

**LAA 6322 – Project Management for Landscape Architects
Leadership Perspectives**

Instructor: Dr. Nicole Stedman
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101A Grinter Hall

Office Hours: As requested

Class Times: Wednesdays, 2nd period – 8:30-9:20am, In Person

Course Objectives:

Students will

1. Gain an introductory understanding of leadership theory and behavior,
2. Establish their own leadership perspective,
3. Identify the tenants of Adaptive Leadership and how it is applied to complex situations, and
4. Identify the levers of influence and the role each plays in their work.

Course Expectations:

First and foremost, this class should be fun and enjoyable! With that, this is an interactive class with a high level of student engagement – you must participate. This course is pragmatic in its approach, and it is one that you will find useful in your future contacts and work with people.

Excused absences must be consistent with university policies in the [Graduate Catalog](#) and require appropriate documentation. Additional information can be found here: [UF Academic Regulations and Policies for more information regarding the University Attendance Policies.](#)

Students with disabilities requesting accommodations should first register with the Disability Resource Center (352-392-8565, <https://disability.ufl.edu/get-started/>) by providing appropriate documentation. Once registered, students will receive an accommodation letter which must be presented to the instructor when requesting accommodation. Students with disabilities should follow this procedure as early as possible in the semester.

Course Topics:

Week/Date	Topic	Reading	Activity/Assignment
1: 1/15	Introduction	3 Most Common Leadership Myths, Hilderbrand & Stark	Orienting a definition of leadership
2: 1/22	Leaders, Managers, & Administrators – Oh My!	Zaleznik, Managers and Leaders	Characteristics and Traits of Leaders*
3: 1/29	How We Lead, the Theories that Guide Us	Northouse Chapter 1	Reflection Discussion

Week/Date	Topic	Reading	Activity/Assignment
4: 2/5	More Theories!	Khan, Nawaz, & Khan, 2016	Reflection Discussion
5: 2/12	The Buffet		Finding our Leadership*
6: 2/19	Adaptive Leadership	Heifetz & Laurie, 1997	How We Adapt
7: 2/26	The Five Steps of Adaptive Leadership	Heifetz, et al., 2009 Chapter 2	
8: 3/5	Creating Change through Adaptive Leadership	https://www.jointhecollective.com/article/adaptive-leadership-driving-change-with-real-examples/	Applying Adaptive Leadership*
9: 3/12	Influence as a Means of Leading	Basic Social Influence, Cialdini	Influence – A Discussion
10: 3/19	SPRING BREAK		
11: 3/26	The Triggers of Influence (1-3)	Cialdini Chapter 3	How we Influence
12: 4/2	The Triggers of Influence (4-7)		How we Influence*
13: 4/9	STUDENT TRIPS		
14: 4/16	Putting it All Together	Where we have come this semester...	Reflection
15: 4/23	Student Wrap Up Presentations		Short Presentations

*denotes an in-class activity

Assignments: Grades are determined following the [UF Grades and Grading Policies](#)
 Leadership Exercises: 4 credit - 8% (2% per exercise) – 1 credit (36% or 9% per exercise)
 Students will participate in facilitated exercises throughout the semester reflective of the class topic.

- Characteristics and Traits of Leaders
 - o Students will be asked to work through an activity identifying strengths and weaknesses of leaders
- Finding Our Leadership
 - o Students will be asked to reflect on the various leadership theories discussed and discuss which they felt resonated with them personally
- Applying Adaptive Leadership
 - o Students will work through a short case applying aspects of adaptive leadership
- How We Influence
 - o Students will work through a short case applying the levers of influence

Integrated Leadership Perspectives: 4 credit - (14%) – 1 credit (65%)

Students will create a brief (1000 word) summary of how they perceive the concepts from the semester applying to their future careers. Summaries should reflect an integrated view of the concepts. These will be shared with the class on April 23rd.

Required Readings:

Cialdini, R. B. (2005). Basic social influence is underestimated. *Psychological Inquiry*, 16(4), pgs. 158-161.

Cialdini, R. B. (2021). Levers of influence. In *Influence: The psychology of persuasion* (Ch. 1, pgs. 1-22). Harper Business, New York.

Heifetz, R. A. and Laurie, D. L. (1997). The work of leadership. *Harvard Business Review*, January-February 1997, pgs. 124-134.

Heifetz, R., Grashow, A., and Linsky, M. (2009). The theory behind the practice. In *Adaptive leadership: Tools and tactics for changing your organization and the world* (Ch. 2, pgs. 13-40). Harvard Business Review Press. Boston.

Hildebrand, C. A. and Stark, R. J. (October, 2024). The 3 most common leadership myths. *Fast Company*, October 28, 2024. Retrieved from <https://www.fastcompany.com/91216833/the-3-most-common-leadership-myths>.

Join the Collective. (2023). *Navigating change with adaptive leadership: Real-world examples of transformation*. Retrieved from <https://www.jointhecollective.com/article/adaptive-leadership-driving-change-with-real-examples/>.

Khan, Z.A., Nawaz, A., and Khan, I. (2016). Leadership theories and styles: A literature review. *Journal of Resources Development and Management*, 16, pgs. 1-7.

Northouse. P. (2022). Introduction. In *Leadership theory and practice* (9th ed, pgs. 1-26). Sage, Los Angeles.

Zaleznik, A. (1977). Managers and leaders: Are they different? *Harvard Business Review*, May-June 1977, pgs. 67-78.

Course Evaluation:

Students are expected to provide feedback on the quality of instruction in this course by completing online evaluations at <https://evaluations.ufl.edu/evals>. Evaluations are typically open during the last two or three weeks of the semester, but students will be given specific times when they are open. Summary results of these assessments are available to students at <https://evaluations.ufl.edu/results/>.