Quarter: Spring 2017  
Course Title: The Art and Science of Leadership: New Tools for Organizational Design  
Course Code: BUS 161  
Instructor: Ellen Petry Leanse

Course Summary: What is an “organization” today? How can innovative thinking about organizational design and leadership generate advantage for tomorrow’s businesses - and today’s? This course will explore new ways to catalyze creativity, accountability, engagement, retention, and valuable “LTRs” (Long Term Relationships) for any team, regardless of its size and focus.

Most of all, it will challenge you to “think different” about the way you use business to empower growth and satisfaction in the people you work with. You’ll gain new perspectives, clarity, and skill as a leader - strengths you can apply to relationships at work and beyond.

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

Grade Options and Requirements:
- No Grade Requested (NGR)
  - No work will be required; no credit shall be received; no proof of attendance can be provided. Class participation is encouraged but not tracked.
- Credit/No Credit (CR/NC)
  - Students must attend and participate in at least 80% of class sessions and exercises.
- Letter Grade (A, B, C, D, No Pass)
  - Students must attend at least 80% of class sessions, contribute regularly, and present an individual or group final project.

*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.

Please contact the Stanford Continuing Studies office with any questions
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Tentative Weekly Outline:

WEEK ONE: “State of the Organization”
We’ll take a head-on look at organizations today, challenging assumptions about “how work works.” Data on engagement, generational attitudes and outlooks, and mass-scale shifts over time: we’ll open our eyes to business reality today.

WEEK TWO: Motivation, Accountability, and Rewards
This week focuses on what really motivates people to contribute and take responsibility for their contributions at work.

WEEK THREE: Culture (and How to Create It)
We’ll explore the long-standing and late-breaking systems for establishing and maintaining meaningful corporate cultures. *Guest Speaker TBA.*

WEEK FOUR: Psychological Safety and Radical Candor: Can We Have Both?
We’ll contrast Google’s research into workplace norms with emerging trends in feedback and motivation. *Guest Speaker (pending confirmation) TBA.*

WEEK FIVE: Gender, Race, and Beyond: A Deep Look at Diversity
Why diversify? And what known and invisible assumptions block our success with diversity? We’ll look at the data behind the “diversity” story and learn new frameworks for building powerfully diverse teams. *Guest Speaker TBA.*

WEEK SIX: The Real Future of Work
This week looks at demographic, economic, and psychographic trends - along with late breaking geopolitical changes - to consider what really lies ahead for organizations and leaders. *Guest Speaker (pending confirmation) TBA.*

WEEK SEVEN: Graded Presentations
Individual and group projects: “TED Talk” style presentations. Discussion on brain-aware leadership if/as time allows.

WEEK EIGHT: The Leader as Catalyst
Our final session looks at the power and responsibility of brain-aware leadership to catalyze new engagement and opportunity for the organizations of tomorrow.