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 five key themes:

- **Leadership Path**: How did you navigate your career to achieve your leadership position? What inspired you to follow your path?
- **Leadership Successes**: What has been your greatest leadership success? What factors enabled this success? What have you done to replicate that success?
- **Leadership Challenges**: What has been your greatest leadership setback? What challenges and setbacks have you learned the most from? What challenges do you see going forward?
- **Leadership Tensions**: How have you managed to navigate the inherent tension between competition and cooperation? How did you find the right balance between these two forces? How do you balance the need to lean in and let go?
- **Leadership Style**: How has your leadership style evolved over time or as contexts and stakeholders change? What do you wish you learned to do earlier in your career?

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, and a discussion on the bus to 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.

**LEADER SITE VISITS AND GUEST LECTURES**

- Ethan Allen: Farooq Kathwari, Chairman, President and Chief Executive Officer
- Foursquare: Jeff Glueck, Chief Executive Officer
- David Zwirner Gallery: David Zwirner, Founder and Owner, and Senior Leadership Team
- Barnard College: Sian Beilock, President
- Momofuku: David Chang, Chef and Founder
- Columbia University: Al Bagnoli, Head Football Coach, Columbia University
- Morgan Stanley: Carla Harris, Vice Chair, Global Wealth Management
CLASS SCHEDULE

SESSION 1: MARCH 23, 10 AM – 3 PM

Readings:

- Leadership Principles, An Interview with Farooq Kathwari. *Leaders Magazine*
- Be seen as a leader. *Harvard Business Review*
- *Friend and Foe: When to Cooperate, When to Compete, and How to Succeed at Both*. Random House. Chapters 2 and 6

Schedule:

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<tr>
<td>10:00-12:00</td>
<td>Uris Hall</td>
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<td>12:00-13:00</td>
<td>Bus to Ethan Allen</td>
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<td>13:00-15:00</td>
<td>Farooq Kathwari, Ethan Allen</td>
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SESSION 2: MARCH 30, 10 AM – 3 PM

Readings:

- Interview with Jeff Glueck. *Quora*
- Dealer’s Hand. *The New Yorker*
- *Friend & Foe*: Chapter 5

Schedule:

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<tr>
<td>10:00-10:30</td>
<td>Uris Hall</td>
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<td>10:30-12:00</td>
<td>Jeff Glueck, Uris Hall</td>
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<td>12:00-13:00</td>
<td>Bus to David Zwirner Gallery</td>
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<td>13:00-15:00</td>
<td>David Zwirner and Senior Leadership Team, David Zwirner Gallery</td>
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SESSION 3: APRIL 20, 10 AM – 3PM

Readings:
- Don’t Choke! Secrets for Performing Under Pressure. *CBS News*
- Barnard’s President on How to Develop STEM-Confident Girls at Home. *The Washington Post*
- David Chang Wants to Fuku You Up. *Fast Company*
- *Friend & Foe*: Chapter 4

Schedule:
10:00-10:30   Uris Hall
10:30-12:00   Sian Beilock, Uris Hall
12:00-13:00   Bus to Momofuku
13:00-15:00   David Chang, Momofuku

SESSION 4: APRIL 27, 10 AM – 3PM

Readings:
- Al Bagnoli is Building From the Bottom at Columbia. *The New York Times*
- Coach Al Bagnoli. *Columbia Business School Case*
- How Morgan Stanley’s Carla Harris Found Success, in Both Banking and Music. *Fortune*
- Carla Ann Harris at Morgan Stanley: *Harvard Business School Case*
- *Friend & Foe*: Chapter 9

Schedule:
10:00-10:30   Uris Hall
10:30-12:00   Coach Al Bagnoli, Uris Hall
12:00-13:00   Buss to Morgan Stanley
13:00-15:00   Carla Harris, Morgan Stanley
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 Assignments (33%)**: Weekly reflection papers and This I Believe essay.
- **Team Interview Project (33%)**: Each student interviews one leader outside of class. The team integrates information from each team member’s interview and writes a joint 8-10-page report.

**Individual Assignments**

- **Weekly Reflection Paper**: Each week you will write a leadership reflection paper that asks you to reflect on your experiences related to the central topic or topics discussed in class. Each paper will be a maximum of 350 words.
- **One Unanswered Question**: Identify one unanswered question you would like us to discuss at the beginning of the next class. I will select the most common question or two. Max 50 words.

  **Due Date**: 6:00 pm each Monday after a class
  **Length**: Max 400 words: (350 words (Reflection Paper) + 50 words (Unanswered Question))

- **This I Believe**: Effective leaders define their own values and goals, and they communicate their importance to others. To help you in this process, you will write a one-page essay that describes your personal credo and its significance. This assignment is based on the *This I Believe* radio program that reached 39 million listeners. On this broadcast, Americans—both well known and unknown—read five-minute essays about their personal philosophy of life. They shared insights about individual values that shaped their daily actions. The first volume of *This I Believe* essays sold 300,000 copies—more than any other book in the U.S. during that year except for the Bible.

Writing guidelines adapted from: [http://thisibelieve.org/guidelines/](http://thisibelieve.org/guidelines/)

- **Tell a story**: Be specific. Take your belief out of the air and ground it in the events of your life. Consider moments when your belief was formed or tested or changed. Think of your own experience, work, and family, and tell of the things you know that no one else does. Your story need not be heart-warming or gut-wrenching—it can even be funny—but it should be **real**. Make sure your story ties to the essence of your daily life philosophy and the shaping of your beliefs.

- **Be brief**: Your statement should be between 350 and 500 words. That’s about three minutes when read aloud at your natural pace.

- **Name your belief**: If you can’t name it in a sentence or two, your essay might not be about a belief. Also, rather than writing a list, consider focusing on one core belief, because three minutes is a very short time.

- **Be positive**: Please avoid preaching or editorializing. Tell us what you do believe, not what you don’t believe. Avoid speaking in the editorial “we.” Make your essay about you; speak in the first person.
- Be personal: Write in words and phrases that are comfortable for you to speak. We recommend you read your essay aloud to yourself several times, and each time simplify it until you find the words, tone, and story that echo your belief and the way you speak.

Due Date: 6:00 pm, Friday, April 20th
Length: 350-500 words

LEADERSHIP CASE ANALYSIS
TEAM ASSIGNMENT

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. You should use the five leadership topics/questions described above (Leadership path, successes, challenges, tensions, and styles) as your guide for the interview.

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

Due Date: 6:00 pm, Wednesday, May 2nd
Length: 8-10 double-spaced pages

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 faced.

Key Elements of the Team Paper
1. Introduction to your Analysis and Executives
   What is your paper's thesis?

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.

3. Recommendations for CBS Students
   Offer concrete recommendations for achieving leadership and being successful as a leader. Focus on what your fellow students could do tomorrow in their CBS teams, their internships, and their jobs after graduation.
4. Appendix: Leaders Interviewed

Include a one or two paragraph description of every leader that was interviewed, describing his/her responsibilities. *This is not part of the page limit.*

**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 additional questions you might 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. How do they think about constructing a leadership team and identifying great partners? What characteristics in people do they look for to accomplish different goals and in different contexts (e.g., to make decisions, get a specific task accomplished, seize an opportunity, 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?