

**Management Division Core Course B6500**

**Lead: People, Teams, Organizations**

**Fall 2014**

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**CONTENTS**

Course Overview	Page 2
Course Requirements and Assignments	Page 3
Class Schedule and Topics	Page 6
Summary of Class Assignments	Page 10
Summary of Lead 360 Project	Page 11
Suggested Books	Page 13

## Required Course Material

The course packet will be handed out at Lead Orientation on Thursday August 21, 2014. 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.

### ***Lead 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 Lead Case Analysis (LCA) 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 **Tuesday, August 26<sup>th</sup>** and will be completed in your learning team (Type A assignment).

### ***Lead 360 Project (25%)***

The 360 project will continue throughout the fall 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 Tuesday August 26<sup>th</sup>. All coworker assessments must be in by September 17<sup>th</sup>. You will provide feedback to classmates between September 19<sup>th</sup> and October 1<sup>st</sup>. The final 360 report that compiles all the feedback you have received will be ready for you to analyze starting October 22<sup>nd</sup>. Based on this report, you will complete three assignments: 1) A self-assessment worksheet detailing lessons learned from your feedback due October 29<sup>th</sup>, and 2) An action plan worksheet and final paper due no later than November 21<sup>st</sup>, 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 Tuesday, August 26<sup>th</sup>
- Step II: Solicit coworker feedback – complete by September 17<sup>th</sup>
- Step III: Classmate feedback – complete between September 19<sup>th</sup> and October 1<sup>st</sup>
- Step IV: Review detailed report – available October 22<sup>nd</sup>

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

### **Written Assignments**

- Assignment I: Self-Assessment Worksheet – due by October 29<sup>th</sup>
- Assignment III: Action Planning Worksheet and Final Self-Assessment Paper– due by November 21<sup>st</sup>

### **OPTIONAL COACHING**

One-on-one coaching – complete between October 29<sup>th</sup> - November 7<sup>th</sup> (optional)<sup>†</sup> This coaching opportunity is provided free of charge to students. It is a critical part of the Lead 360 process and

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\* Columbia Business School classifies Type A assignments as group/group where concepts should be discussed by the group, the assignment prepared by the group, and one document submitted per group. Each group member will receive the same grade.

<sup>†</sup> It is highly recommended that you take advantage of this opportunity for professional coaching but it is not mandatory. You do not need to turn in the Action Planning Worksheet.

we encourage you to take full advantage of the opportunity. Please complete your Self Assessment Worksheet (Assignment 1) before seeing a coach. You will receive additional information about this opportunity from the Program on Social Intelligence.

See Canvas for instructions, uploading of all assignments, and informational video links for the 360 Assessment and Action Planning 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)<sup>‡</sup>. The exam will take place on **Friday, August 30<sup>th</sup> from 9:00am to 11:00 am.**



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

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<sup>‡</sup> 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

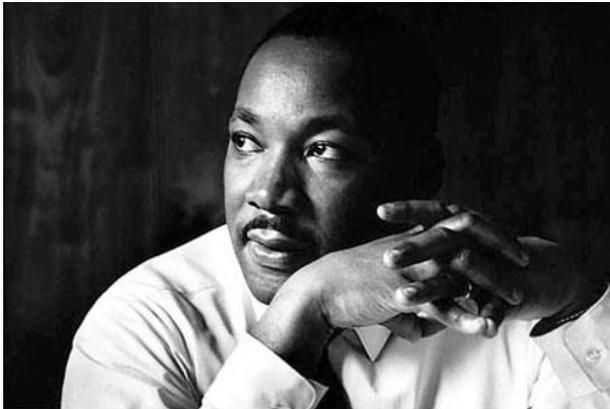
Thursday August 21, 2014

Topic: What does it mean to Lead?

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

#### **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.**

## Lead Course Schedule

### **Session 1: Making Wise Decisions**

Friday August 22, 2014

#### **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:**

- Bazerman, M. & Moore, D. Common Biases. In *Judgment in Managerial Decision-Making*, (7<sup>th</sup> ed., pp. 13-41). New York: Wiley.

#### **Posted on Canvas:**

- Influence Exercise
- LCA assignment

### **Session 2: Influencing Behavior and Leading with Ethics**

Monday August 25, 2014

#### **Objectives:**

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

#### **DUE:**

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

#### **Readings:**

- Cialdini, R. B. Harnessing the Science of Persuasion. *Harvard Business Review*, 72-79.

## Lead Course Schedule

### Session 3: Achieving Collective Intelligence and Harnessing Cohesion & Diversity

Tuesday August 26, 2014

#### **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
- LCA at the beginning of class

#### **Readings:**

- Kozlowski, S. W. J., & Ilgen, D. R. The Science of Team Success. *Scientific American Mind*, 54-61.

#### **Pick up in class:**

- Negotiation role materials: Complete negotiation outside of class by Wednesday at 11pm

#### **Posted on Canvas:**

- GM Case – The Janesville Plant: Seeking a Just Decision

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

Wednesday August 27, 2014

#### **Objectives:**

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

#### **DUE:**

- GM Case: Submit decision on Qualtrics one-hour before your class session

#### **Readings:**

- GM Case

## Lead Course Schedule

### Session 5: Negotiating Effectively

Thursday August 28, 2014

#### 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 Wednesday at 11pm

#### Readings:

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



***“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**

**Summary of Class Assignment Deadlines**

<b>Assignment</b>	<b>Deadline</b>
Decision Making Exercise	Thursday August 21 <sup>st</sup> (11pm)
Influence Exercise	Sunday August 24 <sup>th</sup> (11pm)
Lead 360 Self-Assessment	Tuesday August 26 <sup>th</sup> one-hour before class
Lead Case Analysis	Tuesday August 26 <sup>th</sup> at beginning of class
GM Case Decision	Wednesday August 27 <sup>th</sup> one-hour before class
Negotiations Exercise	Wednesday August 27 <sup>th</sup> (11pm)
Final Exam	Friday, August 29 <sup>th</sup> (9am-11am)

### Summary of the Lead 360 Project

1. Emails will come from [lead360@gsb.columbia.edu](mailto:lead360@gsb.columbia.edu)
2. Evaluate yourself first (by August 27<sup>th</sup>)
  - a. [new.qualtrics.com/360/](http://new.qualtrics.com/360/) (takes 10-15 minutes)
3. Invite others to evaluate you (evaluations in by September 18<sup>th</sup>)
  - 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, September 20<sup>th</sup> -30<sup>th</sup>)
5. View your report (available October 21<sup>st</sup>)
6. Complete self-assessment worksheet (takes 45-90 minutes, by October 28<sup>th</sup>)
7. Sign up for and complete one-hour executive coaching (highly recommended, Oct 28<sup>th</sup> - Nov 8<sup>th</sup>)
  - a. [columbia-leadership-coaching.sona-systems.com](http://columbia-leadership-coaching.sona-systems.com)
8. Complete action plan paper (600 words, submit on Canvas by November 22<sup>nd</sup>)

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!

### Summary of 360 Assignment Deadlines

Assignment	Deadline
Self-Assessment Worksheet	October 28 <sup>th</sup> (11pm)
Action Planning Worksheet <sup>§</sup>	Before Coaching Session
Final Self-Assessment/Action Plan	November 22 <sup>nd</sup> (11pm)

Comment [ADG1]: Check dates

<sup>§</sup> It is highly recommended that you take advantage of this opportunity for professional coaching but it is not mandatory. You do not need to turn in the Action Planning Worksheet.

**Lead Teaching Assistants**

Professor	Cluster	TA
<b>Adam Galinsky</b>	<b>A</b>	<b>Eric Anicich:</b> EAnicich16@gsb.columbia.edu
	<b>B</b>	<b>Alice Lee:</b> ALee18@mail.gsb.columbia.edu
<b>Modupe Akinola</b>	<b>C</b>	<b>Abbie Wazlawek:</b> AWazlawek14@gsb.columbia.edu
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<b>Katherine Phillips</b>	<b>E</b>	<b>Ashley Martin:</b> AMartin17@gsb.columbia.edu
	<b>F</b>	<b>Ashli Carter:</b> ACarter18@gsb.columbia.edu
<b>Michael Morris</b>	<b>G</b>	<b>Jae Cho:</b> JCho16@gsb.columbia.edu
	<b>H</b>	<b>Zhi Liu:</b> ZLiu15@gsb.columbia.edu

**Comment [PK2]:** Update TA list – Kathy has Ashleigh Martin and Ashli Carter

Modupe will use Jan Jachomiwicz instead of Abbie I think

Michael?

Will Jinseok do it again? He was generally good but sometimes intimidated it seems. I haven't checked in with him in a while – he has been working closer with Malia and Daniel on research. If he does it he would be with Michael.

**Comment [ADG3R2]:** Also make sure the cluster letters match up to people. I think these may have changed

### **Optional Readings**

- Class 2: Vedder, J.N. How Much Can We Learn From Success? *Academy of Management Executive*, 9 (1), 56-66.
- 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
- Class 5: Baker, W. Proven Benefits of Social Capital. *The Aventis Magazine*, 2, 52-56
- Chatman, J. A. & Cha, S. E. Leading by Leveraging Culture. *California Management Review*, 45 (4), 20-34
- Class 6: Galinsky, A. D. & Magee, J. C. Power Plays. *Negotiation*.

### **Suggested Books**

- Bazerman, M. H. & Moore, D. (2013). *Judgment in Managerial Decision Making* (8<sup>th</sup> Edition). John Wiley & Sons, Inc.
- Cialdini, R.B. (2006). *Influence: The Psychology of Persuasion*. Harper Business.
- Gentile, M. C. (2010). *Giving Voice to Values*. Yale University Press.
- Gladwell, M. (2002). *Blink* and *The Tipping Point* (2005). Time Warner Book Group.
- Hackman, J.R. (2002). *Leading Teams: Setting the Stage for Great Performances*. Harvard Business Review Press.
- Heath, C. & Heath, D. (2010). *Switch: How to Change Things When Change Is Hard*. Crown Business.
- Hoffman, R., & Casnocha, B. (2012). *The Start Up of You*. Crown Publishing Group.
- Kahneman, D. (2011). *Thinking Fast and Slow*. Macmillan.
- Kotter, J.P. (2012). *Leading Change*. Harvard Business Review Press.
- Stone, D. Patton, B. Heen, S. & Fisher, R. (2010). *Difficult Conversations: How to Discuss What Matters Most*. Penguin Books.
- Thaler, R.H., & Sunstein, C.R. (2008). *Nudge*. New Haven, CT: Yale University Press.