I. Course Purpose

The purpose of Authentic Leadership Development (ALD) is to enable students to prepare themselves to become leaders of organizations and to embark on paths of personal leadership development. ALD requires personal curiosity and reflection from students as well as personal openness and sharing in class discussions, leadership development groups, and one-on-one sessions with the professor. Leadership development concepts used in the course will be immediately applicable for students and useful for the rest of their lives.

II. Objectives

1. To enable students to understand their leadership journeys and their crucibles by reflecting upon and framing their life stories and experiences to date.
2. To participate fully in open, intimate small-group discussions about reflective exercises they have completed on their own.
3. To learn how to facilitate small group discussions and to lead team building exercises.
4. To understand why leaders lose their way and the self-awareness needed to avoid derailment.
5. To gain clarity about their leadership principles, values and ethical boundaries, and how they will respond under pressure when challenged.
6. To understand what is motivating them, both extrinsically and intrinsically, and to find leadership paths that will enable them to utilize their motivated capabilities.
7. To explore how to build support teams and lead an integrated life.
8. To understand the purpose of their leadership and empower other leaders, while they are optimizing their leadership effectiveness.
9. To create Personal Leadership Development Plans to guide them throughout their lives.

III. Intellectual Premise and Course Concepts

The premise of ALD is that leaders who know themselves well and consciously develop their leadership abilities throughout their lifetimes will be more effective and more successful leaders and will lead more satisfying and fulfilling lives. To do so, leaders must take responsibility for their own development, rather than relying entirely on their companies for leadership development.

ALD will provide students with ideas, techniques, and tools to assist in their leadership development journeys, exploring concepts such as lifelong leadership development, the power of leadership crucibles, discovering your authentic self, knowing your values, leadership principles, and ethical boundaries, building authentic relationships and support teams, leading an integrated life, purpose-driven, empowering leadership, and improving leadership style and use of power.

IV. Who Should Take this Course

ALD is designed for students who desire to be effective authentic leaders, committed to developing themselves, and who want to understand their motivations and the purpose of their leadership. Students must be open to sharing personal insights, experiences, ambitions, and fears.
V. Course Format

ALD students will meet for three hours from 6:00 – 9:00 pm on Tuesday evenings, first as a full class with the professor from 6:00-7:30 pm, and then with their five or six person Leadership Development Group (LDG) from 7:30-9:00 pm. Significant preparation is required for the LDGs, based on a series of introspective exercises requiring 1.5-2 hours per week to complete. Class sessions will be built around discussion of broader issues emanating from the LDGs and from cases written specifically for this course based on individual leaders, as well as leadership readings and class speakers.

Admittance to ALD requires submission of the required first essay not later than 5:00 pm on Sunday, September 18 and attendance at the first class on Tuesday, September 20. The first essay is a one-page paper to be submitted via Blackboard describing reasons for taking this course and a brief personal introduction. Also, due to the importance of LDG group formation, students must notify the professor via Blackboard before 5:00 pm on Friday, September 23, 2011 to reconfirm their participation in ALD.

VI. Requirements

- Weekly individual assignments on personal subjects related to the week’s theme, requiring 90-120 minutes to complete -- prior to Tuesday’s class and LDG meetings.*
- One 90-minute meeting each Tuesday for eleven weeks with a five or six person LDG with assigned topics and rotating facilitators drawn from the group. Groups will be assigned in advance by the professor with the intent of providing a diverse group. The mid-term and final LDG will involve extensive peer feedback to each of the participants. The LDGs are not graded by the professor, but students will grade their own LDG effectiveness.
- For the weeks each student is the LDG facilitator, a report is due to the professor (see attachment 2 of the Facilitator’s Guide in Appendix A). Following each meeting, facilitators will submit a summary of the group’s discussion, including attendance records and open questions.
- Weekly reading materials including cases, articles, and book chapters.
- One 90-minute class each Tuesday for twelve weeks, except the first class on September 20 will be a full class meeting for 180-minutes from 6:00-9:00 pm.
- In lieu of an exam, students will write a mid-term paper of 1,500 words on their greatest crucible and a final paper not to exceed 2,500 words on the purpose of their leadership, as well as completing and submitting their Personal Leadership Development Plan.
- A weekly written reflection exercise will be due by 11:55 pm on the day of each class.
- Students are encouraged to keep a journal of reflections which will aid in writing course papers and will serve as a personal source of leadership development during this course and thereafter. Curiosity, honesty, and tolerance of differing viewpoints are worthwhile.

*Weekly assignments and exercises are posted on Blackboard. Responses to exercises can be saved and used later in completing the PLDP. Exercises are also available in Appendix C of the book True North: Discover Your Authentic Leadership. See websites www.truenorthleaders.com and www.billgeorge.org.

VII. Grading

Attendance and active participation in class discussions are expected. Preparation and on time performance are required. If you must miss a class, you must notify the professor (and your LDG members) in advance by email. Participation will be evaluated on the basis of both quality and frequency. Students are encouraged to: (a) contribute to moving the discussion forward; (b) offer a different, unique perspective on the issue; (c) build on the comments of others; (d) include some evidence or analysis of inherent trade-offs – i.e., demonstrate reflective thinking. Some characteristics of good contributions include: (1) sound and insightful diagnosis, (2) analyses that thoughtfully and responsibly challenge “traditional” or politically safe positions and reasoning, (3) so called “stupid questions” that no one else is willing to ask but open up productive paths of enquiry, (4) constructive critiques of others’ contributions, and (5) clarity and effectiveness of presentation.

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<tr>
<th>Assignment</th>
<th>Proportion of Final Grade</th>
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<tr>
<td>Class participation</td>
<td>50%</td>
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<td>Course papers</td>
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VIII. Course Topics

Week I: Discover Your Authentic Leadership
Week II: Your Leadership Journey and Life Story
Week III: Why Leaders Lose their Way
Week IV: Crucibles of Leadership
Week V: Discovering Your Authentic Self
Week VI: Values, Principles and Ethical Boundaries
Week VII: Motivations and Motivated Capabilities
Week VIII: Building Your Support Team
Week IX: The Integrated Leader
Week X: Leadership Purpose
Week XI: Empowering Others to Lead
Week XII: Optimizing Your Leadership Effectiveness

IX. Course Materials

Required: Available for purchase at the NYU Book Store and online through HBS Publishing.

- George, B. with Sims, P. True North: Discover Your Authentic Leadership
  This book should be read in its entirety, preferably before the course begins, as we will be referring to its concepts throughout the course. Appendix C has individual exercises similar to the weekly exercises posted on Blackboard.

- Course Pack
  The course pack contains 14 Harvard Business School cases, 8 Harvard Business Review articles, and one Fast Company article. Instructions for accessing the HBS Publishing materials directly from the HBSP website are posted on Blackboard. The course pack also includes the syllabus, weekly assignments and Facilitator’s Guide.

Optional:

- George, B.; McLean, A. and Craig, N. Finding Your True North: A Personal Guide
  This book contains similar weekly exercises to ones provided on Blackboard and in the book True North, but also includes summary paragraphs and suggestions for additional readings.

- George, B. Authentic Leadership: Rediscovering the Secrets to Creating Lasting Value
  (In particular, see the Introduction and Chapters 1-3.)

- Champy, J. and Nohria, N. The Arc of Ambition: Defining the Leadership Journey

- George, B. and Baker, D. True North Groups: A Powerful Path to Personal and Leadership Development

X. Leadership Development Groups (LDGs)

Each student will be assigned to an LDG with five or six other individuals. LDGs will meet for 90 minutes to discuss and complete the assignment for the week. Attendance at these meetings is considered normal class time — i.e., it is mandatory, and a record of attendance and tardiness will be maintained.

LDGs are a crucial element of the course. These groups enable students to discuss personal materials in a more intimate group setting and encourage a higher level of openness and reflection than may be possible in the larger class setting. Specific assignments for each week’s LDG meeting will have the same theme as the classes but different preparation materials, based on the weekly exercises posted on Blackboard, and also included in the Appendix of the True North book. LDGs will be facilitated by a member of the group, as assigned in advance. Prior to the first meeting of the LDG, all students should read the Facilitator’s Guide (see Appendix A of this syllabus). LDGs offer a context for acquiring experience in team-building and leadership development.
# Authentic Leadership Development – MGMT-GB.2302.10

ELECTIVE CURRICULUM FALL 2011, PROFESSOR DIANA MAYER

**SYLLABUS – SUMMARY OF WEEKLY ASSIGNMENTS**

## WEEK I: Discover Your Authentic Leadership: September 20
- Individual Assignment: Introduction Exercise Appendix C, *True North* and posted on Blackboard
  - *True North*, Introduction and Chapter 1
  - Case: Wendy Kopp and Teach For America (A)  
    - HBS: 406-125

## WEEK II: Your Leadership Journey and Life Story: September 27
- Individual Assignment: Chapter 1 Exercise in Appendix C, *True North* and posted on Blackboard
  - *True North*, Chapter 1
  - Case: Howard Schultz: Building Starbucks Community (A)  
    - HBS: 406-127
  - Case: Howard Schultz: Building Starbucks Community (B)  
    - HBS: 407-127

## WEEK III: Why Leaders Lose their Way: October 4
- Individual Assignment: Chapter 2 Exercise in Appendix C, *True North* and posted on Blackboard
  - *True North*, Chapter 2
    - HBR: R0310C
  - Case: Richard Grasso and the NYSE, Inc. (A) *Available only in print, not available in digital copy*  
    - HBS: 405-051

## WEEK IV: Crucibles of Leadership: October 11
- Individual Assignment: Chapter 3 Exercise in Appendix C, *True North* and posted on Blackboard
  - *True North*, Chapter 3
    - HBR: R0209B
  - Case: Oprah!  
    - HBS: 405-087
  - Case: Martin Luther King, Jr.: A Young Minister Confronts the Challenges of Montgomery  
    - HBS: 406-016

## WEEK V: Discovering Your Authentic Self: October 18
- Individual Assignment: Chapter 4 Exercise in Appendix C, *True North* and posted on Blackboard
  - *True North*, Chapter 4
    - HBR: R0401H
  - Case: Lisa Sherman (A)  
    - HBS: 408-115

## WEEK VI: Values, Principles and Ethical Boundaries: October 25
- Individual Assignment: Chapter 5 Exercise in Appendix C, *True North* and posted on Blackboard
  - *True North*, Chapter 5
    - HBR: R1101C
  - Case: Narayana Murthy and Compassionate Capitalism*Print only available; not available in digital*  
    - HBS: 406-015

**Mid-Term Paper: “My Journey to Authentic Leadership” – “My Greatest Crucible”**

**Due:** Not later than Sunday, October 30, 2011 at 11:55 pm

## WEEK VII: Motivations and Motivated Capabilities: November 1
- Individual Assignment: Chapter 6 Exercise in Appendix C, *True North* and posted on Blackboard
  - *True North*, Chapter 6
    - HBR: R0807C
  - Case: David Neeleman: Flight Plan of a Servant Leader (A)  
    - HBS: 409-024

**Begin Leadership Interviews Due for December 13 class – see assignment for December 13**
## Authentic Leadership Development – MGMT-GB.2302.10

**Elective Curriculum Fall 2011, Professor Diana Mayer**

*Syllabus - Summary of Weekly Assignments*

| WEEK VIII: Building Your Support Team: November 8 |
|-------------------------------------------------
| **Individual Assignment:** Chapter 7 Exercise in Appendix C, *True North* and posted on Blackboard |
| *True North,* Chapter 7 |
| **HBR:** Nash, L. and Stevenson, H. “Success that Lasts,” *Harvard Business Review,* February 2004 |
| **HBR:** R0402H |
| **Case:** Tad Piper and Piper Jaffray |
| **HBS:** 406-033 |

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<th>WEEK IX: The Integrated Leader: November 15</th>
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<tr>
<td><strong>Individual Assignment:</strong> Chapter 8 Exercise in Appendix C, <em>True North</em> and posted on Blackboard</td>
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<td><em>True North,</em> Chapter 8</td>
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<td><strong>News Article:</strong> Hammonds, K. “Balance Is Bunk!” <em>Fast Company</em> October 2004</td>
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<td><strong>Case:</strong> Martha Goldberg Aronson: Leadership Challenges at Mid-Career (A)</td>
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<td><strong>Case:</strong> Philip McCrea: Once an Entrepreneur (A)</td>
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<td><strong>HBS:</strong> 406-017</td>
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<th>WEEK X: Leadership Purpose: November 29</th>
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<td><strong>Individual Assignment:</strong> Chapter 9 Exercise in Appendix C, <em>True North</em> and posted on Blackboard</td>
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<tr>
<td><em>True North,</em> Chapter 9</td>
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<tr>
<td><strong>HBR:</strong> Christensen, Clayton M. “How Will You Measure Your Life?” <em>Harvard Business Review,</em> July-August 2010</td>
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<td><strong>HBR:</strong> R1007B</td>
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<td><strong>Case:</strong> Avi Kremer</td>
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<th>WEEK XI: Empowering Others to Lead: December 6</th>
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<tr>
<td><strong>Individual Assignment:</strong> Chapters 10 &amp; 11 Exercises Appx C, <em>True North</em> and posted on Blackboard</td>
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<td><em>True North,</em> Chapters 10 and 11</td>
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<td><strong>HBR:</strong> R0507M</td>
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<td><strong>Case:</strong> Kent Thiry: “Mayor” of DaVita</td>
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<td><strong>HBS:</strong> 410-065</td>
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<th>WEEK XII: Optimizing Your Leadership Effectiveness: December 13</th>
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<td><strong>Individual Assignment:</strong> Chapter 11 Exercise in Appendix C, <em>True North</em> and posted on Blackboard</td>
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<td><em>True North,</em> Chapter 11 and Epilogue</td>
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### Leadership Interviews To Be Completed Prior to December 13 class

Leadership Interviews – Interview at least 5 individuals who have played a significant role in your life.

*Try to select at least one person from each of the following categories: 1. Family (parents, grandparents, siblings, partner), 2. Teachers, coaches, counselors, members of the clergy, 3. Work mentors or bosses. For at least one of the five people you interview, try to select someone with whom you have lost touch and would like to reconnect.*

As part of your interview, please consider asking about:

- Their crucible
- Their values, principles, and boundaries
- How they discovered their strengths and passions
- Their definition of an integrated life and their experience trying to create one for themselves
- Their support team and how they built one
- The difference they seek to make in the world, how that has changed or stayed the same over time
- The advice they would give you as you prepare to graduate from NYU Stern
- The advice they would give you about leadership, both from their experience being led by others and from their experience leading others

The objective of the exercise is to help you gain insight about key themes in the course from a set of people who have influenced you. This exercise will also give you material for your final paper.

### Final Course Exercise: Personal Leadership Development Plan (PLDP)

### Final Course Paper: “The Purpose of My Leadership”

**PLDP and Final Paper Due:** Not later than Sunday, December 18, 2011 at 11:55 pm