

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

**Spring 2009
MGT 403 Self- and Shared Leadership**

Leading from the Inside Out:
How Self- and Shared-Leadership are Transforming Lives and Organizations

Room - B26

Monday	January 5	6:30 -10:00 pm
Tuesday	January 6	6:30 -10:00 pm
Wednesday	January 7	6:30 -10:00 pm
Tuesday	January 13	6:30 -10:00 pm
Wednesday	January 14	6:30 -10:00 pm
Thursday	January 15	6:30 -10:00 pm

Team-taught by:
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Course Overview

The focus of this course will be on practical issues regarding how to make yourself and the teams in which you interact more effective. We will address such issues as: how to be an effective self-leader; how to apply various leadership strategies; and how to promote appropriate shared leadership.

We will begin the course by examining the primary sources of power and influence in organizations. In so doing, we will also explore four fundamental leadership strategies: directive; transactional; transformational; and empowering. We will analyze these four types in depth by applying them to video case analyses. We will then determine when and how each is appropriate. Important to being an effective leader of others, however, is the need to be an effective self-leader. Thus, we will, through readings, exercises and video analyses investigate multiple strategies for being a more effective self-leader. To help translate these ideas into action, one of the outcomes of the course will involve your creation and assessment of a self-development initiative.

Leadership is something typically ascribed to an appointed or elected individual who is then charged with exerting leadership influence over followers. In this course we will go beyond this narrow view of leadership as a one-way influence process to examine the possibility of leadership being a shared influence process. Recent research has shown that when members of teams and organizations are more actively engaged in leading each other that they typically outperform teams and organizations where the leadership is more centralized and flows primarily from the formal top leader. We will examine shared leadership through readings, a video clip and multiple exercises.

Accordingly, we will discuss when leadership should be shared (and not) and discuss strategies for encouraging shared leadership. Subsequently, you will develop a plan for how to appropriately develop shared leadership in your organization.

To get the full value out of the course, you will need to carefully read the material, taking time to reflect on its significance. Then, in class you will need to share your thinking as we develop our mutual knowledge bases together.

Course Objectives

1. Develop an understanding of the four fundamental types of leadership including the impact of each within organizations.
 2. Develop an understanding of shared leadership, when it is appropriate and how to encourage it.
 3. Develop a healthy understanding of the “power of failure.”
 4. Practice the improvement of self-leadership skills.
 5. Practice giving and receiving feedback in a shared leadership environment.
 6. Practice analyzing the leadership dynamics of a team in action.
 7. Create a plan for appropriately encouraging self- and shared leadership in your work environment.
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Course Policies

1. Regular attendance and preparation for class are expected and will be taken into account in the grading process. Due to the small number of class sessions a maximum of one class absence is allowed but the professors must be notified in advance of such an absence.
2. It is the student’s responsibility to turn in assignments on time. No make-up assignments will be given except under the most extraordinary of circumstances.
3. Course grades will be determined on the following basis:
 - a. Self-development project—2 page analysis to be turned in during fourth session (25%)
 - b. Class participation (50%)
 - c. Each participant will choose one of the following three potential assignments:
 1. Shared leadership development plan—3 page plan to be turned in two weeks after last session (25%)
 2. Media project – Each participant will develop a media project in which s/he will clip articles from newspapers and magazines about an organization dealing with issues related to self-and shared leadership. Articles should be highlighted with yellow marker, using the highlighted articles as evidence for the analysis. The analysis should use concepts and frameworks from class readings. The final project will be turned in, with a three-page analysis of the organization (s). The participant will turn in two copies of the project. One copy will be returned with a grade. (25%)

3. Create a classroom exercise for developing shared leadership in organizations. The exercise should require between 30 minutes and two hours to complete. You should provide a three-page write up of the exercise, fully describing how it is to be used. Please use appendices to attach all supporting materials necessary for the exercise. (25%)

Conduct: In all work the Honor Code will be strictly observed.

Course Materials

1. Pearce & Conger (2003). Shared Leadership: Reframing the Hows and Whys of Leadership. Thousand Oaks, CA: Sage. ISBN 0761926232
 2. Pearce, Craig L., Henry P. Sims, Jr., Jonathan F. Cox, Gail Ball, Eugene Schnell, Ken A. Smith, Linda Trevino (2003). Transactors, Transformers and Beyond: A Multi-method Development of a Theoretical Typology of Leadership. Journal of Management Development, 22(4): 273-307.
 3. Pearce, Craig L. & C. C. Manz (2005). The new silver bullets of leadership: The importance of self- and shared leadership in knowledge work. Organizational Dynamics 34(2): 130-140.
 4. Manz & Sims (2001) The New SuperLeadership: Leading Others to Lead Themselves. San Francisco: Berrett-Khoeler. ISBN 1576751058
 5. Manz (2002). The Power of Failure. San Francisco: Berrett-Koehler. (as a take away reading at end of course) ISBN 1576751325
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Tentative Course Outline (subject to change)

Session 1: Monday, January 5, 6:30 – 10:00 pm

Readings: 1, 2, 3 & 4

Opening remarks

Greenfield case

Break

Leadership types video cases

Shared leadership introduction

Session 2: Tuesday, January 6, 6:30 – 10:00 pm

Discussion of high performance teams (solicitation of experiences of leadership)

Shared leadership video case and discussion

Break

Self-leadership presentation/video/exercises

Session 3: Wednesday, January 7, 6:30 – 10:00 pm

Readings: 5

Bolero video

Small group discussion of video and leadership dynamics

Break

Exercise/discussion

Dinner Break

Session 4: January 13, 6:30 – 10:00 pm

Hatband Exercise

Empowered Work Teams

Break

Shared leadership in Projects exercise

Session 5: Wednesday, January 14, 6:30 – 10:00 pm

Jazz video (to compare and contrast w/ Bolero)

Small group discussion of video and leadership dynamics

Session 6: Thursday, January 15, 6:30 – 10:00 pm

Power of Failure

Course conclusion

Reading: 6 (to be read after the end of the course)