Executives are looking for leadership potential and behaviors in the people they recruit, hire, and promote at all levels of the organization. They know it when they see it, and everyone agrees that we need more of it, but what is “leadership”? Academics who study leadership write:

“The critical issues of leadership are indistinguishable from the critical issues of life, and there’s a lot about life and living that is embedded in leadership. And it is not something that yields easily to analytical frameworks or to two-by-two matrixes, for that matter.”

Industry leaders who live it agree:

“Heart counts for more than any technical skills….. Leadership is about adapting to change, and dealing with people. To be successful you need good interpersonal skills.”

“Leadership is all about intimacy and making personal connections with others.”

“To exert influence, you must balance competence with warmth.”

Leadership is a personal matter. The foundation of leadership is self-awareness. Your leadership has to be congruent with who you are. Leaders are authentic; they know who they are and behave accordingly. They are passionate about their ideas and values.


2 Moghadam, Hamid, Non-Executive Chairman of the Board, Chief Executive Officer, AMB Property Corpration; Co-Chief Executive Officer of ProLogis Inc., ProLogis Trust; Non-Executive Chairman of the Board, President and Co-Chief Executive Officers, AMB Property Corpration; MIT Center for Real Estate, “Leading in the Real Estate Industry” class, 2009.

3 Suter, D, Managing Partner, M3 Capital Partners; MIT Center for Real Estate, “Leading in the Real Estate Industry” class, 2010.

“Leadership is about self-confidence, self-esteem, self-love, and communicating it to others.”

Leadership development is an on-going, process of learning and personal development. Leadership is a life-long process of inquiry and transformation. No leadership “cookbooks” exist. Leadership development is the process of encountering challenges at a new level of complexity and developing new mental models. At the heart of leadership development are reflection, inquiry, and self-directed learning. Each leader is an active participant in her or his own learning.

“The person who cares about your development is you. You have to drive it.”

You are invited to take advantage of all the learning opportunities in the “Leadership in Real Estate” course. You will:

• Develop a deeper understanding of “leadership”;
• Create and articulate your vision;
• Examine and clarify your values;
• Increase your self-awareness;
• Examine your authentic leadership style;
• Create goals and a learning plan to develop your leadership capabilities; and
• Increase your ability to connect authentically with people’s hearts and minds.

You will have conversations with industry leaders to learn from their insights, experiences, and advice. Our guests scheduled for fall 2015 are:

• Sarah Abrams, Senior Vice President & Head of Global Real Estate for Iron Mountain
• Bryce Blair, former Chairman and CEO AvalonBay Communities
• Bryan Koop, Senior Vice-President & Regional Manager Boston Office, Boston Properties
• Hamid Moghadam, Chairman & CEO, ProLogis
• Rob Salafia, Key Note Speaker – Executive Coach Experiential Workshop Designer/Facilitator, Protagonist Consulting Group

5 Aldrich, Peter. co-founder of Aldrich, Eastman, and Walsh (AEW); Chairman & CEO, AEGIS, LLC; MIT Center for Real Estate, “Leading in the Real Estate Industry” class, 2010.
7 Sarah Abrams, Senior Vice President and Head of Global Real Estate for Iron Mountain; former President, Fidelity Real Estate Company; MIT Center for Real Estate, “Leading in the Real Estate Industry” class, 2010.
**Requirements** for the leadership course:

1) Participation (mental, verbal and physical).
2) Punctuality.
3) Required readings, assignments, exercises, and assessments.
4) Familiarity with guests’ biographies and descriptions of companies, formulation of discussion questions, and participation in conversations with guests.
5) Reflections (1 page) about how each guest informed, influenced, reinforced, and/or challenged your “leadership point of view”.
6) Leadership development goals and learning plan.
7) 5-minute oral presentation to small group with the goal to “connect”.
8) Reflection papers (1 page each).

**Books to Purchase at the MIT COOP:**

Author: BRADBERRY  
Title: EMOTIONAL INTELLIGENCE 2.0  
isbn: 978-0-9-7432062-5

Author: ARBINGER INST.  
Title: LEADERSHIP+SELF DECEPTION  
isbn: 78-1-5-7675977-6

Author: SU  
Title: OWN THE ROOM  
isbn: 978-1-4-2218393-9

**Reflection Papers:**

1) One page; do NOT regurgitate or evaluate what the guest said. Think about what made an impact on you. What are the implications for you and your leadership? What did you learn about yourself?

2) e-mail paper as an attachment, and the name of the file should be YOUR LAST NAME -- GUEST LAST NAME, e.g., Smith – Moghadam; send to gschuck@mit.edu.

**NO late papers accepted without permission from instructor.**

NO “Listeners”, no exceptions.

**% Final Grades:**

35% -- Class participation  
40% -- Assignments, reflections & readings
25% – Small group “connect” presentations

Criteria\textsuperscript{8} for Final Grade:

- **A** = stellar performance. Exceptionally good performance, demonstrating a superior understanding of subject matter, a foundation of extensive knowledge, and a skillful use of concept and/or materials; fulfilling course requirements.
- **B** = good performance. Capacity to use the appropriate concepts, good understanding of the subject matter; fulfilling course requirements.
- **C** = adequate performance. Demonstrating adequate understanding of the subject matter; fulfilling course requirements.

\textsuperscript{8} Determined in accordance with MIT guidelines.
Leadership in Real Estate

SYLLABUS Fall 2015

September 9  INTRODUCTION & 1ST IMPRESSIONS

September 14  GUEST: Hamid Moghadam, Chairman & CEO, ProLogis, Corporate in San Francisco; was cofounder, Chairman and CEO of AMB Property Corporation®.

September 16  VISION & VALUES

Exercises:
Complete the following exercises, submit as an email attachment, and be prepared to discuss in class.


SUBMIT:
1. Reflection: Moghadam
2. Your Obituary
3. Your Vision & Values
4. Reflection: Your Vision & Dream Test

September 21  SELF-ASSESSMENT & DEVELOPMENT PLAN

Reading:

Assessments:
Complete the following assessments. Submit a reflection paper; what did you learn from the assessments? Come to class prepared to discuss.
1) **IDENTITY QUADRANTS**. STELLAR. Who are you in each of the four quadrants on page 44? Write characteristics, traits, attributes, and adjectives. In Chapter 4, “Identity: Who do you think you are?” MOJO: How to Get It, How to Keep It, How to Get It Back if You Lose It, Hyperion: New York.


3) **LISTENING**

4) **BODY LANGUAGE**: “Your Body Language Shapes Who You Are”; Amy Cuddy

https://www.ted.com/talks/amy_cuddy_your_body_language_shapes_who_you_are

**SUBMIT:**

1. Reflection: Self-Assessments
   a. Identity Quadrants – Who are you?
   b. How emotionally intelligent are you?
   c. How well do you listen?
   d. What does your body language say about you?

2. For your leadership development plan create four SMART goals relating to each of the four assessments.

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**September 23**

**LEADERSHIP & SELF-DECEPTION**

Reading:


**SUBMIT:**

1. Examples of when you were “in the box” and when you were “out of the box”.

2. Add another goal(s) to your leadership development plan about learning to be “out of the box”.

3. Accountability log regarding your leadership development goals.

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**September 28**

**LEADERSHIP STORYTELLING**

**GUEST: Rob Salafia**, Key Note Speaker – Executive Coach Experiential Workshop Designer/Facilitator, Protagonist Consulting Group

Readings:

SUBMIT:
1. Add another goal(s) to your leadership development plan about learning to be more present, more expressive, a better storyteller.

September 30

LEADERSHIP PRESENCE

Reading:
   • Chapter 1: Finding Your Signature Voice, pp. 15-36.
   • Chapter 2: How Do I Get to Signature Voice, pp. 37-54.
   • Chapter 3: Assumptions: Mental Conditioning, pp. 55-88.
   • Chapter 4: Communication Strategies: Skill Conditioning, pp. 89-122.
   • Chapter 5: Energy: Physical Conditioning, pp. 123-152.
   • See Appendix: Signature Voice Toolkit (p. 191-199) for ideas about how to develop your Signature Voice. There might be goals in the Toolkit to include in your leadership development plan.

SUBMIT:
1. Reflection: Leadership Presence and Experience with Guest (Rob Salafia)
2. Drill: What is Your Baseline ACE?, p. 52-53. Submit examples of your behavior in two situations using the ACE model.
3. Add another goal(s) to your leadership development plan about how you will learn to develop your signature voice.
4. Accountability log regarding your leadership development goals.
October 5  GUEST: Bryce Blair, former Chairman and CEO AvalonBay Communities

October 7  VULNERABILITY & ENERGY

Readings:
   • What it Means to Dare Greatly, pp. 1-3
   • Introduction: My Adventures in the Arena, pp. 4-16
   • Chapter 1: Scarcity: Looking Inside Our Culture of “Never Enough”, pp. 18-30
   • Chapter 2: Debunking the Vulnerability Myths, pp. 32-56

SUBMIT:
1. Reflection: Blair
3. Reflection: How did these readings influence your leadership point of view? How vulnerable are you? How vulnerable should you be? What energy do you bring to the room?
4. Add another goal(s) to your leadership development plan about your vulnerability and energy.
5. Accountability log regarding your leadership development goals.

October 9 (& 14)  CONNECT

Small group meetings; 3-hour block of time for each group. Schedule to be determined.

October 12  NO CLASS  (HOLIDAY)

October 13  GUEST: Sarah Abrams, Senior Vice President & Head of Global Real Estate for Iron Mountain.
October 14  CONNECT

Small group meetings; 3-hour block of time for each group. Schedule to be determined.

October 19  GUEST: Bryan Koop, Senior Vice-President & Regional Manager Boston Office, Boston Properties.

SUBMIT:
1. Reflection: Final (Assignments, Discussions, Guests, “Connect” Experience)
2. Completed Leadership Development Plan and final Accountability log.

October 21  FINAL REFLECTION