MLD 325: BECOMING A LEADER

SPRING 2011

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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
Colvin, Geoff. *Talent Is Overrated.*
George, Bill. *True North.*
Gergen, David. *Eyewitness to Power.*
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


Abraham Zaleznik, ‘Managers and Leaders: Are They Different?’

Wed, 26: Traits for 21st Century Leadership

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


Mon, 31: Discovering Your Inner Fire


FEBRUARY

Wed, 2: Forging Your Character


**Mon, 7: Honing Your Judgment**


**Wed, 9: Building on Strengths**


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


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

Mon, 21: NO CLASS (HKS Holiday)

Wed, 23: Film & Discussion: Amazing Grace


Mon, 28: Exercising Emotional Intelligence

Warren Bennis, *On Becoming a Leader*, Chapter 4, “Knowing the World”;

Chapter 8, “Getting People On Your Side”.


MARCH

Wed, 2: Building Your Professional Capacity


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)


Wed, 16: Learning to Lead Up

Readings to Come.

Mon, 21: Finding Your Voice I


Wed, 23: Finding Your Voice II


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


Wed, 13: Dangers of Derailment


Mon, 18: Growing from Adversity


Wed, 20: Leading an Integrated Life I


Mon, 25: Leading an Integrated Life II


Wed, 27: Wrap Up