

Spring 2008 –Module I
Monday, 7:00-10:00 PM
Location: Pasadena

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***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 both instruments.

**Before reading anything about
Connective *Achieving Styles***

MGT 535: Leaders and Managers in the 21st Century: E'er the Twain Shall Meet (2 units)
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(NOTE: This module is meant as the first of two related modules. It focuses upon leaders as individuals. The second, MGT 536, *The Challenges that Leaders Confront in 21st Century Organizations*, focuses on how organizations create special constraints and opportunities for leaders.)

Using both classical and contemporary leadership concepts, this module explores new demands and relevant strategies for leaders who expect to lead effectively in the 21st century. The Connective Leadership/Achieving Styles Model will provide the conceptual framework for the course. Students will examine leadership from the perspective of the individual leader, heuristically separated from the organizational context. Thus, it is designed to focus on the individual, rather than organizational, issues in leadership. We shall consider what it means to be a leader/manager. The course is designed, in part, to examine participants' own leadership strengths and limitations. In addition, the module explores various approaches to recognizing leaders and leadership potential in others.

In this module, we shall explore several basic questions: What is the nature of leadership? Is there a difference between leaders and managers? Why do we continue to seek leaders? Must there always be a moral dimension to leadership? What are authenticity and accountability all about, and do leaders really need them? What—if anything—distinguishes transactional, transformational, and servant leaders? What leadership behaviors enable leaders to accomplish their goals? Will those leadership strategies be different in the 21st century? Will leaders need obedient followers or active constituents to help them achieve their common goals?

In addition to analyzing their own leadership profiles, participants will have an opportunity to explore classical and contemporary leadership literature. The module takes a transdisciplinary approach, integrating concepts and models from psychology, sociology, political science, anthropology, philosophy, and organizational behavior. Videos and group exercises will supplement lectures and discussion.

Module 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 Hayley Kiruki, my faculty support person, before the next to 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. De Pree, Max. (1990). *Leadership is an Art*. New York: Bantam Doubleday Dell.
2. Gardner, Howard. (1996). *Leading Minds: An Anatomy of Leadership*. New York: HarperCollins Publishers.
3. Gardner, John W. (1993). *On Leadership*. New York: The Free Press.
4. Lipman-Blumen, Jean. (2000). *Connective Leadership: Managing in a Changing World*. New York: Oxford University Press.
5. Course packet.

Course Packet

1. Becker, Ernest. (1973). *The Denial of Death*, New York: The Free Press, Chapters 1 & 2, part of Chapter 3, pp. 1-30.
2. Zaleznik, Abraham. (1977). "Managers and Leaders: Are They Different?" *Harvard Business Review*, May-June. (Reprinted HBR March-April 1992, pp. 1-11).
3. Havel, Vaclav. (1994). "The New Measure of Man." *The New York Times*, Op-Ed, July 8.

4. Bass, Bernard M. (1985). *Leadership and Performance Beyond Expectations*. New York: The Free Press. Chapter 1, "New Models of Leadership," pp. 3-13, and Chapter 2, "Transformational Leadership," pp. 14-32.
5. Greenleaf, Robert K. "The Servant as Leader," in Vecchio, Robert P. (Ed.) *Leadership: Understanding the Dynamics of Power and Influence in Organizations*. 1997, pp. 429-438.
6. Kelley, Robert E. "In Praise of Followers," *Harvard Business Review*, Nov.-Dec., 1988, pp. 1-8.
7. Walsh, Diana Chapman. (1997). "Cultivating Inner Resources for Leadership," in Hesselbein, Frances, Marshall Goldsmith, and Richard Beckhard (Eds.). *The Organization of the Future*, pp. 295-302.

Class Sessions

January 28, 2008

Session One: Why Do We Keep Seeking Leaders: The Psychological and Existential Bases of

Our Search

Overview and Introductions

Readings:

1. Lipman-Blumen. (1996), *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.
2. Becker, Ernest. (1973). *The Denial of Death*, New York: The Free Press. Ch. 1, "Introduction: Human Nature and the Heroic," pp. 1-8; Ch. 2, "The Terror of Death," pp. 11-24; part of Ch. 3, pp. 25-30.

February 4, 2008

Session Two: The Nature of Leadership

Readings:

1. Gardner, John W. (1993). *On Leadership*. New York: The Free Press. Introduction, pp. xi-xv; Ch. 1, "The Nature of Leadership," pp. 1-10; Ch. 2, "The Tasks of Leadership," pp.11-22; Ch. 5, "Attributes," pp. 48-54; Ch. 6, "Power," pp.55-66.
2. Zaleznik, Abraham. (1977). "Managers and Leaders: Are They Different?" *Harvard Business Review*, May-June. (Reprinted HBR March-April 1992, pp. 1-11).
3. De Pree, Max. (1989). *Leadership is an Art*. New York: Bantam Doubleday Dell, skim.

February 11, 2008

Session Three: The Changing Context of Leadership: The Connective Era

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.
2. Havel, Václav. (1994). "The New Measure of Man." *The New York Times*, Op-Ed, July 8.

February 18, 2008

Session Four: A Leadership Model for the 21st Century: Connective Leadership

Readings:

1. Lipman-Blumen, Jean. (2000). *Connective Leadership: Managing in a Changing World*. New York: Oxford University Press. Chapters 5, 6, 7, 8, 9, pp. 113-251.

February 25, 2008

Session Five: Transactional, Transformational, and Servant Leaders

Readings:

1. Bass, Bernard M. (1985). *Leadership and Performance Beyond Expectations*. New York: The Free Press. Ch. 1, "New Models of Leadership," pp. 3-13; Ch. 2, "Transformational Leadership," pp. 14-32.

NOTE: Readings continued on next page.

2. Greenleaf, Robert K. "The Servant as Leader," in Vecchio, Robert P. (Ed.) *Leadership: Understanding the Dynamics of Power and Influence in Organizations*. 1997, pp. 429-438.

March 3, 2008

Session Six: The Necessary Interaction of Leaders and Constituents/Followers

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; Ch. 7, "The Moral Dimension," pp. 67-80.
2. Kelley, Robert E. "In Praise of Followers," *Harvard Business Review*, Nov.-Dec., pp. 1-8.
3. Walsh, Diana Chapman. (1997). "Cultivating Inner Resources for Leadership," in Hesselbein, Frances, Marshall Goldsmith, and Richard Beckhard (Eds.). *The Organization of the Future*, pp. 295-302.

Group project presentations, depending upon class size

March 10, 2008

Session Seven: Developmental and Cognitive Approaches to Leadership

Readings:

1. Lipman-Blumen, Jean. (2000). *Connective Leadership: Managing in a Changing World*. New York: Oxford University Press. Ch. 12, "Connective Leadership and the Serious Issues: Life, Death, and the Search for Meaning," pp. 325-344.
2. Gardner, Howard. (1996) *Leading Minds: An Anatomy of Leadership*, New York: Basic Books, pp. 9-18, 22-40, 43-65, 203-224.

Due Today: Two copies of Group Project and all peer evaluations.

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 screen.

The screenshot shows the Achieving Styles Institute website in a Microsoft Internet Explorer browser window. The browser title is "The Achieving Styles Institute : Management leadership consulting and training - Microsoft Internet Explorer". The address bar shows "http://www.achievingstyles.com". The website content includes the ASI logo, navigation links, and a blue arrow pointing to the "Use an ASI Inventory online" link.

Learn about the Institute and the people involved

Order books about Connective Leadership

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.

[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](#)

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Site updated 5/30/2003

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 \(A password is assigned to you \)](#)
- [Use an inventory for your own personal interest](#)
- [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."

In the space that says: "Username" type: **mgt535**

In the space that says "Password" type: **fall2006**

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

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

- Then, click Login.
- On the next screen, click on the box on the left, "Take an ASI."


 You are logged in as part of MGT 535: Leaders and Managers in the 21st Century - Fall 2006's group (754).
 Choose the inventory you would like to use:

 Take the ASI	 Take the OASI	 Take the ASSET
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- 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:





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)

Thank you for your time in contributing to a better understanding of Achieving Styles! Please don't hesitate to contact me if you have questions, and please refer to your group #.

Heather Fraschetti: tel. 626-584-5800 (California)

or

heather@achievingstyles.com