Management Division Core Course B6500

Lead: People, Teams, Organizations

J-Term 2015

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Required Course Material

The course packet will be handed out at Lead Orientation on Thursday January 15, 2015. Other reading material and links to Qualtrics can be found on Canvas https://canvas.gsb.columbia.edu/.

Course Overview and Objectives

The goal of this course is to enhance your skills for leading people, teams, and organizations. The course is designed as the first step on your academic and professional journey here at Columbia Business School. Our goal is to help you build your leadership toolkit and facilitate your ability to take charge of your own careers. The twin themes of the course are: (1) developing, managing, and leading yourself and others around you and (2) cultivating a thriving career for oneself.

A key task when leading, regardless of your career path, is to assemble the skills, talents, and resources of individuals and groups to solve problems and create new opportunities. You must manage people, information, and processes to accomplish organizational goals; you must make things happen, and often under conditions or timeframes that are not of your own choosing. You must also understand how to introduce your own skills and abilities into your teams. The successful execution of these tasks requires a vast array of leadership skills including the diagnosis of problems, making effective decisions, influencing and motivating others, managing the diversity of your personal contacts, optimizing cross-functional teams, driving culture and change, and negotiating with others effectively, all while maintaining ethics and integrity.

Although developing these skills requires time, experience, and commitment, this course sets the stage for you to identify where you can get the most leverage to enhance your leadership toolkit. The course provides fundamental tools from the behavioral and social sciences that will improve your ability to analyze people, team, and organizational dynamics and take robust action for more successful outcomes. You will have the opportunity to hone these skills both in and outside the classroom during your time here at Columbia Business School and as you continue throughout your career.

Course Format:
Each day we will focus on a particular set of leadership skills and challenges. Our goal will be to distinguish between effective and ineffective strategies. We will accomplish this through experiential exercises, case discussions, exploration of your own experiences, and application of broader lessons to produce entrepreneurial thinking where theory can meet practice.

You should come to class prepared by completing the pre-class assignments and readings. The class experience is key to your growth in Lead. Engaging in class through your full participation in the exercises and case discussions, asking thoughtful questions, and providing insights from your own experiences, will allow both you and your classmates to succeed.
Course Requirements and Assignments

As the first course of your academic experience, we collectively have a unique opportunity to create the kind of classroom culture that will allow you and your classmates to thrive here at Columbia Business School. This course is your first opportunity to lead. The purpose of the Columbia Core Culture is to promote a consistent classroom environment of mutual respect, preparation and engagement. Our expectation of you in class is to be:

Present: Your success depends on being on time and present for the entire class every session. Attendance will be part of your grade for class participation and students are expected to sit in their assigned seats.

Prepared: Complete any pre-work needed for class discussion. Bring your nameplate and clicker. Expect the professor to cold call in class.

Participating: Active participation calls for no electronic devices such as laptops, tablet computers, or smartphones during class, except if the professor tells you that the use of these devices is a part of in-class work.

Assignments:
Your final grade is composed of:
1. Course Contribution 20%
2. Lead Case Analysis 15%
3. Lead 360 Project 25%
4. Final Exam 40%

Course Contribution (20%)
Your course contribution grade will be based on the following elements: arrival on time to class, timely submission of pre-class assignments, engagement and participation in the classroom, and generally upholding the values of the Columbia Core Culture.

All class sessions involve active discussion. You should be prepared to share your ideas and to listen to the issues presented by your peers. Most participation in class will be voluntary; however, to ensure that everyone has the opportunity to be involved, individuals will also be called upon. Our goal is to create a culture where all students can learn from each other. The sooner you participate, the easier it will be for you to do so later in the course. Importantly, the course contribution grade is affected by more than just the quantity of your contributions. It is also affected by the quality of your comments. Quality discussion comments possess one or more of the following attributes:

* Offer a relevant perspective on the issue.
* Present careful analysis.
* Apply the theory and concepts offered in the readings and lectures.
* Move the discussion forward by building on previous contributions with new insights; do not repeat points already made by others.
* Ask good questions that signal critical thinking.
If you are not in class, you cannot participate. Likewise, tardy arrival to class interrupts the learning process for all. Please note that missing class (for any unexcused reason – see Student Affairs immediately to determine this) and being late will adversely affect your grade.

**Learning Team Case Analysis (15%)**
A key part of the learning process in this course is to take the lessons you are learning and apply them to real organizational situations. This will help to ensure that you are prepared to apply these tools within your own professional career. To facilitate this, you will be asked to complete the Learning Team Case Analysis (LTCA) focusing on particular levers that leaders can use to achieve success. The assignment will require you to use the concepts presented in the course to analyze a business case and will help you to prepare for the final exam. The specific question will be posted on Canvas. It will be due at the beginning of class on Wednesday, January 21st and will be completed in your learning team (Type A assignment).

**Lead 360 Project (25%)**
The 360 project will continue throughout the spring semester and will culminate in a self-assessment and action plan paper based on your own self-ratings and feedback from former coworkers and your current classmates. You will rate yourself and become familiar with the tool for Wednesday, January 21st. All coworker assessments must be in by February 12th. You will provide feedback to classmates between February 14th and February 27th. The final 360 report that compiles all the feedback you have received will be ready for you to analyze starting March 23rd. Based on this report, you will complete two assignments: 1) A self-assessment worksheet detailing lessons learned from your feedback due March 30th, and 2) A final self-assessment and action plan paper due no later than April 23rd, which will include: (a) an analysis of one key weakness that you identify as important in terms of your own goals, (b) a diagnosis of the reasons for your weakness, and (c) an action plan addressing the weakness (600 words – about 2 double-spaced Times New Roman pages).

**Ratings and Report**
- **Step I:** Rate yourself – complete before class on Wednesday, January 21st
- **Step II:** Solicit coworker feedback – complete by February 12th
- **Step III:** Classmate feedback – complete between February 14th and February 27th
- **Step IV:** Review detailed report – available March 23rd

Steps I-IV of this exercise will be completed online through the Qualtrics Columbia 360 Assessment website: [new.qualtrics.com/360/](new.qualtrics.com/360/) and your username is your email address.

**Written Assignments**
- **Assignment I:** Self-Assessment Worksheet – due by March 30th
- **Assignment II:** Final Self-Assessment and Action Plan Paper – due by April 23rd

**OPTIONAL COACHING**
One-on-one coaching – complete between April 2nd and April 16th (optional) * This coaching opportunity is provided free of charge to students. It is a critical part of the Lead 360 process and we encourage you to take full advantage of the opportunity. Please complete your Self-Assessment Worksheet (Assignment 1) before seeing a coach and bring it to your session to focus your discussion. You will receive additional information about this opportunity from the Program on Social Intelligence.

* It is highly recommended that you take advantage of this opportunity for professional coaching but it is not mandatory.
See Canvas for instructions, uploading of all assignments, and informational video links for the 360 Assessment and Action Plan Project.

**Final Exam (40%)**
The final exam will be closed-book and will consist of essay questions based on a case you will read in advance of the exam period, as well as multiple choice questions. Your final exam will be an individual effort (Type B assignment)†. The exam will take place on **Monday, January 26th from 9:00am to 12:00 pm.**

"Leadership is ultimately a journey into yourself. It’s about self-renewal, self-inspection, and self-improvement.”
-Jeffrey Immelt

† Columbia Business School classifies Type B assignments as group/individual where course concepts can be discussed in groups but the assignment must be completed individually. There should be no sharing of any portion of the submission. Grades are assigned individually.
Lead Orientation

Inspiring Others

Thursday January 15, 2015

Topic: What does it mean to Lead?

This session will introduce you to the LEAD class. We will discuss your experiences with inspiring versus outraging leaders to capture the heart of leadership.

Posted on Canvas:
- Decision-Making Exercise
- Lead 360 Project Instructions and Qualtrics link

“The ultimate measure of a man is not where he stands in moments of comfort, but where he stands at times of challenge and controversy.”
-Martin Luther King, Jr.
Session 1: Making Wise Decisions  
Friday January 16, 2015

Objectives:  
- Explore how to make more effective decisions and how to escape from bad decisions  
- Demonstrate how the framing of information disproportionately affects managerial decisions

DUE:  
- Decision-Making Exercise: Submit decisions on Qualtrics by Thursday at 11pm

Readings:  

Posted on Canvas:  
- Influence Exercise  
- LTCA assignment

Session 2: Influencing Behavior and Leading with Ethics  
Tuesday January 20, 2015

Objectives:  
- Learn the art of persuasion  
- Integration of ethics and leadership

DUE:  
- Influence Exercise: Submit decisions on Qualtrics by Monday at 11pm

Readings:  
Lead Course Schedule

Session 3: Achieving Collective Intelligence and Harnessing Cohesion & Diversity

Wednesday January 21, 2015

Objectives:
- Develop strategies for creating and leading high-impact teams

DUE:
- Lead 360 Self-Assessment: Submit responses on Qualtrics at least one-hour before your class session
- LTCA at the beginning of class

Readings:

Pick up in class:
- Negotiation role materials: Complete negotiation outside of class by Thursday at 11pm

Posted on Canvas:
Culture Case: Answer questions on Qualtrics by 11pm on Wednesday

Session 4: Leveraging Social Networks and Motivating with Incentives & Culture

Thursday January 22, 2015

Objectives:
- Develop strategies for building networks rich in social capital that helps you accomplish goals
- Develop strategies for building an effective organizational culture

DUE:
- Submit responses on Qualtrics for Culture Case by 11pm on Wednesday
## Lead Course Schedule

**Session 5: Negotiating Effectively**

Friday January 23, 2015

### Objectives:
- Equip you with the core principles of expert negotiating
- Wrap up in preparation for final exam

### DUE:
- Negotiation Exercise: Submit Qualtrics survey on negotiations by Thursday at 11pm

### Readings:
- Galinsky, A. D., Maddux, W. W., & Ku, G. The View from the Other Side of the Table. *Negotiation.*

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*Your time is limited, so don’t waste it living someone else’s life. Don’t be trapped by dogma - which is living with the results of other people’s thinking. Don’t let the noise of other’s opinions drown out your own inner voice. And most important, have the courage to follow your heart and intuition. They somehow already know what you truly want to become. Everything else is secondary.*

-Steve Jobs
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<tr>
<th>Assignment</th>
<th>Deadline</th>
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<tbody>
<tr>
<td>Decision Making Exercise</td>
<td>Thursday January 15\textsuperscript{th} (11pm)</td>
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<tr>
<td>Influence Exercise</td>
<td>Monday January 19\textsuperscript{th} (11pm)</td>
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<tr>
<td>Lead 360 Self-Assessment</td>
<td>Wednesday January 21\textsuperscript{st} one-hour before class</td>
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<tr>
<td>Learning Team Case Analysis</td>
<td>Wednesday January 21\textsuperscript{st} at beginning of class</td>
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<tr>
<td>Culture Case Decision</td>
<td>Wednesday January 21\textsuperscript{st} (11pm)</td>
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<tr>
<td>Negotiations Exercise</td>
<td>Thursday January 22\textsuperscript{nd} (11pm)</td>
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<tr>
<td>Final Exam</td>
<td>Monday, January 26\textsuperscript{th} (9am-12pm)</td>
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Summary of the Lead 360 Project

1. Emails will come from lead360@gsb.columbia.edu
2. Evaluate yourself first (by January 21st)
   a. new.qualtrics.com/360/ (takes 10-15 minutes)
3. Invite others to evaluate you (evaluations in by February 12th)
   a. 5 professional colleagues and 5 classmates (up to 8 each is recommended)
4. Evaluate your classmates after they have invited you (takes 60-90 minutes, February 14th – February 27th)
5. View your report (available March 23rd)
6. Complete self-assessment worksheet (takes 45-90 minutes, by March 30th)
7. Sign up for and complete one-hour executive coaching (highly recommended, April 2nd - April 16th)
   a. columbia-leadership-coaching.sona-systems.com
8. Complete final paper (600 words, submit on Canvas by April 23rd)

See syllabus and Canvas calendar for due-dates.
If you have any questions, reach out to your professor or others on the Lead: People, Teams, Organizations teaching team. The best place to get answers is on the Canvas page for the Lead course!

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<tr>
<td>Self-Assessment Worksheet</td>
<td>March 30th (11pm)</td>
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<tr>
<td>Coaching Session ‡</td>
<td>April 2nd – April 16th</td>
</tr>
<tr>
<td>Final Self-Assessment/Action Plan Paper</td>
<td>April 23rd (11pm)</td>
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‡ It is highly recommended that you take advantage of this opportunity for professional coaching but it is not mandatory.
### Lead Teaching Assistants

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<thead>
<tr>
<th>Professor</th>
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<tbody>
<tr>
<td>Adam Galinsky</td>
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### Optional Readings


Class 3: Pentland, A. S. To Signal is Human. *American Scientist, 98* (3), 204-211

Class 4: Katz, N. Sports Teams as a Model for Workplace Teams: Lessons and Liabilities. *Academy of Management Executive, 56-67*


### Suggested Books


