

Syllabus

From: Jim Wunderman (jim@bayareacouncil.org)

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Dear Students:

I am pleased to have once again been asked by the GSM to organize the Executive Leadership Seminar (MGB 290) for the Winter, 2018 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 recent wave of populism and nationalism, unintended byproducts of globalization, have resulted in significant political divisions and created new corporate dynamics in the United States. Added to that are stringent new regulations, criminal investigations, complex litigation and intense competition which have added pressures on management to lead with urgency and to do so in an environment where 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 other 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 class. 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 one of the first sessions, Friday January 5, 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, we will use three textbooks:

“Leadership From The Inside Out”, Kevin Cashman; Berrett-Koehler, Inc., 2nd Edition 2008

This text will provide insight into the inner workings of effective leadership and will have 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.

“Tribal Leadership, Leveraging Natural Groups to Build a Thriving Organization” Dave Logan, John King, & Halee Fischer-Wright; Harper Business 2008

The second text will look at how a leader’s behavior is shaped by personal and group values. It also will explain the natural occurrence of groups within an organization, referred to as tribes in the book, and how an effective leader can identify with different tribes to build a model for success that can thrive in any economy.

“The Five Dysfunctions of a Team” Patrick Lencioni; Jossey-Bass, 2002

The final text is designed to highlight the main tribulations of teams throughout Corporate America. While helping leaders identify the problems often hindering a team the text also explains how leaders should treat the problems plaguing corporate teams in a long term and sustainable manner.

Assignments

Students will be assigned reflection exercises for their **Leadership from the Inside Out** text. We will be covering **Tribal Leadership** and **the Five Dysfunctions of a Team** in our class discussions and on the exam.

January 5: For the first class meeting, please have 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**, and you will be given an assignment due for the January 19 class.

January 19: Assignment from the January 5 class will be due.

You will be assigned reading-Chapters 3-4 in **Leadership from the Inside Out**, Chapters 4-8 from **Tribal Leadership** part 1 and 2 from **The Five Dysfunctions of a Team**.

You will be given an assignment in class due for the February 2 Class

February 2: Assignment from January 19 class will be due. You will be assigned reading-Chapters 5 from **Leadership from the Inside Out**, Chapters 9-10 from **Tribal Leadership** and finish **The Five Dysfunctions of a Team**.

March 2: Final Exam

Grades for the Quarter

Your grades will be based on:

- 40% Assignments
- 30% Participation and engagement
- 30% Final Exam

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