

Strategies of Change: Leaders and Leadership
Spring 2013
Public Administration 622
Robbie Alm and Dick Pratt

Overview

Leaders and leadership have always fascinated us. Whether we focus on their larger-than-life aspects, their pivotal roles in history (The “Great Man” or, today, “Great Woman” theory) or their fatal flaws (Greek tragedies and their modern versions), we pay tremendous attention to them. Most of our attention understandably falls on the more dramatic and public acts of these leaders, which in fact account for only a fraction of their overall activities.

We can however learn more about them, and about ourselves, from a rigorous examination of and reflection on the routine habits of leaders, the day-to-day actions that are expressions of leadership, and from the kind of relationships with those they lead, as well as these larger acts upon which we more commonly focus.

The course examines leadership: as we experience it everyday, as we see it in public officials, as it is portrayed in popular media, as we find it in Hawaiian culture and traditions, and as it engages the challenges associated with making positive changes in our communities and the organizations that work on their behalf.

Finally, the course is itself a set of relationships and subject to our reappraisal part way through (see Session 7) when we can consider whether to make changes to better reach the course’s goals.

Course Goals

1. Becoming keener observers of what leaders are doing or trying to do, and what works and doesn’t.
2. Understanding ourselves as leaders, and as followers who are inevitably in a complex relationship with leaders.
3. Appreciating the challenges of leading positive change, and when and how to undertake it.
4. Feeling more confident about what role/action is best, and our own ability to do it.
5. Understanding leadership styles and effectiveness from differing cultural perspectives.

Readings

There is one textbook, THE COURAGEOUS FOLLOWER 3rd Edition by Chaleff. In addition, we have assembled a set of readings on leadership from a variety of sources. These both can be purchased in class (they aren't available in the bookstore). We will provide details during the first class. We also will at times hand out additional materials in class.

Guests

Chuck Freedman (Communications Director, Democratic Party of Hawaii); Tom Kaulukukui, Jr. (Queen Lili'uokalani Trustee); Haunani Apoliona (Board of Trustees, Office of Hawaiian Affairs); Leslie Wilcox (President & CEO, PBS Hawaii); David McClain, Professor, UHM Shidler College of Business); Keith Yamamoto (Deputy Director of Health); Pono Shim (CEO of Enterprise Honolulu); and Amy Agbayani (Director, Student Excellence, Equity and Diversity, University of Hawai'i) are scheduled to be our guest speakers. These individuals have each engaged in their own explorations of leadership and will bring different perspectives to our discussions.

Requirements

A. Participation

Participation includes being prepared for class, expressing opinions (verbally and in writing), listening carefully to what others are saying, asking thoughtful questions, observing and recording observations about leadership, making use of the in-class exercises, and, in general, an interest and engagement in the subject of leadership.

B. Papers on Leaders and Leadership

We will have four 5-7 page papers due throughout the semester on (1) observing a public leader, (2) keeping a journal on your observations of leadership acts, (3) contrasting two public leaders, and (4) leadership philosophy and its application to ourselves. We will talk about them in class when the papers are turned in. We will provide more information about these papers in class. The due dates for the papers are provided in the course schedule.

Evaluation

The final grade for the course will be based on the following criteria:

Participation:	30%
Leadership Papers:	70%

Course Schedule and Outline

PART I - OVERVIEW

Session One: 1/9/13 – Introduction to the Course and to Each Other

Introductory Exercise

Course content and design: Why "leaders" and "leadership"

Discussion of goals and expectations

Your leadership experience and aspirations

Hand out second night readings.

Paper #1: Observing a Notable Leader (due February 13)

Session Two: 1/16/13 – Leadership Practices in Everyday Contexts

Guest Speaker: Chuck Freedman, Communications Director, Democratic Party of Hawai'i

Workplace behaviors: What do we like, what don't we like

Readings:

"Summaries of 'Popular' Leadership Books," from Pierce and Newstrom
Leaders and the Leadership Process

"Traits That Contribute to Leadership Effectiveness" from Wart,
Leadership in Public Organizations (2008)

PART II – LEADERSHIP FROM DIFFERENT PERSPECTIVES

Session Three: 1/23/13 - Leadership as the exercise of power; public vs. private settings.

Reflections on Chuck Freedman

Readings:

Excerpts from Greene *The 48 Laws of Power* (1998)

Pittinsky and Messiter "Crossing Sectors: Managing the Transition From
Private to Public Leadership" from *Leader To Leader*.

Session Four: 1/30/13 – "Chiefly Leadership"

Guest Speaker: Queen Lili'uokalani Trustee Tom Kaulukukui, Jr.,

Cultural perspectives on leadership

Check in on papers

Readings:

Sovereignty Dialog Article(s)

Bolman and Deal, "Leaning Into Your Fear" from *Leading With Soul*
(2001)

Hallstein, "Nourishing the Spirit" from *Memoirs of a Recovering Autocrat*
(1992)

Martin Luther King - "I Have a Dream" and "I've Been to the
Mountaintop" from *A Call to Conscience* (2001)

Session Five: 2/6/13 – From the Inside: Self Knowledge, Understanding Others

Emotional intelligence

Beginning with self, reaching to others

Empathy

Reflections on Tom Kaulukukui, Jr.

Readings:

Goleman, Boyatzis and McKee, “The Neuroanatomy of Leadership” and
“The Leadership Repertoire” from *Primal Leadership* (2004)

Session Six: 2/13/13 – Gender and Leadership

Guest Speaker: Leslie Wilcox, President and CEO, PBS Hawai'i

Paper #1 due and presentations on notable leaders

The role of gender in leadership

Context of leadership

Paper #2: Journaling (due 3/13)

Readings:

Cheung and Halpern, “Powerful Leaders Define Success as Work +
Family in a Culture of Gender” from *American Psychologist*
(Apr. 2010)

Gurian, “Helping Men” from *Leadership and the Sexes* (2008) (Note:
This is an optional reading that may be of interest.)

Session Seven: 2/20/13 – Ha’aha’a and Empathy

Guest Speaker: TBA

Finding our way as humble leaders

Acts of servant leadership

Failure

Reflections on Leslie Wilcox

Sharing examples of journals

Readings:

Apoliona, “Ha’aha’a”

Parson and Keyes, “Nothing Succeeds Like Failure” and “Managing in the
Postfailure Era” from *The Innovation Paradox* (2003)

Collins, “Level 5 Leadership: The Triumph of Humility and Fierce
Resolve” from *Harvard Business Review* (2002)

PART III – LEADERS, FOLLOWERS AND POSITIVE CHANGE

Session Eight: 2/27/13 – Personal Growth; Mana

Reflections on 2/20/13 visitor

Who has mana? How and why?

Impressions

Blockages ("Terribleness")

Apologies

Review of the course - What should we change?

Readings:

Quinn “Walking Naked Into the Land of Uncertainty” and “Confronting the Deep Change or Slow Death Dilemma” from *Deep Change* (1996)

Bolman and Deal, “Community and the Cycle of Giving” from *Leading with Soul* (2001)

Excerpt from Heifetz and Linsky, *Survival Guide for Leaders* (June 2002)

Hallstein “The Case for Incompetence” from *Memoirs of a Recovering Autocrat* (1992)

Session Nine: 3/6/13 – Kuleana and Empowerment

The challenges of the public sector and public service

Why isn't this easy if it's so good for us?

Change resistance

Readings:

Powe “When the going get tough... Public service leadership in times of significant change and uncertainty” from *International Journal of Leadership in Public Services* (2010)

Rusaw “Confronting Change With Courage and Compassion” from *Transforming The Character of Public Organizations* (1998)

Liff “Guiding Principles of Managing People in Government” from *Managing Government Employees* (2007)

Session Ten: 3/13/13 – The Importance and Challenges of Followership – I

Guest speaker: David McClain, Professor, Shidler College of Business, UHM.

What does it mean to be a “courageous” follower? How is this related to leadership?

Journals and Presentations (Paper #2)

Paper #3: Contrasting Two Well-Known Leaders (due 4/10)

Readings:

Chaleff

Introduction and Chapter 1 “The Dynamics of the Leader-Follower Relationship”

Chapter 2 “The Courage to Assume Responsibility”

Chapter 3 “The Courage to Serve”

Chapter 4 “The Courage to Challenge”

Session Eleven: 3/20/13 – The Importance and Challenges of Followership II

Reflections on David McClain

Followership exercise

Courage and real courage

Can we really do this?

Readings:

Chaleff, “The Courage to Participate in Transformation” (Chapter 5),
“The Courage to Take Moral Action” (Chapter 6), “The Courage
to Listen to Followers” (Chapter 8) and “Meditation on
Followership”

SPRING BREAK

Session Twelve: 4/3/13 – Leading from the Middle

Guest Speaker Keith Yamamoto, Deputy Director of Health

Reading:

Bellman “Leading When You Are Not In A Position of Authority”,
“Empowering Yourself From The Inside Out”, “An Action List
For Leading Change” from *Getting Things Done When You Are
Not In Charge* (2001)

Maxwell “The Challenges 360-Degree Leaders Face” from *The 360-
Degree Leader* (2005)

Session Thirteen: 4/10/13 – Leading Organizational Change and Succession

Reflections on Keith Yamamoto

Essays on Well-Known Leaders and Presentations (Paper #3)

Paper #4: Principles of Leadership and Your Own Leadership Journey
(due May 8)

Change and transition

Taking over

Readings:

Burke, “Leading Organizational Change” from *Organization Change*
(2011)

Goleman, Boyatzis and McKee, “Reality and the Ideal Vision”
Appendix B – “Emotional Intelligence” from *Primal Leadership*
(2004)

Barker “Rethinking leadership and change: a case study in leadership
succession and its impact on school transformation” from
Cambridge Journal of Education (2006)

Session Fourteen: 4/17/13 – Personal Leadership Styles

Guest Speaker: Amy Agbayani, Director, Student Excellence, Equity and
Diversity, UHM

Readings:

Harden, “Nainoa Thompson, Navigator” from *Voices of Wisdom* (1999)

Brother Noland “Kevin Daley, Drummer” from *The Lessons of Aloha*
(2005)

Clavell, “The Tea Ceremony” from *Shogun* (1975)

Wong, “Leading with Aloha” (August 2003)

Session Fifteen: 4/24/13 – Personal Mastery

Guest Speaker: Pono Shim, CEO, Enterprise Honolulu

Reflections on Amy Agbayani

Centering

Storytelling

Honoring

Aloha

Reading:

Patterson and others, “Make It Safe” and “Master My Stories” (chps. 5 and 6) from *Crucial Conversations*, 2nd Edition (2012)

Session Sixteen: 5/1/13 – Final Thoughts on Leadership

Reflections on Pono Shim

Course evaluation

A review of the course

“*Ike Luna, Ike Lalo*”

A gift

Final Session: 5/8/13

Presentation on Principles of Leadership and Your Own Leadership Journey (Paper #4) by all members of the class.