

HARVARD UNIVERSITY

Harvard Kennedy School

(PAL-101) Exercising Leadership: Mobilizing Group Resources

Fall 2008

General Course Information

Designed for people from many backgrounds and cultures, this course provides essential diagnostic and strategic understanding, as well as personal insight and skill, for the practice of leadership. Applying theory to practice, the purpose is to build significantly upon one's ability to exercise leadership and authority and to increase one's capacity to sustain the stresses of leadership.

Drawing from several disciplines, the course develops a coherent, practical framework for analyzing conditions and taking action in political and organizational systems facing critical challenges. Philosophy and biology provide the concepts of paradigmatic change and adaptation. Political science and business management provide perspectives on the functions of authority and for distinguishing these from the exercise of leadership. 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 qualities such as harmony, inspiration, timing, conducting, creativity, listening, and resolution.

**Instructor:**

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**Schedule:**

Lecture and Discussion Sessions	Mondays	10:10 a.m. to 11:30 a.m., Room L-140
Consultation Group Sessions	1½ hours per week	Times and rooms to be arranged
Debriefing Sessions	Wednesdays	10:10 a.m. to 11:30 a.m., Room L-140

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

**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 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 debriefing sessions on Wednesday mornings, the class develops a framework for leadership analysis by analyzing a student case in some depth.

**Requirements:**

1. Complete and on-time attendance. Only medical and family emergencies are permitted.
2. A weekly written analysis of the consultation group sessions (2-3 pages) in addition to several short written assignments (1-3 pages).
3. Presentation of a case study to the small group.
4. A final paper analyzing aspects of leadership (10-12 pages). This can be based on the personal case study. Students taking both PAL 101 and PAL 164j can submit a single paper (14-16 pages) to fulfill final paper requirement for both courses.
5. 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      40%

- Final paper      30%

All readings marked with an asterisk are on reserve in the Kennedy School Library. All other readings can be found in the reading packets available for purchase at the Kennedy School Case Distribution Office, Belfer G-6.

The readings listed each week should be read in preparation for that week's discussion.

## SYLLABUS

### Week Date

#### 1 9/10 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.\*

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#### 2 9/15 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, Millermann and Gioja, *Surfing the Edge of Chaos*, chapters 2 and 10.

Williams, *Real Leadership*, chapter 2.\*

#### 2 9/17 Orientation to the Consultation Groups

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#### 3 9/22 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.\*

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**Week Date**

- 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 9/24 Case Debriefing**

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**4 9/29 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 10/1 Case Debriefing**

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**5 10/6 Leadership and Authority**

*The Holy Scriptures*, Exodus, chapters 18 and 32, Revised 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.

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**Week Date**

<b>5</b>		May, <i>The Courage to Create</i> , chapters 5 and 6.*  Milgram, <i>Obedience to Authority: An Experimental View</i> , "The Dilemma of Obedience," pp.1-12.  Smith and Berg, <i>Paradoxes of Group Life</i> , chapter 7, pp. 131-151.  Tucker, <i>Politics as Leadership</i> , pp. 59-67, 77-97.  Weber, "The Sociology of Charismatic Authority," from Gerth and Mills, eds., from <i>Max Weber: Essays in Sociology</i> , pp. 245-250 and 253-255.
<b>5</b>	<b>10/6</b>	<b>Film: Monday evening, 6:00-9:00 p.m., Wiener Auditorium</b>
<b>5</b>	<b>10/8</b>	<b>Case Debriefing</b>
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<b>6</b>	<b>10/13</b>	<b>Columbus Day Holiday – no class</b>
<b>6</b>	<b>10/15</b>	<b>Case Debriefing</b>
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<b>7</b>	<b>10/20</b>	<b>Assassination</b>  Arney, <i>Experts in the Age of Systems</i> , pp. 151-175.  Clausewitz, "On Military Genius," pp. 100-112 and "On Danger in War," pp. 113-114 from <i>On War</i> .  Heifetz, <i>Leadership Without Easy Answers</i> , chapters 8, 9, 10.*  James, "Expiation and Atonement," from <i>Sacrifice and Sacrament</i> , pp. 104-128.  Neustadt, <i>Presidential Power</i> , pp. 3-9, 152-153, 161-163, 176-177.*
<b>7</b>	<b>10/20</b>	<b>Film: Monday evening, 6:00-9:00 p.m., Wiener Auditorium</b>
<b>7</b>	<b>10/22</b>	<b>Case Debriefing</b>
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**Week Date**

**8 10/27 Purpose, Task and Work Avoidance**

Frankl, *Man'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.\*

**8 10/29 Case Debriefing**

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**9 11/3 Intervention: Managing Chaos and Conflict**

Burns, *Leadership*, pp. 228-240.

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.\*

**9 11/5 Case Debriefing**

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**10 11/10 Listening (Sensing the Environment)**

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.\*

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**Week Date**

**10** 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.

**10 11/10 Monday Evening, Music Exercise #1, 6:00-9:00 p.m., Rm. L-140**

**10 11/12 Case Debriefing**

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**11 11/17 Inspiration**

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

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

Gardner, "Personal Renewal"

[http://www.pbs.org/johngardner/sections/writings\\_speech\\_1.html](http://www.pbs.org/johngardner/sections/writings_speech_1.html)

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.

**11 11/17 Monday Evening, Music Exercise #2, 6:00-9:00 p.m., Rm. L-140**

**11 11/19 Case Debriefing**

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**12 11/24 Boundaries and Partnership**

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

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

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

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

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**Week Date**

**12 11/24 Monday Evening, Music Exercise #3, 6:00-9:00 p.m., Rm. L-140**

**12 11/26 Case Debriefing**

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**13 12/1 Staying Alive**

Heifetz, *Leadership Without Easy Answers*, chapter 11.\*

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

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

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

**13 12/1 Film: Monday evening, 6:00-9:00 p.m., TBA**

**13 12/3 Case Debriefing**

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**14 12/8 Laying the Past to Rest – last day of class.**

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

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## **BOOKS ON ORDER AT THE COOP, HARVARD SQUARE**

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

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9/30/08