

Course Syllabus DRAFT 1 (Feb 7)
BUSMHR/MBA 7222: Advanced Topics in Leadership:
Building Your Leadership Legacy
Spring 2 – 2017
M/W: 1:00 – 2:35 pm; GER 375

Fisher College of Business
Ohio State University

Instructor: Mr. Jeff Rodek
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Office hours: 3:00 – 4:30 M/W and by appointment

Course Description

This course will have a ‘practical applications’ bias. Effective leaders are able to galvanize people around a compelling, inspirational vision and strategy, and to then deal with people in ways that bring out their best ideas and efforts. This course will include a cadre of outside speakers who are successful business and organizational leaders in an effort to help students identify the similarities and differences among proven, effective leaders. Secondly, the course will include class discussions and readings that include classic articles on leadership, and cases on leadership effectiveness. And finally, each student will participate in a 360 leadership survey and be asked to develop their own personal leadership legacy statement and development plan. *In short, effective performance in this course will rely less on intellectual ability and more on personal introspection.*

Course Objectives

The objectives of this course are to create a class room experience and provide readings and assignments that allow each student:

1. To understand and appreciate both academic literature as well as the practical application of good senior leadership practices.
2. To critically evaluate the unique nature of effective leaders, and identify key similarities among the proven leaders who will be guest speakers.
3. To critically evaluate their own current leadership effectiveness, and identify areas for improvement based on a 360 leadership survey feedback process.
4. To develop a personal leadership legacy statement designed to achieve their career goals as well as develop personal development plans for improving their leadership skills.

Guest Speakers

The guest speakers will be identified and announced shortly before the beginning of the term. For reference purposes, guest speakers in the past have included: The Governor of the State of Ohio, CFO of Nationwide Insurance, Vice Chairman of Deloitte & Touche, President/COO of Cardinal Health, CEO Bob Evans, Managing Partner of Bricker & Eckler a major law firm, CEO M/I Homes, Superintendent Columbus City Schools, President Ohio State University and Dean of the Fisher College.

Course Schedule and Reading List

Session 1 **Guest Speaker 1: Dean Anil Makhija, Fisher College of Business**
W: 3/01

Session 2 **Course Introduction: Intro Leadership Legacy**
M: 3/06 **Debrief Speaker #1**

Article: "Discovering your authentic leadership". George, et al, HBR, 2007 (#R0702H)

(Identify raters for 360 web survey on leadership; unless you have participated in another 360 in the past six months)

(Window for 360 web survey open)

Session 3 **"What things have shaped you?": Your Life Story**
M: 3/08

Book chapter: True North: Introduction and Chapters 1 and 3

Pre-work: Come prepared to share your life story events and people

Spring Break: March 13- 17

Session 4 **Guest Speaker 2: Mr. Michael Nieset, Partner, Heidrick & Struggles**
M: 3/20

Session 5 **"What's your personal code of conduct?": Values and Related Principles**
W: 3/22 **Debrief Speaker 2**

Book chapter: True North: Chapters 2, 5 and 11

Article: "The neuroscience of trust", Zak, HBR 2017 (#R1701E)

Pre-work: Come prepared to share your values and related principles

(Assignment #1 due at start of class)
(Window for 360 web survey closes)

Session 6
M: 3/27 **Guest Speaker #3: Mr. Jeff Rodek, fmr. Chmn/CEO Hyperion, President Ingram Micro, and SVP Americas FedEx**

Session 7
W: 3/29 **“What Drives You?”: Motivations and Sweet Spot**

Book chapter: True North: Chapters 6 and 9

Pre-work: Come prepared to share your intrinsic and extrinsic motivations

Session 8
M: 4/03 **“Do you know who you are?”: Self-Awareness & Development**

Book chapter: True North: Chapter 4

**Pre-work: Come prepared to share key strengths and development needs
(360 Survey individual feedback reports distributed in class)**

Session 9
W: 4/05 **Guest Speaker #4: Nancy Kramer, Founder, Resource Ammirati**

Session 10
M: 4/10 **Guest Speaker #5: Mr. Tony Rucci, fmr. Chmn Sears Mexico, and CAO Sears and Cardinal Health**

Session 11
W: 4/12 **“How do you stay grounded?”: Leading an integrated life**
Debrief guest speakers #4 and #5
Introduce “Leadership Legacy”

Article: “Manage your Work, Manage your Life,” Groysberg & Abrahams, HBR 2014 (#R1403C)

Book chapter: True North: Chapters 7 and 8

Pre-work: Come prepared to share integrated life examples/goals

Session 12
M: 4/17 **Success vs. Significance**

Article: “Success built to last: creating a life that matters”. Porras, et al Rotman magazine, 2007 (#ROT048)

Article: “Do your commitments match your convictions?” Sull & Holder, HBR, 2005 (#R9501H)

Book chapter: True North: Chapter 10

Session 13
W: 4/19 **Final Legacy presentations (Assignment 2)**
(Individual presentations of personal legacy statements – 7 mins. each)

Session 14
M: 4/24 **Final Legacy presentations continued (today or TBD)**
FINAL PAPERS (Assignment 3) DUE in Carmen by TBD

Note: Guest Speaker (assignment 4) paper is due two weeks after Guest Speaker.

Books and Readings Required for the Course

Discovering Your True North. George, B., Wiley & Sons, 2015. ISBN#: 978-1-119-08294

Course Packet: Available electronically through the Harvard Press course packet site. Contains all articles listed in the course syllabus reading list above. **All HBR articles listed above are also available through the OSU library.** You will find the HBR purchase links on the Carmen course home page. That link will give you access to the HBR articles if you choose to purchase those rather than use the OSU library source.

Course Requirements and Grading:

The course will include a mix of class discussions, textbooks, articles, class presentation assignments, and written assignments

Grades will be based on the following criteria: **(For due dates, refer to syllabus)**

Assignment #1: Life story + Values/related Principles	30%	(60 pts.)
Assignment #2: Final oral class presentation	15%	(30 pts.)
Assignment #3: Final Paper	45%	(90 pts.)
Assignment #4: Critique of a Guest Speaker	<u>10%</u>	<u>(20 pts.)</u>
Total points:	100%	(200 pts.)

Class contribution (see below): graded on a “exceeds/meets/below” expectations; can impact up to one letter grade, plus or minus.

Assignment #1: Life Story + Values/Related Principles

These papers should be 4 pages in length. The papers will ask you to: 1. identify one pivotal life *event* that has had a compelling impact in your life and why, and what you have learned or taken from that event; 2. one pivotal *person* who has had a compelling influence in your life and why, and what you have taken away from that pivotal person; 3. a discussion of your core values and related principles. A more detailed prospectus for this assignment will be distributed and discussed in class, and that prospectus will be the “official” requirements for the paper.

Assignment #2: Legacy oral class presentation

At our final three class sessions each student will be asked to make a 5-6 minute presentation on their personal leadership legacy to the class. This assignment will be graded principally on the quality of the presentation to the class (your content will be graded as part of your final paper assignment listed above). It will be important to restrict your remarks to 5-6 minutes, in order to ensure we get everyone’s presentation completed within the regular class hours. ***Please rehearse and time your presentation before delivering it in class.*** A more detailed prospectus for this presentation will be distributed and discussed in class, and that prospectus will be the “official” requirements for the presentation.

Assignment #3: Final Paper

These papers should be 5-6 pages in length, and will include three sections: Section 1.) a detailed review and critique of the results from your 360 feedback report results; what were your key takeaways, positive and otherwise; identification of at least two strengths as well as two development opportunities from your survey results that you will focus on going forward, and action plans for improvement; Section 2.) a clear statement of your personal leadership legacy; the key themes in your statement and why; what about your personal and /or professional background has led you to this particular legacy statement: i.e.a brief reprise of your life story and values from the mid-term, then a more in depth discussion of motivations, self-awareness and life balance. A more detailed prospectus for this assignment will be distributed and discussed in class, and that prospectus will be the “official” requirements for the paper.

Assignment #4: Critique of a Guest Speaker

You will be asked to submit a two page critique of any one of the guest speakers of your choice. That critique must be received by me within two weeks of the guest speaker’s presentation. In that respect, you get to choose when this assignment will be due. Your critique should describe what you felt were the speaker’s key messages, those areas that resonated with you as well as any issues you saw, and a general description of their leadership style. A more detailed prospectus for this paper will be distributed and discussed in class, and that prospectus will be the “official” requirements for the presentation. *Also note that after every guest speaker we will spend 15-20 minutes in a debrief discussion of that guest speaker where you will be encouraged to share your thoughts on the speaker, key takeaways you heard, etc.*

Class contribution.

I will be looking for you to provide your insights, thoughts, perspectives and questions in a professional, productive manner. ***Attendance and engagement matters, particularly in this course.*** Participation in class is desired and expected for a wide variety of reasons, including the value of learning from one another and the wide variety of life perspectives and experiences of the class. Plus, once in the work force post-grad school, you will be only as effective as your ability to communicate your ideas clearly and defend your ideas. Class participation (as judged by the instructors) will be “scored” as follows:

Exceptional participation: consistent, high quality engagement: **up to plus one letter grade**

Expected participation: what’s expected from grad students: **grade based on pts. only**

Less engaged: consistency and quality less than expected: **up to minus one letter grade**

It is absolutely essential that you come to class prepared to participate and discuss the material and guest speakers. Other than the assigned *True North* book chapters, there are only six other assigned readings for the entire course. This is not an accident. The value of this course will NOT be measured in the amount of material digested, but in the amount and quality of introspection and discussion it provokes.

If, for any reason, class participation is a concern for you (e.g. social phobia, anxiety issues, language difficulties), please notify me AT THE BEGINNING OF THE TERM, so that we can agree on alternative arrangements to meet the class participation requirement

Attendance: Since class participation is part of the grading consideration, then attendance matters. I will circulate a sign-in sheet at the start of each class for your signature. This will be the basis for determining unexcused absences. ***There will be one unexcused absence for the term. Any unexcused absence beyond the first without advance notice will adversely impact your class participation evaluation, unless due to a true emergency.*** Regarding excused absences, I assure you I am extremely understanding about such issues, and realize that people (even MBA students!) have personal lives. I know there will be the occasional personal emergencies or business travel that come up. I will absolutely consider such issues as legitimate, excused reasons to miss a class...**as long as you let me know in advance, if possible.** This advance notification will be on the honor system...you do not need to provide any documentation. Rather simply notify me before class that you have a personal or professional conflict that will cause you to miss class. ***Please do not exploit this privilege!*** This applies to both class attendance and assignment due dates.

On guest speaker days, attendance in class is even more critical. Also, please be on time on guest speaker days rather than walk in while the speaker is already presenting. I trust you can understand the need for this discipline. We are collectively representing the Fisher College and Ohio State University

Course Policy Statements

Diversity and Inclusiveness. This course should practice what it preaches in its week-to-week conduct. We will, as a group and as individuals, hold ourselves accountable for demonstrating an openness to and appreciation for the ideas of others. ***This means being conspicuously respectful of each other on all occasions and in all of our class transactions. That also includes NOT surfing the web or reviewing email during class sessions.***

Disability. We are committed to making every effort to provide each student with a meaningful learning opportunity. If there are any obstacles that could prevent you from learning effectively, please set an appointment with us so that we might jointly figure out how to circumvent those obstacles. In addition, you should feel free to contact the Office for Disability Services at 614-292-3307, located in 150 Pomerene Hall. They can also work with you to coordinate accommodations for students needing assistance.

Assignments and Attendance. Assignments are due on the dates indicated, and since class participation is part of the grading consideration, then attendance matters. Having said that, I am extremely understanding about such issues, and realize that people (even MBA students!) have personal lives. We know there will be the occasional personal emergencies (e.g. a dead uncle, a child taken to the ER, etc.) the day before an assignment is due. We will absolutely consider such issues as legitimate reasons to reach alternative due dates for assignments...as long as you let us know about issues, in advance if possible. ***Please do not exploit this privilege!***

Academic Integrity. Central to any institution that aspires to excellence, academic integrity is a fundamental expectation we have for all of our students and faculty. Please be sure to review the University's Code of Student Conduct (Sect. 3335-23-04). We will hold ourselves and students accountable for the standards outlined in the code, which means we have a responsibility to confront and remediate any

actions determined to be outside the letter and spirit of the code. In addition, you should hold us and all your instructors accountable to an equally high standard of personal and professional ethical conduct.

Enjoyment. I teach at the MBA level because I enjoy it! Yes, believe it or not. I encourage you to enjoy the course, as well. A sense of humor doesn't hurt either.