

This syllabus is for informational purposes only.
An updated version will available for Fall 2014.

The Leader's Voice: Communicating to Lead Organizations

FALL TERM

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REQUIRED COURSE MATERIAL

- Please buy Duarte, HBR Guide to Persuasive Presentations
- 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

REQUIRED PREREQUISITES AND CONNECTION TO THE CORE

Students must have completed the Leadership Development core class. The class is best suited to students taking leadership roles during the MBA experience (club officer, cluster officer, peer advisor, etc.).

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.

While all of us at CBS are strong communicators, few of us are adept at all of these different kinds of communication. The goal of this class is to broaden your repertoire, to make you versatile.

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 more to method than magic. What looks to us like spontaneous eloquence typically results from applying frameworks and focused practice.

This class pulls from different kinds of communication expertise: from consulting, politics, sales, improvisation, acting and more. Likewise we expect students to bring distinctive expertise and contribute to the collective learning experience.

COURSE OBJECTIVES

This class looks to various communication professions for tools and methods that can help business leaders face their communication challenges. 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 role-play simulations and personalized feedback (from peers and through video) to hone behavioral skills.

The topics we will cover in class are:

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- Storytelling: Making a Point Memorable
- Coaching: Chats that Change People
- Public Speaking: Moving a Crowd
- Troubleshooting Communication
- Networking& Building Relationships
- Enabling Sustainable Change

ASSIGNMENTS

Participation (40%): To be in the class, you must be present in the first class and arrive prepared. It will not be possible to add the course if you do not participate in the first session. Given that the exercises are central to the learning, missing any of the subsequent sessions without an excuse will lower your grade by one unit. Participation will be evaluated by your preparedness and your contribution to the learning of your classmates, not based on your performance in the communication exercises.

Assignments (60%): Two multipart assignments are described at the “Assignments” document. Other short write-ups are noted in the session descriptions below and will be explained in class. In the first week you should complete a brief survey about communication skills and get peer ratings from others who can comment on your communication. There will not be a final exam for this course

METHOD OF EVALUATION

SAMPLE:

Participation	40%
Assignments	60%