Paired Leadership in Action:
How working with a partner can elevate your leadership

Partnerships are pervasive in business relationships – from co-founders to the CEOs of merged companies. Partners can be equals -- like co-founders or a publisher and editor -- or even hierarchical – like a CEO with a COO, or a VP of Sales and Marketing with the Director of Sales. These dyads exist through organizations, and so they exist among students all over the campus. If you’re in such a partnership, bring your partner and join this super hands-on, experiential class of study and action.

This class will be ideal for co-captains, co-leads, co-founders, co-officers. Your title doesn’t have to say “co-.” You may be leading together with a friend-partner in a club, a co-op, or a decal. This would also be an ideal class if you and a partner have been thinking about starting something together. You’ll learn how to lay a positive foundation.

Students will gain from this class a deep understanding of what makes a great partnership work, and how to apply the skills and knowledge of great partners in their future “businesses,” as well as their current work, e.g., running clubs, teams, sororities, etc. Topics will include:

- Understanding strengths-based leadership and what you bring.
- Gaining awareness of how a vision and values help partners to increase their motivation and their alignment.
- Learning about how your behaviors may inadvertently undermine your partner (and even undermine your own) effectiveness.
- Identifying the drivers of great partnerships and finding leverage points to use those drivers, so you can enjoy and thrive in your work with a colleague.

Students are strongly encouraged to enroll in this class with a partner, so that they can learn in real time, through real practice. If space allows, those without partners will be assigned a colleague with whom they will work through the semester.

The instructor for this class is Dan Mulhern. For the last 3 years, he has been intensively studying paired leadership for a future book. Dan has led in multiple partnership positions, with varying ranks:

- **Senior** partner while Director of County Youth Services (with a Deputy Director) and Chairman of the Michigan Community Services Commission (with an executive director)
- **Junior** partner, as campaign manager for a congressman, and as VP for Advancement, reporting to the president of a high school.
- **Equal** rank partner: Dan co-founded Mulhern Hastings, a leadership development firm with M.A. Hastings (his equal-partner).
- **Personal** partner: Dan and his wife have raised 3 kids and supported each other’s career, including hers as a two-term Governor of the State of Michigan.

Dan has taught leadership at the Goldman School, Boalt, and Haas and received the Golden Apple Award in 2013. For questions, you can reach him at mulhern@berkeley.edu.