

Leading Others from the Inside Out

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“No man is an island”. Few meaningful goals in life and leadership are achieved without the support of others. And yet, it is often a challenge for us to gain other people’s commitment in the pursuit of our causes.

“Leading Others...”:

This course focuses on how we can inspire, motivate, influence and develop others – our subordinates, boss, clients, colleagues, partners, and even our friends and family. It approaches Leadership not in terms of someone necessarily holding a position of formal authority over others, but of someone seeking to draw out the best in the people they are engaged with in the pursuit of a common objective.

“...from the Inside Out”

To lead others successfully, we first need to lead our own selves effectively. This requires an awareness of, and an ability to regulate, our inner life – our values, purpose, mindsets, beliefs, emotions and motivations – a topic that we cover in Personal Leadership & Success. It also requires us to tune into other people’s inner life – their values, purpose, thoughts, beliefs, emotions and motivations – and to help them regulate these as well, so we can draw out the best in them – from the inside out.

The course emphasizes this “inside out” approach to leading others by providing insights and tools through which we can inspire and influence the right behavior in others by uncovering and helping re-sculpt their inner life.

The course taps three sources of wisdom:

- 1) Science: There is an explosion of new scientific findings on human nature in recent years, from organizational and individual psychology, psychotherapy, neuroscience, behavioral economics and sociology.
- 2) Great Leaders: Great leaders through history have faced the challenge of aligning their people behind a common objective, often under highly adverse conditions – powerful enemies, internal conflict or apathy, a need for great sacrifice, limited resources and competing voices. And yet, often against all odds, they have united their people, gained their loyalty and commitment,

and drawn out their best self in the pursuit of their cause. There is much we can learn from the practices they engaged in to lead others.

- 3) CEO Interviews: We will tap a powerful database of over 300 CEO interviews from organizations of all sizes – from startups to major corporations. The focus of these interviews is on what makes them effective as leaders.

LEARNING OBJECTIVES

The purpose of this class is to provide you with three types of learnings:

- 1) **INSIGHTS:** By analyzing great leaders' journeys, and the science of human nature, we will formulate a number of specific insights into how you can lead others. These may lead to a significant shift in your mindset and your approach to drawing out the best in others.
- 2) **TOOLS:** All course insights will be translated into a practical toolkit that you can use right away, to hone your ability in leading others. Our goal is to give you a toolkit that will be of lasting value as you continue your journey beyond the course into learning to lead others more effectively.
- 3) **EXPERIENCE:** Through a combination of role-plays, group work, peer-feedback, and a live field projects, you will get a number of opportunities, during and outside class, to practice the tools and insights we discuss in the class, gain feedback, and adjust your approach. Our goal is to have you generate concrete breakthroughs in your approach to leading others through the actual application of specific techniques from this class to real-life situations.

FACULTY

In addition to Prof. Wadhwa's role as the lead faculty for this class, we will, during the block week, also have the opportunity to engage with Adam Bryant: Adam writes the *Corner Office* column in the *New York Times*, where he has interviews hundreds of CEOs on leadership. He is also the author of two books on leadership: *The Corner Office* (A New York Times Bestseller) and *Quick and Nimble*. Adam will teach 5-6 hours of class during the block week.

ONLINE PRE-WORK

Continuing with the "flip the classroom" practice that Prof. Wadhwa has established in Personal Leadership & Success and in Driving Strategic Impact, students will be invited to take about 8-10 hrs of online pre-work – consisting of video-lectures plus online reflection and discussion. This will free up time during our class time for us

to engage in more group work, peer-to-peer coaching and presentations by leaders and leadership experts.

GRADING

- 1) Class attendance and participation – 20%

This includes answers to online pre-class questions on cases that will be discussed in class.

- 2) In-Class Presentations – 20%
- 3) Two Blogs – 20%
- 4) Term paper – 40%

COURSE STRUCTURE

Introduction

1. 5 Principles of Leadership
2. Mastering the Different Styles of Leadership

I. Inspiring Others

3. Crafting & Communicating an Inspiring Vision
4. Using Storytelling to Win People's Hearts

II. Influencing Others

5. Influencing as a Strategic Process
6. Getting Positive Outcomes from Difficult Conversations

III. Motivating Others

7. Motivating Others to Gain Sustained Commitment

IV. Developing Others

8. Changing Others' Behavior
9. Coaching Others
10. Delivering Effective Feedback