

LEADERSHIP IN REAL ESTATE

SYLLABUS -- DRAFT

11.430J/15.941J

Fall 2006

Stellar Site: <http://stellar.mit.edu/S/course/11/sp06/11.430/>

G. Schuck

Wednesdays 9:00-12:00

W31-310 Conference Room

“The critical issues of leadership are indistinguishable from the critical issues of life, and there’s a lot about life and living that is embedded in leadership. And it is not something that yields easily to analytical frameworks or to two-by-two matrixes, for that matter.” (March, 2005)¹

Increasingly real estate executives are looking for leadership potential and behavior in the people they recruit, hire, and promote. They are looking for “leadership” in people they hire at all levels of the organization, but what is “leadership”? They know it when they see it, and everyone agrees that we need more of it. Leaders are authentic; they know who they are and behave accordingly. They are passionate about their ideas and values. They are dedicated to teaching others to lead. They know leadership is an on-going process of learning and personal development.

Leadership development is an on-going, life-long process of inquiry and transformation; no leadership “cookbooks” exist. Leadership development is the process of encountering challenges at a new level of complexity. At the heart of leadership development are reflection, inquiry, and self-directed learning.

The “Leadership in Real Estate” course offers you the opportunity to:

- **Develop a deeper understanding of “leadership”;**
- **Converse with leaders in the real estate industry about “leadership”, and learn from their insights and experiences;**
- **Examine your authentic leadership style;**
- **Create an action plan and develop your leadership capabilities; and**
- **Craft your “leadership point of view”.**

¹ Augier, M. and Teece, David. “Reflections on (Schumpeterian) leadership: a report on a seminar on leadership and management education,” *California Management Review*, Vol. 47, No. 2, Winter 2005, pp. 126.

Guests in the Fall 2006 Leadership Class include:

- **Fred Pratt, Former CEO, U.S., Lend Lease Real Estate Investments, Inc.**
- **Peter Aldrich, Chairman & CEO, AEGIS, LLC**
- **Eleanor White, President, Housing Partners, Inc.**
- **Lauralee Martin, CFO & COO, Jones Lang LaSalle**
- **Jim Karman, Vice Chairman, Americas, Jones Lang LaSalle**
- **Mary Briggs, Chief Credit Officer, Wrightwood Capital**
- **Andre Collin, First Vice President, Public Sector Pension Investment Board**
- **Sarah Abrams, President, Fidelity Real Estate Company**
- **Hamid Moghadam, Chairman & CEO, AMB Property Corp**

Course requirements:

- 1) Preliminary definition of “leadership”.
- 2) Participation (mental, verbal and physical) and punctuality.
- 3) Required readings and assignments.
- 4) Active and thoughtful participation in small group exercises and large group debriefings.
- 5) Providing and answering the “so what” questions for assigned readings.
- 6) Emotional intelligence & Myers-Briggs assessments.
- 7) Read guests’ biographies and descriptions of companies.
- 8) Written (1-2 pages) reflection about how each of the guest speaker’s “leadership point of view” informed, influenced, reinforced, and/or contradicted your “leadership point of view”.
- 9) Hand written thank you notes to at least three speakers.
- 10) Mid-term oral presentation (five-minutes) and one-page executive summary of your “leadership point of view”.
- 11) Final oral presentation (five-minutes) and one-page executive summary of your “leadership point of view”.
- 12) Written leadership development plan, accountability logs, and final reflection paper (1-2 pages).
- 13) Reflection papers (2 papers, 1-2 pages each): what you learned from the mid-term presentation, and your overall reflection and assessment of the Leadership course experience.

All papers should be e-mailed as attachments to gschuck@mit.edu.

All attachments should be named: YOUR LAST NAME – TOPIC. A “topic” might be the last name of a guest speaker if it’s a reflection paper, or “mid-term reflection”.

NO “Listeners”, no exceptions.

Grades:

40% of final grade = Class Participation

25% of final grade = Development Plan & Accountability Log

35% of final grade = Leadership Point of View Presentations & Reflections

Criteria for final grades are determined in accordance with MIT guidelines:

- A = stellar performance. Exceptionally good performance, demonstrating a superior understanding of subject matter, a foundation of extensive knowledge, and a skillful use of concept and/or materials; fulfilling course requirements.
- B = good performance. Capacity to use the appropriate concepts, good understanding of the subject matter; fulfilling course requirements.
- C = adequate performance. Demonstrating adequate understanding of the subject matter; fulfilling course requirements.

Communication:

- By appointment before or after class on Wednesdays, phone, and/or e-mail.
- Center for Real Estate: Phone (617) 253-4373 Fax (617) 258-6991
- Gloria Schuck: E-mail gschuck@mit.edu Home Phone (617) 244-4471

11.430J/15.941J “Leadership in Real Estate”: Schedule Overview

- September 6: Introduction & Course Overview
Guest: Fred Pratt, Former CEO, U.S., Lend Lease Real Estate Investments, Inc.
- September 13: Distributed Leadership (DL): Visioning and Sense-Making
Due: Fred Pratt & Your “Leadership Point of View” (LPOV) – 1 Page
Due: Your Vision
- September 20: Distributed Leadership (DL): Relating & Inventing
Due: “Real” questions for guests
Due: Active listening questionnaires
Due: MBTI score sheet (if did not do at CRE Orientation)
- September 27: Emotional Intelligence
Due: Watch the Apollo 13 video & document examples of DL
Due: Best and worst Leadership moments
Due: Emotional intelligence assessment (on-line)
Due: Changes -- your commitments
- October 4: Self-Deception & Authenticity
Guest: Peter Aldrich, Chairman & CEO, AEGIS, LLC
Due: Examples of “in and out of the box”
- October 11: Leadership Development
Guest: Eleanor White, President, Housing Partners, Inc.
Due: Peter Aldrich & Your “Leadership Point of View” (LPOV) – 1 page
Due: Exercise 2: Your Moral Core
Due: Exercise 4: Holistic Balance Exercise
- October 18: Leadership Development Plan
Guest: Lauralee Martin, CFO & COO, Jones Lang LaSalle
Due: Eleanor White & Your LPOV – 1 page
Due: Leadership Development Plan & Accountability Log
- October 25: Teachable Point of View (TPOV) & Story-Telling
Guest: Jim Karman, Vice Chairman, Americas, Jones Lang LaSalle
Due: Lauralee Martin & Your LPOV – 1 page
Due: Revised Leadership Development Plan & Accountability Log
Due: Accountability Log #1
Due: Your Organization’s Leadership Reality and Your Leadership Reality questions
Due: Examples of TPOV in Jack Welch video
- November 1: Mid-term LPOV Presentations – No Regular Class
Due: Jim Karman & Your LPOV – 1 page
Due: 5-minute oral and written LPOV presentation
Due: Accountability Log #2
- November 8: Reflection
Guest: Mary Briggs, Chief Credit Officer, Wrightwood Capital
Due: Reflection on Mid-Term LPOVs & Story-Telling – 1 page
Due: Accountability Log #3
Due: Mental models in Enron DVD
- November 15: Level 5 Leadership
Guest: Andre Collin, First Vice President Public Sector Pension Investment Board (PSP Investments)
Due: Mary Briggs and Your LPOV
Due: Jim Collins’ ideas in two videos
Due: Accountability Log #4
- November 22: Leadership Point of View
Guest: Sarah Abrams, President, Fidelity Real Estate Company
Due: Andre Collin & Your LPOV – 1 page
Due: Accountability Log #5
- November 29: Final: Individual Presentations
Guest: Hamid Moghadam, Chairman & CEO, AMB Property Corp
Due: Sarah Abrams & Your LPOV – 1 page
Due: 5-minute oral and written LPOV presentation
Due: Accountability Log #6
Due: Reflection on accountability log experience – 1 page
- December 6: Leadership & Don Quixote
Due: Hamid Moghadam & Your LPOV – 1 page
Due: Final Reflections paper
- December 13: Final Reflections & Evaluations

“Leadership in Real Estate”

11.430J/15.941J

G. Schuck -- 2005 MIT/CRE

Stellar Site: <http://stellar.mit.edu/S/course/11/sp06/11.430/>

Detailed Syllabus

September 6: Introduction & Course Overview

Guest: Fred Pratt
Former Chief Executive Officer, U.S., Lend Lease Real Estate Investments, Inc.
<http://www.lendlease.com/>
http://www.lendlease.com/llweb/llc/main.nsf/all/news_20001221_2
(for bio)

September 13: Distributed Leadership: Visioning & Sense-Making

Assignments Due:

1. Reflect on our discussion with Fred Pratt on February 9; write and submit one page (maximum) about the implications for your “Leadership Point of View” (LPOV). **Remember: do NOT regurgitate what the speaker said, but think about what made an impact on you.** What did you learn from the guest that you could incorporate in your LPOV?

NOTE: All guest reflections papers: e-mail as an attachment named YOUR LAST NAME -- GUEST LAST NAME, e.g., Lincoln -- Pratt; send to gschuck@mit.edu. All guest reflections are due no later than the Sunday following our conversation with the guest; i.e., guest on Thursday, reflection due no later than Sunday (4 days later). Reflections will not be accepted after Sundays unless have permission from instructor.

2. Submit one page (maximum) of your “vision”, your preferred future. Describe your life and your work five, ten, or fifteen years from now. (Use whatever time span works for you.) What kinds of people would be around you? What does your environment look and feel like? What might you be doing during a typical day or week? (Don’t worry about the feasibility of creating this kind of ideal life.) Submit this assignment as an e-mail attachment to gschuck@mit.edu; the

attachment should be named **YOUR LAST NAME – VISION, e.g., Churchill – Vision.** Come to class prepared to discuss your “vision” in a small group.

Readings:

Visioning

- Raelin, J. “Finding meaning in the organization,” MIT Sloan Management Review, Spring 2006, Vol. 47, No. 3, pp. 64 – 68.

Sense-making

- Wind, Y. and Crook, C. “Part 1: Chapter 1 – Our Models Define Our World and Chapter 2 – Running the Miracle Mile in The Power of Impossible Thinking: Transform the business of Your Life and the Life of Your Business, Wharton School Publishing: Upper Saddle River, NJ, 2004, pp. all pages up to XXV (An Aside), XLV – LVI (Preface), pp. 1-34. **NOTE: 3 parts to the reading!**

(Also available on STELLAR: CD-ROM produced by Concentrated Knowledge Corporation includes author interviews and an audio summary of the book.)

- Charbit, R. and Kiefer, C. “Insight and wisdom: new horizons for leaders”, Reflections: The SoL (Society of Learning) Journal, MIT Press, Vol. 5 No. 9, pp. 2-15.
- Roberto, M.A. “Lessons from Everest: cognitive bias, psychological safety, and system complexity”, California Management Review, Vol. 24, No. 1, Fall 2002, pp. 136–158.

September 20: Distributed Leadership: Relating & Inventing

Assignments Due:

1. Think about “leadership” and the conversations we will have with our guests this semester. Think about the “real” questions you have, the ones that are important to you and the ones that you want answered. Write a list of questions to ask and/or topics to cover; e-mail questions as an attachment to gschuck@mit.edu and title it YOUR LAST NAME – GUEST QUESTIONS, e.g., Washington – Guest Questions. Come prepared to discuss in class.
2. **You have been assigned two readings on “active listening”. In one of these readings there are 20 questions, and in another there are 8 questions; answer and score. Come prepared to discuss in class.

3. For those of you who did not take the Myers-Briggs assessment during orientation, answer the questions and submit. Note: should be handed in today.

Readings:

Distributed Leadership & Relating

- Fletcher, J.K. and Kaufer, K. “Shared Leadership: paradox and possibility”, in Shared Leadership: reframing the hows and whys of leadership, editors: Pearce, C.L. and Conger, J.A., Sage Publications: California, 2003, pp. 21-47.

Ladder of Inference

- Hiebert, M. and Klatt, B. “Understanding our assumptions and biases”, The Encyclopedia of Leadership: A Practical Guide to Popular Leadership Theories and Techniques, McGraw Hill: New York, 2001, Section 15.4, pp. 462-466.

Active Listening

- Rogers, C.R. and Farson, R.E. “Active listening,” in Teaching and the Case Method by C. R. Christensen, Harvard Business School Publishing Division, 1987, pp. 166-174.
- Chapter 4: active listening skills,” The Ohio Principals Leadership Academy, 2002, pp. 33-41. (*Answer the 20 questions at the end of the article and score.*)
- Hiebert, M. and Klatt, B. “Actively listening for content, feeling, and meaning”, The Encyclopedia of Leadership: A Practical Guide to Popular Leadership Theories and Techniques, McGraw Hill: New York, 2001, Section 8.7, pp. 251-253. (*Answer the 8 questions on pages 252 and 253, and score.*)
- *[Web Resource; Not a Reading:]* Leadership at MIT Sloan School: Calendar, Resources, and Links. <http://sloanleadership.mit.edu/>

September 27: Emotional Intelligence

Assignments Due:

1. Watch the “Apollo 13” movie between September 20 – September 27. Write examples from the movie that illustrate each of the four components (visioning, sense-making, relating, and inventing) of the Distributed Leadership model. Come prepared to discuss in class.

2. Summarize your “best” and “worst” leadership moments. How does the Distributed Leadership model offer insights into these experiences? 1-2 pages (maximum) e-mailed as an attachment to gschuck@mit.edu entitled NAME – BEST&WORST, e.g., King – Best & Worst. Come prepared to discuss in class
3. *[On-Line]* Boyatzis, R.E. and Goleman, D. ECI-U. Emotional competence inventory – university edition, Self-assessment: questionnaire, profile & interpretive notes. HayGroup, Hay Resources Direct, 2001.
4. Using the Introduction to Type and Emotional Intelligence booklet answer the following questions and come prepared to discuss in class. **What behaviors will you commit to change?** Note: This assignment can be incorporated in your leadership development plan.

Readings:

Emotional Intelligence

- Goleman, D. “What makes a leader?”, Harvard Business Review, Nov. – Dec., 1998, pp. 92-102.
- Goleman, D., Boyatzis, R., and McKee, A. “Primal leadership: the hidden driver of great performance”, Harvard Business Review, Special Issue: “Breakthrough leadership: it’s personal,” Harvard Business Review, Vol. 70, No. 11, pp. 42-51.
- *[Highly recommended, but not required reading:]* Druskat, V.U. and Wolff, S.B. “Building the emotional intelligence of groups”, Harvard Business Review, March 2001, pp. 81-90.
- Pearman, R. R. Introduction to type and emotional intelligence, CPP Inc: Palo Alto California, 200. Note: this booklet is not on STELLAR. Purchase from CRE office.

October 4: Self-Deception & Authenticity

Assignments Due:

1. In WRITING describe an example of when you were “in” and an example of when you were “out” of the box. E-mail to gschuck@mit.edu as an attachment entitled: Your Last Name – Self-Deception. Come to class prepared to discuss.

2. After you have read today's assigned reading (Collins, "Level 5 Leadership") watch videos: Jim Collins on the Charlie Rose Show, 6/26/02 and 8/04/05. Come to class prepared to discuss Collin's ideas.

Readings:

Self-Deception

- Leadership and Self-Deception: Getting Out of the Box, by The Arbinger Institute, Berrett-Koehler Publishers, Inc.: San Francisco, California, 2000, pp. 1-168. (You are responsible for buying a copy of this book.)
- "No other way: the source of hope for organizations of the future," by The Arbinger Institute, Berrett-Koehler Publishers, Inc.: San Francisco, California, 1999, pp. 1-14.

Authenticity

- Goffee, R. and Jones, G. "Managing authenticity: the paradox of great leadership," Harvard Business Review, Vol. 83, No. 12, December 2005, pp. 87-94.
- Pearce, T. Leading out loud: inspiring change through authentic communication, Jossey-Bass: San Francisco, California, 2003, pp.17-68.

Level 5 Leadership

- Collins, J. "Level 5 leadership: the triumph of humility and fierce resolve", Harvard Business Review, Vol.79, No. 1, January 2001, pp. 66-76.

October 11: Leadership Development

Guest: **Eleanor White**
President, Housing Partners, Inc.
Watertown, Massachusetts
<http://www.housingpartnersinc.com/>
[http://www.housingpartnersinc.com/employeebios.html;\\$sessionid\\$RTBRO3YAAAENTZENUFETIWRWRJXP0](http://www.housingpartnersinc.com/employeebios.html;$sessionid$RTBRO3YAAAENTZENUFETIWRWRJXP0) (for bio)

Assignments Due:

Note: assignments are inputs into your leadership development plan this semester. Complete the exercises and come to class prepared to discuss.

0. Complete “Exercise 2: Your Moral Core” in Resonant Leadership by Boyatzis and McKee. Come prepared to discuss in class.
0. Complete “Exercise 4: Holistic Balance Exercise” in Resonant Leadership by Boyatzis and McKee. Come prepared to discuss in class.

Readings:

Authenticity

(For those of you who did not read it as part of last week’s assignment)

- Goffee, R. and Jones, G. “Managing authenticity: the paradox of great leadership,” Harvard Business Review, Vol. 83, No. 12, December 2005, pp. 87-94.
- Pearce, T. Leading out loud: inspiring change through authentic communication, Jossey-Bass: San Francisco, California, 2003, pp.17-68.

Development

- Van Velsor, E and Drath, W.H. “A lifelong developmental perspective on leader development”, in The Center for Creative Leadership Handbook of Leadership Development, McCauley, C.D. and Van Velsor, E. editors, Jossey-Bass, 2004, pp. 383-414.
- Merten, G. “Leadership is sourced by a commitment to personal development”, Reflections: The SoL (Society of Learning) Journal, MIT Press, Fall, 2002, Vol. 4, No. 1, pp. 22-29.
- Boyatzis, R. and McKee, A. “Exercise 2: Your Moral Core” in Resonant Leadership, Harvard Business School Press: Boston, Massachusetts, 2005, pp. 82-84.

Renewal & Balance

- Loehr, J. and Schwartz T. “The making of a corporate athlete”, Harvard Business Review, Vol. 79, No.1, January, 2001, pp. 120-128.
- Benson, H. “Are you working too hard?” Harvard Business Review, Vol. 83, No. 11, November, 2005, pp. 53-58.
- Boyatzis, R. and McKee, A. “Exercise 4: Holistic Balance Exercise” in Resonant Leadership, Harvard Business School Press: Boston, Massachusetts, 2005, pp. 228-229.

- **(ADDED----->)** Czeisler, C.A. “Sleep deficit: the performance killer,” Harvard Business Review, October 2006, pp. 53-59.

October 18: Leadership Development Plan

Guest : Peter Aldrich
Chairman & CEO
AEGIS, LLC
Boston, MA

Assignments Due:

0. Reflect on our discussion with Eleanor White; write and submit one page (maximum) about the implications for your LPOV. Remember: do not regurgitate what the speaker said, but think about what made an impact on you. What did you learn today that you could incorporate in your LPOV? E-mail to gschuck@mit.edu as an attachment entitled: Your Last Name – White.
0. Leadership Development Plan (1st draft). E-mail plan to gschuck@mit.edu as an attachment entitled: Your Last Name – Development Plan. Come to class prepared to discuss.
 - Think about our work with Renewal, Self-Deception, and Emotional Intelligence, and the 5 questions posed in the “Primal Leadership” article.
 0. Who do I want to be?
 0. Who am I now?
 0. How do I get from here to there?
 0. How do I make the change stick?
 0. Who can help me?
 - Identifying the behaviors, emotional competencies, attitudes, and/or mindsets that you would like to begin working on this semester.
 - Set SMART goals for the behaviors you want to change. Pay particular attention to the “SMART model” in the Hiebert and Klatt, reading, “Writing clear goal statements”. Each goal must be Specific, Measurable, Attainable and Actionable, Realistic, and Time-limited.
 - How will you keep track of these changes? Design an “accountability log” that will be submitted each week indicating how you are doing relative to goals.

Readings:

- Boyatzis, R. and McKee, A. “Chapter 5: Intentional Change” in Resonant Leadership, Harvard Business School Press: Boston, Massachusetts, 2005, pp.

86-104. (This article repeats, reinforces, and elaborates the change process outlined in the Primal Leadership” article that was assigned in the previous class, March 16, on emotional intelligence.)

- Hiebert, M. and Klatt, B. “Writing clear goal statements”, Encyclopedia of Leadership: A Practical Guide to Popular Leadership Theories and Techniques, McGraw Hill: New York, 2001, Section 2.7, pp. 62-64. (Pay particular attention to the “SMART Model”. You will need to be writing “SMART” goals for your development plan to change your behaviors.)

October 25: Teachable Point of View & Story-Telling

Guest: **James Karman**
 Vice Chairman, Americas
 Jones Lang LaSalle
 <http://www.jllboston.com/en-US/>

Assignments Due:

0. Reflect on our discussion with Peter Aldrich; write and submit one page (maximum) about the implications for your LPOV. Remember: do not regurgitate what the speaker said, but think about what made an impact on you. What did you learn today that you could incorporate in your LPOV? E-mail to gschuck@mit.edu as an attachment entitled: Your Last Name – Aldrich.
0. If necessary re-submit revised, new and improved Development Plan. E-mail to gschuck@mit.edu as an attachment named: Last Name – Revised Development Plan.
0. Submit Accountability Log #1. Send as an attachment; please name the attachment: Your Last Name -- Log 1.
0. Complete and score the assessments: “Your Organization’s Leadership Reality” and “Your Leadership Reality” (Tichy, N.M. and Cohen, E. The Leadership Engine: How Winning Companies Build Leaders at Every Level, Harper Collins: New York, New York, pp. 208 and 211.
0. Watch the Jack Welch video. How does he present his Teachable Point of View? How does he use stories? Come prepared to discuss in class.

Readings:

Teachable Point of View

- Tichy, N.M. and DeRose, C. “The cycle of leadership handbook: a field guide to building and leading a teaching organization – Chapter 4: You must start with a teachable point of view, and Chapter 5: How to develop a teachable point of view”, in The Cycle of Leadership: How Great Leaders Teach Their Companies to Win, by Tichy, N.M. and Cardwell, N., HarperCollins Publishers, Inc.: New York, New York, 2002, pp. 73-131.
- Tichy, N.M. and Cohen, E. “Your Organization’s Leadership Reality” and “Your Leadership Reality” in The Leadership Engine: How Winning Companies Build Leaders at Every Level, Harper Collins: New York, New York, pp. 208 and 211
- Quinn, R. “Moments of greatness: entering the fundamental state of leadership,” Harvard Business Review, Vol. 83, No. 7, July-August, 2005, pp. 74-83.

Story-Telling

- Mirvis, P.H. and Aygas, K. “Reflective dialogue, life stories, and leadership development,” The SoL (Society of Learning) Journal, MIT Press, Summer 2003, Vol. 4. No. 4, pp. 39-48. [When reading this article think about implications for our conversations with guest executives.]
- Denning, S. “Telling tales”, Harvard Business Review, May 2004, Vol. 82, No. 5, pp. 122-129.
- Denning, S. “Narrative understanding”, The SoL (Society of Learning) Journal, MIT Press, Winter 2001, Vol. 3, No. 2, p. 52. (Other Denning resources include www.stevedenning.com.)
- *Hiebert, M. and Klatt, B. “Making great presentations”, The Encyclopedia of Leadership: A Practical Guide to Popular Leadership Theories and Techniques, McGraw Hill: New York, 2001, Section 9.6, pp. 281- 283, website worksheet.

[Recommended, NOT Required Readings:]

- Gardner, H. “Chapter 3: the leaders’ stories” in Leading Minds: An Anatomy of Leadership, Basic Books, New York: New York, 1995, pp. 41-65.
- Pearce, T. Leading Out Loud, Josey-Bass: San Francisco, 2003.

November 1: Midterm LPOV Presentations

Assignments Due:

0. Reflect on our discussion with Jim Karman; write and submit one page (maximum) about the implications for your LPOV. Remember: do not regurgitate what the speaker said, but think about what made an impact on you. What did you learn today that you could incorporate in your LPOV? E-mail to gschuck@mit.edu as an attachment entitled: Your Last Name – Karman.
0. Submit Accountability Log #2. Send as an attachment; please name the attachment: Your Last Name -- Log 2.
0. This week there is NO regular class session. From 9:00 – 12:30 six people will give five-minute verbal “Midterm LPOV Presentations” to a small group (i.e., 5-6 people) of their classmates in the Leadership course. The presenters on November 1 are:
 - Carlos Asalde
 - Elizabeth McQuillan
 - Jeff Haxer
 - Jeffrey Anders
 - Emily Wilson
 - Patrick Rowe

This assignment includes:

- Deliver five-minute verbal presentation on your LPOV.
- Rehearse and time your remarks; not more than five minutes.
- Write an “executive summary” or “talking points” to be e-mailed as an attachment to gschuck@mit.edu -- no more than one or two pages. Name attachment: Last Name – Midterm LPOV.

November 8: Reflection

Guest: **Mary Briggs**
Chief Credit Officer
Wrightwood Capital
Chicago, Illinois
www.wrightwoodcapital.com
http://www.wrightwoodcapital.com/wrightwood_management_team.html#team2 (for bio)

Assignments Due:

1. Reflect on the midterm LPOV presentations. Write and submit one page (maximum) about what you learned about storytelling and any implications for final presentations in this course. E-mail as an attachment to gschuck@mit.edu. Please name attachment: Your Last Name – Midterm.
1. Submit Accountability Log #3. Send as an attachment; please name the attachment: Your Last Name -- Log 3.
1. Watch “Enron: the Smartest Guys in the Room” DVD. What mental models were operating in the Enron culture? How were they making sense of the world and deciding what action to take? Come to class prepared to discuss.

Readings:

- Raelin, J.A. “ ‘I don’t have time to think!’ versus the art of reflective practice,” Reflections: The SoL (Society of Learning) Journal, MIT Press, Vol. 4 No.1, pp.66-79.

November 13 (Monday): More Mid-Term LPOV Presentations

This week there IS a regular class session on Wednesday November 18. There will also be two sessions today (November 13) when nine people will give five-minute verbal “Midterm LPOV Presentations” to a small group (i.e., 4-6 people) of their classmates in the Leadership course. The times and presenters on November 13 are:

9:00 -- 12:00

- Tony Wang
- Katie Nash
- Lillian Lew-Hailer
- John Clason

12:00 – 3:00

- Matt Lister
- Matt Pace
- Scott Kelley
- Duna Chiofaro
- Jengbin Tsai

This assignment includes:

- Deliver five-minute verbal presentation on your LPOV.
- Rehearse and time your remarks; not more than five minutes.
(Continued on next page →)
- Write an “executive summary” or “talking points” to be e-mailed as an attachment to gschuck@mit.edu -- no more than one or two pages. Name attachment: Last Name – Midterm LPOV.

November 15: “Level 5” Leadership

Guest: **Andre Collin**
First Vice President Public Sector Pension Investment Board (PSP Investments)
www.investpsp.ca/index.htm

AND

Guest: **Lauralee Martin,**
Chief Financial Officer and Chief Operations Officer, Jones Lang LaSalle
Chicago, Illinois
<http://www.joneslanglasalle.com/en-GB/company/>

Assignment Due:

5. Reflect on our discussion with Mary Briggs; write and submit one page (maximum) about the implications for your LPOV. Remember: do not regurgitate what the speaker said, but think about what made an impact on you. What did you learn today that you could incorporate in your LPOV? E-mail to gschuck@mit.edu as an attachment entitled: Your Last Name – Briggs.
5. Submit Accountability Log #4. Send as an attachment; please name the attachment: Your Last Name -- Log 4.

November 22: Leadership Point of View

Guest: Sarah Abrams
President
Fidelity Real Estate Company
Boston, Massachusetts
www.fidelity.com

Assignment Due:

1. Reflect on our discussion with Andre Collin; write and submit one page (maximum) about the implications for your LPOV. Remember: do not regurgitate what the speaker said, but think about what made an impact on you. What did you learn today that you could incorporate in your LPOV? E-mail to gschuck@mit.edu as an attachment entitled: Your Last Name – Collin.
2. Reflect on our discussion with Lauralee Martin; write and submit one page (maximum) about the implications for your LPOV. Remember: do not regurgitate what the speaker said, but think about what made an impact on you. What did you learn today that you could incorporate in your LPOV? E-mail to gschuck@mit.edu as an attachment entitled: Your Last Name – Martin.
3. Submit Accountability Log #5. Send as an attachment; please name the attachment: Your Last Name -- Log 5.

November 29: Final LPOV Presentations

Guest: Hamid Moghadam
Chairman & CEO
AMB Property Corporation
San Francisco
<http://www.amb.com/>
[http://www.amb.com/about us/ceo.asp](http://www.amb.com/about_us/ceo.asp) (for bio)

Assignments Due:

1. Reflect on our discussion with Sarah Abrams; write and submit one page (maximum) about the implications for your LPOV. Remember: do not regurgitate what the speaker said, but think about what made an impact on you. What did you learn today that you could incorporate in your LPOV? E-mail to gschuck@mit.edu as an attachment entitled: Your Last Name – Abrams.

2. Submit Accountability Log #6. Send as an attachment; please name the attachment: Your Last Name -- Log 6.
3. Write a page summarizing your progress and what you learned this semester from the “Accountability Log” assignment . E-mail your summary to gschuck@mit.edu, and entitle your e-mail: Your Last Name – Log Reflection, e.g., Jones – Log Reflection.
4. This week there IS a regular class session. The following six people will give five-minute verbal “Midterm LPOV Presentations” to a small group (i.e., 5-6 people) of their classmates in the Leadership course. Date and time to be determined.
 - Carlos Asalde
 - Elizabeth McQuillan
 - Jeff Haxer
 - Jeffrey Anders
 - Emily Wilson
 - Patrick Rowe

This assignment includes:

- Rehearse and time your remarks; not more than five minutes.
- Write an “executive summary” or “talking points” to be e-mailed as an attachment to gschuck@mit.edu -- no more than one or two pages. Name attachment: Your Last Name – Final LPOV.
- Deliver five-minute verbal presentation on your LPOV.

December 4: Final LPOV Presentations

This week there IS a regular class on Wednesday December 6. There will also be two sessions today (December 4) when nine people will give five-minute verbal “Midterm LPOV Presentations” to a small group (i.e., 4-6 people) of their classmates in the Leadership course. The times and presenters on December 4 are:

9:00 -- 12:00

- Jengbin Tsai
- Katie Nash
- Lillian Lew-Hailer
- John Clason

12:00 – 3:00

- Matt Lister
- Matt Pace
- Scott Kelley
- Duna Chiofaro

- Tony Wang

This assignment includes:

- Deliver five-minute verbal presentation on your LPOV.
- Rehearse and time your remarks; not more than five minutes.
- Write an “executive summary” or “talking points” to be e-mailed as an attachment to gschuck@mit.edu -- no more than one or two pages. Name attachment: Last Name – Midterm LPOV.

December 6: Leadership & Don Quixote

Assignments Due:

1. Reflect on our discussion with Hamid Moghadam; write and submit one page (maximum) about the implications for your LPOV. Remember: do not regurgitate what the speaker said, but think about what made an impact on you. What did you learn today that you could incorporate in your LPOV? E-mail to gschuck@mit.edu as an attachment entitled: Your Last Name – Moghadam.
2. Reflect on your experience in the Leadership class. Answer the following questions in writing:
 - What did you **really** learn about leadership and you?
 - What were the highlights of the experience?
 - What would you change?
 - What advice do you have to next year’s class to maximize their learning experience?

E-mail your assignment as an attachment to gschuck@mit.edu. Name the attachment: Your Last Name – Final Reflection..

3. Come to the December 13 class prepared to share your reflections on leadership and the course.

December 13: Final Reflections