Prof. Anneloe Raes
Associate Professor of Managing People in Organizations

LEADERSHIP

Introduction

All students arrive to the MBA program after several years of challenging work experience. In most cases, however, this experience is based on individual performance, or working in small teams, and managing only few direct reports. This course will help students develop an understanding of the increasing complexity of leading and managing people at different levels of the organization. Combining theoretical, empirical, and practical frameworks, this class will provide the tools necessary for students to make meaningful contributions as leaders of people, teams, and organizations.

The course is designed to address several fundamental aspects of managing and leading people in organizations. These include understanding human behavior and work motivation, inspiring trust and commitment, managing interpersonal relationships and conflict, working in teams, developing talent, and fostering a sense of mission in the organization.

Objectives

This course intends to achieve three main objectives:

• *Doing things through people*: A greater understanding of what basic motives drive people's behavior, and how we can influence those motives.

• *Effective and meaningful interpersonal relationships*: A greater appreciation of how to foster effective and meaningful interpersonal relationships in the workplace. This requires understanding effective and ineffective uses of power and influence, and learning how to address conflict. We will also focus on how to develop talent and foster effective teamwork and how to promote organizational cultures aligned with the company´s mission.

• *Global business environment*: A greater understanding of how to develop and lead people in a global business environment. We will work with cases from multiple continents and diverse cultural contexts with the aim of developing students' ability to identify, adapt to, and prosper in different organizational contexts.

Learning Outcomes

- Understand key responsibilities of leadership
- Broaden toolkit for motivating people beyond financial incentives
- Be able to build and exercise power and influence at both personal and positional levels
- Analyze and address root causes of conflict from rational and emotional perspectives
- Build and lead teams with diverse backgrounds
- Know how to develop and coach people so as to achieve excellent outcomes
- Understand how to cultivate organizational culture that is aligned with vision and strategy

Competences

General competences:

- Fostering vision and employee engagement
- Motivating people
- Conflict resolution
- Communication and feedback
- Building effective teams

Specific competences:

- Develop a view of leadership with vision and mission that not only focuses on achieving results but also on creating positive impacts on people and society.
- Understand key skills to motivate and influence people to reach common goals, through developing individuals and teams and adequately defining the culture and structure of organization.

Content

The course is divided in six modules:

1. *Motivation.* We explore individual motivation and the three basic types of motives: extrinsic, intrinsic, and transcendent.
2. *Power and influence.* We focus on three levers of effective people management: power (use and misuse), authority ("auctoritas," in the Latin etymology), and trust.
3. *Conflict management.* We focus this module on managing expectations, negotiating over scarce resources, understanding the emotional side of conflict, and healing broken relationships.
4. *Talent development.* We devote this module to understanding the skills of the manager to develop his people. These coaching skills include giving and receiving feedback, observing, assessing competencies, and facilitating development by designing work experiences.
5. *Teams.* We focus on managing teams effectively in organizations, including in global and cross-cultural business contexts.
6. *Culture.* We explore how to foster and manage a specific organizational culture. All the topics discussed previously happen in specific organizational contexts, and such contexts can cast strong influence on how people perceive and interpret a situation.

Methodology

The course is based on the case method, and it will include also classroom exercises, and lectures. At the end of each case there will be a wrap-up with the main learning points. Course requirements include a team project assignment and a final exam.

Evaluation

Your final grade for the course will be based on three criteria:
40% Class participation, including assignments
20% Team project
40% Final exam

The link between course evaluation and course objectives is described below:

• *Doing things through people*. Team meetings and the video team project constitute the "lab" for the concepts developed in class about leadership, motivation, conflict, power, culture, etc. Students are encouraged to reflect on their team performance and processes. Performance in class participation and the final exam likely reflects the quality of team discussion in their small groups. It is almost impossible to do well in class without "doing things through people."

• *Effective and meaningful interpersonal relationships*. Class content includes interpersonal relationships in the workplace, especially sections on power and influence, conflict management, talent development, and teams. Class participation should reflect the extent to which students have learned this material. More importantly, their own experience on teamwork and team meetings provides an excellent opportunity to reflect on how to foster effective interpersonal relationships. Team project performance should reveal the extent of student learning on this front.

• *Global business environment*. Class content includes exploring diverse cultural contexts and students´ participation should reflect the extent to which they have learned this material. But students are likely to learn the most about global environments from their own experience working closely under pressure with very culturally diverse teams. The team grade should reflect student learning on this front.

Professor's Biography

Anneloes Raes
Associate Professor of Managing People in Organizations

Anneloes Raes is Associate Professor in the Department of Managing People in Organizations at IESE. She holds a PhD in Organizational Behavior from Maastricht University and a M.A. in Psychology at the Radboud University Nijmegen in the Netherlands. Prior to joining IESE, Prof. Raes worked as an Assistant Professor at the University of St. Gallen in Switzerland, and she held visiting scholarships at UCLA's Anderson School of Management and Harvard University.

Prof. Raes' research expertise includes the fields of top management teams, teamwork, self-management, and leadership. Her work has been published in academic journals such as the *Academy of Management Review*, *Journal of Applied Psychology*, *Small Group Research*, and *Human Relations*, and was awarded with various grants and awards. It has also been featured in press outlets, including the Financial Times, Expansion, Folha de S.Paulo, and La Vanguardia

At IESE, Prof. Raes teaches classes on Leadership, Human Resources Management, Self Management, and Teamwork, at the MBA and executive levels. She has taught in programs for organizations such as Danone, Nestlé, Ferrero, BBVA, Deutsche Bank, Rabobank, Rijk Zwaan, Henkel, Dow, Vueling, and UNICEF.