

## LEADERSHIP

November-December 2017

**Stuart Lawson**

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### Course description

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This course will give the students an opportunity to understand the role and responsibilities of a CEO from the perspective of someone who has been in that role several times. It will examine the environmental context and how it influences leadership styles. Particular emphasis will be placed on crisis management; how to spot an impending crisis, its scope and nature; development and execution of an action plan and the tools to ensure appropriate leadership traits are employed. Developing the theme of leadership, students will be given a personal perspective on the crucibles of leadership and their relevance to the development of the characteristics of leadership. All elements of this class will be taught from the practical experience of the lecturer who has had a 35-year banking career including 12 years as crisis manager in four countries.

### Grading

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The course grade will be based on two individual home assignments (20%), three class participations (30%), and final exam (50%).

### Course intended schedule and contents

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Class	Topic	Reading
<b>1</b>	<i>Prepare LBO mini-case for in-class discussion</i> Introducing the role of the CEO. Types of CEO leadership. Scope and expectation of the role.	
	The context of leadership. How does it impact the leader? What types of leadership exist, the role of leadership styles.	Harvard business review R0504D: Seven transformations of leadership, D.Rooke, W.Torbert
	Emotional intelligence, the role of charisma and the chemistry of leadership.	
<b>2</b>	<i>Hand in Home Assignment 1</i> Crisis management. What are the normal reactions, what tactics separate the winners from the losers? Importance of learning lessons from a crisis. <i>In-class discussion of crisis caselets</i>	HBS 9-389-054 Notes on management of crisis

Class	Topic	Reading
3	<i>Hand in Home Assignment 2</i> Who is your favourite leader, skills and characteristics? Detailed review of some of the core skills and development of characteristics.	
	Role of crucibles in the development of characteristics. Successful failure: how to benefit and not suffer from failures <i>In-class discussion of MBA crucibles</i>	HBR Crucibles of leadership, W.Bennis, R.Thomas HBS 9-410-028 Life stories of recent MBA's

## **Description of course methodology**

The students are expected to effectively prepare to each class by doing pre-reading of the assigned materials.

## **Sample tasks for course evaluation**

Using the crucibles approach, analyze one past or present leader and highlight which of their actions could be seen as new, reversal and suspension crucibles. From available data, what do you think would have been the learnings from these crucibles and what actions do you think they demonstrated following these events that would demonstrate that they had benefited from the experience?

## **Course materials**

### **Required textbooks and materials**

1. Crucibles of leadership, How to learn from experience to become a great leader, Robert Thomas, Amazon

## **Academic integrity policy**

Cheating, plagiarism, and any other violations of academic ethics at NES are not tolerated.