FOR YOUR TEAM · LEADERSHIP CRUCIBLE

Leadership Crucible

Leadership & Organizational Behavior

Lead an organization through a leadership transition: five years of people decisions, crises and ethical pressure.

Learning objectives

- Make people-and-culture decisions with the same rigor as financial ones.
- Apply leadership theory (Heifetz adaptive leadership, Edmondson psychological safety, Goleman EQ) to specific situations.
- Answer a crisis in writing, then decide what to change and what to defend.
- Hold a position under pressure — and know when to revise it.
- Communicate decisions transparently when stakeholders disagree.
- Read organizational signals (morale dips, voluntary attrition, board tension) and act on them.

How it runs

1. **Briefing and reflection**
   The year's situation at the organization. Each student then writes a private pre-decision reflection.
2. **Decisions**
   The team answers 5-6 leadership decisions: multiple choice, a percentage split, sometimes a slider (all scored), and a written memo the professor reads (not scored). Each of the five hardest calls also asks how the team will carry it out. One student a year is the leader of record and writes the team's leader's intent. Several decisions carry a short situation drawn for each class, so the right call, and last term's answers, don't carry from one class to the next.
3. **Crisis**
   Every team faces one crisis a year, at the severity its own earlier choices and its people's trust earned (never its score), and the Adapt window opens. People who no longer trust the team may act the same day. An event's positive effects count only if your team saves a response of at least 40 words before the year is scored; its harm always lands, cut by 40% only if that response names the event (a word from its title).
4. **Adapt**
   After the crisis lands, the team may change up to 2 decisions. There is no bonus for changing: final answers are scored, so the lesson is what to change and what to defend. Defending pays a little: a decision kept with a one-line reason of at least 15 words that names the year's crisis earns +1.5 Decision Quality, for up to 2 decisions a year. The window closes at the professor's Adapt deadline (24 hours after the
5. **Results**
   Team Morale, Decision Quality, Organizational Trust and Operational Stability move. Results lists what moved them, with the points for each of the team's choices. The full answer key, every option's points and feedback, opens for students when the class ends; the professor sees it all along.
6. **Reflection and debrief**
   Each student writes a post-decision reflection; the professor leads a debrief with a report per team and a discussion library for every year.

decisions deadline if none is set), and the year is scored then.

Pillars & scoring

TEAM MORALE

How energized and bought-in the team is. People-first decisions tend to raise it.

DECISION QUALITY

How well decisions hold up to scrutiny and consequences.

ORGANIZATIONAL TRUST

Whether employees, board, and external stakeholders still trust leadership to do what they said.

OPERATIONAL STABILITY

Whether the day-to-day still works under all this change. The kindest choice often costs some stability.

Key features

- **A crisis every year**
- **Adapt window**
- **People who remember**
- **Hard calls, fair process**
- **Five industry tracks**
- **Talk to your people (optional)**
- **Reflections that count**

Fit & format

PACING

Five in-sim years, one a week, in a 5-week intensive, an 8-week module or a 14-week semester; to give a year more time, move its deadlines.

COHORT SHAPE

Designed for ~15-30 students in teams of 4-6.

BEST FOR

MBA leadership courses, executive education, undergraduate org behavior, ethics & leadership capstones.

WHAT SETS IT APART

Decisions are about people and culture rather than strategy: what to say, who to keep, how to lead through messy moments. One five-year leadership-transition story, written for five industries, with a crisis every year and feedback on every option grounded in leadership research.

LMS

Canvas, Blackboard, Brightspace, Moodle via LTI 1.3. Students launch from your LMS with single sign-on; one-click grade publish posts scores back with the rubric breakdown as the comment.

PRICING

$20 / student

Founding Faculty: free in spring 2027, then $10 / student

Per semester. No platform fee, no per-section charge, no seat minimums. Institutional invoicing available.

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