

UCI Paul Merage School of Business

EMBA 290

Executive Leadership Skills MODULE B

Professor Jone Pearce

Contact Information

Prof. Jone Pearce

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Class meetings: SB1 2200

Friday March 15 – 8:30AM-4:20PM; Saturday March 16 8:30AM-4:20PM

Professor



Jone L. Pearce is Distinguished Professor Emerita of Organization and Management at The Paul Merage School of Business. She conducts research on workplace interpersonal processes, such as trust and status, and how these processes may be affected by political structures, economic conditions and organizational policies and practices. Her work has appeared in over 100 scholarly publications such as the *Academy of Management Journal*, *Academy of Management Review*, *Administrative Science Quarterly*, *Journal of Applied Psychology*, *Organization Science*; she has edited several volumes and written numerous books, *Volunteers: The Organizational Behavior of Unpaid Workers* (Routledge, 1993), *Organization and Management in the Embrace of Government* (Erlbaum, 2001), and *Organizational Behavior Real Research for Real Managers* (Melvin & Leigh, 2006, revised and expanded in 2009, in 2012, 2016, and 2021), and *Status in Management and Organizations* (Cambridge University Press, 2010). She has served on the editorial boards of several scholarly journals.

She is a Fellow of the Academy of Management, the International Association of Applied Psychology, the American Psychological Association (Division 14, SIOP), the Association for Psychological Science, and the British Academy of Management. Her honors include research grants from the National Science Foundation; a Fulbright Fellowship to the International Management Center, Hungary; and several scholarly contribution awards, several teaching excellence awards; and an invitation to testify on legislation pending before the United States House of Representatives. She was a member of the Scientific Council for Centre at Tilburg University (The Netherlands), and a Fellow of the Sunningdale Institute (United Kingdom), a member of panel the European Commission's Advanced Research Grants, the Social Science Panel of the United Kingdom's Research Excellence Framework, and the Irish Research Council. Professor Pearce has been active in the Academy of Management, most prominently as President in 2002-03. More information can be found at www.sites.uci.edu/jlpearce.

Course Overview

This course is intended to provide an opportunity for you to gain insight into and further develop those interpersonal skills that have been demonstrated to be the best predictors of executive success:

Self-monitoring
Political Skills
Emotional Intelligence
Inspirational Leadership

You will have an opportunity to provide your own assessment of these skills and you will ask up to 20 others who know your actions at work best (supervisor, subordinates, peers, clients or customers) to assess these skills based on their observations of you at work.

During the weekend class we will focus on

- 1) learning more about what these skills are and why they are good predictors of executive success,
- 2) reflecting on how others see your displays of these critical skills,
- 3) engaging in active training with feedback in the four skills, and
- 4) initiating the use of the information you will receive to further develop your executive skills.

Importantly, although this course meets on March 15 and 16 2024, the course work starts January 12, and the final assignment is due by March 21 11:59PM. Please see the course timeline below to understand your commitment for this course.

Class Format & Preparation

- **Pre-class Work:** Prior to the first class meeting you will need to complete:
 1. the Self-assessment portion on of the Merage Executive Skills Inventory (MESI),
 2. invite your assessors to complete an assessment of your skills at work,
 3. the readings for the course, and
 4. your Analysis of Influence in a meeting.

All of these will be introduced and explained at our meeting on January 12.

- **Inventory:** The Inventory provides an opportunity for you to compare how you personally see your own displays of the four executive success skills with how those with whom you work see your displays of these skills. You will be able to choose how much of the information you wish to share with others, and no records of the assessments will be kept by the instructor or the Merage School. You will receive a hard copy of the report in the first class, and this will be your only copy; please keep this copy because it will be erased from our records once the course is completed. On January 12 you will receive an email with a link to your own Inventory. Once you have logged in your first task will be to input the names and email

addresses of up to 20 people who are familiar with your actions at work. Once you have completed that they will receive emails asking them to complete their assessment. Second, you should complete your own view of your skills. **ALL ASSESSMENTS MUST BE COMPLETED BY MARCH 1, 2024** to be included in your report.

- **Readings and Class Discussion:** All articles for the course can be found in the course Canvas page. Please complete all the assigned reading in advance of March 15. While reading, be sure to identify the author's main argument and key concepts. As instructors, we present ideas based on empirical research, however, this is not intended to substitute for your own experience-based knowledge. Organizations and workplace situations differ such that the existing empirical research may not apply in your own situations. The readings are intended to elicit thoughtful analyses of your own situations which we will discuss in class.

Classroom Etiquette, Guidelines, & Policies

- **Academic Integrity:** By enrolling in this course, you agree to be bound by the University of California, Irvine's policy on academic integrity (www.aisc.uci.edu).
- **Diversity & Inclusiveness Policy:** The University of California, in accordance with applicable Federal and State law and University policy, does not discriminate on the basis of race, color, national origin, religion, sex, gender identity, pregnancy, physical or mental disability, medical condition, ancestry, marital status, age, sexual orientation, citizenship, or service in the uniformed services. The University also prohibits sexual harassment.

Grading

Complete Merage Executive Skills Inventory (due by March 1 11:59PM)	20%
Completion of Influence Analysis (uploaded by 8:29AM March 15)	20%
Readings-informed Participation in Class Discussions	20%
Supportive Participation in Group Discussions	20%
Inspirational Speech (uploaded to Canvas by March 21 11:59PM)	20%
TOTAL	100%

Merage Executive Skills Inventory (20% and required to continue in the course)

Complete the electronic Merage Executive Skills Inventory self-assessment (approximately 20 min). The link will be sent to you January 12 after the briefing. Completion is due by 11:59PM March 1. **If you don't complete the survey, you will be dropped from the class.**

Completion and Description of Your Influence Analysis (20%)

This assignment is intended to allow practice using your political skills and to be exposed to influence in work contexts different than the ones you have personally experienced. You will complete a sociogram of a meeting you will have attended between January 12 and March 15 and must bring the analysis to class and upload a photograph of it to the Canvas Course Page before class March 15. Details of the assignment will be provided January 12.

Readings-informed Participation in Class Discussions (20%)

We want to facilitate great discussions and for all of us to learn from these discussions; your own experiences and views are important to everyone's learning. Your participation grade will be based on whether you are mentally present and contributing in discussions.

Your comments and questions push the conversation forward. I'll take into account the quality (not just frequency) of your contributions and insights. High quality contributions are marked by one or more of the following:

- **Engagement:** You are tracking to the discussion and you are appropriately building on statements made or questions posed by others.
- **Application:** Your comment applies the ideas offered in the readings and lectures, or it links relevant concepts to current events or past class discussions.

Supportive Participation in Group Discussions (20%)

Fellow study group members have an important role in helping others both to understand their assessment results and in producing high quality group assignments. For the former, it is not your role to force your own insights onto others, but to support them in the questions they wish to pursue. For the latter, all group members are necessary to have a useful exercise, and to produce the quality presentations the groups will make.

Inspirational Speech (20%)

The final assignment is to produce a no-more-than five-minute inspirational speech uploaded onto the Canvas Course Page by 11:59PM March 21. It will be assessed based on the extent to which you display the markers of an inspirational speech discussed in class. You will have an opportunity to share your speech with your study group for feedback during class, and then make modifications based on that feedback.

Course Readings

Read the Following Prior to March 15; all readings will be available on the course Canvas Page.

- Eurich, T. 2018. Working with People Who Aren't Self-aware. *Harvard Business Review*, Reprint H04LRV.
- *Self-monitoring and Career Success*. Career Development.
<http://career.iresearchnet.com/career-development/self-monitoring/>
- Goleman, D. 2017 (first published in 2004). What Makes a Leader? *Harvard Business Review* Reprint R0401H.
- Braddy, P. & Campbell, M. 2014. *Using Political Skill to Maximize and Leverage Work Relationships*. Center for Creative Leadership White Paper.
- Cross, R. & Thomas, R. J. 2008. How Top Talent Uses Networks and Where Rising Stars Get Trapped. *Organizational Dynamics*, 37, 165-180.
- Garton, E. 2017. How to Be an Inspirational Leader. *Harvard Business Review* Reprint H03MMD.