

Intro to Power + Influence

September 6, 2018 11:40 AM - Power + Influence | Class 1: Introduction Class



Materials-

- Reading: [Power Play](#)
- Reading: [A Word About Words](#)
- Reading: [P&I Course Overview Fall 2018-3.pdf](#)
- **OPTIONAL** reading over the semester: [P&I Reading List 2018-2.pdf](#)-->Please note that this PDF of optional readings is exactly that. You should feel no pressure at all to read anything on the list. The list is here in case you wish to supplement any readings that are required of you, or if you would like to go deeper into a topic. Please reach out to Shelby with any questions.

Powerpoint-

Assignments-

- Please read the above material.

On Your Radar-

- Professor Battilana will introduce the Network Assessment Survey in class. **Please note that it will not open until after the first class (1pm on September 6th).**

[Power + Influence | SUBMISSION: Network Assessment Exercise](#)

Module 1: Power and Influence in Interpersonal Relationships

September 7, 2018 11:40 AM - Power + Influence | Class 2: Lyndon Baines Johnson



Beginning the Journey: Introducing the Key Concepts that Will Be Covered in the Course

Module 1 Description: Power and Influence in Interpersonal Relationships

In this first module, we begin to explore the nature of power and influence in interpersonal relationships. We will discuss personal, positional, and relational sources of power. In particular, we will analyze the importance of networks of relationships as sources of power. In this module, we will also consider how to leverage personal, positional, and relational power bases through influence tactics that fit individual and situational needs.

We will explore these questions through a series of cases about people in very different situations with different opportunities and constraints on the influence tactics they can use.

Materials-

- Case: [Lyndon Baines Johnson](#)

Powerpoint-

Assignment Questions-

1. How did Johnson succeed in becoming the boss of the Little Congress?
2. On what sources of power did he rely?
3. What influence tactics did he use?
4. How does Johnson change his approach as he advances his career?
5. How effective was he? How responsible was he?

On Your Radar-


- Professor Battilana will introduce the ISQ in class. Feel free to familiarize yourself with the assignment and deadline, by clicking the links below.

[Power + Influence | ISQ Begins](#)
[Power + Influence | ISQ Due](#)

- The Network Assessment Survey is due on September 11th at 5:00pm. Please see the link below for further direction.

[Power + Influence | SUBMISSION: Network Assessment Exercise](#)

Assignments/Action Items

September 10, 2018 5:00 PM - Power + Influence | SIGN-UP: KNP/Greg Stone/ Cecile Falcon
Coaching Sessions 


ACTION ITEM: KNP/GREG STONE/CECILE FALCON APPOINTMENTS

These coaching exercises are meant to help you better project both warmth and strength and address the particular challenges that you may face as a public communicator. Please see the assignment here:

[KNP + Greg Stone +Cecile Falcon Coaching Exercise 2018-1.pdf](#)

- The KNP Communications/Greg Stone/Cecile Falcon Coaching Exercise requires that you and your partner sign up together for 2, 40-minute coaching sessions, one with KNP Communications and one with Greg Stone OR Cecile Falcon.
- Please note that you'll need to sign up twice: once for KNP and once for Greg Stone or Cecile Falcon. The sign ups are located on 2 separate excel spreadsheets, linked below. **Also, please note that you must sign up for the same time slot as your partner.**

[KNP](#)
[Greg Stone/Cecile Falcon](#)


September 11, 2018 10:00 AM - Power + Influence | ISQ Begins 

ACTION ITEM: BEGIN INFLUENCE STYLE QUESTIONNAIRE

The Influence Style Questionnaire (ISQ) is designed to allow others to provide you feedback on your influence style. This information can help you identify more and less productive patterns in how you influence others.

- During the second week of class, you will receive an e-mail from Situation Management Systems, Inc. (SMS) with the information you need to complete the Influence Style Questionnaire (ISQ) exercise. **You should receive the email by September 11th at 10am.** If you do not receive the email, please check your spam folder. If you still do not have it, please email Rhonda (rsalvail@smsinc.com).
- The ISQ must be completed by Monday, October 1st at 5:00 PM. We will debrief the exercise in class on Thursday, October 4th.

If you have any questions regarding this exercise, please contact Rhonda Salvail at SMS (rsalvail@smsinc.com).

September 11, 2018 5:00 PM - Power + Influence | SUBMISSION: KNP/Greg Stone/ Cecile Falcon Coaching Videos 


ACTION ITEM: KNP/GREG STONE VIDEO SUBMISSION

Prior to your coaching session, you will record a video clip of yourself talking for a few minutes (in a **standing** position), and email that clip to your partner AND send it to Shelby via secure file transfer. Your KNP assigned coach, Greg Stone or Cecile Falcon and your partner will all review your video before the session. You are also responsible for reviewing your partner's video prior to the coaching session, and arriving ready to participate in the feedback conversation. You are responsible for giving as well as receiving feedback in this exercise.

You and your partner will then receive 40 minutes of coaching with Greg Stone or Cecile Falcon and another 40 minutes with KNP. These sessions will include a review of highlights of the recorded video. The coach will then introduce and practice skills with you to address key issues in your presentation. Using further video feedback, the trainer will help you to identify your own tendencies and habits, as well as demonstrate new approaches to help you to perform at a high level on a regular basis.

Video Submission Instructions

- Shoot a video clip of yourself following these guidelines: **Create the file as MP4 or .mov**
 - The video should be 2-3 minutes long, and not longer than 3 minutes. Choose one of the following prompts to discuss:
 - Tell a story about a business problem that you solved.
 - Tell a story about something that put you on your current professional path.
 - Tell a story about a mistake you made professionally and what you learned from it.
 - Pretend you're speaking to a group audience with people seated all around the room and make sure that your full body is visible in the shot.
 - When uploading, use the following name convention. **PLEASE MAKE SURE YOU HAVE YOUR NAME IN THE TITLE!**
Last Name, First Name_Date
EXAMPLE: Battilana, Julie_09.08.2017
- Please email your video to your partner AND send it to Shelby via secure file transfer by September 11th at 5:00pm**

September 11, 2018 5:00 PM - Power + Influence | SUBMISSION: Network Assessment Exercise 

ACTION ITEM: NETWORK ASSESSMENT EXERCISE POLL

The Network Assessment Exercise is designed to help you identify patterns in your networks of relationships.

- After you have completed the handwritten [Network Assessment Survey](#), please [complete the online poll](#). This poll must be completed by Tuesday, **September 11th at 5:00pm**.
- **IMPORTANT: The password to access the poll is PI2018.**

Module 1: Power and Influence in Interpersonal Relationships

September 13, 2018 11:40 AM - Power + Influence | Class 3: Lehman Brothers



Preparing Yourself for Power: Identifying Individual Sources of Power

Materials-

- Reading: [Lehman Brothers.pdf](#)
- Reading: [The personal qualities that bring influence.pdf](#)

Powerpoint-

Assignment Questions-

1. Why did Glucksman succeed in this power play? On what sources of power did he rely?
2. What could Peterson have done differently to prevent his own ouster or minimize the potential problems for the firm? What sources of power did he have?
3. Develop two specific action plans for Peterson. In the first, outline what he might have done to prevent Glucksman from claiming his job. In the second, outline steps he might have taken after his meeting with Glucksman.

On Your Radar-

- Professor Battilana will introduce the KNP and Greg Stone Coaching Sessions in class. Feel free to familiarize yourself with the assignment and deadline, by clicking the link below.

[Power + Influence | SIGN-UP: KNP/Greg Stone Coaching Sessions](#)

[Power + Influence | SUBMISSION: KNP/Greg Stone Videos](#)

[Power + Influence | SUBMISSION: KNP/Greg Stone Reflection](#)

- Remember, the ISQ is due on October 1st, at 5:00 pm. Please see further instructions by clicking the link below.

[Power + Influence | ISQ Due](#)

September 14, 2018 11:40 AM - Power + Influence | Class 4: Claude Grunitzky



Preparing Yourself for Power: Identifying Positional and Relational Sources of Power Materials-

- Case: [Claude Grunitzky](#)

Powerpoint-

Assignment Questions-

1. Evaluate Grunitzky's network.
2. What specific steps did Grunitzky take to develop and maintain his network?
3. Based on the results of your Network Assessment, identify the patterns, if any, that characterize your network. Which do you think apply uniquely to your relationships at HBS? Which apply more generally to your networks across organizational settings?

****In addition, please come to class prepared to discuss the results of your Network Assessment Survey.****

On Your Radar-

- Professor Battilana will remind you in class, that your KNP + Greg Stone sign up and video submission are due **BEFORE** next class. The sign up (with a partner) is due on September 10th at 5:00 PM (in the excel spreadsheet linked below) and the video submission is due on September 11th at 5:00 PM (to be sent to Shelby via secure file transfer and emailed your partner). Please see the links below for further instruction.

[Power + Influence | SIGN-UP: KNP/Greg Stone Coaching Sessions](#)

[Power + Influence | SUBMISSION: KNP/Greg Stone Videos](#)

- Please also remember that the ISQ is due on October 1st at 5:00 pm. Click the link below for further instructions:

[Power + Influence | ISQ Due](#)

September 20, 2018 11:40 AM - Power + Influence | Class 5: Larry Grossman



Identifying Influence Levers

Materials-

- Reading: [Larry Grossman at NBC.pdf](#)
- Reading: [Science of Persuasion.pdf](#)

Powerpoint-

Assignment Questions-

1. What strategies and influence tactics did Grossman use to manage his bosses? Why were these effective or ineffective?
2. If you were Grossman, what influence tactics would you have used?
3. Assess Wright's effectiveness in managing Grossman.
4. Develop your own analysis of Wright's strategies. What influence tactics should Wright have used to influence Grossman? Why?

On Your Radar-

- Please remember that the ISQ is due on October 1st at 5:00 pm. Please click the link below for further instruction:

[Power + Influence | ISQ Due](#)

September 21, 2018 11:40 AM - Power + Influence | Class 6: Dan Silver and KNP

Communications



Learning How to Effectively Communicate: Projecting Warmth and Strength Materials-

- [Congressional Candidate Dan Silver and KNP Communications](#)

Powerpoints-

Assignment Questions-

1. What are Dan Silver's strengths and weaknesses?
2. What do you think of the coaching approach of KNP Communications?

On Your Radar-

- Professor Battilana will remind you in class **that next week, September 24th-28th, there are NO regular class sessions**. Instead, your coaching sessions will take place throughout the week, in Spangler Hall project rooms. You are responsible for reviewing your partner's video prior to the coaching session and arriving ready to participate in the feedback conversation. You are responsible for giving as well as receiving feedback in this exercise. To remind yourself of when your scheduled session is and review norms, please click the links below.


Schedules will be posted, when finalized

- Please also remember that the reflection for KNP + Greg Stone + Cecile Falcon will be due before the next scheduled class. It is due on Sunday, September 30th at 5:00 PM. See the link to the assignment, and where to post it here:

[Power + Influence | SUBMISSION: KNP/Greg Stone/Cecile Falcon Reflection](#)

- Lastly, the ISQ will also be due before the next scheduled class session. It is due on Monday, October 1st at 5:00 PM. See the link to the assignment here:

[Power + Influence | ISQ Due](#)

September 24, 2018 8:00 AM - Power + Influence | KNP/Greg Stone/Cecile Falcon Coaching Sessions (In Place of Class during the week of September 24th-28th) 

This week, instead of classes, you will attend two coaching sessions with KNP Communications and Greg Stone OR Cecile Falcon. Please see the schedules/locations below and make sure that you are on time for your session.

Schedules will be posted when available.

On Your Radar-


- Submit the reflection assignment for the KNP/Greg Stone exercise by **September 30 at 5:00 PM**. Click below to review the assignment:

[Power + Influence | SUBMISSION: KNP/Greg Stone/ Cecile Falcon Reflection](#)

- Please also remember that the ISQ is due on October 1st at 5:00 PM, so you can use extra time this week, with no scheduled classes, to work on it.

[Power + Influence | ISQ Due](#)

Assignments/Action Items

September 30, 2018 5:00 PM - Power + Influence | SUBMISSION: KNP/Greg Stone/ Cecile Falcon Reflection 

ACTION ITEM: KNP/GREG STONE/ CECILE FALCON REFLECTION

After your coaching sessions, submit answers to the following questions:

1. What did you learn from the feedback that you got from KNP, Greg Stone or Cecile Falcon and your coaching partner?
2. How did this feedback differ across KNP, Greg Stone or Cecile Falcon and your partner? How do you reconcile the feedback that you got from each of them?
3. Describe the action steps you will take to integrate this feedback going forward.
4. What did you learn about your own effectiveness as a coach and provider of feedback?

Submit your PDF reflection assignment to Canvas (see submission button on the top right side of this page) by September 30th at 5:00pm.

October 1, 2018 5:00 PM - Power + Influence | ISQ Due 

ACTION ITEM: INFLUENCE STYLE QUESTIONNAIRE DUE


The Influence Style Questionnaire (ISQ) is designed to allow others to provide you feedback on your influence style. This information can help you identify more and less productive patterns in how you influence others.

- The ISQ must be completed by 5:00 PM on Monday, October 1st. Please be sure that you have completed all parts of the exercise and that you bring a printout of your results to the debriefing session on **October 4th**.
- Please also note that you should come to the debrief class prepared to talk about the discussion questions. These can be found in the class session on Canvas.

[Power + Influence | Class 8: ISQ Debrief Class](#)

If you have any questions regarding this exercise, please contact Rhonda Salvail at SMS (rsalvail@smsinc.com).

Module 1: Power and Influence in Interpersonal Relationships

October 3, 2018 11:40 AM - Power + Influence | Class 7: KNP & Greg Stone & Cecile Falcon Debrief Class 

Learning How to Effectively Communicate: Debrief of KNP and Greg Stone and Cecile Falcon Exercises


Assignments-

Please bring to class your written assignment for your coaching sessions, (see assignment link below) and be prepared to discuss your experience.

[Power + Influence | SUBMISSION: KNP/Greg/Cecile Falcon Stone Reflection](#)

Powerpoint-

Readings (post-class)-

October 4, 2018 11:40 AM - Power + Influence | Class 8: ISQ Debrief Class 

Analyzing Your Influence Style: Debrief of the ISQ

In this class, we will analyze the Influence Style Questionnaire. The Influence Style Questionnaire (ISQ) is similar to a 360° evaluation tool. It is designed to allow others to provide you feedback on your influence style. This information can help you identify more and less productive patterns in how you influence others.

We will discuss the analysis of the ISQ data and discuss:

- How to interpret your ISQ feedback
- Whether people change their "natural" or "preferred" influence styles over time, and if so, under what conditions?

Materials-

- Reading: [Class 8 - Analyzing Your ISQ Profiles \(3\).pdf](#)
- Print-out of the ISQ profiles you have compiled from your self-ratings and the feedback of your associates.

Powerpoint-

Readings (after class)-

Assignment Questions-

- Analyze your profile following the guidelines established in "Analyzing Your Influence Style Questionnaire Profiles." Make sure to identify those aspects of the feedback you received that puzzled or surprised you most.
- Using the data you have collected about your influence style from the ISQ, reflect on the following questions.
(Please note that you are not asked to write out answers, but instead use these questions to prepare for classroom discussion)
 1. What aspects of your influence style would you like to change, adapt or improve?
 2. How difficult do you expect that will be? How will you go about it?
 3. What aspects of your influence style are you unwilling or unable to change? Why?

Module 2: Power and Influence in Organizations

October 10, 2018 11:40 AM - Power + Influence | Class 9: Matt Leeds



Entering a New Organization

Module 2 Description: Power and Influence in Organizations

This module addresses the question of how power and influence manifest in organizations. To be successful in getting things done in organizations, it is critical that you be able to comprehend the patterns of interdependence among organizational participants and to diagnose their relative power. Our focus will be on learning to read and diagnose the political landscape in organizations. How do power and influence dynamics work in organizations? What are the key sources of power in organizations? Why do we see political conflict in organizations? How can political conflict be handled to serve constructive ends? We will consider how to address these questions over the course of your career. We will map out typical political challenges at different career stages. We will cover several topics including building credibility quickly, cultivating mentors and networks, and managing ethical dilemmas. We will consider strategies for acquiring power over time in an effective and ethical manner and explore common early career transitions with an eye towards crafting strategies for navigating inflection points successfully. Finally, we will discuss the challenges of change implementation in organizations. To implement planned organizational changes, you will need to overcome the potential resistance of other organizational members and persuade them to adopt new practices. Organizational change implementation is thus an exercise that requires the effective use of power and influence. How can you be an effective change agent in your organization? What are the factors that are likely to affect your success?

Materials-

- Case: [Matt Leeds](#)

Powerpoint-

Assignment Questions-

1. How did Matt Leeds get into this situation of feeling so powerless?
2. Could he have done anything differently to help his cause?
3. What should he do now? Be specific.

October 11, 2018 11:40 AM - Power + Influence | Class 10: Frances Conley



Building Your Power Base

Materials-

- Reading: [Walking Out on the Boys.pdf](#)

Powerpoint-

Readings for after class-

Assignment Questions-

1. What does Conley's experience suggest regarding how power is built and maintained in academic medicine?
2. Was Conley right to resign when she did? What other options did she have?
3. At the end of the case, after the latest senate meeting, Conley is having second thoughts about her resignation. At this point, what would you advise her to do?

October 17, 2018 11:40 AM - Power + Influence | Class 11: Charlotte Beers



Leading Change

Materials-

- Case: [Charlotte Beers at Ogilvy & Mather Worldwide \(A\)](#)

Powerpoint-


Assignment Questions-

1. What is the vision for Ogilvy & Mather that Beers and her team developed?
2. Evaluate the change process up until December 1993.
3. What should Beers' action plan be going forward?


On Your Radar-

- Professor Battilana will be introducing the final paper today in class.
- The Change Pro Simulation will take the place of class on Thursday of next week. Please refer to the schedule (**coming soon**) so you know the location of your group. The simulation will NOT be in the regular classroom. Please see the link below:

[Power + Influence | Class 14: ChangePro Simulation](#)

October 18, 2018 11:40 AM - Power + Influence | Class 12: NO CLASS: Paper Development 

There will be no class on October 18th. Instead, you should use this time to finalize your topic for your final paper and construct an outline of how you plan to finish it by the due date.

October 25, 2018 11:40 AM - Power + Influence | Class 13: ChangePro Simulation 

Introduction-

You will have the opportunity to practice change leadership using a simulation conducted in teams. Your mission, as formulated by Headquarters, is to spend the next 6 months trying to convince a subsidiary's top management team (24 members) to adopt Six Sigma. In practice, however, the change effort could have involved the introduction of an ERP, of a new set of corporate values, or any other kind of important change initiative. The important point is that this is not a trivial change; it will have an impact on managers' lives. You have 120 days to convince this top management team.

Location-

- The simulation will **not** take place in the regular classroom. Please click the excel spreadsheet below to view your team and location.

POST WHEN FINALIZED

Pre-Work-

By today, you were expected to have read and completed the following documents and met with your team to discuss your strategy for the simulation.

[ChangePro Manual.pdf](#)

[ChangePro Day of Instructions.pdf](#)

[ChangePro Simulation Strategy Assignment.pdf](#)

October 26, 2018 11:40 AM - Power + Influence | Class 14: ChangePro Debrief 


Uncovering the Secrets of Great Change Agents: ChangePro Simulation Debrief

Instituting change has always been the bane of leaders. Numerous studies show that employees tend to instinctively oppose such initiatives because they disrupt established positions, power structures, and ways of getting things done. At the same time, much of their resistance is not overt, or even conscious. So change agents must infer people's attitudes, and then work to bring them on side. However, some leaders do succeed—often spectacularly—at transforming their organizations. What makes one manager triumph in a situation when the vast majority would fail? Existing models of change management provide only partial answers as to why the results are so variable. So we will set out to investigate what successful change agents do differently.

Powerpoint-

Pre-Work-

- Please come to class prepared to discuss your experience during the simulation. There is no written assignment due.

October 31, 2018 11:40 AM - Power + Influence | Class 15: Leadership at Echoing Green 

Sharing Power

Materials-

- Case: [Leadership at Echoing Green \(A\)](#)

Powerpoint-

Assignment Questions-

1. How effective has Dorsey been so far as the leader of Echoing Green?
2. What is your assessment of Dorsey's decision to promote Galinsky?
3. What will it take for Dorsey and Galinsky to work effectively as a team?

On Your Radar-

- Tomorrow, instead of a regular class session, we will have the Star Power Simulation. **Your groups and classroom location will be posted soon.**

Module 3: Power and Influence in Society

November 1, 2018 11:40 AM - Power + Influence | Class 16: Star Power Simulation 

Uncovering the Challenges of Changing One's Environment

Module 3 Description: Power and Influence in Society

In this final module, we will look at power within the context of society. We will think about the challenges of influencing your broader environment. Who are the powerful in society and how did they obtain their power? Can individuals affect the distribution of power within a larger system? How can power be used to produce great benefit or harm? Can the use of power be both self-enhancing and self-destructive? Why do even the most powerful fall?

Reflecting upon the Distribution of Power in Society: StarPower Simulation

Assignment-

- Today's session will involve a real-time, face-to-face, non-computer-based simulation. All instructions will be given in class. There is no pre-work for this session. Please see your groups and room location, posted below:


Post groups when finalized

On Your Radar-

- After you have completed the simulation, please start to think about your reflection. Your reflection is due on November 4th at 5:00 PM. See the link below

[Power + Influence | SUBMISSION: StarPower Reflection](#)

Assignments/Action Items

November 4, 2018 5:00 PM - Power + Influence | SUBMISSION: StarPower Reflection 


ACTION ITEM: STARPOWER REFLECTION

After completing the simulation, please answer the following questions. Limit your response to 2-3 pages.

1. Reflect on your experience in the StarPower simulation.
2. What is your assessment of the inter-group dynamics in this simulation? What explains them?
3. What was it like to be a member of the group you found yourself assigned to? What feelings did you experience and what was their source? How effective did you think you were at dealing with the challenges your group faced? How did you feel about your group's performance? Have you ever been in a similar situation in real life?
4. What lessons or issues does this simulation highlight?

Please upload the assignment to Canvas (see the submission button at the top right of this screen) by Sunday November 4th at 5:00 PM, and bring a printed copy to class on November 8th.

Module 3: Power and Influence in Society


November 8, 2018 11:40 AM - Power + Influence | Class 17: Star Power Debrief 

Reflecting upon the Distribution of Power in Society: StarPower Debrief

Powerpoint-

Assignments-

- Bring your written assignment to class and come ready to discuss the dynamics that unfolded during the simulation.

November 9, 2018 11:40 AM - Power + Influence | Class 18: OrganJet and GuardianWings 


Materials-

- Case: [OrganJet and GuardianWings](#)

Powerpoint-

Assignment Questions-

1. What are the strengths and weaknesses of the current transplant system in the US? Why does it endure?
2. What are the key challenges that Sridhar is likely to encounter in launching and operating OrganJet?
3. If Sridhar wants to help radically transform the U.S. transplant system, what should he do?


November 15, 2018 11:40 AM - Power + Influence | Class 19: Nicholas Kristof and Sheryl WuDunn 

Materials-

- [Nicholas Kristof and Sheryl WuDunn: The Power of Writing to Launch and Sustain a Movement](#)

Assignment-

(questions coming)

November 16, 2018 11:40 AM - Power + Influence | Class 20: Unis-Cite 

Influencing Public Authorities


Materials-


- Case: [Marie Trellu-Kane at Unis-Cité: Establishing Youth Service in France](#)
- Module Note: [Module III Note for Students-1.pdf](#)

Powerpoint-

Assignment Questions-

1. What is your assessment of Unis-Cite's action to date?
2. What has been Unis-Cite's model of development?
3. How would you describe Unis-Cite's culture?
4. What should Marie Trellu-Kane do? Please develop a specific plan of action.

November 28, 2018 11:40 AM - Power + Influence | Class 21: TBD 

November 29, 2018 11:40 AM - Power + Influence | Class 22: The Sustainability Accounting Standards Board 


Launching and Sustaining a Movement for Change

Materials-

- Case: [The Sustainability Accounting Standards Board](#)

Assignment Questions-

1. What were the key challenges Rogers faced when founding SASB?
2. How did Rogers address these challenges? Of all her actions, which were the most important and why?
3. What should Rogers do now to ensure that the SASB standards will be used by corporations and investors?

December 5, 2018 11:40 AM - Power + Influence | Class 23: Reverend Jeffrey Brown 

Taking Action at the Grassroots Level

Materials-

- Case: [Reverend Jeffrey Brown: Cops, Kids and Ministers](#)


Assignment Questions-

1. Map out Brown's sources of power and identify his objectives, past and future. How did his power allow him to achieve success to date? How will his existing power sources help or hinder his achievement of his future objectives?
2. What were the factors critical to the success of the "Boston Miracle?" How are the influence tactics affected by the "grass roots" nature of this movement?
3. Consider the power dynamics in the coalitional leadership structure. What are the costs and benefits to this approach, given the objectives of the coalition?
4. What is the "business model" that underlies Brown's and Ten Point's success in Boston? Is this model stable? Is it replicable in other cities?

On Your Radar-


- The final paper for the course is due on December 12th at 1:00pm. Please see the assignment link here, that contain detailed instructions and where to submit.

[Final Paper](#)

December 6, 2018 11:40 AM - Power + Influence | Class 24: Christine Lagarde 

Coming soon....

Final Class

December 7, 2018 11:40 AM - Power + Influence | Class 25: Margaret Thatcher (final class) 

Final Class: Margaret Thatcher

Materials-

- Video: https://courseware.hbs.edu/video/?v=0_i09hf7up
- Case: [Margaret Thatcher](#)

PLEASE MAKE SURE YOU WATCH THE VIDEO AND READ THE CASE BEFORE CLASS!

Powerpoint-

Assignment Questions-


1. What bases of power did Thatcher develop in her early career?
2. How did she exercise influence? How did this change over time?
3. What enabled Thatcher to so dramatically change the political landscape of Britain? How did she get to have so much power?
4. Thatcher was ultimately "betrayed" by her own party, and thrown out of power. What were the weaknesses in her power bases or her influence tactics that led to her downfall?
5. What insights have you drawn about your own attitudes and preparation to exercise power and influence?

On Your Radar-

- Remember, the final paper is due on December 12th at 1:00 pm. Please see the assignment details and how to submit by clicking the link below:

[Final Paper](#)

Assignments/Action Items

December 12, 2018 1:00 PM - Final Paper 

ACTION ITEM: FINAL PAPER

Please see the attached document, for the [Final Paper Assignment Fall 2018.pdf](#).

- Due date: **Wednesday, December 12th at 1:00pm.**
- Directions: Please deliver two (2) hard copies of your final paper to Shelby Austin-Manning in Morgan Hall 320B by 1:00 pm. Please also send a copy of your paper via email to Shelby at saustinmanning@hbs.edu.