
Disney Organizational Leadership Course

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THE DISNEY ORGANIZATIONAL LEADERSHIP COURSE

(44 contact hours plus approximately 80 hours outside research completed in a team setting.)

Credit Recommendation: In the lower division baccalaureate/associate or upper division baccalaureate degree category, this course has been recommended by the American Council on Education for three semester hours in Leadership, Organizational Development, or Business Administration. (2/00) (1/03) (12/05) (8/08) (4/11)

The classes comprising the *Disney Organizational Leadership Course* are designed to examine, inform, and apply academic models of leadership. Genuine leadership begins from within and is not created in a personal vacuum. Thus, the leaders of today and the future must be familiar with the leadership insights from theorists, as well as how to apply these learnings in specific situations. Yet, as important as theory and application are to the learning process, it all begins with the heart and character of the leader.

This course examines the universal principles of leadership, including specific application to the Disney culture. It is designed to build repeatable and transferable leadership knowledge and skills. These skills are applied both within the context of the class and in earning and living environments of the internship experience. These skills are completely transferable to commercial organizational contexts.. The content is delivered by a subject-matter expert in the field of leadership through lectures, group discussions, learning activities, self-assessment, project development and presentation, and situational studies.

THE DISNEY ORGANIZATIONAL LEADERSHIP LEARNING OBJECTIVES

- Explore leadership theory and research to formulate personal attributes and behaviors
- Develop thesis-driven research skills resulting in group paper and presentation
- Explore leadership skills through participation in all of the organizational leadership classes and activities
- Develop a learning community for the free and open expression of leadership theory and research
- Assess and examine personal beliefs, styles, and leadership behaviors to increase self-awareness and reduce interaction blind spots

THE DISNEY ORGANIZATIONAL LEADERSHIP COURSE REQUIREMENTS

ATTENDANCE:

Attendance is required for all of the *Disney Organizational Leadership* classes. This is an interactive course that requires each participant's involvement. All students will be allowed two absences with or without excuse (The student does *not* need to call instructor.); however, any absences will affect the participant's final grade. On the third absence, the student will be dropped from the course automatically.

REQUIRED MATERIALS AND READINGS (to be purchased by the Student):

Materials (covered by the required course fee)

Kragness, Miriam. (1994). *Dimensions of Leadership Profile*. Inscape.

Desert Survival Situation II. (2006). Plymouth, Michigan: Human Synergetics

ASSIGNMENTS:

Leadership Interviews: Students will conduct an interview with a leader of their choice (can be a Disney or a non-Disney leader). The interview should include a discussion on a current initiative or project that the leader is involved with in their role and an overview of the leadership theory the student is writing about in their Team Research Paper. Students will submit a one page summary of the interview.

Questions that should be asked as part of this interview include:

- a) What is the impact of this initiative or project on their Guest/customers, Cast/employees, and the financials of the business?
- b) What leadership strategy does the leader believe would be best utilized within this initiative or project?
- c) Does the leader know of the leadership theory explained, and could they see a use of this theory in this initiative or project?

Leadership Journey Paper: This paper will be structured according to the Campbell Hero's Quest and will be 4-5 pages in length. Specific expectations will be handed out in class.

Team Research Paper: Paper will be based on a Case Study, provided in class, and proposing solutions using a theoretical base. The thesis of this paper will be the application of a leadership theory to a specific case study. Students will submit one 5-7 page paper for the team.

Team Case Study Presentation: Students will present the proposed solutions from their Team Research Paper, incorporating their individual Leadership Interviews as real-life situations to reinforce their recommendations. Group will submit summary of presentation.

Learning Assessments: There will be assessments conducted to check for learning on select weeks.

GRADING POLICY:

Leadership Interviews.....	15%
Leadership Journey Paper.....	20%
Team Research Paper.....	20%
Team Case Study Presentation.....	20%
Learning Assessments	15%
Attendance.....	10%

The Disney Organizational Leadership Course is a pass/fail course. In order to earn a passing grade, you must receive an overall score of 70%.

Class Meeting	Learning Outcomes	Assignments to be Completed Prior to Class
1. Introduction to Leadership (4 hours)	<ul style="list-style-type: none"> • Introduce and examine the personal relevance of leadership • Review course overview and expectations • Review the Online Disney College Program Writing Guide • Discuss the expectations, guidelines, and timetable for the Team Research paper 	
2. Psychodynamic Approaches to Leadership (4 hours)	<ul style="list-style-type: none"> • Identify leadership paper research theories • Form work groups for the Team Research Paper and Presentation • Discuss Psychodynamic Theory and Transactional Analysis • Discuss the dynamics of work teams their effects on leading work teams • Explore the stages of building a community and understand elements of a successful community • Discuss and apply the Classical Quest Narratives 	
3. Group Dynamics (4 hours)	<ul style="list-style-type: none"> • Promote team development by teaching participants about synergy and the behaviors and skills that contribute to and detract from effective group problem solving and decision making. • Initiate team building so that participants can uncover and resolve problems that are occurring within their groups. • Develop participants' problem-solving, decision-making, interpersonal, leadership, and communication skills. • Raise awareness about survival strategies and skills. 	
4. Models of Situational Leadership (4 hours)	<ul style="list-style-type: none"> • Identify key elements related to Leader-Member Exchange Theory • Identify the components of Situational Leadership Theory • Assess personal leadership styles, expectations, and preferences using the Dimensions in Leadership Profile™ • Apply principles of LMX and Situational Leadership to group learning activities 	
5. Models of Value-Based Leadership (4 hours)	<ul style="list-style-type: none"> • Compare and contrast management and leadership behaviors • Apply McGregor's X,Y Leadership Theory to organizational behavior • Discuss the Transformational Approach to Leadership • Identify the significance and importance of values to leaders • Examine WD Ross' theory of prima facie duties • Discuss Servant-Based Leadership 	
6. Group Work (4 hours)	<ul style="list-style-type: none"> • Group work in preparation for Team Research Paper and Team Case Study Presentation 	Leadership Interviews

Class Meeting	Learning Outcomes	Assignments to be Completed Prior to Class
7. Elements of Team Productivity (4 hours)	<ul style="list-style-type: none"> • Learn specific applications and strategies to increase personal and professional productivity • Identify key elements of Lean Leadership • Distinguish between planning time and discretionary time • Identify key “time wasters” and how to reduce their impact • Discuss the impact of intrinsic and extrinsic motivators on work satisfaction • Maximize internship opportunities to achieve career success • Relate stages of the Quest Myth and the Stages of Internship to specific behaviors for key successes 	Team Research Paper
8. Leading a Diverse Workplace (4 hours)	<ul style="list-style-type: none"> • Define Diversity • Recognize three traditional approaches to Diversity and the Diversity Continuum • Explore what defines individuals as culturally diverse entities • Recognize the Four Layers of Diversity and how they act as filters through which we view the world • Identify the changing demographics that are impacting the US and the world • Increase interpersonal savvy by showcasing diversity in creativity and decision making • Define inclusiveness and how to foster an inclusive environment 	
9. Interpersonal Effectiveness (4 hours)	<ul style="list-style-type: none"> • Differentiate the dynamics of conflict • Identify their conflict resolution style • Define the five steps to more effective and respectful conflict resolution • Recognize difference between perception of behavior and actual behavior • Describe the I Feedback Model 	Leadership Journey Paper
10. Leading Change (4 hours)	<ul style="list-style-type: none"> • Examine change limiters • Explore four drivers of change • Compare and contrast managing change vs. leading change • Discuss self management during change • Apply the change cycle • Develop change agent strategies 	Group Presentation Summary
11. Final Team Case Study Presentations (4 hours)	<ul style="list-style-type: none"> • Present Final Team Case Study Presentations • Listen to peer presentations 	Team Case Study Presentation