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## Disney Organizational Leadership Course

Contact: College Program Education  
Suite #703, Vista Way  
P.O. Box 10000  
Lake Buena Vista, FL 32830

Tel: (407) 827-1244  
Fax: (407) 560-8899

### THE DISNEY ORGANIZATIONAL LEADERSHIP COURSE

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

**Credit Recommendation:** In the upper division baccalaureate degree category, three semester hours in organizational leadership and leadership theory. (5/17)

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.

### OBJECTIVES

- Explore leadership theory and research and discuss application in the participants' current work situations
- Develop deep understanding of a particular leadership approach, work validated in group paper and presentation
- Experience leadership skills first hand through participation in all of the organizational leadership classes and activities
- Collaborate in a diverse learning community for the inclusive, free and open expression of leadership insight from multiple points of view
- Assess and examine personal beliefs, styles, and leadership behaviors to increase self-awareness, self-control, and social awareness of impact on others

### 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:**

**Materials** (covered by the required course fee)

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

**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%.**

<b>Class Meeting</b>	<b>Learning Objectives</b>	<b>To Be Completed Prior to Class</b>
Week One : Introduction to Organizational Leadership (4 hours)	<ul style="list-style-type: none"> <li>Examine the personal relevance of leadership</li> <li>Compare and contrast management and leadership behaviors</li> <li>Relate McGregor's X,Y Leadership Theory to organizational behavior</li> <li>Classify the four components of the Principles of Leadership</li> </ul>	
Week Two : Communication and Psychodynamic Approaches to Leadership (4 hours)	<ul style="list-style-type: none"> <li>Assess their primary Communication Style</li> <li>Discuss Psychodynamic Theory and Transactional Analysis</li> <li>Identify the elements of building and leading a successful work community.</li> </ul>	<ul style="list-style-type: none"> <li>Read: <a href="#">"Bob Iger: Showman of the Year. Striving for Perfection"</a> <i>Variety</i>, November 22, 2015</li> </ul>
Week Three: Group Dynamics and Leader-Member Exchange Theory  (4 hours)	<ul style="list-style-type: none"> <li>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.</li> <li>Initiate team building so that participants can uncover and resolve problems that are occurring within their groups.</li> <li>Develop participants' problem-solving, decision-making, interpersonal, leadership, and communication skills.</li> <li>Identify key elements related to Leader-Member Exchange Theory</li> </ul>	<ul style="list-style-type: none"> <li>Read: <a href="#">"Former executive shares the secrets to how Disney runs its empire"</a> <i>Fast Company</i>, January, 26, 2015.</li> </ul>

Class Meeting	Learning Objectives	To Be Completed Prior to Class
<p>Week Four : Leading a Diverse Workplace and Situational Leadership</p> <p>(4 hours)</p>	<ul style="list-style-type: none"> <li>Recognize three traditional approaches to Diversity and place it in historical context</li> <li>Explore what defines individuals as culturally diverse entities</li> <li>Distinguish how the Five Layers of Diversity act as filters through which we view the world</li> <li>Identify the changing demographics that are impacting the US and the world</li> <li>Demonstrate methods to foster an inclusive environment</li> <li>Differentiate the components of Situational Leadership Theory</li> <li>Apply principles of Situational Leadership to group learning activities</li> </ul>	<ul style="list-style-type: none"> <li>Read: <a href="#">"Leadership Quality that truly separates Disney's Bob Iger from his peers"</a> <i>Fortune</i> April, 4, 2016.</li> </ul>
<p>Week Five: Models of Value-Based leadership/Transformational and Servant Based</p> <p>(4 hours)</p>	<ul style="list-style-type: none"> <li>Discuss the Transformational Approach to Leadership</li> <li>Identify the significance and importance of values to leaders</li> <li>Relate WD Ross' theory of prima facie duties to values based leadership</li> <li>Discuss Servant-Based Leadership</li> <li>Apply the Classical Quest Narratives to the personal leadership journey</li> </ul>	<ul style="list-style-type: none"> <li>Leadership Interview due</li> <li>Read <a href="#">"Staying one step ahead at Pixar: An Interview with Ed Catmull"</a> McKinsey &amp; Company, March 2016.</li> </ul>
<p>Week Six: Elements of Team Productivity</p> <p>(4 hours)</p>	<ul style="list-style-type: none"> <li>Relate the concepts of lean management to McGregor's X/Y theory</li> <li>Apply Lean Management and situational leadership practices to a production system</li> <li>Learn specific applications and strategies to increase personal and professional productivity</li> <li>Identify key elements of Lean Leadership</li> <li>Recognize aspects of their roles as they align with the principles of Lean management</li> </ul>	<ul style="list-style-type: none"> <li>Read: <a href="#">"Want a Creative Culture? Pixar Says Do These 3 Things"</a> <i>Inc.</i>, August 2016.</li> </ul>
<p>Week Seven: Now: Leading with Emotional Intelligence</p> <p>(4 hours)</p>	<ul style="list-style-type: none"> <li>Appraise the value of Emotional Intelligence to leadership</li> <li>Categorize the 4 main competencies of emotional intelligence and their sub-competencies</li> <li>Assess their personal level of Emotional Intelligence</li> <li>Analyze the components of self-awareness and management and their impact</li> <li>Apply learnings to scenario based activity</li> <li>Identify specific steps to become more emotionally intelligent</li> </ul>	<ul style="list-style-type: none"> <li>Team Research Paper due</li> <li>Read: <a href="#">"How Disney found its way back to creative success"</a> <i>Harvard Business Review</i>, June 3, 2016.</li> </ul>

Class Meeting	Learning Objectives	To Be Completed Prior to Class
Week Eight: (4 hours) Interpersonal Effectiveness	<ul style="list-style-type: none"> <li>• Differentiate the dynamics of conflict</li> <li>• Identify their conflict resolution style</li> <li>• Define the five steps to more effective and respectful conflict resolution</li> <li>• Recognize difference between perception of behavior and actual behavior</li> <li>• Discuss the impact of intrinsic and extrinsic motivators on work satisfaction</li> <li>• Maximize internship opportunities to achieve career success</li> <li>• Relate stages of the Quest Myth and the Stages of Internship to specific behaviors for key successes</li> <li>• Describe the I Feedback Model</li> </ul>	<ul style="list-style-type: none"> <li>• Read: "<a href="#">The Real Leadership Lessons of Steve Jobs,</a>" <i>Harvard Business Review</i>, April 2012.</li> </ul>
Week Nine: Leadership and Organizational Culture (4 hours)	<ul style="list-style-type: none"> <li>• Identify the main components of organizational/corporate culture</li> <li>• Assess the challenges and key impact of leadership in sustaining culture in mergers</li> <li>• Compare and contrast elements of successful and unsuccessful cultures</li> <li>• Distinguish the three key variables which need to be aligned to drive a successful corporate culture</li> <li>• Predict the impact of leadership change on existing corporate culture</li> </ul>	<ul style="list-style-type: none"> <li>• Journey Paper due</li> <li>• Read: <a href="#">Disney Institute "Exceptional Service Delivery - A lesson from Disney's Jungle Cruise"</a> <i>Forbes Brand Voice</i>, February 1, 2017</li> </ul>
Week Ten: Leading Change (4 hours)	<ul style="list-style-type: none"> <li>• Discuss the exponentially evolving rate of change and potential opportunities it creates</li> <li>• Apply the 6 stages of change to the internship experience</li> <li>• Examine strategies to manage change limiters</li> <li>• Compare and contrast the fundamental elements of managing change vs. leading change</li> <li>• Develop change agent strategies</li> </ul>	<ul style="list-style-type: none"> <li>• Read: <a href="#">Richard Levik "Bangladesh and beyond Walt Disney's Leadership"</a> <i>Forbes</i>, May 30, 2013.</li> </ul>
Week Eleven: Presentations (4 hours)	<ul style="list-style-type: none"> <li>• Demonstrate cumulative course knowledge through group presentation</li> </ul>	<ul style="list-style-type: none"> <li>• Create and present final case study.</li> </ul>