MISSION

The *Leadership in the 21st Century* course is the first step on your leadership development journey at JWMI. In this course, you will embark on a transformational process of self-discovery, team building, and organizational leadership facilitated by Jack Welch's Eight Leadership Principles. Equipped with a practical understanding of what leadership is and how to manifest it in your life, you will become more effective at leading others to exceed team and organizational goals by becoming the leader you aspire to be.

COURSE DESCRIPTION

Leadership is different from management. Managers get predictable work done predictably. Leaders inspire action and adaptability in an unpredictable world. This course delves into the concepts, tools, and skills leaders need today. It combines theory and practice to examine topics such as such strengthening emotional intelligence, motivating people to achieve strong results, managing conflict, leading change, aligning teams, and building support from colleagues and bosses. Additionally, the course lays out Jack Welch's time-tested techniques for high performance and addresses head-on the challenges facing every leader. The course is organized into three parts: Leadership of Self, Leadership of Teams, and Leadership of Organizations.

INSTRUCTIONAL MATERIALS

Required Resources

- Everything DiSC Management Online Profile (2008). *Resources Unlimited* (3ʳᵈ edition). Inscape Publishing – Provided in the course.
- Lencioni, P. (2002). *The Five Dysfunctions of a Team.* San Francisco: Jossey-Bass
- Thomas-Kilmann Conflict Model Instrument (TKI) – Provided in the course
- *The Wall Street Journal* – Provided in the course
- Welch, J. (2005). *Winning*. New York: HarperCollins
- Cases and articles are provided within the course

COURSE LEARNING OUTCOMES

1. Learn and apply proven leadership principles from Jack Welch and other experts

2. Synthesize Emotional Intelligence Theory and results from your DiSC assessment to form a more empowered understanding of your unique leadership style

3. Examine how leadership practices impact team and organizational success

4. Understand and apply effective decision making techniques

5. Develop team building skills to achieve results when working with subordinates, peers, and bosses

6. Identify and use information sources to research and improve business communication

CONTACT INFORMATION FOR PROBLEMS OR ISSUES

- Have a curriculum-related question? Contact your instructor for assistance.

- Have a technology-related question? Contact JWMI Tech Support at (888) 596-5964 x3 or techsupport@jwmi.com.

- Have a student services-related question? Contact Student Services at (703) 561-2128 or stusupport@jwmi.com.

Course Snapshot

Leading Oneself	1. The Leadership Mindset	Our course begins by exploring Jack Welch's Foundational Principles of Leadership. Additionally, this week, you will learn how to navigate Blackboard, access resources, and connect with your instructor and classmates.
	2. Defining Effective Leadership	We examine Jack's Eight Rules of Leadership and discuss how to apply them in the workplace. This week, you will create your DiSC profile by completing an online self-assessment. You will use this profile throughout the MBA program.
Leading Teams	3. Your Leadership Style	Week 3 marks a shift in focus from leadership of self to leadership of teams. We explore the concept of emotional intelligence, and learn about the "five dysfunctions" framework and how you can apply it to your own workplace. You will complete your first written assignment, which is focused on your leadership profile.
	4. Building High-Performance Teams	We will study the characteristics of strong teams and explore what behaviors make a team dysfunctional. You will explore how your leadership style supports the needs of your team and consider how you deliver value as a team leader.
	5. Overcoming Challenges to Get Results	As this section of our course draws to a close, we explore the common causes of conflict in teams and how to manage conflict. You will learn about ways to prevent group dysfunction and promote a collaborative spirit across your team.
Leading Organizations	6. Leadership and Decision Making	This week, we begin to explore leadership in organizations. We examine the challenges leaders face in making good business decisions. You will learn about several decision making tools, and will practice using one such tool to support your own decision making processes.
	7. Leading Through Relationships	We examine several types of challenging professional relationships, including working for a bad boss. You will learn practical ways to strengthen your work relationships. You will also complete and submit Part 1 of your leadership case study.
	8. Achieving Results	This week, we explore the six fundamental practices of people management. You will learn about the need to measure performance outcomes, and you will explore the benefits of building an organizational culture that supports appropriate risk taking.
	9. Becoming the Leader	How does a new leader establish trust and credibility from the start? We will examine techniques for starting out strong in a new role, and we will consider how to build and refine your skills as a leader for the future.
	10. Course Wrap-Up	In our final week, you will reflect on your experience in this course and review the knowledge and leadership skills you have gained. You will also complete and submit Part 2 of your leadership case study.

WEEKLY COURSE SCHEDULE

This 4.5 credit-hour Masters-level course is designed with the goal of having each student spend 10-15 hours (13.5 hours on average) in weekly work. This includes preparation, activities, discussions, and assignments live or online.

Week	Preparation, Activities, and Evaluation

1	**THE LEADERSHIP MINDSET**
	
	Learning Outcomes
	
	• Explore Jack's Foundational Principles of Leadership
	• Understand the importance of aligning mission and values to win at business
	• Learn how to navigate Blackboard and access course resources
	
	Weekly Materials and Readings
	
	• Week 1 Lecture Notes
	• Welch: *Winning*
	     ○ Chapter 1: Mission and Values
	     ○ Chapter 2: Candor
	     ○ Chapter 3: Differentiation
	• Additional resources in the Weekly Materials module in Blackboard
	
	Activities
	
	• Sign up for Grammarly Premium in Week 1 or 2
	• Discussion Question: *Introduce Yourself*
	• DiSC Self-Assessment: The link to this assessment is in Week 1 of your course, in the Assignment Information section. Complete it by Wednesday of Week 2 and submit it to your instructor.
	Note: Your DiSC profile feedback is used in your Week 2 Discussion Question
	
	Assignments
	
	• *Course Navigation Quiz* (5% of total course grade)
	   Due Sunday, midnight of your time zone

Week	Preparation, Activities, and Evaluation

2	**DEFINING EFFECTIVE LEADERSHIP**
	
	Learning Outcomes
	
	• Examine Jack's Eight Rules of Leadership and how they can help you succeed in business
	• Evaluate your own leadership style and identify opportunities for growth
	• Discuss how to apply some of Jack's Eight Rules to address dysfunction in a team
	
	Weekly Materials and Readings
	
	• Week 2 Lecture Notes
	• Welch: *Winning*
	    ○ Chapter 4: Voice and Dignity
	    ○ Chapter 5: Leadership
	• Lencioni: *The Five Dysfunctions of a Team*, Part One: Underachievement
	• Additional resources in the Weekly Materials module in Blackboard
	
	Activities
	
	• Sign up for Grammarly Premium in Week 1 or 2
	
	• Review your instructor's feedback for your Week 1 discussion in your Grade-book
	Note: Reviewing feedback weekly can help you maximize your scores as you progress through the course.
	
	• Discussion Question: *Applying Jack's 8 Rules of Leadership*
	
	Assignments
	
	• *DiSC Assessment* (5% of total course grade), due Wednesday, midnight of your time zone, to be submitted to your instructor for review

Week	Preparation, Activities, and Evaluation
3	**YOUR LEADERSHIP STYLE** **Learning Outcomes** • Learn about "emotional intelligence" and explore how it can support effective communication • Review the "five dysfunctions" framework to help you assess your own working environment • Discuss how to enhance your own leadership style and your emotional intelligence **Weekly Materials and Readings** • Week 3 Lecture Notes • Lencioni: *The Five Dysfunctions of a Team*, Part Two: Lighting the Fire • HBP Case: *Satya Nadella at Microsoft: Instilling a Growth Mindset* • Additional resources in the Weekly Materials module in Blackboard **Activities** • Discussion Question: *Enhance Your Emotional Intelligence (EI)* **Assignments** • *Writing Assignment 1: Your Leadership Profile* (10% of total course grade) Due Sunday, midnight of your time zone

Week	Preparation, Activities, and Evaluation
4	**BUILDING HIGH-PERFORMANCE TEAMS** **Learning Outcomes** • Explore the underlying reasons for poor performance in team settings • Understand how to leverage your leadership style to build a winning team • **D**iscuss how culture and diversity affect team performance in the workplace **Weekly Materials and Readings** • Week 4 Lecture Notes • Welch: *Winning*, Chapter 6: Hiring • Lencioni: *The Five Dysfunctions of a Team*, Part Three: Heavy Lifting • HBP Case: *Satya Nadella at Microsoft: Instilling a Growth Mindset* • Additional resources in the Weekly Materials module in Blackboard **Activities** • Discussion Question: *Culture, Diversity, and Team Performance* • Learning Journal **Assignments** • None

Week	Preparation, Activities, and Evaluation
5	**OVERCOMING CHALLENGES TO GET RESULTS** **Learning Outcomes** • Explore the most common causes of conflict and dysfunction in team settings • Understand how to use candor and five proven approaches to manage conflict • Apply the Thomas-Kilmann Conflict Mode Instrument (TKI) to develop your conflict management skills **Weekly Materials and Readings** • Week 5 Lecture Notes • Lencioni: *The Five Dysfunctions of a Team*, Part Four: Traction • HBP Case: *Satya Nadella at Microsoft: Instilling a Growth Mindset* • Additional resources in the Weekly Materials module in Blackboard **Activities** • Self-Assessment: Thomas-Kilmann Conflict Mode Instrument (TKI) Complete this activity by Wednesday of Week 5 and submit it to your instructor. **Note**: The result of your TKI assessment is used in your Week 5 Discussion Question • Discussion Question: *Productive Conflict* **Assignments** • None

Week	Preparation, Activities, and Evaluation
6	**LEADERSHIP AND DECISION MAKING** **Learning Outcomes** • Examine the psychological traps that may undermine business decisions • Apply decision-making tools to help you function better as a leader • Utilize the Vroom-Yetton Decision Model to support your decision-making process **Weekly Materials and Readings** • Week 6 Lecture Notes • Lencioni: *The Five Dysfunctions of a Team*, Part Five: The Model • HBP Case: *Satya Nadella at Microsoft: Instilling a Growth Mindset* • Additional resources in the Weekly Materials module in Blackboard **Activities** • Explore the library page for JWI 510 • Discussion Question: *Vroom-Yetton Decision Model* • Learning Journal **Assignments** • None

Week	Preparation, Activities, and Evaluation
7	**LEADING THROUGH RELATIONSHIPS** **Learning Outcomes** - Understand how to manage the challenges of working for a bad boss - Explore practical ways to remove barriers that impede progress and sharing of ideas - Identify ways you can build stronger relationships that help you and others get work done **Weekly Materials and Readings** - Week 7 Lecture Notes - Welch: *Winning*, Chapter 18: Hard Spots - HBP Case: *Satya Nadella at Microsoft: Instilling a Growth Mindset* - Additional resources in the Weekly Materials module in Blackboard **Activities** - Explore the library page for JWI 510 - Discussion Question: *Lateral Leadership* **Assignments** *Assignment 2, Part A: Case Analysis* (15% of total course grade) Due Sunday, midnight of your time zone

Week	Preparation, Activities, and Evaluation
8	**ACHIEVING RESULTS** **Learning Outcomes** • Examine the fundamental practices of people management needed to achieve positive results • Explore the importance of identifying and tracking the performance outcomes needed to win • Discuss the relationship between organizational culture and effective leadership **Weekly Materials and Readings** • Week 8 Lecture Notes • Welch: *Winning*, Chapter 7: People Management • HBP Case: *Satya Nadella at Microsoft: Instilling a Growth Mindset* • Additional resources in the Weekly Materials module in Blackboard **Activities** • Discussion Question: *Inside Amazon* • Learning Journal **Assignments** • None

Week	Preparation, Activities, and Evaluation
9	**BECOMING THE LEADER** **Learning Outcomes** • Learn about best practices for success when taking on a new leadership role • Explore how new leaders match their approach to different business situations • Consider how to address a real-world challenge as a new leader and discuss it with your peers **Weekly Materials and Readings** • Week 9 Lecture Notes • HBP Case: *Satya Nadella at Microsoft: Instilling a Growth Mindset* • Additional resources in the Weekly Materials module in Blackboard **Activities** • Discussion Question: *Leadership Approach* **Assignments** • None

Week	Preparation, Activities, and Evaluation
10	**COURSE WRAP-UP** **Learning Outcomes** • Review your course materials and assignments to strengthen your leadership skills • Explore what it means to be engaged in a leadership journey for growth and advancement • Commit to continuing your leadership journey throughout your MBA program and beyond **Weekly Materials and Readings** • Week 10 Lecture Notes • Review your course topics, readings, and videos • Review feedback you have received on all course activities and assignments **Activities** • Discussion Question: *Reflecting on Your Experience* **Assignments** • *Assignment 2, Part B: Going Beyond the Case* (25% of total course grade) Due Sunday, midnight of your time zone
11	**Activities** • Learning Journal

GRADING SCALE – GRADUATE

Graded Activities	% of Grade
Course Navigation Quiz	5%
Weekly Discussion Questions	30%
DiSC Assessment	5%
Assignment 1: Your Leadership Profile	10%
Assignment 2, Part A: Analyzing the Case HBP Case: *Satya Nadella at Microsoft: Instilling a Growth Mindset*	16%
Assignment 2, Part B: Going Beyond the Case HBP Case: *Satya Nadella at Microsoft: Instilling a Growth Mindset*	25%
Three Learning Journals with *Wall Street Journal* References	9%
Total	**100%**

Course Navigation Quiz
Due Week 1, Sunday (5% of final grade)

This quiz is designed to help you find your way around Blackboard. By the time you are done, you will know where to go and what to do to complete your activities and assignments for the course.

This is an "open-book" quiz. You may use any of the documents you have received in the course to help you answer the questions. You are also encouraged to navigate around Blackboard as you complete the quiz. Click the "Save Answer" button after you have selected the best answer choice and move on to the next question. Click the "Save and Submit" button when you have finished.

The quiz is worth a total of 5% towards your final grade and may be retaken if you are not satisfied with your grade.

ASSIGNMENT 1: YOUR LEADERSHIP PROFILE
Due Week 3, Sunday (10% of final grade)

Leadership is a critical skill in business. Leading effectively requires an understanding of your own unique leadership style and personality traits. For this assignment, you will reflect on your leadership experiences, assess your strengths, evaluate your emotional intelligence and DiSC profile, and develop a plan for mastering your leadership style.

Instructions:

Write a <u>4-6 page paper</u> in which you address the following:

1. Reflect on your leadership experiences:
   a. Describe the leadership aspects of your most recent professional role.
   b. Identify and describe 2 key experiences that have impacted you as a leader.

2. Assess your leadership strengths:
   a. Describe 2 key strengths from Jack Welch's Foundational Principles (see *Winning*, chapters 1-4) and 8 Essential Rules of Leadership as they pertain to your leadership development.

3. How do these experiences and strengths relate to aspects of your Emotional Intelligence and your DiSC profile?

4. Develop a plan for mastering your leadership style:
   a. Identify 2-3 leadership skills you would like to master in the future.
   b. Describe steps you can take to master those skills. How will you measure your success?

Professional Formatting Requirements:

• Typed, double spaced, professional font (size 10-12), includes headings and subheadings (to identify main topics and subtopics), with one-inch margins on all sides. See the Sample Professional Paper under Course Documents for an example.

• References must be included and provide accurate information that enables the reader to locate the original source. Application and analysis of course materials and resources is expected, and additional research is welcome.

• Include a cover page containing the title of the assignment, your name, the professor's name, the course title, and the date.

• <u>Before submitting your paper, use Grammarly to check for punctuation and usage errors, and make the required corrections.</u>

Assignment 1 Rubric

Weight: 10%	Assignment 1: Your Leadership Profile				
Criteria	**Unsatisfactory**	**Low Pass**	**Pass**	**High Pass**	**Honors**
1. Reflect on your leadership experiences. **Weight: 15%**	Does not or unsatisfactorily describes most recent professional role and the leadership and managerial aspects of that role. Additionally, the student does not identify and describe any leadership experiences. Little to no synthesis of ideas is demonstrated and logical reasoning is not included or evident.	Partially describes most recent professional role and the leadership and managerial aspects of that role. Additionally, the student somewhat identifies and describes 1-2 key leadership experiences, but reflections lack clarity and/or conciseness.	Satisfactorily describes most recent professional role and the leadership and managerial aspects of that role. Additionally, the student partially identifies and describes 2 key leadership experiences. Reflections may lack some clarity and conciseness and/or may not be highly persuasive or thoroughly supported.	Fully describes most recent professional role and the leadership and managerial aspects of that role. Additionally, the student completely identifies and describes 2 key leadership experiences. Reflections are mostly clear, concise, and well supported.	Exemplarily describes most recent professional role and the leadership and managerial aspects of that role in an analytic way. Additionally, the student superbly identifies and describes 2 key leadership experiences. Reflections are clear, concise, persuasive, and supported by sources and logical reasoning.
2. Assess your leadership strengths. **Weight: 20%**	Does not or unsatisfactorily describes 2 key strengths in relation to leadership development and Jack's 8 Rules. Little to no synthesis of ideas is demonstrated and logical reasoning is not included or evident.	Provides basic description of 2 key strengths in relation to leadership development and Jack's 8 Rules. The assessment lacks clarity and/or conciseness.	Satisfactorily describes 2 key strengths in relation to your leadership development and Jack's 8 Rules. The assessment may lack some clarity or conciseness and/or may or may not be thoroughly supported.	Completely describes 2 key strengths in relation to your leadership development and Jack's 8 Rules. The assessment is clear, concise, and well supported.	Exemplarily describes 2 key strengths in relation to your leadership development and Jack's 8 Rules. Unique insights and stance are clear, concise, and supported by course materials and/or outside research and logical reasoning.

3. Evaluate experiences and strengths in relation to aspects of your emotional intelligence and your DiSC profile. **Weight: 25%**	Does not consider experiences and strengths in relation to aspects of your emotional intelligence and DiSC profile, and is not supported or explained.	Partially considers experiences and strengths in relation to aspects of your emotional intelligence and DiSC profile, and is unclear or less than adequately supported or explained.	Adequately considers experiences and strengths in relation to aspects of your emotional intelligence and DiSC profile, but is unclear at times.	Fully considers experiences and strengths in relation to aspects of your emotional intelligence and DiSC profile, and is thoroughly explained.	Excellently considers experiences and strengths in relation to aspects of your emotional intelligence and DiSC profile. Shows depth of understanding and offers unique insights.
4. Develop a plan for mastering your leadership skills. **Weight: 30%**	Does not or unsatisfactorily describes the steps necessary to master 2-3 future leadership skills. Measures of success are not provided or evident.	Partially describes the steps necessary to master 2-3 future leadership skills. Measures of success are minimal or lack clarity.	Satisfactorily describes the steps necessary to master 2-3 future leadership skills. Measures of success are provided but some are lacking in clarity.	Completely describes the steps necessary to master 2-3 future leadership skills. Measures of success are mostly clear and concise.	Exemplarily describes the steps necessary to master 2-3 future leadership skills. Measures of success are clearly identified.
5. The paper follows the professionally formatted requirements and includes in-text citations, references, and is free from grammar and spelling errors. **Weight: 10%**	The paper is unsatisfactorily formatted. It may not include includes a cover page and headings, or lacks professional choices in formatting, font, and spacing. Sources are not consistently cited in text, and accurate references are not included There are mechanics or usage errors.	The paper is partially satisfactorily formatted. It may not include a cover page and headings, or it may lack professional choices in formatting, font, and spacing. Sources are not consistently cited in text, and accurate references may not be included. There are some mechanics or usage errors.	The paper is satisfactorily formatted. It includes a cover page and headings, but it may lack professional choices in formatting, font, and spacing. Sources may not be consistently cited in text, and accurate references may not be included. There may be some mechanics or usage errors.	The paper is professionally formatted. It includes a cover page, headings, professional formatting, font, and spacing. All sources are consistently cited in text, and accurate references are included. There are no mechanics or usage errors.	The paper is exceptionally formatted. It is highly professional in look and easy to quickly locate information. It includes a cover page, headings, professional formatting, font, and spacing. All sources are consistently cited in text, and accurate references are included. There are no mechanics or usage errors.

ASSIGNMENT 2: CASE STUDY

Part A: Due Week 7 and Part B: Due Week 10

"A good leader…is someone who has energy, can articulate a vision and inspire others to perform, makes the tough decisions, has the skill to deliver, and never fails to deliver the financials."

Jack Welch

Case Analysis
Satya Nadella at Microsoft: Instilling a Growth Mindset

Microsoft's new CEO, Satya Nadella, inherited a company that was profitable and successful. Yet it was also a company plagued by challenges and threats – both internal and external. This case explores how a new CEO (and veteran insider) assessed the situation and took bold steps to reignite the passion of the team around a unified vision. He did this while embracing the history that made the company great, acknowledging its shortcomings, and building a strong leadership team.

This case will present you with an opportunity to explore effective leadership principles in action. You will consider how the leadership tools studied in this course have been applied to uncover and address dysfunctional team behaviors and build a winning culture at Microsoft. You will also assess how the examples from this case can serve as guidance in your own leadership journey. Through this case, you will:

- Identify the levers and tools that Nadella and his executive team used to turn the business around
- Explore the impact of organizational culture on success and how leaders can work to drive changes in that culture
- Examine how behaviors such as leading by example are critical leadership practices
- Compare the circumstances at Microsoft to circumstances in your own team/department/organization, and consider how you can leverage Nadella's example to strengthen your leadership toolkit – even if you aren't the CEO…*yet.*

This assignment is organized into two parts:

A. The first part (due in Week 7 and worth 15% of your course grade) is focused on:
    a. Understanding what happened to bring Microsoft to the position it was in when Nadella took over as CEO.
    b. Analyzing the leadership principles and practices he used to turn the business around, and how his style of leadership helped chart a new course without abandoning Microsoft's most successful principles.
    c. Evaluating the success of Nadella's efforts.

B.   The second part (due in <u>Week 10</u> and worth <u>25% of your course grade</u>) is focused on:
   a.   Considering which elements of Microsoft's culture may parallel what you have experienced in your current or previous work.
   b.   Assessing ways you could leverage the practices he used and what you have learned in the course to:
        i.   Align your team/department/organization around a common vision
        ii.   Establish the behaviors and values needed to win
        iii.   Deal with setbacks and challenges
        iv.   Create a team/department/organization with the reputation as *the place to be*

Part A: Analyzing the Case
Due Week 7, Sunday at midnight (16% of final grade)

Instructions

Download, read, and reread the case *Satya Nadella at Microsoft: Instilling a Growth Mindset*. Allow yourself plenty of time for this. While this case is not long, you will get more out of it if you read it more than once.

Write a 4-5 page paper answering the following prompts. Your paper will essentially summarize the case, specifically focusing on what challenges Nadella faced as a leader, what steps he took to overcome those challenges, and whether he succeeded or not. Your responses must be supported by the facts of the case, and make appropriate reference to course materials.

1. What was Nadella's diagnosis of the problems at Microsoft?
    a. What were the biggest challenges he faced when he took charge?
    b. Which of Lencioni's 5 areas of dysfunction in teams were most present at Microsoft?
    c. What goals did Nadella set for transforming the organization?

2. In thinking about Nadella's style and the steps he took as a change leader, address the following:
    a. Drawing on Daniel Goleman's "Leadership that Gets Results" (from Week 3), which styles of leadership most closely match Nadella's demonstrated behaviors? Explain.
    b. Which of Jack's "8 Rules of Leadership" are *most evident* in Nadella's initiatives? Explain using specific examples from the case to support your response.
    c. In terms of company culture, how did Nadella change specific systems and processes to improve teamwork?
    d. Nadella frequently uses the term "growth mindset." What does this mean, and how did he foster it?

3. How effective have Nadella's efforts been? In particular:

    a. What metrics should be used to evaluate the success of his efforts? Why?
    a. What else could Nadella and his team do to sustain the wins they have achieved so far?
    b. What additional challenges do you expect he will face?

Professional Formatting Requirements:

- Typed, double spaced professional font (size 10-12), includes headings and subheadings, with one-inch margins on all sides. See the Sample Professional Paper under Course Documents for an example.

- References **must** be included and provide accurate information that enables the reader to locate the original source. Application and analysis of course materials and resources is expected. Additional research is welcome.

- Include a cover page containing the title of the assignment, your name, the professor's name, the course title, and the date.

- The paper's length is 4-5 pages, excluding your Cover page and Reference list.

- Before submitting your paper, use Grammarly to check for punctuation and usage errors, and make the required corrections.

Rubric Assignment 2: Part A

Weight: 16%	Assignment 2 – Part A: Analyzing the Case				
Criteria	**Unsatisfactory**	**Low Pass**	**Pass**	**High Pass**	**Honors**
1. **Describe Microsoft's team dysfunctions and issues as identified by Nadella.** **Weight: 25%**	Did not or unsatisfactorily explains the dysfunctions of the team and the biggest risks to the business.	Partially explains the dysfunctions of the team, but does not connect these to the risks they pose to the business.	Satisfactorily explains the dysfunctions of the team and presents a basic connection to the threats these pose to the business.	Excellent explanation of the dysfunctions of the team; makes a strong, well-reasoned, and well-supported connection between these and the risks they pose to the business.	Exemplary explanation of the dysfunctions of the team, and extremely well developed and clearly explained connection to the risk the business faces.
2. **Summarize Nadella's leadership style and the solutions he implemented at Microsoft.** **Weight: 25%**	Key elements of Nadella's leadership style and solution steps are missing, unclear, or inaccurate.	Basic summary of Nadella's leadership style and solution steps; discussion lacks clarity and/or conciseness.	Good summary of Nadella's leadership style and solutions; discussion may lack some clarity, conciseness, or adequate supporting details.	Very good summary of key successes of Nadella's leadership style and solution steps; discussion is clear, concise, and well-supported by references and examples.	Exemplary summary of key points; includes unique and well-reasoned insights; clear and concise, and supported by references and examples.
3. **Assess the effectiveness of Nadella's leadership and improvement efforts.** **Weight: 30%**	Did not or unsatisfactorily examines the effects of Nadella's work. Little to no synthesis of ideas is demonstrated and logical reasoning is not included or evident.	Partially examines the effects of Nadella's work. Demonstrates minimal synthesis of ideas and logical reasoning from course concepts.	Satisfactorily examines the effects of Nadella's work. Demonstrates basic synthesis of ideas and understanding of course concepts; provides information more than actual analysis	Fully examines the effects of Nadella's work. Demonstrates very good synthesis of ideas and understanding of course concepts; draws inferences and impacts from their analysis.	Exemplarily examines the effects of Nadella's work. Demonstrates critical analysis, excellent synthesis of ideas, and understanding of course concepts and unique insights; draws comprehensive impacts from their analysis.

Weight: 16%	Assignment 2 – Part A: Analyzing the Case				
Criteria	**Unsatisfactory**	**Low Pass**	**Pass**	**High Pass**	**Honors**
4 The paper is professionally formatted, includes in-text citations and references, and is free from grammar and spelling errors. **Weight: 20%**	The paper is unsatisfactorily formatted. It may not include a cover page and headings, or lacks professional choices in formatting, font, and spacing. Sources are not consistently cited in text, and accurate references are not included. There are mechanics and/or usage errors.	The paper is partially satisfactorily formatted. It may not include a cover page and headings, or lacks professional choices in formatting, font, and spacing. Sources are not consistently cited in text, and accurate references may not be included. There are some mechanics or usage errors.	The paper is satisfactorily formatted. It includes a cover page and headings, but may lack professional choices in formatting, font, and spacing. Sources may not be consistently cited in text, and accurate references may not be included. There may be some minor mechanics or usage errors.	The paper is professionally formatted. It includes a cover page, headings, professional formatting, font, and spacing. All sources are consistently cited in text, and accurate references are included. There are no mechanics or usage errors.	The paper is exceptionally formatted. It is highly professional in appearance and clearly organized. It includes a cover page, headings, professional formatting, font, and spacing. All sources are consistently cited in text, and accurate references are included. There are no mechanics or usage errors.

Part B: Going Beyond the Case
25% of Course Grade (Due: Sunday, midnight of week 10)

Instructions

As you know, a core principle at JWMI is "learn it today; apply it tomorrow." This assignment is a continuation of the work you did in Part A, but the questions challenge you to go beyond simply analyzing what Satya Nadella did at Microsoft. It is time to consider *how you can apply* the leadership principles presented in the case to your own career. To prepare for Part B of this assignment, reread the entire case and review the feedback you received from your professor on Part A.

Write a 6-7 page paper that draws links between the case and your own leadership journey. Of the six topic areas below, select **four (4) you would like to focus on.**

1. Learning from Nadella's Example
2. Building a High Performing Culture
3. Channeling Conflict
4. Effective Communication
5. Fostering Diversity and Learning
6. Building a Learning Organization

Make sure you consider each question in your response. Remember, a good response paper is one in which you: (a) show you understand what happened in the case, (b) apply tools and citations from course materials, and (c) offer insights into how you can apply the case and course materials to your own leadership journey.

1. **Learning from Nadella's Example**
   a. What did Nadella bring in terms of his own background (professional and personal) that helped him to be successful in stepping into the CEO role?
   b. What makes Nadella an "authentic leader"? What actions did he take that demonstrate he believes in role-model management? Include references to course materials to support your position.
   c. What characteristics does Nadella display that most closely align to traits you have, or aspire to develop, in your own leadership style? How are you most different from him in your leadership style?
   d. Why is it important for leaders to take (appropriate) risks?

2. **Building a High Performing Culture in Your Organization**
   a. What steps must leaders take to build a learning culture? Include references to course materials to support your position.
   b. In what ways is the culture in your current or former organization similar to what Nadella faced when he took over Microsoft?
   c. If you wanted to change or realign this culture, where would you begin?
   d. What would be your biggest challenges? Why?

3. **Channeling Conflict**
   a. In what ways did Nadella embrace conflict in his role as leader?
   b. How should leaders determine which conflicts to embrace and which conflicts to avoid, and once they make that decision, what can they do to encourage a positive resolution to the conflict? Include references to course materials to support your position.
   c. What are some of the biggest potential areas of conflict within your own organization?
   d. How well do you and your organization handle conflict now? Explain

4. **Effective Communication**
   a. What were the biggest communicative barriers that Nadella faced in creating "one Microsoft"?
   b. What tools and communication practices are most useful to leaders in building teams that embrace a common vision? Include references to course materials to support your position.
   c. Are these barriers unique to large corporations, or do all organizations face them?
   d. Do they occur in your own organization? Explain.

5. **Fostering Diversity and Learning**
   a. How did Nadella seek to enhance diversity at Microsoft?
   b. Why is diversity – in terms of culture, experience, background, and viewpoint – so important for an organization? Include references to course materials to support your position.
   c. What are some risks or obstacles to instilling more diversity?
   d. What steps can you take to make your organization stronger by bringing in more diversity?

6. **Building a Learning Organization**
   a. What did Nadella do to transform his team from "know-it-alls" to "learn-it-alls"?
   b. Jack has said that to be an effective leader, you have to be confident enough to ask a lot of questions and not be afraid of looking like the dumbest person in the room.
      i. How can leaders promote a hunger for learning in their teams?
      ii. How can leaders support team members who may be too afraid to ask questions or challenge the status quo? Include references to course materials to support your position.
   c. On the "knowledge-learning" spectrum, where does your organization fit?
   d. As an MBA student, especially if you have been out of school for a long time, what does a "learn-it-all" mindset mean to you? What will you do to embrace it?

Professional Formatting Requirements:

- Typed, double spaced professional font (size 10-12), includes headings and subheadings, with one-inch margins on all sides. See the Sample Professional Paper under Course Documents for an example.

- References **must** be included and provide accurate information that enables the reader to locate the original source. Application and analysis of course materials and resources is expected. Additional research is welcome.

- Include a cover page containing the title of the assignment, your name, the professor's name, the course title, and the date.

- The paper's length is 6-7 pages, excluding your Cover page and Reference list.

- Before submitting your paper, use Grammarly to check for punctuation and usage errors, and make the required corrections.

Rubric Assignment 2: Part B

Weight: 25%	Assignment 2 – Part B: Going Beyond the Case				
Criteria	**Unsatisfactory**	**Low Pass**	**Pass**	**High Pass**	**Honors**
1. Engages with the case, as well as other course materials. **Weight: 25%**	Does not make any reference to the case or course materials. It lacks any link to the course.	Vaguely alludes to the case or course materials. It does not contain much detail about any resources used.	Satisfactorily refers to the case and/or course materials. It is somewhat logical, clear, and concise.	Refers in detail to the case and other course materials; demonstrates a clear understanding of the materials. It is mostly logical, clear, and concise.	Exemplarily refers to the case and other materials; draws comprehensive and detailed insights that expand upon the materials. It is highly logical, clear, and concise.
2. Provides detailed answers to prompts in four unique topic areas. **Weight: 20%**	Does not respond or responds to two or fewer unique topic areas; ignores all of the stated prompts.	Partially responds to three or fewer unique topic areas; not all of the stated prompts are answered.	Satisfactorily responds to four unique topic areas and provides good, but basic answers to all of the stated prompts.	Responds to four unique topic areas and answers all of the stated prompts; answers are kept distinct and detailed.	Offers comprehensive and detailed answers to all prompts in four unique topic areas; demonstrates a thorough understanding of the chosen topics.
3. Draws lessons and insights from the materials to the student's personal leadership journey. **Weight: 35%**	Does not or unsatisfactorily makes reference to the student's leadership journey; does not talk about the student at all, and does not demonstrate an ability to apply the materials.	Partially refers to the student's leadership journey, but does not go into significant detail. Very few links are made back to the reading materials.	Satisfactorily refers to the student's leadership journey with some detail. References are made to the reading materials, but clear links may be missing.	Offers a strong explanation of the student's leadership journey, as well as how to apply lessons from the reading materials. Links are extremely clear and strong.	Provides an extremely comprehensive analysis of lessons from the materials and how to apply them to the student's leadership journey. Links to readings and other resources are insightful, impactful, and manifold.

Weight: 25%	Assignment 2 – Part B: Going Beyond the Case				
Criteria	**Unsatisfactory**	**Low Pass**	**Pass**	**High Pass**	**Honors**
4. The paper is professionally formatted and includes in-text citations, references, and is free from grammar and spelling errors. **Weight: 20%**	The paper is unsatisfactorily formatted. It may not include a cover page and headings, or lacks professional choices in formatting, font, and spacing. Sources are not consistently cited in text, and accurate references are not included. There are mechanics and/or usage errors.	The paper is partially satisfactorily formatted. It may not include a cover page and headings, or lacks professional choices in formatting, font, and spacing. Sources are not consistently cited in text, and accurate references may not be included. There are some mechanics or usage errors.	The paper is satisfactorily formatted. It includes a cover page and headings, but may lack professional choices in formatting, font, and spacing. Sources may not be consistently cited in text, and accurate references may not be included. There may be some minor mechanics or usage errors.	The paper is professionally formatted. It includes a cover page, headings, professional formatting, font, and spacing. All sources are consistently cited in text, and accurate references are included. There are no mechanics or usage errors.	The paper is exceptionally formatted. It is highly professional in look and easy to quickly locate information. It includes a cover page, headings, professional formatting, font, and spacing. All sources are consistently cited in text, and accurate references are included. There are no mechanics or usage errors.