

MLD 325: BECOMING A LEADER

SPRING 2011

Instructor: David Gergen: 617-496-1982, David_Gergen@harvard.edu

Faculty Assistant: Nancy Howley, 617-496-0556, Nancy_Howley@hks.harvard.edu

Research Assistant: Baruch Shemtov, 617-384-8719, Baruch_Shemtov@hks.harvard.edu

CLASS MEETINGS

Class sessions are scheduled on Monday and Wednesday, from 1:10 to 2:30 PM in Starr Auditorium. Class attendance is expected.

COURSE OBJECTIVES

No course could plausibly claim to create a leader on its own – and MLD 325 is no exception. The purpose of this course is to help you advance in your own leadership journey. Through lectures, readings, occasional film screenings, and outside speakers, the course is intended to illuminate the paths that others have taken by men and women in the past and to provide a spark for your own leadership development. We will also explore new ways of leading in today's younger generation.

COURSE OUTLINE

The course is roughly divided into two sections: a leader's inner journey and the outer journey, including the early years of building a successful career. The classes will consist mostly of lectures with time for discussion. For quick overview purposes, here are the titles for the classes:

PART I. THE INNER JOURNEY

Discovering Your Inner Fire

Forging Your Character

Honing Your Judgment

Building on Strengths

Journey to Authenticity (Guest: Bill George)

Your Family of Origin: How it affects you (Guest: Dr. Marjorie Blum)

Film & Discussion: Amazing Grace

PART II. THE OUTER JOURNEY

Exercising Emotional Intelligence

Building Your Professional Capacity

Building Your Career

Taking Early Leadership (1)

Taking Early Leadership (2)

Learning to Lead Up

Finding Your Voice (1)

Finding Your Voice (2)

Addressing Gender Issues

Addressing Racial & Ethnic Issues

Leadership Styles in Other Cultures

Leading in a Networked World
The Dark Side: Cunning & Intrigue
Dangers of Derailment
Growing From Adversity
Leading an Integrated Life (1)
Leading an Integrated Life (2)
Wrap Up

AUDIENCE

This course is intended for students interested in and committed to improving their leadership capacity. It is designed for a wide array of students – from those with little leadership experience to those who have led large teams, American to international, inside the Kennedy School and out.

REGISTRATION INFORMATION

Please note that enrollment will be limited to 102 students. In the event that the course is oversubscribed, 90 spaces will be reserved for KSG students through the bidding process; 3 spaces will be reserved for National Security Fellows; 9 spaces will be reserved for cross-registered students. KSG will conduct and post the results should the course go to bidding.

Students interested in cross-registering should submit a 2 page application that consists of a one page cover letter and a one page resume. Please submit together as one word document (please do not submit pdf's). In order to make the process of cross registration as quick and painless as possible, please pay close attention to the following with regard to the submission of your application.

E-mail to Baruch_Shemtov@ksg.harvard.edu

As a cross-registrant, you will be sent a confirmation that we have received your application. For all students, there may be a short wait list. Audits will be permitted as long as there are available seats. In the event of over-subscription, we regret that there will be no seats available for auditors or others.

EXPECTATIONS & ASSIGNMENTS

Please note that readings will be extensive and students will be expected to have read them prior to class. Students will be required to write individual papers in mid-semester and to join with 2-3 other members of the class to write a final paper. Students will also be encouraged to speak up in class. .

GRADING

Assignments will be allocated as follows:

Mid-term paper 45%

End paper 45%

Class participation 10%

In assigning a final grade, the instructor will be mindful of HKS grading guidelines.

OFFICE HOURS

Professor Gergen is periodically available for office appointments by contacting his faculty assistant.

COURSE MATERIALS

Course packets will be distributed through the CMO. There will be two types of course packets, one including material available only in hard copy (which students are required to buy or view in the library) and another including material available online (students can purchase this packet, or can find all of the material on the Web). It is strongly recommended that you print out and organize these readings in order to follow and participate in lectures. Required books will be available at The Coop. Readings should be completed prior to the class under which they are listed. Copies of all readings will be placed on reserve in the HKS library.

REQUIRED BOOKS

Belmonte, Kevin. *William Wilberforce: A Hero for Humanity*.

Bennis, Warren. *On Becoming a Leader*.

Champy & Nohria, *The Arc of Ambition*.

Colvin, Geoff. *Talent Is Overrated*.

Gardner, John. *On Leadership*.

George, Bill. *True North*.

Gergen, David. *Eyewitness to Power*.

Harvard Business School Press. *Harvard Business Review on Leadership at the Top*, 2003.

Noonan, Peggy. *On Speaking Well*.

Rath, Tom. *StrengthsFinder 2.0*.

Valenti, Jack. *Speak Up With Confidence*.

RECOMMENDED READING

Collins, Jim. *Good to Great*.

Covey, Stephen R. *The 7 Habits of Highly Effective People*.

JANUARY

Mon, 24: Introduction to Leadership

Arthur Schlesinger Jr., *The Cycles of American History*, “Democracy and Leadership”, pp. 419 – 436.

Garry Wills, *Certain Trumpets: The Nature of Leadership*, “Introduction”, pp. 11-22.

John Gardner, *On Leadership*, “The Nature of Leadership”, pp. 1-10, “The Tasks of Leadership”, pp. 11-22.

Abraham Zaleznik, “Managers and Leaders: Are They Different?”
Harvard Business Review On Leadership, Harvard Business School Press, 1998

Wed, 26: Traits for 21st Century Leadership

Nannerl O. Keohane, "Collaboration and Leadership: Are They in Conflict?", College Board Review.

Roselinde Torres, “New Leadership Rules”, Boston Consulting Group.

Mon, 31: Discovering Your Inner Fire

Warren Bennis, *On Becoming a Leader*, Chapter 2, “Understanding the Basics”; Chapter 3, “Knowing Yourself”.

James Champy & Nitin Nohria, *The Arc of Ambition*, “Ambition Is the Root of All Achievement,” pp. 3-22; “See What Others Don’t,” pp. 25-49.

Albert Schweitzer, *Out of My Life and Thought*, “I Resolve to Become a Jungle Doctor”, pp. 81-95.

FEBRUARY

Wed, 2: Forging Your Character

John Gardner, *On Leadership*, “The Moral Dimension”, pp. 67-80.

Kathleen A. Reardon, Harvard Business Review, *Tests of a Leader*, “Courage as a Skill”, pp. 23-38.

Champy and Nohria, *The Arc of Ambition*, “Never Violate Values”, pp. 143-162.

James O’Toole, Leading Change, “The Rushmoreans,” pp.19-36.

Mon, 7: Honing Your Judgment

Barbara Leaming, *Jack Kennedy: The Education of a Statesman*, pp. 9-38, 195-214.

Sorensen, Theodore C. 2001. “Judgment and Responsibility: John F. Kennedy and the Cuban Missile Crisis.” In *Presidential Judgment: Foreign Policy Decision Making in the White House*. ed. Aaron Lobel. Hollis: Hollis Publishing Company 21-40.

Howard Gardner, *Five Minds for the Future*, “The Synthesizing Mind”, pp. 45-76.

Warren Bennis & Noel Tichy, *Making Judgment Calls*, Harvard Business Review, October 1, 2007.

Wed, 9: Building on Strengths

Peter Drucker, *Management Challenges for the 21st Century*, “Managing Oneself”, 1999, Harper Collins

Tom Rath, *StrengthsFinder 2.0.*, 2007, Gallup Press.

Mon, 14: Journey to Authenticity (Guest: Bill George)

Bill George, *True North*, Introduction; Chapter 1, “The Journey to Authentic Leadership”, pp.3-26; Chapter 4, “Knowing Your Authentic Self”, pp. 67-83; Chapter 5, “Practicing Your Values and Principles”, pp. 85-102.

Wed, 16: Your Family of Origin: How it Affects You (Guest: Dr. Marjorie Blum)

Marjorie E. Blum, “Self-Defined Leadership: Exploring Family History to Enhance Future Leadership,” pp. 9-19, excerpted from Michael Harvey and JoAnn Danelo Barbour (eds.), Global Leadership: Portraits of the Past, Visions for the Future. College Park, MD.: The James MacGregor Burns Academy of Leadership.

Mon, 21: NO CLASS (HKS Holiday)

Wed, 23: Film & Discussion: Amazing Grace

Kevin Belmonte, *William Wilberforce: A Hero for Humanity*, pp. 15 – 151

Mon, 28: Exercising Emotional Intelligence

Warren Bennis, *On Becoming a Leader*, Chapter 4, “Knowing the World”;
Chapter 8, “Getting People On Your Side”.

Daniel Goleman, “What Makes a Leader,” *Harvard Business Review*,
November-December, 1998.

Daniel Goleman, Richard Boyatzis, and Annie McKee, “Primal
Leadership: The Hidden Driver of Great Performance,” *Harvard
Business Review*. December 1, 2001.

MARCH

Wed, 2: Building Your Professional Capacity

Malcolm Gladwell, *Outliers: The Story of Success*, 2008, Little, Brown & Company, Chapter 2,
“The 10,000-Hour Rule”, pp. 35-50.

Geoff Colvin, *Talent Is Overrated*, 2008, Penguin Group, pp. 1-16, 52-104.

Mon, 7: Building Your Career

Readings to come.

Wed, 9: Taking Early Leadership I (Guests: Military Veterans)

Readings to Come.

Mon, 14: Taking Early Leadership II (Guests: Social Entrepreneurs)

Jim Collins, *Good to Great and the Social Sectors: A Monograph to Accompany Good to Great*, 2005, Harper Collins.

Wed, 16: Learning to Lead Up

Readings to Come.

Mon, 21: Finding Your Voice I

Garry Wills, *Certain Trumpets*, “The Rhetorical Leader: Martin Luther King, Jr.,” pp. 211-224.

Jack Valenti, *Speak Up With Confidence*, pp. 1-173.

Wed, 23: Finding Your Voice II

Peggy Noonan, *On Speaking Well*, Introduction and pp. 3-98.

David Gergen, *Eyewitness to Power*, Reagan, “Secrets of the Great Communicator”, pp. 210-247.

Mon, 28: Addressing Gender Issues (Guest: TBA)

Readings to Come.

Wed, 30: Addressing Racial & Ethnic Issues (Guest: TBA)

Readings to Come

APRIL

Mon, 4: Leadership Styles in Other Cultures

Readings to Come

Wed, 6: Leading in a Networked World

Readings to Come

Mon, 11: The Dark Side: Cunning & Intrigue

Richard Nixon, *Leaders*, "In The Arena: Reflections on Leadership", 1982, pp. 320-345.

David Gergen, *Eyewitness to Power*, Nixon, "Why He Fell", pp. 65-104.

Rod Kramer, "The Great Intimidators", *Harvard Business Review*, February, 2006.

Wed, 13: Dangers of Derailment

Bill George, *True North*, Chapter 2, "Why Leaders Lose Their Way".

Champy & Nohria, *The Arc of Ambition*, "Temper Ambition," pp. 99-114.

Michael Macoby, "Narcissistic Leaders: The Incredible Pros, "The Inevitable Cons," *Harvard Business Review on Leadership at the Top*, 2003, Harvard Business School Press.

Mon, 18: Growing from Adversity

Sampson, Anthony, *Mandela* (New York: Random House, 1999), pp. 179-242.

Warren Bennis, *Geeks & Geezers*. Foreword by David Gergen; Chapter 1, "Leading and Learning for Lifetime", pp. 1-21.

Diane L. Coutu, "How Resilience Works," *Harvard Business Review on Leading in Turbulent Times*, 2003, Harvard Business School Press.

Wed, 20: Leading an Integrated Life I

John Gardner, *On Leadership*, “Renewing”, pp. 121-137.

Stephen R. Covey, *The 7 Habits of Highly Effective People*,
“Habit 7: Sharpen the Saw”, pp. 287-307.

Mon, 25: Leading an Integrated Life II

Bill George, *True North*, Chapter 8, “Staying Grounded: Integrating Your Life”.

“Confessions of a CEO”, *Fortune Magazine*, November 2, 2007.

Laura Nash and Howard Stevenson, *Just Enough: Tools for Creating Success in Your Work and Life*, Harvard Business School, 2004

Mihaly Csikszentmihalyi, *Finding Flow: The Psychology of Engagement With Everyday Life*, Basic Books, 1997, p. TBA

Wed, 27: Wrap Up