

**FELLOWS SYLLABUS
FALL 2010**

OVERVIEW

The following document outlines specific expectations that govern the Fall quarter Fellows program.

Areas covered include:

- I. Course Overview
 - II. Course Schedule & Weekly Details
 - III. Attendance
 - IV. Grading
 - V. Deliverables and special activities
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I. COURSE OVERVIEW

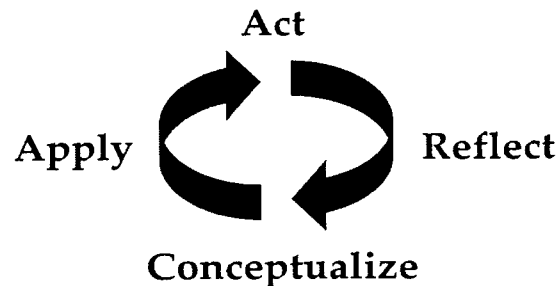
FALL FOCUS

Fall = Implementation

The overarching mission of the course is to deliver an outstanding development program (the Leadership Labs) in the Fall quarter for all of the incoming MBA1s. Each Fellows' Squad is responsible for the learning experience of one section of 64 students. The Implementation phase will occur as part of the MBA1s required core courses, ending with the successful recruitment of the next group of Leadership Fellows. Through the experience of mentoring, coaching, modeling, and facilitating the learning of others, Fellows get a very practical and personal leadership development experience. Every interaction with your first-years and Fellows teammates is an opportunity for you to practice using your interpersonal skills strategically and we spend a considerable amount of class time in our Fall class sessions on harvesting these learning opportunities. In addition, we introduce other key models and concepts throughout the quarter to build upon the experiential learning you acquire during your Fellowship experience.

**A LEADERSHIP
JOURNEY LIKE
NO OTHER**

The Fellows class in the Fall quarter has a structure that supports you in multiple ways through your Leadership Journey. While we want to prepare you practically for the Labs that you run with your students (ACT), we also want to use them as an opportunity for REFLECTion, introduce concepts that are applicable in the moment (CONCEPTUALIZE), and help you think through and APPLY your learning. In this way, the Fellows class models the experiential learning cycle that you teach and experience with your first-year students. To this end, we have a definitive structure for our eight weeks of the Fellows course. See the following sections for details.



**Class Session
Goals**

Through our conceptual sessions, clinic sessions, and even non-specialist prep sessions, our class time with you focuses on helping you learn how to:

- **Build Strong Teams**
 - **Shape Culture**
 - **Develop Others**
 - **Manage Self**
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**Class Session
Concepts &
Models**

Within these four leadership domains we cover the following concepts:

I. Manage Self:

- Intentional Leadership Behaviors—not what you say, it's what you do
- Diagnosing Derailment Behaviors: Identifying behaviors that might impede your work relationships and hinder productivity
- Transformational Leadership—Five practices of Exemplary Leadership
- Applying Dialogic Leadership
- Rethinking Political Correctness

II. Develop Others:

- Managing Away Bad Habits
- A Brain-Based approach to Coaching
- Evaluating Interpersonal Skills and TPR Skills of Team Members

III. Build Strong Teams (Self Managed Fellows Team + MBA1 Team)

- Assessing and Managing Team Stages of Development
- The 5 Dysfunctions of a Team, and how to Overcome Them
- Facilitating productive disagreement on teams

IV. Shape Culture:

- Creating a learning environment that is:
 - Rigorous and challenging
 - Safe and inclusive
 - Creating a feedback-rich culture that values reflection, behavioral analysis, continuous improvement and celebrating victories.
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Typical Tuesday and Thursday Classes

Weekly classes will typically follow this schedule. However, please note that given our focus on experiential learning, we reserve the right to adjust the schedule as needed:

TUESDAY (8 a.m.-9:45 a.m.)

Time	Minutes	Topic	Responsible
8:00	50	Conceptual Session with all Fellows: Focus on MBA1 squad experience, including Squad Development meetings. (Note that most readings in the Fellows course syllabus pertain to this session.)	Evelyn
8:50	5	Travel from classroom to squad rooms.	
8:55	50	Squad Clinic: Focus on sharing best practices among Fellows relating to labs, Squad Dev. meetings, 1:1 coaching and other interventions with MBA1s.	Squad Coaches
Total	105		

THURSDAY (8 a.m.-9:45 a.m.)

Time	Minutes	Topic	Responsible
8:00	40	Non-Specialist Prep for following week's lab	Specialty Team
8:40	10	Announcements and Updates	Evelyn
8:50	5	Travel from classroom to squad rooms.	
8:55	50	Squad Meeting: Focus on any squad-specific logistics for upcoming lab (e.g. Duty Matrix), Fellows' own learning goals and squad norms, and overall effectiveness of Fellows Squad from T/P/R perspective.	Squad Coaches
Total	105		

Conceptual Sessions & Clinics

Fellows class time is our one moment to stop the clock and focus on what you are learning throughout all the experiences you are having with your students, each other, and your coaches. Over the eight weeks of class, we cover the following topics during the general conceptual sessions and extend these discussions in your clinic sessions for further application:

Week	Topic	Development Goal	Target*
0	Launching Groups & Teams; Intentional Leadership Presence	Shaping Culture Building Strong Teams	You/MBA1 Squad
1	Setting Initial Group Conditions—Safety, Inclusion, Trust (SIT); Rethinking Political Correctness	Building Strong Teams Managing Self	MBA1 Squad/ Fellows Squad
2	Evaluating the Forming Stage of your MBA1 Squad; Transformational Leadership	Managing Self Building Strong Teams	You/MBA1 Squad
3	Enabling Others to Reach Their Full Potential—Assessing, Evaluating, Challenging	Developing Others	MBA1 Squad/ Fellows Squad
4	Ensuring Productive Conflict	Building Strong Teams Developing Others	MBA1 Squad/ Fellows Squad
5	Developing Your MBA1s: Prep for 1:1 Reflection Sessions; Putting Leadership in Context	Develop Others	You/MBA1 Squad
6	No Fellows Class as you do 1:1s	Develop Others	MBA1 Squad
7	Adjourning with your Teams: Post Mortems, Collective Wisdom, & Shaping the Future	Building Strong Teams Shaping Culture	You/Fellows Squad

*While every interaction you have in the Fellows program is an opportunity for learning, each week we focus on a different target for observation—some weeks we ask you to analyze your behavior, other sessions we'll analyze the behavior of your MBA1 squads and the development progression of your students.

II. COURSE SCHEDULE & WEEKLY DETAILS

Date	Class	Deliverables	
Week 0	GSBGEN 327 Class: (Jump Start) Sunday, 9/19 8 a.m.-6 p.m.	Class topic: Read: Assignments due:	Launching Groups & Teams; Intentional Leadership Presence <input type="checkbox"/> Squad Development Guide—sections on MBA1 Squad Kick-off event; Best Practices for Weekly Squad Meetings—these sections will be emailed to you and posted on the J Drive <input type="checkbox"/> Cultural Intelligence Optional Reading (before your first presentation): <input type="checkbox"/> Our Chief Want <input type="checkbox"/> We will practice your Introductions for Awareness so come prepared to deliver!
	Fellowship:	Weekly assignments: Additional assignments:	<input type="checkbox"/> Prep for Awareness lab (Please refer to the Fellows Packet for Awareness lab) & your Introduction <input type="checkbox"/> Schedule Squad Dinner (MBA1 squad) for Sept. 20 th or 21 st <input type="checkbox"/> Schedule a 1 hour weekly Squad Dev Mtg with your MBA1s and Schedule 15 minute 1:1 checkpoint conversation with each of your MBA1s following the Awareness Lab.
Week 1 Sept 20- Sept 24	GSBGEN 327 Class: Tu 9/21 & Th 9/23 8-9:45 a.m.	Class topic: Read: Assignments due:	Setting Initial Conditions; Creating Norms of Safety, Inclusion, Trust <input type="checkbox"/> Rethinking Political Correctness <input type="checkbox"/> What Could Go Wrong In a Team-Building Activity <input type="checkbox"/> Reflection Questions to prep for Tu. class: How is your launch going for your squad? section? How do you want to launch your first Squad Development Meeting? <input type="checkbox"/> Reference for Class on Thursday—Exercise Checklist & your Team Norms for Fellows Squad
	Fellowship: MBA1 Lab Wednesday 9/22 8:30 a.m.-noon* *Note extended 30 minutes due to Introductions	Lab topic: Weekly assignments: Additional assignments:	Awareness Lab <input type="checkbox"/> Prep for Awareness lab (Please refer to the Fellows Packet for Awareness lab) & your Introduction <input type="checkbox"/> Prep and facilitate MBA1 Squad Dev Mtg <input type="checkbox"/> <u>Notify Delilah Gallardo and your Squad Fellows Coach by no later than Thursday @ 1 p.m. if you have an absence or prep/participation points to deduct for any of your students.</u> <input type="checkbox"/> Post videos to T drive by 1:00 p.m. on Thursday. Listed under: T drive/Leadership Lab Videos/Fellow's Name (first & last). <input type="checkbox"/> Have your MBA1 squad kickoff meeting on either 9/20 or 9/21 <input type="checkbox"/> Submit Case Role Assignments for your MBA1 squad for MTE and EAS by Thursday, 9/23, at 1 p.m.—see Case Roster section on: J Drive/Leadership Fellows/Share/2010 Leadership Fellows/Case Roster (for FineWine,, Mobiltech & AirDy) <input type="checkbox"/> Complete your 15 minute 1:1 “quick check-in” with your MBA1s from Awareness lab by 9/28 <input type="checkbox"/> Send roster for MTE cases to your MBA1 squad by Friday, 9/24, 1:00 p.m., so they know their case role assignments. Verify that your MBA1 students received the correct case version for MTE lab and understand the roles they are playing.

COURSE SCHEDULE & WEEKLY DETAILS (CONTINUED)

<p>Week 2 Sept 27- Oct 1</p>	<p>GSBGEN 327 Class: Tu 9/28 & Th 9/30 8-9:45 a.m.</p>	<p>Class topic: Read: Assignments due:</p>	<p>Evaluating MBA1 Squad Launch using Six Lenses <input type="checkbox"/> The Five Practices of Exemplary Leadership, p.3-13 <input type="checkbox"/> Awareness Specialists: Review MBA1s' weekly Feedback Survey for your section and email the PowerPoint of your FLOOP to your Fellows Squad + Coach before Fellows class on Tuesday morning. <input type="checkbox"/> Squad.Reflection Questions to prep for class: How are you modeling leadership for your students? How are you inspiring a shared vision? How are you enabling others to act? <input type="checkbox"/> Schedule 1:1 with Squad Coach for 4th week AFTER 10/12. <input type="checkbox"/> You will receive an email from Delilah on 9/30 asking you to complete the Hogan Development Survey. This email includes a unique password for you to access the online survey. This is an assessment that we will use in our Fellows class. The survey must be completed by Thursday, 10/7 at 1:00 p.m. This should take you just 20 min.</p>
	<p>Fellowship: MBA1 Lab Wednesday 9/29 8:30-11:30 a.m.</p>	<p>Lab topic: Weekly assignments: Additional assignments:</p>	<p>Maximizing Team Effectiveness <input type="checkbox"/> Prep for MTE lab (Refer to MTE- Fellow's packet) <input type="checkbox"/> Prep and facilitate MBA1 Squad Dev Mtg <input type="checkbox"/> <u>Notify Delilah Gallardo and your Squad Fellows Coach by no later than Thursday @ 1 p.m. if you have an absence or prep/participation points to deduct for any of your students.</u> <input type="checkbox"/> Post videos to T drive by 1:00 p.m. on Thursday Note—see additional assignments on next page! <input type="checkbox"/> Verify that your MBA1 students attend the EAS protagonist prep meeting on Wed., 9/29, from 11:45-12:45 in S181 & S182 <input type="checkbox"/> Submit Case Role Assignments for your MBA1 squad for Conflict, Assertiveness & Influence by Thursday, 9/30, at 1 p.m.—see Case Roster section on: J Drive/Leadership Fellows/Share/2010 Leadership Fellows/Case Roster (for Conflict Cases, Easy Speaker, Dieter Branch, & Borealis) <input type="checkbox"/> Schedule your 1:1s for 6th week with your MBA1s (45 minutes each) <input type="checkbox"/> Send roster for EAS cases to your MBA1 squad by Friday, 10/1, 1:00 p.m., so they know their case role assignments.</p>
<p>Week 3 Oct 4- Oct 8</p>	<p>GSBGEN 327 Class: Tu 10/5 & Th 10/7 8-9:45 a.m.</p>	<p>Class topic: Read: Assignments due: (NOTE: SEE FELLOWSHIP ASSIGNMENTS NEXT PAGE!)</p>	<p>Enabling Others to Reach Their Full Potential—Assessing, Evaluating, Challenging <input type="checkbox"/> Managing Away Bad Habits <input type="checkbox"/> A Brain-Based Approach to Coaching <input type="checkbox"/> Five Dysfunctions of a Team Assessment—complete for Thursday's class and evaluate your Fellows Squad! <input type="checkbox"/> MTE Specialists: Review MBA1s' weekly Feedback Survey for your section and email the PowerPoint of your FLOOP to your Fellows Squad + Coach before Fellows class on Tuesday morning. <input type="checkbox"/> Complete the Hogan Development Survey online –you should have received an email with your personal ID from Delilah last week. Due on 10/7 at 1:00 p.m. <input type="checkbox"/> Confidential Fellows peer grading system opens Thursday 10/7 and is due Monday, 10/11, by 1 p.m. <input type="checkbox"/> Reflection Questions to prep for class: This is our mid-course check-in on how you are developing your students. How would you assess the skill levels of your students? How are you tailoring your work with each to challenge them at their own unique skill level? <input type="checkbox"/> Last day to change Fellows course grade to Pass/Fail option is 10/6.</p>

COURSE SCHEDULE & WEEKLY DETAILS (CONTINUED)

<p>Week 3 Oct 4- Oct 8 (continued)</p>	<p>Fellowship: MBA1 Lab Wednesday 10/6</p>	<p>Lab topic Weekly assignments</p>	<p>Executive Action Skills</p> <ul style="list-style-type: none"> <input type="checkbox"/> Prep for EAS lab (Refer to EAS Fellow's packet) <input type="checkbox"/> Verify that your MBA1 students attend the Conflict protagonist prep meeting on Wed., 10/6, from 11:45-12:45 in S181 <input type="checkbox"/> Prep and facilitate MBA1 Squad Dev Mtg. <input type="checkbox"/> <u>Notify Delilah Gallardo and your Squad Fellows Coach by no later than Thursday @ 1 p.m. if you have an absence or prep/participation points to deduct for any of your students.</u> <input type="checkbox"/> Post videos to T drive by 1:00 p.m. on Thursday <input type="checkbox"/> Schedule your 1:1s for 6th week with your MBA1s (45 minutes each) <input type="checkbox"/> Review Learning Goals submitted to you by your MBA1s before your Squad Dev Mtg <input type="checkbox"/> Review MBA1s' weekly Feedback Survey to see the feedback on you from your MBA1 squad—there are special questions about "Squad Fellows" this week. <input type="checkbox"/> Send roster for Conflict cases to your MBA1 squad by Friday, 10/8, 1:00 p.m., so they know their case role assignments for next week
<p>Week 4 Oct 11- Oct 15</p>	<p>GSBGEN 327 Class: Tu 10/12 & Th 10/14 8-9:45 a.m.</p>	<p>Class topic: Read/Complete: Assignments due:</p>	<p>Ensuring Productive Conflict</p> <ul style="list-style-type: none"> <input type="checkbox"/> How Teams Can Have a Good Fight <input type="checkbox"/> Dialogic Leadership <input type="checkbox"/> Confidential Fellows peer grading is due on Mon., 10/11, by 1 p.m. <input type="checkbox"/> EAS Specialists: Review MBA1s' weekly Feedback Survey for your section and email the PowerPoint of your FLOOP to your Fellows Squad + Coach before Fellows class on Tuesday morning. <input type="checkbox"/> Complete your 1:1 with your Squad Coach this week <input type="checkbox"/> Reflection Questions to prep for class: What are you noticing about your MBA1 Squads team behavior? How are you encouraging or discouraging productive conflict?
	<p>Fellowship: MBA1 Lab Wednesday 10/13 8:30-11:30 a.m.</p>	<p>Lab topic: Weekly assignments: Additional assignments:</p>	<p>Conflict Management</p> <ul style="list-style-type: none"> <input type="checkbox"/> Prep for Conflict lab (Refer to Conflict Fellow's packet) <input type="checkbox"/> Prep and facilitate MBA1 Squad Dev Mtg <input type="checkbox"/> <u>Notify Delilah Gallardo and your Squad Fellows Coach by no later than Thursday @ 1 p.m. if you have an absence or prep/participation points to deduct for any of your students.</u> <input type="checkbox"/> Post videos to T drive by 1:00 p.m. on Thursday <input type="checkbox"/> Send roster for Assertiveness case to your MBA1 squad by Friday, 10/16, 1:00 p.m., so they know their case role assignments for next week <input type="checkbox"/> Reminder: Schedule your 1:1s for 6th week with your MBA1s (45 minutes each)

COURSE SCHEDULE & WEEKLY DETAILS (CONTINUED)

<p>Week 5 Oct 18- Oct 22</p>	<p>GSBGEN 327 Class: Tu 10/19& Th 10/21 8-9:45 a.m.</p>	<p>Class topic: Read:</p>	<p>Putting Behavior in Context—Two Leadership Models Developing Your MBA1s: Prep for 1:1 Reflection Sessions</p>
		<p>Assignments due:</p>	<p><input type="checkbox"/> Five Practices of Exemplary Leadership, p. 14-22 (see article week 2) <input type="checkbox"/> Stop Overdoing Your Strengths</p> <p><input type="checkbox"/> Conflict Specialists: Review MBA1s' weekly Feedback Survey for your section and email the PowerPoint of your FLOOP to your Fellows Squad + Coach before Fellows class on Tuesday morning. <input type="checkbox"/> Reflection Questions to prep for class: Brainstorm interpersonal experiments for your students for upcoming 1:1s. In addition to their basic interpersonal skills as exhibited in the Labs, how has each student contributed to your MBA1 squad? Detracted? How do they contribute to the dialogue you have? What are some growth areas for them?</p>
	<p>Fellowship: MBA1 Lab Wednesday 10/20 8:30-11:30 a.m.</p>	<p>Lab topic: Weekly assignments: Additional assignments:</p>	<p>Assertiveness</p> <p><input type="checkbox"/> Prep for Assertiveness lab (Refer to Assertiveness- Fellow's packet) <input type="checkbox"/> Prep and facilitate MBA1 Squad Dev Mtg. <input type="checkbox"/> <u>Notify Delilah Gallardo and your Squad Fellows Coach by no later than Thursday @ 1 p.m. if you have an absence or prep/participation points to deduct for any of your students.</u> <input type="checkbox"/> Post videos to T drive by 1:00 p.m. on Thursday <input type="checkbox"/> Verify that your MBA1 students attend Influence protagonist prep Mtg. held on Wed., 10/21, from 11:45-12:45 in S181 and S182.</p>
<p>Week 6 Oct 25- Oct 29</p>	<p>Fellowship: No Lab Conduct 1:1s</p>	<p>Class topic: Read:</p>	<p>Post Mortems, Collective Wisdom, and Shaping the Future</p> <p><input type="checkbox"/> No reading this week!</p>
		<p>Assignments due:</p>	<p><input type="checkbox"/> Schedule final 1:1 with your Squad Coach for 9th week <input type="checkbox"/> Prep for Class: Collective Wisdom assignment --complete feedback for the Fellows and MBA1 Labs programs on the Collective Wisdom site on the J Drive before Friday, 10/29, 1:00 p.m.</p>
		<p>Lab topic: Weekly assignments: Additional assignments:</p>	<p>No Lab (mid term)—conduct 1:1s</p> <p><input type="checkbox"/> Conduct your 1:1s for 6th week with your MBA1s (45 minutes) by 10/30. <input type="checkbox"/> Send roster for Influence cases to your MBA1 squad by Friday, 10/29, 1:00 p.m., so they know their case role assignments</p>
<p>Week 7 Nov 1- Nov 5</p>	<p>GSBGEN 327 Class: Tu 11/2 & Th 11/4* 8-9:45 a.m. (*Last class & adjournment)</p>	<p>Class topic: Read:</p>	<p>Adjourning with Your Team</p> <p><input type="checkbox"/> Actions that Get Things Done <input type="checkbox"/> Goodbye Quotes—skim and find some favorites for your final messages to your students.</p>
		<p>Assignments due:</p>	<p><input type="checkbox"/> Assertiveness Specialists: Review MBA1s' weekly Feedback Survey for your section and email the PowerPoint of your FLOOP to your Fellows Squad + Coach before Fellows class on Tuesday morning. <input type="checkbox"/> Complete the Looking in a Mirror Handout and come prepared to share with your Fellows squad.</p>

COURSE SCHEDULE & WEEKLY DETAILS (CONTINUED)

Week 7 Nov 1- Nov 5 (continued)	Fellowship: MBA1 Lab Wednesday 11/3 8:30-11:30 a.m.	Lab topic: Weekly assignments:	Influence <input type="checkbox"/> Prep for Influence lab (Refer to Influence- Fellow's packet) <input type="checkbox"/> Prep and facilitate MBA1 Squad Dev Mtg <input type="checkbox"/> <u>Notify Delilah Gallardo and your Squad Fellows Coach by no later than Thursday @ 1 p.m. if you have an absence or prep/participation points to deduct for any of your students.</u> <input type="checkbox"/> <u>Peer Feedback Assignment MBA1 Grades due by Thursday, 11/4 @1 p.m.—you need only notify Delilah if your want to award an “Exceeds Expectations” grade, otherwise we assume your students have all met expectations.</u> <input type="checkbox"/> Post videos to T drive by 1:00 p.m. on Thursday <input type="checkbox"/> Conduct any leftover 1:1s with your MBA1s (45 minutes each) <input type="checkbox"/> Review MBA1s' weekly Feedback Survey to see the feedback your squad provided on your individual work with them. <input type="checkbox"/> Return your camera, tripod, camera bag and other Fellow equipment to class on Thursday.
Week 8: Nov 8- Nov 12	GSBGEN 327 Class:	Class topic: Read: Assignments due:	No class. N/A <input type="checkbox"/> Confidential Fellows Peer Grading is due on 11/12 by 1:00 p.m. <input type="checkbox"/> Written Peer Feedback Assignment in the online feedback system for your Fellows' squad is due on 11/15 by 1:00 p.m. http://gsbapps.stanford.edu/feedback
	Fellowship	Lab topic: Weekly assignments: Additional assignments:	N/A N/A <input type="checkbox"/> Return your camera, tripod, camera bag and other Fellow equipment to the CLDR staff in S323 if you have not already done so by now!
Week 9: Nov 15- Nov 19	GSBGEN 327 Class:	Class topic: Read: Assignments due:	No class. N/A <input type="checkbox"/> Complete final 1:1 with Squad Coach this week.
	Fellowship:	Lab topic: Weekly assignments: Additional assignments:	N/A N/A <input type="checkbox"/> Prep for Executive Challenge, send your MBA1 an email reminder-- & inspire them to greatness!
The week of November 21 till November 25- Thanksgiving break (no classes)			
Week 10: Nov 29- Dec 3	GSBGEN 327 Class:	Class topic: Read: Assignments due:	No class. N/A <input type="checkbox"/> Last 1:1 with squad coach is completed by 12/4
	Fellowship:	Lab topic: Weekly assignments: Additional assignments:	Executive Challenge N/A <input type="checkbox"/> Attend Executive Challenge on 12/1, 7:30 a.m. – 7 p.m.
Finals: Dec 6- Dec 10	GSBGEN 327 Class:	Class topic: Read: Assignments due:	N/A (Finals week) N/A <input type="checkbox"/> Optional: Verbal Round Robin feedback with your Fellows' squad completed by 12/5, 1:00 p.m.
	Fellowship:	Lab topic: Weekly assignments: Additional assignments:	N/A N/A <input type="checkbox"/> Review MBA1s Final Development Paper by 12/18 and send each a follow-up goodbye/good-luck email

III. ATTENDANCE

ATTENDANCE

Since the Leadership Labs and the Fellows Program are about interpersonal and team skills, attendance is a critical part of the program. Attendance is expected at Jump Start, Fellows classes, Squad Development meetings, squad and specialty team meetings, and at least 2 meetings with your Squad Leadership coach. Absences or frequent tardiness will impact your grade.

Attendance at all Wednesday Leadership Labs and the Executive Challenge is required. Failure to attend these sessions may result in a "U" grade. Exceptions may be granted for a documented medical illness or a death in the immediate family.

IV. FELLOWS GRADING

FALL QUARTER EVALUATION

Fall Quarter grades are derived from the following sources:

Squad Coaches	Effectiveness at Delivering Program	5%
	Effectiveness at Supporting Fellows Squad	5%
	Quality of Written Peer Feedback to Fellows Squadmates	10%
	Attendance in Fellows Class & Leadership Labs	8%
	Attendance at 1:1 Coaching Sessions with Squad Coach	2%
<i>Squad Coach Subtotal:</i>		30%
Specialty Coaches	Effectiveness at Delivering Program	5%
	Effectiveness at Supporting Team	5%
<i>Specialty Coach Subtotal:</i>		10%
Fellows Squadmates	Effectiveness at Delivering Program	10%
	Effectiveness at Supporting Squad	10%
<i>Fellows Squadmates Subtotal:</i>		20%
MBA1s	Effectiveness in Squad Fellow Role	18%
	Effectiveness as a Lab Presenter	8%
<i>MBA1s Subtotal:</i>		26%
Self	Timely Completion of Peer Grades	2%
	<i>Self Subtotal:</i>	
Faculty	Overall Involvement and Participation in Fellows Program	12%
	<i>Faculty Subtotal:</i>	
TOTAL		100%

Squad Coaches record weekly grades throughout the quarter for effectiveness at delivering the program and effectiveness at supporting the Fellows squad. Specialty Coaches issue one grade at the end of the quarter for effectiveness at delivering the program and supporting the specialty team.

**HOW WE
EVALUATE**

In assigning Fall grades, we evaluate the following:

Criteria	Is measured by how well you are ...
Effectiveness at Delivering the Program to the MBA1s	<ul style="list-style-type: none"> • Presenting lab material • Facilitating squad learning and development • Facilitating weekly squad development meetings • Debriefing role plays and simulations • Facilitating case learning • Coaching your first year students • Developing skills in your first year students • Attending and contributing at required meetings and events • Ensuring smooth operations for the labs • Interacting appropriately with other parts of the GSB (e.g. Dean's Office, Student Association, Student Life) and appropriately modeling the interpersonal skills taught in the Leadership Labs • One-on-ones with your first years • Weekly "FLOOP" (feedback loop to each first year section) • Read and provide comments on MBA1s Final Development Papers
Effectiveness in Supporting your Fellows Squad and Specialty Teams	<p>As a Non-Specialist in Labs:</p> <ul style="list-style-type: none"> • Sharing the facilitation/ skill-building load • Completing edits of cases and other materials for your specialty teams in a timely way. • Participating actively in Specialty team best practices meeting and completing any subsequent follow up. • Helping other Fellows prepare and supporting their efforts (e.g. not reading e-mail during class, modeling appropriate behavior to first years) • Assisting, where needed, to provide clarity to peer Fellow's explanations or to answer questions <p>As a Squad & Specialty Team Member:</p> <ul style="list-style-type: none"> • Motivating and encouraging your team – particularly how timely and appropriate your feedback is for inspiring your teams • Demonstrating your flexibility and commitment to solving problems rather than dwelling on them
Effectiveness as a Lab Presenter	<p>Your MBA1 students evaluate you as a Lab presenter on the following basis:</p> <ul style="list-style-type: none"> • Present clearly and effectively • Demonstrate appropriate knowledge of the subject matter • Manage class dynamics effectively • Are compelling and engaging
Effectiveness in the Squad Fellow Role	<p>Your MBA1 students evaluate you as a Squad Fellow on the following basis:</p> <ul style="list-style-type: none"> • Foster a productive and inclusive environment in the squad • Enhances students' learning by being both supportive and challenging when appropriate • Makes effective use of weekly squad meeting • Is effective in facilitating lab exercises and feedback sessions
Quality of Peer Feedback given to Fellows' Squad Mates	<ul style="list-style-type: none"> • Analyzing and providing IMPACTful feedback to your squad mates.
Attendance	<ul style="list-style-type: none"> • Attending all classes, events, squad and team meetings, Leadership Labs, and Squad Development Meetings • Being on time and ready to work (excessive lateness will negatively impact your grade) • Schedule and attend a minimum of 2 one-on-one meetings with your Squad Coach in the following time frames. Week 4 – Review of performance to date & course correction; Week 9 or 10 – Reflection on Leadership Fellows' journey

GRADING STANDARDS

As discussed in the Spring, within the constraints of the GSB's "maximum average grade" requirement of 3.45 for every class, below are general guidelines on key factors for each grade:

- U**
- Missing a Wednesday Leadership Lab or the Executive Challenge without an excused absence
 - Missing a significant amount of deliverables
 - Unwillingness to share equally in squad or team responsibilities
- LP**
- Doing the bare minimum
- P**
- Meeting course expectations (And our expectations are high!)
- HP**
- High involvement
 - Can be counted on to consistently raise issues, take risks, and help the group be successful.
 - Thorough and timely job on all written assignments
 - Timely and high quality deliverables
 - Better than average rankings from students, squad mates and CLDR faculty and staff (in comparison to a group of high performers).
- H**
- Exceptional performance in all areas (in comparison to a group of high performers).
-

PASS/FAIL OPTION

As was the case in the Spring, Fellows have the option of taking this course Pass/Fail. Since this is a two quarter class, we have a second opportunity for you to take this option. If you elect to take the course Pass/Fail, you must change your grading option on Axess by October 6th. This will change your grade for the entire 6 units to Pass/Fail. If you have already elected to take the class Pass/Fail, you must go back into Axess and re-submit your request in the system as it treats the Fellows course as two separate courses.

V. DELIVERABLES AND ACTIVITIES

FELLOWSHIP:

Following are descriptions of some of the specific activities and deliverables for Fall that you will complete as part of your Fellowship duties, including:

SPECIFIC ACTIVITIES & DELIVERABLES**FELLOWSHIP--MBA1-Leadership Labs:**

- Review Weekly Feedback Survey
 - Review MBA1 Learning Goals
 - Providing individualized feedback to your students (1:1s)
 - Review your MBA1s Peer Feedback Assignment and note any that Exceed Expectations
 - Read and provide comments on MBA1s' Final Development Papers
 - Facilitating your MBA1s squad experience at the Executive Challenge
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MBA GRADE ADJUSTMENTS

If an MBA1 student fails to attend a Leadership Lab or otherwise fails to meet expectations for a given lab, it may be necessary to adjust their grade. If any of the students in your MBA1 squad falls into this category, it is your responsibility to communicate this to Delilah and your Squad Coach by email by 1:00pm Thursday on the week of the lab in question. Please see the Squad Development Guide for further details on grading.

**WEEKLY
FEEDBACK
SURVEY (OF
MBA1
STUDENTS)**

The MBA1 students will fill out a Feedback Survey after each Lab providing feedback on:

- Content of the Lab
- Effectiveness of the Lab presenters
- In Weeks 3 and 7, the MBA1s will also provide feedback on your effectiveness as a Squad Fellow in Lab exercises and squad development meetings

This feedback serves several important goals:

- Continuous improvement of the Lab content and experience for this year
- Development for you in your roles as both presenters and Squad Fellows
- Grading for you (this feedback is one of multiple inputs for your grades)

Weekly Review by Specialists

In the weeks that you are a specialist, you should review the surveys completed by your entire section and email highlights of the survey results with your Fellows Squad before our Tuesday class. This is important data for your weekly discussion of how the Labs are going and how you can improve the experience for your section of MBA1s. This is also useful data for your Specialty Team's Best Practices meeting.

Review Your Individual Feedback

In Weeks 3 and 7, when the survey includes feedback on the Squad Fellow role, you should review the survey responses from your MBA1 Squad. This feedback is useful for your own development as well as for making course corrections in your weekly Squad Development meeting. We'll notify you of the relevant weeks these questions are asked.

**MBA1 LEARNING
GOALS**

Research shows that having clear and specific learning goals significantly increases the level of learning in experiential activities. Several activities are built into the Labs to support the MBA1s in setting meaningful learning goals:

- Seeing themselves on video and receiving feedback during the Awareness Lab.
- Reviewing their 360 Degree Feedback results before they begin the Lab experience.
- Discussion of learning goals in the first One-On-One "Touch Point" with you after the Awareness Lab.
- Sharing and discussion of learning goals in the week 1 Squad Development meeting.
- Submission of written learning goals to you before the week 2 Lab (MTE)

Your Role

Your role is to support your MBA1s in thinking through their learning goals and hold them accountable for submitting them to you before the 2nd class session. This can be a simple e-mail with a bullet-point list of the specific interpersonal behaviors they want to work on during the Fall Quarter. See the Learning Goals worksheet in the MBA1 Course Reader for samples.

**PROVIDING 1:1S
TO YOUR
STUDENTS**

There are two times during the quarter when you will provide individualized feedback to your students:

- Week 1: Awareness lab "touch point"—15 minutes per student (covered in Awareness prep)
- Week 6: One-on-One—45 minutes for each student. (we'll cover in class the week before)

To prep for these 1:1s with your students, you will need to create a notebook for recording your behavioral assessments and impressions of your students throughout the quarter. Whether you choose to create a paper file or an electronic file, the goal is to take high IMPACT notes so that you can give specific, actionable and consequential feedback to your students in your 1:1 conversations. So set up your data collection system at the beginning of the quarter to set yourself and your students up for some productive conversations! (During Jump Start you will receive a Squad Development Guide that includes pages for taking notes on your students each week.)

**GRADING MBA1s’
PEER FEEDBACK
ASSIGNMENT**

This grading is done on a bonus system. If your students complete the assignment on time, you need do nothing. If they don’t complete the assignment on time, we’ll automatically flag them in the system, so you need to nothing. If, however, a few of your students do an exceptional job on this assignment, you can allocate an additional five points. **On average, this distinction should be given to no more than one or two of your students within your squad.** To award an “exceeds expectations” grade to a student, contact Delilah Gallardo at gallardo_delilah@gsb.stanford.edu by **Thursday, November 4th, 1:00 p.m.**

**REVIEWING
MBA1s’ FINAL
DEVELOPMENT
PAPERS**

In order to collect final feedback from your students on your own growth and development as a leader, it is important to see if at the end of the day you developed others, built a strong team, shaped the culture, and improved your own self-management. To that end, your final deliverable is to read your students’ papers and send each of them a **short** email with a few comments and a relational wrap-up. This also completes your final FLOOP activity of the quarter with your students. We will discuss this deliverable in more detail towards the middle of the quarter. **Due by Saturday, December 18th, 1:00 p.m.**

**FELLOWS CLASS:
SPECIFIC
ACTIVITIES &
DELIVERABLES**

When we first began the Fellows journey together, I mentioned that in our laboratory classes we would create, experience, reflect, and transform together. The Assignments listed below provide significant milestones for reflection on what you have observed, analyzed, and learned about yourself, your squad mates, and your coaches over the course of our journey together. They provide a final opportunity to assess where we have been, and what you have accomplished and learned. To that end, these assignments include five reflection components:

GSBGEN 327--Fellows Class:

- Completing Fall “Fellows Experience” Feedback in 6th Week class
 - Written and Verbal Feedback
 - Confidential Grading Input on your Fellow squad mates
 - Complete two 1:1 coaching sessions with your Squad Coach
-

**FALL “FELLOWS
EXPERIENCE”
FEEDBACK**

Towards the end of the Fall Quarter, we ask for anonymous (to coaches & faculty) written feedback during a closed class session. This is an opportunity for non-specialists to give specific feedback on Labs or events they did not plan. We also look for suggestions for new Labs, events, or processes. Your Fellows squad Liaisons coordinate this activity.

**WRITTEN &
VERBAL
FEEDBACK**

Mandatory Written Assignment: As you did during Spring Quarter, you will provide written feedback for each of your Fellow Squad Mates in the GSB’s Feedback system (<http://gsbapps.stanford.edu/feedback>). The feedback system opens the first week of classes and this feedback must be completed no later than Monday, November 15, at 1:00 p.m. (9th Week). Late written peer feedback only receives partial credit. You will complete a self-assessment and one assessment on each of your Fellow squad mates. Plan for 45 minutes per squad mate to complete this written assignment. As was true last Spring, this feedback will NOT be anonymous.

Optional Meeting: At your Squad’s discretion, after the written feedback is completed your Squad may meet for a face-to-face session to exchange verbal feedback. If your Squad decides to meet, please complete this session by Sunday before Finals week (Sunday, December 5^h, 1:00 p.m.).

**CONFIDENTIAL
GRADING INPUT**

In addition to the written IMPACT feedback entered into the Feedback system, you will also provide CONFIDENTIAL grading input on your Fellow Squad Mates. You will be asked to grade your Fellow Squad Mates’ effort and effectiveness twice during the quarter, during week 3 and week 8.

**TWO 1:1s WITH
YOUR SQUAD
COACH**

As you know, your Squad Coach is your assigned mentor throughout the Fellows experience. Due to the rapid pace of the Fall, most Fellows set up regular developmental one-on-one (1:1) sessions with their Squad Coach throughout the quarter—usually every two weeks or so. However, you are **required to have two, one-hour sessions** at midpoint and at the end of the quarter to discuss your progress and what grade you are tracking for in the course. These should be completed by the end of Week 4 and Week 9. Please check with your Coach for available times and book well in advance.

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