IE-PROFESSIONAL SKILLS

IE University
Professor: PALOMA MARTINEZ DE VELASCO HELAIN
E-mail: pmh@faculty.ie.edu

Academic year: 19-20
Degree course: FIRST
   Semester: 2º
Category: COMPULSORY
Number of credits: 3.0
Language: English

PREREQUISITES
There are no prerequisites for this course. However, it is expected that all the students should have attended to "Presentation Skills" class prior to attend this course.
SUBJECT DESCRIPTION

In the era of the Fourth Industrial Revolution, where individuals and organizations are in constant evolution and change, you need to develop a mix of hard and soft skills in order to succeed. In organizations that are in a constant state of flux, it is the ones that are most able to adapt that survive. On the course we teach you how to be a leader, not just a manager, and in the widest sense possible – giving you the necessary professional skills to become a leader first of yourself and then of others.

This involves being to develop a vision for yourself and for your team and organization, be able to communicate that vision to others in a way that inspires, motivates and stimulates them to action. That also means understanding how to help them overcome resistance to change, integrate that change in the organization and overcome obstacles in the achievement of that vision. Being a leader does not mean ruling from a given position of authority in an established hierarchy – it means stepping up in difficult moments and using specific skills to bring people with you. A leader in the 21st century is part of the group, at the front, but still part of it, leading the way, helping those who have fallen to rise, and constantly keeping the guiding star fresh in people’s minds. No longer is there any room for a manager that leads from the back with a whip.

On this course we cover all of those skills that you need to be that leader: understanding perception (perhaps others only see the ground in front of them and not that guiding star), leadership and what is at stake in organizations, what you need to make a decision, to motivate and how to develop your emotional intelligence, dealing with difficult conversations, understanding how others perceive you, being able to take effective decisions, giving feedback on the ‘journey’ you and your companions are on, negotiating in order to achieve the goals of the individual and the group, persuasion where necessary, and inner awareness, resilience and patience when the going gets tough.

This subject does not require the use of a laptop in class except when asked by the professor. Not complying with this rule is taken into account in the final grading of the course.
SUBJECT DESCRIPTION
In the era of the Fourth Industrial Revolution, where individuals and organizations are in constant evolution and change, you need to develop a mix of hard and soft skills in order to succeed. In organizations that are in a constant state of flux, it is the ones that are most able to adapt that survive. On this course we teach you how to be a leader, not just a manager, and in the widest sense possible – giving you the necessary professional skills to become a leader first of yourself and then of others.

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OBJECTIVES AND SKILLS

2.1. Conceptual objectives

? To establish the elements that you need to take into account to manage your personal and professional lives
? To identify your development needs in regards to those features
? To learn the theoretical concepts and to practice the most important competencies in a “reduced risk” environment
? Experience and experiment with key leadership features within an organization (considering the group in the class to be a living organization)
? Handle difficult situations with emotional intelligence and interpersonal tact and savvy.

2.2. Professional skills
- Effective Communication: active listening and the art of asking questions
- Perceptions and decision making
- Managing difficult conversations
- Delivering ON objectives
- Being creative & proactive
- Empathy
- Riding change (being proactive, being flexible, introducing changes …)
- Learn to observe
- Learn to learn
- Coaching
- Giving and receiving feedback
- Motivating
- Negotiating
- Managing emotions
- Self-development
- Adapting your leadership style
- Understanding our sphere of influence

2.3. Learning outcomes

After completion of the module the student will be able to:
? Understand the place of personal competencies in the present professional environment
? Commit to further developing his/her existing skills & talents, and build upon his/her strengths.
? Understand effectively and give feedback correctly
? Engage in difficult conversations
? Use empathy to understand collaborators’ interests
? Stop and self-reflect and use that self-reflection to take action and change what they need to change.
OBJECTIVES AND SKILLS

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- To establish the elements that you need to take into account to manage your personal and professional lives
- To identify your development needs in regards to those features
- To learn the theoretical concepts and to practice the most important competencies in a “reduced risk” environment
- Experience and experiment with key leadership features within an organization (considering the group in the class to be a living organization)
- Understand how to communicate effectively to achieve goals and maintain focus at an individual and group level.
- Handle difficult situations with emotional intelligence and interpersonal tact and savvy.

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- Understand effectively and give feedback correctly
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- Understand the place of personal competencies in the present professional environment
- Use empathy to understand your collaborators’ interests
- Stop and self-reflect and use that self-reflection to take action and change what you need to change.
- Understand the key elements of a Collaborative Negotiation style.
- Be assertive, not aggressive, in achieving your goals.
METHODOLOGY
The workshop uses a combination of techniques and concepts, to enhance personal and group learning through:

- Presentations
- Videos
- Personal experiences
- Games
- Role-plays
- Group discussions
- Questionnaires
- Share best practices
- Activities
- Practical cases
- Etc…

To get all the benefits of the program, it is very important to bring to the session an open mind and a participative attitude.

It is critical to make a practical approach, where participants will experience and practice the necessary tools and behaviors of a 21st Century leader.

Between sessions, participants will practice the behaviors in their personal lives and identify their best practices and areas for development.
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<table>
<thead>
<tr>
<th>Teaching methodology</th>
<th>Weighting</th>
<th>Estimated time a student should dedicate to prepare for and participate in</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lectures</td>
<td>26.67 %</td>
<td>20 hours</td>
</tr>
<tr>
<td>Discussions</td>
<td>26.67 %</td>
<td>20 hours</td>
</tr>
<tr>
<td>Exercises</td>
<td>13.33 %</td>
<td>10 hours</td>
</tr>
<tr>
<td>Group work</td>
<td>33.33 %</td>
<td>25 hours</td>
</tr>
<tr>
<td>Other individual studying</td>
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<td>0 hours</td>
</tr>
<tr>
<td>TOTAL</td>
<td>100.0 %</td>
<td>75 hours</td>
</tr>
</tbody>
</table>
PROGRAM

SESSION 1

GENERAL OBSERVATION
If you want to be successful in any field, being a professional is essential. But being a professional requires more than having specialized knowledge or dressing appropriately for the situation. Professional skills are value-added skills essential to any career.

SESSION 1: INTRODUCTION

? Introduction to the course & assignments
? Evaluation Criteria
? Assigning students to different teams

SESSIONS 2 - 5

ME & MYSELF
In these sessions, the focus will be on discovering and developing your best self and becoming more self aware, with an eye to your future professional life.

SESSIONS 6 - 10

ME & THEM
In these sessions, we will cover aspects related to the first contact with the people you will interact with in your professional lives.

SESSIONS 11 - 14

ME & WE
In these final sessions, we will cover techniques and skills to facilitate working in a team environment.

SESSION 15

FINAL EXAM
BIBLIOGRAPHY
5.1 No Compulsory Readings

5.2 Recommended
EVALUATION CRITERIA

6.1. GENERAL OBSERVATIONS

Assistance to the classes is mandatory, taking into account the general considerations of IE University: students must assist to at least 70% of the sessions.

Students that are not able to pass the Program after the second attempt will have to do the Program again in the next course. They will not participate in the sessions, but will do some specific activities that the teacher will prepare for them.

Students are expected to arrive on time for each class and to remain for the entire session. This subject does not require the use of a laptop in class except when the professor asks for it.

Please demonstrate courtesy and respect for the professor and for other students during class by turning off cell phones, not using the computer during the class, not reading the newspaper during class, not sitting in the back talking about non related topics, not leaving the room to go to the toilets, etc. Not complying with this rule hinders students’ participation grade.

6.2. EVALUATION AND WEIGHTING CRITERIA (indicative, can be modified)

Each professor will explain their own criteria during the first session. Your final grade in the course will be based on both individual and group work of different characteristics that will be weighted in the following way.

<table>
<thead>
<tr>
<th>Criteria</th>
<th>Percentage</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Class Participation</td>
<td>25 %</td>
<td></td>
</tr>
<tr>
<td>Workgroups</td>
<td>25 %</td>
<td>Group Project</td>
</tr>
<tr>
<td>Individual Assignment</td>
<td>20 %</td>
<td></td>
</tr>
<tr>
<td>Personal Presentation</td>
<td>10 %</td>
<td></td>
</tr>
<tr>
<td>Multiple Choice</td>
<td>20 %</td>
<td></td>
</tr>
</tbody>
</table>

A. CLASS PARTICIPATION

Students should prepare each class and be an active participant in class discussion. Each student is required to attend each of the classes (if you are unable to attend a class, please let me know before the class). Your participation grade will reflect my assessment of your assistance and total contribution to the learning environment.

BEING PHYSICALLY THERE, DOES NOT COUNT AS PARTICIPATION. All the students are accountable for the outcome of this course.
Each professor is free to use their own criteria to evaluate class participation. However, used as a common basis, our judgment will take into account the following four criteria:

- Depth and Quality of Contribution: The most important dimension of participation concerns what it is that you are saying. A high quality comment reveals depth of insight, rigorous use of case evidence, consistency of argument, and realism.
- Moving Your Peers’ Understanding Forward: Great ideas can be lost through poor presentation. A high quality presentation of ideas must consider the relevance and timing of comments, and the flow and content of the ensuing class discussion. It demands comments that are concise and clear, and that are conveyed with a spirit of involvement in the discussion at hand.
- Frequency: Frequency refers to the attainment of a threshold quantity of contributions that is sufficient for making a reliable assessment of comment quality. The logic is simple: if contributions are too few, one cannot reliably assess the quality of your remarks. However, once threshold quantity has been achieved, simply increasing the number of times you talk does not automatically improve your evaluation. Beyond the threshold, it is the quality of your comments that must improve. In particular, one must be especially careful that in claiming more than a fair share of “airtime”, quality is not sacrificed for quantity. Finally, your attempts at participation should not be such that the instructor has to “go looking for you”. You should be attempting to get into the debate on a regular basis.
- Respect: any disturbance or lose of respect for the professor and/or students (chatting with colleagues, using your laptop / mobile phone, etc.) will entitle the professor to give a 0 independently of the overall participation.

B. GROUP PROJECT
Further details will be given by the professor during session 1.

C. INDIVIDUAL ASSIGNMENT
Further details will be given by the professor during session 1

D. MULTIPLE CHOICE FINAL EXAM
A multiple choice final exam will take place during the last session. Further details will be given by the professor during session 1.

E. INDIVIDUAL PRESENTATION
Further details will be given by the professor during session 1.

07th November 2019
RE-SIT / RE-TAKE POLICY

- Each student has 4 chances to pass any given course distributed over two consecutive academic years; ordinary call exams and extraordinary call exams (re-sits) in June/July.
- Students who do not comply with the 70% attendance rule during the semester will fail both calls for this Academic Year (ordinary and extraordinary) and have to re-take the course (i.e., re-enroll) in the next Academic Year.
- Evaluation criteria will be subject to the following rules:
  - Students failing the course in the ordinary call (during the semester) will have to re-sit the exam in June / July (except those not complying with the attendance rule, who will not have that opportunity and must directly re-enroll in the course on the next Academic Year).
  - The extraordinary call exams in June / July (re-sits) require your physical presence at the campus you are enrolled in (Segovia or Madrid). There is no possibility to change the date, location or format of any exam, under any circumstances. Dates and location of the June / July re-sit exams will be posted in advance. Please take this into consideration when planning your summer.
  - The June / July re-sit exam will consist of a comprehensive exam. Your final grade for the course will depend on the performance in this exam only; continuous evaluation over the semester will not be taken into consideration. Students will have to achieve the minimum passing grade of 5 and the maximum grade will be capped at 8.0 (out of 10.0) – i.e., “notable” in the re-sit exam.
  - Re-takers: Students who failed the subject on a previous Academic Year and are now re-enrolled as re-takers in a course will need to check the syllabus of the assigned professor, as well as contact the professor individually, regarding the specific evaluation criteria for them as re-takers in the course during that semester (ordinary call of that Academic Year). The maximum grade that may be obtained in the retake exam (3rd call) is 10.0 (out of 10.0).
- After ordinary and extraordinary call exams are graded by the professor, you will have a possibility to attend a review session for that exam and course grade. Please be available to attend the session in order to clarify any concerns you might have regarding your exam. Your professor will inform you about the time and place of the review session.

- Students failing more than 18 ECTS credits after the June-July re-sits will be asked to leave the Program. Please, make sure to prepare yourself well for the exams in order to pass your failed subjects.

- In case you decide to skip the opportunity to re-sit for an exam during the June / July extraordinary call, you will need to enroll in that course again for the next Academic Year as a re-taker and pay the corresponding extra cost. As you know, students have a total of 4 allowed calls to pass a given subject or course, in order to remain in the program.

ACADEMIC INTEGRITY:
Cheating and plagiarism will not be tolerated. Anyone found cheating or plagiarism will at a minimum receive a “0” on the affected assignment and an automatic lowering of your final course grade one full letter grade and will be referred to the University Judicial System for further action. Further penalties could include a note on your transcript, failing the class, or expulsion from the university.

DISABLED STUDENTS:
To request academic accommodations due to a disability contact IE University appropriate person. If you have a letter from DSS indicating that you have a disability that requires accommodation, please present the letter to your instructors promptly.

STUDENT PRIVACY STATEMENT:
At times, students may disclose personal information through class discussions. It is expected that the class will respect the privacy of their classmates. The information disclosed in the class will not be repeated or discussed with other students outside of the course.
DECISIONS ABOUT GRADES are made carefully, and are final at the end of the semester. Please do not contact the professor about a grade change unless there has been a clerical error, which you can document. Professors do not give “extra credit” or makeup assignments at the end of the semester. Also, please note that any disputes about grades from earlier in the course must be resolved before the end of the Program. Once we arrive in the end of the Program period, your grade from earlier in the semester is set.

PROFESSOR BIO
Professor: **PALOMA MARTINEZ DE VELASCO HELAIN**
E-mail: pmh@faculty.ie.edu

**PALOMA MARTÍNEZ DE VELASCO**

**Research Areas**
Communication, Leadership, Organizational Behavior.

**Academic background**
- Master in Law (University of Miami)
- Institut des Hautes Etudes Internationales (Paris – Assas)
- Diplôme Etudes Approfondies (Université PAnthéon-Assas_Paris II)
- Law (Complutense University)

**Teaching and Research experience**
- Adjunct professor IE University (Madrid & Segovia – Spain) – 2012-2019
- Professor MrMarcel School (Madrid) 2018-2020
- Adjunct Professor IED Master (Madrid) 2017-2019
- Adjunct Professor Master in Global Television Management_University Juan Carlos I (Madrid) 2017
- Adjunct professor University Antonio de Nebrija (Madrid – Spain) – 2014- 2015
- Lecturer Lycée Français de Madrid (Madrid – Spain) - 2013 – 2018


**Working experience**
- Communication & Corporate Trainer, Founder Alcuadrado Desarrollo Personal (Madrid) since 2006
- Public Speaking Trainer, Expresarte (Madrid) 2004-2006
- Lawyer, Grupo Santillana de Ediciones (Madrid) 2000-2001
- Lawyer, L’Oréal (Paris) 1997-2000

Paloma combines her work in academia with a 12 years old professional activity improving people’s competencies. She started her career as a legal counsel in L’Oréal and Grupo Santillana de Ediciones. In 2007, she made a radical career change creating Alcuadrado Desarrollo Personal where she assesses and accompanies professionals in their personal development, designing and facilitating interpersonal skills training programs. Passionate about theater she started applying theater techniques to develop people’s communication skills. Devoted to people and organizations’ development within complex and multicultural environments, she seeks to help people improve their performance always starting form encouraging the individual in their own professional evolution. Iberian Partners, Repsol, Accenture, Siemens Healthineers, BNP Paribas, Edenred, Cobra, Deloitte, L’Oréal are some of the clients that have given her their trust.

**BIBLIOGRAPHY**

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07th November 2019
CODE OF CONDUCT IN CLASS

1. **Be on time:** Students arriving more than 5 minutes late will be marked as “Absent”.
   Only students that notify in advance in writing that they will be late for a specific session may be granted an exception (at the discretion of the professor).

2. **If applicable, bring your name card and strictly follow the seating chart.** It helps faculty members and fellow students learn your names.

3. **Do not leave the room during the lecture:** Students are not allowed to leave the room during lectures. If a student leaves the room during lectures, he/she will not be allowed to re-enter and, therefore, will be marked as “Absent”.
   Only students that notify that they have a special reason to leave the session early will be granted an exception (at the discretion of the professor).

4. **Do not engage in side conversation.** As a sign of respect toward the person presenting the lecture (the teacher as well as fellow students), side conversations are not allowed. If you have a question, raise your hand and ask it. If you do not want to ask it during the lecture, feel free to approach your teacher after class.
   If a student is disrupting the flow of the lecture, he/she will be asked to leave the classroom and, consequently, will be marked as “Absent”.

5. **Use your laptop for course-related purposes only.** The use of laptops during lectures must be authorized by the professor. The use of Social Media or accessing any type of content not related to the lecture is penalized. The student will be asked to leave the room and, consequently, will be marked as “Absent”.

6. **No cellular phones:** IE University implements a “Phone-free Classroom” policy and, therefore, the use of phones, tablets, etc. is forbidden inside the classroom. Failing to abide by this rule entails expulsion from the room and will be counted as one absence.

7. **Escalation policy: 1/3/5.** Items 4, 5, and 6 above entail expulsion from the classroom and the consequent marking of the student as “Absent.” IE University implements an “escalation policy”: The first time a student is asked to leave the room for disciplinary reasons (as per items 4, 5, and 6 above), the student will incur one absence, the second time it will count as three absences, and from the third time onward, any expulsion from the classroom due to disciplinary issues will entail 5 absences.