
Maximizing Your Potential: Leading and Managing Organizations, Teams, and Your Career

Fall, 2018

BRET Office of Career Development
Vanderbilt University School of Medicine
Nashville, Tennessee

Faculty:
Joseph J. Rando

VANDERBILT UNIVERSITY SCHOOL OF MEDICINE
COURSE SYLLABUS, SPRING SEMESTER, 2018

Location: Light Hall 411 A/B/C: 9/10, 9/17, 9/24, 10/1, 10/8, 11/5, 11/12, 11/26, 12/3, 12/10
Light Hall 437: 10/15, 10/29
Light Hall 407 A/B/C: 10/22

Class Time: Mondays, 2:00P-3:30P

Instructor: Joseph J. Rando

Office: Managerial Studies Departmental Office – Calhoun 215

Office Hours: Wednesdays 10:30A – 12:00P, Wond'ry Room 314 (please notify me of plans to attend)

Phone: 615-948-7776 (Cell—for emergencies only. Please use email normally.)

E-Mail: Joseph.Rando@Vanderbilt.edu (Web: www.vanderbilt.edu/managerialstudies)

ABOUT THE INSTRUCTOR

Mr. Rando has spent his career working in high-growth business ventures. From pure entrepreneurial start-ups to high-growth corporations, his experience spans three decades and includes industries such as computer software, high-tech consulting, market research consulting, insurance, wireless, and retail.

Mr. Rando has held the title of GM, SVP, COO and Founder in numerous companies. As a business development manager at Pansophic Systems (Chicago), he saw how the business of a multi-billion dollar corporation runs. As an early employee at start-ups New Science Associates (Connecticut) and The Faneuil Group (Boston), he participated in the launching and growth of new ventures. At Asurion, Mr. Rando was head of North American operations for seven years, helping build a 50 person/\$5MM company into a global 2500 person/\$500MM company. As the founder of Heath Island Group, he led a company developing commercial real estate and operating Dunkin' Donuts and Baskin-Robbins franchises.

Mr. Rando earned his bachelor's degree from Tufts University (Biology) and his MBA from the F.W. Olin School of Business at Babson College (Finance).

Mr. Rando, his wife, and three kids live in Brentwood, TN.

COURSE MATERIAL

Harvard Business Review Packet – <https://hbsp.harvard.edu/import/555336>

Good To Great by Jim Collins

Team of Teams by General Stanley McChrystal

COURSE DESCRIPTION, OBJECTIVES, AND FORMAT

Course Abstract:

Leadership is hard to quantify, but there are undeniable foundational elements, characteristics, and attributes that great leaders share. We'll study the theory and evolution of leadership and seek to understand leadership in action and the results that come from great leadership. Management is measurable. We'll study tools, techniques, and systems that facilitate effective management and seek to understand the impact of world-class management on any organization. And we'll apply leadership and management to all levels within an organization from PIs to post-doctoral fellows and PhD students.

Great organizations have strong leaders and effective managers. This course will provide students with an understanding of leadership and management. The course will examine how the functions differ, while exploring how the functions are interdependent. We will look at the roles of leaders, managers, and followers, and the context in which they all operate, in an effort to understand how these three interact. We'll study individuals and teams and their roles in facilitating leadership and management, and strategies for achieving excellence as a leader and as a manager at every level in an organization.

This program is a unique distillation of the tools, skills and understanding needed to be successful in organizations, whether as a leader, a manager, or follower, and at any level within that organization. This course will be transformational, with the topics and tools delivered by this course helping you understand organizations, assess organizational challenges, work in diverse team situations, and make effective decisions. This is leadership and organizational training for scientists.

Course concepts:

The emphasis in this course is on key concepts and tools. The concepts and tools covered in this course are practical and are designed to be kept handy in your “tool kit” to be used very frequently to address your daily leadership, management, and organizational challenges.

- Leadership, Management, and Vision
- Culture (Structure, Framework, Systems)
- Communication (Transparency, Facilitation)
- Development (People and Opportunity)
- Managing People, Teams, and Projects
- Problem Solving and Decision Making
- Negotiation, Persuasion and Influence
- Diversity and Inclusion
- Resilience and Handling Adversity and Setbacks
- Time Management and Workload Management

Course Format:

Lecture, discussion, case studies, and workshops.

Course Objectives:

Students completing this course will be able to:

- Describe the differences and interrelationships between leading and managing.
- Better understand and assess the dynamics, skills and effectiveness of leaders and culture in any group, team, or organization.
- Identify their own strengths and weaknesses as a leader or manager, and develop strategies for personal growth and the practices of leadership and management.
- Recognize contextual clues and details to enhance their effectiveness as leaders, managers, and team members.
- Effectively participate in problem identification and resolution
- Build, manage, and participate in high-performing teams
- Effectively manage teams and projects toward better outcomes.
- Think critically and communicate persuasively toward the objective of implementing solutions and managing to better outcomes.

CLASS SCHEDULE (subject to change)

DATE	TOPIC & ASSIGNMENT
9/10	Introduction <ul style="list-style-type: none">▪ Course introduction▪ Pretest
9/17	Overview of Leadership and Management <ul style="list-style-type: none">▪ Definitions, similarities and differences, traits, skills development▪ Article: <i>What Makes a Leader (Leadership)</i>▪ Case: <i>Greysea Sock Company</i>
9/24	Organizational Culture <ul style="list-style-type: none">▪ What is culture, why is it important, what can you do about it▪ Article: <i>Cultural Intelligence</i>▪ Case: <i>Enhancing and Developing a High Performance Culture</i>▪ Guest Speaker: Linda Sealy
10/1	Problem Solving <ul style="list-style-type: none">▪ Identifying problems, framing problems, gathering data, making decisions▪ Article: <i>Accept or Reject?</i>▪ Case: <i>When The Boss Won't Budge</i>
10/8	Working In Teams <ul style="list-style-type: none">▪ Building teams, evaluating teams, changing teams, conflict, negotiation▪ Article: <i>Make Your Good Team Great</i>▪ Article: <i>7 Communications Mistakes Managers Make</i>▪ Case: <i>The Team That Wasn't</i>▪ Exercise: Group work and delegation exercise
10/15	Working Alone <ul style="list-style-type: none">▪ Resilience, perspective, time management, emotional intelligence▪ Article: <i>What Makes a Leader (Individual)</i>▪ Article: <i>Don't Get Passed Over At Promotion Time</i>▪ Case: <i>How To Deal With Slackers</i>▪ Guest Speaker: TBD
10/22	Project Management <ul style="list-style-type: none">▪ Teams, roles, communication, managing for success▪ Article: <i>Bringing Discipline to Project Management</i>▪ Article: <i>Crabs, Cranks, and Curmudgeons</i>▪ CASE: <i>Foremostco</i>
10/29	Building Systems for Success <ul style="list-style-type: none">▪ Identifying objectives, studying process, efficiency/effectiveness▪ Article: <i>Why Documenting Business Operations is Important</i>▪ Article: <i>The Anatomy of Operational Excellence</i>▪ Case: <i>Foremostco</i>▪ Exercise: Numbers Grid

- 11/5 Project Workshop**
- **Skills Development:** *Presentation Skills*
 - **Article:** *How To Deliver A Disastrous Presentation*
- 11/12 Retreat (Date, time, and location TBD)**
- 11/19 No meeting. Thanksgiving Break**
- 11/26 Project Workshop**
- **Skills Development:** *Visual Aids*
- 12/3 Project Workshop**
- **Skills Development:** *Running Effective Meetings*
 - **Post Test**
- 12/10 Project Presentations (Date, time, and location TBD)**
- **A presentation fair during which groups will present the problem and their proposed solution/strategy to a panel.**