



## Course and Examination Fact Sheet: Spring Semester 2023

### 8,078: New Leadership for Managers of the Future

ECTS credits: 4

#### Overview examination/s

(binding regulations see below)

Decentral - examination paper written at home (individual) (50%)

Examination time: term time

Decentral - Presentation (in groups - all given the same grades) (50%)

Examination time: term time

#### Attached courses

Timetable -- Language -- Lecturer

[8,078,1.00 New Leadership for Managers of the Future](#) -- Englisch -- [Kernbach Sebastian](#)

#### Course information

#### Course prerequisites

None. You don't need to consider yourself as being a natural leader to join. An open mind, a bias toward action, curiosity, and the ability and willingness to collaborate with others is a plus.

#### Learning objectives

After the course, you will

- ... understand better who you are and how to lead yourself, even in times of stress and uncertainty
- ... use your self-leadership abilities to design environments for you and others to thrive
- ... know your leadership style and will be able to draft your personal leadership manifest
- ... use your leadership style to lead others, whether in startups, big companies, or associations
  
- ... adopt habits of prototyping and iterating to your leadership and take action instead of over-thinking
- ... learn to apply the design thinking method and visual techniques to leadership, work, and life
- ... learn to implement rapid prototyping and create effective coaching and peer-coaching
- ... learn how to lead for business results and society impact with the UN sustainable development goals

#### Course content

This course is on new leadership, covering the skills, mindset, and behavior of leaders in the 21<sup>st</sup> century. We will dive into innovative concepts for both self-leadership and leading others. We will draw from theoretical underpinnings and best practices from various disciplines such as design thinking, positive psychology, and behavioral economics.

Participants will learn how to effectively manage themselves as leaders, e.g., in startup companies, mid-size business and large global organizations for (Marketing) results and business impact. They will also learn what it takes to lead others, finding the right balance and flexibility in their leadership style and navigating the 7 key tensions of today's leaders. In addition, participants will learn how to use their own leadership style to lead themselves and others to reach the UN sustainable



development goals.

In particular, this course uses the innovation method design thinking to address the "wicked problem" of creating a leadership style and designing a meaningful career and future. It offers a framework, tools, and most importantly a place and a community of peers and mentors where we will work on these challenges through assigned readings, reflections, and in-class exercises.

Participants will have the opportunity to apply design thinking tools and methods to design their leadership style, e.g., by creating prototypes of self-leadership and leading others, understanding the importance of an iterative (leadership) design process, and seeking feedback to further develop their leadership style and their ability to drive decision-making.

Together with other participants, students develop a constructive and effective approach to leadership and designing their style by developing new thinking patterns and working on future ideas. During this course, participants will learn how to work their way into their leadership style.

We start off with analyzing what brought you where you are today through activating and reflective visual methods enabling self-leadership. This understanding will be the foundation for where you will be defining your current challenges and ideate possible solutions using visual thinking and incorporating peer coaching. The next stage, prototyping and testing, will make you turn your thoughts into action and will aggregate your efforts during the course. By the end of the course, you will be able to apply your learning and ideas of leadership into real life. With this approach, you can iteratively design your way forward, your leadership style and how to create a meaningful future.

It will take place in an environment that is open, flexible and allows to think beyond the common paths offering literally different perspectives as the environment is changing our behavior. The instructor, guest lecturer and field trips will ensure an open, flexible, and appreciative mindset that allows for an atmosphere with psychological safety and co-creation.

## Course structure and indications of the learning and teaching design

- - Introduction to leadership styles in the 21<sup>st</sup> century including key tensions of leaders
- - Focus-sessions on design thinking, positive psychology, and visual thinking
- - Designing self-leadership with skills, mindset, and behavior
  
- - Practicing coaching and peer-coaching as leadership skills
- - Practicing design thinking, positive psychology, and visual thinking for building one's own leadership style including leadership manifest
- - Practicing the development of an environment that drives Marketing results by thriving
- - Guest lecturer
- - Field trip
- - Assignments

## Course literature

Brown, T. (2008). Design thinking. *Harvard Business Review*, 86(6), 84-92.

Clark, T., Osterwalder, A. & Pigneur, Y. (2012). *Business Model You: A OnePage Method For Reinventing Your Career*. Wiley.

Gallagher, D.P., & Costal, J. (2012). *The Self-Aware Leader: A Proven Model for Reinventing Yourself*. Association of Talent Development.

Hoffman, G. (2022). *Emotion by Design: Creative Leadership Lessons from a Life at Nike (by the former Nike CMO)*. London: Cornerstone Press.

Jordan, J., Wade, M., & Yokoi, T. (2022). Finding the Right Balance - and Flexibility - in Your Leadership Style. *Harvard Business Review*, January 2022.

Maxwell, J.C. (2021). *The Self-Aware Leader: Play to Your Strengths, Unleash Your Team*. New York: Harper Collins.

## Additional course information



The course is designed and given by Prof. Dr. Sebastian Kernbach, a former head of Marketing & Communication at XEROX, the head of Marketing & Conference Management at a Swiss startup and strategy consultant at the global brand consultancy Interbrand. The content of the course is derived from working with organizations such as the United Nations, Nike, European Central Bank, Deloitte, BCG, the University of Cape Town, Central University in Beijing as well as Stanford University.

Sebastian is a Professor for Creativity and Design at the School of Management at the University of St. Gallen, a Visiting Fellow at the Stanford Institute of Design as well as a Guest Professor at the African Doctoral Academy.

His works focuses on creativity, leadership, knowledge visualization, storytelling, life design, and the science of action. He is the founder of the Life Design Lab ([www.LifeDesignLab.ch](http://www.LifeDesignLab.ch)), the Visual Collaboration Lab ([www.ViCoLa.org](http://www.ViCoLa.org)) and the author of several books such as Life Design, Creativity in Research ([www.CreativityInResearch.org](http://www.CreativityInResearch.org)) and MeetUp for using behavioral economics in meetings ([www.meetup-book.com](http://www.meetup-book.com)). His work on life design with an impact on individuals, organizations and society won the HSG Impact Award.

## Examination information

### Examination sub part/s

#### 1. Examination sub part (1/2)

##### Examination time and form

Decentral - examination paper written at home (individual) (50%)

Examination time: term time

##### Remark

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##### Examination-aid rule

Free aids provision

Basically, students are free to choose aids. Any restrictions are defined by the faculty members in charge of the examination under supplementary aids.

##### Supplementary aids

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##### Nature of examination

analog

##### Examination languages

Question language: English

Answer language: English

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#### 2. Examination sub part (2/2)

##### Examination time and form

Decentral - Presentation (in groups - all given the same grades) (50%)

Examination time: term time

##### Remark

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##### Examination-aid rule

Free aids provision

Basically, students are free to choose aids. Any restrictions are defined by the faculty members in charge of the examination under supplementary aids.



## Supplementary aids

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## Nature of examination

analog

## Examination languages

Question language: English

Answer language: English

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## Examination content

Please see content section of the course

## Examination relevant literature

Please see literature section of the course

### Please note

Please note that only this fact sheet and the examination schedule published at the time of bidding are binding and takes precedence over other information, such as information on StudyNet (Canvas), on lecturers' websites and information in lectures etc.

Any references and links to third-party content within the fact sheet are only of a supplementary, informative nature and lie outside the area of responsibility of the University of St.Gallen.

Documents and materials are only relevant for central examinations if they are available by the end of the lecture period (CW21) at the latest. In the case of centrally organised mid-term examinations, the documents and materials up to CW 12 are relevant for testing.

Binding nature of the fact sheets:

- Course information as well as examination date (organised centrally/decentrally) and form of examination: from bidding start in CW 04 (Thursday, 26 January 2023);
- Examination information (regulations on aids, examination contents, examination literature) for decentralised examinations: in CW 12 (Monday, 20 March 2023);
- Examination information (regulations on aids, examination contents, examination literature) for centrally organised mid-term examinations: in CW 12 (Monday, 20 March 2023);
- Examination information (regulations on aids, examination contents, examination literature) for centrally organised examinations: two weeks before the end of the de-registration period in CW 15 (Monday, 10 April 2023).