

Strategies of Change: Leaders and Leadership
Spring 2008
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. And most of our attention is to the more dramatic and, very often, public acts of these leaders, which in fact account for only a fraction of their overall activities.

We will 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 an expression of leadership, and from their relationship to those they lead, as well as these larger acts upon which we currently focus.

The course examines leadership: as we see it everyday, as we see it in major public officials, and as we see it in popular media. The course will also look at leadership in Hawaiian culture and traditions.

Finally, the course is subject to our reappraisal part way through (see Session 7) when we can consider whether to change any portion of the remaining material.

Course Goals

1. Becoming keen 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 risk, and the consequences, of action and inaction
4. Feeling more confident about what role/action is best, and our own ability to do it.
5. Engaging in a serious discussion of leadership and followership issues.

Readings

There is one textbook, THE COURAGEOUS FOLLOWER by Chalfeff. In addition, we have assembled a set of readings from a variety of sources on leadership. These both can be purchased in class the first night. We will also hand out additional materials in class.

Guests

Kaneohe Ranch CEO Mitch D'Olier, Queen Lili'uokalani Trustee Tom Kaulukukui, Jr., YWCA of O'ahu President and CEO Cheryl Kauhane, Alan Hoffman of Hoffman Communications, Keith Yamamoto, Chief of Adult Drug and Alcohol Division for the State of Hawai'i Department of Health, and Amy Agbayani, Director, Student

Excellence, Equity and Diversity, UHM 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, and, in general, an interest and engagement in the subject of leadership.

B. Journal

The journal is used in this class as a tool for you to become better observers of leaders in all of the different circumstances in which they appear. A notebook will be provided in which to record observations about leaders and leadership as you make them during the semester. These journals are to be kept by you, used on a regular basis, and brought to each class (required). The journals will be reviewed mid-semester (see schedule) and again at the end of the course. Expectations about the journal will be discussed in class.

C. Leadership Paper

A paper of approximately ten (10) – no more than 12 – pages will be due near the end of the semester, in which the habits and practices of a leader are outlined, interpretations are offered as to the effectiveness of her or his leadership style, and lessons are drawn for your own approach to leadership. More will be said about this paper in class.

Evaluation

The official grade will be based on the following criteria:

Participation: 30%
Journal: 30%
Paper: 40%

Course Schedule and Outline

PART I - OVERVIEW

Session One: 1/16/08 – Introduction to the Course and to Each Other

Introductory Exercise
Course content and design
Discussion of goals and expectations
Attributes of Great Leadership
Preliminary Views
Hand out course reading materials

Session Two: 1/23/08 – Leadership Practices in Everyday Context

Guest Speaker: Mitch D'Olier, CEO Kaneohe Ranch
Workplace behaviors: What do we like, what don't we like
Distribution of journal books and journal examples.

Readings:

Gardner, *On Leadership* -
“Tasks of Leadership;”
“Attributes”
Chaleff, Introduction and Chapter One, “The Dynamics of the
Leader-Follower Relationship”

Session Three: 1/30/08 – Leadership Observations; Public Leadership

Reflections on time with Mitch D'Olier
Public figures: myths and realities
What is distinctive about public leadership?
What we say and what we do
Selecting a leader to study

Readings:

Goleman, Boyatzis and McKee, *Primal Leadership* -
“The Neuroanatomy of Leadership”
“The Leadership Repertoire”

PART II - PERSPECTIVES ON LEADERSHIP

Session Four: 2/6/08 – “Chiefly Leadership”

Guest Speaker: Queen Lili'uokalani Trustee Tom Kaulukukui, Jr.,
Cultural perspectives on leadership

Readings:

Sovereignty Dialog Article(s)
Bolman and Deal, excerpt from *Leading With Soul* -

“Leaning Into Your Fear”
Hallstein, *Memoirs of a Recovering Autocrat* -
“Nourishing the Spirit”
Martin Luther King -
“I Have a Dream”
“I’ve Been to the Mountaintop”

Session Five: 2/13/08 – Gender and Leadership

Reflections on Tom Kaulukukui, Jr.’s visit.
Guest Speaker: Cheryl Kauhane, President and CEO of
the YWCA of O’ahu
The role of gender in leadership
Reflections on time with Tom Kaulukukui, Jr.,
Confirm selection of leader for paper

Reading:

Eagly “Female Leadership Advantage and Disadvantage: Resolving
the Contradictions” from *Psychology of Women Quarterly*
“Leadership Challenges and Opportunities: An Asian American and
Pacific Islander Woman’s Lens,” excerpt from *EVEolution*

PART III - LEADERSHIP PRACTICES RELATING TO POSITIVE CHANGE

Session Six: 2/20/08 – Ha’aha’a; The Challenges of Failure

Reflections on time with Cheryl Kauhane.
Finding our way as leaders
Leadership inventory
Servant leadership

Readings:

Apoliona, “*Ha’aha’a*”
Excerpts from Parson and Keyes *The Innovation Paradox*
Collins, “The Triumph of Humility and Resistance”

Session Seven: 2/27/08 – Personal Growth; *Mana*

How do we get into these areas?
Blockages
Apologies
Comments on journals, return journals
Review of the course - What should we change?

Readings:

Quinn, *Deep Change* –
“Walking Naked Into the Land of Uncertainty;”

“Confronting the Deep Change or Slow Death Dilemma”
Bolman and Deal, *Leading with Soul* –
“Community and the Cycle of Giving”
Excerpt from Heifetz and Linsky, *Survival Guide for Leaders*
Hallstein, *Memoirs of a Recovering Autocrat* –
“The Case for Incompetence”

Session Eight: 3/5/08 – Empowerment and Kuleana

The challenges of the public sector and public service
Why isn't this easy if it's so good for us?
Change resistance
Open talks
Notes on the final paper

Readings:

Block, *Stewardship* –
“Choosing Adventure”
“Choosing Service Over Self-Interest”

Hallstein, *Memoirs of a Recovering Autocrat* -
“The Courage of Necessary Messes”
“On Being Enlightened But Not Evolved”
Chaleff, Chapter 4, “The Courage to Challenge”

Session Nine: 3/12/08 – The Importance and Challenges of Followership - I

What does it mean to be an effective follower?
How is it done?
Can we really do this?

Readings:

Chaleff
Chapter 5 “The Courage to Participate in Transformation”
Chapter 6 “The Courage to Take Moral Action”
Followership exercise

Session Ten: 3/19/08 – The Importance and Challenges of Followership – II

What does it mean to create effective followers?
How is it done?
Can we really do this?

Reading:

Chaleff, Chapter 7 “The Courage to Listen to Followers”

SPRING BREAK

Session Eleven: 4/2/08 – Leading from the Middle
Guest Keith Yamamoto, Chief, ADAD, State of Hawai'i.

What's important to you
Sacrifices; of all types

Reading:

Cohen and Bradford, "Becoming a Partner with Your Boss" from
Influence Without Authority

Session Twelve: 4/9/08 – Leadership and Crisis
Reflections on Keith Yamamoto's visit.
Guest Speaker Alan Hoffman, Hoffman Communications
The opportunity of crisis
Role of leaders in times of crisis
"Courage" and real courage

Session Thirteen: 4/16/09 – Leading Organizational Change and Succession
Reflections on Alan Hoffman's visit.
Change and transition
Taking over
Fitting in

Readings:

Burke, *Organization Change* – "Leading Organizational Change"
Goleman, Boyatzis and McKee, *Primal Leadership* -
"Reality and the Ideal Vision"
Appendix B – "Emotional Intelligence"

Session Fourteen: 4/23/08 – Public Sector Leadership
Can we be successful leaders in the public sector?
Best leadership, worst leadership
Public sector vs. private sector

Readings:

Block, *Stewardship* –
"Cosmetic Reform"
"Recreating Our Organizations"
"Cynics, Victims and Bystanders"

Session Fifteen: 4/30/08 – Leadership Attributes Revisited; Personal Goals
Guest Speaker: Amy Agbayani, Director, Student Excellence, Equity and
Diversity, UHM
Revisiting our earlier thoughts
Personal goals

Readings:

Harden, *Voices of Wisdom* –
“Nainoa Thompson, Navigator”
Brother Noland, *The Lessons of Aloha* –
“Kevin Daley, Drummer”
Clavell, *Shogun* - “The Tea Ceremony”
Wong, “Leading with Aloha”

Session Sixteen: 5/7/08 – Final Thoughts on Leadership
Reflections on Amy Agbayani’s presentation
Course evaluation
Journals due
“*Ike Luna, Ike Lalo*”
A review of the course
A gift
The journey begins

Papers due: Monday, May 12 by 5:00 pm.