

Syllabus

From: Jim Wunderman (jim@bayareacouncil.org)

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Dear Students:

I am pleased to have been asked by the GSM to organize the Executive Leadership Seminar (MGB 290) for the Winter, 2012 quarter

As you know, the world is changing at a rapid pace, and so are the demands on corporate leadership. Globalization, which reared its head as a driving factor but a short time ago, is now an established, entrenched reality. The economic meltdown and subsequent government bailouts are just the latest in a series of items that have added pressures on management to lead with urgency and to do so in an environment where their companies are increasingly exposed to diverse stakeholder interests, expectations and demands.

My goal for the Seminar is to provide you with direct access to CEO's and top executives, across industries, so that you can gain first hand perspectives on these challenges. This valuable information will provide important context as you move into the next phase of your careers. I am asking the business leaders to primarily focus their comments in two areas:

- 1) To discuss their personal experiences and observations of what it takes to be an effective leader in an organization given today's challenges.
- 2) To provide their thoughts and experience on corporate culture and how it intersects with and affects leadership.

In most cases, you will receive three presentations during each session. In addition to hearing from experienced, successful top executives about their companies and the specific challenges they face in their respective industries, I have asked them to provide you with their views on how they have come to be successful leaders. It is my hope that as a result of taking this course, the following objectives will be met:

- 1) You will explore your personal attributes, values and goals as they relate to leadership.
- 2) You will hear directly from successful business leaders about their observations, experiences and approaches to leadership.
- 3) You will learn how individual leadership and corporate culture intersect, and how to leverage naturally forming groups to help build a thriving organization.
- 4) You will gain insights into the specific leadership challenges, opportunities and innovations associated with our key industries.

During the first session, Friday January 13, we will spend some time getting to know each other and clarifying expectations for the quarter. I will present on running a major, policy oriented business association representing corporate interests, which is what I do for a living.

In terms of coursework, the textbook “**Leadership From The Inside Out**”, Berrett-Koehler, Inc., 2nd Edition provides insight into the inner workings of effective leadership. “**Tribal Leadership**, Leveraging Natural Groups to Build a Thriving Organization” Dave Logan, John King, & Halee Fischer-Wright; Harper Business 2008, is the second text which looks at how a leader’s behavior is shaped by personal and group values. With regard to the **Leadership From the Inside Out** text, I am asking that you focus on the reflective nature of the material. Rather than pure factual information, this text is designed as a development tool with an emphasis on the exploration of your personal identity, purpose and vision, with long term value in the creation of new leadership practices. There will be few occasions where you will be required to recite details, but we will be talking about it. Additionally, there will be four assignments from both texts where I will ask you to explore your current thoughts about and approaches to leadership, your core talents and core values, the stages of culture and success indicators, and a number of other key areas.

Assignments

January 13: Please read the introduction of **Leadership from the Inside Out** and the Introduction and Forward of **Tribal Leadership**.
You will be assigned reading-Chapters 1-2 from **Leadership from the Inside Out**, and Chapters 1-3 from **Tribal Leadership**.

You will be given an assignment due for the next session.

January 27: Assignment from the previous class will be due.

You will be assigned reading-Chapters 3-4 in **Leadership from the Inside Out**, and Chapters 4-8 from **Tribal Leadership**.

You will be given an assignment in class due for the next session

February 10: Assignment from the previous class will be due.
You will be assigned reading-Chapters 5 from **Leadership from the Inside Out**, and Chapters 9-10 from **Tribal Leadership**.

You will be given an assignment in class due for the next session

February 24: Assignment from the previous class will be due.

You will be assigned reading-Chapter 6 and 7 from **Leadership from the Inside Out**.

March 09: Final Exam

Grades for the Quarter

Your grades will be based on:

40% Assignments

30% Participation and engagement

30% Final Exam

Extra credit points available through participation in a group project

Below are some of the speakers currently scheduled, others TBA:

Don Knauss, Chairman and CEO, The Clorox Company

Steven Buster, President and CEO, Mechanics Bank

Rebecca Macieria Kaufman, President, Citibank California, Citi

Mark Edmunds, Vice Chairman & Regional Managing Partner, Deloitte

I look forward to meeting and working with you this quarter.