LEADER’S VOICE: BIDDING ONLY

IMPORTANT: You must attend the first class to be in this course. If you are absent the first day, you will be automatically dropped. If you are on the waitlist and wish to get into the class, please attend the first session.

PROFESSOR NAME: Brad Aspel: ba2120@columbia.edu
Office Hours: By appointment
TEACHING ASSISTANT: TBD

Date/Time: Mondays, 4pm-7:15pm

REQUIRED COURSE MATERIAL

- Please buy Duarte, HBR Guide to Persuasive Presentations (note an electronic version is available)
- Other required readings will be provided via Canvas
- Students must have a smart phone that is capable of taking video and a clicker to participate in in-class polls
- Note that slides will be uploaded to Canvas after class but we will make an effort to be eco-friendly in this class

COURSE DESCRIPTION

Leadership roles involve a wide range of communication challenges—sharing your vision in a way that sticks, mentoring a colleague through a challenge, rallying demoralized employees, working the room at an industry event, handling tough questions from the media, running meetings in ways that elicit candid conversation and learning. So much of how our colleagues perceive us is determined during regular team meetings, coaching 1-on-1s and conference panels/speeches.

The goal of this class is to introduce you to concepts and best practices, as well as to offer a safe place to practice. While you will have opportunities to practice public speaking in various forms, this class will also discuss frameworks and the challenges of different types of communication.

The world is full of communication experts: salespersons, actors, screenwriters, political speechwriters, coaches, networkers, public relations experts, diplomats and so forth. When we watch an expert in action, it is tempting to attribute their performance to a mystical gift that the rest of us lack. Yet success in any of these fields owes as much to method and practice. What looks to us like spontaneous eloquence typically results from applying tested methods and tools and focused practice.
COURSE OBJECTIVES

We aim to develop two kinds of knowledge--conceptual understanding and procedural skill. Each session will convey frameworks for particular kinds of communication and some active exercises for practicing them. We rely on simulations and personalized feedback (from peers and through video) to hone behavioral skills.

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<th>Class Session Topic Breakdown</th>
<th>Session</th>
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<td>Storytelling: Making a Point Memorable</td>
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<td>Managing &amp; Influencing</td>
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<td>Public Speaking</td>
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<td>Spontaneous Communication</td>
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<td>Varying Your Communication Tools &amp; Methods</td>
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<td>Putting It All Together: Enabling Sustainable Change</td>
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GRADING

Your grade will be a mix of Class Participation, various assignments, and a Final Paper.

Participation: Your participation grade will be based on:

- Attendance: **To be in the class, you must be present in the first class and arrive prepared.** Given that the exercises are central to the learning, missing any of the subsequent sessions without an approved excuse will lower your grade
- Participation: We expect you to contribute to the learning of your classmates, both through class discussion and feedback during the breakout sessions. Expect cold calling. Good participation is defined as:
  - On time and present in each class
  - Actively participate in class discussions, pulling in insights from readings.
  - Device usage (phones, laptops) will take away from your participation grade except where devices are essential (e.g. filming one another with phones)

Assignments: There will be various assignments and a final project. In addition there will be mini-surveys and students will be expected to practice learnings from class in real life.

- Final project
  - Presentation: Every student is expected to give one presentation outside of class. This can be in another class, for a club, or outside of CBS. You are expected to have one student (from any TLV section) attend that presentation, record you giving it, and provide written feedback
  - Action plan: Written plan of how you plan to apply the learnings from class to your everyday communication (more details given in class)
  - Self-Assessment of how much you applied the learnings in class to your everyday communication
INSTRUCTOR BIO

Brad Aspel is Director of Learning & Development for AppNexus, a fast-growing technology company in AdTech. As an Adjunct Professor at Columbia Business School, he teaches courses for both MBA and Executive MBA students on Management, Leadership and Strategy. He is also one of the Executive Coaches for the Executive Education program’s Columbia Management Institute (CMI), and has taught Communication & Presentation Skills workshops for MBAs.

Brad earned his MBA from Columbia Business School in 2006. He worked for McKinsey & Company as a consultant after business school, where he advised top management at Fortune 500 companies on various strategic problems ranging across many industries including Healthcare, Consumer Goods and Media & Entertainment. He has also worked for both Brand consulting and Innovation consulting firms. Prior to business school, Brad performed in 5 Broadway shows as an actor, and directed various regional theatrical productions. He received his BA from Amherst College in Amherst, MA.