

**The Peter F. Drucker and Masatoshi Ito
Graduate School of Management
Claremont Graduate University**

**SPRING 2009
Mgt 367/TNDY4020
January 21 – May 6
Wednesday, 1:00-3:30 PM
Location: Burkle 12**

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Before reading anything about Connective Leadership, please take both the *L-BL Individual Achieving Styles Inventory (ASI)* and the *L-BL Organizational Achieving Styles Inventory (OASI)* at www.achievingstyles.com. Please see the instructions at the end of this syllabus. Take the ASI first, wait two days, then take the OASI. Do **NOT** read any part of the *Connective Leadership* assignment or anything on the web page other than how to take the instruments until **AFTER** you have completed them. Please print your results and bring the printouts to class for use in the fifth and eighth sessions.

MGT 367/TNDY 4020: Connective Leadership in the 21st Century (4 units)

“This discussion is not about any chance question, but about the way one should live.”
Socrates, *The Republic*.

The demands of the 21st century will require new forms of leadership. The purpose of this course is to explore the challenges and dilemmas that leaders will confront in this dynamic era. Consequently, Connective Leadership, a leadership model designed for the 21st century, will provide the overarching conceptual framework for the course. In the first segment of the course, we shall focus on leaders as individuals. Readings will explore both classical and contemporary theories of leadership. Students will have the opportunity to analyze and gain insight into their own leadership profiles.

Then, in the second segment of the course, we shall shift our attention to leaders as critical participants in organizations. How does the organizational context change things for leaders? What special constraints and special issues do leaders face in the organizational context? The course will also focus on new organizational orientations and configurations designed for speed and innovation, including “hot groups.”

The course takes a transdisciplinary approach, integrating concepts and models from psychology, sociology, political science, anthropology, philosophy, and organizational behavior. The course will include biographical materials about real-life leaders, videos, and exercises to supplement lectures and discussion. Students will be expected to participate actively in every class discussion.

Class Project

There will be a module project, done in groups. Participants will form their own groups of 3-4 members. At the completion of the project, all group members will complete confidential peer evaluation forms for all members of the project group, including themselves. The forms will be sent to you by e-mail by Kathy Holden, my faculty support person, before the next to the last class. Please enclose it in a sealed envelope and hand it in along with the team project. Projects will be presented on the last day of class or the last two days of class, depending upon class size/number of projects. At that time, the team will hand in two copies of the project. One copy will be returned with a grade. Please inform the teaching assistant which team member will be responsible for picking up the graded project.

Grades

The **course grade** will be based on two major components: 1) each individual's class participation; 2) the class project grade. All members of a project team will receive the **same grade for the project**. Each student's **course grade** may differ, depending upon degree and quality of each individual's class participation.

Reading and Class Participation

If class size permits, the course will be conducted as a seminar. To get the most out of the seminar format, all participants should expect to come to class prepared to engage in critical analysis and active discussion of the readings. That means doing the reading *before* the class sessions. Participants are advised to do the reading sufficiently ahead of time so that they have ample opportunity to review the materials before each session.

Required Texts

1. Barnard, Chester. (2005). *The Functions of the Executive*. Cambridge, MA: Harvard University Press.
2. Bennis, Warren. (1997). *Why Leaders Can't Lead: The Unconscious Conspiracy Continues*. San Francisco: Jossey-Bass.
3. De Pree, Max. (1990). *Leadership Is an Art*. New York: Dell.
4. Gardner, John W. (1993). *On Leadership*. New York: The Free Press.
5. Lipman-Blumen, Jean. (2000). *Connective Leadership: Managing in a Changing World*. New York: Oxford University Press.
6. Lipman-Blumen, Jean and Harold J. Leavitt. (2001). *Hot Groups: Seeding Them, Feeding Them, and Using Them to Ignite Your Organization*. New York: Oxford University Press.

7. Riggio, Ronald E., Ira Chaleff, and Jean Lipman-Blumen, Eds. (2008). *The Art of Followership: How Great Followers Create Great Leaders and Organizations*. (San Francisco: Jossey-Bass).
8. Course packet.

Course Packet

1. Havel, Václav. (1994). "The New Measure of Man." *The New York Times*, Op-Ed, July 8.
2. Burns, James MacGregor. (1978). *Leadership*. New York: Harper & Row, pp. 1-28, 425-443.
3. Becker, Ernest. (1973). *The Denial of Death*. New York: The Free Press, Preface, pp. xvii-xxii, Chapters 1, 2, part of 3, pp. 1-30.
4. Weber, Max. (1968). "The Types of Legitimate Domination." Ch. 3, in *Economy and Society*, Guenther Roth and Claus Wittich (Eds.). New York: Bedminister Press, pp. 212-254.
5. Zaleznik, Abraham. (1977). "Managers and Leaders: Are They Different?" *Harvard Business Review*, May-June. (Reprinted HBR March-April 1992, pp. 1-11.)
6. Bass, Bernard M. (1985). *Leadership and Performance Beyond Expectations*. New York: The Free Press, pp. 11-32.
7. Gardner, Howard. (1995). *Leading Minds: Anatomy of Leadership*. New York: Basic Books, pp. 9-18, 22-40, 43-58.
8. Senge, Peter M. (1990). "The Leader's New Work: Building Learning Organizations," *Sloan Management Review*, Fall, Vol. 32, No. 1, pp. 7-23.
9. Kanter, Rosabeth Moss. (1977). *Men and Women of the Corporation*. New York: Basic Books, Ch. 8, "Numbers: Minorities and Majorities," pp. 206-242.
10. Burns, James MacGregor. *Leadership*. New York: Harper & Row, pp.29-46.
11. Lipman-Blumen, Jean. (2005). "Toxic Leadership: When Grand Illusions Masquerade as Noble Visions." *Leader to Leader*, No. 36, Spring, pp. 29-36.
12. Kelley, Robert E. (1988). "In Praise of Followers," *Harvard Business Review*. Nov.-Dec., pp. 1-8.

Class Sessions

January 21

Session One: Introduction and Course Overview

Readings

1. Havel, Václav. (1994). "The New Measure of Man." *The New York Times*, Op-Ed, July 8.
2. Burns, James MacGregor. (1978). *Leadership*. New York: Harper & Row. pp. 1-28, 425-443.

REMINDER: TAKE THE ASI & OASI before reading *Connective Leadership* about Achieving Styles!

January 28

Session Two: The Context of the 21st Century: Leading in an Interdependent and Diverse World

Readings

1. Lipman-Blumen, Jean. (2000). *Connective Leadership: Managing in a Changing World*. New York: Oxford University Press. Ch. 1, "New World, New Leadership: A Fundamental Shift," pp. 3-27; Ch. 3, "American Leadership: Understanding our National Addiction to Individualism, Cooperation, and Authoritarianism," pp. 47-76; Ch. 4, "A New Era: Intimations of New Leadership," pp.77-110.

February 4

Session Three: Why Are We So Hooked on Leaders Anyway? Can Leaders Really Deal with the Important Issues of Life?

Readings

1. Lipman-Blumen, Jean. (2000), *Connective Leadership: Managing in a Changing World*. New York: Oxford University Press. Ch. 2, "Why Are We So Hooked on Leaders Anyway?" pp. 28-45; Ch. 12, "Connective Leadership and the Serious Issues: Life, Death, and the Search for Meaning," pp. 325-344.
2. Becker, Ernest. (1973). *The Denial of Death*. New York: The Free Press, Preface, pp. xvii-xxii, Chapters 1, 2, part of 3, pp. 1-30.

February 11

Session Four: Types of Authority; The Functions of the Leader

Student Panel Discussions

Readings

1. Weber, Max. (1968). "The Types of Legitimate Domination." Ch. 3, in *Economy and Society*, Guenther Roth and Claus Wittich (Eds.). New York: Bedminster Press, pp. 212-254.
2. Barnard, Chester. (2005). *The Functions of the Executive*. Cambridge, MA: Harvard University Press. Chapters 15-18, pp. 215-296.
3. Zaleznik, Abraham. (1977). "Managers and Leaders: Are They Different?" *Harvard Business Review*, May-June. (Reprinted HBR March-April 1992, pp. 1-11.)

February 18

Session Five: Connective Leadership: A Behavioral Approach to Leadership.

1. Lipman-Blumen, Jean. (2000). *Connective Leadership: Managing in a Changing World*. New York: Oxford University Press. Chapters 5, 6, 7, 8, 9, pp. 113-253.

Be sure to bring to class the printout of your ASI profile.

February 25

Session Six: The Nature of Leadership: An Art or a Learned Perspective?

Student Panel Discussions

Readings

1. De Pree, Max. (1989). *Leadership Is an Art*. New York: Dell, In toto.
2. Gardner, John W. (1993). *On Leadership*. New York: The Free Press. Introduction, xv - xix; Ch.1, "The Nature of Leadership," pp. 1-10; Ch. 2, "The Tasks of Leadership," pp. 11- 22.
3. Bass, Bernard M. (1985). *Leadership and Performance Beyond Expectations*. New York: The Free Press, pp. 11-32.

March 4

Session Seven: A Cognitive Approach to Leadership

Student Panel Discussions

Readings

1. Gardner, Howard. (1995) *Leading Minds: Anatomy of Leadership*. New York: Basic Books. pp. 9-18, 22-40, 43-58.
2. Senge, Peter M. (1990). "The Leader's New Work: Building Learning Organizations," *Sloan Management Review*, Fall, Vol. 32, No. 1, pp. 7-22.

Term Project Group Formation and Preliminary Planning

March 11

Session Eight: Connective Leadership: A Behavioral Approach to Leadership in the Organization

Readings

1. Lipman-Blumen, Jean. (2000). *Connective Leadership: Managing in a Changing World*. New York: Oxford University Press. Ch. 10, "The Connective Organization: Matching Leadership and Organizational Styles," pp. 257-285.

Be sure to bring to class the printout of your OASI.

Project Group Meetings and Project Proposal Review and Discussion of Project Issues

March 18

No Class – Spring Break

March 25

Session Nine: Women in Leadership

Readings

1. Lipman-Blumen, Jean. (2000). *Connective Leadership: Managing in a Changing World*. New York: Oxford University Press. Ch. 11, "Women Leaders: An Oxymoron? Or Does Gender Make a Difference?" pp. 286-324.
2. Kanter, Rosabeth Moss. (1977). *Men and Women of the Corporation*. New York: Basic Books, Ch. 8, "Numbers: Minorities and Majorities," pp. 206-242.

April 1

Session Ten: The Moral Dimension of Leadership

Student Panel Discussions

Readings

1. Gardner, John W. (1993). *On Leadership*. New York: The Free Press. Ch. 7, "The Moral Dimension," pp. 67-80.

2. Burns, James MacGregor. *Leadership*. New York: Harper & Row, pp. 29-46.
3. Lipman-Blumen, Jean. (2005). "Toxic Leadership: When Grand Illusions Masquerade as Noble Visions." *Leader to Leader*, No. 36, Spring, pp. 29-36.

April 8

Session Eleven: Do Leaders Need Followers or Constituents?

Student Panel Discussions

Readings

1. Gardner, John W. (1993). *On Leadership*. New York: The Free Press. Ch. 3, "The Heart of the Matter: Leader-Constituent Interaction," pp. 23-37.
2. Kelley, Robert E. (1988). "In Praise of Followers," *Harvard Business Review*. Nov.-Dec., pp. 1-8.
3. Riggio, Ronald E., Ira Chaleff, and Jean Lipman-Blumen, Eds. (2008). *The Art of Followership: How Great Followers Create Great Leaders and Organizations*. (San Francisco: Jossey-Bass). **Selections to be announced.**

April 15

Session Twelve: New Organizational Forms: Hot Groups and Connective Leaders

Readings

1. Lipman-Blumen, Jean and Harold J. Leavitt. (2001). *Hot Groups: Seeding Them, Feeding Them, and Using Them to Ignite Your Organization*. New York: Oxford University Press. In toto.

April 22

Session Thirteen: The Organization: Constraints and Opportunities

Student Panel Discussions

Readings

1. Bennis, Warren. (1997). *Why Leaders Can't Lead: The Unconscious Conspiracy Continues*. San Francisco: Jossey-Bass. In toto.
2. Gardner, John W. (1993). *On Leadership*. New York: The Free Press. Ch. 4, "Contexts," pp. 38-47; Ch. 8, "Large-Scale Organized Systems," pp. 81-92.

Possible Group Project Presentations, depending upon class size.

April 29

Session Fourteen: Group Project Presentations

Two copies of the project are due today. One will be returned to you after grading. Evaluations of project members' contributions to project are to be handed in now in a sealed envelope with your name on the outside (these evaluations are confidential). You will receive the evaluation forms by email from Kathy Holden, Faculty Support. Thank you.

PLEASE READ THE ENTIRE INSTRUCTIONS BEFORE GOING ON THE WEB. THANK YOU.

Instructions for taking the L-BL Achieving Styles Inventory (ASI) on the Achieving Styles Institute Web Page

(ALL DATA ARE CONFIDENTIAL)

1. Go to the Achieving Styles Institute home page by typing:
<http://www.achievingstyles.com/>
2. Click on "Use an ASI Inventory online!" on the right side of the homepage screen.

The Achieving Styles Institute : Management leadership consulting and training - Microsoft Internet Explorer

File Edit View Favorites Tools Help

Back Forward Stop Home Search Favorites Media Print

Address <http://www.achievingstyles.com> Go

ASI ACHIEVING STYLES INSTITUTE

Learn about the Institute and the people involved

What are Achieving Styles and Connective Leadership?

Order books about Connective Leadership

Use an ASI Inventory online

View your Inventory results

[ASI administrative area](#)

The Achieving Styles Institute is a management consulting, training, and research firm whose mission is to assist individuals and organizations in achieving their leadership goals more effectively.

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[Email the Institute](#) · [Contact the ASI](#) · [ASI Home page](#) · [Articles](#) · [ASI Team](#) · [Seminars](#)

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Site updated 5/30/2003

Start | Internet | 2:55 PM

3. On the next screen, click on the first button: Use an inventory as part of a pre-paid group.

Would you like to:

- [Use an inventory as part of a pre-paid group \(A password is assigned to you \)](#)
- [View your ASI or OASI results if you've used an inventory before](#)
- [View your ASSET results if you've used the ASSET before](#)
- [Learn more about the Achieving Styles inventories](#)
- [Logout from results viewing](#)

4. A dialogue box will appear: "Enter the username and password assigned to your group then click Login."

For "Username" type: **mgt367**

For "Password" type: **spring2009**

NOTE: Both the Username and Password are in **lower case font**, and there are no spaces in either.

ASI - Inventory login - Microsoft Internet Explorer

File Edit View Favorites Tools Help

Address http://www.achievingstyles.com/instruments/login_inventory.asp?passLevel=inventory Go

ASI ACHIEVING STYLES INSTITUTE

Enter the username and password assigned to your group then click Login.

Username:

Password:

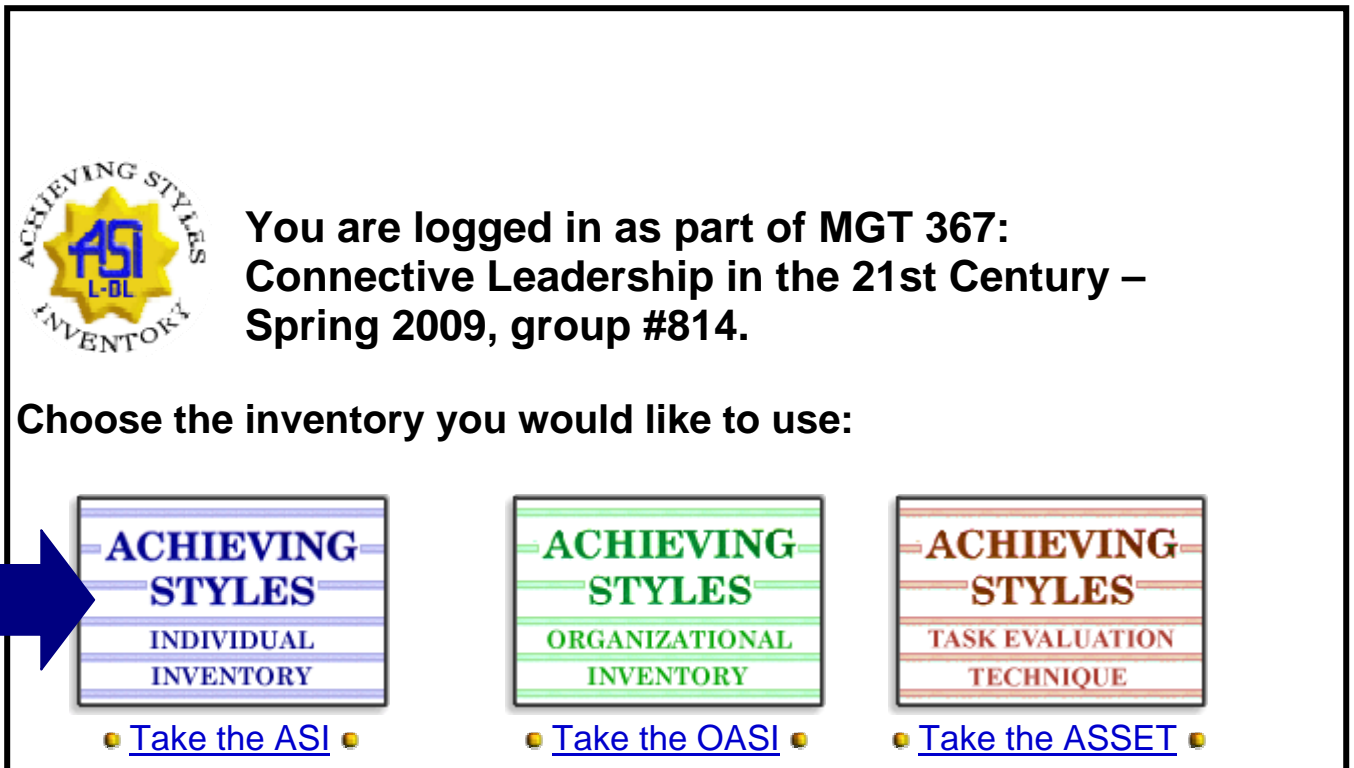
Login

About ASI - The Connective Edge - Connective Leadership Model - Use an ASI Instrument
Email the Institute - Contact the ASI - ASI Home page - Articles - ASI Team - Seminars

Start Inbo... Facu... Facu... Mic... C:\A... Re: ... AS ... Gar... Internet 3:03 PM

5. Then, click Login.

6. On the next screen, click on the box on the left, "Take an ASI."



**You are logged in as part of MGT 367:
Connective Leadership in the 21st Century –
Spring 2009, group #814.**

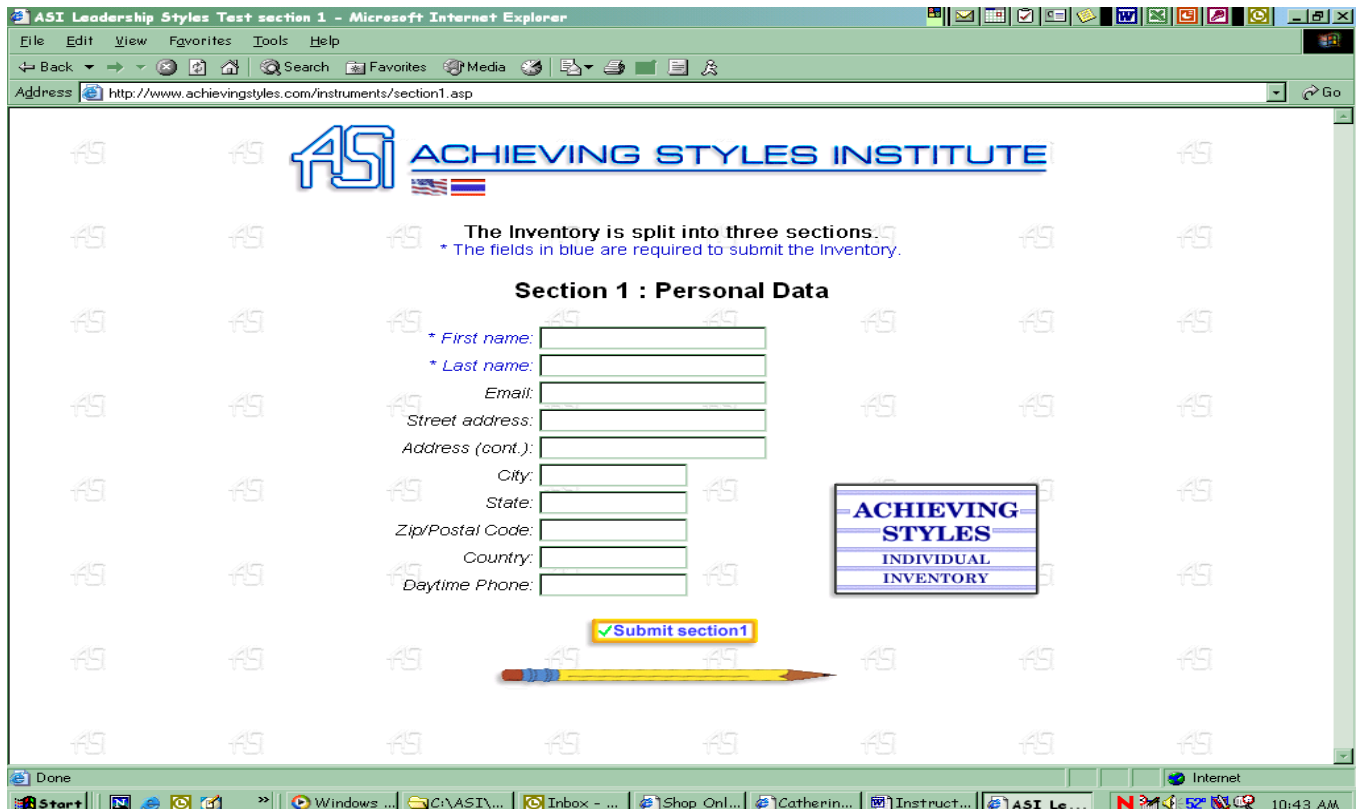
Choose the inventory you would like to use:

ACHIEVING STYLES INDIVIDUAL INVENTORY
[Take the ASI](#)

ACHIEVING STYLES ORGANIZATIONAL INVENTORY
[Take the OASI](#)

ACHIEVING STYLES TASK EVALUATION TECHNIQUE
[Take the ASSET](#)

7. You may now complete the inventory starting with Section 1: Personal Data.



ASI Leadership Styles Test section 1 - Microsoft Internet Explorer

Address: <http://www.achievingstyles.com/instruments/section1.asp>

ASI ACHIEVING STYLES INSTITUTE

The inventory is split into three sections.
* The fields in blue are required to submit the inventory.

Section 1 : Personal Data

* First name:

* Last name:

Email:

Street address:

Address (cont.):

City:

State:

Zip/Postal Code:

Country:

Daytime Phone:

[Submit section1](#)

8. PLEASE NOTE: YOU NEED TO COMPLETE THREE SECTIONS OF THE ASI IN ORDER FOR THE RESULTS TO BE ANALYZED.

- A. Section III requests demographic information. Toward the bottom of Section III are questions #15 and #18 about your occupation, job title and employer's industry.

If you are under 24 years old, do not have much work experience, and expect to change careers, please type in "student" for your job title and 9999 as the SOC code above, and "unknown" for the employer's industry and 999999 as the NAICS code above. Otherwise, please enter as complete an occupation and employer's industry as possible using the "lookup" utility next to those questions.

- B. At the end of Part III, click on the button "Submit section 3." (If you forgot to answer any questions, the program will return you to the question in order to complete it, before calculating your score.)

9. On the next screen, click on the box "View your results." (If you want to see your results later, save your ID# from this page. When you're ready, return to the home page and click on "Use an ASI inventory online!" Click on "View your results if you've used an ASI before," then type in the ID# you received along with the last name you entered on the Demographic part of the ASI.) Your score, a polar graph of your achieving styles, and a brief explanation of your unique scores will appear, which you may print.

(ALL DATA ARE CONFIDENTIAL)

All questions may be directed to Adrienne Devine, 626-584-5800 or Adrienne@achievingstyles.com