



## **ENMG 654: Leading Teams and Organizations Course Overview**

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### **Course Description:**

Leaders – whether they lead a team or an entire organization—are charged with setting, communicating, and overseeing the implementation of a vision. Without capable leadership, organizations and work groups stagnate and flounder.

Capable leadership necessitates neither charisma nor personality. It calls for substance, not style. It encompasses a set of core behaviors: behaviors that are effective across time and even cultures. As the rate of change increases and the business world becomes more complex, managers are being called upon to be leaders. And leadership is fundamentally different from management.

So how does a manager lead as well as manage? Managers lead by; understanding and negotiating the interdependent relationships between departments, teammates, their boss, and their direct reports; by continually clarifying and generating urgency around their vision, strategy, and goals; by empowering others without abdicating responsibility and by building and steadily nurturing credibility and trust.

### **Course Learning Objectives:**

Over the next 14 weeks, students will:

- Understand their power bases and determine how to utilize their power to enable necessary influence up, down and across their organization.
- Learn to create and lead teams
- Discover the business rationale for creating an inclusive workplace
- Gain knowledge of the many intricacies around change, as well as what keeps individuals and organizations in stasis
- And study leadership across a broad range of industries and environments to discern their individual leadership foundation.