

UCLA Anderson School
Mgmt 478

UCLA Anderson

Leadership --Thinking on Your Feet

Syllabus

Instructor

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Introduction

The goal of this class is to emerge with thinking skills that will give you the agility and readiness to respond to novel and complex situations. This includes situations of intense time pressure, as well as complex and ambiguous ongoing problems, that require a fresh and novel approach.

We will discuss key principles and strategies for more effective thinking, based on the latest research in Cognitive Psychology and Neuroscience. We will work on skills that develop flexibility of thinking at all levels of an organization – the individual, teams, and the enterprise as a whole.

Reading

Required Text:

Rubinstein, M. and Firstenberg, I. The Minding Organization.
John Wiley and Sons, 1999.

Articles available to you on CCLE

Final Paper: A Report to the Executive Board

Imagine that you are writing a report to the Executive Board of your company. The purpose of the report is to help improve the organization's ability as it plans for an uncertain future. Choose any 7 concepts, from the lectures and the reading, and explain how they can be applied in the context of your workplace.

Paper is due (1 hard copy): TBD

Schedule – Each segment is two hours

Segment 1

Content

Leadership and Thinking on Your Feet
Creating Opportunity

Relevant Reading

- Chapter 1 and 8 text
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Segment 2

Content

Chaos and Order
Mental Biases

Relevant Reading

- Chapter 5 text
 - Rao, H. and Sutton, R. “The Ergonomics of Innovation.” McKinsey Quarterly, 2008 (4).
 - Evans, P. and Wolf, B. “Collaboration Rules.” HBR, July-Aug., 2005
 - Garvin, D. and Roberto, M. “What You Don’t Know About Making Decisions.” HBR, Sept. 2001
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Segment 3

Content

Bringing the Future to the Present

Relevant Reading

- Chapter 7 text
 - Gavetti, G. and Rivkin, J. “How Strategists Really Think.” HBR, April 2005.
 - Ghyczy, T. “The Fruitful Flaws of Strategy Metaphors.” HBR, Sept. 2003.
 - Brown, T. and Wyatt, J. “Design Thinking for Social Innovation.” Stanford Social Innovation Review, Winter 2010.
 - Kim, W. and Mauborgne, R. “Blue Ocean Strategy.” HBR, October 2004.
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Segment 4

Content

Conquering Uncertainty and Complexity

Relevant Reading

- Chapters 2 and 3 of text
 - McGrath, R. “Failing By Design.” HBR, April 2011
 - Bonabeau, E. and Meyer, C. “Swarm Intelligence.” HBR, May 2001.
-

Segment 5

Content

Optimizing brain function

Relevant Reading

- Gilkey, R. and Kilts, C. “Cognitive Fitness.” HBR, Nov 2007
 - Medina, J. “The Science of Thinking Smarter.” HBR, May 2008.
-

Segment 6

Content

Perception and Memory

Relevant Reading

- Chapter 4 of text
 - Koriat, A., Goldsmith, M., and Parisky, A. “Toward a Psychology of Memory Accuracy.” Annual Review of Psychology, 51:481-537, 2000.
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Segment 7**Content**

Memory (continued)

Relevant Reading

- Chapter 6 of text
 - Breen, B. "What's Your Intuition?" Fast Company, December 2007
 - Schacter, D., Chiao, J., and Mitchell, J. "The Seven Sins of Memory." Ann. NY Acad. Sci. 1001:226-239, 2003.
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Segment 8**Content**

Stress and Crisis Situations

Relevant Reading

- Chapter 9 of text
 - Augustine, N. "Managing the Crisis You Tried to Prevent" HBR, Dec 1995
 - Johnson, S. "Emotions and the Brain: Fear." Discover, March 2003
 - Coutu, D. "How Resilience Works." HBR, May 2002
 - Seligman, M. "Building Resilience." HBR, April 2011
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