

THE LEADER'S VOICE

FOR BIDDING PURPOSES ONLY

IMPORTANT: You must attend the first class to be in this course (even if you are on the waitlist). If you are absent the first day, you will be automatically dropped. If you're on the waitlist and hoping to get into the class, you must also attend the first class to be promoted into the class.

PROFESSOR NAME: Brad Aspel: ba2120@columbia.edu

Office Hours: By appointment

Date/Time:

REQUIRED COURSE MATERIAL

- Please buy Duarte, HBR Guide to Persuasive Presentations (note an electronic version is available)
- Other required readings will be provided via Canvas
- Students must have a smart phone that is capable of taking video
- Note that slides will be uploaded to Canvas after class and we will make an effort to be eco-friendly in this class

COURSE DESCRIPTION

Leadership roles involve a wide range of communication challenges—sharing your vision in a way that sticks, influencing without authority, building your brand, mentoring a colleague through a challenge, rallying demoralized employees, working the room at an industry event,, running meetings in ways that elicit candid conversation and learning. So much of how our colleagues perceive us is determined during regular team meetings, coaching 1-on-1s, conference panels/speeches and everyday spontaneous interactions.

The goal of this class is to introduce you to concepts and best practices, as well as to offer a safe place to practice. While you will have opportunities to practice public speaking in various forms, this class will also discuss frameworks and the challenges of different types of communication.

The world is full of communication experts: salespersons, actors, screenwriters, political speechwriters, coaches, networkers, public relations experts, diplomats and so forth. When we watch an expert in action, it is tempting to attribute their performance to a mystical gift that the rest of us lack. Yet success in any of these fields owes as much to method as naturally gift. What looks to us like spontaneous eloquence typically results from applying tested methods and tools and focused practice

COURSE OBJECTIVES

We aim to develop two kinds of knowledge--conceptual understanding and procedural skill. Each session will convey frameworks for particular kinds of communication and some active exercises for practicing them. We rely on simulations and personalized feedback (from peers and through video) to hone behavioral skills.

Class Session Topic Breakdown	Session
Communication Foundations & Storytelling	1
Structured Communication & Coaching	2
Public Speaking	3
Communicating to Influence	4
Spontaneous Communicatoin	5
Putting It All Together: Enabling Sustainable Change	6

GRADING

Your grade will be a combination of participation, various assignments including some presentations, and a final paper.

Participation: Your participation grade will be based on:

- **Attendance:** **To be in the class, you must be present in the first class and arrive prepared.** Given that the exercises are central to the learning, missing any of the subsequent sessions without an approved excuse will lower your grade
- **Participation:** We expect you to contribute to the learning of your classmates, both through class discussion and feedback during the breakout sessions. Expect cold calling. Good participation is defined as:
 - On time and present in each class
 - Actively participate in class discussions, pulling in insights from readings, sharing feedback with classmate's in-class presentations, and during professor lectures.
 - Device usage (phones, laptops) will take away from your participation grade except where devices are essential (e.g. filming one another with phones)

Assignments: There will be various assignments and a final project. In addition, students will be expected to practice learnings from class in real life.

- **Final project**
 - **Presentation:** Every student is expected to give one presentation outside of class. This can be in another class, for a club, or outside of CBS. Ideally (though not mandatory), you will have one student (from any TLV section) attend that presentation, record you giving it, and provide written feedback
 - **Action plan:** Written plan of how you plan to apply the learnings from class to your everyday communication (more details given in class)
 - **Self-Assessment** of how much you applied the learnings in class to your everyday communication

INSTRUCTOR BIO

Brad Aspel is a Certified Executive Coach and a Leadership Strategy Consultant at YSC (ysc.com). He coaches 1:1 with senior leaders of Fortune 500 companies (CEOs, COOs, SVPs, etc.) He also runs Team Development workshops to improve team effectiveness, inter-dynamics, decision-making and communication. Prior to YSC, he was the Global Director of Learning & Development for AppNexus, Inc. (recently acquired by AT&T.) As an Adjunct Professor at Columbia Business School, he teaches courses for both MBA and Executive MBA students on Management, Leadership and Strategy. He is also one of the Executive Coaches for various Executive Education programs, and has taught Communication & Presentation Skills workshops for MBAs.

Brad earned his MBA from Columbia Business School in 2006. He worked for McKinsey & Company as a consultant after business school, where he advised top management at Fortune 500 companies on various strategic problems ranging across many industries including Healthcare, Consumer Goods and Media & Entertainment. He has also worked for both Brand consulting and Innovation consulting firms. Prior to business school, Brad performed in 5 Broadway shows as an actor, and directed various regional theatrical productions. He received his BA from Amherst College in Amherst, MA.