**Spring 2024 Syllabus**

**Revised 4/5/24**

**LAW 768 - Leadership Lessons of Highly Effective Leaders**

**3 Credits**

**Dean Fisher Office Hours**: Schedule with Holli Goodman [h.goodman@csuohio.edu](mailto:h.goodman@csuohio.edu) /216-687-2344

**Dean Lee Fisher** [lee.fisher@csuohio.edu](mailto:lee.fisher@csuohio.edu) / 216-386-8688 (cell)

**Co-Instructors:**

[**Kelly Tompkins '81**](https://www.law.csuohio.edu/facultystaff/leaderinresidence) **Senior Advisor, Dix& Eaton; CSU|LAW Leader-in-Residence**

[**Sharon Sobol Jordan**](https://www.law.csuohio.edu/facultystaff/leaderinresidence)**, President/CEO, United Way of Greater Cleveland, CSU|LAW Leader-in-Residence**

**Abby Jones ’24 – Student Research/Teaching Assistant**

**Course Schedule - Fridays, 9:30am-12noon – LB60 Unless Otherwise Noted**

* **January 12** – **Overview of Class/Why Study Leadership?/ Why Focus on Decision-Making/ Problem-Solving? / Why Use Case Studies?** / **In- Class Case Study Analysis**
* **January 19** – **Sharon Sobol Jordan Case Study / Kelly Tompkins Case Study** – ***at United Way, 1331 Euclid Ave.***
* **January 26**– **Karen Rubin Case Study** **Student Presentation/ Karen Rubin**
* **February 2** – **Leadership Journal Discussion. Dean Fisher Talk on Leadership.**
* **February 9** – **Dean Fisher Talk on Decision-Making; Associate Dean Carolyn Broering-Jacobs – Learning From Mistakes; Assistant Dean Nick DeSantis – Strategic Planning**
* **February 16 – Peter Rea, Vice President of Integrity and Ethics at Parker Hannifin Corporation, author, *Better Humans, Better Performance, Driving Leadership, Teamwork, and Culture with Intentionality* / Dean Fisher Talk on Public Speaking**
* **February 23** – **Dr. Marcy Shankman – Emotional Intelligence/ Leadership Self-Assessment.** [**Rob Biesenbach**](https://nam02.safelinks.protection.outlook.com/?url=https%3A%2F%2Frobbiesenbach.com%2F&data=05%7C02%7Clee.fisher%40csuohio.edu%7C2901a01af45a42312b9008dc2da23840%7Cd7f3e79a943d4aceaeab209030807508%7C0%7C0%7C638435421961604982%7CUnknown%7CTWFpbGZsb3d8eyJWIjoiMC4wLjAwMDAiLCJQIjoiV2luMzIiLCJBTiI6Ik1haWwiLCJXVCI6Mn0%3D%7C0%7C%7C%7C&sdata=Ggs60ex38quKTSCklR1kJfNWFSLpaINBG004zbSxk2o%3D&reserved=0)**, author, “*Unleash the Power of Storytelling – Win Hearts, Change Minds, Get Results.”***
* **March 1 –** [**Hal Becker**](https://nam02.safelinks.protection.outlook.com/?url=https%3A%2F%2Fhalbecker.com%2F&data=05%7C02%7Clee.fisher%40csuohio.edu%7C2901a01af45a42312b9008dc2da23840%7Cd7f3e79a943d4aceaeab209030807508%7C0%7C0%7C638435421961614933%7CUnknown%7CTWFpbGZsb3d8eyJWIjoiMC4wLjAwMDAiLCJQIjoiV2luMzIiLCJBTiI6Ik1haWwiLCJXVCI6Mn0%3D%7C0%7C%7C%7C&sdata=t7ua3MzxA849Ck2LWtkqYKhUpwlImZ5sFpQhxjcIH%2BI%3D&reserved=0)**, author, *“Can I Have 5 Minutes of Your Time?”***
* **March 8 - Individual Presentations – My Why**
* ***March 15*** – ***NO Class (Spring Recess)***
* **March 22** – **Group #1 - Leader Case Study**– [**Carter Strang, Retired Partner, Tucker Ellis**](https://nam02.safelinks.protection.outlook.com/?url=https%3A%2F%2Fwww.clemetrobar.org%2F%3Fpg%3DCMBABlog%26blAction%3DshowEntry%26blogEntry%3D67152&data=05%7C02%7Clee.fisher%40csuohio.edu%7Ca3575ed11f1e4e8a089c08dc0efd05f3%7Cd7f3e79a943d4aceaeab209030807508%7C0%7C0%7C638401727082833097%7CUnknown%7CTWFpbGZsb3d8eyJWIjoiMC4wLjAwMDAiLCJQIjoiV2luMzIiLCJBTiI6Ik1haWwiLCJXVCI6Mn0%3D%7C3000%7C%7C%7C&sdata=M27Yndkqbt3dtVbxiYlFM5E%2FE%2BSsGbsy6He2f45416Y%3D&reserved=0)
* **March 29** – **Group #2 -Leader Case Study**– [**Ann Aber, Senior Vice President, Chief Legal Officer, JOANNE**](https://nam02.safelinks.protection.outlook.com/?url=https%3A%2F%2Finvestors.joann.com%2Fmanagement%2Fann-aber&data=05%7C02%7Clee.fisher%40csuohio.edu%7Ca3575ed11f1e4e8a089c08dc0efd05f3%7Cd7f3e79a943d4aceaeab209030807508%7C0%7C0%7C638401727082989102%7CUnknown%7CTWFpbGZsb3d8eyJWIjoiMC4wLjAwMDAiLCJQIjoiV2luMzIiLCJBTiI6Ik1haWwiLCJXVCI6Mn0%3D%7C3000%7C%7C%7C&sdata=QWQK8J1R0ZrAt0JUApI4AKKj0PLASo3v6qTfq%2Fg05H4%3D&reserved=0)
* **April 5** – **Group #3 -** **Leader Case Study** –[**Renee Tramble Richard, President, Corporate College, Senior Legal Counsel to the President, Tri-C**](https://nam02.safelinks.protection.outlook.com/?url=https%3A%2F%2Fwww.tri-c.edu%2Fnews-and-events%2Fnews%2Ftri-c-names-renee-tramble-richard-corporate-college-president-and-ceo.html&data=05%7C02%7Clee.fisher%40csuohio.edu%7Ca3575ed11f1e4e8a089c08dc0efd05f3%7Cd7f3e79a943d4aceaeab209030807508%7C0%7C0%7C638401727082989102%7CUnknown%7CTWFpbGZsb3d8eyJWIjoiMC4wLjAwMDAiLCJQIjoiV2luMzIiLCJBTiI6Ik1haWwiLCJXVCI6Mn0%3D%7C3000%7C%7C%7C&sdata=9m%2B4Mh7%2FjwpN%2B0tqjIJr4fUIHbmvZ6FMrRvqbyaLsKU%3D&reserved=0)
* **April 12** – **Practice In-Class Closed Book Assignment (not graded) / Review of Leadership Lessons from Case Studies**
* **April 19 – In-Class Capstone Assignment (graded) / Final Leadership Reflections**

**Why This Course?**

*“The most dangerous leadership myth is that leaders are born- that there is a genetic factor to leadership. That’s nonsense. In fact, the opposite is true. Leaders are made rather than born.”* **–** Warren Bennis

*“Lawyers are in the anomalous position of serving as leaders but generally lacking leadership training and skills. Competency in lawyering skills often functions as a proxy for leadership skills, despite the evidence that leadership skills are distinct and may take years to develop. Our neglect of leadership skills is reaching crisis proportions because nearly half of all current law firm partners will retire within the next ten years, creating an urgent need for new leaders whose skills are presently undeveloped and untested.*” – Randall Kiser, **Soft Skills for the Effective Lawyer**

*“It is ironic that the occupation most responsible for producing America’s leaders has focused so little attention on that role…Although leadership development is now a forty-five-billion-dollar industry, and an Amazon search reveals close to 88,000 leadership books in print, the topic is largely missing in legal education… The legal profession attracts a large number of individuals with the ambition and analytic capabilities to be leaders, but frequently fails to develop other qualities that are essential to effectiveness. The focus of legal education and the reward structure of legal practice undervalues interpersonal capabilities and ethical commitments that are necessary for successful leadership.  –*Deborah Rhode, **Lawyers as Leaders   ​**

**Learning Objectives**

My research on teaching leadership has led me to the conclusion that the best ways to teach leadership is through *active learning.* The main components of this course are:

* **Decision-Making/Problem**-**Solving –** trying to solve a real-life or hypothetical problem/dilemma
* **Collaboration/Teamwork/ Project Management** - gain experience advancing group goals and project management
* **Use of Case Studies** - study a hypothetical or real-life example from the business, legal, or political and government world to illustrate and then analyze leadership principles and teach fellow classmates about the case study
* **Self-Reflection** – writing about the values that are important to you, about leadership experiences in your life and leadership that you’ve seen
* **Self-Assessment** – assessing your own leadership characteristics using a recognized leadership assessment instrument
* **Public Speaking/Presenting/Storytelling** – how to convey, advocate, and persuade

**Knowledge:**

* Understand different habits of leadership (theories, styles, approaches, traits, values, skills)
* Understand variety of leadership roles lawyers may achieve in their careers
* Understand how some lawyers achieved their leadership positions
* Gain insight into the characteristics, strengths, and styles of leadership
* Think more broadly and flexibly about leadership

**Skills:**

* How to become an effective leader, counselor, and manager in a volatile, uncertain, complex, and ambiguous world.
* Use guided reflection to develop better self-awareness about what is important to you personally and professionally
* Identify and self-assess your existing leadership abilities and strengthen your leadership potential.
* Develop a personal leadership philosophy and understanding
* Develop critical and strategic thinking skills
* Improve communication skills, both oral and written
* Develop effective decision-making and problem-solving skills
* Gain experience interacting with successful experienced leaders
* Manage group projects; develop team and collaborative skills

**Leadership Theories, Styles, Habits, Approaches, Traits, Values, Skills**

There are countless leadership theories, styles, approaches, traits, values, and/or skills, and the below list is long but not intended to be exhaustive. All of them have great merit, but each leader values, prioritizes, and uses them differently.

Each has their expert proponents. Here are some of many examples: *Adaptive Leadership* (Ron Heifitz), *Authentic Leadership* (Bill George), *Principle-Centered Leadership* (Stephen Covey), *Emotional Intelligence* (Daniel Goleman), *Servant Leadership* (Robert Greenleaf), *Sane Leadership (*Margaret Wheatley), *Virtue-Based Leadership* (Peter Rea), *Persuasiveness* (Robert Cialdini), *Growth Mindset* (Carol Dweck), *Outward Mindset* (Arbinger Institute), *Grit* (Angela Duckworth), *Vulnerability (*Brené Brown).

**Leadership Theories, Approaches, Styles**

* Adaptive Leadership
* Affiliative Leadership
* Authentic Leadership
* Coaching Leadership
* Commanding Leadership
* Contextual Intelligence
* Crucible Moment Leadership
* Cultural Intelligence
* Democratic Leadership
* Emotional Intelligence
* Growth Mindset
* Moral Leadership
* Outward Mindset
* Pacesetting Leadership
* Principle-Centered Leadership
* Sane Leadership
* Servant Leadership
* Situational Leadership
* Transactional Leadership
* Transformational Leadership
* Virtue-Based Leadership
* Visionary Leadership

**Leadership Traits, Values, Skills**

* Accountability
* Active Listening
* Adaptability
* Advocacy
* Change agent
* Character
* Citizenship
* Collaboration
* Confidence
* Compassion
* Competence
* Conscientiousness
* Conviction
* Courage
* Creativity
* Credibility
* Curiosity
* Decisiveness
* Determination
* Empathy
* Ethics
* Flexibility
* Grit
* Hopefulness
* Humility
* Inclusiveness
* Initiative
* Innovation
* Inspiration
* Integrity
* Judgement
* Mindfulness
* Negotiation
* Optimism
* Passion
* Perceptiveness
* Persuasiveness/Influence
* Professionalism
* Professional Identity
* Resilience
* Responsibility
* Risk-Taker
* Self-Awareness
* Self-Direction
* Self-Esteem
* Self-Regulation
* Steadiness
* Temperance
* Transparency
* Trustworthiness
* Virtue
* Vision
* Vulnerability
* Wisdom

**Case Study Groups**

The class will be divided into 3 groups. Each group will write and teach a case study on a local community leader.

* **Group#1 - March 22** – [**Carter Strang, Retired Partner, Tucker Ellis**](https://nam02.safelinks.protection.outlook.com/?url=https%3A%2F%2Fwww.clemetrobar.org%2F%3Fpg%3DCMBABlog%26blAction%3DshowEntry%26blogEntry%3D67152&data=05%7C02%7Clee.fisher%40csuohio.edu%7Ca3575ed11f1e4e8a089c08dc0efd05f3%7Cd7f3e79a943d4aceaeab209030807508%7C0%7C0%7C638401727082833097%7CUnknown%7CTWFpbGZsb3d8eyJWIjoiMC4wLjAwMDAiLCJQIjoiV2luMzIiLCJBTiI6Ik1haWwiLCJXVCI6Mn0%3D%7C3000%7C%7C%7C&sdata=M27Yndkqbt3dtVbxiYlFM5E%2FE%2BSsGbsy6He2f45416Y%3D&reserved=0)
* **Group#2 - March 29** – [**Ann Aber, Senior Vice President, Chief Legal Officer, JOANNE**](https://nam02.safelinks.protection.outlook.com/?url=https%3A%2F%2Finvestors.joann.com%2Fmanagement%2Fann-aber&data=05%7C02%7Clee.fisher%40csuohio.edu%7Ca3575ed11f1e4e8a089c08dc0efd05f3%7Cd7f3e79a943d4aceaeab209030807508%7C0%7C0%7C638401727082989102%7CUnknown%7CTWFpbGZsb3d8eyJWIjoiMC4wLjAwMDAiLCJQIjoiV2luMzIiLCJBTiI6Ik1haWwiLCJXVCI6Mn0%3D%7C3000%7C%7C%7C&sdata=QWQK8J1R0ZrAt0JUApI4AKKj0PLASo3v6qTfq%2Fg05H4%3D&reserved=0)
* **Group#3 - April 5** – **Renee Tramble Richard, President, Corporate College, Senior Legal Counsel to the President, Tri-C**

**Class Structure for Case Studies**

* The class will be divided into three groups of students. Each group will write a leadership case study and related teaching note on a prominent leader who has agreed in advance to be interviewed by the group, attend the group presentation, and participate in a class discussion. You will be provided with templates and guides for interviewing the leader; writing the case; and writing the teaching note.
* For the case study presentations, from 9:30 am- 10:30 am, the group will lead the class in the case study discussion, leaning heavily on the teaching note as its guide. After a 15-minute break, at 10:45 am, the leader will join in person and present how she/he dealt with the leadership issue and engage in further discussion with the class.

**The Case Study Method**

* It is easy to get confused between the *case study method* and the *case method*, particularly as it applies to legal education. The case method in legal education was invented by Christopher Columbus Langdell, Dean of Harvard Law School from 1870 to 1895. Langdell conceived of a way to systematize and simplify legal education by focusing on previous case law that furthered principles or doctrines. Students read the cases and came prepared to analyze them during Socratic question-and-answer sessions in class.
* The case study approach grew out of the Langdellian method. But instead of using established case law, we use real-life examples from the business, legal, and political and government world to illustrate and then analyze leadership principles. A case study essentially tells the story of a leader embroiled in a dilemma. “Decision”-type case studies provide readers with an overview of the main issue; background on the institution, industry, and individuals involved; and the events that led to the problem or decision at hand. Cases are based on interviews and/or public sources. Cases are used to illustrate a particular set of learning objectives; as in real life, rarely are there precise answers to the dilemma at hand.
* In analyzing a case study, you put yourself squarely in the shoes of real people wrestling with real dilemmas. These dilemmas and experiences will be as diverse as the leaders being interviewed and in some instances, a leader may have more than one story. These dilemmas could range from career choices that impacted the individual’s leadership journey; leading during a crisis; addressing difficult people management issues; ethical dilemmas; or strategic decisions impacting the direction of an organization. You argue for and defend or, conversely, argue against and critique, the protagonist, learn how to approach and solve problems, and interact with your peers through debate, presentations, and ad hoc role plays. A case study explains a dilemma from the perspective of a participant or organization.  Rarely are there precise answers, but the education lies in the process: thinking through problems, understanding more about human nature in a crisis, making judgments “on the margin,” and effectively communicating leadership issues, questions, and answers.

**Leadership Journal**

I am giving each of you a Leadership Journal in which you will write reflections on leadership. The journal is yours to keep - my gift to you for taking this class! **You should pick up your journal by Wednesday, January 10 from Holli Goodman.** You are required to make entries every week about leadership lessons from current events (e.g. Mideast conflict, 2024 presidential election, etc.) At the beginning of some of the classes, we’ll devote at least 30 minutes in which some students will share some of their reflections. By the end of the course, every student will have shared at least one journal reflection.

Please writeabout what you are seeing and experiencing with respect to how different people are leading, or not leading. Observe people in recognized positions of authority - from the President, Congress, governors, state legislatures, mayors, county executives, to business and nonprofit leaders, university and law school leaders and professors, etc. Notice how people lead using their own personal power and influence. Even in your interactions with friends and family, you may see and experience examples of leadership. In addition, write down a leadership quote at the beginning of each journal entry.

**Attendance**

On-time class attendance is mandatory. If you are not able to attend a class in-person, I will permit one zoom option class per student.

**Class Participation**

* I will view as quality contributions those contributions reflecting exceptional preparation, offering substantive ideas, building on the preceding discussions, moving discussion forward to generate new insights, demonstrating the ability to persuade others or challenge conventional wisdom, relating a personal experience in a way that illuminates the ideas being discussed, or building upon the insights of other classmates.
* Please do not confuse high quantities of participation with quality participation. Good listening is a crucial skill for leaders and vital for quality participation.
* I will evaluate negatively any comments that are disrespectful or dismissive of others.
* Exercise collegiality and engage in respectful discourse with your classmates.
* Recognize that we are all still learning (including your professor and instuctors). Mistakes will be made, misunderstandings may occur, but assume we are all coming from a place of good intentions.
* Be willing to change your perspective, and make space for others to do the same.
* Respect others’ rights to hold opinions and beliefs that differ from your own. When you disagree, challenge the idea, not the person.
* Support your statements. Use evidence and provide a rationale for your points.

**Course Grading**

You will be graded as follows:

* **40% Group Leadership Case Study/Teaching Notes/Group Class Presentation/Group Participation**
* **30% April 19 Capstone Assignment**

There will be an in-class closed book assignment focused on your analytical skills. You will be given 3 “What Would You Do?” case studies. You will *not* receive these case studies in advance of class – you will read them in class, and write down what you would do and the leadership lessons of each case study.

Your grade on this in-class closed book capstone assignment will be based primarily on how well you analyze each case study and refer to the assigned readings, videos, guest talks, classroom discussions, class group leadership case studies and other case studies we discussed, your leadership journal entries, personal experiences, and/or current events to support your views.

* **15% Attendance, Individual Class Participation, Completion of Assignments, Maintenance of Leadership Journal**
* **15% Individual Presentations on My Why.**

Each of you will give a presentation about Your Why – the purpose of your Life and Career. You will be graded on content and delivery.

* **Extra Credit** will be given for participation in optional leadership-related events that are identified by Dean Fisher.

**Assignments**

Instead of a standard textbook, we will use articles, case studies, exercises, podcasts, video clips, and guest speakers.

Below are some leadership articles and video clips. Some of them will be future assignments but I am giving you all the links for your personal leadership library. I am also providing you with a list of excellent leadership books, but you are not required to purchase any of them.

*See* Dean Fisher’s [Leadership and Law Guide](https://guides.law.csuohio.edu/leadershipandlawguide)

**Leadership Articles (note: a number of these articles will be assigned as reading before classes)**

[What Makes an Effective Executive](https://nam02.safelinks.protection.outlook.com/?url=http%3A%2F%2Ft.a.email.hbr.org%2Fr%2F%3Fid%3Dh4265933c%2C81bb3c8%2C81bb3ce&data=04%7C01%7Clee.fisher%40csuohio.edu%7C67965997e24b45fae74008d9d3013ef2%7Cd7f3e79a943d4aceaeab209030807508%7C0%7C0%7C637772824586988026%7CUnknown%7CTWFpbGZsb3d8eyJWIjoiMC4wLjAwMDAiLCJQIjoiV2luMzIiLCJBTiI6Ik1haWwiLCJXVCI6Mn0%3D%7C3000&sdata=%2BQTH59L6tbFvE9yN8aEAk30Y0LiI5eDgyNYd5M%2FhKrw%3D&reserved=0), by Peter F. Drucker

[What Leaders Really Do](https://nam02.safelinks.protection.outlook.com/?url=http%3A%2F%2Ft.a.email.hbr.org%2Fr%2F%3Fid%3Dh4265933c%2C81bb3c8%2C81bb3cf&data=04%7C01%7Clee.fisher%40csuohio.edu%7C67965997e24b45fae74008d9d3013ef2%7Cd7f3e79a943d4aceaeab209030807508%7C0%7C0%7C637772824586988026%7CUnknown%7CTWFpbGZsb3d8eyJWIjoiMC4wLjAwMDAiLCJQIjoiV2luMzIiLCJBTiI6Ik1haWwiLCJXVCI6Mn0%3D%7C3000&sdata=4znI%2BcCyCcdmKMd6NngcErF2q8oE7jynKYMSGb8Jaw8%3D&reserved=0), by John Kotter

[Why Good Leaders Make Bad Decisions](https://nam02.safelinks.protection.outlook.com/?url=https%3A%2F%2Fhbr.org%2F2009%2F02%2Fwhy-good-leaders-make-bad-decisions&data=04%7C01%7Clee.fisher%40csuohio.edu%7C67965997e24b45fae74008d9d3013ef2%7Cd7f3e79a943d4aceaeab209030807508%7C0%7C0%7C637772824586988026%7CUnknown%7CTWFpbGZsb3d8eyJWIjoiMC4wLjAwMDAiLCJQIjoiV2luMzIiLCJBTiI6Ik1haWwiLCJXVCI6Mn0%3D%7C3000&sdata=D6SEDbolWl8Ko5V2EDRMi8LapPh8tsHl3Qk%2FWdZinJo%3D&reserved=0)

[Be a Better Leader, Have a Richer Life](https://nam02.safelinks.protection.outlook.com/?url=https%3A%2F%2Fhbr.org%2F2008%2F04%2Fbe-a-better-leader-have-a-richer-life&data=04%7C01%7Clee.fisher%40csuohio.edu%7C67965997e24b45fae74008d9d3013ef2%7Cd7f3e79a943d4aceaeab209030807508%7C0%7C0%7C637772824586988026%7CUnknown%7CTWFpbGZsb3d8eyJWIjoiMC4wLjAwMDAiLCJQIjoiV2luMzIiLCJBTiI6Ik1haWwiLCJXVCI6Mn0%3D%7C3000&sdata=7tBWO58C4GkWYqB3HHyXRiHWqaYeNoWO4BQlho5WFCM%3D&reserved=0)**,** Stewart Friedman

[Nine Things Successful People Do](https://nam02.safelinks.protection.outlook.com/?url=https%3A%2F%2Fhbr.org%2F2011%2F02%2Fnine-things-successful-people&data=04%7C01%7Clee.fisher%40csuohio.edu%7C67965997e24b45fae74008d9d3013ef2%7Cd7f3e79a943d4aceaeab209030807508%7C0%7C0%7C637772824586988026%7CUnknown%7CTWFpbGZsb3d8eyJWIjoiMC4wLjAwMDAiLCJQIjoiV2luMzIiLCJBTiI6Ik1haWwiLCJXVCI6Mn0%3D%7C3000&sdata=O3sKWkxfaI7IUtXJdk9Ue8BEEEsjHYZRRCQA0hqqPeI%3D&reserved=0)

[Crucibles of Leadership](https://nam02.safelinks.protection.outlook.com/?url=http%3A%2F%2Ft.a.email.hbr.org%2Fr%2F%3Fid%3Dh4265933c%2C81bb3c8%2C81bb3d2&data=04%7C01%7Clee.fisher%40csuohio.edu%7C67965997e24b45fae74008d9d3013ef2%7Cd7f3e79a943d4aceaeab209030807508%7C0%7C0%7C637772824586988026%7CUnknown%7CTWFpbGZsb3d8eyJWIjoiMC4wLjAwMDAiLCJQIjoiV2luMzIiLCJBTiI6Ik1haWwiLCJXVCI6Mn0%3D%7C3000&sdata=lKnjlVJlUIWeh02%2B3v9%2Frta7H08JaO1MDYzdZn%2Byvlk%3D&reserved=0), by Warren Bennis and Robert J. Thomas

[Discovering Your Authentic Leadership](https://nam02.safelinks.protection.outlook.com/?url=http%3A%2F%2Ft.a.email.hbr.org%2Fr%2F%3Fid%3Dh4265933c%2C81bb3c8%2C81bb3d3&data=04%7C01%7Clee.fisher%40csuohio.edu%7C67965997e24b45fae74008d9d3013ef2%7Cd7f3e79a943d4aceaeab209030807508%7C0%7C0%7C637772824586988026%7CUnknown%7CTWFpbGZsb3d8eyJWIjoiMC4wLjAwMDAiLCJQIjoiV2luMzIiLCJBTiI6Ik1haWwiLCJXVCI6Mn0%3D%7C3000&sdata=F4QhIsNamoHlJq2VJ0apdY4EdEBv3dnXDL%2F2FvR3MEU%3D&reserved=0), by Bill George

[Hal Becker Articles](https://nam02.safelinks.protection.outlook.com/?url=https%3A%2F%2Fwww.bizjournals.com%2Fsearch%2Fresults%3Fq%3Dhal%2Bbecker&data=04%7C01%7Clee.fisher%40csuohio.edu%7C67965997e24b45fae74008d9d3013ef2%7Cd7f3e79a943d4aceaeab209030807508%7C0%7C0%7C637772824586988026%7CUnknown%7CTWFpbGZsb3d8eyJWIjoiMC4wLjAwMDAiLCJQIjoiV2luMzIiLCJBTiI6Ik1haWwiLCJXVCI6Mn0%3D%7C3000&sdata=LWliqPzD6nxVSbzVD8a8raFux4xoKvEhp1iZZzUChtU%3D&reserved=0)

[Corporate Ethics](https://nam02.safelinks.protection.outlook.com/?url=https%3A%2F%2Fhbr.org%2F2016%2F04%2Fcorporate-ethics-cant-be-reduced-to-compliance&data=04%7C01%7Clee.fisher%40csuohio.edu%7C67965997e24b45fae74008d9d3013ef2%7Cd7f3e79a943d4aceaeab209030807508%7C0%7C0%7C637772824587143794%7CUnknown%7CTWFpbGZsb3d8eyJWIjoiMC4wLjAwMDAiLCJQIjoiV2luMzIiLCJBTiI6Ik1haWwiLCJXVCI6Mn0%3D%7C3000&sdata=7kaEqEFjhBWGcEV8BXzto%2FnAAAnZ7Ue4WF7T1yI%2F1wQ%3D&reserved=0)**,** Peter Rea, Alan Kolp, Wendy Ritz, Michelle Steward

**Crisis Leadership Articles**

[Communicating Through the Coronavirus Crisis](https://nam02.safelinks.protection.outlook.com/?url=https%3A%2F%2Fhbr.org%2F2020%2F03%2Fcommunicating-through-the-coronavirus-crisis%3Futm_medium%3Demail%26utm_source%3Dnewsletter_daily%26utm_campaign%3Dmtod_actsubs&data=04%7C01%7Clee.fisher%40csuohio.edu%7C67965997e24b45fae74008d9d3013ef2%7Cd7f3e79a943d4aceaeab209030807508%7C0%7C0%7C637772824587143794%7CUnknown%7CTWFpbGZsb3d8eyJWIjoiMC4wLjAwMDAiLCJQIjoiV2luMzIiLCJBTiI6Ik1haWwiLCJXVCI6Mn0%3D%7C3000&sdata=%2BSJX5dRceuHK1RMFglfwe28nQ%2F1FFtcAHdTAv5C9WGs%3D&reserved=0)

[Leading Your Business Through the Coronavirus Crisis](https://nam02.safelinks.protection.outlook.com/?url=https%3A%2F%2Fhbr.org%2F2020%2F02%2Flead-your-business-through-the-coronavirus-crisis%3Futm_medium%3Demail%26utm_source%3Dnewsletter_monthly%26utm_campaign%3Dleadership_activesubs%26utm_content%3Dsigninnudge%26referral%3D00206%26deliveryName%3DDM71389&data=04%7C01%7Clee.fisher%40csuohio.edu%7C67965997e24b45fae74008d9d3013ef2%7Cd7f3e79a943d4aceaeab209030807508%7C0%7C0%7C637772824587143794%7CUnknown%7CTWFpbGZsb3d8eyJWIjoiMC4wLjAwMDAiLCJQIjoiV2luMzIiLCJBTiI6Ik1haWwiLCJXVCI6Mn0%3D%7C3000&sdata=xsdHx7aZoszbhWraTfu3CQQz7ZWLzFoIKb9bKwuwoJs%3D&reserved=0)

[4 Behaviors That Help Leaders Manage a Crisis](https://nam02.safelinks.protection.outlook.com/?url=https%3A%2F%2Fhbr.org%2F2020%2F04%2F4-behaviors-that-help-leaders-manage-a-crisis%3Futm_medium%3Demail%26utm_source%3Dnewsletter_daily%26utm_campaign%3Ddailyalert_activesubs%26utm_content%3Dsigninnudge%26referral%3D00563%26deliveryName%3DDM75017&data=04%7C01%7Clee.fisher%40csuohio.edu%7C67965997e24b45fae74008d9d3013ef2%7Cd7f3e79a943d4aceaeab209030807508%7C0%7C0%7C637772824587143794%7CUnknown%7CTWFpbGZsb3d8eyJWIjoiMC4wLjAwMDAiLCJQIjoiV2luMzIiLCJBTiI6Ik1haWwiLCJXVCI6Mn0%3D%7C3000&sdata=62mRk9NYy0nyChf7mhmQk3vscFrY9ItB%2B022r58xdd4%3D&reserved=0)

[A Time to Lead With Purpose and Humanity](https://nam02.safelinks.protection.outlook.com/?url=https%3A%2F%2Fhbr.org%2F2020%2F03%2Fa-time-to-lead-with-purpose-and-humanity%3Futm_medium%3Demail%26utm_source%3Dnewsletter_daily%26utm_campaign%3Ddailyalert_activesubs%26utm_content%3Dsigninnudge%26referral%3D00563%26deliveryName%3DDM73877&data=04%7C01%7Clee.fisher%40csuohio.edu%7C67965997e24b45fae74008d9d3013ef2%7Cd7f3e79a943d4aceaeab209030807508%7C0%7C0%7C637772824587143794%7CUnknown%7CTWFpbGZsb3d8eyJWIjoiMC4wLjAwMDAiLCJQIjoiV2luMzIiLCJBTiI6Ik1haWwiLCJXVCI6Mn0%3D%7C3000&sdata=%2F1BfHFMUVPpp14gMtnEzEd9gpahhsGTrfElHXDK4c04%3D&reserved=0)

[Don’t Hide Bad News in Times of Crisis](https://nam02.safelinks.protection.outlook.com/?url=http%3A%2F%2Ft.a.email.hbr.org%2Fr%2F%3Fid%3Dh4e7ad3ab%2C95b316a%2C95b3171&data=04%7C01%7Clee.fisher%40csuohio.edu%7C67965997e24b45fae74008d9d3013ef2%7Cd7f3e79a943d4aceaeab209030807508%7C0%7C0%7C637772824587143794%7CUnknown%7CTWFpbGZsb3d8eyJWIjoiMC4wLjAwMDAiLCJQIjoiV2luMzIiLCJBTiI6Ik1haWwiLCJXVCI6Mn0%3D%7C3000&sdata=TiiQNRI%2B23ef%2BAzE0zQFVOXRhdlUv9cUGIqu4nCepLo%3D&reserved=0)

[How To Reassure Your Team When the News is Scary](https://nam02.safelinks.protection.outlook.com/?url=https%3A%2F%2Fhbr.org%2F2020%2F03%2Fhow-to-reassure-your-team-when-the-news-is-scary%3Futm_medium%3Demail%26utm_source%3Dnewsletter_weekly%26utm_campaign%3Dinsider_activesubs%26utm_content%3Dsigninnudge%26referral%3D03551%26deliveryName%3DDM71657&data=04%7C01%7Clee.fisher%40csuohio.edu%7C67965997e24b45fae74008d9d3013ef2%7Cd7f3e79a943d4aceaeab209030807508%7C0%7C0%7C637772824587143794%7CUnknown%7CTWFpbGZsb3d8eyJWIjoiMC4wLjAwMDAiLCJQIjoiV2luMzIiLCJBTiI6Ik1haWwiLCJXVCI6Mn0%3D%7C3000&sdata=MWIAA2UqA6cheVk0nCBfFiUwHX3MCrcdDdjK8WC0AqI%3D&reserved=0)

[The Best Leaders are Versatile](https://nam02.safelinks.protection.outlook.com/?url=https%3A%2F%2Fhbr.org%2F2020%2F03%2Fthe-best-leaders-are-versatile-ones%3Futm_medium%3Demail%26utm_source%3Dnewsletter_monthly%26utm_campaign%3Dleadership_activesubs%26utm_content%3Dsigninnudge%26referral%3D00206%26deliveryName%3DDM71389&data=04%7C01%7Clee.fisher%40csuohio.edu%7C67965997e24b45fae74008d9d3013ef2%7Cd7f3e79a943d4aceaeab209030807508%7C0%7C0%7C637772824587143794%7CUnknown%7CTWFpbGZsb3d8eyJWIjoiMC4wLjAwMDAiLCJQIjoiV2luMzIiLCJBTiI6Ik1haWwiLCJXVCI6Mn0%3D%7C3000&sdata=S8lMOv1jpLe0%2BIw2tWCpFcLtIR6XqQQkDntIwx2kfMs%3D&reserved=0)

[How to Lead Effectively in a Disrupted World](https://nam02.safelinks.protection.outlook.com/?url=https%3A%2F%2Fwww.ccl.org%2Farticles%2Fleading-effectively-articles%2Flead-effectively-disruptive-world%2F%3Futm_source%3Dexternal-email%26utm_medium%3Demail%26utm_campaign%3Dglobal_marketing_leading-effectively_january292020%2520(2)%26utm_content%3D%26spMailingID%3D62856153%26spUserID%3DNDUzNjE1NDg0OTEzS0%26spJobID%3D1803897088%26spReportId%3DMTgwMzg5NzA4OAS2&data=04%7C01%7Clee.fisher%40csuohio.edu%7C67965997e24b45fae74008d9d3013ef2%7Cd7f3e79a943d4aceaeab209030807508%7C0%7C0%7C637772824587143794%7CUnknown%7CTWFpbGZsb3d8eyJWIjoiMC4wLjAwMDAiLCJQIjoiV2luMzIiLCJBTiI6Ik1haWwiLCJXVCI6Mn0%3D%7C3000&sdata=7xLvd9pCRLZbLKX%2FXu%2FxJw9E10z6iKZ0%2FeKudfulmgI%3D&reserved=0)

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[How To Lead In Uncertain Times](https://nam02.safelinks.protection.outlook.com/?url=https%3A%2F%2Fwww.case.org%2Ftrending%2Fhow-lead-uncertain-times%3F_zs%3DAdXkM1%26_zl%3DdSle5&data=04%7C01%7Clee.fisher%40csuohio.edu%7C67965997e24b45fae74008d9d3013ef2%7Cd7f3e79a943d4aceaeab209030807508%7C0%7C0%7C637772824587143794%7CUnknown%7CTWFpbGZsb3d8eyJWIjoiMC4wLjAwMDAiLCJQIjoiV2luMzIiLCJBTiI6Ik1haWwiLCJXVCI6Mn0%3D%7C3000&sdata=srW0vKTjwga7qzgjWevtJWfB3pmi21F47rMCFWd948A%3D&reserved=0)

[Leaders Need A New Playbook](https://nam02.safelinks.protection.outlook.com/?url=https%3A%2F%2Fthriveglobal.com%2Fstories%2Farianna-huffington-company-business-leadership-needs-coronavirus-covid-19%2F%3Futm_source%3DNewsletter_General%26utm_medium%3DThrive&data=04%7C01%7Clee.fisher%40csuohio.edu%7C67965997e24b45fae74008d9d3013ef2%7Cd7f3e79a943d4aceaeab209030807508%7C0%7C0%7C637772824587143794%7CUnknown%7CTWFpbGZsb3d8eyJWIjoiMC4wLjAwMDAiLCJQIjoiV2luMzIiLCJBTiI6Ik1haWwiLCJXVCI6Mn0%3D%7C3000&sdata=Vzwgd5DOyT437Rvsi%2FR2%2BLx%2BKvdFeKvWJiKiSkWGLeg%3D&reserved=0)

[The Boeing 737 Max Crisis Is a Leadership Failure](https://nam02.safelinks.protection.outlook.com/?url=http%3A%2F%2Fnyt.et.e.sparkpost.com%2Ff%2Fa%2F906gGoRtut0NMzW5XgWpHQ~~%2FAAAAAQA~%2FRgRfEuTnP4QNAWh0dHBzOi8vd3d3Lm55dGltZXMuY29tLzIwMTkvMDcvMTcvb3Bpbmlvbi9ib2VpbmctNzM3LW1heC5odG1sP2VtX3Bvcz1zbWFsbCZyZWY9aGVhZGxpbmUmbmxfYXJ0PTEyJnRlPTEmbmw9b3Bpbmlvbi10b2RheSZlbWM9ZWRpdF90eV8yMDE5MDcxOD9jYW1wYWlnbl9pZD0zOSZpbnN0YW5jZV9pZD0xMDk5MCZzZWdtZW50X2lkPTE1MzI2JnVzZXJfaWQ9NDBkMTI0MjkwMThhM2JhMjI2YTc3NTU5YzFmMmFhOGImcmVnaV9pZD03Njg0OTk3N2VtYz1lZGl0X3R5XzIwMTkwNzE4VwNueXRCCgAi518wXbyBn4tSFmxlZS5maXNoZXJAY3N1b2hpby5lZHVYBAAAAAA~&data=04%7C01%7Clee.fisher%40csuohio.edu%7C67965997e24b45fae74008d9d3013ef2%7Cd7f3e79a943d4aceaeab209030807508%7C0%7C0%7C637772824587143794%7CUnknown%7CTWFpbGZsb3d8eyJWIjoiMC4wLjAwMDAiLCJQIjoiV2luMzIiLCJBTiI6Ik1haWwiLCJXVCI6Mn0%3D%7C3000&sdata=9%2F0B3aK5MTp493Lxu6QAhzIuiiCm1OB6bL82QX2%2F47c%3D&reserved=0)

**Leadership/ Decision-Making Books**

***Lawyers as Leaders*** – Deborah Rhode

***Soft Skills for the Effective Lawyer*-** Randall Kiser

***Lead Yourself First*** – Judge Raymond Kethledge and Michael Erwin

***Lean In: Women, Work, and the Will to Lead*-** Sheryl Sandberg

***Grit: The Power of Passion and Perseverance*-** Angela Duckworth

***Thinking Fast and Slow***- Daniel Kahneman

***The Culture Code: The Secrets of Highly Successful Groups*** – Daniel Coyle

***David and Goliath*** - Malcom Gladwell

***Blink: The Power of Thinking Without Thinking*** – Malcolm Gladwell

***Measure What Matters: How Google, Bono, and the Gates Foundation Rock the World with OKRs*** –John Doerr

***The Bureaucratic Entrepreneur –*** Richard Haass

***Nudge***- Richard Thaler and Cass Sundheim

***The Best and Brightest*** – David Halberstam

***Start With Why; How Great Leaders Inspire Everyone to Take Action –*** Simon Sinek

***Leaders Eat Last*** *–* Simon Sinek

***The 7 Habits of Highly Effective People –*** *Stephen Covey*

***When: The Scientific Secrets of Perfect Timing***- Daniel Pink

***Drive: The Surprising Truth About What Motivates Us*** – Daniel Pink

***Good to Great***- Jim Collins

***The Benevolent Dictator-*** Michael Feuer

***Influence: The Psychology of Persuasion*** *–* Robert Cialdini

***Working with Emotional Intelligence-*** Daniel Goleman

***The 21 Irrefutable Laws of Leadership****-* John Maxwell

***Leadership in Turbulent Times* -** Doris Kearns Goodwin

***Dare to Lead-*** Brene Brown

***Leadership and Self-Deception-*** Arbinger Institute

***The Outward Mindset-*** Arbinger Institute

***Think Again*** – Adam Grant