LEAD: A High-Touch Global Online Certificate Program

- Cutting-Edge Content from World-Class Stanford Faculty
- Academically Rigorous
- Shaping the Future of Business Education Through Experimentation & Innovation
- Authentic GSB Experience, Flexible Model
- Deeper Learning, Greater Impact
Program Design: Approach

Learn online: you choose when, where, and how.

Gain skills and strategies from world-class Stanford GSB faculty.

Put newfound strategies and insights to work right away in your company.
Program Design: Community and Networking

- **Class-wide** Live Events and Activities
- **Team-Building** Exercises
- Coaching and **Leadership** Development
- Ongoing **Experimentation** with New Tools and Learning Models
- **Industry** Guest Speakers and Panels
Program Design: Certificate Requirements

- **Full Certificate Commitment**
- **8 Courses Required to Earn the Certificate**
  - 3 Required Foundation Courses and 5 Elective Courses
- **2 Courses Per Quarter = 1 Year to Complete**
  - Extension up to 1 additional year to complete courses
- **Average Time Commitment Per Week = 4 hours**
- **Mix of Self-Paced, Live, Coaching, Group Activities & Projects**
Courses

Foundation (all three required)

Financial Innovation: The Creation of Value taught by Peter DeMarzo
Critical Analytical Thinking taught by Haim Mendelson
Strategic Leadership taught by William Barnett and Jesper Sørensen

Elective (select five)

Mobilizing for Strategic Change: A Toolkit taught by Huggy Rao
Startup Garage for Intrapreneurs: Design taught by Stefanos Zenios
The Innovation Playbook taught by Jennifer Aaker
Getting (More of) What You Want by Margaret Neale
Startup Garage for Intrapreneurs: Launch taught by Stefanos Zenios
Business Model Analysis and Design taught by Haim Mendelson
Building Power to Lead taught by Jeffrey Pfeffer
Designing Organizations for Creativity and Innovation taught by Sarah Soule
Leading Effective Teams taught by Larissa Tiedens
Customer Experience Design: A Neuroscience Perspective taught by Baba Shiv and Janaki Kumar
Ongoing Development and Experimentation

Technology
We are actively exploring new tools as well as developing current technologies in use.

- NovoEd
- Avaya
- Adobe Connect
- Mural.ly
- Slack
- Whatsapp
- Qualtrics
- Zaption
- Whispercast

Live Sessions
We continue to optimize live sessions based on a number of criteria.

- Session Activity Goals
- Time Zones
- Faculty Preferences

Course Development
We are keeping a pulse on the participants’ journeys to calibrate as we go.

- Hard vs Soft Deadlines
- Course Design (UI, UX, Pedagogy)
- Grading Criteria
- Faculty and TA/Coach Feedback
- Peer Feedback
- Team Formation
(Un)Expected Outcomes

- High retention rate
- Students spending on avg 6 hours per course per week (expected 3)
- Reviewing & digging deeper into content
- High demand for “engagement”
  - Live participation was 35%-60%
- Online learning leading to greater mastery, similar to MBA courses
- Higher interaction than even MBA classes
- New insights for faculty on how to teach across all programs
- Live sessions require a new approach for faculty
Collaborative Learning Focus
Project-Based Learning in Globally-Distributed Teams

Stanford Graduate School of Business
Online Collaborative Whiteboarding

How might we... Help Agnes, a 67 year old female living alone with early stage Alzheimers, remember to take her pills so that she can remain independent as long as possible.

Privacy issues
Too difficult to use for the age
Difficult adoption for high tech
Price: $$$ (expensive, especially for older)
Not able to know if they are wearing it

Service for calling the people
Notifications from doctors
Alarm and alerts
Dog-walking example

Unhappy about having a big poster on the wall (embarrassed)
May get too used to it and forget it's there

A network of caregivers and similar patients (community)
Type of service: Naps or Facetime for when they need to take their pill, could be a phone call too.

A digital clock that tracks patient and sends every x hours
Isn't aware

A bracelet that tracks patient and sends every x hours
Notifications

A network that would remind the user
Refuse to wear the gadget

A reminder that tracks the patient

A reminder to keep the pills

Notifications

Prinntable

Rewearable. With sensor to connect to where the pills

Prepackaging the pills and color coded. Wearable would light up with the color of the pill

Regular pill box with a sensor. If each comeside the pills are not removed, alarm would go off.

Fittel like wearable. With sensor to connect to where the pills

Wearable: You could put in your lap, like a key chain. Combine with sensor

Sensor

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# Social Learning Platform

## Team Activities

<table>
<thead>
<tr>
<th>By Team</th>
<th>Messages Sent</th>
<th>Documents Created</th>
<th>Meetings Scheduled</th>
<th>Posts on Team Profile</th>
<th>Assignments submitted</th>
</tr>
</thead>
<tbody>
<tr>
<td>Elderly Care</td>
<td>290</td>
<td>22</td>
<td>12</td>
<td></td>
<td>9</td>
</tr>
<tr>
<td>Film &amp; TV Res...</td>
<td>62</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>8</td>
</tr>
<tr>
<td>Internet Ban...</td>
<td>200</td>
<td>6</td>
<td></td>
<td></td>
<td>8</td>
</tr>
<tr>
<td>Overtake Acc...</td>
<td>191</td>
<td>24</td>
<td>15</td>
<td></td>
<td>8</td>
</tr>
<tr>
<td>Sedentary Wo...</td>
<td>79</td>
<td>7</td>
<td>2</td>
<td></td>
<td>8</td>
</tr>
<tr>
<td>Team Persevere...</td>
<td>84</td>
<td>5</td>
<td></td>
<td>8</td>
<td>8</td>
</tr>
<tr>
<td>Venture Capi...</td>
<td>226</td>
<td>12</td>
<td>10</td>
<td>1</td>
<td>8</td>
</tr>
</tbody>
</table>
Threaded Discussions with Social Features

Discussion

Naïveté or Boldness Discussion
Mobilizing for Strategic Change  Teaching Assistant

Possible Topics for Discussion
1. What are the main arguments Foley is trying to counter? That is, what are the reasons and rationalizations she needs to address?
2. What levers/arguments can Foley use to check her own reasoning and motivation, to influence the CEO, and how might they be informed by an understanding of the biases to which Foley and her CEO are most vulnerable?
3. So what should Foley do and say?

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Most Recent  Most Liked

Aug 01

The main argument is that the consultant’s analysis is not accurate and therefore his recommendation may not be the only possible approach to the situation. I don’t think she should immediately approach on those terms, she needs to get as much information as possible from the consultant, internal CFO and other sources and validate that the interpretation of the... More »

2  Like  Comment

Aug 04

I agree wholeheartedly with Mark. Data is needed here and a rational, non-emotional discussion. I think she should also find another case (or cases) of where this scenario happened and use that data, if possible. By seeing real-life examples play out of the problem you’re facing, it can help you in making the best decision. After watching the Persuasion video,... More »

2  Like  Comment

Aug 05

It seems like there is very little communication within the organization. The CFO needs to be involved in the decision and he holds the keys to many of the questions. Is it a financially sound business? Can they survive? does it make sense for the current overall strategy?... More »

2  Like  Comment

Course Outline  Course Policies  Additional Resources
Ideation and Prototyping

The Party Poppers™ design team led a multi-disciplinary concept development workshop. Participants included those in technical applications/operations, marketing, sales, R&D, design, product development departments, as well as agency partners. Design tools, methods, and frameworks were used to guide the team through an extremely engaging ideation process.

Identifying the Human-Centered Value Opportunity

- Identify the Value
- Communicate the Value
- Deliver the Value
JetBlue made a number of management changes after the February 2007 ice storm. The most important was the appointment of Russell Chew as chief operating officer in March. Chew had been chief operating officer of the FAA, and before that was managing director of American Airlines' System Operations Center. Chew brought in experienced managers from other airlines, particularly those with operations expertise. The most immediate change was to recognize that cancelling flights early could benefit both the customer and the company. Bonny Simi, an E190 captain and JetBlue's director of customer experience and analysis, commented on the impact of pre-
Interactive Branching Exercise

<table>
<thead>
<tr>
<th>Product</th>
<th>Units Sold</th>
<th>Satisfied Customers</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Online</td>
<td>In Stores</td>
</tr>
<tr>
<td>1</td>
<td>14</td>
<td>62</td>
</tr>
<tr>
<td>2</td>
<td>13</td>
<td>74</td>
</tr>
<tr>
<td>3</td>
<td>30</td>
<td>93</td>
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<tr>
<td>4</td>
<td>344</td>
<td>134</td>
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<tr>
<td>5</td>
<td>11</td>
<td>112</td>
</tr>
<tr>
<td>6</td>
<td>214</td>
<td>100</td>
</tr>
<tr>
<td>Total</td>
<td>626</td>
<td>575</td>
</tr>
</tbody>
</table>

We are going to go over the analysis in more detail, but let’s start by looking at the data from a high level.

What would be your overall high-level conclusion about the effect of the sales channel (online vs. stores) on customer satisfaction? Choose one option.
A. There is no relationship between sales channel and customer satisfaction.
B. Selling in stores is associated with higher customer satisfaction than online.
C. Selling online is associated with higher customer satisfaction than stores.

Indeed, when we look at the aggregate data, in-store sales (68.3% of customers are satisfied) are associated with higher customer satisfaction than online sales (62.5%).

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% of Satisfied Customers: 62.5% vs. 68.3%

Now let’s look at the data on a product by product basis.

Which channel has a higher OVERALL percentage of satisfied customers?
A. Online
B. Stores
C. They are the same.
NetApp Case Discussion

What was NetApp's initial scope?

- Aggressively horizontal
- To make general purpose file servers and sell to large companies
- To stay within their vertical
- To sell specialized servers to small businesses and workgroups within large companies
- To compete head-on with Sun Microsystems

Wim: It seems to me that it also is possible that growth is needed to fund the company in order to afford it to continue to exist? Reply Delete

Fernando Vizcaino: I also agree with mark. Reply Delete

Rodrigo Barros: One issue that I always had trouble to understand is the first move advantage. We have many examples when this advantage was elusive such as in the case of My Space, Lotus 123, and even Apple in the past. I would love to learn more of when

Enter your comment here Post
Interactive Video with Branching

Network Effects and Platform Adoption

Is point B an equilibrium point?
- Yes, point B is an equilibrium point.
- No, point B is not an equilibrium point.

Submit
Recommendations for Faculty (After 1st Quarter)
From Faculty Director, Peter DeMarzo

- While the expectation is that students will stay on a weekly schedule in the courses, opening modules early (when possible) so that students have the flexibility to get ahead when necessary due to travel or other upcoming obligations is best practice.

- Attendance at live sessions is running 40-50%. The primary reason students are missing live sessions is existing work obligations. A significant fraction of those who miss the live session are watching the video ex post. But if the content of the session is critical to making appropriate progress in your class, you might consider making attending or watching the video mandatory.

- Having repeats of the live sessions does not seem to meaningfully boost total attendance (but rather divides it). Varying times for different sessions, however at least ensures that we aren’t consistently handicapping specific time zones.

- Students have become comfortable using Avaya for live sessions. We will experiment this quarter with Adobe Connect and report what we learn.

- There are many steps that must occur between the completion of video content by the faculty and implementation in NovoEd as a coherent course. We encourage you to work closely with your IDs and Jenn, and to review the NovoEd content for clarity and continuity well before your course launches.
Community Building

Survey says...

83% want to feel more connected to others in the LEAD program

This photo was shared in the participant-created Travel Diary in late May 2015.
Building Community on Social Media

A week cycling across the French Alps came to an abrupt end when I stacked coming down Col de la Fer and broke my arm - Annecy is a beautiful place to spend time catching up on assignments but I had to finish them en route back to Sydney - fortunately the A380 has wifi so I was able to submit an assignment from 39,000 ft - some photos to share with my esteemed Stanford friends - Regards Rod

This one was long overdue. Thanks for the jacket Stanford GSB. It's great being a LEAD pioneer