

Bates College Short Term 2018
Practicum in Brand Culture Building

“Train people well enough so they can leave. Treat them well enough so they don’t want to.”

Sir Richard Branson

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Office Hours: M-Th outside class times 7-5 by appointment
Grading: Satisfactory / Unsatisfactory
M 1-4, T 9-1, W 8-6, Th 9-1

Rationale: The Purposeful Work Practitioner-Taught Courses expose students to more practical and applied areas of study than are available within the liberal arts curriculum. Practitioners-in-Residence, usually Bates alumni, teach applied knowledge and skills in their field of expertise. Topics vary across the disciplines and industries. Students develop final products that contribute to their current and future career exploration and preparation for future work.

Course Overview The purpose of this course is to invite students behind the scenes of brand culture consultants in an effort to not only humanize intimidating large corporate cultures, but also to arm students with tools to objectively observe and evaluate cultures or contribute, manage and build-from-scratch smaller cultures in which they may find themselves after graduating.

Learning Outcomes

1. Come to appreciate that brand-driven cultures are always the product of humans
2. Recognize that a culture's effect, large or small, negative AND positive, on healthy humans is nearly unavoidable but, often times, understandable
3. Learn how to evaluate one's own role in relation to personal / local brand-driven cultures
4. Trigger or excite an existing fascination with the role that humans have played in developing myriad brand-driven type cultures throughout history
5. Practice methodically observing, measuring and analyzing humans in a variety of brand-driven culture situations
6. Learn how to ideate and communicate a specific plan to build, maintain or shift a brand culture in order to better align and prepare a collection of humans that make up an organization to meet the challenges of today's marketplace
7. Constructively evaluate and critique other students' observations, insights, methodologies and plans in a way that is consistent with the "micro-culture" of this Short Term group

Format and Procedures

The course meets Mondays, Tuesdays, Wednesdays and Thursdays each week. Monday and Tuesday's classes will be lecture and discussion formats in the classroom from 1-4pm and 9-1pm respectively. Wednesday's sessions will be full days off campus visiting local companies and parks. Thursday's session will be back in the classroom for a workshop-style session where we will apply the concepts that were learned and observed earlier in the week.

In addition to the four days of group learning, students will be encouraged to develop a daily "curiosity practice". In the same way that we might nourish our minds with a meditation practice or our bodies with a sports practice, curiosity and the fluidity with which we absorb new concepts can be improved greatly with practice. That said, there will be reading and writing homework everyday. Reading and/or writing daily is what many Brand Consultant

do to keep our brains well trained to see, hear and feel what others don't. It is our passion...and it happens to be our job too. We will talk more about this on the first day.

Assumptions

This course is based on a practice of using the design process to develop solutions for emotionally driven business challenges. This process is messy and uncertain and it required us to learn how to be present, ready, and able to learn from those uncertain moments all that which we would have missed had we approached the challenge more predictably. In the last decade there has been a small chorus singing that an MFA the new MBA... This course will certainly leave you thinking that there might be some truth to that.

Course Requirements

The following 4 books make up the core reading. The day-to-day reading requirements as well as other readings, videos or podcasts not listed below will be assigned at the end of each week on Thursdays based on the pace of the class. Materials outside of these 4 books will be made available on Lyceum.

Chouard, Yvon (2005 or 2016) *Let My People Go Surfing: The Education of a Reluctant Businessman*. New York: Penguin Press.

Dweck, Carol (2007). *Mindset: The New Psychology of Success*. New York: Ballantine Books.

Gorman, Leon (2006). *L.L.Bean, The Making of An American Icon*. Boston: Harvard Business School Press.

Mackey, John and Sisodia, Raj (2014). *Conscious Capitalism: Liberating the Heroic Spirit of Business*. Boston: Harvard Business Review Press.

Please note: The L.L. Bean book, *L.L.Bean, The Making of An American Icon* was given to each of us by L.L.Bean with the explicit expectation that all students visiting the factory and executive offices **read the entire book cover-to-cover** before visiting. Out of respect for L.L.Bean's generosity, culture and our fellow Bates Alums, this is the least we can do for them.

Perhaps this can be the start of an informal graduation requirement, much like the Puddle Jump, but for now, it will be our way of being grateful and respectful.

This is a satisfactory / unsatisfactory course based on:

- Completion of the 7 short writing assignments outlined below.
- Active participation in the writing and presentation of the final group projects.
- Evidence of reading, understanding and applying the concepts written about in the assigned readings.
- Demonstration of intent to apply the corporate tools and methodologies to our own classroom culture.
- Observations of preparation for class and participation in class discussion.

Final Project

Our final project will take on Bates as a 'client' in the sense that we will be examining the Brand Culture of Bates Short Term in the interest of presenting what it has been, what it is, and what it could be regardless of its duration. Work on this project will be woven into the syllabus from day one.

Our offsite in week 4 will allow us to step away from campus and into a deep dive design thinking-based series of workshops and rapid-fire team presentations that will ideally culminate in a three team pitch (ideally in front of students from other classes). This is known as "Triple Bidding" in the industry. This process will result in a final 'winning' concept . . . or more likely a combination of concepts around which we will all unite to present a refined version at the showcase on Wednesday May 23rd.

Academic Integrity

Bates College is an academic community deeply engaged in inquiry and intellectual exchange and committed to core principles of academic freedom, academic integrity, and rigorous, creative thought. We recognize that intellectual and artistic exchange depend on a mutual respect for independent inquiry, reflection, and expression. Faculty, staff, and students alike are therefore dedicated to fostering an environment that upholds the highest standards of fairness, integrity, and respect in all their academic endeavors.

As contributors to an ongoing scholarly and creative conversation that depends upon thoughtful and fair acknowledgment and treatment of the inquiries, reflections, and expressions of others, each member of the Bates community is expected to use and represent the work of others fairly and honestly; to acknowledge the work of others fully and accurately through proper attribution and citation; and to produce their own work unless collaboration is allowed. Faculty and staff members are expected to meet these standards in all their work as described in the employee and faculty handbooks; students are subject to the policies and procedures described at bates.edu/entering/policy/judicial-affairs/academic-misconduct.

In educating students in the values, dispositions, and responsibilities of independent thinkers and scholars, the Bates faculty recognizes that certain scholarly practices reflect complex tasks that require instruction and practice. Faculty are committed to teaching these critical practices. Students in turn are responsible for learning these scholarly practices and demonstrating them in all their work; they are not only a means of showing learning but of developing genuine understanding, not only the mark of an independent scholar but the way to become one.

This policy statement outlines these principles and practices, roles and responsibilities. Potential consequences for students are described in Bates College Academic Integrity Procedures on the Bates website ([url above](#)). All Bates students should familiarize themselves with this policy and potential consequences.

Diversity Statement

Respect: Students in this class are encouraged to speak up and participate during class meetings. Because the class will represent a diversity of individual beliefs, backgrounds, and experiences, every member of this class must show respect for every other member of this class.

Non-Discrimination Statement

Bates College is committed to the principle of equal opportunity and providing an educational and work environment free from discrimination. The college prohibits discrimination on the basis of race, color, national or ethnic origin, religion, sex, sexual orientation, gender identity or gender expression, age, disability, genetic information or veteran status and other legally protected statuses in the recruitment and admission of its students, in the administration of its education policies and programs, or in the recruitment of its faculty and staff. Bates College adheres to all applicable state and federal equal opportunity laws and regulations.

Title IX Statement

Title IX of the Education Amendments of 1972 ("Title IX") defines and ensures sex and gender equity in education. Title IX prohibits all forms of sex discrimination, including sexual assault and harassment, in federally funded education programs. Title IX reads: "no person in the United States shall, on the basis of sex, be excluded from participation in, be denied the benefits of, or be subjected to discrimination under any education program or activity receiving federal financial assistance."

Title IX applies to academic programs and extends to Bates sponsored off-campus programs (including Fall Semester Abroad) as well. Though a private institution, Bates receives federal monies to support financial aid packages.

Sexual Misconduct Statement

Bates prohibits all forms of sexual harassment, sexual misconduct, and gender-based violence on our campus. Bates is committed to providing a community built on trust and mutual respect, where all can feel secure and free from harassment. Our Community Principles state that "our actions must support our ability to work, study, live and learn together productively and safely." Sexual misconduct violates a person's rights, dignity and integrity and is contrary to our community principles and the mission of the college. Sexual misconduct, including sexual violence, sexual assault, intimate partner violence, and stalking, violates federal and state civil rights laws and may be subject to criminal prosecution in addition to action taken by the college. The college is committed to fostering a community that promotes prompt reporting of sexual misconduct and timely and fair adjudication of sexual misconduct cases. Creating a safe, respectful, and inclusive environment is the responsibility of everyone at Bates.

We encourage all members of our campus community to seek support for and report all incidents of sexual harassment and sexual misconduct directly to the Title IX Officer, the Deputy Title IX Coordinators or Bates Security. These individuals will assist in eliminating the misconduct, preventing its recurrence, and addressing its effects.

Tentative Course Schedule
(May change to accommodate guest presenters & student needs)

Week 1 – Learning to see to learn

Reading Assignments due before Thursday class:

Mindset. Chapters 1 & 7

Let My People Go Surfing. Financial Philosophy to the end.

L.L.Bean: The Making of an American Icon. (Quiz on Ch. 1-8 next Monday)

4/23 Workshop: Unstructured Observation

4/24 9-1pm Workshop: Vulnerability and Team Play
Writing Assignment - TBD

4/25 Meet at 8:30 outside Commons – rain or shine – return for dinner

Muddy Hike - Androscoggin Riverlands State Park for an outdoor immersive introduction to the essential skills of Brand Culture Building. (Please dress for being outside all day)

Writing Assignment - TBD

4/26 9-1pm Workshop: Branding Building 301

Weekend Reading Assignments:

L.L.Bean: The Making of an American Icon Ch. 1-8 (quiz Monday)

Mindset. Chapter 8

WEEK 2 - Changing Sharing to Share Change

Reading Assignments

Conscious Capitalism. Intro & Part One

L.L.Bean: The Making of an American Icon. Ch. 9 - Epilogue (Quiz#2 Monday 5/7)

Articles on Lyceum - TBD

4/30 1-4pm Class: Culture and Change (QUIZ #1 LLBEAN Chapters 1-8)
Research / Writing Assignment: Famous cultures

5/1 9-1pm Workshop: Famous Brand Cultures
Reading Assignment
Culture is not the Culprit. HBR
Successful Movements All Have 3 Acts. HBR

5/2 EARLY DEPARTURE Field Trip - Pepperell Mill Campus, Biddeford
Writing Assignment - TBD

5/3 9-1pm Workshop: Observation Systems and Bias

Weekend Assignments:

L.L.Bean: The Making of an American Icon Ch. 9-Epilogue (quiz next Monday)

Mindset. Chapter 8

WEEK 3 - Diving Deep Into Short Term Culture and LLBean

Reading Assignments

Conscious Capitalism. Part Two

L.L.Bean: The Making of an American Icon. Ch. 9 - Epilogue (Quiz#2 Monday 5/7)

Articles on Lyceum - TBD

- 5/7 1-4pm Class - Everything Communicates (QUIZ #2 LLBEAN Ch. 9 - Epilogue)
Research / Writing Assignment: Auditing Bean
- 5/8 9-1pm Workshop: Deconstructing Bean
Writing Assignment - TBD
- 5/9 EARLY DEPARTURE **Field Trip - LLBean, Lewiston & Freeport**
Writing Assignment: 3-Minute Presentation
- 5/10 9-1pm Workshop: Reconciling Bean / Bates Audit Day 2
Weekend Field Assignment: Interview 3 Students

WEEK 4 - Living Design Thinking

- 5/14 1pm through dinner on campus
Interview Bates Stakeholders / Audit Day 3 / Group offsite launch dinner TBD
- 5/15 **8am-Overnight Offsite 5/15 Design Thinking Immersion**
- 5/16 **Overnight Offsite - 6pm 5/16 - Three Team Creative Pitch**
- 5/17 9-1pm Pitch to Bates Leadership & students

WEEK 5 - Final Prep and Presentation

- 5/21 1-4+ pm Workshop Revision & Prepare
- 5/22 9-1pm + Afternoon Workshop Finalize Showcase
- 5/23 9-1pm **Short Term Showcase**
- 5/24 11-1pm Bill Gates style walking meeting, wrap & reflection