

Mgmt 180: INTERPERSONAL COMMUNICATION FOR LEADERS

The UCLA Anderson School of Management
Mondays & Wednesdays; class times and classroom as specified

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Office hours welcome, by appointment

Course Description

Being effective as a manager or leader depends on interpersonal skills, e.g., in getting jobs or promotions, in negotiations, in conflicts, in managing one's boss, one's peers, one's subordinates, in getting support for an initiative, in influencing investors or board members, in gaining customers, or in keeping them.

This course focuses on proven methods for succeeding in 1-1 interactions, small groups, and large audiences. Topics include accelerating trust and rapport, the best question-asking strategies, executive communication skills, strengthening leadership presence, strengthening your relationships, network and reputation, and staying poised under pressure.

We draw on research and practice across a wide range of organizational and individual differences. Concepts will be presented in readings and lecture pieces, but developing these skills requires practice. Therefore the course design emphasizes improving practical skills through exercises, practical activities, simulations and reflective analysis.

Course Materials

Required Text: *Real Influence: Persuade without Pushing and Gain without Giving In*, by Mark Goulston and John Ullmen (New York: Amacom).

Many other handouts and readings will be distributed in class to students. To eliminate any additional costs to students, all additional readings, videos, handouts, etc., will be provided free of charge to officially enrolled students.

For some preview/sample videos of the types of topics we will cover in class, see links below.

PLEASE NOTE: Students often also take my other course Mgmt 182 Leadership Principles and Practices. In case you are interested in both, I have designed them to be entirely different, with different assignments, activities, materials, readings, etc.

Course Grading

Your grade for the course will be based on these elements:

Your grade on the "Quizzes"	(20% of the final grade)
Your grade on "Class Activities & Discussion"	(50% of the final grade)
Your grade on "Self-Assessment and Feedback"	(10% of the final grade)
Your "Final Exam" grade	(20% of the final grade)

Quizzes. There will be occasional short quizzes addressing concepts, theories, and facts from the class readings, lectures, and discussions.

Class Activities & Discussion. There will be a number of activities, simulations and exercises in class to reinforce the learning material and enable you to apply course tools and concepts in your career. You

are expected to fully participate in these activities, for your own benefit and also for the learning benefit to others in the class.

Every session of the course involves interaction in the form of class activities, exercises, simulations and discussion, which is an important part of the learning process. To attain a rich and flexible understanding of the concepts, you need to become actively engaged with the material by reading the material and preparing before class—in other words, be actively involved in the learning process. You will be able to try out your ideas and insights in class discussions and exercises.

Self-Assessment and Feedback. There will be occasional brief assignments to assess your own performance and learning, and to give feedback to others.

Final Exam. Occurs in the final session to assess your mastery of material from the entire course.

Class Attendance

If you miss a class, you are responsible for letting your instructor know ahead of time. Please know that due to the nature of the topics we cover, and the learning methods that include interpersonal and group interaction, simulations, etc., absences can have a negative impact on your grade. If you miss a class session, be sure to obtain class announcements, information, handouts, and materials from your classmates.

Computer Use, Phones, Tablets, etc.

Laptops should be closed and mobile phones and any internet devices should be not used during class unless the instructor directs you to use them.

COURSE OVERVIEW

WEEK #1 KEYS TO EFFECTIVE COMMUNICATION

This week introduces key elements of effective communication, and initial activities, practice and feedback.

WEEK #2 BUILD AUTHENTIC RAPPORT & PROMOTE POSITIVE EXPECTATIONS

Building rapport is important at the beginning of professional relationships, and maintaining it is just as important, as you manage disagreements, conflicts and other tensions that arise in the course of working with others.

Without realizing they are doing it, managers often inspire neutral or negative expectations of themselves in others. Those expectations can pertain to professional competence, personal character, or other matters.

WEEK #3 EXPAND MUTUAL VALUE

“Win-win” outcomes—whether in collaborative projects, negotiations, professional disputes, competition for resources, or other conflicts—are easier described than accomplished. They come much more readily when a healthy relationship foundation is already in place.

WEEK #4 PURPOSE & POISE

Managers often complain of not having the impact they deserve, of not being seen or heard accurately, of having their contributions “stolen” by others. But lack of impact is often rooted in lack of clarity about one’s purpose, tactically or strategically, personally or professionally.

Effective managers and leaders tend to remain in control of themselves, focused and highly functional even in high-pressure environments.

WEEK #5 PROJECTION & IMPACT

When one has an idea, an initiative, a proposal, an objection—anything important one wants to communicate—it needs to be projected in a way that is heard clearly and accurately, despite the many types of barriers and distractions that can get in the way.

A gap between exists between one's intentions, and the impact one has on others. Managers tend to overestimate that gap, often severely, creating dangerous blindspots regarding their effectiveness.

WEEK #6 INTEGRATION; DEVELOPING STRONG EXECUTIVE PRESENCE, DESPITE STRESS, PRESSURE AND UNCERTAINTY

This week integrates concepts and applications from the entire course and adds the final elements of how to continue to strengthen your leadership presence to inspire confidence in others regardless of how challenging the people or situations your encounter may be.

ABOUT YOUR PROFESSOR

John Ullmen, PhD is an internationally acclaimed executive coach and on faculty for many years at the UCLA Anderson School of Management.

He received the *Teaching Excellence Award* multiple times from the Executive MBAs, which recognizes “the faculty member who has had the most positive impact on you, contributing to your knowledge, business acumen and world view.”

Over the past two decades, Dr. Ullmen has coached senior leaders and CEOs spanning a wide range of Fortune 500 firms and industry leaders in technology, entertainment, consumer products, healthcare, biotech, finance, banking, real estate, professional services, media, defense and government agencies.

A sampling of clients include Apple, Amgen, ADP, Cisco, Disney, Johnson & Johnson, Activision, Bank of America, Kaiser-Permanente, Providence Health & Services, ADP, St. Jude Children's Research Hospital, Frito-Lay, Northrop Grumman, Genentech, Nvidia, Nike, Yamaha, Raytheon, Bain & Company, Deloitte, Merrill Lynch, Citibank, Abbott, Swissport, NASA, and many others.

His book *Real Influence: Persuade Without Pushing and Gain Without Giving In*, coauthored with Mark Goulston, MD, is in print around the world in many languages and was selected as one of the “Top 30 Books in Business” of the year by the leading business executive summary firm.

His video programs on LinkedIn Learning have hit #1 out of many thousands of other programs, and been selected for featured lists: *Leadership Presence in Action, Executive Influence, Developing Executive Presence; Executive Leadership Fundamentals; Influencing Others; Creating Personal Connections; Mindfulness; Communication Foundations; Executive Coaching; Working with an Executive Coach; Connecting with Executives.*

Dr. Ullmen began his career as a U.S. Air Force Officer and lead systems engineer in a Joint Chiefs of Staff top-secret intelligence program.

He holds a B.S. from the U.S. Air Force Academy, a Master of Public Policy from Harvard University, and a Ph.D. in Organizational Behavior from UCLA. He lives in Woodland Hills, CA.

Sample video programs by Dr. Ullmen:

Please note that you can have full access at no cost, to all of these programs in their entirety, as officially enrolled students in the course. You will receive access instructions in class.

Leadership Presence in Action

<https://www.linkedin.com/learning/leadership-presence-in-action>

Executive Influence

<https://www.linkedin.com/learning/executive-influence/>

Executive Leadership

<https://www.linkedin.com/learning/executive-leadership>

Developing Executive Presence

<https://www.linkedin.com/learning/developing-executive-presence>

Influencing Others

<https://www.linkedin.com/learning/influencing-others>

Creating Personal Connections

<https://www.linkedin.com/learning/creating-personal-connections>

Executive Coaching

<https://www.linkedin.com/learning/executive-coaching>

Working with an Executive Coach

<https://www.linkedin.com/learning/working-with-an-executive-coach>

Connecting with Executives

<https://www.linkedin.com/learning/connecting-with-executives-2>

Mindfulness

<https://www.linkedin.com/learning/mindfulness>

Communication Foundations

<https://www.linkedin.com/learning/communication-foundations-2013>