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 Corporation; Co-Chief Executive Officer of ProLogis Inc., ProLogis Trust; Non-Executive Chairman of the Board, President and Co-Chief Executive Officers, AMB Property Corporation; 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 2016 are:

- Sarah Abrams, Senior Vice President & Head of Global Real Estate for Iron Mountain.
- Bryan Koop, Executive Vice-President & Regional Manager Boston Office, Boston Properties.
- Hamid Moghadam, Chairman & CEO, Prologis.
- Judith Nitsch, Founding Principal, Neitch Engineering.
- Rob Salafia, Executive Coach, 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). Be present.
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 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

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\(^8\) 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.

\(^8\) Determined in accordance with MIT guidelines.
The **WCC at MIT** (Writing and Communication Center) offers **free** one-on-one **professional** advice from **communication** experts. The WCC is staffed completely by MIT lecturers. All have advanced degrees. All are experienced college classroom teachers of communication. All are all are published scholars and writers. Not counting the WCC’s director’s years (he started the WCC in 1982), the WCC lecturers have a combined 133 years’ worth of teaching here at MIT (ranging from 4 to 24 years). The WCC works with **undergraduate, graduate students, post-docs, faculty, staff, alums, and spouses.** The WCC helps you strategize about all types of academic and professional writing as well as about all aspects of oral presentations (including practicing classroom presentations & conference talks as well as designing slides). **No matter what department or discipline you are in,** the WCC helps you think your way more deeply into your topic, helps you see new implications in your data, research, and ideas. The WCC also helps with all **English as Second Language** issues, from writing and grammar to pronunciation and conversation practice. The WCC is located in **E18-233, 50 Ames Street**. To guarantee yourself a time, make an appointment. To register with our online scheduler and to make appointments, go to [https://mit.mywconline.com/](https://mit.mywconline.com/). To access the WCC’s many pages of advice about writing and oral presentations, go to [http://cmsw.mit.edu/writing-and-communication-center/](http://cmsw.mit.edu/writing-and-communication-center/). Check the online scheduler for up-to-date hours and available appointments.
Leadership in Real Estate

SYLLABUS Fall 2017

September 6
INTRODUCTION & 1ST IMPRESSIONS

September 11
GUEST: Hamid Moghadam, Chairman & CEO, Prologis.

Reading:

September 13
VISION & VALUES

Readings & Exercises:
Complete the following exercises, submit as an email attachment, and be prepared to discuss in class.
3. Hubspot’s organization culture and values: http://www.slideshare.net/HubSpot/the-hubspot-culture-code-creating-a-company-we-love

SUBMIT:
1. Reflection: Moghadam
2. Your Vision
3. Reflection: How well did Your Vision score on the Dream Test? Tell someone else your vision and have them score the Dream Test. How did that compare to your score?
SELF-ASSESSMENT & DEVELOPMENT PLAN

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

Reading:

Self-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. Pp. 44-50 (end reading after third paragraph on p. 50).
3) **ACTIVE LISTENING SKILLS**: Chapter 4, The Ohio Principals Leadership Academy, 2002, pp. 33-41.
5) **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
LEADERSHIP PRESENCE

GUEST: Rob Salafia, Executive Coach, Protagonist Consulting Group

Readings:
2. Treasure, J. How to speak so that people want to listen, TEDX, 9:54 minutes. https://www.ted.com/talks/julian_treasure_how_to_speak_so_that_people_want_to_listen
3. What makes a good story?

SUBMIT:
1. Reflection: Koop
2. Reflection Paper: Self-Assessments
   a. How emotionally intelligent are you?
   b. How well do you listen?
   c. How balanced is your life?
   d. What does your body language say about you?
   e. What are the two goals for your ideal self personally and professionally?
3. Personal/Professional Balance Sheet
4. SMART Goals & Accountability Log.

GUEST: Judith Nitsch, Nitsch Engineering, Founding Principal and Chairman

Reading:
September 27  LEADERSHIP DEVELOPMENT PLAN

Reading:
2. “Level 5 leadership”, MindTools.

SUBMIT:
1. Reflection: Nitsch.
2. Leadership Development Plan: SMART goals and accountability log.

October 2  GUEST: Sarah Abrams, Senior Vice President & Head of Global Real Estate for Iron Mountain.

Reading:

SUBMIT:
2. Accountability Log.

October 4  LEADERSHIP & SELF-DECEPTION

SUBMIT:
1) Reflection: Abrams
2) Reflection: Leadership & Self-Deception

October 9  NO CLASS  (HOLIDAY)

SUBMIT:
2. Accountability Log.
October 10-13  CONNECT SESSIONS

Small groups meet outside of class. 3-hour block of time for each group. Schedule to be determined.

SUBMIT:
1. Reflection: What did you learn about “connecting” and the implications for your leadership?

October 16  LEADERSHIP MINDSET & VULNERABILITY

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

Assessment:

October 18  REFLECTION ON LEADERSHIP

SUBMIT:
1. Final Reflection Paper.