Management 799: Leadership in Challenging Times

How do the most effective leaders guide their people and organizations through challenging times?

**Purpose:** To leverage academic research and leaders’ real-life experiences to enhance participants’ knowledge and skills for shepherding organizations through challenging times.

Research and experience confirm that as uncertainty and setbacks mount, leadership matters more than ever. As the coronavirus, economic challenges, racial inequity, natural disasters, and technology disruptions cause extended periods of volatility or even calamities for firms and organizations of all kinds, resilience, redirection, and recovery depend more on leadership, informed by both practical experience and academic insight. Drawing on Wharton’s faculty and leaders from business, philanthropy, and beyond, the course emphasizes vital leadership capabilities including strategic direction, timely action, and persuasive communication, providing a roadmap for navigating through crises and challenges – and for emerging more determined, more effective, and more resilient.

**Participants:** A half-credit, pass/fail course for Wharton MBA and Executive MBA students, and for participants in Wharton’s 78th offering of the Advanced Management Program.

**Faculty & Guests:** The course includes distinguished faculty experts, including Wharton Dean Erika James, and leading practitioners, including Kat Cole, chief operating officer of Focus Brands; Tricia Griffith, CEO of Progressive Insurance; Alex Gorsky, CEO of Johnson & Johnson; Robert Katz, CEO of Vail Resorts; Dr. Judith Rodin, former president of the Rockefeller Foundation and the University of Pennsylvania; Darren Walker, president of the Ford Foundation.

**Penn Support:** The course is organized and supported by the McNulty Leadership Program with assistance from Classroom Technology, Department of Management, Wharton Executive Education, and Wharton Leadership Advisory Board.

**Offering:** Fourth quarter, 2021, Wednesdays, 3 to 5:50 pm; March 17, March 24, March 31, April 7, April 14, April 21, April 28

**Delivery:** Synchronous (live) via Zoom, with Wharton faculty, executive speakers, research, polling, and problem-solving exercises.

**Faculty Organizers:**

Jeffrey Klein  
Lecturer, The Wharton School  
Executive Director, McNulty Leadership Program

William P. Lauder  
Lecturer, The Wharton School  
Executive Chairman, The Estée Lauder Companies

Michael Useem  
Professor, The Wharton School  
Faculty Director, Center for Leadership and Change Management