

## Meet the Supervising Faculty



**Name: Samuel Bacharach**

**Department: Organizational Behavior**

**Has been with the ILR School for: 39 years**

*Professor Bacharach, based in New York City, is a dynamic speaker who offers distance-learning courses to students in Ithaca on leadership. Students really get a chance to benefit from his extensive expertise, however, when they take classes from him in person in New York City. You can follow his thoughts on his [blog](#) as well!*

**B**eing located in New York City and at the same time being a member of the resident faculty, I've been given the opportunity over the last number of years to work with our New York City interns. I am responsible for the seminar they take while in New York, and for the most part, I try to focus the seminar on the issue of leadership. I think the opportunity for students to do an internship is a genuine gift—not so much because of any formal learning, or even because of any informal networking that may enhance one's career, but because of the self-reflection that being in the field often requires of students.

I'm often reminded of interns in the past who have met with a particular frustration or obstacle, and had to overcome it using their own ingenuity, common sense, and their constantly growing emotional intelligence. I think of the internship as a maturing experience. I'm not saying that it's for everyone, or that everyone needs it. But a few students come to mind. I remember one student who called me one evening in total frustration, not understanding what he had done wrong on the job. He began the conversation by pointing out what he did well and why he wasn't appreciated. After a while, it became clearer that the problem was in how he was presenting himself, and how others were seeing him. He began to realize that what he saw as his expertise, others saw as a type of bravado that was a bit inappropriate. This was about seven years ago. Today, he manages a number of people and is very successful in the financial industry. What did he learn from the internship





program? Empathy--the simple essential talent of listening to what others have to say.

When I teach leadership in the seminar, I try to emphasize that leadership should be spelled with a small 'l'. Leadership is about those little things, those little interpersonal behavioral skills that allow us all to move ideas, excite people about where we're going, and most importantly, create a common agenda. What I try to focus on in the seminar is exactly what I hope that the students will pick up in their internship work experience.



Throughout the years, I've been assisted by a number of people, but the one that shines out the most is my friend and colleague Paul Salvatore who is co-Chair of Proskauer's global Labor & Employment Law Department and a Cornell trustee. An ILR graduate, he is passionately committed to undergraduate education. Paul and I have a slight point of friction. He

is big on Washington, and I'm big on Lincoln. Every semester, Paul assigns a reading on George Washington, and follows the reading with a lecture, and the students meet with him at the Proskauer offices, not to discuss labor law, but to discuss leadership. To give you a sense of the intensity of these sessions, last year's meeting ran from 3:30 to 8:00 p.m.!



I've also had other leaders present, such as Stacia Murphy, a public sector leader who for years has met the challenges of mobilizing the National Council on Alcoholism and Drug Dependence. Doug Braunstein of JP Morgan, Rob Manfred of Major League Baseball, and our own Harry Katz, dean of the ILR school, have assisted in sharing their experiences with our interns.

For me, at the latter point of my career, nothing is more satisfying than the one-on-one relationship with students. Through the internship program, I've gotten a





chance to play a bit more of the mentoring role. Once in a while a student will come to discuss an issue with me, a career challenge, the type of issue that draw students and faculty together. I am not always successful in answering these questions, but I have found over the years that the students I hear from the most after graduation are those who were part and parcel of the ILR internship program.

Finally, I would like to emphasize one

thing. We often talk about international and cultural diversity. As a native New Yorker, as someone who is passionate about subways, taxis, Central Park, Greenwich Village, Coney Island, and the MoMA, I am thrilled that for many students that this is an introduction to New York as a hub of many cultural, business, and educational activities. Cornell is moving to do more in New York City. From an academic perspective, the ILR internship program in NYC is very much ahead of the curve. I look forward to continuing working



with the interns and appreciate the opportunity.



Credit Interns in New York City (Spring 2012)

*For me, at the latter point of my career, nothing is more satisfying that the one-on-one relationship with students.*