



LEADERSHIP – LAW 6930
FALL 2025 - 2 CREDITS

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Class Meeting: **Holland Hall 285D**
Office Hours: **After Class & By Appointment**

COURSE DESCRIPTION

Success in today's world requires becoming a continuous learner far beyond the traditional classroom setting.

This course takes the point of view that while formal instruction may move the needle somewhat, leadership is more learned than taught and that humans learn best through stories with an emotional arc that help us remember especially in the key moments of decision. To know and not do is to not know.

This seminar explores leadership from a practical perspective. In the era of the knowledge worker, command and control leadership no longer works. The effective leader operates through culture, commitment, collaboration and cooperation, a style often known as stewardship leadership.

A significant portion of this course will be student-taught, the skill of developing others and oneself being a major component of leadership. The instructor's contribution will be to provide structure and guidance by sharing insights and a litany of significant leadership errors he has made over the last 50 years and painful lessons learned thereby.

Nathan S. Collier is the owner and Executive Chair of The Collier Companies (TCC) which controls 2.5 billion in assets and owns over 13,000 Apartment Homes including seven, 300+ apartments, developments currently underway around Florida and employs approximately 400 Team Members. Building upon purchase of a single-family house over 50 years ago, NSC had a vision of creating a different kind of company, based upon a culture of respect and personal and professional growth. Doing so required becoming a self-taught leader, lacking in person mentors, NSC turned to books and his home office is literally four walls of floor to ceiling books covering (beyond a good-sized sci-fi section) every aspect of leadership, business, and personal growth.

COURSE OBJECTIVES

Beyond stewardship/servant leadership, the course will focus on 360-degree leadership and two forms of power: positional power (external) and personal power (internal). The first is conveyed by formal or legal structure and can be taken away; the second is your internal abilities and character. While skill sets can atrophy and character must be maintained, personal power cannot be taken away by external forces and is key to both 360-degree leadership and stewardship leadership. One course objective will be for you to understand and apply the differences between positional and personal power.

Stewardship and 360-degree leadership require developing a high level of emotional intelligence which will be a major course focus. Another course objective is to sharpen, build, and hone your emotional intelligence through engaging in case-study analysis of real-world leadership challenges. Your EQ is the ability to recognize, understand, and manage one's own emotions, as well as to recognize, understand, and influence the emotions of others. It involves a combination of self-awareness, self-regulation, social awareness, and relationship management. Individuals with high emotional intelligence are adept at perceiving emotions, both their own and those of others, and using this awareness to navigate social interactions, build relationships, and make sound decisions. Emotional intelligence is considered a key factor in personal and professional success, as it contributes to effective communication, conflict resolution, empathy, and leadership skills.

CLASS TIME, LOCATION, & SCHEDULE

Class will be held on Thursday mornings from 10:00 AM - 12:00 PM in Holland Hall 285D.

OFFICE HOURS

I am available after every class for at least one hour of office hours. I will be available for appointments outside of class, as well; please email me to arrange and CC Christy Barnes in your requests.

CLASS ATTENDANCE POLICY

Students are expected to attend and participate in class. I am assuming that each student enrolled in this course is committing to attend every class to the best of their abilities, and class attendance is required by both the ABA and the Law School.

Attendance is mandatory and an essential part of the course. In accordance with ABA guidance, you are allowed a total of one absence from class, for any reason (including for illness, medical appointments, job interviews, school activities, work tasks, family issues, and the like). UF Law respects students’ [observance of religious holidays](#), but you must notify me in advance of those religious observance-related absences. To respect your privacy, I do not otherwise differentiate between “excused” or “unexcused” absences. As a result, there is no need to tell me why you will be or were absent from class, so long as you have two or fewer absences total. If possible, professional courtesy encourages you to notify me if you will not be in class. More than two absences could result in preventing you from submitting your paper and failing the course. Please budget accordingly so that you are not left at the end of the semester with a needed absence and your budget depleted.

Please do not arrive late to class, leave early, or leave to take a break during class absent extenuating circumstances. Please turn off your cell phone during class. I reserve the right to lower your final grade if you engage in behavior that disrupts the learning environment for your classmates.

Regarding out of class work, ABA Standard 310 requires that students devote 120 minutes to out-of-class preparation for every “classroom hour” of in-class instruction. Each class is approximately two hours in length, requiring at least 4 hours of preparation outside of class including reading the assigned materials, completing written assignments, and preparing to present assigned material.

Setting aside these exceptions, for each absence beyond one, your grade will be reduced by one-third of a grade (e.g., A- to B+). If you miss more than the allowable scheduled classes, I have the discretion to render you ineligible to receive credit for the course.

This policy starts on the first day of classes, not the end of the drop/add period.

CLASSROOM ETIQUETTE:

All members of the class are expected to follow rules of common courtesy in all email messages, threaded discussions, chats and in class discussions. Please do not disparage or discourage others’ views and participations.

COMPLIANCE WITH UF HONOR CODE:

Academic honesty and integrity are fundamental values of the University community. Students should be sure that they understand the [UF Law Honor Code](#). The UF Law Honor Code also prohibits use of artificial intelligence, including, but not limited to, ChatGPT and Harvey, to assist in completing quizzes, exams, papers, or other assessments.

COURSE EXPECTATIONS AND GRADING EVALUATION:

This class is graded. Students are expected to contribute meaningfully to the learning experience and will be graded on class participation and a final exam. Articulate and intelligent engagement will be greatly appreciated. You will be provided with a name plate that will be collected at the end of each class. **PLEASE DISPLAY YOUR NAME PLATE AT EACH CLASS. Instructor has a bit of [face blindness](#), name plates help tremendously.**

ASSESSMENT & GRADES

This is a two-credit seminar with a writing requirement. Your grade will be determined as follows:

Class Participation*	10%
Final Exam	90%

*Attendance is not considered participation. Factors that influence your participation grade include preparedness when called upon, willingness to volunteer in class discussions, and proactiveness in providing insightful in-class discourse with me and your peers.

Please be sure to register for the Canvas course and have any required materials with you in print or easily accessible electronic form in class. You are responsible for checking your Canvas page and the e-mail connected to the page on a regular basis for any class announcements or adjustments.

INFORMATION ON UF LAW GRADING POLICIES:

The Levin College of Law’s mean and mandatory distributions are posted on the College’s website and this class adheres to that posted grading policy. The following chart describes the specific letter grade/grade point equivalent in place:

Letter Grade	Point Equivalent	Letter Grade	Point Equivalent	Letter Grade	Point Equivalent
A (Excellent)	4.00	B-	2.67	D+	1.33
A-	3.67	C+	2.33	D (Poor)	1.00
B+	3.33	C (Satisfactory)	2.00	D-	0.67
B	3.00	C-	1.67	E (Failure)	0.00

Please review the law school’s [grading policy](#) for more information.

EXAM DELAYS AND ACCOMMODATIONS:

Please review the law school’s policy on [exam delays and accommodations](#) for more information.

STATEMENT RELATED TO ACCOMODATIONS FOR STUDENTS WITH DISABILITIES

Students requesting accommodations for disabilities must first register with the [Disability Resource Center](#) (“DRC”). Once registered, students are encouraged to coordinate with the DRC as early as possible in the semester to ensure that proper [protocols](#) are followed to ensure accommodations can be provided to the student. Students may access information about various resources on the UF Law Student Resources Canvas page.

STUDENT COURSE EVALUATIONS

Students are expected to provide professional and respectful feedback on the quality of instruction in this course by completing course evaluations online via GatorEvals. Click [here](#) for guidance on how to give feedback in a professional and respectful manner. Students will be notified when the evaluation period opens and may complete evaluations through the email they receive from GatorEvals, in their Canvas course menu under GatorEvals, or via <https://ufl.bluera.com/ufl/>. Summaries of course evaluation results are available to students [here](#).

OTHER REQUIRED INFORMATION:

Other information about UF Levin College of Law policies, including compliance with the UF Honor Code, Grading, Accommodations, Class Recordings, and Course Evaluations can be found at this link: <https://ufl.instructure.com/courses/427635/files/74674656?wrap=1>

COURSE SCHEDULE OF TOPICS AND ASSIGNMENTS

This syllabus is offered as a guide to the direction of the course. Our pace will depend in part on the level of interest and the level of difficulty of each section and is subject to change.

Case Studies

1. *El Faro: Leadership & the unseen impact of culture and language*
2. *Office Depot: You Can’t See Reality from your Corner Office*
3. *Front Desk: Put on your Systems Thinking Cap*
4. *I Can’t be Silent: Leading without Power*

Reading List

1. ***The 21 Irrefutable Laws of Leadership*** by John C. Maxwell (covers core leadership)
2. ***Multiplier*** by Liz Wiseman (covers culture, talent, and team dynamics)
3. ***Start with Why*** by Simon Sinek (covers purpose, influence, and motivation)
4. ***Radical Candor*** by Kim Scott (covers communication and feedback)
5. ***Predictable Surprises: The Disasters You Should Have Seen Coming, and How To Prevent Them*** by Max Bazerman/Michael Watkins (covers strategic risk and crisis leadership)

Questions to Ponder

- What is a leader?
- What would qualify you to be a leader?
- How does one become a leader?
- How do you develop leaders?
- How does one cultivate good followers?
- How to create the psychological safety that encourages speaking truth to power?
- How important is organizational culture to a leader?
- How important is a leader to an organization’s culture?
- How does a leader change an organizations culture? Or can it even be done?
- How to create support for an organization’s mission/purpose?
- What does it take for people to buy into the ‘Why?’
- How should a leader make decisions? Communicate?
- Does it vary by type of organization or mission?
- What is your decision-making style? Communication Style?
- Does it help to be an extrovert? Good storyteller? Empathic?
- How important is IQ? EQ? Personality?
- How important is relatability? Connection? Being ‘human’? Authenticity?
- Should a leader show vulnerability? What are appropriate boundaries?

LEADERSHIP CLASS SCHEDULE	
Date	Discussion
08/27/2025	<p>Mutual Introduction: What do you want from this course? What would be a mega value add for you? Why are you getting a law degree? What are your ultimate life goals, personal and professional, and how can I help you? How can leadership skills help you? What is your preferred leadership style? Tell me about the worst leadership experience you’ve had and what you’ve learned from it? The best and what made it the best?</p> <p>I was definitely not born with ‘Leader’ tattooed on my forehead; I am by nature an introvert and a loner. By formal training I am an accountant, an auditor, an attorney, professions more known for fault finding than inspiration. However, I quickly learned that to get what I wanted, I needed the enthusiastic help of others. So, I began my leadership journey; mainly a matter of trial and error, error, and more errors with most lessons learned the hard way on a 50-year path from buying a single house with a \$1,000 down, at age 20, to owning 13,000 Apartment Homes and being answerable to and responsible to 400 Team Members and 30,000+ Customers.</p> <p>Introduction to 360-degree Leadership, Stewardship Leadership, Positional v. Personal Power, Stakeholder Capitalism, Power of Culture.</p>
09/03/2025	<p>Case Study: <i>El Faro</i>: Ensnared by Language, Constrained by Culture, Herded by Momentum The <i>El Faro</i> study examines the catastrophic sinking of the U.S.-flagged cargo ship El Faro during Hurricane Joaquin in October 2015, which resulted in the loss of all 33 crew members</p> <p>Guest Speaker: Jennifer Slone Tobin, Partner at Shutts & Bowen</p>
09/10/2025	<p>Case Study: Steve Kerr The Steve Kerr Harvard Business School case study examines the leadership philosophy and team-building approach of Steve Kerr, head coach of the Golden State Warriors, as he transforms the team into an NBA powerhouse.</p> <p>Guest Speaker: Angela Tharpe, Chief of Staff/President of Paradigm Group, Director of the Collier Family Office at The Collier Companies</p>
09/17/2025	<p>The Interview/I Can’t Unhear it: EQ: Emotional Intelligence EQ is a critical skill that enhances personal and professional success by enabling individuals to understand, manage, and express emotions effectively and improve self-awareness, empathy, and thus in turn improve interpersonal relationships, fostering better communication and collaboration in diverse settings.</p> <p>High EQ contributes to effective conflict resolution, resilience in stressful situations, and informed decision-making by balancing emotions with rational thought. In leadership, EQ is essential for inspiring and motivating teams, building trust, and navigating complex dynamics. As workplaces and communities grow more interconnected, developing EQ becomes vital for personal growth, adaptability, and creating a positive, inclusive environment.</p> <p>Guest Speaker: Philip Rosenthal, Chief Growth Officer at vLex</p>

09/24/2025	<p>Case Study: Front Desk</p> <p>Systems Thinking / <i>Upstream</i> by Dan Heath / <i>The 5th Discipline</i> by Peter Senge Systems thinking is a vital approach to crafting solutions by recognizing the complex interconnectedness of components, moving beyond linear cause-and-effect thinking to see patterns, feedback loops, and underlying structures that drive behavior.</p> <p><i>Upstream</i> explores addressing root causes rather than reacting to crises.</p> <p><i>The Fifth Discipline</i> is a transformative framework to see the interconnections in complex systems and address underlying patterns rather than symptoms; integrating four complementary disciplines—personal mastery, mental models, shared vision, and team learning—to foster collaboration, innovation, and adaptability.</p> <p>Guest Speaker: Bill Kwon, Founder, CEO, and Executive Leadership Coach at Crimson Strategy Group</p>
10/01/2025	<p>Case Study: Office Depot: You Can’t See Reality from your Desk</p> <p>Guest Speaker: Joshua Doyle, Executive Director of the Florida Bar Carlos G. Muñiz, Florida Supreme Court Chief Justice</p>
10/08/2025	<p><i>Need someone to teach the entire class</i></p> <p>Guest Speaker: Dr Joseph Glover, Provost at the University of Florida Cary White, Managing Director of Corporate & Investment Banking at Wells Fargo</p>
10/15/2025	I Can’t Be Silent: Leading Without Power: Personal Power vs. Positional Power
10/22/2025	<p>Case Study: United, Boeing, and Wells Fargo</p> <p>Guest Speaker: Dr Steve Motew, President and System CEO at UF Health</p>
10/29/2025	<p><i>Leadership BS</i> by Jeffrey Pfeffer In <i>Leadership BS</i>, conventional wisdom about leadership is challenged by exposing the gap between the idealized portrayals of leaders and the harsh realities of organizational behavior. Pfeffer critiques the leadership industry for promoting feel-good narratives over practical insights.</p> <p>Communication</p> <p>Guest Speaker: Marsha D. Powers, Board of Trustees with the University of Florida</p>
11/05/2025	<p>Case Study: Friendly Fire The <i>Friendly Fire Harvard Business School case study</i> explores the tragic accidental shooting of two U.S. Army Black Hawk helicopters by American fighter jets over northern Iraq in 1994, resulting in the deaths of 26 military personnel.</p>
11/12/2025	Critical Thinking Skills/Missing Data Sets/The Importance of Context
11/19/2025	Decisions
11/26/2025	NO CLASS: HOLIDAY BREAK
12/03/2025	<p><i>Learned Optimism</i> by Martin E.P. Seligman <i>Learned Optimism</i> explores the profound impact of optimism on success. Drawing from his pioneering research in positive psychology, Seligman demonstrates how individuals can shift from a pessimistic explanatory style - where setbacks are seen as permanent, pervasive, and personal - to a more optimistic perspective that fosters resilience.</p> <p>Guest Speaker: Angela Tharpe, Chief of Staff/President of Paradigm Group, Director of the Collier Family Office at The Collier Companies</p>

*Please be advised that class schedule and/or speakers are subject to change

FINAL EXAM DATE, TIME, AND LOCATION: _____