

# LEADERSHIP DYNAMICS AND PRACTICE (HLL)

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## **HLL-519: Introducing Dynamic Leadership Perspectives (3 Credits)**

A new type of leader with different skill sets is needed everywhere at all levels: personal, professional, local, national, cross-national, global and planetary. Students will be introduced to diverse leadership models, will learn to identify and apply multiple perspectives to complex issues. They will become familiar with a pluralistic conceptual framework that can be applied to most organized settings: personal, family, small group, private, not-for-profit, profit, education, health, military, criminal justice, community, national and global systems. Emphasis in this course will be upon: leading self, personal and interpersonal mastery, and learning how our mental models, assumptions, beliefs and unconscious thinking patterns affect leadership action. HLL-519 and HLL-520 are required courses for the Master of Arts in Leadership Dynamics and Practice and Dynamics of Contemporary Leadership Certificate programs. HLL-519 is a stand-alone elective for students in other Salve Regina University graduate programs, and for other non-matriculating eligible professionals.

## **HLL-520: Leading Holistically: Developing Cross- Cultural Awareness (3 Credits)**

Leaders with new skill sets are urgently needed in all aspects of our collective lives-personally, locally, and globally. Leading holistically looks at leadership as an integrative and interdisciplinary field of study. The course will address complex leadership topics such as: equity, diversity, cross-cultural competence, and ethics of both leaders and followers. It will explore leadership models that intersect academic disciplines, provide practical tools to bridge the differences that create conflict and that divide us personally, within organized systems and on the planet. This course views leadership through a combined examination of western-based theoretical models and non-western based multicultural leadership principles and approaches. Students will apply theories to practice, discover personal leadership abilities, develop cultural competencies and integrate learning within their own areas of interest. HLL-520 and HLL-519 are required courses in the Master of Arts in Leadership Dynamics and Practice and introductory courses in the Dynamics of Contemporary Leadership Certificate program. HLL-520 is a stand-alone elective for students in other Salve Regina University graduate programs, and for other non-matriculating eligible professionals.

## **HLL-524: Leading Group Dynamics (3 Credits)**

This course will provide a framework to view the dynamics of group development. The course will provide practical experiences in group dynamics, as well as the art of creating and leading groups and teams. Students will learn to identify different group types, establish group norms, understand the evolution of a typical group, and become familiar with ethical issues in leading groups. One essential component of leadership and leading within groups is the ability to observe how people interact and to know how or when to intervene within an emergent group situation. Students will explore the various implications that an organization, culture, society, and/or community have on group development. Students will practice leading a group under supervision in the classroom. HLL-524 is a required course in the Master of Arts Leadership Dynamics and Practice Program and the Practice of Integrated Leadership Certificate program. HLL-524 is a stand-alone elective for students in other Salve Regina University graduate programs, and for other non-matriculating eligible professionals.

## **HLL-525: Enhancing Dynamic Leadership Skills (3 Credits)**

Professionals across most fields and disciplines are challenged to lead, work with, and intervene in a variety of unusual situations. Therefore, leaders from all sectors, are needed who can develop the leadership skills to facilitate interdependent, cooperative action. This course will provide the opportunity for course participants to develop their unique leadership identity and personal leadership approach. This course will provide basic introductory leadership material. HLL-525 is a required course for the Master of Arts and the Dynamics of Contemporary Leadership Certificate programs and the Health Care Leadership Certificate Program. HLL-525 is a stand-alone elective for students in other Salve Regina University graduate programs, and for other non-matriculating eligible professionals.

## **HLL-527: Leading System Change and Transformation (3 Credits)**

Leading change and transformation is a constant challenge in an era of continuous flux. Visionary, trans-disciplinary thinking is needed to facilitate human and planetary change and to enhance interdependent cooperative action. HLL-527 analyzes change leadership, system-age thinking, transformation dynamics, and strategies for collaborative change interventions. It will provide specific theoretical frameworks to help organize thinking, explore assumptions, and augment practice. Students will be offered a useful daily practice in systems thinking; leadership strategies for change; and will practice change interventions. Students will develop and implement a collaborative Change Project; and apply course material to real world issues, situations, and workplace challenges. HLL-527 is a required course in the Master of Arts and the Dynamics of Contemporary Leadership Certificate Program. It is a stand-alone elective for students in other Salve Regina University graduate programs, and with permission of program director, for other non-matriculating eligible professionals.

## **HLL-528: Leading With Awareness and Skilled Attention (3 Credits)**

The course will focus on skills needed to become an effective leader/facilitator. By weaving theory and practice, the course will examine proven leadership skill-based concepts such as: personal understanding, and developing presence, and will analyze how our hidden blind spots and mental models hinder effective action. New concepts in the neuroscience of leadership will be introduced. Specifically, the course reviews how the integration of body/mind/spirit plays a part in our leadership effectiveness and how focused awareness, presence, and mindfulness enhance leadership abilities and inform effective action. This course will provide practice with several associated tools that support skill development. HLL-528 is a required course for the Master of Arts Leadership Program and the Practice of Integrated Leadership Certificate program. It is a stand-alone elective for students in other Salve Regina University graduate programs, and for other non-matriculating eligible professionals.

## **HLL-529: Resilient Leadership: Navigating Challenges (3 Credits)**

This course will develop an understanding of resilience and adaptive skills needed to meet the opportunities, challenges, exigencies, and complexities of life today. In this course, students apply and integrate resiliency models, learn to design and apply appropriate feedback and navigate the multiple perspectives involved in leading self and others. HLL-529 is a required course for the Master of Arts Leadership Program and the Practice of Integrated Leadership Certificate programs. It is a stand-alone elective for students in other Salve Regina University graduate programs, and for other non-matriculating eligible professionals.