NYC IMMERSION SEMINAR: LEADERSHIP

Course Overview
Leadership Immersion provides an in-depth view on leadership. In this course, we will visit leaders in several fields to learn about how leaders achieve their positions and how they chart their leadership paths forward. With each leader, we will explore four key themes:

- Their path to leadership: How did they navigate their career to achieve this key leadership position?
- Their current leadership challenges (both practical and ethical), while also discussing their past challenges.
- How each leader has managed to navigate the inherent tension between competition and cooperation: how did they find the right balance between these two forces?
- Both leadership successes and failures to appreciate the link between setbacks and moving forward.

Our definition of leadership follows the LEAD class definition: *The capacity to motivate, enable, and integrate a collection of individuals to achieve a shared goal or purpose*

Class sessions take place over four Fridays. Attendance is mandatory on all four sessions. Each session includes a classroom session in Uris Hall, a site visit, a lunch break, and a discussion on the bus to or from the site visit. Each site visit features a full-group interview and discussion with a principal leader and other leaders at the host organization. Please dress in **business casual** every session, for the site visit.

SITE VISITS

- Columbia University: Al Bagnoli, Head Football Coach, Columbia University
- Endeavor: Linda Rottenberg, CEO; Fernando Fabre, President; David Wachtel, SVP for Marketing, Communications & Partnerships
- Morgan Stanley: Carla Harris, Vice Chair, Global Wealth Management
- United States Military: General Wesley Clark
CLASS SCHEDULE

SESSION 1: APRIL 1, 10 AM – 3 PM

Readings:

Schedule:
10:00-12:00 Coach Al Bagnoli, Uris Hall
12:00-13:00 Lunch Break
13:00-15:00 Uris Hall

SESSION 2: APRIL 8, 10 AM – 3 PM

Readings:
- Friend & Foe: Chapters 6

Schedule:
10:00-11:45 Uris Hall
12:00-13:00 Bus to Endeavor
12:30-15:00 Linda Rottenberg, Fernando Fabre, David Wachtel, Endeavor
SESSION 3: APRIL 15, 11 AM – 4 PM

Readings:
- Carla Ann Harris at Morgan Stanly: HBS Case (2014)
- Friend & Foe: Chapter 4

Schedule:
11:00-13:00   Uris Hall
13:00-14:00   Bus to Morgan Stanley
14:00-16:00   Carla Harris, Morgan Stanley

SESSION 4: APRIL 29, 10 AM – 3PM

Readings:
- Friend & Foe: Chapter 3

Schedule:
10:00-11:30   Uris Hall, General Wesley Clark
11:30-12:45   Bus to West Point
13:00-15:00   West Point, Penal discussion with military leaders
15:00-15:30   West Point, Guided tour
15:30-        Leave for Columbia
ASSIGNMENTS AND GRADING

Your final grade is composed of:

- Individual course contribution (33%): Arrival on time to class, engagement and participation in the classroom and on-site visits, and generally upholding the values of the Columbia Core Culture.
- Individual Reflection Paper (33%): Each student interviews one leader outside of class time and writes a 2-3 page reflection paper.
- Team Interview Project (33%): The team integrates information from each team member’s leader interview and writes a joint 8-10-page report.

Note: All writing assignments use 12-point font and 1" margins all around

LEADERSHIP CASE ANALYSIS
INDIVIDUAL AND GROUP ASSIGNMENTS

The main class project is designed to give you a sophisticated understanding of how successful leaders accomplish their objectives. You will be assigned to a five-person team for this project.

Each and every member of your team will be required to interview at least one senior executive regarding their experiences. The choice of the leader is up to you. Try to choose someone who you believe will be candid, open, and insightful. Choose someone who might serve as a good contact in the future. These executives can be from your previous firms, from firms you would like to work for, or simply from industries that interest you.

Each student will interview a leader. First, to gain an understanding their path to leadership, you will explore how they navigate their career to achieve this key leadership position? Second, you will examine their current leadership challenges. Third, we you will explore how each leader has managed to navigate the inherent tension between competition and cooperation: How did they find the right balance between these forces? Finally, you will ask about both leadership successes and failures to appreciate the link between setbacks and moving forward.

Both writing assignments are due by 8:00 pm on Friday, May 6th. All writing assignments use 12-point font and 1" margins all around

INDIVIDUAL Assignment:

- Each teammate must interview one leader.
- Reflection paper (2-3pages) that integrates your learnings from this leader and the leaders from the class. This reflection paper should provide recommendations for CBS Students, concrete recommendations for achieving leadership and being successful as a leader. These suggestions should focus on what students could do tomorrow in their CBS teams, next summer in their internships, and in their jobs after graduation.
TEAM Assignment:
- Integrate your individual leader observations into one coherent analysis: Following these interviews, your group will write an analysis of the executives’ leadership experiences. In this analysis, you will compare and contrast the leaders’ approaches to meeting the challenges they face.
- Produce an 8-10 double-spaced page report for 5 person teams.

Key Elements of the Team Paper

1. **Introduction to your Analysis and Executives**
   What is your paper's thesis? Who are the leaders you interviewed? This introduction should include a brief (1-2 paragraphs) description of each executive.

   In an Appendix you should include a one-paragraph description of every leader that was interviewed, describing his/her responsibilities. This is not part of the page limit.

2. **Body of Analysis**
   You should organize and focus your analysis on integrating the interviews. You should explain the similarities and differences you observed. That is, the experiences of your leaders should be compared and contrasted to draw general lessons about which strategies are most useful under which conditions.

   **NOTE:** The most informative analyses go beyond description to an explanation of why something happened the way it did. The best papers are well-organized and stress the most important factors rather than simply provide a data-dump of all the possible factors.

   **In all other respects, the project is yours to define.** Be creative, yet professional. You decide how best to package your analysis.

   **Here are some questions to consider in developing your analysis**

   1. What are the common themes for how your executives achieved their positions of leadership?

   2. How is the leader positioned for action and getting things done? How are barriers to action overcome? You could ask about a recent example of this during the interview.

   3. What kinds of contacts and exchanges does the executive use, for different purposes and in different contexts? For example, to make decisions, to get a specific task accomplished quickly, to gain influence, to get information, to seize an opportunity to advocate or implement change?

   4. How do they manage the tension between competition and cooperation? How has trust and commitment been developed? What role does reputation play?

   5. How does the corporate culture impact leadership processes?