



Leadership In Focus

What is Leadership In Focus?

Leadership In Focus is a video collection of leaders talking about significant challenges they have faced, decisions they have made, and lessons they have learned from the experiences. Videos are organized by topic:

- Taking Charge
- Difficult Conversations
- Vision, Values, and Culture
- Building and Motivating Teams
- Making Ethical Decisions
- Leading Change

A sample of the content is included on the DVD and the full collection can be found on the website:

<http://leadershipinfocus.stanford.edu>

Why should I use Leadership In Focus?

Video cases help to capture the subtleties and emotional challenges of leadership by provoking the discussion and reflection needed for learning about one's own leadership style.

The collection includes eight video cases and three Capstone Perspectives organized by topic (for example, "Difficult Conversations"). Each video case features a leader who faced significant challenges (turnarounds, firing employees, combat in Iraq) and was willing to discuss their decisions, both good and bad. Capstone Perspectives feature very experienced leaders giving their thoughts on leadership topics.

Video cases are five to ten minutes in length and divided into four segments – Challenge, Decision, Results, and Lessons Learned. Videos pause after each segment to allow professors to initiate discussion and learning activities as the situation unfolds.

Each video is accompanied by a Teaching Guide and Teaching Notes that offer background, academic support references, stimulating discussion questions, suggested role plays, writing exercises, group work, and oral presentations. These help make class preparation quick and easy.

This program is produced under the direction of Charles O'Reilly, the Frank E. Buck Professor of Management and Hank McKinnell–Pfizer Inc Director of the Center for Leadership Development and Research at the Stanford Graduate School of Business.

How to Teach with Videos

The videos have deliberate stops that allow for timely and appropriate discussions and classroom activities. Every video has an accompanying Teaching Guide and Teaching Notes that help the professor to prepare and conduct the class with experiential learning and lively discussions. By reviewing the Introduction on the DVD and website, you also will see a video of Professor Charles O'Reilly, who shares his ideas on how he has taught with videos.

Teaching Guide:

This is designed to be brought into the classroom for quick reference and ideas.

Teaching Notes:

These are designed to prepare the professor in advance to teach with the videos. By using a collection of the suggested questions and activities, the professor can make each video segment meaningful and memorable for the students. The Teaching Notes have the following suggested activities:



Discussion Questions:

Ask these questions to the class at large or to particular students. Encourage everybody to participate by seeking the ideas of students with different viewpoints



Role Play:

Role play can be performed by all students participating in small groups simultaneously or by two individuals who perform the role play for the entire class. Follow up with discussion after the role play by having students share insights from the interactions.



Group Work:

Break the class into small groups and have them discuss the questions. Encourage each of the groups to present their conclusions to the class and for other students to question the group conclusions or to consider alternate perspectives.



Writing Exercises:

Writing exercises can be done individually or in small groups. Encourage students to share their writing with the class afterward for discussion. While respecting the ideas presented, encourage students to challenge assumptions.



Oral Presentations:

Oral presentations can be given in front of the entire class or in small groups with one person presenting to each group. Have listeners respond to the leader as they would if they were hearing this presentation in a live situation.