

HARVARD UNIVERSITY
John F. Kennedy School of Government
(PAL-101) Exercising Leadership: Mobilizing Group
Resources
Fall 2002
General Course Information

The aim of this course is to give students a fundamental and practical understanding of leadership. The course is designed for people from a variety of backgrounds and cultures. The purpose is to increase significantly one's capacity to sustain the demands of leadership and to strengthen considerably one's ability to exercise both leadership and authority.

Drawing from several disciplines, the course develops a framework for diagnosing and intervening in political and organizational systems to generate adaptive work. Philosophy and biology provide a basis for understanding the concepts of paradigm, change, and adaptation. Political science and business management offer perspectives for examining the functions of authority and for distinguishing these from the exercise of leadership. Social psychology gives insight into the dynamics of social systems and an approach to diagnosing their productivity and dysfunctions. Music provides a language for working with qualities such as harmony, inspiration, timing, conducting, creativity, listening, and resolution.

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Schedule:

Lecture and Discussion Sessions Tuesdays 11:40 a.m. to 1:00 p.m. Rm. L-140

Consultation Group Sessions 1½ hours per week Times and rooms to be arranged

Debriefing Sessions Thursdays 11:40 a.m. to 1:00 p.m. Rm. L-140

In addition to the weekly lecture/discussion, consultation group, and debriefing sessions, the course has several evening sessions that use films and musical exercises to illustrate key skills and concepts. The dates for these sessions are listed on the syllabus.

Design:

The course is designed to enable students to learn by a variety of means: lectures, case analyses, readings, films, structured exercises, and experience. To learn from the richness of people's experiences, each student presents a personal case study of leadership to his or her small consultation group that meets throughout the term. In addition, students analyze the dynamics common to many social systems facing adaptive work by analyzing the dynamics of the class itself as a case-in-point.

Consultation Group Sessions:

The full class is divided randomly into small groups of 7-9 students. The small 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:

1. to apply what they learn in class and in the readings to their professional experiences;
2. to investigate ways to exercise leadership with and without authority;
3. to discover and analyze the dynamics of how groups accomplish and avoid adaptive 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 debriefing sessions on Thursday afternoons, the whole class

participates in analyzing a student case in depth.

Requirements:

1. Complete and on-time attendance.
2. A weekly written analysis of the consultation group sessions (2-3 pages).
3. Presentation of a case study to the small group.
4. Several short written assignments (1-3 pages).
5. A major paper, which can be based on the case study, analyzing aspects of leadership (20 pages).
6. No exams.

Grading:

- Classroom work 30%

This is based upon both an individual's effort and the quality of one's leadership in the class, and not the quantity or volume of comments. The key questions are: How much and how well did each student mobilize learning for fellow students in the class?

- Weekly papers 30%

- Major paper 40%

All readings are on reserve in the Kennedy School library. Reading packets can be purchased at the Kennedy School Case Distribution Office, Belfer G-6. Readings that are not included in the packets can be found in the KSG Library. These readings are identified by an asterisk (*) on the syllabus.

SYLLABUS

Week Date

1 9/12 Introduction: What Does it Mean to be a Leader?

Heifetz, *Leadership Without Easy Answers*, intro. and ch. 1. *
Gladwell, Malcolm, "The Talent Myth." *The New Yorker*, July 22, 2002, pp. 28-33.

2 9/17 Social Learning and Adaptive Work

Argyris, "Teaching Smart People How to Learn," in *Harvard Business Review*.
Astin and Leland, *Women of Influence, Women of Vision*, ch. 6.

Cortes, An Interview in Moyers, *A World of Ideas II*, pp. 140-148.

Gillette, "Toward A Practice of Learning," from Gillette and McCollom, eds., *Groups in Context*, pp. 15-33.

Heifetz, *Leadership Without Easy Answers*, ch. 2. *

Plato, *The Republic*, pp. 221-235.

Bryson and Crosby, *Leadership for the Common Good*, pp. 157-169.

9/19 Orientation to the Consultation Group Sessions

Week Date

3 9/24 Group Dynamics

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

Freud, *Group Psychology and the Analysis of the Ego*, pp. 1-36, 49-60. *

Heifetz, *Leadership Without Easy Answers*, ch. 3. *

Rice, Selections from "Learning for Leadership," from Coleman and Bexton, *Group Relations Reader*, pp. 71-74, 86-121. *

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

Ellison, from *Invisible Man*, *The Norton Reader*, pp. 1883-1885.

Ellison, from *Invisible Man*, The New Modern Library, pp. 3-33.

Heifetz, "Notes on Group Dynamics," from Fisher, R. Aubrey, *Small Group Decision Making*.

9/26 Case Debriefing Session

4 10/1 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*, chs. 4 and 5. *

Kuhn, *The Structure of Scientific Revolutions*, pp. 77-91, 92-97, 111-173. *

May, *The Courage to Create*, chs. 1-4. *

Selznick, *Leadership in Administration*, pp. 22-28, 134-154. *

Horton and Freire, *We Make the Road by Walking*, pp. 97-109.

10/3 Case Debriefing Session

10/3 **Film:** Thursday evening, 6:00-9:00 p.m., Rm. TBA

Week Date

5 10/8 Leadership and Authority

Heifetz, *Leadership Without Easy Answers*, chs. 6 and 7. *

May, *The Courage to Create*, chs. 5 and 6. *

Smith & Berg, *Paradoxes of Group Life*, ch. 7, pp. 131-151. *

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

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

Catalyst, *Women in Corporate Leadership: Progress and Prospects*, chs. 1,2,3,5.

10/10 Case Debriefing Session

6 10/15 Assassination

Arney, *Experts in the Age of Systems*, pp. 150-175.

Heifetz, *Leadership Without Easy Answers*, chs. 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.*

10/17 Case Debriefing Session

Week Date

7 10/22 Purpose, Task and Work Avoidance

Bellah, et al., "Democracy Means Paying Attention," in *The Good Society*, pp. 254-286.

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

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

Frankl, Viktor Emil, *Man's Search for Meaning: an introduction to logotherapy*. *

Steele, *The Content of Our Character*, pp. ix-xii and 57-76.

10/24 Case Debriefing Session

8 10/29 Intervention: Managing Chaos and Conflict

Burns, *Leadership*, pp. 228-240.
Pruitt and Rubin, *Social Conflict: Escalation, Stalemate and Settlement*, pp. 1-24, 62-86.
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Rukeyser, "Ann Burlak" and "Käthe Kollwitz," *The Collected Poems of Muriel Rukeyser*, pp. 196-199, 479-484.

10/31 Case Debriefing Session

Week Date

9 11/5 Listening (Sensing the Environment)

Mathieu, *The Listening Book*, pp. 24-25, 34-37, 43-45, 55-57, 69-70, 73-77, 117-121, 128-133.
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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*. 294-305.

Smith & Berg, *Paradoxes of Group Life*, ch. 8, pp. 152-181. *

Whitman, "Proud Music of the Storm," from *The*

Portable Walt Whitman, pp. 255-261. *

11/5 **Evening Class #1**, 6:00-9:00 p.m., Rm. TBA

11/7 **Case Debriefing Session**

10 11/12 Inspiration

Emerson, "Self-Reliance," from *The Portable Emerson*, pp. 229-254. *

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*, ch.14. *

11/12 **Evening Class #2**, 6:00-9:00 p.m., Rm. TBA

11/14 **Case Debriefing Session**

Week Date

11 11/19 Boundaries and Partnership

Bly, An interview in Moyers, *A World of Ideas II*, pp. 267-284.

11/21 **Case Debriefing Session**

12 11/26 Case Debriefing Session

11/28 **Thanksgiving Day – no class**

13 12/3 Staying Alive

Heifetz, *Leadership Without Easy Answers*, ch.11. *

Musashi, *A Book of Five Rings*, pp. 34-50.

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

Tracy, *The Secret Competition Among Women*, pp. 3-30.

12/5 Case Debriefing Session

12/5 **Film:** Thursday evening, 6:00-9:00 p.m., Rm. TBA

Week Date

14 12/10 Case Debriefing Session

12/12 Laying the Past to Rest

Vicki LaFarge, "Termination in Groups," from McCollom and Gillette, *Groups in Context*

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