Course Title: State of Mind: The Key to Greater Effectiveness and Performance at Work  
Course Code: BUS 275  
Instructor: Alexander Caillet, Lori Zukin, Kimberley Parsons

Course Summary:

Our states of mind are contagious. They impact our effectiveness and performance and create a ripple effect - that for better or worse - influences individuals, work teams, and entire organizations. With so much at stake, how can leaders and managers better understand and manage their own thinking and feelings in order to optimize their own and their team’s impact and success? The tools and strategies you learn in this course - to include the Thinking Path and State of Mind - will help you to be a better leader, manager and team member.

*Please see course page for full description and additional details.

Grade Options and Requirements:

- No Grade Requested (NGR)
  - This is the default option. No work will be required; no credit shall be received; no proof of attendance can be provided.

- Credit/No Credit (CR/NC)
  - Students must attend or watch at least 75% of class sessions and complete 75% of pre-work and follow-up assignments. Note: You will get more out of the class by completing all pre-work and follow-up assignments.

- Letter Grade (A, B, C, D, No Pass)
  - Students must attend and/or watch at least 75% of class sessions and complete a 4- to 5-page reflection paper.
  - Letter grades will be assigned according to these general standards:  
    A = Excellent (90-100%); B = Good (80-89%); C = Satisfactory (70-79%), D = Minimal Pass (60-69%).

*Please Note: If you require proof that you completed a Continuing Studies course for any reason (for example, employer reimbursement), you must choose either the Letter Grade or Credit/No Credit option. Courses taken for NGR will not appear on official transcripts or grade reports.

Zoom Schedule:

Tuesdays, 5:30–7:30 pm (PT)  
5 weeks, October 19 through November 16
Tentative Weekly Outline:

All classes will be recorded for those not available to attend live sessions.

Office Hours

All Office Hours will be at 5pm PT. Details to follow on zoom information.

Wednesday October 20
Wednesday October 27
Wednesday November 3
Monday November 8
Wednesday November 17
Monday November 22

Pre-work
Prior to the course, please:


- Watch “The Power of State of Mind” by Alexander Caillet (Insight Channel): [https://www.youtube.com/watch?v=bTk92sr0mZE&ab_channel=Corentus,Inc.](https://www.youtube.com/watch?v=bTk92sr0mZE&ab_channel=Corentus,Inc.)

Once you have read the article and watched the video, think about a challenging situation at work that causes your state of mind to go “below the line” (e.g., a particular meeting, a certain conversation with a colleague, your commute, etc.). Be ready to discuss how you feel when you are experiencing that situation.

Week 1 - What Is Your State of Mind?

- Introductions
- What is state of mind?
- Why does state of mind matter in the workplace?
- What is the impact of state of mind?
- What do you notice about your own state of mind?

Follow-Up Assignments:

- Set a goal to improve your resilience and performance at work, related to the challenging situation you identified. You will have the option to switch this goal during the course.
- Read “State of Mind and Leadership” by Alexander Caillet, Jeremy Hirshberg, and Stefano Petti (Corentus).
- Reflect on what you notice about your state of mind of using one of the tools we discussed in class.
• Read “The Ripple Effect: Emotional Contagion and Its Influence on Group Behavior” by S.G. Barsade (Administrative Science Quarterly)

Week 2 - State of Mind in Teams and Groups

• What is state of mind contagion?
• What is the impact of state of mind on group and team performance?
• How can we use State of Mind Charting to assess and manage a team’s state of mind?

Follow-Up Assignments:

• Introduce and State of Mind Charting to a team or group you work with. Lead at least one state of mind check with that team or group.
• Read “4 Steps to Dispel a Bad Mood” by Alexander Caillet, Jeremy Hirshberg, and Stefano Petti (HBR): hbr.org/2015/04/4-steps-to-dispel-a-bad-mood.

Week 3 - Managing, Noticing, and Shifting State of Mind

• How can we use the State of Mind Personal Tracker?
• What are some approaches we can use, in the moment, to shift our state of mind?
• What are some long-term strategies to elevate state of mind?
• How can we plan some actions to shift our own state of mind?

Follow-Up Assignments:

• Practice tracking your state of mind over a five-day period. At least twice when you are below the line, practice a shifting strategy.
• Practice a long-term strategy to elevate your state of mind.
• Identify one thought habit that gets in your way at work that you are comfortable sharing with the class.

Week 4 - The Thinking Path

• How can we use The Thinking Path Framework to support our resilience?
• How do thought habits develop and endure?
• How can we use neuroplasticity to our advantage?

Follow-Up Assignments:

• Continue to track your state of mind.
• Consider the thought habits associated with that state of mind.
• Listen to: Tara Brach Learning to Respond Not React

Week 5 - Sustainable State of Mind Transformation

Please contact the Stanford Continuing Studies office with any questions
365 Lasuen St., Stanford, CA 94305
continuingstudies@stanford.edu
650-725-2650
• What strategies exist to sustainably transform negative thought habits?
• What can you do to sustain change and be the author of your state of mind?

Follow-Up Assignment:

• Write a 4- to 5-page reflection paper outlining your approach to using the Thinking Path and State of Mind management techniques in relation to your challenging work situation.