

Leadership & Organizations

PPAI 2170

Jamie E. Scurry

Office Hours:
Friday 12:30pm – 1:30pm and by Appointment

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Course Description

This course will examine both the theoretical and practical aspects of leadership. We will begin by gathering information about the different aspects of leadership; gain an understanding of the varying approaches successful leaders have taken; and, raise and discuss moral and ethical questions about the roles of leaders.

What are the characteristics and tasks of a leader? Are these common across all organizations? We will explore and discuss Leadership (noun) versus Lead (verb) and, incremental versus non-incremental change. What is the relationship between leadership and authority? Between leadership and management? Transformational and Transactional approaches? How do successful leaders bring about change? What are the responsibilities of leadership? How do leaders re-culture an organization? How important is the moral dimension? What “type” of leaders are required today?

The assumption is that students in this course will over their lives be engaged (personally and professionally) in the art of leadership, as well as the task of skilled followership. The course is intended to be the starting point for a lifetime of reflection, practice, and learning about the subject.

Case studies will be used as a vehicle for addressing contemporary leadership issues and challenges. Students will work in pairs to lead class and case discussions. Each student will complete a leadership project.

Goal of the Class

The goal of the class is not to create a set of requirements you must meet in order to get a grade and earn credits. Rather it is to create the circumstances under which all will learn and retain the maximum understanding about leadership to include: thinking critically, writing clearly, presenting effectively, and teamwork. The intent is to encourage you to reflect on your own approach to leadership and to enhance your development of the skills and habits you will need for a lifetime of responsibility and accomplishment.

Course Requirements

Class Participation
Course Readings
Case Studies/Activities
Writing Assignments
Final Project

The course readings will blend academic perspectives with those of leaders in the field. Contemporary political, corporate, and non-profit issues will be discussed and case studies will be used as a vehicle for “practicing” the art of leadership, through a “leadership coach” lens.

In addition to readings and case studies, each student will be expected to co-facilitate class discussions and work on a team leadership project. The professor will pair students together for the final project. The leader to be studied/coached will be chosen by the student teams and approved by the professor.

Several writing assignments will be assigned during the semester to provide students a mechanism for clarifying their motivations, values, and beliefs. Having a strong sense of what you stand for and believe in, is the first step to becoming an effective leader.

Required Readings

John Gardner, On Leadership. The Free Press, 1990.

In preparation for class discussions you are expected to stay current on national and international issues that center on leadership. All remaining readings are articles and are available on Web-CT, E-Reserves, or a Reading Folder in my Public Policy mailbox.

Method of Evaluation

This course was purposefully designed as a seminar. As such, class facilitation, class participation and strong familiarity with assigned readings will be significant in the evaluation of your performance, along with written assignments/activities, and the final project.

Good communication and facilitation skills are essential to effective leadership and must be developed overtime. You will be assessed based on:

- ❑ your grasp of the issues/ideas, your understanding of your colleague’s perspectives, what is being stated and what is being implied;
- ❑ your ability to facilitate to consensus/understanding and your ability to move the cohort forward.

Class Lead Discussions

Each student will facilitate one or two class meetings—depending on the number of enrolled students. As the facilitator you will be responsible for leading the class discussion.

Class facilitators will:

- ❑ Post to the class discussion board by 5:00pm Sunday night, a summary and critical review of the readings for each class you facilitate.
- ❑ Relate discussion to topics, issues, concepts, ideas in assigned reading (i.e., it must help your colleagues to construct meaning of concepts)
- ❑ How to utilize your time:
 - Summary introduction to material—do not regurgitate information or lecture. You will analyze, synthesize, and apply concepts through:
 - Discussion questions:
 - Recap Questions
 - Reflection Questions
 - Reasoning Questions
 - Demonstrations
 - Appropriate Activities
- ❑ What you are trying to provide:
 - Clarification
 - Elaboration
 - Examples
 - Applications
 - Critical evaluation
 - Participation
 - Meaning

Twice during the semester—week four and week eight—all students are required to attend office hours. The purpose of the meetings is to assess how you are doing in the course and to discuss upcoming activities and projects

Final Project

Final project will culminate in a class presentation (case study) and research paper (15 – 20 pages in length.) Students are required to pick a leader to study in depth, offering analysis of the leader’s style and effectiveness. (Leader may be living or deceased.) You will be evaluated based on your knowledge the concepts we have discussed in class and how you analyze and evaluate your leader against those concepts; your class presentation (case study); and your individual paper with “coaching” recommendations. A sample of a solid summary paper and individual paper with recommendations will be provided.

	Topic	Assigned Readings
Week One 1/26	Course Introduction	
Week Two 2/2	Tasks of Leadership	<p>REQUIRED:</p> <p>George, B. Peter Sims, and Andrew McLean, and Daina Mayer, “<i>Discovering Your Authentic Leadership.</i>” Harvard Business Review, 2007. (E-RESERVES)</p> <p>Gardner, John W. <u>On Leadership</u>, pp 1-22. (BUY BOOK or READ IN LIBRARY on RESERVE)</p> <p>Kotter, John P. “<i>What Leaders Really Do.</i>” Harvard Business Review, 2001. (E-RESERVES)</p> <p>Goleman, Daniel. “<i>What Makes a Leader,</i>” in Harvard Business Review, November-December, 1998. Harvard Business Review, 1998. (E-RESERVES)</p> <p>Quinn, Robert, “<i>Moments of Greatness: Entering the Fundamental State of Leadership,</i>” Harvard Business Review, 2005 (E-RESERVES)</p> <p>READ ONE:</p> <p>Martin, Andre. “<i>The Changing Nature of Leadership,</i>” Center for Creative Leadership, 2006. (E-RESERVES)</p> <p>Kotter, John P. “<i>Leadership at the Turn of the Century,</i>” in John P. Kotter on <u>What Leaders Really Do.</u>” Harvard Business School Press, 1999. (WEEK TWO - READING FOLDER)</p>
Week Three 2/9	Leadership & Vision	<p>Bennis, Warren & Burt Nanus, <i>Leaders, The Strategies for Taking Charge: Strategy I: Attention Through Vision</i> (E-RESERVES)</p> <p>Senge, Peter. <i>Dance of Change: The Challenges of Sustaining Momentum in Learning Organizations.</i> Doubleday and Co. (Random House), pp. 504- 511 (E-RESERVES)</p> <p>Gardner, John W. <u>On Leadership</u> (1990), Chapter 16.</p> <p>Collins, James C. and Jerry Porras, “<i>Building Your Company’s Vision,</i>” In Harvard Business Review, Sep./October 1996. (E-RESERVES)</p> <p>Gerard, Langelier, “<i>The Vision Trap,</i>” In Harvard Business Review, March/April 1992 (E-RESERVES)</p> <p>Carter, James. “<i>Crisis of Confidence.</i>” July 15, 1979. (AUDIO) (E-RESERVES)</p>

		“I BELIEVE” ESSAY - AVAILABLE ON COURSE WEBSITE
HOLIDAY 2/16	HOLIDAY	HOLIDAY
Week Four 2/23	Leadership & Change	<p>REQUIRED:</p> <p>Kotter, John P. Leading Change: Why Transformation Efforts Fail. Harvard Business Review. (E-RESERVES)</p> <p>Senge, Peter. Dance of Change: The Challenges of Sustaining Momentum in Learning Organizations. Doubleday and Co. (Random House), 1999. I Orientation and 2 Managing Change. Pp3- 31 & 39 - 57 (E-RESERVES)</p> <p>Beer, Michael, Russell Eisenstat, and Bert Spector, <i>Why Change Programs Don't Produce Change.</i> Harvard Business Review, November/December 1990. (E-RESERVES)</p> <p>CASE: Gillett Company (A) & (B) : Leadership for Change. Harvard Business School. (MY BOX)</p> <p>READ ONE:</p> <p>Kanter Moss, Elizabeth. “Leadership for Change: Enduring Skills for Change Masters.” Harvard Business School.” (READING FOLDER)</p> <p>Nadler, David and Michael Tushman. “Beyond the Charismatic Leader: Leadership and Organizational Change.” California Management Review. Winter 1990(E-RESERVES)</p> <p>“I BELIEVE ESSAY” DUE IN CLASS</p> <p>VISIT OFFICE HOURS/MAKE APPOINTMENT FOR INDIVIDUAL MEETING</p>
Week Five 3/2	Leadership and Communication	<p>Gardner, Chapter 8</p> <p>Rogers, Carl R. and F.J. Roethlisberger, <i>Barriers and Gateways to Communication,</i> Harvard Business Review. November-December 1991. (E-RESERVES)</p> <p>Baldoni, John, <i>Effective Communications: It's More Than Talk</i> (READING FOLDER)</p> <p>Baldoni, John, “<i>Powerful Leadership Communication.</i>” Leader to Leader, Spring 2004, pp 20 -24 (E-RESERVES)</p> <p>Robertson, Ed. “<i>Leadership & communication – A Powerful Partnership,</i>” Strategic Communication Management. June/July 1998, pp. 12 – 15. (READING FOLDER OR E-RESERVES)</p>

		<p>Kinni, Theodore, <i>“Is One-Dimensional Communication Limiting Your Leadership,”</i> Harvard Business School Publishing.” 2003, pp. 3 – 5. (READING FOLDER)</p> <p>Koblrieser, George. <i>“The Power of Authentic Dialogue,”</i> Leader to Leader. Fall 2006, pp. 36 – 40. (E-RESERVES)</p> <p>Seidman, Dov., <u>How</u> (2007) “Prologue: Making Waves.” pp. 1 – 11. (E-RESERVES)</p> <p>Communication Case Study: The CEO Who Couldn’t Keep His Foot Out of His Mouth. (E-RESERVES)</p> <p><u>ACTIVITY:</u> Convince me and your colleagues of something you strongly and passionately believe in.</p>
<p>Week Six 3/9</p>	<p>Leadership and Motivation</p> <p>Leadership and Management</p>	<p><u>Motivation</u> Gardner, Chapter 16</p> <p>Chapter 3, Motivation and Leadership (READING FOLDER)</p> <p>Motivation: The Not-So-Secret Ingredient of High Performance, excerpted from , <i>Performance Management: Measure and Improve the Effectiveness of your Employees.</i> (HANDOUT)</p> <p>Motivation Case Study: E. Rachel Hubka (HANDOUT)</p> <p><u>Leadership Management</u> Zaleznik, Abraham. “Managers and Leaders: Are They Different?” in <i>Harvard Business Review</i>, May-June, 1992. (E-RESERVES)</p> <p>Frank, Ostroff. “Change Management in Government,” <i>Harvard Business Review</i>. May 2006, Vol. 84 Issue 5, pp 141-147. (E-RESERVES)</p> <p>Hamm, John. “The Five Messages a Leader must Manage,” <i>Harvard Business Review</i>. May 2006 Vol. 84 Issue 5, pp 114-123. (E-RESERVES)</p> <p>Hamel, Gary. “The Why, What, and How of Management Innovation,” <i>Harvard Business Review</i>. Feb. 2006 Vol. 84, Issue 2, pp 72 – 84. (E-RESERVES)</p>
<p>Week Seven 3/16</p>	<p>Guest Speaker</p>	
<p>SPRING BREAK 3/23</p>	<p>SPRING BREAK</p>	<p>SPRING BREAK</p>
<p>Week Eight</p>	<p>Leadership and Trust</p>	<p><u>Trust</u> Bennis & Nanus, <u>Leaders: Strategies for Taking Charge.</u></p>

3/30	Leadership and Unity	<p>Strategy III, Trust Through Positioning. (READING FOLDER)</p> <p>Kouzes and Posner, <u>Leadership The Challenge</u>, Part Five, Foster Collaboration, Creating a Climate of Trust. (READING FOLDER)</p> <p>Hurley, Robert. “The Decision to Trust,” <i>Harvard Business Review</i>, September, 2006. (E-RESERVES)</p> <p>Unity Gardner, <u>On Leadership</u>, pp 102 – 111 and 151 – 154.</p> <p>Uzzi, Brian and Shannon Dunlap, “How to Build Your Network,” in <i>Harvard Business Review</i>, December 2005. (E-RESERVES.)</p> <p>Suesse, Jennifer, “Building Coalitions,” April 1997. (OFFICE FOLDER.)</p> <p>Krattenmaker, Tom, “Resolving Conflicts Creatively,” HBS Newsletter, 1998. (OFFICE FOLDER.)</p> <p>Garvin, David and Michael Roberto, “What you Don’t Know About Making Decisions,” in <i>Harvard Business Review</i>, September 2001. (E-RESERVES)</p> <p>VISIT OFFICE HOURS/MAKE APPOINTMENT FOR INDIVIDUAL MEETING</p>
Week Nine 4/6	Guest Speaker	
Week Ten 4/13	The Ethical Opportunity: Leadership and Values	<p>Gardner, <u>On Leadership</u>, Chapter 7.</p> <p>Paine, Lynne Sharpe. “Managing for Organizational Integrity,” in <i>Harvard Business Review</i>, March-April 1994. (E-RESERVES)</p> <p>Paine, Lynne Sharpe. “Ethics: A Basic Framework. HBS 2006. (READING FOLDER)</p> <p>Donaldson, Thomas, “ Values in Tension: Ethics Away from Home,” In <i>Harvard Business Review</i>, Sept. – Oct. 1996. (E-Resources)</p> <p>Coles, Robert. “The Bond Between Leaders and Followers: Erik Erikson, Gandhi, and Albert Jones, a Boston Bus Driver,” in <i>Lives of Moral Leadership</i>. Randhom House, 2000. (E-RESERVES)</p> <p>Martin, Andrew, “Whole Foods Executive Used Alias,” <i>The New York Times</i>. July 12, 2007. (E-RESERVES)</p>
Week Eleven 4/20	Leadership and the Creation of an Organizational Culture	<p>Argyis, Chris. “Teaching Smart People How to Learn,” in <i>Harvard Business Review</i>, May-June 1991. (E-RESERVES)</p>

		<p>Gladwell, Malcolm. "The Talent Myth, in <i>The New Yorker</i>, July 22, 2002. The New Yorker, 2002. (E-RESERVES)</p> <p>Senge, Peter. <u>The Dance of Change</u>, Chapter IX, 1 & 2 pp. 319-344. (E-RESERVES)</p> <p>Charan, Ram, "Conquering a Culture of Indecision," in <i>Harvard Business Review</i>, 2001. (E-Resources)</p> <p>Dalton, Catherine. Values, Relationships, and Organizational Culture: Principled Leadership at Brightpoint, Inc. 2005. (E-RESERVES)</p> <p>DVD: Enron: The Smartest Guys in the Room. Magnolia Films, 2005.</p>
Week Twelve 4/27	Guest Speaker	
Week Thirteen 5/4	Final Presentations	
Week Fourteen 5/11	Final Papers Due	