

# **SAGE** video

Bringing teaching, learning and research to life

**Leadership**  
Teaching with Conversation Video

## Content Type

A *conversation* is a more informal discussion with a leading expert that illustrates contrasting positions and perspectives.

### Gender and Leadership

<http://sk.sagepub.com/video/gender-and-leadership>

In this video, Dr. Lisa DeFrank-Cole and Dr. Sherylle J. Tan discuss existing gender stereotypes in leadership, gender-based inequities, and the broad landscape for women leaders as well as the challenges that they face. The historical perspective on the effect of gender roles is presented along with the Trait Theory of Leadership.

## Suggested Courses or Topics

This conversation video can be used in any course examining:

- ▶ Gender/Gender theory
- ▶ Gender inequity
- ▶ Leadership theory
- ▶ Gender identity
- ▶ Diversity
- ▶ Intersectionality
- ▶ Feminism

## Classroom Clips

Listed below are a few examples of clips that focus on key concepts:

- ▶ **0:26-1:00;** Gender roles
- ▶ **1:05-1:20;** Gender and social construction
- ▶ **4:07-4:48;** Diversity in leadership and stereotypes
- ▶ **6:11-6:55;** Gender inequity and historical background

## Research Assignment

See below for an example assignment that you might use for students:

Leadership can be defined by a variety of styles and characteristics. Although women have engaged in leadership roles many number of years, they still have to overcome many predetermined stereotypes which may impact how they approach leadership, how they are received by others, as well as the opportunities that are made available to them in certain settings. Research a woman in leadership (could be corporate, government, academia, etc.) and learn about her background, identity, and experiences. Write a one-page paper discussing her background leadership style, achievements, and challenges. Be sure to highlight any experiences or people who were pivotal in her leadership journey and any obstacles that she may have had to overcome in addition.

## Classroom Discussion

Here are example questions which might be used for in-class discussion:

- 1 When you consider an individual to be a leader, do the characteristics that they possess tend to be traditionally masculine or feminine? What examples can identify?
- 2 How can diversity and inclusion be useful in changing outdated norms around gender and leadership?
- 3 What are some of the gender stereotypes that women may have to face or overcome in their leadership journey?



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# **SAGE** video

Bringing teaching, learning and research to life

**Leadership**  
Teaching with Documentary Video

## Content Type

A *documentary* captures and records real-life experiences that can expose students to aspects of the human experiences hard to convey in textbooks.

### Leader's Changing Role and Leadership Skills

<http://sk.sagepub.com/video/leaders-changing-role-and-leadership-skills>

In this documentary, you will hear from several academics and entrepreneurs about how leaders must articulate a vision, and the characteristics that a leader must possess in order to be successful. The importance of clarity and communication of that vision are emphasized. Empathy is also stressed as a vital method of connecting with other in an organization.

## Suggested Courses or Topics

This documentary can be used in any course examining:

- ▶ Strategic vision
- ▶ Leadership
- ▶ Emotional intelligence
- ▶ Leadership style
- ▶ Empathy
- ▶ Delegation of work

## Classroom Clips

Listed below are a few examples of clips that focus on key concepts:

- ▶ **3:30-3:55;** Clarity in vision and leadership
- ▶ **5:59-7:00;** Leadership style, maternalistic leadership
- ▶ **8:24-9:05;** Empathy in leadership

## Research Assignment

See below for an example assignment that you might use for students:

Leadership is often referred to as a journey. The role that a leader plays at one point in their career may be vastly different than at another point. For example, when a person starts a new company, they may have very widespread responsibilities. As that company grows, there are typically more people involved in the process of leading an organization. Research and determine what different roles a leader of an organization may take on at different times in their career. For example, at one point, a leader may serve as a visionary, a coach, or strategic planner. Decide what roles you think are important and what organizational or environmental changes may affect that role.

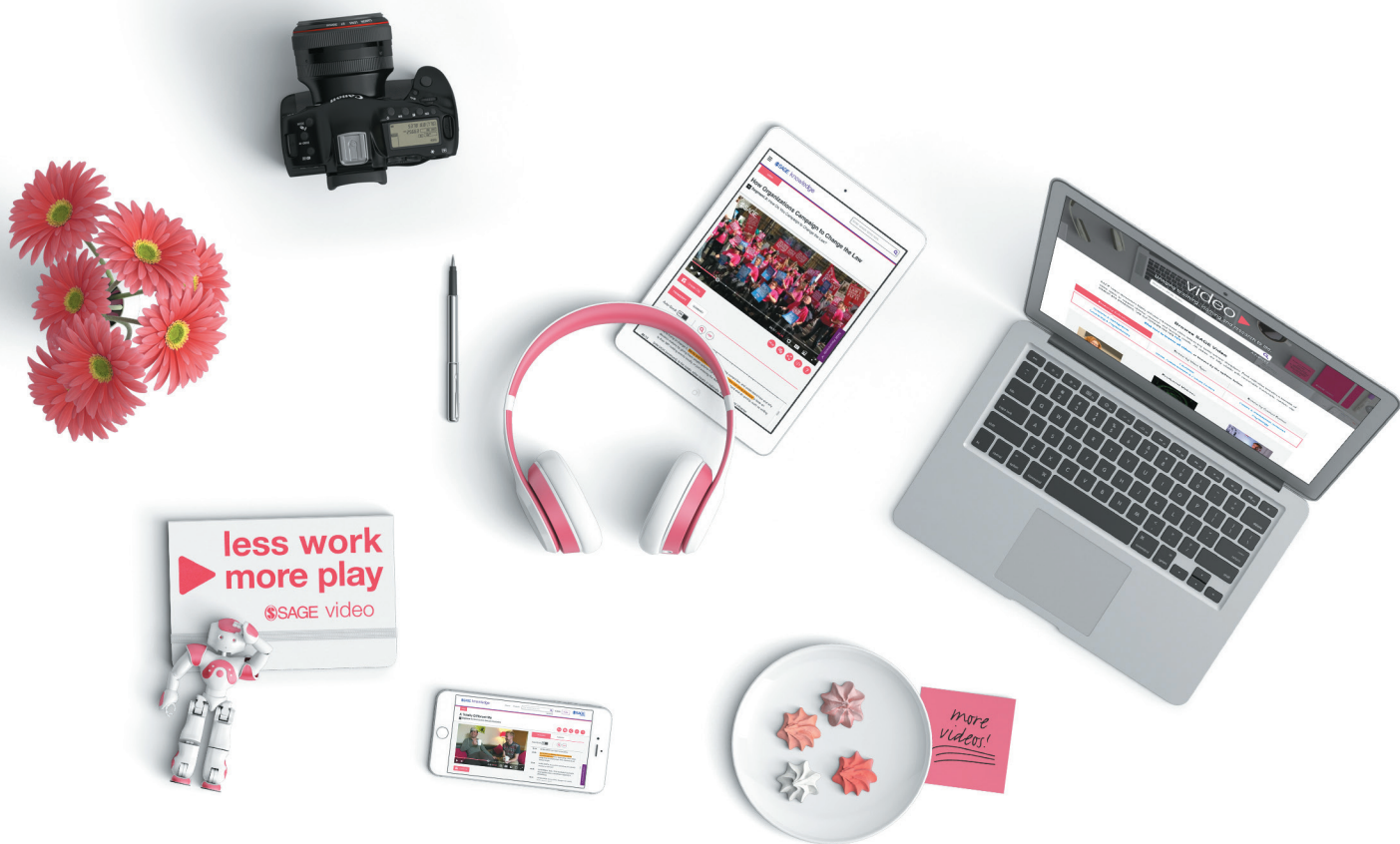
## Classroom Discussion

Here are example questions which might be used for in-class discussion:

- 1 What is an example of one way that a leader can inspire their employees to support the vision of the organization?
- 2 What is a leader's role in effecting change in an organization? What types of information should they research to be able to make focused decisions?
- 3 In which situations should you not delegate tasks or leadership capacity?



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# **SAGE** video

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**Leadership**

Teaching with In Practice Video



## Content Type

An *in practice* video shows practitioners talking about their real-world experiences in their respective fields and areas of practice.

### Leadership and Strategic Planning: The Case of The Vermont Brewers Association

<http://sk.sagepub.com/video/leadership-and-strategic-planning-the-vermont-brewers-association>

In this video, you will learn about and hear from individuals who are members of the Vermont Brewers Association and engaged in the annual process of putting on the Vermont Brewers Festival. You will learn that there are a number of very important factors that go into identifying a standard of excellence, and organization leaders are essential to ensuring that communication around those standards are clear and well defined. You will see that having a plan of action, as well as measurable goals, are required for member of a team to understand expectations and carry out required duties in a specific way. The importance of a strategic plan, deadlines, and guidelines are stressed to be useful techniques to successful projects.

## Suggested Courses or Topics

This in practice video can be used in any course examining:

- ▶ Strategic planning
- ▶ Project management
- ▶ Event management
- ▶ Goal setting

## Classroom Clips

Listed below are a few examples of clips that focus on key concepts:

- ▶ **1:08-2:00;** Strategic planning process, benchmarks
- ▶ **3:00-3:50;** Timelines, goal evaluation
- ▶ **7:50-9:30;** Strategic areas of focus, goal setting, action items
- ▶ **11:00-11:30;** Budget management

## Research Assignment

See below for an example assignment that you might use for students:

Strategic planning is essential for any organization that anticipates growth and wants to ensure efficient uses of resources. The process of creating a strategic plan can originate from leadership, or it can originate from employees. Either way, in order for the process to be successful, there should be participation and buy-in from the key stakeholders that are associated with an organization. Research 3 different strategic plans from different organizations. What commonalities do you see? What are some items that are unique to different organizations? Based on this information, list the key items that should be included in a strategic plan for a new organization, and provide some explanation of why each item is critical to the success of the plan and those people involved in creating it.

## Classroom Discussion

Here are example questions which might be used for in-class discussion:

- 1 What are the essential factors that go into creating standards of excellence?
- 2 What behaviors should a leader demonstrate to ensure that standards of excellence are upheld and carried out?
- 3 What are ways to evaluate if the appropriate standards or goals have been set for a project or organization?



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# **SAGE** video

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**Leadership**  
Teaching with Interview Video

## Content Type

*Interviews* involve leading academics and researchers describing recent research findings and discussing debates in the field.

### Leadership Theories

<http://sk.sagepub.com/video/leadership-theories>

In this interview, you will hear from Dr. Angela Spranger who will discuss many classic examples of leadership theories. She discusses her desire to translate leadership theories into practice to make them accessible to those who need it most. The interview also touches on the role of women in leadership, toxic leadership, and new leadership theories which are gaining exposure.

## Suggested Courses or Topics

This interview video can be used in any course examining:

- ▶ Leadership theory
- ▶ Leadership practice
- ▶ Ethics
- ▶ Toxic leadership
- ▶ Women in leadership
- ▶ Workplace leadership

## Classroom Clips

Listed below are a few examples of clips that focus on key concepts:

- ▶ **2:30-2:55;** Categories of leadership theories, implicit leadership theories
- ▶ **8:25-9:00;** Ethics, values, ethical leadership
- ▶ **9:35-10:20;** Dark side of leadership, toxic leadership

## Research Assignment

See below for an example assignment that you might use for students:

There are numerous leadership theories that exist. Deciding on the application of those theories includes understanding the current organizational culture and context. Research implicit leadership theories – or the preconceived ideas or thought that each individual has about leadership and leaders that they carry with them. How can implicit leadership theories help us to better understand the type of leadership that create positive change in an organization? Also, how can we use implicit theories of leadership to better understand the evaluation or criticism of a specific leader? What effect do implicit leadership theories have on training or development of employees and leaders?

## Classroom Discussion

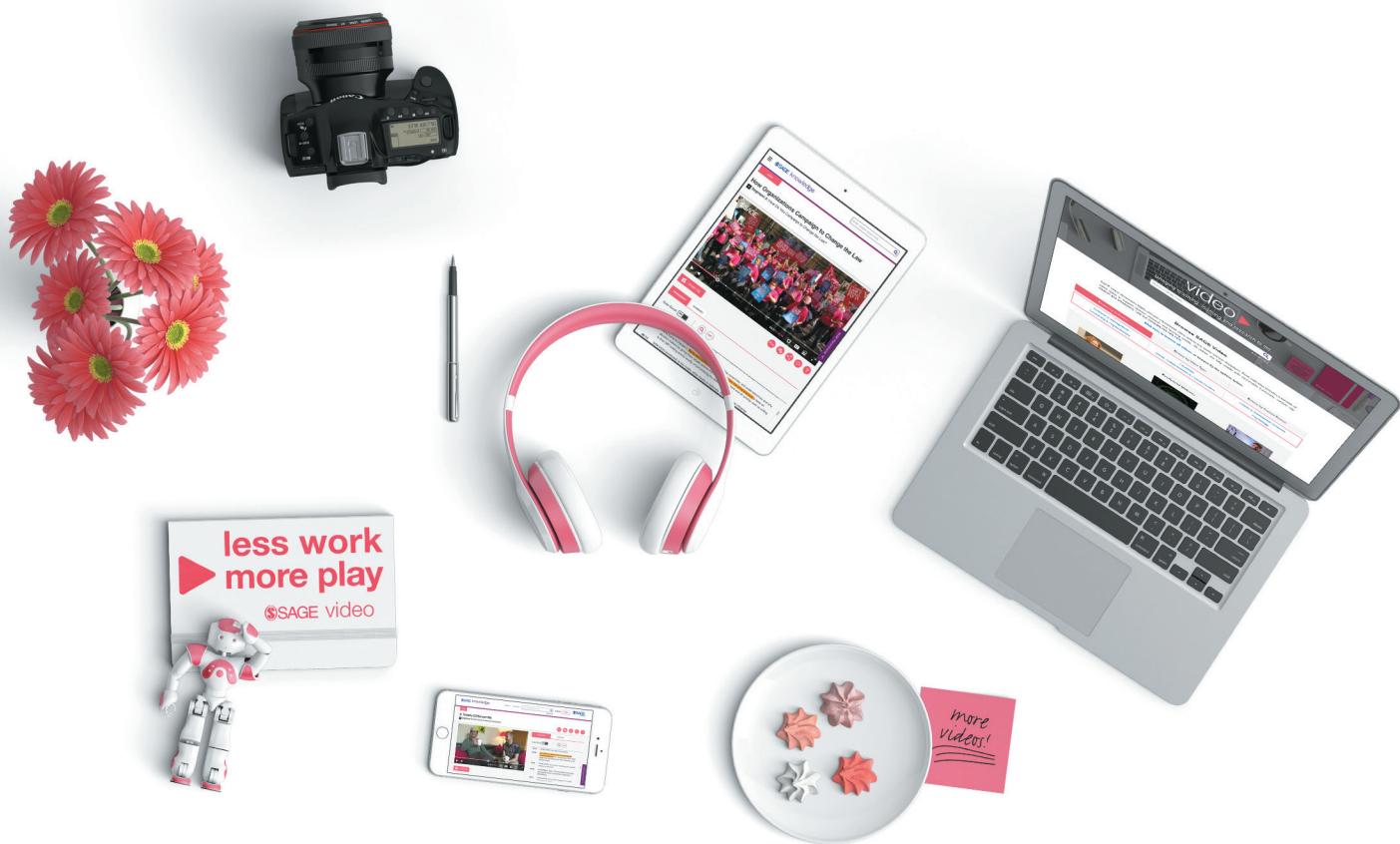
Here are example questions which might be used for in-class discussion:

- 1 What is one way that a leadership theory can be translated into practice? How can a larger audience be reached?
- 2 What is ethical leadership? How does this leadership style benefit an organization?
- 3 What are the attributes of toxic leaders? How can an organization challenge and overcome toxic leadership?



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# SAGE video

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Leadership

Teaching with Panel Discussion Video

## Content Type

A *panel discussion* is a conversation between several experts in a field about a typically more upper level concept that spotlights the most cutting-edge research.

### Bridging the Divide between Psych and the Tech Industry

<http://sk.sagepub.com/video/bridging-the-divide-between-psych-and-the-tech-industry>

In this video, you will see a panel discussion on the topic “Bridging the Divide between Psych and the Tech Industry.” The panel is composed of experts from the tech industry that have worked on successful projects with the psychological scientists. The conversation covers the important outcomes that emerge from successful partnerships between academia and the tech industry. Panelists include professionals from companies such as Intel, Netflix and Google. The panelists share best practices for collaboration, share experiences that were problematic, and provide encouragement to pursue areas of research that may not be obvious to companies. The panel concludes with a discussion of the skill sets that new applicants should possess to work in the tech industry, as well as the importance of mentorship.

## Suggested Courses or Topics

This panel discussion video can be used in any course examining:

- ▶ Research methodology
- ▶ Collaboration
- ▶ User experience
- ▶ Organizational research
- ▶ Cultural research
- ▶ Psychological research

## Classroom Clips

Listed below are a few examples of clips that focus on key concepts:

- ▶ **15:14-16:23**; Methodology, collaboration with academia
- ▶ **21:53-23:05**; Successful projects, dissertation research
- ▶ **39:15-40:55**; Data sets and research
- ▶ **41:35-43:46**; Industry projects, internships, organizational opportunities, networks

## Research Assignment

See below for an example assignment that you might use for students:

Data has been called the new oil. So, access to data is extremely important to the research process and to developing new knowledge. One way in which a researcher might be able to get access to large data sets would be to collaborate with a corporation or industry partner. Research some ways that corporations could provide rich data sets to academic researchers that would be mutually beneficial without sacrificing confidentiality. Are there best practices, or would organizations need to develop new strategies for individual projects? Are there industries that are better suited for this type of collaboration than others? For example, is the automobile industry better suited than healthcare? How do you see this type of collaboration being beneficial to society more broadly?

## Classroom Discussion

Here are example questions which might be used for in-class discussion:

- 1 What are examples of some ways that academics can be useful in pushing industry research forward?
- 2 What are the best avenues for creating partnerships between academics and industry experts to work on collaborative projects?
- 3 How can companies best incentivize academics to work on industry projects?

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# **SAGE** video

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**Leadership**  
Teaching with Tutorial Video

## Content Type

A *tutorial* offers practical advice from leading thinkers and practitioners on how to apply concepts.

### Diversity & Inclusion in Leadership

<http://sk.sagepub.com/video/diversity-and-inclusion-in-leadership>

In this tutorial, you will hear from Dr. Heather Scott, Assistant Professor and Director of Leadership Studies at Kennesaw State University. Dr. Scott will define diversity and inclusion in the context of an organization. She then explores and identifies the barriers, as well as methods, to overcoming the barriers of diversity and inclusion.

## Suggested Courses or Topics

This tutorial video can be used in any course examining:

- ▶ Diversity
- ▶ Inclusion
- ▶ Organizational leadership
- ▶ Individual differences

## Classroom Clips

Listed below are a few examples of clips that focus on key concepts:

- ▶ **1:25-2:04;** Diversity and inclusion, human differences
- ▶ **3:10-3:55;** Barriers to diversity and inclusion
- ▶ **4:23-5:10;** Respect and acceptance, overcoming obstacles

## Research Assignment

See below for an example assignment that you might use for students:

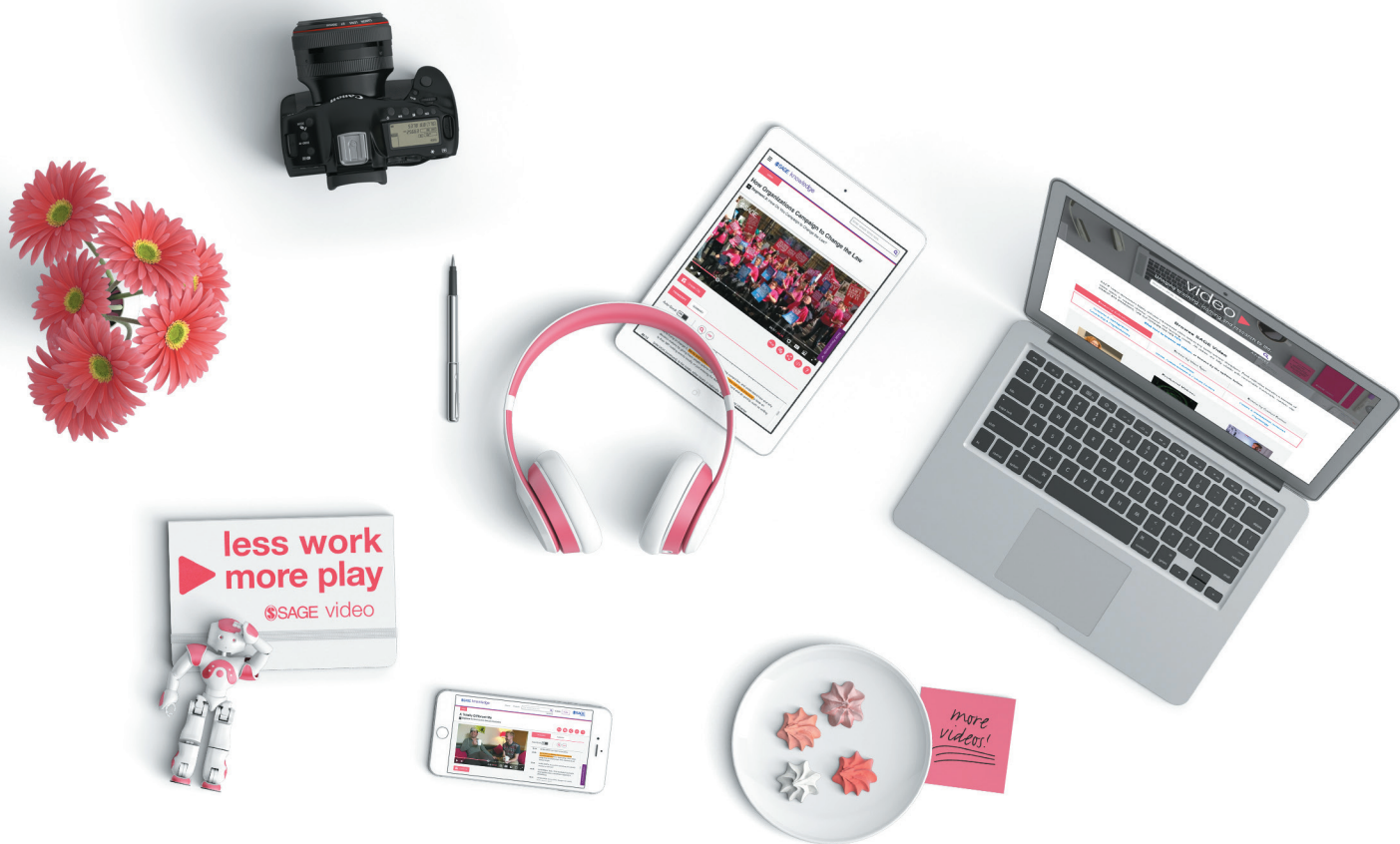
Diversity and inclusion have become very important areas of interest to organizations nationwide. Not only to promote the respect for and welcoming of individual differences, but because having diverse individuals present yields a more representative outcome. Research a company that has made diversity and inclusion part of their core competencies or mission statement. What do you notice about how that company values their employees, and what types of infrastructure has been put in place to ensure that the culture supports individual identities and values diversity in its leadership composition and practice? How can other companies emulate the positive moves that this organization has made towards true inclusion?

## Classroom Discussion

Here are example questions which might be used for in-class discussion:

- 1 How does diversity differ from inclusion?
- 2 How can organizations push past the rhetoric of diversity and inclusion, and make actionable progress towards creating an inclusive culture?
- 3 How can an organization overcome some of the barriers to diversity and inclusion?





# **SAGE** video

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Teaching with Video Case Study Video



## Content Type

A *video case* examines a certain context or problem to help shed further light on a key course topic. Using a case study video for a particular discipline will allow for a more in-depth examination of a specific issue.

### Creating a Positive Work Environment: The Case of Rushden Academy

<http://sk.sagepub.com/video/creating-a-positive-work-environment-the-case-of-rushden-academy>

In this video case, you will hear from Jane Burton, the principal at a school named Rushden Academy. This film will provide you with background on the school and how the leadership team was able to turn around a school that suffered from a number of challenges, including a lack of vision, purpose, and collegiality. You will see over time that the creation of a defined, shared vision was key to shifting the culture of the school to a place that is energized and positive. You will see that open communication, visibility of shared purpose, and autonomy are the new hallmarks of the environment at Rushden.

## Suggested Courses or Topics

This video case can be used in any course examining:

- ▶ Work environment
- ▶ Teamwork
- ▶ Distributed leadership
- ▶ Team leadership
- ▶ School culture
- ▶ Inclusion

## Classroom Clips

Listed below are a few examples of clips that focus on key concepts:

- ▶ **3:35-3:55**; Common purpose, role expectations
- ▶ **4:00-4:22**; Distributed leadership, autonomy
- ▶ **7:50-8:15**; Organizational communication
- ▶ **10:25-11:00**; Expectations, messaging, vision

## Research Assignment

See below for an example assignment that you might use for students:

Creating a positive work environment can yield many positive outcomes for an organization and its stakeholders. These positive outcomes could include growth, safety, and the achievement of goals, among others. The steps to creating a positive work environment begins with agreement on organizational values and shared vision. Research an organization that you believe to have a positive work environment. Document the core values and core competencies of the organization. Also, have a look at the organizational team and their backgrounds. How do organizational values, people, and processes work together to ensure a positive work environment in an organization? What attributes are most important to foster in the creation of a work environment that is inclusive and supportive?

## Classroom Discussion

Here are example questions which might be used for in-class discussion:

- 1 What are examples of practices that an organization can adopt that would lead to a positive work environment?
- 2 What role does failure play in the creation of a positive work environment?
- 3 How can leadership encourage workers to want to work towards a common goal and shared vision?



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