## Authentic Leadership Development 2011

**February 13 - February 18, 2011**

### Assignments for Sunday, February 13, 2011

<table>
<thead>
<tr>
<th>Topic</th>
<th>Time</th>
<th>Location</th>
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<tbody>
<tr>
<td>Welcome &amp; Introduction</td>
<td>4:00 - 4:30 PM</td>
<td>Hawes Hall 303</td>
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<tr>
<td>What is Your Life Story?</td>
<td>4:30 - 6:00 PM</td>
<td>Hawes Hall 303</td>
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**Instructor:**

- **Welcome & Introduction:** Nitin Nohria
- **What is Your Life Story?:** William George

**Assignment:**

- **Welcome & Introduction:** No advance preparation required.

**Materials:**

- Howard Schultz: Building Starbucks Community (406127)
- Howard Schultz: Building Starbucks Community (B) (407127)

**Assignment:**

1. How can you link Schultz’ experiences in his life to the kind of company he is building at Starbucks?
2. What characteristics and experiences are most important in Schultz's development as a leader?
3. Was Schultz correct to put his concerns about Starbucks direction in the email to CEO Jim Donald?
4. How should Schultz navigate the challenges on sustaining Starbucks' growth while staying true to its authentic roots as a unique local coffeehouse?
Assignments for Monday, February 14, 2011

**Why Leaders Lose Their Way**

**Instructor:** Robert Steven Kaplan

**Materials:**
- Richard Grasso and the NYSE, Inc. (A) (405051)
- Kramer, Roderick M. "Harder They Fall," Harvard Business Review, October 2003, Reprint #: R0310C

**Assignment:**
1. Who is responsible for Grasso’s termination, the NYSE board or Grasso himself? Could a sound system of board governance have prevented this tragedy from occurring?
2. What could Dick Grasso have done to avoid getting himself into this situation? What factors in his background may have contributed to this situation?
3. What are the root causes of leaders losing their way? Can you identify leaders from your personal experience who have lost their way or are in danger of doing so?
4. What can leaders, including yourself, do to avoid these temptations, stay grounded, and be authentic in their leadership?

**Leadership Development in the Crucible**

**Instructor:** William George

**Materials:**
- Anne Mulcahy: Leading Xerox through the Perfect Storm (A) (405050)
- Read True North, Chapter 3
- Finding Your True North: A Personal Guide, Chapter 3

**Assignment:**
1. As a board member of Xerox, would you accept Chairman Paul Allaire’s proposal to a) terminate Richard Thoman, b) return temporarily as CEO, and c) promote Anne Mulcahy to COO and eventually CEO? What strengths and weaknesses does Mulcahy bring to this position?
2. How effective has Mulcahy been in her first five months as chief operating officer?
3. As a member of Xerox’ executive team considering the strategic options presented on October 23, 2000, which course of action would you recommend to Mulcahy? What are the implications of each of the three options?
Assignments for Tuesday, February 15, 2011

**Build Your Self-Awareness**

<table>
<thead>
<tr>
<th>Instructor:</th>
<th>Scott Snook</th>
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<tbody>
<tr>
<td>Materials:</td>
<td>Coach Knight: The Will to Win (406043)</td>
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<td>Coach K: A Matter of the Heart (406044)</td>
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**Assignment:**

1. Compare and contrast coach K and coach Knight. How are they different? How are they similar?
   - Describe coach K’s leadership style. What are his basic assumptions about motivation, leading and human nature?
   - Describe coach Knight’s leadership style. What are his basic assumptions about motivation, leading and human nature?
2. Who is more effective? Why? Under what conditions would you hire coach K? Coach Knight?
3. Think of a time when someone else (boss/coach/teacher/parent) motivated you to perform at your best. Why were they effective?
4. Think of a time when you motivated others to perform at their best. Why were you effective?
5. What are your basic assumptions about motivation, leading and human nature?

**Values, Principles and Ethical Boundaries**

<table>
<thead>
<tr>
<th>Instructor:</th>
<th>Nitin Nohria</th>
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<tbody>
<tr>
<td>Materials:</td>
<td>Narayana Murthy and Compassionate Capitalism (406015)</td>
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<tr>
<td></td>
<td>Read <em>True North</em>, Chapter 5</td>
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<tr>
<td></td>
<td><em>Finding Your True North: A Personal Guide</em>, Chapter 5</td>
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**Assignment:**

1. What people and experiences in Murthy’s early life had the greatest influence in shaping his values and leadership?
2. How did his experiences in India and France enable him to develop his thinking about his leadership principles? How did he use them in building Infosys?
3. What is your view of Murthy’s notion of “compassionate capitalism”? Would it work in an American or European company?
### Motivated Capabilities

**Instructor:** Scott Snook  
**Materials:** Wolfgang Keller at Konigsbrau-TAK (A) (498045)  
**Assignment:**  
1. What is your analysis of the situation facing Keller as he returns to Kiev?  
2. What is your assessment of Brodsky’s performance? Please be specific.

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<tr>
<th>Time</th>
<th>Location</th>
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<tbody>
<tr>
<td>8:00 - 9:30 AM</td>
<td>Hawes Hall 303</td>
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### The Integrated Leader

**Instructor:** Joshua Margolis  
**Materials:** Lawrence Trinh: Venturing to Vietnam (409017)  
**Assignment:**  
1. Which job offer should Trinh take and why?  
2. What practices and principles should he adopt for the possibility that he might encounter corruption?

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<thead>
<tr>
<th>Time</th>
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<tbody>
<tr>
<td>1:00 - 2:30 PM</td>
<td>Hawes Hall 303</td>
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Lead with Purpose

**Instructor:** William George

**Materials:**
- Andrea Jung: Empowering Avon Women (A) (408035)
- Read *True North*, Chapter 9

**Assignment:**
1. How does Andrea Jung define the purpose of her leadership? How does it relate to Avon’s corporate purpose?
2. How does Jung’s purpose relate to her background and experiences?
3. How should Jung handle the slowdown and shortfall in October, 2005?
4. What is your assessment of her intention to reinvent herself as Avon’s CEO after her first six years as CEO?

Empower Others to Lead

**Instructor:** Scott Snook

**Materials:**
- Jan Carlzon (8-489-046)

**Assignment:**
1. Why was SAS having problems?
2. Of all Carlzon’s actions, which were most important? Why?
3. What does it take - as a person - to do what Jan did during his first years turning SAS around?
## Authentic Leadership Development 2011

**February 13 - February 18, 2011**

### Assignments for Friday, February 18, 2011

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<thead>
<tr>
<th>Activity</th>
<th>Time</th>
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<tbody>
<tr>
<td><strong>Reaching Your Leadership Potential &amp; Debrief of Interview Exercise</strong></td>
<td>8:00 - 9:30 AM</td>
<td>Hawes Hall 303</td>
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<tr>
<td>Instructor: Robert Steven Kaplan</td>
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<tr>
<td>Assignment: Please bring the interview exercise assignment with you to class, as it will be the basis of the class discussion.</td>
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<tr>
<td><strong>Concluding Leadership Discussion</strong></td>
<td>11:30 - 12:00 PM</td>
<td>Hawes Hall 303</td>
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<td>Instructor: William George</td>
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<td>Assignment: No advance preparation required.</td>
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<tr>
<td><strong>Closing &amp; Evaluations</strong></td>
<td>12:00 - 12:30 PM</td>
<td>Hawes Hall 303</td>
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