

Dynamic Project Leadership

Spring 2012

Tuesdays from 13:00-16:00, Thursdays group work

Location: Vestergade 7 Basement Classroom

Course Information and Purpose

1) Instructor Information

Instructors:

Uffe Elbaek

Email: uffe@changethegame.dk

Journalist (Danish School of Journalism, 1986). Founder and former president of The Kaospilots – International School of New Business Design & Social Innovation. CEO of the World Outgames 2009. Today CEO of the consultant company Changethegame (www.changethegame.dk) Has written several books on leadership and project management. With DIS since 2010.

Trine Valentin

Email: trine@changethegame.dk

Trine Valentin graduated from the Kaospilots in 2005. Trine Valentin has managed major culture projects in Sarajevo funded by the self-appointed fund "Ask Sarajevo". She was working as a producer and deputy head at the Mungo Park theatre for a number of years before she became the director of the Mungo Park Bureau, the event making office of the Mungo Park Group. Trine Valentin received the Berlingske Talent Price and holds a certificate in leader-based coaching.

Today she is in charge of the 'think to do tank' Change the Game and is involved in many different companies both in Denmark and Asia working with company-strategies.

Jazz, food, and wine are big passions in Trine's life. She lives in Hørsholm with her husband and three children.

Simon Holmgaard

Email: simon@48termokander.dk

Simon Holmgaard. B.A. (Kaospilots, International School of New Business Design & Social Innovation). External consultant in Shanghai, worked with change management and leadership development within the creative industry (2009). Project leader at 48 Termokander (2010/2011). Political Campaign manager - Et Andet Skema (2011). With DIS since 2011.

Psychology Program Director:

Carla Caetano

Email: cca@dis.dk

Associate Psychology Program Director:**Tilde Højer Mathiasen**Email: thm@dis.dk**DIS Contact:****Psychology Program Assistant****Hannah Pickar**Email: hpi@dis.dk

Phone: +45 3376 5438

Office: Vestergade 7.24

2) Course Enrollment**PLEASE NOTE!**

In order to enroll in this course, you must answer the following questions. Deadline for submission is Wednesday, January 18th. Please send your answers by email to Hannah Pickar, Psychology Program Assistant at hpi@dis.dk. Your answers should be no longer than two full page, max. 700 words:

1. What are your experiences with starting new projects or initiatives? These projects can be within education, culture, politics or business.
2. Which projects or initiatives do you dream about starting when you return home from DIS?
3. What motivates you to enroll in the Dynamic Project Leadership course?
4. What must the Dynamic Project Leadership course include to be relevant to you?

3) Course Description

Dynamic Project Leadership is a 3 credit course that help you learn valuable leadership skills and hone your leadership abilities.

You will develop a project related to your study abroad experience in Copenhagen. You will work for an external customer called Wonderful Copenhagen www.woco.dk, a Danish government agency that aims to promote Copenhagen internationally. Students will create a proposal for their customer, Wonderful Copenhagen. The proposal will outline a new media campaign describing what it is like to be a young American living in Copenhagen. The target audience of this campaign is other young new-comers who are living in Copenhagen for any length of time. The outcome of your work, depending on the quality, will actually be implemented by Wonderful Copenhagen and DIS. The working title of this campaign is "Young Americans in Copenhagen."

While moving from brainstorming to project development to outcome evaluation, you will practice personal leadership skills in an international environment. Part of the process will be based on teamwork.

The course is inspired by the curriculum of The KaosPilot Project, affiliated with the University of Aarhus. The purpose of the KaosPilot Project is to create positive societal change through personal growth and enterprise www.kaospilot.dk. Because this course is about leadership teamwork and ability to change, the seminar is best suited to psychology and business/management students. These competencies – meaning competencies, relational competencies, change competencies and action competencies -, are sought after in both the private sector, the public sector and the NGO-sector.

4) Core Concepts

This course is structured around the eight phases of the KaosPilot Project. The eight phases of this model are *idea, need, purpose, values, concept, team, structure and practice*.

5) Course Objectives:

This course aims to:

- Give students a practical and theoretical introduction to the concept of dynamic project leadership
- Strengthen students' understanding of systemic thinking with a focus on group dynamics and team work
- Strengthen students' entrepreneurial skills including competence to act and reflect
- Convert theory into practice

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

- Convert the KaosPilot design model into practice
- Reflect critically on their own and others' roles in the execution of a dynamic project
- Work with a customer professionally

Course Components

The course will have a both theoretical and practical approach. We will again emphasize team work as a corner stone in the format of this course. This course requires a great personal and professional commitment by the students. The focus is split evenly between understanding of the process and the project.

a) Lectures

During the semester we will review the theory of dynamic project leadership. There will be emphasis on putting theory into practice and using this process as a method for unfolding and mastering the project leadership. The importance of strong values, decision-making and action-taking will be discussed as well of the necessity of communication, teambuilding and customer relations.

b) Case discussions & presentations

Early in the course, real cases will be introduced. There will be case presentations from external companies and project leaders that underline and stress the importance of putting ideas and concepts into reality. This concept is further stressed by having an external customer, Wonderful Copenhagen, to whom the students may also refer

c) Group work & consultations

At the beginning of the course, students will be divided into project groups. These groups will be transformed into teams and will have to execute their project from idea to final concept, and then deliver a presentation and campaign proposal to their customer, Wonderful Copenhagen. As mentioned before, the outcome of your work, depending on the quality, will actually be implemented by Wonderful Copenhagen, the official visitors bureau and tourist information source of the Greater Copenhagen area.

Group work will result in

- Turning a group into a team
- Execution of the project
- Development of the project's product

Complete group participation is expected each class meeting.

The course is therefore founded upon team performance and not just group work. Group work is simply a group of people working together; a team is characterized by having a common vision, working together and creating a cohesive result better and more valuable than the individual performances combined. Consequently we expect that all students contribute actively and thereby improve the individual and common learning outcomes.

d) Practicum sessions

Thursdays are reserved for practical work - individually or in groups.

e) Reflection and guidance

During the course there will be moments of reflection to secure a deeper understanding of both the theory and the student's ability to participate actively in the learning process. The reflection also enhances courage and curiosity both as a team and as an individual.

Evaluation and grading

Active Class Participation and Engagement (45% of final grade)

- Be present for class days
- Be present for practicum days
- Participate actively during both class and practicum days
- Receive and give feedback from both teachers and students
- Incorporate the feedback given and act from it
- Participate in coach sessions

Synopsis: Articulation of the Primary Aim of Your Project (5% of final grade)

- A two page description of the purpose and values of the project based on Dee Hocks project model handed in as a group

Game Plan: Thorough Outline of Tasks to be Completed, Goals & Objectives (5% of final grade)

- An oral presentation of the game plan of the project based on Dexter & Sibbets graphic game plan
- The oral presentation has to be supported by a graphic game plan

Final Presentation of Proposal to Wonderful Copenhagen (25% of final grade)

- A professional presentation of the projects outcome and product – the product which has to be materialized eg. as a small movie, a visual presentation with music, speech etc.
- A written presentation of the concept of the project based on Dee Hock project model
- A dialogue between the students, the customer and the teachers

Reflection Paper (20% of final grade)

- A one page paper graphic illustration where the students demonstrates his/her learning journey
- A two page reflection paper where the students reflects upon his/her
 1. Most important lessons learned
 2. Future steps to take to improve and learn from the learning
- Participation in the last class day Tuesday, May 8, 2012 where the learning reflections are shared

Participation and Engagement	Due Date:	45%
Synopsis	24.2.2012	5%
Game Plan	23.3.2012	5%
Final Presentation	1.5.2012	25%
Reflection Paper	8.5.2012	20%
Total		100%

***Course Schedule**

Every Tuesday there will be a double lecture (two regular class periods), and Thursdays will be a practicum session used for team work, including execution of the eight phases of the project. It is recommended that you use the time on Thursdays for individual and group reflection and coaching. If this is done then no further homework is expected! This seminar also includes two days of field study to be scheduled on Wednesdays.

This course is structured around the eight phases of the KaosPilot Project. The eight phases of this model are *idea, need, purpose, values, concept, team, structure and practice*.

Basic literature:

Uffe Elbæk: Kaospilots A-Z

Date	Subject	Literature and cases
Session One Date: January 31 TEAM	Team-presentation <ul style="list-style-type: none"> • Who are we and who are you? • Introduction to the course. A detailed overview of the program, expectation, evaluation and grading. • What can we expect of each other? 	<ol style="list-style-type: none"> 1. Introduction to Dee Hock and chaordic leadership. http://collaborativeleadership.com/docs/chaordic.pdf 2. The art of chaordic leadership, Leader to Leader, no.15 Winter 2010
Session Two Date: February 07 CUSTOMER	Presentation of the project-task and the customer (Wonderful Copenhagen). <ul style="list-style-type: none"> • What project are we going to work with during the course? • Introduction to the Dee Hock and KaosPilot project design model. • What is the underling project design-structure in the course? • Who are your project-teammates? • What kind of knowledge and cultural insights are present in you and your project team? 	<ol style="list-style-type: none"> 1. The wow projects by Tom Peters www.fastcompany.com/magazine/24/wowproj.html 2. Team Performance: Creating and sustaining results. San Fransisco: Grove consultants international www.grove.com
Session Three Date: February 14 NEEDS (inner/outer)	Project design model step 2: Needs. <ul style="list-style-type: none"> • Outer needs. How does the project reflect the needs in the world (stakeholder analysis)? • Inner needs. How does the project reflect your own learning goals? 	
Session Four Date: February 21 PURPOSE Synopsis	Project design model step 3: The purpose for the project. <ul style="list-style-type: none"> • What is the higher goal behind the project? • Project design model step 4: The strategic values for the project. • What kind of values are important - both in the work process and in the project result? • Development of synopsis. What do we expect from the synopsis? 	Case study: Uffe Elbæk :The event as an entrepreneurial and attitude-forming strategy

<p>Session Five Date: February 28</p> <p>CONCEPT</p>	<p>Project design model step 5: The concept behind the project.</p> <ul style="list-style-type: none"> • How can we create a concept that reflects both needs, purpose and values? 	<p>Uffe Elbæk: Leadership on the edge</p>
<p>Session Six Date: March 13</p> <p>PARTNERS ORGANISATION</p>	<p>Project design model step 6: Identification of strategic external partners.</p> <ul style="list-style-type: none"> • Who is your external knowledge network? • Project design model step 7: The organizational structure for the project. Who do what and who decides what? 	<p>Case study: Uffe Elbæk: Outgame Final status report 2009</p>
<p>Session Seven Date: March 20</p> <p>GAMEPLAN</p>	<p>Project design model step 8: The game plan for the project.</p> <ul style="list-style-type: none"> • What are the concrete action steps for the project; from A – Z? 	<p>Explore: www.grove.com</p>
<p>Session Eight Date: March 27</p> <p>Communication</p>	<p>Communication and execution</p> <ul style="list-style-type: none"> • What kind of new skills and knowledge is needed in the production-process? • How should the concept be communicated and in what kind of medias • How should the solution be implemented 	
<p>Session Nine Date: April 17</p> <p>TIME OUT</p>	<p>Project timeout.</p> <ul style="list-style-type: none"> • What are the strengths and weaknesses of your project so far? • What are the possibilities and threats of your project? 	
<p>Session Ten Date: April 24</p> <p>COACHING</p>	<p>Last minute project coaching.</p> <ul style="list-style-type: none"> • You are now ready to present your project for the customer. • But you have one more question to clarify. What is it? 	<p>Co-Active Coaching: New Skills for Coaching People Toward Success in Work and Life [Hardcover] Laura Whitworth (Author), Henry Kinsey-House (Author), Phil Sandahl (Author), John Whitmore (Foreword)</p>

Session Eleven Date: May 1 PRESENTATION	Presentation of the projects outcome for the customer Wonderful Copenhagen	
Session twelve Date: May 8	Program wrap up. <ul style="list-style-type: none">• What is the reflections and learning from the course?• As the team?• You as an individual?	