Dominican University  
Graduate School of Library and Information Science  
River Forest, Illinois  
www.dom.edu

Communication for Leadership  
GSLIS 716  
Tuesday 6-9PM  
Crown 340

Instructor: Alexis H. Sarkisian  
Office Hours Monday – 1-6 PM  
Wednesday –4-7 PM  
Contact: asarkisian@dom.edu  
708.524.6949

Course Description  
(from GSLIS Bulletin)

Theory, research and practice of interpersonal and group communication for collaborative leadership roles: facilitator, coach, catalyst and leader. Includes using a variety of media for information transfer among groups; communicating a leadership stance, creating and enrolling others in your vision (advocacy), developing organization support for your vision (systems literacy) and building skills in interpersonal communication, group dynamics, negotiations, conflict resolution and asserting influence.
DOMINICAN Mission Statement

As a Sinsinawa Dominican-sponsored institution, Dominican University prepares students to pursue truth, to give compassionate service and to participate in the creation of a more just and humane world. Dominican University is a distinctively relationship-centered educational community, rooted in the liberal arts and sciences and comprehensive in scope, known for its rigorous and engaging academic programs, for the care and respect with which it mentors students, for its enduring commitment to social justice and for the enriching diversity of its students, faculty and staff. Integral to Dominican’s success and distinction is the ongoing exploration, clear expression and shared experience of its Catholic Dominican identity.

Dominican University aspires to be a premier Catholic, comprehensive, teaching university with an enrollment of 4,000 students.

GSLIS Mission

The mission of the Graduate School of Library and Information Science is to educate excellent library and information science professionals. This education is carried out within the larger context of Dominican University’s institutional commitment to values-centered intellectual development, both personal and professional for students and faculty alike.

Communication for Leadership

Assumption

Everyone can become a leader in her/his workplace.

Goal

To provide each student with the communication tools to become a leader
Course Objectives

Students will:

- Observe examples of effective and ineffective communication and leadership in themselves and their everyday environment
- Articulate observations (through conversations and papers) and relate them to his/her developing philosophy of communication and collaborative leadership
- Demonstrate the ability to assume a variety of leadership roles in class activities
- Seek out examples of useful writing and information about communication, collaboration, and leadership
- Demonstrate communication skills for meeting management, negotiation and conflict resolution in small group interactions
- Use communication skills to develop a vision, create support for it, and build a team to accomplish the vision
- Explore an organizational system and identify strategies for improving the environment for cooperation and collaboration

Course Text

Communication For Leadership
Requirements

1. *Participation, Discussion, and Attendance (30%)*

   You are expected to participate fully in the class sessions by reading the assigned material, participating in class discussions, and facilitating group activities as requested in class. You will be required to bring additional literature to the attention of the class.

2. *Group Presentation   (20%)*

   For this assignment, the class will be divided into 5 groups of 3 or more. You will be asked to assess the total GSLIS experience from start to finish. Each group will function as a SWOT team where you will be asked to present your recommendations as to how you would improve and add to the GSLIS experience using an organized style of implementation. You will provide you assessment of the current experience and make your recommendations using a mission statement, goals, activities expected outcomes and a plan for evaluation. Your group will also prepare a reflection paper describing how you worked together as a group.

3. *Leadership Vision Project   (30%)*

   Develop a proposal for a collaborative project that you begin to implement this semester. Your proposal should be written for the specific audience who will decide whether the project should be implemented. It should demonstrate an understanding of communication styles and the use of collaboration to reach your desired outcome. It should also reflect accomplishments and outcomes as of the last day of class.

4. *Class Assignments   (20%)*

   You will prepare one communication journal each week. Journals must include: 1) a description of a situation in which you were involved; 2) after your description, you will need to analyze the experience based upon learning and in class; and 3) finally, you will need to reflect upon your experience in terms of what you might do differently in the future. In addition, the
class as a group will prepare a blog associated with Communication for Leadership.

**Note:** Communication for Leadership is taught using the Socratic Method of questioning, and exploration. Each student as a member of this class is expected to participate, contribute, and collaborate to make our class time a significant learning experience. From time to time modifications in the weekly assignments might take place.

**Note regarding late assignments:** Assignments are due at the beginning of the class session on the date indicated. The grade on an assignment will be lowered one full grade per week when the assignment is received after the date due.

**Academic Honesty and Integrity:** “All students of the GSLIS are expected to observe high standards of academic honesty and integrity. Any student whose conduct violates such standards may be subject to disciplinary action as determined by due process.” (GSLIS Bulletin, p. 23)

**Class #1 – September 1, 2009**

Introduction
Review Class Requirements
Discussion of the Communication Model

Journal Preparation. Your journal should include a description of your communication experience as it relates to the communication model. In addition, your journal should include a reflection on your part of the experience. What did you learn? What might you have done differently? The journal will be due next week.

Bibliography regarding the Communication Model

http://www.businessballs.com/mehrabiancommunications.htm
Professor Albert Mehrabian

http://www.class.uidaho.edu/comm101/chapters/selecting_topic/selecting_topic4.htm
Occasion Analysis

http://extension.missouri.edu/explore/comm/cm0109.htm
Developing Effective Communications

http://www.chass.ncsu.edu/ccstm/scmh/model.html
Thinking Strategically

http://www.changethatsrightnow.com/toastmasters.asp
Class #2 – September 8, 2009

Communication Model

A. Bring in an article to share with the class regarding the communication model. Be prepared to present it to the class. The article should be different than the ones listed in the above bibliography.

B. Turn in your first journals for review.

Class #3 – September 15, 2009

Interpersonal Communication

Read Part 1 – Communicating at Work

A. Discussion of the 4 Communication Styles
   Relater
   Socializer
   Thinker
   Director

B. Review last week’s lecture
C. Strategic planning for creating the Blog
D. Turn in Journals

Class #4 – September 22, 2009

Verbal Communication

Read Part 2 – Communicating at Work

A. Discussion from the reading about
   Listening – What is the difference between listening and hearing?
   Asking Questions
   Conflict Resolution

B. Write a 2 page paper about yourself and your particular communication style or combination of styles to be turned in at the beginning of class
C. Present an article of interest to you about communication styles or a particular communication style include a copy of the article as part of your assignment which will be handed in at the time of presentation.

D. Journal

Class #5 – September 29, 2008

Non-Verbal Communication
Read Part 3 **Communicating at Work**

A. Videotape of Kennedy-Nixon Debate
B. In class speech assignment. Discussion on what constitutes a well structured speech. You will prepare and present a speech on a person whom you admire.
C. Discussion of non-verbal communication. What is it?
D. Review individual and group project
E. **Write a 2 page paper comparing the non-verbal styles of President Obama and Hillary Clinton**

Class #6 – October 6, 2009

Leadership

Discussion on Leadership. What is leadership? How is it defined?

A. Research the concept of Leadership. Put together your own bibliography on the topic. Include in your bibliography selections that are library specific and those that are non-library specific. Come prepared to present your bibliography and why you built it the way that you did.
B. **Write a two page paper regarding your thoughts on leadership. Include in the paper answers to the following questions? What makes a strong leader? Are you a leader? Why or why not. Why is communication so important as we think of leadership? How do strong leaders advocate? What is your vision?**
C. Discussion of individual Leadership Vision Project
Discussion of your class Group Project Assignment. You can meet in your groups.
D. Journal
Class #7 – October 13, 2009
McCusker Lecture- We will attend this lecture and return to class

Group Communication
Part V – Communicating At Work
The Learning Organization – Peter Senge
Assigned Reading – [www.infed.org/thinkers/senge.htm](http://www.infed.org/thinkers/senge.htm)  
[http://www.skyrme.com/insights/3lrnorg.htm](http://www.skyrme.com/insights/3lrnorg.htm)

A. What is a Learning Organization? How is it different from the more traditional management style? What are the strengths of group work? How would one develop a systems approach within a Learning Organization. How do you communicate vision within that system.
B. Videotape of the North Suburban Library System Learning Organization
C. Prepare your proposal for your vision leadership project.
D. Interview a Library Director on his or her philosophy on leadership and write a 2-3 page paper on the interview. Be prepared to present it in class.
E. Journal

Class #8 – October 20, 2009
Learning Organization

A. Prepare a two-three page paper focusing on how you would convert your organization into a Learning Organization. To be turned in next week. Be prepared to present your paper in class.
B. Work on your group projects.
C. Journal

Class #9 – October 27, 2009

A. Crucial Conversations – What are they and why are they important?
B. Videotape explaining and exemplifying crucial conversations
C. Managing Change
   Reading – Library Administration and Management 20, no. 2, Spring 2006
Sarah Robbins, ChangeMasters All – A series on Librarians who Steered a Clear Course toward the Twenty-first Century

Why is change so disliked, and yet so important to having successful libraries? What were the skills and the driving force for Maureen in terms of her career? What did she see as some of the more important aspects of the North Suburban Library System converting to a Learning Organization?

D. Select an article on the topic of change management. Be prepared to present the article in class.
E. Work on Group Projects.
F. Journal

Class #10 – November 3, 2009

Guest Speaker: Lenora Berendt
Coordinator, Student Placement

A. The process of interviewing for a job requires excellent communication skills. We will discuss best practices in terms of writing, speaking and interviewing for jobs.
B. Create a bibliography regarding best practices for job interview. Come to class prepared to present highlights of your research.
C. Journal
D. Group Meeting

Class #11 – November 10, 2009

Presentation of Group Projects

Class #12 – November 17, 2009

Presentation of Group Projects

Class #13 – November 24, 2008

A. Video with Susan Lucia Annunzio
   Author, Contagious Success
   Discussion of the role of the leader in a high performing organization. What is the collaboration model? How does this information apply to the different types of libraries?
Class #14 – December 1, 2009
Presentation of Final Projects

Class #15 – December 8, 2009
Presentation of Final Projects

Class #16 – December 15th

TBA