**Leadership Development**

**MGT 8803**

**Fall 2012**

Wednesdays, 6:05-8:55 PM

Professor William L. Gunn

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and

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Course Purpose

The class is based upon the Authentic Leadership course, perspective and workbook developed by Bill George, former CEO of Medtronic and current Clinical Professor at HBS. The purpose of Authentic Leadership Development (ALD) course is to enable students to prepare themselves to become leaders of organizations, to exercise leadership, and to embark on paths of personal leadership development. The ALD class requires personal curiosity, reflection from students and personal openness, sharing in class discussions, and in leadership development groups.

Objectives

1. To enable students to understand their leadership journeys and their crucibles by reflecting upon and framing their life stories and experiences to date.
2. To participate fully in open, intimate small-group discussions about the reflective exercises they have completed on their own.
3. To understand why leaders lose their way and the self-awareness needed to avoid derailment.
4. To gain clarity about their leadership principles, values, and ethical boundaries, and how they and others might respond under pressure when challenged.
5. To understand what is motivating them, both extrinsically and intrinsically, and to find leadership paths that will enable them to utilize their motivated capabilities.
6. To explore how to build support teams and lead an integrated life.
7. To understand the purpose of their leadership and empower other leaders, while they are optimizing their leadership effectiveness.

Intellectual Premise and Course Concepts

The premise of leadership development is that leaders who know themselves well and consciously develop their leadership abilities throughout their lifetimes will be more effective and more successful leaders and will lead more satisfying and fulfilling lives. To do so, leaders must take responsibility for their own development, rather than relying entirely on their organizations for leadership development.

The ALD course will provide students with ideas, techniques, and tools to assist them in their leadership development journeys, exploring concepts such as lifelong leadership development, the power of your life story, the impact of your crucible, discovering your authentic self, knowing your values, leadership principles, and ethical boundaries, understanding your motivated capabilities, building support teams, leading an integrated life, purpose-driven, empowering leadership, and improving leadership effectiveness.

Who Should Take This Course

ALD is designed for students who want to become effective authentic leaders. The students should be committed to developing themselves, want to understand their motivations and the purpose of their leadership. Students must be open to sharing personal insights, experiences, ambitions, and fears. If students shirk on these responsibilities, the value of the course is lessened not only for themselves but also for the others in the class.

Course Format

ALD students will meet once per week, with part of each class being devoted to the Leadership Development Group (LDG) and the remainder with the full class. Significant preparation is required for the LDGs, based on a series of introspective exercises. In preparation for each LDG, students will be required to complete exercises in *Finding Your True North: A Personal Guide (FYTN)*. Class sessions will be built around discussion of broader issues emanating from the LDGs, case and article reading, and class speakers.

**Required Book Reading**

* George, B. with Sims, P. *True North: Discover Your Authentic Leadership*
* George, B.; McLean, A. and Craig, N. *Finding Your True North: A Personal Guide*

Students are required to read two books for this course. The first of them, *True North: Discover Your Authentic Leadership,* should be read in its entirety. You can read it all at the beginning of the class, or even before the session begins, as we will be referring to its concepts throughout the course. One or more chapters will be required to be read before each week’s session.

The second book, *Finding Your True North: A Personal Guide*, will become a personal workbook that you will use each week to complete the individual exercises assigned that week. The *Personal Guide* is solely for the personal use of the individual student, and will not be turned in or graded at any point. However, students will be expected to verbally share the output of the exercises from the *Personal Guide* each week with the members of their LDG. A significant portion of the class grade is based on attendance, preparation and engagement in the LDG and the class.

**Optional Book Reading**

* George, B. *Authentic Leadership, Rediscovering the Secrets to Creating Lasting Value*
* Pink, Daniel, *Drive*
* Kouzes, James M. and Posner, Barry Z. *The Leadership Challenge*

**Required Cases and Articles**

HBS case 40617: Howard Schultz: Building Starbucks Community (A), Revised April 2007

HBS Case 409024: David Neeleman: Flight Path of a Servant Leader (A), Rev Sept 2009

HBS Case 409038: David Neeleman: Flight Path of a Servant Leader (B), Rev May 2011

HBS Case 406017: Martha Goldberg Aronson Leadership Decisions at Mid-Career, Rev Sept 2005

HBR Article: Crucibles of Leadership by Warren Bennis and Robert J. Thomas, Sept 2002, R0209B

HBR Article: What to Ask the Person in the Mirror by Robert Kaplan, Jan 2007, R0701H

HBR Article: Success That Lasts by Nash and Stevenson, Feb 2004, R0402H

HBR Article: The Institutional Yes, An Interview with Jeff Bezos, October 2007, R0710C

HBR Article: Level 5 Leadership – The triumph of Humility and Fierce Resolve  
 by Jim Collins, July 2005, R0507M

HBR Article: The Failure-Tolerant Leader, by Richard Farson and Ralph Keyes, August, 2002, R0208D

HBR Article: The Real Leadership Lessons of Steve Jobs by Walter Issacson, April, 2012, R1204F

HBR Article: How Will You Measure Your Life, Clayton Christensen, July – August, 2010, R1007B

HBS Book Excerpt: Creating a Community of Purpose, excerpted from *The Future of Management* Gary Hamel with Bill Breen

Washington Post Article: “With executive pay, rich pull away from the rest of America” by Peter Whorisky (Available Online)

WSJ Article: A New Approach to Mentoring by K.E. Kram and M.C. Higgins, September 2008, R10

(Available Online)

Challenge the Process, Kouzes and Posner, available on T-Square

**WRITING ASSIGNMENTS**

*All written assignments to be submitted by email to:* [terry.blum@ile.gatech.edu](mailto:terry.blum@ile.gatech.edu) *and* [bill.gunn@ile.gatech.edu](mailto:bill.gunn@ile.gatech.edu)

**Papers**

**Initial paper – “Why I want to take this class” Due: Midnight 8/26/12**

(+/- 250 words)

**Mid-term Paper - “My Journey to Authentic Leadership” Due: Midnight 10/21/12**

(Not to exceed 1000 words in length)

Describe the most important transformative event of your life and how it has impacted your life and leadership journey. Tell how this event strengthened or changed your values, your motivations, your self-awareness and/or your leadership purpose and passion. Remember, this event could be from any area of your life: home, school, work or elsewhere. If you have had more than one powerful event of this nature, it is perfectly fine to include those in this paper as well. (This paper will be treated with the utmost confidence and will not be shared with anyone other than your professors in this class.)

**Final paper** - “**The Purpose of My Leadership**” **Due Midnight 12/9/12**

(Not to exceed 1000 words)

At this stage in your lives you should begin to form ideas of the purpose of your leadership. These ideas may expand, change or go in different directions as your lives and careers progress but it is important to at least give serious thought now to where you are and where want to go.

With this in mind, describe the purpose of your leadership, and the principles and values that will guide and inform your leadership. Cite readings and class discussions from the course that led to your viewpoints. Discuss the areas of your development as an authentic leader you plan to focus on in the years ahead. (This part of the submission will be graded.)

**Midterm Exam** - **Distributed 10/3/12 Due Midnight 10/7/12**

You will have a midterm examination that you will do outside of class. You can use your notes and books to answer the questions. However, it is an individual test and there should be no communication with others about your answers before all tests are turned in.

**Final Exam** - **Distributed 12/5/12 Due midnight 12/12/12**

You will have a final examination that you will do outside of class. You can use your notes and books to answer the questions. However, it is an individual test and there should be no communication with others about your answers before all tests are turned in.

**Facilitator Feedback Forms** **Due: Sunday, Midnight, after the Wednesday LDG**

*See the Resources section in T Square for this class for:*

* ***Guidelines for Leadership Development Groups***.
* ***Form Template***
* ***Examples of completed forms***.

**Class Writing Assignments Due: Sunday, Midnight, before the class for which they are assigned**

*Details for class writing assignments are shown in the syllabus by week under* **Exercises for Class.**

*Note that no written assignments are due on the class dates where we have guest speakers.*

**Grading**

Initial Paper 0%

Mid Term Paper 5%

Mid Term Exam 20%

Final Paper 10%

Final Exam 20%

Class/LDG Attendance/Participation 30%

LDG Facilitator Reports 10%

Class Written Assignments 5%

Please note that attendance/participation/engagement is expected from each student, every class and LDG session. It is the student role to contribute to the class and LDG based on the fact that they have prepared before class by doing the readings, assignments, and reflections Points are deducted based on behaviors that don’t contribute to the whole or when they reduce the experience and learning of others.

The best situation that contributes to the quality of the class experience is when everyone is fully engaged: readings and exercises have been done, digested, and thought about before class; comments go beyond the written material to applications; reflection is done to better understand the material and ideas are shared with the class. These students are graded upward in participation. Students who are present, but sit quietly, thereby cheating the class of their experience and expertise are not considered to be contributing positively and class participation will be graded downward.

The following contribute to less constructive experiences and should be avoided: arriving late or leaving early, missing class (without a really good reason and notification of others); missing LDG (especially without notification of others); talking while others are presenting; monitoring one’s iPhone, Blackberry, etc. are graded downward even more so than those who sit quietly without contributing to the class.

Class absence, and especially LDG absence, is problematic. If you are not present, you cannot contribute to the class or LDG, so absence is reflected in your grade at increasing rates.

**W EEK 1 Date: 8/22/12 Primary Topic: Introduction to Course**

**6:05**  **Class**: Introductions.

General discussion of authentic leadership

How course will work.   
 What is expected of you.

Organizational LDG

**8/26/12** (Due midnight) **Initial Paper: “Why I want to take this class”**

**WEEK 2 Date: 8/29/12 Primary Topic: How Your Life Story Influences Your Leadership Journey**

**Pre-Class / Pre-LDG Assignments**

Readings: *True North* – Introduction and Chapter 1

HBS case: Howard Schultz: Building Starbucks Community (A)

*FYTN* Exercises: *FYTN* – Introduction & Chapter 1

Exercises for class: There is a document posted in T-Square called “Ratings by Others”. This is a questionnaire intended to help you see how others see your qualities of self-awareness and emotional intelligence. Please distribute copies of this document to 4 or 5 of your acquaintances who you feel can help you assess these qualities in you. Ask that they have the results back to you sometime before Week 6 of this course.

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**6:05 – 7:25 Class: Guest Speaker – Daryle Higginbotham**

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**7:30 – 8:55 LDG:** Discussion of FYTN exercises

This LDG is devoted to sharing your life stories and discussing how your life story has influenced your leadership to date. Led by the facilitator, each student should have the opportunity to share his or her experiences. In this discussion it is paramount to observe the “Guidelines for Leadership Development Groups,” distributed with the course materials, particularly those relating to confidentiality, candor, openness, and trust-building.

**WEEK 3 Date: 9/5/12 Primary Topic: Why Leaders Lose Their Way**

**Pre-Class / Pre-LDG Assignments**

Readings: *True North* – Chapter 2

Web study: 1) Angelo Mozilo

2) Washington Post article; “With executive pay, rich pull away from the rest of America” by Peter Whoriskey

*FYTN* Exercises: *FYTN* – Chapter 2

Exercises for class:

* Do a brief web search on Angelo Mozilo. Be prepared to discuss in class his perceived role in the housing market collapse.
* Read the Washington Post article and be prepared to discuss in class.

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**6:05 – 7:25** **Class:** Review of last LDG

Discussion of Web studies

General discussion of greed

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**7:30 – 8:55** **LDG:** Discussion of FYTN exercises

In your LDG discuss openly the issues you addressed in the written assignment, and share candidly with each other the risks you see for yourself of losing your way as a leader. In hearing the other members of your group share their personal risks, it is important to listen in a non-judgmental manner. Given the sensitive and very personal nature of this Development, it is extremely important to observe the “Guidelines for Leadership Development Groups,” relating to confidentiality, candor, openness, giving feedback, and trust-building.

**WEEK 4 Date: 9/12/12 Primary Topic: Crucibles of Leadership**

**Pre-Class / Pre-LDG Assignments**

Readings: *True North* – Chapter 3

HBR Article: Crucibles of Leadership by Warren Bennis and Robert J. Thomas

*FYTN* Exercises: *FYTN* – Chapter 3

Exercises for class: No written exercise for this week.

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**6:05 – 7:25 Class: Guest Speaker: Peter Hand**

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**7:30 – 8:55 LDG:** Discussion of FYTN exercises

At your LDG go around the group and share your experiences, relating your feelings about the experience at the time and in the present moment.  *This LDG is the most important session for personal sharing and establishing trust within the group.* Coming early in the course, this session can set the tone of your LDG for the remainder of the course. Given the sensitive and very personal nature of this discussion it is extremely important to observe the “Guidelines for Leadership Development Groups.”

**WEEK 5 Date: 9/19/12 Primary Topic: Values, Principles & Ethical**

**Boundaries**

**Pre-Class / Pre-LDG Assignments**

Readings: *True North* – Chapter 5

Web Study: Read Wikipedia write-up on Narayana Murthy  
Watch YouTube video of Murthy speech to Columbia Business School

*FYTN* Exercises: *FYTN* – Chapter 5  
**Exercises for Class:**

* **Submit a short write-up on the Murthy video giving your key takeaways. Due Sunday 9/23 midnight**

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**6:05 – 7:25 Class:** Review of open LDG questions.

Class discussion of values, principles and ethical boundaries.

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**7:30 – 8:55 LDG:** Discussion of FYTN exercises

With your Leadership Development Group, discuss your values, leadership principles, and ethical boundaries, and your prioritization of each of them. Describe the situation in which your values were tested and share your feelings openly.  Solicit feedback from your group on how you handled it, and explore what you might have done differently.

**WEEK 6 Date: 9/26/12 Primary Topic: Discovering Your Authentic Self (Self -  
 Awareness)**

**Pre-Class / Pre-LDG Assignments**

Readings: *True North* – Chapter 4

HBR Article: What to Ask the Person in the Mirror? by Robert Kaplan

*FYTN* Exercises: *FYTN* – Chapter 4

Exercises for Class: No written exercise for this week.

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**6:05 – 7:25 Class:** Review of open LDG questions

**Guest Speaker: Lenore Vassil**

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**7:30 – 8:55 LDG:** Discussion of FYTN exercises

At Week 2 of this course you were instructed to distribute a document to a number of your colleagues and friends called Ratings by Others. You should have received the results from these by this time. Compare these results to your own self ratings from the exercises in Chapter 4 of *Finding Your True North*. Be prepared to discuss both with members of your LDG. You should solicit feedback from the members of your LDG on the self-awareness issues that you are wrestling with.

**WEEK 7 Date: 10/3/12**

**6:05-7:25 Class: Guest Speaker: Aaron Beam**

**No Readings, exercises or LDG for this week**

**Mid Term Exam will be distributed and will be due on Sunday, October 7th**

**WEEK 8 Date: 10/10/12 Primary Topic: The Integrated Leader: Your Personal**

**Life: Family, Friends & Community**

**Pre-Class / Pre-LDG Assignments**

Readings: *True North* – Chapter 8

HBS Case: Martha Goldberg Aronson Leadership Decisions at Mid-Career

HBR Article: Success That Lasts by Nash and Stevenson

*FYTN* Exercises: *FYTN* – Chapter 8

Exercises for class**:** From the Aronson case be prepared to discuss in class such questions as:

* + - * How effective has Martha Aronson been in her leadership assignments to date?
      * To what extent is she leading an integrated life?
      * Should she give up her U.S. position to move to a new challenge in Europe?
    - **Write 2 – 4 paragraphs on how the HBR Nash/Stevenson article reinforced or changed your views on success. (Write-up Due Sunday 10/7, midnight)**

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**6:05 – 7:25 Class:** Review of open LDG questions.

Discussion of case and article.

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**7:30 – 8:55 LDG:** Discussion of FYTN exercises

Discuss your exercise in becoming an integrated leader with others in your LDG and solicit their candid feedback.  Describe circumstances in which you will have to make trade-offs and sacrifices between your career and your personal life, and how you will go about resolving them. Be attentive to the reality of these trade-offs and the sacrifices that you will inevitably will be faced with making.

**WEEK 9 Date: 10/17/12 Primary Topic: Building Your Support Team  
 (Networks and Mentors)**

**Pre-Class / Pre-LDG Assignments**

Readings: *True North* – Chapter 7

WSJ Article: A New Approach to Mentoring  
by Kram and Higgins

*FYTN* Exercises: *FYTN* – Chapter 7

Exercise for Class: No written exercise for this week.

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**6:05 – 7:25 Class: Guest Speaker: Melanie Tinto**

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**7:30 – 8:55 LDG:** Discussion of FYTN exercises

Discuss with your LDG the people and the relationships that have been most important to you. Describe for your group a specific situation you have faced where these relationships were especially important for your leadership.  To whom did you turn for counsel and advice?  How did you use these relationships in this case?  Discuss these relationships with your Development group, and solicit their feedback and insights about the role relationships play in your life. Then discuss the kind of support network you plan to establish in the future.

**10/21/12** (DueMidnight) **Mid Term Paper – My Journey to Authentic Leadership**

**WEEK 10 Date: 10/24/12 Primary Topic: Motivations and Motivated Capabilities**

**Pre-Class / Pre-LDG Assignments**

Readings: *True North* – Chapter 6

HBS Case: David Neeleman: Flight Path of a Servant Leader (A)

HBS Case: David Neeleman: Flight Path of a Servant Leader (B)

*FYTN* Exercises: *FYTN* – Chapter 6

Exercises for class: Be prepared to discuss in class Neeleman’s motivations in forming JetBlue and his handling of the Valentine’s Day disaster

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**6:05 – 7:25 Class:** Review of open LDG questions

Discussion of HBS case

Discussion of extrinsic vs intrinsic motivation

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**7:30 – 8:55 LDG:** Discussion of FYTN exercises

Discuss your extrinsic and your intrinsic motivations with the group, and solicit their feedback. Discuss how you are balancing your motivations, and the challenges you face. Share the results of the “Motivated Capabilities Exercise” with your group, and solicit feedback about whether others see your motivated capabilities the same way you do.  The purpose of this session is to glean insights from your peers to see yourself as others see you.

**WEEK 11 Date: 10/31/12 Primary Topic: Challenging The Process**

**Pre-Class / Pre-LDG Assignments**

Readings: Book excerpt from *The Leadership Challenge* by Kouzes and Posner (posted on T-Square)

HBRArticle: The Institutional Yes – An Interview with Jeff Bezos

*FYTN* Exercises: None this week

Exercise for Class: No written exercise for this week.

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**6:05 – 7:25 Class: Guest Speaker: Mitch Free**

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**7:35 – 8:55 LDG:** You’re on your own. Decide amongst yourselves with help

from the facilitator for this week how you will handle this

meeting.

**WEEK 12 Date: 11/7/12 Primary Topic: Leading with Purpose and Passion**

**Pre-Class / Pre-LDG Assignments**

Readings: *True North* – Chapter 9

HBS Book Excerpt: Creating a Community of Purpose –

Whole Foods Market – by Gary Hamel with Bill Breen

HBR Article: Level 5 Leadership by Jim Collins

*FYTN* Exercises: *FYTN* – Chapter 9

Exercise for Class: Be prepared to discuss in class John Mackey’s motivations and values and whether or not he appears to be an authentic leader and/or a Level 5 leader. Also be prepared to discuss motivational philosophies employed by Whole Foods.

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**6:05 – 7:25 Class:** Review of open LDG questions.

Discussion of the readings and a general discussion of the importance of purpose and passion.

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**7:30 – 8:55 LDG:** Discussion of FYTN exercises

Discuss with your group the purpose of your leadership as you envision it today, the basis for your purpose, and the legacy you would like to leave. Solicit the inputs and feedback of the group about your purpose and legacy

**WEEK 13 11/14/12 Primary Topic: Empowering Others to Lead**

**Pre-Class / Pre-LDG Assignments**

Readings: *True North* – Chapter 10

HBR Article: The Failure Tolerant Leader by Farson and Keyes

*FYTN* Exercises: *FYTN* – Chapter 10

Exercise for Class: No written exercise for this week.

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**6:05 – 7:25 Class: Guest Speaker: Gerry Hull**

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**7:30 – 8:55 LDG:** Discussion of FYTN exercises

Discuss the exercise “Empower Others to Lead” with your LDG. Describe how you empower others through your leadership, and what techniques you have found to be most effective. In this exercise you will examine ways to become more effective in empowering others.

**11/21/12 No Class**

**WEEK 14 11/28/12 Primary Topic: Optimizing Your Leadership**

**Effectiveness - Leadership Styles.**

**Pre-Class / Pre-LDG Assignments**

Readings: True North – Chapter 11

HBR Article: The Real Leadership Lessons of Steve Jobs by

Walter Issacson

Watch YouTube Videos: “Steve Jobs rare footage conducting a presentation on 1980 (Insanely Great)” and

“Steve Jobs Remembered by Larry Ellison and Pixar’s Ed Catmull”

FYTN Exercises: FYTN Chapter 11

Exercise for Class: **Pick 4 or 5 of the leadership lessons in the Jobs article and write a few sentences each on why you feel some of these exhibit the traits or dimensions of authentic leadership, why some may be contrary to authentic leadership and why some are simply unique to Jobs and Apple. (Due Sunday, 10/24, midnight)**

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**6:00 – 7:25 Class:** Review of open LDG questions

Discussion of reading assignment

Discussion of other leadership styles

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**7:30 – 8:55 LDG:** Discussion of FYTN exercises and class discussions.

**WEEK 15 12/5/12 Primary Topic: Review and Final Discussions**

**Pre-Class / Pre-LDG Assignments**

Readings: *True North* – Epilogue

HBR Article: How Will You Measure Your Life  
 Clayton Christensen

Exercise for Class: None

**Final Exam Distributed Due 12/12/12 by midnight**

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**6:00 – 7:25 Class:** General discussion and review of course

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**7:30 – 8:55 LDG:**

The purpose of this final meeting with your Leadership Development Group is to solicit feedback from other members of the group about your effectiveness as an authentic leader and your ability to empower others to lead. What suggestions do members of the group have for you? Then, in turn, provide your feedback to each of the other members of your group about their leadership and how effective they are in empowering others.

**12/9/12** (Due Midnight) **Final Paper – The Purpose of My Leadership**

**Final Exam Due, 12/12/12 by midnight**