

GRADUATE SCHOOL OF BUSINESS  
STANFORD UNIVERSITY

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**COURSE SYLLABUS** – Leadership Laboratories  
Fall Quarter 2010  
STRAMGT 209

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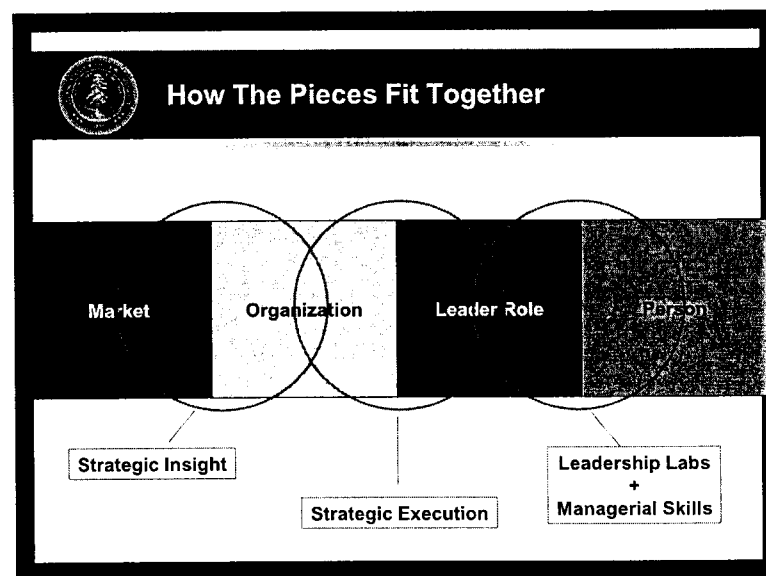
**STRATEGIC  
LEADERSHIP  
FALL QUARTER:**

Successful firms exhibit congruence or alignment among key elements of strategy, organizational design, and leadership. Within the Fall quarter MBA1 coursework, we examine each of these elements in more detail, focusing on the alignment among a market, an organization, the leader's role, and the individual person's abilities to execute—particularly in:

**THREE COURSES  
CULMINATE IN  
THE EXECUTIVE  
CHALLENGE  
FINAL EXAM**

1. Strategic Insight & Execution (STRAMGT 207)
2. Leadership Labs (STRAMGT 209)
3. Managerial Skills (STRAMGT 210)

At the end of Fall quarter, students participate in the Final Exam for the Leadership Labs, the Executive Challenge—which tests students on concepts covered in all three courses.



**MANDATORY  
SESSION:  
NOON, WED.,  
SEPTEMBER 15**

**MANDATORY INTRODUCTION SESSION** - In Bishop Auditorium, on Wednesday, September 15, from Noon -1:30 p.m. (Week 0), Evelyn Williams, the faculty member in charge of the Leadership Labs, provides a **mandatory** introduction and overview to the course. Please mark your calendars and be prepared to attend so that you can learn the expectations for the course.

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**LEADERSHIP  
LABS:**

Having the opportunity to choose one's colleagues is rare in corporate life - we usually inherit them when we join an organization. More often than not, when we assume a management position in an organization, we inherit our subordinates as well.

**COURSE  
OVERVIEW**

- How do we assess people and maximize the performance of the teams we become part of, whether as members or managers?
- What interpersonal skills give us influence?
- Which interpersonal strengths can propel us to our next promotion?
- What development areas might prevent our ascension to the executive suite?

In the Leadership Labs, we focus on these questions. However, rather than tackle cases where you can distance yourself in comfortable analytical discussions, we throw you into experiential exercises, testing your ability to **build effective relationships, motivate others, and influence outcomes**. These Leadership Labs are not a spectator sport. You will be asked to further your leadership and interpersonal skills in every Lab.

Together in the Leadership Labs, we create a **feedback intensive environment** where you continually evaluate your own behavior, reflect on it, and choose better ways to interact. As with many things in life, what you get out of these experiences will depend on what you put into them.

YOU have to choose to engage and get involved, to ask yourself tough questions about your behavior, to experiment with new approaches, and to push yourself to find new behaviors that suit your own unique brand of leadership. The Leadership Labs provide the playing field for you to do just that; the more you get out on the field and play, the more you will get out of the Labs.

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**LEADERSHIP  
LABS  
STRUCTURE:**

The Leadership Labs total six, three-hour sessions comprised of short lectures and increasingly challenging simulations and role-plays.

**FACILITATED BY  
LEADERSHIP  
FELLOWS**

Each section of 64 first-year students is facilitated by eight Arbuckle Leadership Fellows. The Leadership Fellows are second-year GSB students who have participated in a rigorous training program that prepares them to facilitate the exercises and cases used in the Labs. Each section of 64 first-year students is divided further into smaller study groups of eight, called **Squads**, and each Squad is assigned a specific Leadership Fellow. Your Fellow will work with your Squad through most of the quarter to provide continuity of feedback and development.

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**LEADERSHIP  
COACHES AND  
FACULTY  
OVERSIGHT**

Leadership Fellows facilitate all six Leadership Laboratories. Working closely with the Leadership Fellows behind the scenes are Leadership Coaches and Faculty. Leadership Coaches are professional executive coaches who work in the Center for Leadership Development and Research (CLDR) and serve as Master Coaches for the Fellows Program, the Leadership Laboratories, and several other organizational behavior courses at Stanford. You will see Leadership Coaches in all the Labs throughout the quarter.

The faculty member overseeing the Fellows Program, the Leadership Labs, and the Executive Challenge is Evelyn Williams. Her office hours during Fall quarter are by appointment.

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**REQUIRED READING**

Required reading for this course includes:

1. Cases in your course reader packet and articles listed as required reading.
  2. Special Case versions as distributed via email from your Fellows or directly from Faculty. These will be clearly marked as Leadership Lab pre-work.
  3. Assigned cases delivered the day of the Final Exam.
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**OPTIONAL READING**

Your course reader includes optional articles on leadership topics. These are meant to help you start a management and leadership library—a library to help with your own development and to share with future colleagues and subordinates. These readings will be clearly marked as optional.

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**MINIMUM STANDARDS**

We expect students to meet the following minimum standards in order to pass this course:

- **Attend all six Leadership Lab sessions. (Further details on the Attendance Policy are shown below.)**
- **Complete the Midterm Peer Feedback Assignment.**
- **Complete the Final Development Paper Assignment.**
- **Attend and participate in the Final Exam, the Executive Challenge.**
- **Earn at least 75 overall points from the table below:**

Grade Component	Max. Points	Notes
360 Preparation Assignment	6	6 points for timely completion. No partial or late credit.
Weekly Attendance	12	2 points per lab.
Weekly Preparation & Participation	30	0 or 5 points per Lab, as assessed by your Leadership Fellow. (Absent or Didn't Meet Expectations = 0, Meets Expectations = 5)
Weekly Lab Feedback Survey	12	2 points for timely completion of each feedback survey. No partial or late credit.
<b>Midterm Peer Feedback Assignment*</b>	20	From 0 to 20 points. (15 points = Meets Expectations; 20 points = Exceeds Expectations.) Full credit requires timely completion.
<b>Final Development Paper*</b>	10	From 0 to 10 points. Full credit requires timely completion.
<b>Final Exam (Executive Challenge)*</b>	10	10 points for attendance and participation. No partial credit.
Total Maximum Points:	100	

\* Note: Assignments listed above in **bold** must be completed in order to pass the class.

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**ATTENDANCE  
POLICY**

Because the Leadership Labs are experiential, attendance is mandatory. Excused absences will be made only for illness, documented medical emergencies or death in the immediate family.

Due to the structure of the various exercises, you must attend the Labs during your assigned section time. **You may not switch sections.**

Students should notify their assigned Leadership Fellow at least 24 hours in advance of their intended absence.

If you are more than twenty minutes late for a Lab, you will be considered absent from that specific Lab. If you leave class early, you may not miss more than twenty minutes or you will be considered absent from the class.

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**PREPARATION  
AND  
PARTICIPATION**

In a case or lecture-based course, if you do not come fully prepared to participate in the discussion, it affects only *your* grade. If you fail to prepare or participate actively in the Leadership Lab course, it not only impacts your grade but also directly impacts the learning of your entire Squad. As a result, grading for the Interpersonal Skills Labs will consider both your **participation and preparation.**

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**LAB CASES &  
SIMULATION  
ASSIGNMENTS**

In the Labs we create a feedback-intensive environment where you will learn about the impact of your behavior – both what works and what you can improve. This feedback comes not just from your Leadership Fellow, but also from observers with experience in every industry you can imagine – your classmates! The first-year class represents a breadth of collective management and business experience, and we will capitalize on this experience by having you observe and coach each other in every Lab case and simulation.

To maximize your opportunities to both give and receive feedback in every Lab, **you are assigned various roles to play in each case: main character, observer, or coach.** Some of you will also have the opportunity to work alongside your Fellow as a special supporting character, known as a protagonist, to increase the challenge of each simulation. More details on these supporting character roles are explained in class.

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**LAB ACTIVITIES & ASSIGNMENTS**

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**LEADERSHIP  
LABS  
REQUIREMENTS**

In addition to preparing for and participating in the weekly Leadership Interpersonal Skills Labs, there are a number of other activities and assignments designed to support your learning. These activities and assignments are listed below and described in more detail in the subsequent sections below:

- 360 Preparation Assignment
  - Weekly Squad Meetings
  - Weekly Lab Feedback Survey
  - Learning Goals
  - One-On-One Meeting With Your Leadership Fellow
  - Final Exam – Executive Challenge
  - Midterm Peer Feedback Survey
  - Final Development Paper
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**360 ASSESSMENT  
PREPARATION  
ASSIGNMENT**

To augment the feedback provided on leadership traits by your peers, Leadership Fellows, and coaches, you were required to complete a 360 assessment instrument over the summer. This assessment was emailed to you as part of the preparation assignments and should have been completed before arriving at the GSB. *The 360 assessment results are confidential and only Leadership Fellows, faculty (including CAT faculty) Leadership Coaches, and administrators will have access to a student's results.* Your course grade is based solely on the **completion** of this assessment instrument— your grade is not influenced by the specific assessment results.

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**WEEKLY SQUAD  
MEETINGS**

You are assigned to a Squad of six to eight first-year MBA students for the Leadership Labs. This Squad, together with your assigned Squad Leadership Fellow, meets on a weekly basis throughout the Leadership Labs (for a total of six Squad meetings). The Labs are fast-paced and can be an intense experience. The weekly Squad meeting is an opportunity to reflect on the Lab experience and to transform it into your own unique practical applications that last. As with the Labs, you get out of your Squad meetings what you put into them. Many students find that their Squad becomes "home base", a place where they find both support and challenge as they adjust to life at the GSB and set meaningful goals for their growth and development as leaders.

**Scheduling**

You need to schedule your weekly Squad meeting with your assigned Squad Leadership Fellow and Squad members during the first week of the Labs.

**Meeting Your Squad—Kickoff on 9/20 or 9/21 from 7-9 p.m.**

Initially, your Leadership Fellow will contact you right before Week One to schedule an informal Squad get-together so that you can plan out your quarter and get to know each of your Squad mates in a more casual setting before the Labs begin. Please keep both of these dates/times available until you have confirmed a time with your Squad Leadership Fellow.

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**WEEKLY LAB  
FEEDBACK  
SURVEY**

After each Interpersonal Skills Lab you must complete a Lab Feedback Survey in the GSB's Feedback system. You can access these surveys through our class site on Coursework (<https://coursework.stanford.edu/portal>) or by going directly to the Feedback system at <https://gsbapps.stanford.edu/feedback>. In each survey you will provide feedback on the content of the Lab and the effectiveness of the Lab presenters.

In Weeks 3 and 7, you will also be asked to complete an additional set of questions to provide feedback on your Squad Fellow's effectiveness; these questions will be in a separate, second survey.

The feedback from these surveys provides:

- Continuous improvement of the Lab content and experience for your class and future classes at the GSB.
- Development for the Fellows in their roles as lab presenters and Squad Fellows.
- Grading data for the Leadership Fellows. (Your feedback is one of multiple inputs for their grades.)
- Data for ongoing research conducted by the Center for Leadership Development & Research.

**Due Dates**

These surveys are due by 1:00 p.m. on the Thursday after each Interpersonal Skills Lab. Please note that these surveys should take less than 10 minutes to complete and that the system will close promptly at 1:00 p.m.

**Grading**

You are graded on timely completion of each Weekly Lab Feedback Survey. There is no partial or late credit.

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**LEARNING GOALS** Research shows that having clear and specific learning goals significantly increases the level of learning in experiential activities. In Week 1 you will see yourself on video in a group setting and also receive your 360 Degree Feedback results. You will use these inputs as data to prepare a draft of your learning goals, which you will discuss with your Squad mates in your Week 1 Squad meeting. (Refer to *Learning Goals* handout in Course Reader). After this Squad meeting you will finalize your learning goals and email them to your Squad Fellow, who will circulate every team member's goals to the entire group.

Having clear goals will help you focus your efforts in the Lab; and sharing these goals with your Squad mates and Squad Fellow will provide you a support system for feedback and challenge in pursuing your goals. Having clear goals will also facilitate the writing of your Development Paper at the end of the quarter.

**Due Date**

E-mail your learning goals to your Squad Fellow by 1:00 p.m. on Tuesday, September 28.

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**ONE-ON-ONE  
REFLECTION  
MEETING WITH  
YOUR SQUAD  
FELLOW**

You have a One-On-One Reflection meeting with your Squad Fellow during Week 6 or 7 (midterm week).

This 45-minute meeting provides you with an opportunity to:

- Get feedback and coaching about your progress in the Labs.
- Think through your development goals.
- Make sense of the feedback you have received from your peers as well as in your 360 Degree Feedback instrument.
- Think through your Development Paper.
- Think about how you want to use your remaining time at the GSB to further develop your leadership skills.

**Scheduling**

It is your responsibility to schedule this meeting with your Squad Fellow.

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**FINAL EXAM:  
EXECUTIVE  
CHALLENGE  
DECEMBER 1  
8 A.M. – 7 P.M.**

The Final Exam for this course is a day-long simulation conducted on Wednesday, December 1st. Prominent GSB alumni come to campus to help simulate "A Day in the Life of a Leader." Each Squad receives a set of cases that morning which they role-play with several alumni in front of a panel of alumni judges. Alumni judges and faculty provide feedback on students' abilities to build effective teams, motivate others, develop productive relationships, and influence outcomes. This is a competitive event between Squads.

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## MIDTERM PEER FEEDBACK & FINAL DEVELOPMENT PAPER ASSIGNMENTS

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### OVERVIEW

In the Leadership Laboratory classes we provide students with opportunities to create, experience, reflect, and transform together. The Midterm Peer Feedback & Final Development Paper assignments are significant milestones for reflection upon what you have observed, analyzed, and learned about yourself, your squad mates, and your Leadership Fellows over the course of our few weeks together.

The Midterm provides our “midpoint correction” opportunity to assess where we’ve been and what we’d like to accomplish in our remaining Labs together and beyond.

The Development Paper provides an opportunity for you to synthesize all of the feedback you have received, to incorporate conceptual knowledge learned in the Labs, and to decide how you will apply this learning going forward. The Development Paper assignment includes three components:

1. Insight & Reflection Assessment
  2. Action Plan
  3. Leadership Fellows & Faculty Feedback
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### DEADLINES: - PEER FEEDBACK: OCTOBER 22

1. The deadline for submitting your Peer Feedback Survey is 1:00 p.m., Friday October 22, 2010.
2. The deadline for submitting all three components of your Development Paper is 1:00 p.m., Monday, December 6, 2010, which is the first day of Finals Week.

### - FINAL DEVELOPMENT PAPER: DECEMBER 6

In order to pass the Leadership Laboratory Course, you must submit the Peer Feedback Survey and the Final Development Paper.

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### NOT ANONYMOUS!

The feedback you provide to your peers is NOT anonymous, nor is the feedback you provide to your Leadership Fellow.

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### MIDTERM PEER FEEDBACK SURVEY OPENS SEPTEMBER 22

Below are details for the Midterm Peer Feedback Survey assignment:

- **Opening & Closing Dates:** The Peer Feedback Survey will open at 1:00 p.m. on Wednesday, September 22, 2010 and will close at 1:00 p.m., Friday October 22, 2010.
- **No full-credit for LATE Peer Feedback:** Once this survey closes, assignments which are incomplete or late may receive **no more than** a maximum of 10 points. The Midterm Peer Feedback Assignment is graded on timely submission and additional points may be given for particularly insightful IMPACT feedback.
- **Access through CourseWork:** You can access the Peer Feedback Survey on our Coursework Site: <https://coursework.stanford.edu/portal> and click on the tabs for STRAMGT 209. Or you can go directly to the GSB Feedback System via the following link: <https://gsbapps.stanford.edu/feedback>
- **Complete Assessments on all your Squad Mates:** You must provide feedback to each of your seven squad mates by completing the survey for each student.
- **Provide Balanced Feedback:** *The survey requires you to provide balanced feedback by noting at least one positive and one area for development for task, process, and relational behaviors that you have observed in each of your squad mates. (So start taking notes now at the beginning of the quarter!)* To that end, you may be explicit about how to interpret your feedback. For example:
  - You can note the part(s) of your feedback that are most significant (e.g., “This is the most crucial feedback I’m giving you – if you adapt in this

- area I think you will be dramatically more effective.”)
- You can say that a particular plus or delta is less significant (e.g., “You are so skilled in the Relational area that it’s hard for me to offer a significant delta. However, one small way you might improve your effectiveness is …”)
- **Plan for 30 minutes per squad mate to complete this written assignment:** Each individual feedback assessment of your squad mates takes approximately 30 minutes to complete. *Plan in advance to spread this work out over the quarter.* You can enter your observations directly into the Peer Feedback Survey on an ongoing basis or take notes separately and enter them into the survey later.
- **Reading your Individual Feedback:** After the survey closes at 1:00 p.m., Friday October 22, 2010 you will be able to review the feedback given to you by your peers.
- **Troubleshooting:** This online tool is relatively new at the GSB, so if you encounter difficulties please contact the Instructional Technology Group at [instructional\\_technology@gsb.stanford.edu](mailto:instructional_technology@gsb.stanford.edu).

**FINAL  
DEVELOPMENT  
PAPER  
COMPONENT 1:  
  
INSIGHT &  
REFLECTION  
ASSESSMENT**

As you near the end of your first quarter at the GSB we'd like you to take a moment to step back and reflect on what you have learned about yourself, not just in the Leadership Labs, but in your other classes, your study groups, and your interactions with classmates, faculty and other members of the GSB community. Your peer feedback and your midterm reflection meeting with your Squad Fellow are just two of many sources of input for you to reflect on. This section of the paper should be an analysis and synthesis of what you have learned about yourself since you arrived at the GSB, both your strengths as well as your areas for development.

This section should be double-spaced and at least two pages but no longer than four pages. You may use paragraphs or bullet points at your discretion.

**IMPORTANT:** Please include a **cover page with your name, student I.D. number, section number, squad number, the name of your Leadership Fellow, and the date.** **Due to the high volume of papers that are submitted, incorrectly labeled papers may not receive full credit.**

**FINAL  
DEVELOPMENT  
PAPER  
COMPONENT 2:  
  
ACTION PLAN**

The Action Plan provides an executive summary of your plans and goals for your remaining five quarters at the GSB. What specific skills do you hope to continue strengthening and what skills do you need to acquire that you may not yet have? How do you plan to enhance these skills or behaviors in the future through GSB courses or other aspects of your GSB experience? How will you measure progress and determine whether successful change has occurred?

This section should be double-spaced and at least two pages but no longer than four pages. You may use paragraphs or bullet points at your discretion. Please attach your Action Plan to your Insight & Reflection Assessment.

**FINAL  
DEVELOPMENT  
PAPER  
COMPONENT 3:  
  
LEADERSHIP  
FELLOWS &  
PROGRAM  
FEEDBACK**

We are focused as a team of Leadership Fellows, Leadership Coaches, and faculty on ensuring that we provide a challenging, constructive, and relevant leadership learning experience for you and your Leadership Lab peers. To help us continue to create a meaningful lab experience, please take a few moments to write down what you've enjoyed and any suggestions you might have for improvements.

There is no required minimum or maximum limit on this section—one paragraph is fine. Please attach your feedback to your Insight & Reflection Assessment and Action Plan.

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**FINAL  
DEVELOPMENT  
PAPER DEADLINES  
& CREDIT**

The deadline for submitting all three components of your Final Development Paper is 1:00 p.m., Monday, December 6, 2010. The Final Development Paper is graded on timely submission. Any incomplete or partial submission can receive **no more than** partial credit of 5 points.

**DUE 1:00 P.M.  
MONDAY,  
DECEMBER 6**

**IMPORTANT: You must drop off a copy of your paper in Lockbox #13 AND email a copy to your Fellow. Again, please include a cover page with your name, student I.D. number, section number, squad number, the name of your Leadership Fellow, and the date. Due to the high volume of papers that are submitted, incorrectly labeled papers may not receive full credit.**

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**CONFIDENTIALITY  
POLICY**

Confidentiality is critical to the success of the students involved in the Leadership Labs. To create a safe environment in which risk taking and trying new behaviors are supported, the following is expected of both Students and Fellows as they work together:

- No student is to discuss, outside of their Squad, any details of what other members of the Squad say and do in the exercises and discussions.
  - Videos are to be used for personal learning, and are not to be shared with anyone outside the Squad. **Any misuse of these videos could be construed as a violation of the Fundamental Standard.**
  - In pursuit of maximizing student learning, Fellows may discuss development goals and behavioral observations of MBA1s with other Fellows (and Leadership Coaches) and provide feedback they get from others directly to students as part of the developmental process.
  - If a student shares information of a personal nature with his/her Fellow, that information will not be shared (with other students, Fellows, Faculty, or Leadership Coaches) unless the student gives her/his express permission to do so. However, if a student is in a situation in which they may inflict harm to themselves or to others, the Fellow has a responsibility to share this information with the appropriate GSB Student Life staff. The Fellow/student relationship is not a legally privileged one.
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## CONSENT FOR PARTICIPATING IN RESEARCH

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**DESCRIPTION**

Many of the learning points in this course have been developed and refined through extensive prior MBA classroom experiences. Just as prior students have made this course possible by sharing their experiences in research studies, you have the opportunity to contribute to the education of future students by sharing your own experiences for the purpose of research.

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**RISKS AND BENEFITS**

The risks associated with your participation in this research are minimal. If you consent to allow your responses (including the exercises and data from other course exercises, as well as surveys by the CMC and other school offices) to be used for research purposes and for future refinement of course materials, your information will be kept strictly confidential. Any information derived from this research that would identify you would not be voluntarily released or disclosed without separate consent.

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**PAYMENTS**

You will receive no payment for your participation in this research.

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**SUBJECT'S RIGHTS**

Your participation is voluntary and you may withhold your materials from research purposes at any time without an effect on your course grade. If you have questions about your rights as a research participant, you may contact the Stanford University Human Subjects Committee Administrator at (650) 724-7141.

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**QUESTIONS?**

For questions about the study, please contact:

**Faculty: Evelyn Williams**  
Littlefield 306  
Telephone: 650.736.9875

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Protocol Approval Date: 11/17/06

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## WEEKLY ASSIGNMENTS

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**WEEK 0:** Required Introductory Session to the Leadership Lab Course, STRAMGT 209.

**OVERVIEW:** **When:** Wednesday, September 15<sup>th</sup>, Noon.

**STRAMGT 209** **Where:** Bishop Auditorium

**SEPTEMBER 15<sup>TH</sup>** **Why:** Learn expectations for the entire Leadership Lab Course, meet the Faculty, & Leadership Coaches you will work with throughout the quarter.

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**WEEK 1:** **Squad Kickoff Meeting 9/20 or 9/21:**

**SQUAD KICKOFF MEETING** Your Squad Fellow will contact you to schedule an informal meeting of the Squad on the Monday or Tuesday evening of week 1 so that you will have a chance to get to know each other before the first Lab. Please keep both of these dates/times available until you have confirmed a time with your Squad Fellow.

**SEPTEMBER 20<sup>TH</sup> OR 21<sup>ST</sup>**

**Awareness Lab:**

**AWARENESS LAB**

**SEPTEMBER 22<sup>ND</sup>**

An intense experiential activity, this 3.5 hour Lab gives students first-hand awareness of their approach to team dynamics. Students are given a challenging task to complete as a team, and are videotaped as they work on the project. This is followed by a videotape review, where each student analyzes the group dynamics and his/her own contribution to the team's performance. Students then exchange 1:1 feedback with a fellow team member, deepening and reinforcing the learning. Students gain a very clear picture of their strengths and areas for development within a group context.

**Before the Lab:**

- "Becoming Self Aware," *True North: Discover Your Authentic Leadership*, Bill George with Peter Sims.
- "Fear of Feedback," *Harvard Business Review*, Jay M. Jackman and Myra H. Strober.

**After the Lab:**

- **Weekly Feedback Survey:** due by 1:00 p.m., Thursday, September 23. Access via the GSB Feedback System: <https://gsbapps.stanford.edu/feedback>
- **Learning Goals:** Prepare a draft of your learning goals (refer to *Learning Goals* handout in Course Reader) for discussion with your Squad mates in your Week 1 Squad meeting.
- **Weekly Squad Meeting:** Scheduled by your Squad Fellow + your Squad mates.
- **Watch your Squad videos each week--** you can continually accelerate your learning and self-improvement by watching yourself from an outside perspective. So it's a good weekly habit to review your videos before your Squad Development meeting, and to take notes on your behaviors as well as your Squad mates'. These notes will prove very useful in helping you complete your Peer Feedback assignment and your Final Development Paper at the end of the course. Access your videos on the 'T: drive in the 'Leadership Lab Videos' folder—look for your Fellow's name for your Squad folder.

**Notes:**

1. While you have already reviewed the Awareness Lab video as part of the lab itself, this will not be the case in future weeks.
2. If you are trying to watch your videos on your personal computer and the sound or video is not working, you may need to download a small piece of software (called a codec) that will allow your computer to play these files correctly. This software is available at <https://www.xvid.org>.

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**WEEK 1:**

**~~AWARENESS LAB~~**

**(CONTINUED)**

**After the Lab (CONTINUED):**

- **Protagonist Training**—two people in each Squad will receive an email this week asking them to attend an “**EAS Protagonist Meeting**” after next week’s Lab in preparation for the **Executive Action Skills Lab**. The Meeting is on Sept. 29<sup>th</sup> from 11:45 a.m.-12:45 p.m. Protagonists play special roles in the cases along with your Fellows. Over the course of the quarter many of you will be asked to play a Protagonist role at some point for various cases.

**After the Squad Meeting:**

- **Learning Goals:** E-mail your finalized learning goals to your Squad Fellow by 1:00 p.m., Tuesday, September 28.
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**WEEK 2:**

**MAXIMIZING  
TEAM  
EFFECTIVENESS  
LAB**

**SEPTEMBER 29<sup>TH</sup>**

**Maximizing Team Effectiveness (MTE) Lab:**

The MTE Lab focuses on improving students’ behavioral analysis skills within team settings. It provides the framework for analyzing group process and team dynamics specifically addressing how to move through conflict to become a high performing team. Students gain useful tools to diagnose where conflict and/or blind spots may occur and in general develop useful strategies for improving their study group and other team experiences—particularly focusing on process issues that can stymie their productivity.

**Before the Lab:**

- **Fine Wine Case**—please read the basic background of the case provided in your course reader. During this Lab, you participate in a negotiation between two teams. Each team will receive a separate email which contains a general overview and specific briefing documents that represent their particular constituencies (which is why you will receive these documents in a separate email). Read the two documents that are sent to you and please **DO NOT** discuss them with anyone not on your team.
- “The TPR Model: Learn How to Analyze and Change Your Team’s Direction,” Evelyn Williams & Yifat Sharabi-Levine
- “Building the Emotional Intelligence of Groups,” *Harvard Business Review*, Vanessa Urch Druskat and Steven B. Wolff

**After the Lab:**

- **Assigned Protagonists for Executive Action Skills**—attend **EAS Protagonist Meeting directly after class from 11:45-12:45**. If this is relevant to you, then you will have already received an email from your Fellows.
  - **Weekly Feedback Survey:** due by 1:00 p.m., Thursday, September 30<sup>th</sup>. Access via the GSB Feedback System: <https://gsbapps.stanford.edu/feedback>
  - **Weekly Squad Meeting:**
    - Reflect on how your squad has performed in the last two Labs and come prepared to share your thoughts on how you can perform even more effectively together.
  - **Watch your Squad video before next week’s Lab**-- Access your videos on the T: drive in the 'Leadership Lab Videos' folder—look for your Fellow’s name for your Squad folder.
  - **Protagonist Training**—one person in each Squad will receive an email this week asking them to attend a “**Conflict Protagonist Meeting**” after next week’s EAS Lab. The Meeting will be held 11:45 a.m.-12:45 p.m., October 6.
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**WEEK 3:**

**Executive Action Skills (EAS) Lab:**

**EXECUTIVE  
ACTION SKILLS  
LAB**

**OCTOBER 6<sup>TH</sup>**

The EAS Lab provides students with the basic building blocks of solid emotional intelligence and good interpersonal communication. This Lab will both support and challenge students to improve and demonstrate their active listening, inquiry, feedback, and performance management skills. Each student faces the kind of situations frequently encountered by executives in the workplace. Exercises are designed to challenge students to integrate the learning models and skills from this and prior Labs to optimally manage interpersonal situations. Students learn to strengthen on-going relationships effectively while influencing and working with others to achieve effective results.

**Before the Lab:**

- During this Lab you will participate in two cases, Mobiltech\* and AirDy.\* **All Squad members should review the cases; however, if you have a role-play assignment, read those cases thoroughly.** \*Please note: These cases require the participation of all Squad members.
- Book Summary – “Primal Leadership”, *Soundview Executive Book Summaries*, Daniel Goleman, Richard Boyatzis, Annie McKee
- “The Skills of Inquiry & Advocacy – Why Managers Need Both,” *Management Communication Quarterly*, Michael P. Thompson
- **Review previously assigned reading:** “Fear of Feedback,” *Harvard Business Review*, Jay M. Jackman and Myra H. Strober.

**After the Lab:**

- **Assigned Protagonists for the Conflict Lab—attend prep meeting directly after class from 11:45 a.m.-12:45 p.m.** If this is relevant to you, then you will have already received an email from your Fellows.
  - **Weekly Feedback Survey/s:** due by 1:00 p.m., Thursday, October 7. Access via the GSB Feedback System: <https://gsbapps.stanford.edu/feedback>. (Note that this week you will have an additional set of feedback questions related to your Leadership Fellow. These questions will be in a second separate survey.)
  - **Weekly Squad Meeting—**come prepared to discuss what you have learned about your own EAS skill set and what you would like to practice improving during the quarter.
  - **Watch your Squad video before next week’s Lab--** Access your videos on the T: drive in the 'Leadership Lab Videos' folder—look for your Fellow’s name for your squad folder.
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WEEK 4:

CONFLICT  
MANAGEMENT  
LAB

OCTOBER 13<sup>TH</sup>

**Conflict Management Lab:**

The ability to consistently settle employee, supervisor, customer, supplier and vendor matters in a timely fashion is crucial to the future success of our students. This Lab examines the principles and methodology of managing conflict that include five conflict management styles: collaborating, competing, compromising, avoiding and accommodating. During the Lab, students practice their conflict management skills in several cases and receive immediate feedback on their strengths and areas for improvement.

**Before the Lab:**

- Take It Easy Case
- Sweet 'N Salty Case
- Innitech Case
- Cocktails & Recruiting Case
- "Focus On Interests, Not Positions," *Getting to Yes*, Roger Fisher and William Ury, pp. 40-55.
- Making Conflict Management a Strategic Advantage, Kenneth Thomas (white paper, CPP Inc., 2002).

**After the Lab:**

- **Weekly Feedback Survey:** due by 1:00 p.m., Thursday, October 14<sup>th</sup>. Access via the GSB's Feedback System: <https://gsbapps.stanford.edu/feedback>
  - **Weekly Squad Meeting**—bring your Lab Tools and Strategies handouts (passed out in class) along with your thoughts on your TKI preferences for dealing with conflict. Come prepared to discuss a previous or current conflict situation.
  - **Plan Ahead**—your **Midterm Peer Feedback is due on all your Squad mates by 1:00 p.m., Friday, October 22<sup>nd</sup>**. Don't underestimate the time it will take to complete this midterm assignment. The assignment asks you to complete one assessment for each of your Squad members. **Plan for at least 30 minutes per Squad member.** You are required to provide at least one positive and one area for development for task, process, **and** relational behaviors you have observed in each of your Squad members. The feedback system opened on Wednesday, September 22<sup>nd</sup> so get a head start and save yourself some major stress! Late assignments receive only partial credit. However, probably more importantly, your fellow Squad mates are counting on you to provide them with an "IMPACTful" assessment of their behavior to date (Log on at <https://gsbapps.stanford.edu/feedback>). For more information on this assignment, refer to page seven in this syllabus.
  - **Watch your Squad video before next week's Lab**-- Access your videos on the T: drive in the 'Leadership Lab Videos' folder—look for your Fellow's name for your Squad folder.
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**WEEK 5:****Assertiveness Lab:****ASSERTIVENESS**

This lab helps students understand different ways to approach assertiveness within a work context. The interactive session challenges students to expand their own comfort zone, and gives practice in calibrating their assertive behavior to match different situations. Students gain experience assessing others' behavior and optimizing how they work with others, both one-to-one and in teams.

**OCTOBER 20<sup>TH</sup>****Before the Lab:****Required Reading Before Your Squad Meeting:**

- "Listen Up! How to be Appropriately Assertive," by James G. Clawson.
- Plant Closing Case—emailed to you. In the Plant Closing case each squad receives a different version of the case. Before the Lab, you are only allowed to discuss the Plant Closing case with YOUR Squad (and we encourage you to come to class having strategized). DO NOT share your information with the other Squads.

**After the Lab:**

- **Assigned Protagonists for the Influence Lab—attend prep meeting directly after class from 11:45 a.m.-12:45 p.m.** If this is relevant to you, then you will have already received an email from your Fellows.
- **Weekly Feedback Survey:** due by 1:00 p.m., Thursday, October 21. Access via the GSB Feedback System: <https://gsbapps.stanford.edu/feedback>
- **Midterm Peer Feedback:** due by 1:00 p.m., Friday, October 22. Access via the GSB's Feedback System at <https://gsbapps.stanford.edu/feedback>
- **Weekly Squad Meeting:** Bring thoughts on the assertiveness behavior of your teammates and be prepared to provide IMPACTful feedback.

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**WEEK 6: NO LAB**

Meet with your Squad Fellow for a 45-minute One-on-One Reflection meeting. See page six in this syllabus for details.

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**WEEK 7:****Influence Lab:****INFLUENCE LAB**

This Lab explores influence strategies that help managers get things done with and through other people. This session provides students with reliable, time-tested plans for getting cooperation from those who command the resources, information, or support you need. We discuss how to negotiate using the currencies people value most in their own day-to-day work life, so you can turn others into an ally. We discuss techniques for cutting through interpersonal barriers and how you can motivate people over whom you have no authority.

**NOVEMBER 3<sup>RD</sup>****Before the Lab:**

- Complete Hay Group® Influence Strategies Exercise (in your course reader) in advance of the Lab, score your results, and bring Workbook to Lab
- Acquisition of Dieter Branch Associates Case
- The Borealis Integration Case
- "The Necessary Art of Persuasion," *Harvard Business Review*, Jay Conger.

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EXECUTIVE CHALLENGE  
MASTER SCHEDULE – JUDGE VERSION

**Section 1 (Squads 1-8)**

Activity	Time	Location	Notes
Student Preparation	8:00-10:00 a.m.	Introduction in Vidalakis	Student teams receive cases and begin work. Continental breakfast provided.
Judge Preparation	8:00-10:00 a.m.	McCaw Hall, Arrillaga Alumni Center	Judges meet to discuss cases and prepare for the day. Continental breakfast provided.
Morning Rounds (1-2)			
		Case #1 L104	Case #2 L107
Round 1	10:00-11:10 a.m.	Case Rooms	Case #3 S146a
		T4 T8 T6 T7 T5 T3 T1 T2	Case #4 S146b
Round 2	11:20-12:30 p.m.	Case Rooms	T1 T2 T3 T4 T5 T6 T7 T8 T9
Lunch Break & Optional Programs	12:30-1:25 p.m.	Outside of Case Rooms	Box lunches for all participants. Judges: Please see "Lunch Program Agenda" for information on optional sessions.
Afternoon Rounds (3-4)			
		Case #1 L104	Case #2 L107
Round 3	1:30-2:40 p.m.	Case Rooms	Case #3 S146a
		T6 T5 T4 T1 T2 T8 T3 T7	Case #4 S146b
Round 4	2:50-4:00 p.m.	Case Rooms	T1 T2 T3 T4 T5 T6 T7 T8 T9
Wrap Up & Award Ceremony	4:30-6:00 p.m.	McCaw Hall, Arrillaga Alumni Center	Drinks and appetizers will be provided at McCaw Hall. Closing remarks and awards for top student teams.
Optional Reception	6:00-7:30p.m.		Reception continues.