Management Division Core Course B6500

Lead: People, Teams, Organizations

FOR BIDDING PURPOSES ONLY

Professor Modupe Akinola
Email: makinola@columbia.edu

Professor Adam Galinsky
Email: adamgalinsky@columbia.edu

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Required Course Material

All 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. During LEAD, there are three kinds of pre-class assignments: Exercise Preparation, Takeaways, and Self-Assessment. Every day, we will ask you to complete several questions which will prepare you for in-class discussions and exercises. A limited number of these questions are for research-and-development purposes, providing us with opportunities to refine our materials and produce insights for use in future versions of LEAD. Every day, we’ll also ask you to complete a Takeaway question as a way to help you crystallize what you’ve learned. Lastly, on Tuesday, January 22nd at 11pm, you will complete a set of self-assessment questions, some of which will be part of the LEAD 360 Project.

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 download poll everywhere on your smartphone. 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 before class on Wednesday, January 23rd 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 23rd. All coworker assessments must be in by February 14th. You will provide feedback to classmates between February 16th and March 1st. Note that you are required to evaluate all of your learning team members. Your participation in evaluating your learning team members will directly affect your grade for the Lead 360 Project. Although not required, you may evaluate up to five other classmates if they nominate you. However, you should feel free to decline if you do not feel sufficiently familiar with the classmate or if you receive more than five requests. The final 360 report that compiles all the feedback you have received will be ready for you to analyze starting March 25th. Based on this report, you will complete two assignments: 1) A self-assessment worksheet detailing lessons learned from your feedback due April 1st, and 2) A final self-assessment and action plan paper due no later than April 26th, 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 by Wednesday, January 23rd
Step II: Solicit coworker feedback – complete by February 14th
Step III: Classmate feedback – complete between February 16th and March 1st
Step IV: Review detailed report – available March 25th

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

Written Assignments
Assignment I: Self-Assessment Worksheet (6.25% of final grade) – due by April 1st
Assignment II: Final Self-Assessment and Action Plan Paper (18.75% of final grade) – due by April 26th
**OPTIONAL COACHING**

One-on-one coaching – complete between April 4th and April 19th (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, email it to your coach prior to the meeting, and bring a hard copy with you to your session to focus your discussion. You can learn more about this opportunity on the Canvas site, in the document labeled “Executive Coaching.” You will receive additional information about this opportunity from the Leadership Lab.

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 B2 assignment)†. The exam will take place on **Monday, January 28th from 9:00am to 12:00 pm.**

Many of the learning points in this course have been developed and refined through extensive prior classroom experiences. Just as prior students have made this course possible by sharing their experiences, you have the opportunity to contribute to the education of future students by sharing your own experiences. If you consent to allow your responses (including those from the leadership multi-rater feedback activity, negotiations exercises, and from other exercises in this course and other courses, as well as surveys by Career Services and other school offices) to be used for research purposes and for future refinement of course materials, your information will be kept strictly confidential. Any information derived from this research that would identify you would not be voluntarily released or disclosed without separate consent.

This research takes place under the Columbia University IRB Protocol for “Management and negotiations research” (protocol number AAAA6074). The following individuals and/or agencies will be able to look at and copy your research records:

- The investigator, study staff and other professionals who may be evaluating the study
- Authorities from Columbia University, including the Institutional Review Board (‘IRB’)
- The United States Office of Human Research Protections (‘OHRP’).

The Principal Investigator for this protocol is Professor Katherine Phillips (Kp2447@columbia.edu, 212-854-5621). There are no foreseeable risks to you and the proposed research does not present any additional risk beyond what you are already doing as part of the course. The benefits of the exercises are the opportunity to gain knowledge and skills in negotiating and leading effectively. Classroom

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* It is highly recommended that you take advantage of this opportunity for professional coaching but it is not mandatory.
† Columbia Business School classifies Type B2 assignments as individual where course concepts can be discussed in groups but the assignment must be completed individually. There should be no discussion or sharing of any portion of the submission. Grades are assigned individually.
debriefer aims to help you learn not only from your own experience but also from the experience of classmates.

Your participation is voluntary and you may withhold your materials from research purposes at any time without an effect on your course grade. If at any time you have comments regarding the conduct of this research or questions about your rights as a research participant, you should contact the Columbia University Institutional Review Board by email at askirb@columbia.edu or by phone at 212-851-7040. If you do not want your responses and outcomes for exercises in this course used for research purposes, please notify the instructor.
Lead Course Schedule

Thursday January 17, 2019
Session 1: Leading and Inspiring Others

Objectives for Today’s Session:
- Explore the question: What does it mean to lead?
- Introduce you to the LEAD class and discuss your experiences with inspiring versus infuriating leaders to capture the heart of leadership

Pick up in class:
- Syllabus for LEAD: People, Teams, Organizations

“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

Friday January 18, 2019
Session 2: Making Wise Decisions

Assignments Due in Preparation for Class
- Leadership, Judgment, and Decision-Making Exercise: Submit survey on Qualtrics by Thursday at 11pm

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

Pick up in class:
- LTCA Case and Question – This will have to be returned during Final Exam

“Chains of habit are too light to be felt until they are too heavy to be broken.”
-Warren Buffett, CEO Berkshire Hathaway, CBS '51
Lead Course Schedule

Tuesday January 22, 2019
Session 3: Influencing Behavior and Leading with Ethics

Assignments Due In Preparation for Class
- Influence Exercise: Submit decisions on Qualtrics by Sunday at 11pm

Objectives for Today’s Session:
- Learn the art of persuasion
- Integration of ethics and leadership

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

“We can transcend the script of a pre-defined story, and pave the way for the future that we design. We just need to tap that power, that conviction, that determination within us.”
- Robert F. Smith, CEO Vista Equity Partners, CBS ‘94
Wednesday January 23, 2019
Session 4: Achieving Collective Intelligence and Harnessing Cohesion & Diversity

Assignments Due In Preparation for Class
- New Leadership Style Dimensions Questionnaire: Submit survey on Qualtrics by Tuesday at 11PM
- Lead 360 Self-Assessment: Submit responses on Qualtrics by Wednesday class session
- LTCA: Upload to Canvas before your Wednesday class session

Objectives for Today’s Session:
- Develop strategies for creating and leading high-impact teams

“In general, entrepreneurs are focused on achievement and staying successful. As time goes on we must develop our teams and further our own skills but somehow stay true to ourselves as creative pioneers.”
-Shazi Visram, CEO Happy Family Brands, CBS ‘04
Thursday January 24, 2019  
Session 5: Leveraging Social Networks and Motivating with Incentives & Culture

Assignments Due In Preparation for Class
- Culture Case: Answer questions on Qualtrics by 11pm on Wednesday  
- Required Reading: Bank of America and Merrill Lynch Merger

Objectives for Today's Session:
- Develop strategies for building networks rich in social capital that help you accomplish goals  
- Develop strategies for building an effective organizational culture

“Know your company, know what the culture is, and align to that culture. If you can’t align to that culture, get yourself out of there.”  
-Sallie Krawcheck, CEO Ellevest and Former President of Global Wealth & Investment Management, Bank of America, CBS ‘92
Friday January 25, 2019
Session 6: Negotiating Effectively

Assignments Due in Preparation for Class
- Thursday Class Takeaway Survey: Submit on Qualtrics by Thursday at 11pm
- Negotiation Exercise: Submit Qualtrics survey on negotiations by Thursday at 11pm
- Required Reading: Galinsky, A. D., Maddux, W. W., & Ku, G. The View from the Other Side of the Table. Negotiation.

Objectives for Today's Session:
- Equip you with the core principles of expert negotiating
- Wrap up in preparation for final exam

“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
Assignments Due In Preparation for Class
- Leading Inclusively Exercise: Submit survey on Qualtrics by Wednesday March 6th at 11pm

Objectives for Today’s Session:
- Discuss strategies for building and maintaining an inclusive cluster culture
- Discuss how to lead and be a team member in diverse organizational environments

“When we listen and celebrate what is both common and different, we become a wiser, more inclusive, and better organization.”
— Pat Wadors, CHRO at ServiceNow, former Head of HR at LinkedIn
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<th>Assignment</th>
<th>Deadline</th>
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<tr>
<td>Leadership, Judgment, and Decision Making Exercise</td>
<td>Thursday January 17(^{th}) (11pm)</td>
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<tr>
<td>Influence Exercise</td>
<td>Monday January 21(^{st}) (11pm)</td>
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<tr>
<td>New Leadership Style Dimensions Questionnaire</td>
<td>Tuesday January 22(^{nd}) (11pm)</td>
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<tr>
<td>Lead 360 Self-Assessment</td>
<td>Wednesday January 23(^{rd}) before class</td>
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<tr>
<td>Learning Team Case Analysis</td>
<td>Wednesday January 23(^{rd}) upload one electronic copy per Learning Team to Canvas before class</td>
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<tr>
<td>Culture Case Decision</td>
<td>Wednesday January 23(^{rd}) (11pm)</td>
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<tr>
<td>Thursday Class Takeaway Survey</td>
<td>Thursday January 24(^{th}) (11pm)</td>
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<tr>
<td>Negotiations Exercise</td>
<td>Thursday January 24(^{th}) (11pm)</td>
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<tr>
<td>Friday Class Takeaway Survey</td>
<td>Friday January 25(^{th}) (11pm)</td>
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<td>Final Exam</td>
<td>Monday, January 28(^{th}) (9am-12pm)</td>
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<tr>
<td>Leading Inclusively Exercise</td>
<td>Wednesday, March 6(^{th}) (11pm)</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 23rd)
   a. new.qualtrics.com/360/ (takes 10-15 minutes)
3. Invite professional coworkers to evaluate you (evaluations in by February 14th)
   a. You are required to nominate 5 professional coworkers (up to 8 is recommended)
4. Evaluate your learning team members and classmates after they have invited you (takes 60-90 minutes, February 16th – March 1st)
   a. Note that you are required to evaluate all of your learning team members. Your participation in evaluating your learning team members will directly affect your grade for the Lead 360 Project‡.
   b. Optional: Although not required, you may evaluate up to five other classmates if they nominate you. However, you should feel free to decline if you do not feel sufficiently familiar with the classmate or if you receive more than five requests.
5. View your report (available March 25th)
6. Beginning March 26th, sign up for a one-hour executive coaching session (highly recommended, to be completed April 4th - April 19th)
   a. columbia-leadership-coaching.sona-systems.com
7. Complete self-assessment worksheet (takes 45-90 minutes, by April 1st)
8. Complete final paper (600 words, submit on Canvas by April 26th)

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

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<th>Assignment</th>
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<tr>
<td>Self-Assessment Worksheet</td>
<td>April 1st (11pm)</td>
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<tr>
<td>Coaching Session §</td>
<td>April 4th – 19th</td>
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<tr>
<td>Final Self-Assessment/Action Plan Paper</td>
<td>April 26th (11pm)</td>
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‡ The 360 Qualtrics system will automatically invite each of your learning team members to evaluate you. If you do not feel sufficiently equipped to provide feedback (e.g., because your learning team was substantially altered), please notify your instructor or course TA immediately.

§ It is highly recommended that you take advantage of this opportunity for professional coaching but it is not mandatory.
# Lead Teaching Assistants

<table>
<thead>
<tr>
<th>Professor</th>
<th>Cluster</th>
<th>TA</th>
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<tbody>
<tr>
<td>Adam Galinsky</td>
<td>X</td>
<td>Brian Pike: <a href="mailto:BPike22@gsb.columbia.edu">BPike22@gsb.columbia.edu</a></td>
</tr>
<tr>
<td>Modupe Akinola</td>
<td>Y</td>
<td>Ashli Carter: <a href="mailto:ACarter18@gsb.columbia.edu">ACarter18@gsb.columbia.edu</a></td>
</tr>
<tr>
<td></td>
<td>Z</td>
<td>Pete Zheng: <a href="mailto:P.Zheng@columbia.edu">P.Zheng@columbia.edu</a></td>
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Optional Readings


Suggested Books


