

OB377: THE PATHS TO POWER

Insufficient sensitivity to and skill in coping with power dynamics have cost Stanford GSB graduates (both MBA and MSx/Sloan) and many other talented people **promotion opportunities** and even their **jobs**. My objective for this class is simple: make sure this does **NOT** happen to you.

The course seeks to ensure that you will learn the social science concepts useful for understanding power and ways of analyzing power dynamics in organizations. The course and its projects and self-reflective assignments encourage you to think about and develop your own personal path to power.

A USER'S MANUAL FOR THIS CLASS

This Class Is Not For Everyone. People have different interests, tastes, and preferences. Just because many people have benefited from taking this class doesn't mean that you will also. Many people have found this class useful—**BUT ONLY IF THEY ARE WILLING TO ACCEPT AND WORK WITH THE MATERIAL.**

This is an elective! If you aren't interested in the subject matter or have some fundamental objections to any aspects of the class, including the instructor or the focus on applied social *science*, don't take it!

One frequent question is whether just reading ***Power*** is sufficient and what the value-add is from taking the class. That depends, of course, on what you ***do*** during the quarter. The book and the other readings in the syllabus provide much of the social science research, ideas, and examples that will enable you to cognitively ***understand*** power. I certainly recommend the book and the other readings for everyone. It is vitally important for leaders to understand the social science of power. The course experience, including the self-reflective exercises, individual projects, in-class discussions, your interactions with the course facilitators, and your interactions with the various class visitors are intended to build your insight and skills in actually ***doing*** power and to help you overcome any personal inhibitions or self-handicapping that are getting in your way.

The Material is "Different"

One comment I often hear is that the material, perspectives, and ideas covered in this course differ from other classes. I would hope so, as what would be the point of telling you what you already think you know and have learned in the many other classes on leadership?

Everything we cover in this class, and I mean every idea, no matter how different it may at first appear, has ample, sometimes vast, social science evidence to support it. Some of that evidence is in the text, some we will cover in class, and some ideas I encourage you to explore on your own using www.scholar.google.com and searching on terms or phrases that cover the concepts we discuss. While some ideas may at first seem counterintuitive (for instance, that nice people, particularly men, suffer (in terms of earning less) from being too nice), there is evidence to support all that we cover.

“Leadership BS”

Because much of the material in the readings and the class seemingly contradicts other perspectives and conventional wisdom, I decided to take the leadership industry head on. The result is ***Leadership BS: Fixing Workplaces and Careers One Truth at a Time*** (HarperBusiness, 2015). I encourage you to read that book, which is a prequel to ***Power***. It includes, among other topics, the evidence on modesty v. self-promotion, the pervasiveness (and effectiveness) of lying (sometimes called “strategic misrepresentation”), and why being an “authentic leader” is almost certainly neither possible nor desirable. I highlight this book as background reading in case you are confused or troubled by any discrepancy between the material in this class and what you may have heard or read elsewhere, and should you want to explore that disconnect further.

Objectives

The objectives of this course are a) to have you **see** the world differently—to change what you notice and think about and how you apprehend the world around you—and b) to also change what you **do** as you navigate through that world. If the class is successful, you will be better able to achieve your objectives and never have to leave an organization or a position involuntarily.

To accomplish these objectives, we will spend some portion of many class sessions and the out-of-class assignments helping you focus on building your own action plan and skills for attaining power.

My Teaching Philosophy and Approach

To accomplish our objectives, we need to be partners in the learning process. The very design of the tiered classroom subtly reminds people of settings such

as theatres or auditoriums in which they are entertained while seeing some lecture or performance.

One way of understanding my job is that I am in the role of your “personal trainer.” I will do my best to make available to you the tools that I hope will motivate and encourage you to learn the material and put it into practice. But learning is **your** responsibility. Moreover, it is **your** responsibility to decide what is important for you to learn and retain, and how best to do that. **For that reason, you will find few handouts being distributed to summarize the class sessions or other such aids such as summaries of readings or texts.** Research strongly suggests that the act of taking notes significantly helps with the absorption and retention of material.

“Role Models.”

Not everyone we encounter in Paths to Power is someone you are going to like or want to emulate. This is a class about how to get things done, how to build and wield influence, and the multiple ways to accomplish these objectives. As former U.S. President Richard Nixon (quoting Bismarck) once wrote, “Those who love laws and sausages should not watch either being made.” The question is not whether you like or don’t like some of the people we will encounter, but what you can **learn** from them and their experiences.

One of my implicit (now, much more explicit) objectives during the quarter is to get you to become **much** less **judgmental**, particularly about who you like or don’t like or who you approve or don’t approve of. To paraphrase Caesar’s ex-CEO and former Harvard Business School professor Gary Loveman, there comes a time in your career where you can no longer “afford” to like or not like colleagues—critical relationships simply have to work, regardless of your personal feelings. The judgments you should make are whether or not someone is on your critical path, whether they can be helpful or harmful to your job and your career, whether you can learn anything from them, and most importantly, how to get them on your side. **If someone is critical to your success and you have decided you don’t “like” or “approve” of them, you will have (unnecessarily) created an obstacle to building the sort of relationship with an individual that you need.**

COURSE LOGISTICS

Coaching and Feedback:

Every member of the class will be assigned to one of 6 class/course facilitators (CF’s). Each facilitator is an experienced executive with substantial coaching

expertise. Each facilitator has taken a version of this class, knows the course material, the professor, and the text, and has worked with me in delivering a very successful online version of this class in the LEAD program. Most importantly, each CF is experienced in providing feedback on your self-reflective exercises, coaching you on your doing power project, and helping you not only master but also implement the class material in your lives.

We have implemented this arrangement to provide each of you with much **more feedback and more individual attention** to ensure that you will master the ideas and skills and put them into practice, and to increase your active engagement with the subject matter.

Feedback

Your CF will provide you individualized feedback on **all** of your self-reflective assignments (**assuming you turn them in on time**) as well as on your proposed doing power project check-in assignment.

I am the only person who will see (and grade) your power diagnostic and doing power projects (unless you decide to voluntarily share them with your CF). Confidentiality of your written assignments is guaranteed.

Individual One-on-One Executive Coaching Sessions

Every member of the class is **eligible** to sign up for as many as **two 40-minute** personal coaching sessions with your CF. Each of these individuals has worked with company founders, corporate executives, and non-profit leaders, and has personal experience with learning **AND USING** the course concepts.

I URGE YOU TO TAKE ADVANTAGE OF THIS RESOURCE, AND TO THE EXTENT POSSIBLE, TO DO SO EARLY IN THE QUARTER SO YOU CAN USE THE IDEAS AND PERSPECTIVES GENERATED AS YOU GO THROUGH THE QUARTER, particularly on your projects. Availing yourself of these resources is completely optional.

Sessions are student-initiated and can cover topics such as: the dilemmas you may experience from the course material, the behavioral implications of decisions to put the course material into practice, and/or helping you commit to choices to behave differently. Some examples of what past students have covered include: doing a stakeholder influence (power) map to assess potential members of a start-up team and the power dynamics in the team, building a larger and more effective network, creating a stronger personal brand both internally and externally, and preparing to re-enter a former employer with greater personal and positional power. **Coaching sessions will be more**

effective when you come prepared with something reasonably specific that you want to discuss!

Our course facilitators live literally all over the world and have been carefully selected because they are unbelievably talented AND committed to your learning and development. You can interact with them in your coaching sessions by telephone, Skype, Zoom, or any other platform you both mutually agree upon.

Peer Coaching in Class

On many occasions, we will use your self-reflective exercises as a starting point to have a conversation with a classmate (or several) about the topic for that day. On other occasions, we will have in-class exercises that ask you to engage in peer coaching. We have found over the years that people are often willing to be more candid and open about their strengths and weaknesses, development plans, and experiences in a smaller setting.

Grading:

Grades will be based on four components: 1) Class participation (30%), 2) your individual power diagnostic project (20%), 3) your final individual (doing-power) project (35%), and 4) **doing** your various individual self-reflective assignments (as described in the course outline) and turning them in as required and **on time** (15%).

Turning assignments in on time means turning them in when they are assigned per the course outline (e.g., if something is to be turned in at the start of class, after class would not be considered “on time”). All assignments should be turned in using Canvas.

In order to help me keep track of your class participation as well as to learn your names and something about you, we **will use a seating chart. The seating chart will be created on the third day of the class.**

Attendance: If you foresee missing a lot of class sessions for **any** reason you should not take the course. **If you miss more than 4 sessions during the quarter, the odds on your passing the class (in other words, getting a grade other than a U) are negligible.** Missing more than one session may affect your grade. If you are going to miss class, please let me know in advance and please let me know why.

Individual Power Diagnostic Project: To navigate organizational political dynamics successfully, you need to build your clinical, diagnostic skills. One of the reasons for career derailment is that people get blind-sided by who has the

power to cause them problems and that person's interest in doing so. The individual power diagnostic project assignment is described in more detail at the end of this course outline. **The individual power diagnostic project is due by 12 P.M. on Friday, March 6, 2020. LATE PROJECTS WILL NOT BE GRADED AND WILL EARN ZERO CREDIT.**

Individual “Doing-Power” Project: The “doing power” seeks to have you put the ideas of the course into practice during the quarter *while the course is going on and you can access resources to help you in your implementation.* Past projects have entailed everything from obtaining investors who are willing to retain the class member as CEO of their start-up to building a reputation as one of the top 100 technologists and entrepreneurs in a country. The assignment is described at the end of the course outline. **Individual projects are due by 12 P.M. on Friday, March 13, 2020, the last day of the course. LATE PROJECTS WILL NOT BE GRADED AND WILL EARN ZERO CREDIT.**

As noted in the instructions, ALL assignments must be submitted through Canvas.

Self-Reflective Assignments. The various individual self-reflective assignments are specified throughout the course outline. **You are responsible for seeing when they are due and doing them!**

Administrivia:

My Office: Knight Management Center Faculty Office Building, E-235.

Phone: 723-2915

E-Mail: pfeff@stanford.edu

Course assistant: Octavia Zahrt (zahrt@stanford.edu) is a fourth-year organizational behavior doctoral student with a substantive interest in power and other concepts relevant to the class. You should consider her as another resource available for your learning and development.

I do *all* of the grading of the final two projects, and am the only human being who will read them. Octavia's job is to handle various logistics and make sure you do your individual self-reflective assignments on time.

Faculty Assistant: Kirstin Siegrist; Phone: 725-9730; Office: Knight-Management Center Faculty Office Building, E-324; email: kaks125@stanford.edu

Office Hours: By appointment made **directly with me**. I would love to get to know you better during the quarter. I am happy to do lunches or dinners, particularly on Mondays and Wednesdays.

Required Materials:

Power: *Why Some People Have It—and Others Don't*, by Jeffrey Pfeffer, New York: Harper Business, 2010.

Course reader, available online. The reading materials have been carefully curated. Please read them!

COURSE OUTLINE AND SCHEDULE OF SESSIONS

I. THE PATHS TO POWER: FINDING YOUR WAY AND PREPARING YOURSELF

January 6. Session 1. Introduction: What Is Power and Why Is It Important?

Nick Bilton's article is a summary of his book about Twitter's founding, and illustrates many of the concepts we will cover during the course—particularly the importance of building a brand, how perception becomes reality, and how (and why) founders get pushed out of their companies.

Reading: *Power*, Introduction, "Be Prepared for Power" and Ch. 1, "It Takes More than Performance."

Matthew Hutson, "Life Isn't Fair: So Why Do We Behave As If It is?" *The Atlantic*, June, 2016, p. 22.

Case: Nick Bilton, "All Is Fair in Love and Twitter," *New York Times Magazine*, October 13, 2013.

1. How did Jack Dorsey actually go about becoming a "technology visionary" and high-profile entrepreneur?
2. How was Dorsey able to wrest control of Twitter from Williams, a co-founder and the CEO of the company?
3. How and why was Dorsey able to attract allies and supporters to help him in his Twitter effort? And why was he eventually forced out?

4. How much about Dorsey's successes seem to be related to "performance?"
5. Why do the strategies Dorsey has so successfully used to build his power bases work? In other words, what needs to be true about the audience, colleagues, and the protagonist for perceptions of great success to become reality?
6. What lessons are there for you in the Twitter example?

Come to class prepared to discuss how power has played out in your life, power struggles you have won and lost, and most importantly, what stands in your way of being even more powerful than you are.

FIRST SELF-REFLECTIVE ASSIGNMENT: Please write a short (one or two-paragraph) statement on the topic, "Why I'm taking this class."

January 10, Session 2. The Personal Qualities that Bring Power

Power skills, like most skills and behaviors, are learned. In our second session together, we want to consider what personal qualities seem to produce power, what leadership attributes may *not* be useful, which of those qualities you have, and thus, what personal development "plan" you want to make for yourself to guide your activities during our quarter together.

Our readings are about two women, Tina Brown who rose to media prominence three decades ago, and Arianna Huffington, whose ascent to power is more recent.

Reading: *Power*, Ch. 2, "The Personal Qualities that Bring Influence"

Adam Grant, "Unless You're Oprah, 'Be Yourself' Is Terrible Advice," *The New York Times*, June 4, 2016.

Case: Elizabeth Rubin, "Arianna Huffington: The Connector," *Vogue*, September 19, 2011.

Luke O'Brien, "How to Lose \$100 Million," *Politico Magazine*, May/June, 2014.

1. Describe Tina Brown & Arianna Huffington. What attributes/characteristics do they possess? What are their strengths? Their weaknesses? What do they have in common?
2. What has made them successful?
3. What actions/strategies have they employed to enhance their influence?

4. What can you learn from Huffington and Brown about building your path to power and what personal qualities you might want to work on developing?

During class we may see a segment on the *Today* show (NBC) with Tina Brown shortly after *Talk* magazine closed.

January 13. Session 3. Getting Over Yourself: Asking for Things and Not Obsessing About Being Liked

The Stanford culture, and certainly the GSB culture, at least on the surface, is one of being polite, nice, and not being too pushy or aggressive. Much research and many case examples should throw these ideas into question.

Readings: Sam Borden, "Where Dishonesty Is Best Policy, U.S. Soccer Falls Short," *New York Times*, June 15, 2014.

Gerben A. Van Kleef, Astrid C. Homan, Catrin Finkenauer, Seval Gundemir, and Eftychia Stamkou, "Breaking the Rules to Rise to Power: How Norm Violators Gain Power in the Eyes of Others," *Social Psychological and Personality Science*, 2 (2011), 500-507.

Malcolm Gladwell, "How David Beats Goliath: When Underdogs Break the Rules," *New Yorker*, May 11, 2009,
http://www.newyorker.com/reporting/2009/05/11/090511fa_fact_gladwell

Case: Keith Ferrazzi

Keith Ferrazzi is a graduate of Harvard Business School who has enjoyed a meteoric career trajectory. The case explores his first 10 or so years after business school, before he opened his own marketing and organizational consulting firm, Ferrazzi Greenlight (that employs MBA graduates).

1. Describe Keith Ferrazzi, in terms of a) the personal qualities that distinguish him, and b) the strategies and behaviors he has used to build a successful career.
2. *Why* do you think these qualities and strategies and behaviors have been helpful for Ferrazzi? Or if you think he has succeeded *in spite of* some of what he has done, provide an argument as to what about his activities have been detrimental to his success.
3. What "rules" or "precepts of leadership" does Ferrazzi seemingly violate? With what effect?
4. Keith is, by his own admission, a consummate networker and someone who is ambitious, who wants to make a big difference and have a big

impact on the world. Why hasn't this ambition and networking activity (which is often quite visible to others—for example, at one event in San Francisco, an assistant with a clearly visible list on a clipboard “escorted” Keith around the room as he chatted up the people on the list he had pre-selected as being important) created more problems for Ferrazzi?

5. Could you do what Ferrazzi does? Why or why not? *Should* you do more of what Ferrazzi does? Why or why not?
6. If you encountered someone like Ferrazzi as an organizational peer, what would your reaction be? What would you do? Would this be helpful? Why or why not?
7. Do you like Keith Ferrazzi? Is this a relevant question?
8. What lessons are there for you in the Keith Ferrazzi case? What might you think about doing more of, less of, or doing differently?

During class, we will see a video of Ferrazzi when he visited an earlier iteration of this class (unless we manage to get Keith himself to appear).

SECOND SELF-REFLECTIVE ASSIGNMENT:

1. **Write a brief, one page essay about those aspects of your personality, skills and abilities, and “character” that you believe are and have been most important in helping you get ahead in life (both in the past and in the future). In other words, what personal attributes or qualities do you possess that you value highly and believe have and will make you more effective in obtaining your goals?**
2. **Consider the material from Ch. 2 from *Power* and the material you have read for the first three class sessions. Now write a second one-page essay indicating how you see yourself with respect to each of the attributes described in the chapter. Rate yourself on those dimensions on a 1-5 scale, where 1 means you possess little of the attribute and 5 means you possess a lot of it.**
3. **Compare and contrast the two essays. What do they suggest to you about things you might want to do to develop more power and influence?**
4. **What are you going to *DO* during the quarter to develop those personal qualities and dimensions of yourself?**

II. BUILDING A POWER BASE

January 17. Session 4. Finding the Right Place

Reading: *Power*, Ch. 3, “Choosing Where to Start”

Case: Sadiq Gillani's Airline Career Takes Off: Strategy in Action

Within 12 years of graduating from HBS, Sadiq Gillani had been partner in a boutique airline consulting firm, head of strategy for Lufthansa Group (and youngest senior vice president ever at that company), run network planning for Eurowings, taught a class at Stanford's GSB, been chosen as Young Global Leader by the World Economic Forum, and been recognized by the *Financial Times* and *Forbes*. In short, he had made a series of career (and other) moves that exemplify the principles of this class.

1. What principles do Gillani's job choices seem to illustrate/exemplify?
2. What trade-offs and choices has Gillani apparently been willing to make to enhance his career trajectory?
3. What about Gillani's first job at Lufthansa made it such an attractive, and at the same time, risky move?
4. How and in what ways has Gillani's positions been good places to "start?"
5. What qualities/attributes does Gillani seem to exemplify?
6. What lessons are there for you from Sadiq Gillani's career as you think about your next move(s)?

January 22, Session 5. Acquiring Resources

Reading: *Power*, Ch. 5, "Making Something Out of Nothing: Creating Resources."

Case: Sally Bedell Smith, *In All His Glory: The Life of William S. Paley*, New York: Simon and Schuster, 1990, "The Prince," Sections 10 and 13.

This reading describes Frank Stanton's (1908-2006) background and early career at CBS. Stanton would go on to serve as president of CBS (1946-1971), Vice Chairman of CBS (1971-1973), Chairman of the RAND Corporation ((1961-1967), and Chair of the American Red Cross (1973-1979). Stanton led the fight for color television and is widely considered to be a revered spokesperson for the broadcast industry and an industry visionary.

1. What was the reputation that Frank Stanton developed that helped him gain power? How did he go about building that brand?
2. What were Stanton's (re)sources of power and how did he develop them?
3. What does the reading reveal about the personal qualities of Stanton?

Which of these qualities do you believe were the most important in his success?

4. Many people in this class like or prefer the tactics and qualities of Stanton to some of the other people we have (and will) studied. Is this your reaction? Why?

Case: Robert A. Caro, *The Path to Power: The Years of Lyndon Johnson*, New York: Knopf, 1982, Ch. 13, “On His Way,” and Ch. 15, “The Boss of the Little Congress.”

Lyndon Johnson, considered by many to be one of the most effective politicians in U.S. history, would go on to become the youngest majority leader in the history of the Senate, Vice President, and then President of the United States following the assassination of President John Kennedy. He then was elected President in 1964, winning an overwhelming majority of the votes (more than 60%) and carrying 44 of the 50 states.

These two chapters describe Johnson’s arrival in Washington as a staffer to the least senior member of the House of Representatives. Arriving in Washington with almost no money and little knowledge, within two years—two years—Johnson would have, from a position of little formal authority and from bare-bones beginnings, have built the foundations of a powerful organization. These chapters describe one of Johnson’s enduring abilities, demonstrated throughout his career from a very early age: how to make something out of almost nothing.

1. What about the situation gave Johnson some advantages in building power from his position?
2. What sources of power and resources did Johnson develop? How?
3. What similarities and differences do you see between Johnson and Stanton?
4. What actions and what personal attributes are required to accomplish what Johnson and Stanton did, transforming seemingly marginal jobs and roles into significant sources of power?
5. What lessons are there for you, from this material, on what you might do early in your career to build your brand and resources that can serve as sources of power?

During the class, we will see an edited segment from the *American Experience* television biography of Lyndon Johnson.

January 24, Session 6. Creating a Reputation and Gaining Visibility

Reading: *Power*, Ch. 8, “Building a Reputation: Perception is Reality.”

Case: Tristan Walker and Walker and Company Brands (OB-#93).

Tristan Walker graduated from the GSB in 2010. In the ensuing years (and even before he graduated), he has built a powerful network and, even more importantly, an enormous amount of external visibility in various media and a unique, well-defined personal brand. He has used his connections and his reputation to launch Walker and Company Brands. As this case describes, Walker is, by his own admission and the description of others, basically an introvert. Notwithstanding that, he has done an extraordinary job of being visible and out there in numerous ways. From the first session of this class on Jack Dorsey and onward, the importance of building a reputation to take advantage of the dynamics of the self-fulfilling prophecy has been a recurring theme. This case permits us to better understand how Tristan Walker became who he is and some possible lessons for you.

As you think about Tristan Walker and his trajectory, consider the following questions:

1. In what ways did Tristan Walker leverage his time at Stanford?
2. How did Walker, while at Stanford and immediately after, go about building visibility with and connections to the media?
3. What qualities/attributes and strategies did Walker employ—that we have discussed during this course?
4. What lessons are there for you in the Tristan Walker case? And more importantly, how, specifically, are you going to put these lessons into practice during your remaining time at the GSB?

January 27. Session 7. Building Efficient and Effective Social Networks

Readings: *Power*, Ch. 6, “Building Efficient and Effective Social Networks”

Jennifer Miller, “Want to Meet Influential New Yorkers? Invite Them To Dinner,” *New York Times*, October 9, 2013.

1. What “value” does Jonathan Levy provide to his dinner party attendees?
2. Why do people, even relatively high status people, come to his dinner parties?
3. **How** are Levy’s activities helping his career? **How much** are they helping?
4. Why don’t more people do some version of what Levy is doing?
5. What lessons are there for you from Miller’s article about Jonathan Levy?

Case: Ross Walker

Ross Walker is a 2005 graduate from the Stanford Graduate School of Business who obtained an alumni position on the Stanford University Board of Trustees (he was the youngest person to ever serve on the Stanford trustees and, given changes in the rules about eligibility, is likely to retain that distinction). Walker has established himself with a good position, excellent network, and a stellar reputation in the real estate and hospitality industry. He currently has his own, very successful (in terms of both investment returns and fundraising) real estate investment firm and funds. He also is someone sometimes described as a “networker,” and shares some similarities but also has some important differences from Keith Ferrazzi. This case provides us the opportunity to consider some of the issues and principles in not only building networks, but in getting what you want for yourself.

1. Describe Ross Walker. What personal qualities does he have that have contributed to his success.
2. One concern with networking is that takes too much time and encroaches on people’s personal lives. How has Walker handled this trade-off?
3. How has Walker balanced the activity of meeting new people and maintaining relationships with the technical aspects of his work in the real estate and hospitality industry?
4. In what ways is Walker different from Ferrazzi? In what ways is he similar?
5. What about Ross Walker’s path could you emulate? What do you think you couldn’t do? Why?
6. In what ways is Walker’s strategy consistent with the principles of Chapter 6? Do you see any inconsistencies or discrepancies?

Third Self-Reflective Assignment. It is useful to think about how we spend our time, with whom, and how our contacts and networks are, or are not, consistent with the social relations we might need to build our power base.

Write a short one- or two-page essay in which you consider the following questions:

1. **With whom (other than family or significant others) do you spend the most time? Why?**
2. **Given your career ambitions and what you want to accomplish in your life, who (not necessarily by name, but by position or location in the social space) are the most important individuals for you to build relationships with?**
3. **What is the structure of your network? Do you occupy many “brokerage” positions? If so, which ones, and how have you come**

- to occupy them? Do you have lots of “weak ties” or connections to people who can provide you nonredundant information? Are you central in any networks? Which ones?
4. Considering the foregoing, what might you do differently if you wanted to increase your influence and build more efficient and effective social networks?

January 31, Session 8. Getting Others on Your Side

Reading: Jerry M. Burger, Nicole Messian, Shebani Patel, Alicia Del Prado, and Carmen Anderson, “What a Coincidence! The Effects of Incidental Similarity on Compliance,” *Personality and Social Psychology Bulletin*, 30 (2004), 35-43.

Benedict Carey, “You Remind Me of Me,” *The New York Times*, February 12, 2008.

Brett W. Pelham, Mauricio Carvallo, and John T. Jones, “Implicit Egotism,” *Current Directions in Psychological Science* 14 (2005), 106-110.

Case: Bryan Burrough and John Helyar, *Barbarians at the Gate: The Fall of RJR Nabisco*, New York: Harper and Row, 1990, Chapter 1.

1. What did Ross Johnson do to attract allies and supporters?
2. What did Johnson do to neutralize his opponents?
3. What did it take to be successful in Ross Johnson’s group?

Case: Reginald F. Lewis, Blair S. Walker, and Hugh B. Price, *Why Should White Guys Have All the Fun? How Reginald Lewis Created a Billion-Dollar Business Empire*, New York: John Wiley and Sons, 1994. Ch. 4, “No Application Needed: Breaking Down the Doors at Harvard Law.”

1. How would you describe Reggie Lewis? What personal characteristics did he have and what were his actions that helped him get noticed?
2. What did Lewis do to get powerful allies and supporters to back him?
3. How do you feel about his behavior? Were his actions fair? Ethical?
4. Would you want to hire someone like him? Why or why not?
5. Could he have achieved the same results any other way?
6. Why did Lewis want to go to Harvard Law School?
7. What are the lessons for you in the material on Johnson and Lewis? What was similar, and what was different, in their approach to gaining notice and leverage early in their careers?

8. Could you do what they did? Would you want to? Why, or why not? I want you to reflect on the extent to which your attitudes and "inhibitions" may be keeping you from doing things that could make you more influential.

REQUIRED: SUBMIT A ONE PARAGRAPH DESCRIPTION OF WHAT YOUR "DOING POWER" PROJECT WILL BE. WHAT IS YOUR FOCUS/TOPIC? WHAT ARE YOU GOING TO DO (OR ARE DOING) TO INCREASE YOUR POWER DURING THE QUARTER?

February 3, Session 9. Speaking with Power

Reading: *Power*, Ch. 7, "Acting and Speaking with Power."

During this class, we will watch the public testimony of people caught up in various political scandals and public relations nightmares. First we will briefly consider Oliver North in the Iran-Contra issue and Donald Kennedy, president of Stanford, which was caught up in a scandal of over-billing of the government for indirect costs on research contracts. Ironically, Stanford was eventually found to owe very little money, while Oliver North avoided being convicted of a felony because of technicalities concerning the use of evidence produced under guarantees of immunity. But North went on to run for the Senate from Virginia (barely losing the race and setting a record at the time for fundraising) and Kennedy was forced from office. The readings provide important background on the situations facing these people.

Then we will look at two more contemporary examples: Tony Hayward, at the time the CEO of BP, testifying about the oil spill in the Gulf of Mexico, and Lloyd Blankfein, CEO of Goldman Sachs, testifying about Goldman's actions during the financial crisis and specifically allegations that it traded against its customers. To paraphrase the subject line from a former student's e-mail, we will look at the advantages and disadvantages of being "forceful or remorseful."

Finally, we will see a brief clip of Hillary Clinton while she was Secretary of State testifying about the deaths of four department employees, including the Ambassador, in Libya. What we will do in class is watch these individual's use of language and symbols and compare and contrast their styles, approaches, and effectiveness. Also during the session, randomly selected individuals will have the opportunity to "present" what they might have done differently had they been in the Stanford president's or Tony Hayward's role.

Case: Joel Brinkley, "Birth of a Scandal and Mysteries of Its Parentage," *New York Times*, December 25, 1991, p. A11.

“Oliver North, Businessman? Many Bosses Say That He’s Their Kind of Employee,” *Wall Street Journal*, July 14, 1987, p. 35.

“An Iran-Contra Guide: What Happened and When,” *New York Times*, March 17, 1988.

Anthony DePalma, “Stanford President at Brunt of Storm,” *New York Times*, May 10, 1991, p. A10.

Rich Jaroslov, “Called to Account,” *Stanford Magazine*, June, 1991.

We will be assisted during this class by David Demarest, formerly Vice President of Public Affairs at Stanford University. His biography is part of the course materials. Demarest has held very senior communications positions at Visa International and the Bank of America and was director of communications in the White House for the first President Bush.

February 10, Session 10. Acting with Power.

In many situations, how much power you actually have is ambiguous and uncertain. Therefore, how you conduct yourself, what emotions you display, how you come across all affect how much power you have and will be granted by others. Moreover, research shows that your “power pose” affects your physiological and psychological responses. And leadership is about “acting with power.” Andy Grove of Intel, in a session with Clayton Christensen from Harvard Business School, said this about managing oneself and one’s emotional displays:

“I think it is very important for you to do two things: act on your temporary conviction as if it was a real conviction; and when you realize that you are wrong, correct course very quickly...And try not to get too depressed in the part of the journey, because there’s a professional responsibility. If you are depressed, you can’t motivate your staff to extraordinary measures. So you have to keep your own spirits up even though you well understand that you don’t know what you’re doing.”

This class session will involve a tutorial on “acting with power,” presented by **Bill English**, co-founder and artistic director of the **San Francisco Playhouse**, and **Susi Damilano**, the other co-founder of the SF Playhouse and winner of numerous Bay Area Theatre Critic’s awards for her acting. In 11 years, Damilano won the Bay Area Theater Critics Circle award for best actress **five** times. The syllabus includes their biographies as well as an article about Damilano and an article about the SF Playhouse.

The idea of “acting,” displaying emotions or ideas that you may not be feeling, seems contradictory to the idea of being “authentic,” a concept I have come to

loathe. The readings suggest how and why successful leaders are invariably great actors and also emphasize the importance of being able to adopt a pose and even emotions strategically.

Readings:

Harriet Rubin, "Shall I Compare Thee to an Andy Grove," *Strategy + Business*, Issue 49, Winter, 2007, pp. 26-31.

Larissa Z. Tiedens, "Anger and Advancement Versus Sadness and Subjugation: The Effect of Negative Emotion Expressions on Social Status Conferral," *J. of Personality and Social Psychology*, 80 (2001), 86-94. (As you read this paper, you may want to consider the Brett Kavanaugh hearings—I received numerous emails from former students who remembered this reading).

Dana R. Carney, Amy J. C. Cuddy, and Andy J. Yap, "Power Posing: Brief Nonverbal Displays Affect Neuroendocrine Levels and Risk Tolerance," *Psychological Science*, 21 (2010), 1363-1368. (Amy Cuddy's TED Talk on power posing is the second most-viewed TED talk and her book, *Presence*, was a best-seller. You might consider watching the TED talk at some point. This article is foundational to her book).

Karen D'Souza, "Megawatt Director/Actress Susi Damilano Powers One of San Francisco's Hottest Small Theaters," *San Jose Mercury News*, September 24, 2011.

Chloe Veltman, "A Small, Young Theater Company Aims High," *The New York Times*, November 25, 2010.

For your amusement and enjoyment, you might want to see a play at the San Francisco Playhouse (www.sfplayhouse.org) near Union Square in San Francisco to appreciate the work of Bill English and Susi Damilano, in action—maybe even before this class.

February 14. Session 11. Using the Lessons of Power in Your Life and Career: Alumni Panel.

We are just past the half-way point in the course. If you are going to make a significant power play (as suggested for your Individual Project) or, for that matter, if you are going to become more comfortable with and use the material in the future, you need to be at ease with power and also develop some specific guidance on how to use it. The purpose of this session is to provide you the opportunity to ask questions of a panel of people each of whom has, in his or her own way, experienced setbacks or challenges of varying kinds, learned the

power material, and incorporated it, in varying ways, into their strategies and actions for their careers.

The panel has been chosen because they are similar to you, albeit some years farther along—and because they are a) willing to be completely candid in answering questions that you may be wrestling with and b) are on excellent career trajectories..

The four panelists are Daryn Dodson, Omid Kordistani, Philipp Herrmann, and Deborah Liu. Their biographies are included in the course website materials.

Your “assignment” is to come to class prepared to ask questions about how to use the course material in your life, and how these individuals have used concepts from the class to build their power. What do you want to know about how to actually implement the material we have been studying?

Nothing that is substantive is off the table, and certainly no question should be considered politically incorrect. Consider this an opportunity to access the experience and expertise of some amazing people who have given a lot of thought about how to be more powerful.

III. COPING WITH CONFLICT, OPPOSITION, AND SETBACKS

February 19, Session 12. Dealing with Conflict and Opposition

Reading: *Power*, Ch. 9, “Overcoming Opposition and Setbacks.”

During class, we will do an exercise that I refer to as “desensitization” training—to get some practice in dealing with difficult situations without experiencing the emotional arousal that makes strategic thought and action difficult or even impossible.

Fourth Self-Reflective Assignment. This section of the course is about overcoming obstacles and coping with setbacks. It is important to integrate this learning into your own life and experience. Write a brief, one page essay in which you:

- 1. Describe an organizational situation in which you faced substantial difficulty (for example, you were fired (not laid off, fired), you were demoted, you failed to get a job or a promotion you wanted and thought you deserved, you were embarrassed or lost face because of some situation, etc.).**

2. **What did you do that contributed to the problems you experienced? To what extent were the obstacles and difficulties the result of chance events over which you had no control?**
3. **Based on the course material, what would you do differently if you encountered the same situation today? In other words, what is the learning or what are the ideas that have emerged in the class that you would use to help you in similar situations?**

February 21 Session 13. Surmounting Prejudice and Stereotypes: Women & Power

Reading: Jeffrey Pfeffer, "Women's Careers and Power: What You Need to Know," OB-86 Note, 10/09/12.

Sylvia Ann Hewlett, "Asians in America: What's Holding Back the 'Model Minority?'" <http://www.forbes.com/sites/sylviaannhewlett/2011/07/28/Asians-in-america-whats-holding-back-the-model-minority/>

One of the questions that frequently arises is whether the tactics and approaches that work for men are equally effective for women. Throughout this class we have seen (and will see) numerous female protagonists and I would ask you to reflect on the extent to which they used strategies that were similar or distinctly different from their male counterparts. But it is also useful to review the extensive and growing literature on women and power and consider how to navigate what is clearly a more difficult path to power for many women and for that matter other minorities.

Contrary to what some may wish to believe, there is no evidence that the path to power for women has gotten easier over the past several decades or that power dynamics are fundamentally different in high technology. For those interested in the facts and in even more background on this issue, data on women's careers in business can be found at the Catalyst website (www.catalyst.org) and both the Kauffman Foundation (www.kauffman.org) and the Diana Project (www.dianaproject.org) provide information documenting the absence of senior women in the venture capital industry and the disadvantages women confront in obtaining financing for start-ups.

The readings for this class include a) a teaching note I wrote that summarizes the social science research on this topic and b) an article on the barriers facing Asian-Americans in their careers, which are, in many ways, quite similar to those confronting women.

During the class, a panel of three women will speak about their perspectives on women and power and lead a discussion with the class about what men and

women might do to ensure greater success for women. The panelists have been chosen for their insight and candor on these important issues. The women who will be joining us are Laura Chau, Alison Davis-Blake, and Dafina Toncheva. Their biographies are available in the course website on Canvas.

February 24. Session 14. Developing Resilience

No career, no individual, unless unusually lucky, goes through life without facing setbacks and reversals. After all, Steve Jobs was fired from Apple, successful San Francisco politician Willie Brown lost his first election for the California Assembly and badly lost his first attempt to become Speaker, and Martha Stewart went to jail.

Success depends, then, somewhat on being able to avoid career reversals, but mostly on developing the persistence and resilience to bounce back. Some portion of resilience comes from not worrying too much about what others think and say, and also, as in the last case, maintaining a strategic focus on what you are trying to achieve and not getting diverted. Developing that skill and the personal psychological resources to do so is the topic of this class session.

Reading: Jeffrey Sonnenfeld and Andrew J. Ward, "Firing Back: How Great Leaders Rebound After Career Disasters," *Harvard Business Review*, January, 2007.

Ann Friedman, "Martha Stewart's Best Lesson: Don't Give a Damn," *New York Magazine*, March 14, 2013.

William D. Cohan, "A Private Equity Gamble in Vegas Gone Wrong," *Fortune*, Jun 6, 2015.

William D. Cohan, "Losing Las Vegas," *Fortune*, June 15, 2015.

Kate O'Keeffe, "Caesars CEO Loveman Leaves Divided Legacy," *Wall Street Journal*, June 29, 2015.

During class, we will have the opportunity to interact with Gary Loveman, former CEO and chairman of Caesar's, the large casino company, and former president of a large division of Aetna, the health insurer recently acquired by CVS. A former HBS professor (who taught human resources classes, which is how I came to know him), Loveman is one of the most thoughtful and insightful individuals I know on the topics of "likeability," using analytics in management, coming in and building a power base as an outsider, managing relationships with important stakeholders, and most recently, coping with the intellectual and

emotional challenges that arise from the substantial financial problems of the company he was running. Always insightful, I eagerly await his thoughts on how he has built up his resilience over the years.

February 28, Session 15. Persistence, Resilience, and Personal Transformation

Case: Laura Esserman (A)

Katie Hafner, "A Breast Cancer Surgeon Who Keeps Challenging the Status Quo," *The New York Times*, September 29, 2015.

Lisa Cisneros, "American Cancer Society to Honor Breast Cancer Specialist Laura Esserman," March 18, 2013.

<https://www.ucsf.edu/news/2013/03/13683/american-cancer-society-honor-breast-cancer-specialist-laura-esserman>.

Deborah Franklin, "Esserman: On the Front Lines Fighting Breast Cancer," <http://www.gsb.stanford.edu/news/bmag/sbsm1005/feature-esserman.html>.

This case describes the efforts of a physician who also has an MBA from Stanford, to change a number of aspects of medicine and the treatment of breast cancer at the University of California, San Francisco. At the time the case was written, Dr. Esserman, a former student in Paths to Power, had learned all of the material from the class but felt uncomfortable about applying it. As nicely described in the case, she believed she should be who she was and that her intelligence and honorable, even noble, objectives would win others over. The case describes the interpersonal challenges she was facing in making progress on her ambitious agenda.

The assigned articles describe some of what has occurred in the ensuing years, as Dr. Esserman has become more willing to employ and more skilled at using the material you are learning in the class. She has accomplished an enormous amount and has achieved a great deal of visibility and power. In 2015, Laura Esserman received the Arbuckle Award, the highest honor given to alumnus of the GSB, and was named by *Time* magazine as one of the 100 most influential people in the world.

Although the particular situation is health care, the task that Dr. Esserman confronts is similar to many situations where there is dispersed power, conflicting objectives, and entrenched interests in a setting populated by highly educated professionals.

1. What are Laura Esserman's strengths?

2. What are some of her weaknesses, of difficulties?
3. What about the situation makes changing things difficult? What about the situation makes it political?
4. What do you think Esserman has done well so far in her efforts? What do you think she has done less well?
5. What should she do now? Be specific, so someone could actually implement your suggestions. Provide a rationale for why you think the suggestion will work and how it will help her accomplish her objectives?
6. Why would you place a bet (in terms of hiring or supporting her) on someone like Esserman? Why might you not?
7. What similarities and differences do you see between Laura Esserman and an earlier case, Nuria Chinchilla, in their approach to attracting support and overcoming opposition?
8. What lessons do you draw from this case for your own efforts to get things done in organizations?

IV. THE CHALLENGES OF POWER

March 2. Session 16. How (and Why) Power is Lost and Kept

Reading: *Power*, Ch. 11, “How—and Why—Power is Lost.”

Case: Connie Bruck, “The Personal Touch,” *The New Yorker*, August 13, 2001.

Arshad Mohammed, “Valenti’s Credits Keep on Rolling,” *The Washington Post*, February 3, 2006.

Tom Foster, “Fired From the Company That Made Him Famous, An Entrepreneur Seeks Payback,” *Inc.*, June, 2016.

(<https://www.inc.com/magazine/201606/tom-foster/george-zimmer-mens-warehouse.html>)

Jack Valenti, in theory, existed in a very tenuous position. He served always at the pleasure of the motion picture studio heads, serious egomaniacs.

Nonetheless, Valenti was able to maintain his position as head of the MPAA for almost four decades. How was he able to do this? (It is possibly instructive to note that his first successor, former Kansas Congressman and Secretary of Agriculture under President Clinton, Dan Glickman, held the job for only one, five-year term). George Zimmer, by contrast, was not only the founder and for decades the CEO and advertising face of TMW, he had hand-selected the board and chosen his successor who would eventually oust him from his position as chair of the board. Prior to class, you might want to look up the

stock price and current market capitalization of Tailored Brands (TLRD), the name of the company he once led.

1. Contrast Zimmer with Jack Valenti. Why is it possible that Valenti was better able to maintain his position?
2. What lessons do you take away from these examples for your own behavior, both early and late in your career?

During class, George Zimmer will be with us to talk about the lessons he has learned from being ousted from The Men's Wearhouse. He is a particularly important and appropriate visitor as our class nears its conclusion. He has become a good friend. When I gave him the *Power* book, the next time I saw him, he said, "Had I done what you recommend, I would have kept my job but I would not be able to look at myself in the mirror." George and I (and you) will enjoy a lively discussion of Machiavelli's dictum that the first job of a leader is to keep his job.

March 6. Session 17. The Price of Power.

Reading: *Power*, Ch. 10, "The Price of Power."

Jacques Steinberg, "Schools Chancellor Reflects on the Job, and the Rift That Helped End It," *New York Times*, January 6, 2000, p. A20.

Matthew Pinzur, "School Chief Wins Support With Words and Actions," *Miami Herald*, October 10, 2004.

"Crew's Blues," *Administrator Magazine*, November-December, 2008.

"Mimi-Dade's School Superintendent Receives Death Threats,"
<http://www.wsvn.com/news/articles/local/MI57639>, August 8, 2007.

Nancy McCarthy, "Crew's Debut Speech Demands Change," *The Daily Astorian*, June 25, 2012.

"CUNY Board Appoints Rudolph Crew President of Medgar Evers College,"
CUNY Newswire, June 24, 2013.

Hannah Hoffman, "Kitzhaber Knew Risks with Rudy Crew Hire," *Statesman Journal*, July 31, 2013.

Dr. Rudolph Crew has done heroic work in American education. He led the New York City school system, which had a budget of more than \$13 billion, more than 100,000 teachers, and served a million children at the time he held his leadership

position. He subsequently was named the best school superintendent in America while in charge of the Miami-Dade County school district and its \$4.5 billion budget. Crew is personally close to a large number of prominent and powerful people including Richard Parsons, the former chairman of Time Warner and the Clintons (had Hillary Clinton won the presidency, he was on a very short list to be Secretary of Education, as one example). He has wielded and still has enormous power, not just in education but in government and the nonprofit world. The readings for this class are selected newspaper articles that describe his career, including the scrutiny, criticism, and even death threats and epithets he has received. During class, Dr. Crew will be with us to discuss his views on being “in the arena,” what is required, the price it extracts, and why he continues to give so much of himself.

V. SUMMING UP

March 9, Session 18. Leading with Power

Case: Amir Dan Rubin: Success from the Beginning

As Harvard Business School professor Rakesh Khurana documented in his book, *Searching for a Corporate Savior* (Princeton University Press, 2004), companies more frequently hire senior executives, including CEOs, from outside the company today than in the past. But these outside hires often end badly for both the individual and the company. One reason is that the outsiders do not have enough firm- and industry-specific knowledge to do a good job. But another problem is that outsiders often face resentment and resistance from insiders—executives already in the company—who believe they are more qualified for the job the outsider now fills and who sometimes see the outsider as an interloper and as someone “different” from them and their colleagues.

Many GSB graduates will at some point in their careers move to a new company, sometimes at very senior levels (for example, from a position in a management consulting firm to a senior operating or strategic role inside an organization). Some GSB graduates will move to companies that are not filled with other MBAs and/or where inside succession is more the norm. Success in these new roles depends on being able to get company insiders to respect and accept you. Simply put, you aren’t a leader if others don’t agree that you are and willingly follow you. Hence, the relevance of this case for your subsequent careers in which you will need to turn skeptics and possible rivals into at least grudging allies, and also possibly make important changes in strategic direction to enhance the organization’s performance.

1. What qualities and attributes does Rubin have that have made him a success?
2. How, and why, did he get the job at Stanford?
3. What did Rubin do to help overcome the resentment that might accompany his arrival as CEO?
4. Why was SMC, at the time of the case, a good fit for Rubin's skills and capabilities? Were there ways in which it wasn't a good fit?
5. What did Rubin do to make himself successful at SMC?
6. What lessons are there in this case for you as you think about starting your job after you complete business school?

March 13. Session 19. What Have We Learned, and What Will You Do With What You Have Learned?

Reading: *Power*, Ch. 13, "It's Easier Than You Think."

Herminia Ibarra, "The Authenticity Paradox," *Harvard Business Review*, January-February, 2015.

During our last class, I ask you to reflect on how your thinking about power has changed during the quarter, what you have learned, and what you have done and are going to do differently. We will also discuss, briefly but explicitly, how some of the conventional wisdom about leadership and what that conventional wisdom says about what are desirable and undesirable leadership qualities and behaviors may be singularly unhelpful.

1. How have your ideas and feelings about power changed during the course of our quarter together?
2. What did you do during the past ten weeks to implement some of the concepts and ideas you were learning? How did work—not only in terms of its effectiveness, but in its effect on your own thinking and feelings?
3. Going forward, what are you going to do even slightly differently as a result of having taken this class? Why?

INDIVIDUAL POWER DIAGNOSTIC PROJECT

Due 12 P.M., Friday, March 6, 2020.

One of the important ways in which people get into trouble in their careers is getting blindsided by organizational dynamics and from problems with personal relationships that they did not see coming. Therefore, one of the most important skills that will prevent you from ever having to leave a job involuntarily is the ability to be aware of and knowledgeable about the specific political dynamics occurring in your workplace environment.

This project asks you to use the course material to diagnose a situation which might affect you in the future. The assignment also asks that you develop your skills in asking for sensitive information—not just using data gathered by others (such as in a case) to diagnose political dynamics, but to build your skills at uncovering such data for yourself, something that will be important going forward.

It is possible, although not required, to integrate this assignment with the “doing power” assignment. You might use the diagnosis from this exercise as you plan how to acquire power for the “doing power” project. Or, you could do the assignments on separate organizations—your choice.

Consider an organization that is, or might be, important for you in the future—the place where you are going to work after graduation, a company or non-profit you are (or have) co-founding, a club or voluntary association where you are developing your leadership skills, or, if your career plans remain unsettled, a workplace that you are contemplating joining. **Gather relevant information by interviewing at least 3 and no more than 7 people who have or potentially might have information relevant for addressing the questions below.**

IN NO MORE THAN FOUR PAGES, using what you have learned from the class, provide a brief analysis in which you consider the following questions:

- 1) Who are the major power players in this setting (including you)?
- 2) What are the interests and hidden agendas of those players? What do they want to see happen?
- 3) What power resources or currencies does each possess? What are the alliances or coalitions among those players? Where are you in this dynamic?
- 4) What are your bases of power?
- 5) What might you do to build (or not) relationships with your boss and these power players?

7) What assumptions/mental models do you bring into the situation that may cause you problems?

EXPERIENCE SHOWS THAT THERE IS A REASONABLY HIGH CORRELATION BETWEEN WHEN YOU START ON THIS PROJECT AND a) YOUR GRADE AND b) HOW MUCH YOU GET OUT OF IT. IF YOU BEGIN EARLY IN THE QUARTER, YOU WILL BE ABLE TO DO AMAZING THINGS AND COME UP WITH SOME VERY HELPFUL INSIGHTS. IF YOU BEGIN IN THE LAST WEEK BEFORE IT IS DUE, NOT SO MUCH.

SUBMIT YOUR PROJECT THROUGH CANVAS BY THE DEADLINE! LATE SUBMISSIONS (LATE MEANS ANYTHING SUBMITTED AFTER 12 NOON) EARN NO CREDIT AND ARE NOT GRADED.

PLEASE PUT YOUR NAME ON YOUR PAPER!!!

INDIVIDUAL “DOING-POWER” PROJECT ASSIGNMENT INSTRUCTIONS

Due by 12 P.M. Friday, March 13, 2020.

If the material from Paths to Power is going to stay with you and be useful, it is imperative that you **use** it during our quarter together. The individual doing power project, therefore, asks you to take the material and put it into practice. Learning by doing is one of the best ways to master both subject matter and skills. And while you are still a student at Stanford, you have the potential to learn by trying things out in setting where if you fail or suffer setbacks, the consequences are much, much less severe than they will be later on. Also, trying out behaviors that you have not done before or that you think you won't enjoy permits you to test your assumptions. This individual project asks you to get a little outside of your comfort zone (which is why we have coaching resources available) and push yourself to build power and use the ideas of the class as you are learning them.

In an organization where you currently work or are volunteering—such an organization could be a nonprofit, a for-profit company, a student government organization, a social club or religious organization, a start-up team, or any other formal or informal organization in which you are currently involved—or in an organization that you are planning to join upon graduation, **during the Winter quarter**, try to exercise influence over some specific issue, using the concepts from the course. Write up your experience and what you learned. You should keep notes throughout the quarter, with new entries every time something important happens. **NOTE: FINDING A JOB IS NOT THE SAME THING AS USING INFLUENCE ON OTHERS INSIDE AN ORGANIZATION. NOR IS THIS ASSIGNMENT ABOUT YOUR DOING SOME SELF—REFLECTIONS ON WHAT YOU LEARNED FROM THE CLASS. THE PROJECT REQUIRES THAT YOU ATTEMPT SOME INFLUENCE EFFORT IN A CONTEXT IN WHICH YOU CONFRONT OPPOSITION OR RESISTANCE TO YOU OR YOUR IDEAS.**

In order to do this assignment, you will need to: a) begin with some specific objective. What are you trying to change? What are you trying to accomplish? Such an objective could involve either changing a policy or practice in the organization or advancing your position to one of more power, or both; consider how you might know if you have successfully achieved your objective--how are you going to assess your progress (as objectively as possible)? b) outline a set of things you are going to do to try and influence the situation; c) describe what you did, what worked, and what didn't, and why. Compare this to what was in the literature and what we have discussed in class (i.e., integrate what you

learned through your experience with what you learned conceptually); d) What were your personal lessons in power from this experience. **YOUR WRITE UP COULD FOLLOW THIS FORMAT AS JUST DESCRIBED.**

This exercise is distinct from although congruent with the self-reflective exercises you will do over the course of the quarter. Those exercises ask you to focus on past experiences and what you might do differently, or to assess yourself and design a personal development plan. This final individual project asks you to actually **do** something **during our quarter together**--not just think or write about it.

EXPERIENCE SHOWS THAT THERE IS A REASONABLY HIGH CORRELATION BETWEEN WHEN YOU START ON THIS PROJECT AND a) YOUR GRADE AND b) HOW MUCH YOU GET OUT OF IT. IF YOU BEGIN EARLY IN THE QUARTER, YOU WILL BE ABLE TO DO SOME AMAZING THINGS AND REALLY BUILD YOUR POWER SKILLS. IF YOU BEGIN IN THE LAST WEEK OR TWO BEFORE THIS ASSIGNMENT IS DUE, YOU WILL GET MUCH, MUCH LESS BENEFIT FROM IT.

There is no page limit. I will read as much as you submit. Typical papers in the past have been 6-7 pages long.

Submitting Your Project:

SUBMIT YOUR PROJECT BY THE DEADLINE (LATE PROJECTS EARN NO CREDIT AND ARE NOT GRADED), USING THE CANVAS SYSTEM.

PLEASE BE SURE TO PUT YOUR NAME ON YOUR PAPER!

ALSO, PLEASE PROOFREAD YOUR WORK FOR TYPOGRAPHICAL AND GRAMMATICAL ERRORS