

Columbia Business School
EMBA Saturday Fall 2023
TA: Vivi Gregorich
GGregorich25@gsb.columbia.edu

Professor William Duggan
wrd3@gsb.columbia.edu
Office: Kravis 321
Office hours: by email appointment

B7514
NAPOLEON'S GLANCE
For Bidding Purposes Only

Course Overview

This elective course offers a key leadership skill for your work and life: how to get a creative idea. Other courses teach the science of management, through analytical tools and techniques: this course teaches the art, through creative intuition – otherwise known as Napoleon's glance.

The term "Napoleon's glance" comes from nineteenth-century military theory. The first great modern general that scholars studied in detail was Napoleon Bonaparte: in his classic book, *On War* (1832), Carl von Clausewitz shows the key to Napoleon's success as *coup d'oeil*, which means "glance" in French. Today we recognize *coup d'oeil* as creative intuition: ordinary intuition is just a feeling, but creative intuition comes from real knowledge and experience, brought together in a flash of insight that gives you a new idea. It's the "big Aha!" – or a series of smaller ones – that shows you the way ahead.

This course helps you see how *coup d'oeil* works and how to apply it. We learn where entrepreneurs get their ideas, where innovators get their innovations, where visionaries get their vision, where creative insights come from, how leaders know where to lead to – and how you too can prepare for, recognize, and seize opportunities of all kinds. Napoleon's glance is a simple idea, but it's difficult to use to full advantage in specific situations. You will continue to learn it all your life: this course gives you a step along that path. You will gain insights, tools and techniques you can begin applying upon graduation – or even before, in your current job or career decisions.

Class sessions consist of lecture and discussion on key aspects of Napoleon's glance, a review of cases that show it in action, and in-class exercises and videos. After Session 1 you will get a set of pre-class readings and handouts for the rest of the course.

Requirements for the course are: do the readings, attend class, answer an online survey question before each session, and send me a "Course Note" every two weeks. There is an optional extra-credit paper: see below for instructions. Email the TA about makeups or other grading questions.

Course Outline

- Creative Ideas in Business (sessions 1-8)
How to combine Napoleon's glance with other skills you learn in business school
- Creativity as a Leadership Skill (sessions 9-10)
Lessons from leaders in all walks of life, especially great generals of history
- Creative Ideas for Life (sessions 11-12)
How Napoleon's glance can help guide your career and the rest of your life

In general the course progresses from business to leadership to life, although all three feature to some degree throughout. Our main examples for class discussion are Apple, Microsoft, IBM, Pepsi,

Starbucks, Napoleon, Patton, Grameen Bank, and Picasso. As time permits, we will also discuss some secondary examples, such as McDonalds, Burberry, Henry V, Lilly, Google, Edison, Puma, Norah Jones, Netflix, Alice Paul, Warren Buffett, and Henry Ford.

The online survey before each class asks you to answer this question in at least 10 words on the course Canvas site:

From the readings, what strikes you most about the character's ideas, leadership, or luck?

- *Strategy: the ideas that the character put into action*
- *Leadership: the character's personality, determination, or teamwork*
- *Luck: circumstances beyond the character's control*

The Course Note is due midnight every week on Canvas (strict minimum 100 words), with your thoughts on some aspect of the readings or class so far.

For the extra-credit paper, you have three options:

- Option 1: at least 1500 words on a topic of your choice but clearly about strategic intuition. The most common mistake is to call something strategic intuition without citing the four steps we will learn from Clausewitz. Ask me by email or in person to comment beforehand on your paper topic.
- Option 2: Use the "Wild Turn" model, which you will get as a handout during the course. The paper consists of a personal strategy map plus at least 700 words with your thoughts on the map you just did.
- Option 3: A Corporate Innovator report (see below). You will get the instructions in Session 8.

The course ends with exercises that apply Napoleon's glance to your career and personal life. In this way the course fits Columbia Business School's aim to help you: a) improve your current job skills, and b) have a successful and fulfilling lifetime career. Napoleon's glance works for both.

CORPORATE INNOVATOR

We devote three mid-course sessions to a module tailored for EMBA students: "Corporate Innovator." In any organization, the first step for innovation is getting the creative idea, and the second step is communicating that idea to others in order to gain approval for it. This module applies the lessons of Napoleon's Glance to that second step. New ideas are different, and call for different methods of communication.

Assignments and Grading

- attend class, voluntary speaking (1 pt. each session, 12 pts. total)
- Canvas pre-class survey question for each major example, 10+ words (1 pt. each, 15 pts. total)
- Canvas Course Note, 100 words strict minimum (1 pt. each, 8 pts. total)
- optional extra-credit paper, due midnight Sunday night, December 10 (1 pt.)
- points = grade: 36 = H 35 = HP 29-34 = P 28-23 = LP <23 = F
- elective curve: $H \leq 50\%$
- to fit the elective curve at the end of the course, we might need to adjust assignment grades:
 - reduce credit for makeups and late submissions
 - increase credit for extra effort and quality
- check Canvas to see that your submissions go through
- Canvas gradebook closes midnight Sunday night, 12/10: no submissions or makeups accepted after

- for all questions on assignments and grading, email the TA

READINGS AND ASSIGNMENTS DUE: NAPOLEON'S GLANCE, FALL 2023

	Readings	Online survey (8 am)	Course Note
#1 9/9	<u>Introduction</u> No readings	None	midnight Sunday night 9/10
#2 9/23	<u>Coup d'oeil</u> <ul style="list-style-type: none"> ▪ Microsoft: Cringely, <i>Accidental Empires</i> (excerpts); Gates, <i>The Road Ahead</i> (excerpts), Wallace + Erickson, <i>Hard Drive</i> (excerpts) ▪ IBM: Gerstner, <i>Who Says Elephants Can't Dance?</i> (excerpts) 	Gates Gerstner	
#3 9/23	<u>The art of innovation</u> <ul style="list-style-type: none"> ▪ Starbucks I: Schultz, <i>Pour Your Heart Into It</i> (excerpts) ▪ <i>The Art of What Works</i>, Ch. 2 (excerpt) 	Schultz I	midnight Sunday night 9/24
#4 10/7	<u>Ordinary innovation</u> <ul style="list-style-type: none"> ▪ Video case, "Dawn Hudson and Sierra Mist" 	Hudson	
#5 10/7	<u>Secondary innovation</u> <ul style="list-style-type: none"> ▪ Starbucks II: Schultz, <i>Pour Your Heart Into It</i> (excerpts) 	Schultz II	midnight Sunday night 10/8
#6 10/21	<u>Corporate Innovator 1</u> <ul style="list-style-type: none"> ▪ Interview cases: Affleck + Holoubek 	Holoubek Affleck	midnight Sunday night 10/22
#7 11/4	<u>Corporate Innovator 2</u> <ul style="list-style-type: none"> ▪ Interview cases: Trotter + Johnson 	Johnson Trotter	
#8 11/4	<u>Corporate Innovator 3</u> <ul style="list-style-type: none"> ▪ Interview case: Korten 	Korten	midnight Sunday night 11/5
#9 11/18	<u>Lessons of military leadership</u> <ul style="list-style-type: none"> ▪ "Napoleon vs. the Nobles," Ch. 2 in <i>Napoleon's Glance</i> ▪ "Patton vs. the Planners," Ch. 8 in <i>Napoleon's Glance</i> 	Napoleon Patton	midnight Sunday night 11/19
#10 12/2	<u>Social enterprise innovation</u> <ul style="list-style-type: none"> ▪ "The Barefoot Bank of Bangladesh," Ch. 9 in <i>Napoleon's Glance</i> 	Yunus	midnight Sunday night 12/3
#11 12/9	<u>Personal creativity</u> <ul style="list-style-type: none"> ▪ "Picasso Finds His Style," Ch. 3 in <i>Napoleon's Glance</i> ▪ Norah Jones: selected materials 	Picasso	
#12 12/9	<u>Life strategy</u> <ul style="list-style-type: none"> ▪ Rita T: case ▪ Your hero's journey 	Rita T.	midnight Sunday night 12/10
12/10	<u>optional extra-credit paper due midnight Sunday night</u> <ul style="list-style-type: none"> ▪ WORD document ONLY, post as Canvas attachment ▪ Choose one of three options: <ul style="list-style-type: none"> ○ strict minimum 1500 words on a strategic intuition topic of your choice ○ "Wild Turn" model = strict minimum 700 words + Personal Map ○ Corporate Innovator report: instructions in session 8 		midnight Sunday night 12/10

	<i>Gradebook closes midnight Sunday night: no submissions or makeups accepted after</i>	
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Student comments on strategic intuition as a life skill:

As the class wrapped up, I felt a sense of inspiration that really consumed me. I believe this class has given me a tremendous framework to use in approaching problems or dilemmas that face me in either my professional or personal life.

This new perspective on innovation completely blew my mind. It is at the same time totally contrary to the usual thinking and so obvious once you have it under your eyes.

As I look back and reflect on the class this week, I feel that I learned nothing and everything. I learned nothing because I did not come home with a new formula where I can plug in numbers and get the answer. I learned everything because I got it, I saw the pieces come together which will be very helpful in my quest to find my formula and then my next one.

Many courses in business school provide tools and skills for achieving specific tasks but Napoleon's Glance is like a master tool that provides you with a way to approach acquiring tools as and when you need for achieving your objectives. In many ways I think this course has enriched my thinking far beyond what I had even hoped to achieve. I truly consider it to be a personal breakthrough.

I feel like I have a deeper understanding of my abilities because of this course, which has translated directly into a greater degree of self-confidence. I never expected to walk away from the course feeling like I am better equipped to journey through life, yet that is exactly what has happened.

Being an engineer by training I am generally more interested in the quantitative classes, but I have found this class to be very useful. I think it is a different way of looking at creativity and making it almost like a process which, as an engineer, is easy for me to understand and follow.

It was a life-changing course, and really helped me to bridge the gap that I've acutely felt – for so long – regarding my goals and what I felt I had to do to reach those goals.

Looking back, it is amazing to see how much the course has changed the way of thinking for myself and other classmates. Although I have not mastered the use of coup d'oeil, this is certainly a great start by opening a new way of looking at the world.

Other classes give you knowledge that you can use - facts, concepts, etc. NG is more like a lens that covers how you view the world. It can help you modify how you think- how you generate new ideas, etc. It's a mind-expanding-class. It's the kind of class I wish I had once a quarter forever – the kind of thing that would help me stay on my toes for how to be creative and address challenges in new ways.

The message you communicated throughout the course, and clarified during the last session will never leave my mind. Due to the course, my way of handling everyday life has actually changed. I find myself repeating the phrase "the art of what works" in my head several times a day; in making small decisions, in handling relationships and in my search for inspiration and the future.

I guess that two month ago I would not recognize Coup d'Oeil even if it hit me in the face. But now, are you kidding? I can't run away from it if I wanted to. In a way, it's like the first time I put on my glasses – life just seemed much more colorful and detailed. Hey, wait a second, Coup d'Oeil is even better than putting glasses for the first time – since it is like I can go back and review sights from the past with a much better clarity (I wish I had glasses like that)...