Exercising Leadership: The Politics of Change

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1. Course Overview

This course provides a diagnostic and strategic foundation for leadership practice. Designed for professionals from diverse backgrounds and cultures, the course builds upon the extraordinary experience of many of our students. The purpose of the course is to increase one's capacity to lead with and without authority, across boundaries, and from any political or organizational position.

In a world in which most organizations, communities, and societies face enormous adaptive pressures, the practice of leadership is critical – the practice of mobilizing systems of people to thrive in changing and challenging times. In this course, we apply theory to practice, clarifying the relationship among key concepts – leadership, management, authority, power, influence, followership, citizenship – to provide a practical, coherent, and clear theoretical framework. We develop both diagnostic tools for analyzing the complexity of change in social systems, and strategies of action. These include: using authority and power wisely, mobilizing engagement across boundaries, generating innovation, orchestrating multi-party conflict, regulating disequilibrium, refashioning narratives to both build and depart from history, and building a culture of adaptability for the long-term. In addition, we begin to explore the challenge of managing personally the inevitable stresses and dangers of leadership.

The course draws from several disciplines: Philosophy and biology provide the concepts of paradigmatic change and adaptation. Political science and business management provide perspectives on the functions of authority. History and literature provide a rich caseload from which to explore the nature of adaptive success and failure. Social psychology provides insight into the dynamics of social systems and an approach to diagnosing their productivity and dysfunctions. Music provides a language for working with the practices of inspiration, creativity, listening, partnership, and harmony (consonance, dissonance, and resolution).

2. Course Design

The course uses a variety of means to learn theory and the arts of practice. In addition to the traditional methods of lectures, readings, and films, the course uses three more innovative teaching methods: student cases, "case-in-point" learning, and structured exercises. First, the course devotes a majority of its time to analyzing the past professional experiences that students bring from around the world and across sectors -- each student works on a personal

case study of leadership throughout the term. Second, students analyze the social and political dynamics common to many organizations and societies facing critical challenges by analyzing the evolving dynamics of the class itself as a case-in-point. Third, through structured exercises of both reflection and action, some of which involve poetry and music, students learn a variety of authoritative, creative, and communication skills integral to the practice of leadership.

Consultation Group Sessions:

The full class is divided randomly into small groups of 7-9 students. The groups meet for 1½ hours a week at a time to be arranged (there are several options from which to choose). The purpose of these sessions is to give students a laboratory to:

1. Apply what they learn in class and in the readings to their professional experiences.

2. Investigate ways to exercise leadership--with and without authority.

3. Discover and analyze the dynamics by which groups accomplish and avoid critical and creative problem-solving work.

The organization of these groups is described in detail in class. Briefly, on a rotating basis, each student prepares a case study from his or her professional experience and presents it to the group for consultation. A guide to preparing the case study is distributed in class. In addition, each student serves as the chairperson for the group on a rotating basis.

During the large class debriefing sessions, students develop a framework for leadership analysis by analyzing one of the student cases with the help of the instructor.

3. Course Requirements

1. Complete and on-time attendance. Only medical and family emergencies are permitted.

2. Presentation of a case study to the small group.

3. A weekly written analysis of the consultation group sessions (2-3 pages) in addition to several short written assignments (1-3 pages).

4. A final paper analyzing aspects of leadership (10-12 pages). This can be based on the personal case study.

Grading:

Classroom Work	30%
Weekly Papers	40%
Final Paper	30%

The classroom work grade is based upon one's effort and the quality of one's contribution in the class, and not the quantity or volume of comments. The key questions are: How deeply did each student draw upon and analyze his or her experience and mobilize the learning of fellow students in the class?

Readings:

Alderfer, Clayton, ed. "Consulting to Underbounded Systems," in *Advances in Experiential Social Processes,* New York: John Wiley & Sons, 1980.

Argyris, Chris, and Schön, Donald, *Organizational Learning: A Theory of Action Perspective,* Reading, MA: Addison Wesley, 1978.

Arney, William Ray, *Experts in the Age of Systems*, Albuquerque, NM: University of New Mexico Press, 1991.

Baym, Nina, Gen. Ed., *The Norton Anthology of American Literature*, "Ralph Ellison 1914-1994," New York: W.W. Norton & Company, Fifth Edition, Vol. 2, 1998.

Barnard, Chester, *Functions of the Executive* (1938), Cambridge: Harvard University Press, 1966.

The Bible, Revised Standard Version (1901).

Burns, James MacGregor, *Leadership*, New York: Harper and Row, 1978.

Cortes, Jr., Ernesto, "Facing the World," an interview in Moyers, Bill, *A World of Ideas II*, New York: Doubleday, 1989.

Clausewitz, Carl Von, *On War,* Princeton: Princeton University Press, 1976.

Ellison, Ralph, *Invisible Man*, New York: The Modern Library, 1994.

Emerson, Ralph Waldo, *The Portable Emerson*, New York: Penguin, 1981.

Erikson, Erik H., *Gandhi's Truth*, New York: Norton, 1993.

Fisher, B. Aubrey, *Small Group Decision Making*, New York: McGraw-Hill, 1980.

Frankl, Viktor E., *Man's Search for Meaning*, Boston: Beacon Press, 2006.

Freud, Sigmund, *Group Psychology and the Analysis of the Ego*, New York: W.W. Norton & Company, 1989.

Friedan, Betty, *The Second Stage*, New York: Summit Books, 1981.

Gillette, Jonathan and McCollom, Marion, eds., *Groups in Context*, Reading, MA: Addison-Wesley, 1990.

Grudin, Robert, *The Grace of Great Things: Creativity and Innovation*, New York: Ticknor & Fields, 1990.

Havel, Vaclav, *Open Letters, Selected Writings 1965-1990*, New York: Knopf, 1991.

Heifetz, Ronald, *Leadership Without Easy Answers*, Cambridge: Belknap/Harvard University Press, 1994.

Hirschhorn, Larry and Gilmore, Thomas, "The New Boundaries of the Boundaryless Company," *Harvard Business Review*, May-June, 1992.

James, E.O., *Sacrifice and Sacrament*, New York: Thames & Hudson, 1962.

Joreen, "The Tyranny of Structurelessness," *Radical Feminism*, ed. Koedt, et al, New York: Quadrangle Books, 1973, pp. 285-299. *

Kegan, Robert, and Lahey, Lisa, "Adult Leadership and Adult Development," in Kellerman, Barbara, ed., *Leadership: Multidisciplinary Perspectives*, Englewood Cliffs, NJ: Prentice-Hall, 1984.

Kellerman, Barbara and Rhode, Deborah L., eds. *Women & Leadership: The State of Play and Strategies for Change,* San Francisco, CA: John Wiley & Sons, Inc., Jossey-Bass, A Wiley Imprint, 2007.

Kuhn, Thomas A., *The Structure of Scientific Revolutions*, Chicago: The University of Chicago Press, 1962.

Machiavelli, Niccolo, *The Prince* (1515), New York: Bantam, 1984.

Mathieu, W.A., *The Listening Book: Discovering Your Own Music*, Boston, MA: Shambala, 1991.

May, Rollo, *The Courage to Create*, New York: Bantam, 1975.

Milgram, Stanley, *Obedience to Authority: An Experimental View,* New York: Harper and Row, Publishers, 1974.

Miyamoto, Musashi, *A Book of Five Rings*, New York: The Overlook Press, 1982.

Neruda, Pablo, *Fully Empowered*, New York: Farrar, Straus and Giroux, 1977.

Neustadt, Richard E., *Presidential Power and the Modern Presidents, 3rd Edition*, New York: The Free Press, 1991.

Pascale, Richard, Millemann, Mark, and Gioja, Linda, *Surfing the Edge of Chaos: The Laws of Nature and The New Laws of Business,* New York: Crown Business, 2000.

Pascale, Richard and Sternin, Jerry and Monique, *The Power of Positive Deviance: How Unlikely Innovators Solve the World's Toughest Problems,* Boston: Harvard Business Press, 2010.

Pearson, Carol S., *The Hero Within*, San Francisco: Harper & Row, 1998.

Plato, *The Republic of Plato*, London: Oxford University Press, 1945.

Pruitt, Dean G. and Sung Hee Kim, *Social Conflict: Escalation, Stalemate, and Settlement*, 3rd edition, New York: McGraw-Hill, Inc., 2004.

Rice, A. K., *Learning for Leadership*, (London: Tavistock Publications, Limited © 1965), pp. 23-27, 43-51, 58-87.

Rogers, Carl R. and Roethlisberger, F.J., in Harvard Business Review: On Human Relations, New York: Harper & Row, 1979.

Rukeyser, Muriel, *The Collected Poems*, McGraw-Hill: New York, 1978.

Schlesinger, Jr., Arthur, *The Coming of the New Deal: 1933-1935, The Age of Roosevelt, Volume II,* New York: Houghton Mifflin, 1958.

Selznick, Philip, *Leadership in Administration*, New York: Harper & Row, 1957.

Smith, Kenwyn and Berg, David, *Paradoxes of Group Life*, San Francisco: Jossey-Bass, 1987.

Steele, Shelby, *The Content of Our Character: A New Vision of Race in America*, New York: Harper Perennial, 1991.

Tracy, Laura, *Competition Among Women: The Secret Between Us*, Boston: Little Brown, 1991.

Tucker, Robert C., *Politics as Leadership*, Columbia, MO: University of Missouri Press, 1981.

Weber, Max, from *Max Weber: Essays in Sociology*, Gerth and Mills, eds., New York: Oxford University Press, 1946.

Williams, Dean, *Real Leadership; Helping People and Organizations Face Their Toughest Challenges*, San Francisco: Berrett-Koehler, 2005.

Wills, Garry, *Certain Trumpets*, New York: Simon & Schuster, 1994.

4. Lectures and Assignments

1.1:

Introduction: What Does it Mean to Practice Leadership?

Heifetz, *Leadership Without Easy Answers*, Introduction and chapter 1

Plato, *The Republic*, pp. 227-235

Williams, *Real Leadership*, Introduction and chapter 1.

2.1:

Social Learning and Adaptive Work

Argyris and Schön, *Organizational Learning: A Theory of Action Perspective,* pp. 1-6, 8-29

Cortes, "Facing the World," an Interview in Moyers, *A World of Ideas II*, pp. 141-148

Heifetz, *Leadership Without Easy Answers*, chapter 2

Kuhn, *The Structure of Scientific Revolutions*, pp. 77-91

Pascale, Sternin and Sternin, *The Power of Positive Deviance,* chapter 2

Pascale, Millermann and Gioja, *Surfing the Edge of Chaos,* chapters 2 & 10
Williams, *Real Leadership*, chapter 2

2.2:

Consultation Groups Introduction

3.1:

Group Dynamics

Ellison, from "Invisible Man," *The Modern Library*, pp.15-33 and *The Norton Anthology of American Literature*, pp. 1883-1884

Fisher, *Small Group Decision Making*, pp. 166-180

Freud, *Group Psychology and the Analysis of the Ego*, chapters 1-6, 9, and 10

Heifetz, *Leadership Without Easy Answers*, chapter 3

Heifetz, "Notes on Group Dynamics," from Fisher, B. Aubrey, *Small Group Decision Making,* pp. 1-11

Rice, *Learning for Leadership*, pp. 23-27, 43-51, 58-87

Smith and Berg, *Paradoxes of Group Life*, chapters 5 and 6, pp. 89-108, 109-130

3.2:

Case Debriefing

4.1:

Creativity and Reality

Friedan, *The Second Stage*, pp. 15-18, 23-31, 38-41

Grudin, *The Grace of Great Things*, pp. 86-95

Heifetz, *Leadership Without Easy Answers*, chapters 4 and 5

Kuhn, *The Structure of Scientific Revolutions*, pp. 160-173

Machiavelli, *The Prince,* chapter 6

May, *The Courage to Create*, chapters 1-4

Selznick, *Leadership in Administration*, pp. 22-28, 134-154
Mulhern, *Everyday Leadership*, chapter 2

4.2:

Case Debriefing

5.1:

Leadership and Authority

The Holy Scriptures, Exodus, chapters 18 and 32, Rev. Standard Version

Barnard, *The Functions of the Executive,* pp. 215-234

Heifetz, *Leadership Without Easy Answers*, chapters 6 and 7

Kellerman and Rhode, *Women and Leadership: The State of Play and Strategies for Change,* chapter 1

May, *The Courage to Create*, chapters 5 and 6

Milgram, *Obedience to Authority: An Experimental View,* "The Dilemma of Obedience," pp.1-12

Smith and Berg, *Paradoxes of Group Life*, chapter 7, pp. 131-151

Tucker, *Politics as Leadership*, pp. 59-67, 77-97

Weber, "The Sociology of Charismatic Authority," from Gerth and Mills, eds., *Max Weber: Essays in Sociology*, pp. 245-250 and 253-255

5.2:

Case Debriefing

6.1:

Assassination

Arney, *Experts in the Age of Systems*, pp. 151-175

Clausewitz, "On Military Genius," pp. 100-112 and "On Danger in War," pp. 113-114 from *On War*

Heifetz, *Leadership Without Easy Answers*, chapters 8, 9, 10

James, "Expiation and Atonement," from *Sacrifice and Sacrament*, pp. 104-128

Neustadt, *Presidential Power*, pp. 3-9, 152-153, 161-163, 176-177

6.2:

Case Debriefing

7.1:

Purpose, Task and Work Avoidance

Frankl, M*an's Search for Meaning*

Kegan and Lahey, "Adult Leadership and Adult Development," in Kellerman, ed., *Leadership: Multidisciplinary Perspectives*, pp. 199-230

Neustadt, *Presidential Power*, pp. 169-172

Steele, *The Content of Our Character*, pp. ix-xii and 57-75

Williams, *Real Leadership*, chapter 5

7.2:

Case Debriefing

8.1:

Intervention: Managing Chaos and Conflict

Burns, *Leadership*, pp. 228-240

Pascale, Sternin and Sternin, *Positive Deviance,* chapters, 3 and 8

Pruitt and Rubin, *Social Conflict: Escalation, Stalemate and Settlement*, pp. 1-24, 62-87

Rukeyser, "Ann Burlak" and "Käthe Kollwitz," *The Collected Poems of Muriel Rukeyser*, pp. 196-199, 479-482

Williams, *Real Leadership*, chapter 3

8.2:

Case Debriefing

9.1:

Listening (Sensing the Environment)

Chimamanda Adichie:
http://www.ted.com/talks/chimamanda_adichie_the_danger_of_a_single_story.html

Burns, *Leadership*, pp. 444-462

Mathieu, *The Listening Book*, pp. 24-25, 34-37, 43-45, 55-58, 69-70, 73-77, 117-122, 128-133

Neruda, "To Acario Cotapos," from *Fully Empowered*, pp. 68-75

Neustadt, *Presidential Power*, pp. 128-135

Rogers and Roethlisberger, "Barriers and Gateway to Communication," in Harvard Business Review: *On Human Relations*, pp. 105-111

Smith and Berg, *Paradoxes of Group Life*, chapter 8, pp. 152-181

9.2:

Case Debriefing

10.1:

Inspiration

Emerson, "Self-Reliance," from *The Portable Emerson*, pp. 138-164

Erikson, *Gandhi's Truth*, pp. 229-254

Vaclav Havel, "New Year's Address," from *Open Letters: Selected Writings 1965-1990*, pp. 390-396

Neustadt, *Presidential Power*, pp. 29-49

Wills, *Certain Trumpets*, chapter 14

10.2:

Case Debriefing

11.1:

Boundaries and Partnership

Alderfer, ed. "Consulting to Underbounded Systems," in *Advances in Experiential Social Processes,* pp. 267-295 (CP)

Hirschhorn and Gilmore, "The New Boundaries of the Boundaryless Company," in *Harvard Business Review*, pp. 104-115 (CP)

Joreen, "The Tyranny of Structurelessness," *Radical Feminism*, ed. Koedt, et al., pp. 285-299 (CP)

Schlesinger, *The Coming of the New Deal*, pp. 511-588

11.2:

Case Debriefing

12.1:

Staying Alive

Heifetz, *Leadership Without Easy Answers*, chapter 11 (B)

Miyamoto, *A Book of Five Rings*, pp. 34-50 (CP)

Pearson, "The Altruist," from *The Hero Within*, pp. 123-149 (CP)

Tracy, *The Secret between Us: Competition among Women*, pp. 3-30

13.1:

Laying the Past to Rest

Vicki LaFarge, "Termination in Groups," from McCollom and Gillette, *Groups in Context*, pp. 171-185