

HUNTINGTON

— UNIVERSITY —

ORGANIZATIONAL LEADERSHIP & COACHING COURSE DESCRIPTIONS

Foundation Courses:

OL 600 Personal Development Skills Process Group (3 credits)

Students will participate in a process group training experience led by a trained faculty facilitator. They will grow in the critical relational skills that are necessary to lead well, have stimulating interactive times and receive targeted feedback. Students will have a confidential place for personal character development.

OL 601 Organizational Leadership and Character Development (3 credits)

Students will gain an historical overview of leadership theory development and effective leadership characteristics. The Townsend Character-Growth Model and its seven developmental character structures will be a focus for student learning. A beginning integrative framework between Christian theology and leadership research and theory will be established.

OL 602 Building Healthy Culture and Performance (3 hours)

The various aspects of organizational structure will be explored. Students will learn how leaders create a healthy culture that drives individual, team and organizational performance. Various drivers and obstacles to performance will be discussed along with strategies to enhance performance.

OL 603 Leadership Styles, Neuroscience and Emotional Intelligence (3 hours)

Students will gain an overview of the different styles of leading a team or organization. The latest research from neuroscience will be explored and applied to leadership. Students will understand the concept of emotional intelligence and its different relational and self-management skills.

OL 604 Leading Change and Motivation (3 hours)

The major drivers or inhibitors of motivation and organizational change will be explored. Students will learn the leadership competencies to provide rapid, profound and sustainable change. This course will also focus on how to assess and make structural changes in the organization's culture that make change easier.

OL 605 Team Building, Conflict Management and Managing Difficult People (3 hours)

Students will learn the key elements of a high performing team and how to build each element. An 8-step process for managing conflict will be presented. Students will develop the skills to manage team members who have a challenging character structure and contentious relationships.

OL 606 Leadership and Transformation (3 hours)

Students will learn the different affective, cognitive and behavioral strategies that lead to transformational change in a coaching relationship. Emphasis will be placed on creating affective experiences that lead to character growth. Students will also learn to design leadership programs for organizations.

OL 607 Decision Making, Creativity and Problem Solving (3 hours)

Students will learn various decision-making strategies and the common pitfalls to good decisions. The critical role that creativity plays in leadership will be explored. Using a variety of methods, students will gain experience in creativity and problem-solving.

OL 608 Capstone Seminar in Organizational Leadership (3 hours)

The course is focused on student scholarship. Students will write a scholarly article or do research to be presented at the Townsend Institute's annual conference. Students will have direct communication with Dr. Townsend on ideas for their project and during the writing process. Research and scholarly writing skills will be taught. The Institute's Faculty will help students in taking the next steps in their career.

Elective Courses (choose two):

OL610 Leadership and Organizational Assessment (3 hours)

This course will review the various assessment instruments for individual leaders, teams and entire organizations such as: Emotional Competency Inventory; Kolb Learning Style Inventory; Inventory of Leadership Styles; Organizational Climate Survey). Students will learn how to communicate findings to leaders to empower them.

OL 611 Systems and Project Management (3 hours)

Leadership requires the capacity to get things done on a scalable level, from large projects to designing systems that integrate resources in the proper channels. This involves thinking strategically, accumulating resources, bringing the right talent into the right teams, and driving the process.

OL 612 Developing the Executive Coaching Relationship (3 hours)

Students will learn the skills to create a coaching relationship that establishes trust, understanding, acceptance and active exploration of the underlying issues driving performance. These interpersonal skills include attunement, immediacy, confrontation, powerful questioning and observation of themes. The course includes assessing the clients' character structure and strengths, designing actions, planning and goal setting and managing progress and accountability.