget: 2 min
13. Maximizing Rewards on a Tight Budget (Aaron Dworkin): 2 min
14. Maximizing Rewards on a Tight Budget (Tim Cynova): 3 min

II. Effective Performance Appraisal

1. Functions of Performance Appraisal: 4 min
2. Awkward Performance Review (Youtube link): 3 min
3. Functions of Performance Appraisal, Part 2: 3 min
4. Ditch Performance Reviews? How About Learn How to Do Them Well (link to external reading): 10 min
5. Challenges of Performance Appraisal (9 min)

III. Effective Feedback

1. Providing Critical Performance Feedback: 2 min
2. Giving Critical Performance Feedback (Rich Sheridan): 2 min
3. Giving Critical Performance Feedback (Aaron Dworkin): 1 min
4. Giving Critical Performance Feedback (Franci Phelan): 2 min
5. Seeking Performance Feedback: 1 min
6. On Leadership (Youtube link): 1 min
7. Seeking Performance Feedback, Part 2: 2 min
8. Seeking Feedback and Performance Appraisals (Rich Sheridan): 3 min

IV. Recap: Aligning Rewards and Behaviors

1. Recap: Aligning Rewards and Behaviors: 3 min
2. Unit Lecture Slides
3. Assignment: Aligning Rewards and Behavior
 - Design a rewards strategy for a person or team that you manage. What types of rewards would you offer to each individual? What is the schedule of rewards that you would use? Draw, chart or write your response.
4. Quiz: Aligning Rewards and Behavior: 10 questions