

Internship Project "Organizational Leadership"

Instructor: Dr. Regina Schulte-Ladbeck, rsl@pitt.edu

About the Leadership Certificate: The Leadership Certificate is an interdisciplinary program that educates University of Pittsburgh undergraduate students about and for leadership from a broad scholarly perspective. Students who graduate from this program have the **knowledge, skills and ability** to interpret and facilitate the process by which humans make choices and enact them in the world.

Graduates demonstrate **knowledge** of properties and modes of leadership and followership. Given a wide array of potential choices and actions, graduates deploy a wide variety of **skills** and behaviors. Graduates are able to interpret intrapersonal, interpersonal, and sociostructural interests, apply mathematical and economic analyses, and to communicate with diverse audiences in person and in writing. Graduates have the **ability** to make decisions and take action, and they accept a measure of responsibility for the consequences for other people. As agents of their own learning, graduates seek new information and experiences to grow as leaders and followers.

Students accomplish these learning goals through the synthesis of relevant learning experiences that combine academic knowledge gained inside the classroom and practical applications outside of the classroom.

About the Internship Project "Organizational Leadership": This project is designed to fulfill the internship requirement for the Leadership Certificate.

Book: "Understanding Leadership, Theories and Concepts", 3rd edition, by Crawford et al. We use this book for the internship and service assignments, as well for the two terms of the Senior Leadership Seminar, so it is worth purchasing if you plan to do the Certificate. Dr. Heely (Office of Experiential Learning, OEL) has a few copies for students who wish to photocopy the chapter that is relevant for this internship course.

How to register: Please, visit the Office of Experiential Learning.

Course grade: S/NC

Topic:

Organizational leadership: Leadership, culture, and organizational effectiveness.

Entrance competencies:

Knowledge: none expected

Skills and Abilities: Writing, oral communication and critical thinking skills as acquired through general education curriculum in undergraduate studies.

Exit competencies: After completing the internship in organizational leadership, you will have the following competencies:

Knowledge:

- Vision, mission, values, organizational culture
- Transactional, transformational, and symbolic leadership theories

Skills and Abilities:

- Research and interpret an organization's culture
- Assess an organization and the role of leadership within an organization
- Draw conclusions about the organization's effectiveness and potential for future success
- Integrate theoretical knowledge of leadership and followership with observation of an organization from an employee's perspective
- Evaluate personal leadership philosophy in light of the internship experience

Expectations:

Select to do your internship in an organization or company that interests you. Perhaps this is the kind of organization that you are considering to work for when you graduate.

Before starting the internship, read chapter 7 of the book. Review the "Elements of Organizational Culture" chart on p. 90.

You will approach your assignments with thoughtful consideration and be thorough in their completion. For your writing assignment, you will present content and reflections while using appropriate style, grammar and punctuation.

Before interviewing any coworkers, you are expected to explain to them that your questions are part of your academic assignment for your internship in organizational leadership. You will be thoughtful and respectful of the person and of the organization as you ask your questions.

You are expected communicate with Dr. Schulte-Ladbeck via email. Dr. Schulte-Ladbeck will respond to your email in a timely fashion. Meetings will be scheduled to meet your's and Dr. Schulte-Ladbeck's schedules.

Course requirements:

- Required readings:
 - Book chapter 7 "Transformational, Cultural, and Symbolic Theories"
- Optional readings:
 - "Leading Change: Why Transformation Efforts Fail". (cover story) By: Kotter, John P. In Harvard Business Review, Mar/Apr95, Vol. 73 Issue 2, p59-67, 9p, 1 chart, 4c; (AN 9503281992) available through the PITT on-line library sytem (library.pitt.edu -> find articles ->looking for a specific article)

- “Leading and Managing Change”. By: Worley, Ch.G., and Vick, Y.H. In Graziadio Business Report, available at <http://gbr.pepperdine.edu/052/change.html>
- “An Interview with Jack Welch, Chairman and CEO of General Electric on 21st Century Leadership”. By: Senn, L., available at <http://www.sdlcg.com/sdl/site/Articles/welch.htm>
- Research
- One paper, 5 pages in length (see details below).

Course methodology:

This course requires you to independently study concepts of leadership theory through assigned readings, to gather information at a real organization, and to evaluate the connection between theory and your observations of the organization.

While at the internship site, collect information about the organization in **all three** of these fashions:

- The organization’s website,
- Speak to at least three coworkers,
- Throughout the internship, make observations of the organization’s culture.

On the website, search for the organization’s leadership structure, vision statement, mission statement, values statement, annual report, financial report.

By speaking to your co-workers, try to find out how well they know the purpose of the organization. How well do they know the organization’s vision, mission, and values? How did they come to know their organization’s vision, mission and values? What is their contribution to the purpose of the organization?

The specific information you are researching is:

I. Leadership Structure

What is the leadership structure of the organization? Is there one main leader or several? How many employees are in the organization and how are they grouped, i.e. departments, teams, etc.? How visible is/are the leader/leaders and to whom? How do the organization’s members interact with the leader/s?

II. Organizational Culture

A. What are the core values of the organization?

Does the organization have a vision statement, a mission statement, a values statement? Are the organization’s vision, mission, and values communicated? How are they communicated, verbally or visually?

B. What are symbols or “language” in the organization?

What are the words and language of the organization found in internal and external organizational statements, publications, conversations, meetings and/or training?

C. What are the rites and rituals of the organization?

Are there any special events in which the values of the organization are made visible? What are the common and habitual modes of behavior that you see on a daily basis —when are the breaks or meetings, what attire is worn? Are there any internal or external (i.e. for the public) celebrations?

D. Who are the heroes of the organization?

What people personify organizational values? Who were/are the founders who shaped the organization's identity? Who are the current high-status people within the organization who represent the organization to the public?

E. What are the organization's stories told by people within the organization?

What are the success stories of the organization? What are the stories of organizational change? What are the stories of organizational failure? What stories did you hear "through the grapevine"?

F. What are the organizational artifacts, i.e. the symbolic elements of the culture?

Are their special machines or equipment, logos, plaques, trophies that are visible?

III. Organizational effectiveness

Based on your research, observations and the readings, how do you judge the effectiveness of this organization? How do you assess its potential for future success?

Reflections – What, So What, Now What?

Please, use the following questions to reflect on your experience: "What, So What, Now What?". This model of reflection is based on the knowledge that we neither learn by reading, listening to others, or by doing, but by thinking about what we read, or heard, or what we did.

1. Describe the information. What information is available on the organization's website? What do co-workers know about the purpose of the organization for which they work? What observations did you make about the culture?

2. Analyze the information. Based on the information you collected, do you think this organization has a strong or a weak culture? Why or why not? How well has the leadership of the organization communicated the vision, mission, and values of the organization to the people with whom you worked? What are the implications of this for the future of this organization?

3. Strategize what to change. What could be done to make this a more effective organization? Would you work for this organization? Why or why not? If you were to work for this organization, what would you do to help make it a better place, a more effective organization, a more prosperous business? What are the implications of your internship experience for your personal leadership philosophy?

How to get an S grade:

The readings and your research and observations will provide you with the knowledge and the data that you need to complete your writing assignment.

Writing assignment:

Every organization has a leadership structure and a culture, i.e. "the way we do things around here". Focus your paper on what you observed, noting what was visible or what was noticeably absent. Your paper must be typed, 5 pages long, and use a recognizable format for references (if references are included). The header of the paper must include your name, and the name of the organization for which you worked. The body of the paper must be structured using the What-So What-Now What method.

Your paper will be scored using the following assessment matrix. The threshold score for an S grade is 20 points.

The due date of your paper is the Monday of the last week of classes. You may submit your paper electronically to rsl@pitt.edu.

Assessment of the Organizational Leadership paper

<p>Student provides a detailed and well informed summary about the “what” of the organization. There is evidence that all three methods of data collection were pursued in garnering information about the vision, mission, values and culture of the organization. Student provides several specific observations and correctly interprets them to indicate strengths or weaknesses of the organization. Able to make several concrete suggestions and to argue convincingly why they would lead to an improvement of the organization. Describes in detail how her or his personal philosophy of leadership and followership was impacted by the internship experience.</p>	<p>Student provides an informed summary about the “what” of the organization. There is evidence that all three methods of data collection were pursued in garnering information about the vision, mission, values and culture of the organization. Student provides three specific observations and correctly interprets them to indicate strengths or weaknesses of the organization. Able to make at least one concrete suggestion and to argue why it would lead to an improvement of one specific aspect of the organization. Articulates at least one aspect of personal philosophy of leadership and followership that was impacted by the internship experience.</p>	<p>Student reports about the organization in very broad strokes. Probably did not use all three methods to gather information. The analysis lacks depth; it is questionable that the student studied the required readings. The observational data are not well connected back to the theoretical concepts. Student does not assess the strength of the organizational culture appropriately. Does not provide direction for the future of the organization. Does not articulate how the experience impacted on her or his personal philosophy of leadership and followership.</p>
<p>40</p>	<p>20</p>	<p>10</p>

Academic integrity: Cheating/plagiarism will not be tolerated. Students suspected of violating the University of Pittsburgh Policy on Academic Integrity, noted below from the February 1974, Senate Committee on Tenure and Academic Freedom reported to the Senate Council, will be required to participate in the outlined procedural process as initiated by the instructor. A minimum sanction of a zero score for the quiz or exam will be imposed.

Students with disabilities: If you have a disability for which you are or may be requesting an accommodation, you are encouraged to contact both your instructor and the Office of Disability Resources and Services, 216 William Pitt Union, (412) 648-7890/(412) 383-7355 (TTY), as early as possible in the term. Disability Resources and Services will verify your disability and determine reasonable accommodations for this course.