DISCOVER THE PATHS TO POWER

Jeffrey Pfeffer
The Thomas D. Dee II Professor of Organizational Behavior

Course Description

Power and politics are inevitable parts of organizational life — have been since the dawn of civilization and almost certainly always will be. Therefore, learning the social science of influence and mastering power skills are crucial determinants of people’s career attainment and their ability to get things done.

This short course on power provides an introduction to some of the most important topics and ideas that we believe are the most useful for accelerating your career and building your power base.

This course will employ a course text, short lecture videos, multiple case studies, and exercises through which you will receive some feedback from the teaching staff. The materials are designed to build your power skills and your willingness and ability to use these skills to get things done and enhance your career progress.

Key Topics

• Becoming comfortable with power
• Making strategic career moves, including building effective and efficient social networks
• Building a personal brand and reputation and getting better known
• Effectively handling opposition and conflict

Learning Outcomes

• Understanding the benefits of power and some methods of attaining influence
• Learning how to position yourself in job roles that enhance your visibility and permit you to build more powerful social networks
• Creating a personal brand and reputation and beginning the process of propagating that image more widely
• Coming to terms with the inevitability of opposition and conflict and mastering the art and science of how to cope with these more effectively.
DISRUPT YOUR BUSINESS

Stefanos Zenios
The Investment Group of Santa Barbara Professor of Entrepreneurship and Professor of Operations, Information & Technology

Course Description

‘Disruption’ is a widely used and frequently misunderstood term. Understanding it better can help you think about your organization or team’s strategy whether you’re trying to disrupt, avoid being disrupted, or simply scanning the horizon for new trends in your industry.

This course takes a unique view on disruption by combining disruption theory research, innovation strategy, and the ways that business practitioners and Silicon Valley entrepreneurs have redefined disruption over the last decade. We’ll bring these perspectives together in a framework for gauging the disruptive potential of an innovation – that is, how likely the innovation is to fundamentally change the structure of an industry. You’ll learn the critical roles that customers, value chains, and technologies play in driving such changes.

While the popular press tends to focus on disruption in the technology sector, you’ll see that it happens in every industry and sector, it can be done by mature, established companies, and it’s not just for technology startups. You’ll study disruptions in a wide variety of industries, like nonprofits, pharmaceutical companies, food processing companies, and chemical manufacturers. And of course, we’ll talk about Uber, Airbnb, Microsoft, and Amazon too.

You’ll analyze examples of disruptive innovations through our unique Disruption Framework. You will explore the challenges faced by new entrants that aspire to disrupt an industry as well as how established firms (we will call them incumbents) can avoid the perils of being disrupted and left behind.

The companies and cases we’ll use in this course to learn about disruption include Impossible Foods, Starbucks, Warby Parker, Peloton, HIV treatment pharmaceuticals, Microsoft, Walmart, Uber, Airbnb, Fundbox, Dow Corning, and Fastbrick Robotics, and Pokémon Go.

Key Topics

• The Disruption Framework and the Three Pillars of Disruption
• Disruption via new entrants
• Incumbent self-disruption, and when incumbents miss the disruption

Learning Outcomes

• Use a framework to identify where a disruption lies on the continuum from incremental innovation to true disruption
• Understand the critical roles of customers, value chains, and technologies in driving disruption
• Analyze examples of disruption in different industries, from the perspectives of new entrants and incumbents
• Learn the qualities and capabilities a company or organization needs to preempt disruption
LEVERAGE DIVERSITY AND INCLUSION FOR ORGANIZATIONAL EXCELLENCE

Margaret Ann Neale
The Adams Distinguished Professor of Management, Emerita

Sarah A. Soule
The Morgridge Professor of Organizational Behavior; Senior Associate Dean for Academic Affairs; Professor of Sociology (by courtesy), School of Humanities and Sciences

Course Description

Corporations, nonprofits, and public sector organizations are increasingly being called upon to increase diversity. And for good reason. The relationships between diversity and innovation and diversity and performance have been documented extensively in the literature. Research shows that diversity is linked to innovation and performance because it broadens the talent pool, discourages stereotypes, reduces overconfidence, and allows us to take advantage of complementaries between different perspectives and skills.

However, without building a sense of inclusion and belonging, organizations will have a difficult time maximizing the potential of diversity. Building a culture of inclusion is important because to fully take advantage of different perspectives and skills, we must make sure that everyone feels comfortable sharing their perspectives and offering up their skills.

In this course, we will explore the barriers and potential solutions to creating and maintaining a diverse and inclusive workforce using a combination of pedagogical tools including (but not limited to) participant-organizational observations and explorations, case analyses, and self-reflection.

Key Topics

- Unconscious/ implicit/ nonconscious bias
- Benefits and challenges of diverse teams
- Hiring: Biases, barriers, and solutions
- Inclusive Workplaces: Biases, barriers, and solutions
- Performance Evaluation: Biases, barriers, and solutions

Learning Outcomes

- Understand why diversity in organizations and teams matters
- Understand individual- and organizational-level barriers to creating diverse organizations and teams
- Explore some existing solutions that have mitigated these barriers
- Use a process to come up with and enact your own solutions that are unique to your organization and your situation
SHARPEN YOUR COMMUNICATION SKILLS

Francis J. Flynn
The Paul E. Holden Professor of Organizational Behavior

Course Description
Communication is a critical component of effective leadership. To achieve shared goals, a leader must be able to craft a compelling message, articulate an exciting vision, and galvanize a group of people around a course of action.

This course is designed to help participants become more savvy communicators — able to use their communication skills to “get things done.” Throughout this course, participants will sharpen their skills through engaging lectures, experiential activities, and practical lessons that can be applied immediately.

Key Topics
- Communication biases
- Becoming more persuasive
- Personalizing for the audience
- Modeling your message
- Delivering praise

Learning Outcomes
- Recognize communication biases and calibrate your messages to account for them
- Craft and deliver compelling presentations and persuasive messages
- Communicate what you want from your team through your actions
- Learn and employ rules for delivering better praise