

Syllabus

15.318 - Leadership and Change in Organizations

Spring 2006

Instructor: Jan Klein
E40-393
(617) 253-8587
jklein@mit.edu

Course Overview

This course is about leadership and making things happen. It is designed to help students lead change within organizations, regardless of their positional power. While each class will provide a grounding in leadership theories and frameworks, the sessions will be action oriented and highly interactive. We will explore alternative approaches to leadership, compare and contrast various leadership styles, and look at a range of leadership tasks/processes.

Required Reading

1. 15.318 Course Packet
2. J. Klein, *True Change: How Outsiders on the Inside Get Things Done in Organizations*, Jossey-Bass, 2004

Grading

Grades will be based on:

1. class participation (60% of grade)
2. paper (40% of grade).

Classes

1. February 10: Introduction to True Change

This session will provide an overview of various leadership and organizational change frameworks. In doing so, we will analyze the leadership style of Fred Salvucci, the inspirational force behind the Big Dig, and explore how he created a critical mass of support to begin one of the largest public works projects in the country.

Read: Chapters 1 and 2 of *True Change*
R. Heifetz, *Leadership Without Easy Answers*, Chapter 4 (course packet)

2. February 17: Distributed Leadership

This session will focus on the concept of distributed leadership. We will begin by analyzing the leadership style of Dr. Wangari Maathai, 2004 Noble Peace Laureate, and how the Green Belt Movement was created. We will then examine the role of leaders and followers in a chamber orchestra to see distributed leadership in action (via a videotape).

Read: Chapter 3 of *True Change*
W. Maathai, *The Green Belt Movement*, Chapter 2 (course packet)

3. February 24: Trait-based and Situational Leadership

The class we will begin with a debate on whether two diverse leaders (Cesar Chavez, founder of the United Farm Workers and Dr. Rene Favaloro, founder of the Favaloro Foundation in Argentina) were successful based on particular characteristics they brought to the role or based on the situation they faced. Each student will be assigned a debating position and asked to be prepared to participate in the debate. Additional information for the debates will be provided in class. The second half of the class will be a case discussion of MacGregor, a manager who was extremely successful in taking the concept of delegation to an extreme. We will explore how and why he was successful.

Read: Chapter 4 of *True Change*
Introduction to Debates (class handout)
E. Carlisle, "MacGregor" *Organizational Dynamics* (course packet)

4. March 3: Global/Virtual Leadership

This session will explore what it takes to be a successful leader in a 24/7 virtual/global world. Liz Altman (LFM'92), VP of Strategy and Business Development for Motorola's Mobile Device Business, will co-lead this session and share her experiences working internationally and in leading global strategic partnerships.

Read: Chapter 5 of *True Change*
C. Handy, "Trust and the Virtual Organization." *Harvard Business Review*, (course packet)
J. Klein & B. Barrett, "One foot in a global team, one foot at the local site: Making sense out of living in two worlds simultaneously", *Advances in Interdisciplinary Studies of Work Teams, Volume 8: Virtual Teams* (course packet)
J. Klein & A. Kleinhanns, "Closing the Time Gap in Virtual Teams," *Virtual Teams that Work* (course packet)

5. March 10: Transformational Leadership

We will use two cases to explore the concept of transformational leadership from both the top and middle of organizations. We will begin with Lou Gerstner and examine his actions in turning around IBM and then look at a middle manager who needs to find a way to transform her organization's culture to more effectively link dispersed research and manufacturing divisions.

Read: Chapter 5 of *True Change*
L. Gerstner, *Who Says Elephants Can't Dance?: Inside IBM's Historic Turnaround*, Chapters 20-22 (course packet)
Photovoltaic Breakthrough: The Solar Sell, HBS Case #9-604-034 (course packet)

6. March 17: Learning to Lead

We will conclude the course with a session looking forward to a life-long journey of personal leadership development. We will begin with examining the concept of learning to lead through crucibles and use Steve Jobs' commencement speech at Stanford as an example of how he learned through his crucibles. Students will also be asked to reflect on their own personal crucibles and we will discuss how you can prepare yourself to use future crucibles as learning opportunities. We will conclude by exploring the concept of career anchors.

Read: Chapter 8 of *True Change*
W. Bennis & R. Thomas, "Crucibles of Leadership" *Harvard Business Review* (course packet)
Commencement address by Steve Jobs, CEO of Apple Computer and of Pixar Animation Studios, delivered on June 12, 2005 at Stanford University, <http://news-service.stanford.edu/news/2005/june15/jobs-061505.html>
E. Schein, "Career Anchors Revisited: Implications for Career Development in the 21st Century"
http://www.solonline.org/repository/download/10009.html?item_id=507557

Term Paper

Each student is required to write a 4-5 page paper on what leadership means to them personally and what they plan to do to maintain a two hats perspective upon graduation and beyond in their careers.