

**“Go confidently in the direction of your dreams.  
Live the life you have imagined.”---Henry David Thoreau**

## **SYLLABUS**

### **ADVANCED SEMINAR IN ETHICAL LEADERSHIP**

**Spring 2007**

<b><u>Faculty:</u></b>	<b>Howard T. Prince II</b>
<b><u>Course Number:</u></b>	<b>PA 325</b>
<b><u>Unique Number:</u></b>	<b>63315</b>
<b><u>Meeting Time:</u></b>	<b>Thursday, 2:00pm-5:00pm</b>
<b><u>Location:</u></b>	<b>SRH 3.109</b>
<b><u>Office:</u></b>	<b>SRH 3.316</b>
<b><u>Office Hours:</u></b>	<b>Thursday 10:00am-12:00 PM or by appointment</b>
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## **I. Introduction**

**The purpose of this course** is for you to acquire knowledge about leadership so you can lead and follow more effectively and ethically. It will also help you continue the journey of self-discovery, a journey that lasts a lifetime if you choose to lead. My intent is that you will learn new ideas about leadership, strengthen important leadership skills, and discover your hidden potential for leadership. I also want you to learn the value of good followership and its importance in the complicated interaction between leaders and followers. You will have many more opportunities to be a follower than a leader, especially early in your life. I believe you will enjoy the follower role much more and be able to contribute much more effectively if you understand the important role that good followers play in any leadership process. I also want you to acquire greater sensitivity to the ethical dimensions of leadership. Learning to recognize the importance of questions of purpose and to understand leadership as a form of service to others is an important insight and a balance to one's personal ambitions. You will also learn how to recognize bad leaders and what to do, or not to do, as an exemplary follower.

## **II. The Learning Plan**

### **A. Course Learning Outcomes.**

This is a course that combines knowledge and application. As we examine theories and the results of research about leadership, we shall ask, “How can I use this?” Working and studying in

small groups, we will find practical answers to this question and work to accomplish the following outcomes by the end of the course:

- *Have a clear sense of the purpose of leadership, the ethical dimensions of leadership, and the relationship between leaders and followers in a free society.*
- Be able to use multiple leadership concepts to understand leadership situations and enhance your effectiveness in the leadership process.
- *Understand the impact of individual differences and different situations on the practice of leadership.*
- Understand your current strengths and weaknesses as a leader and as a follower, and develop your own personal approach to the practice of leadership.
- *Enhance your ability to participate in and to lead a small group with an interdependent task.*
- Enhance your ability to think critically, to analyze complex and diverse concepts, and to use your reasoning, judgment and imagination to create new possibilities in leadership situations.
- *Be able to communicate your ideas clearly and persuasively orally and in writing.*

### **B. Required Books.**

The following texts are available at the UT Co-Op East and should be purchased.

1. Bennis, Warren G. and Thomas, Robert J., *Geeks and Geezers*, Boston, Harvard Business School Press, 2002. (Referred to in assignments as **Bennis**)
2. Kellerman, Barbara, *Bad Leadership*, Boston, Harvard Business School Press, 2004. (Referred to in assignments as **Kellerman**)
3. McCain, John with Salter, Mark, *Character is Destiny*, New York, Random House, 2005. (Referred to in assignments as **McCain**)

The following book will be given to you for attending the leadership conference during March 1-4. The book is free and you will receive it in class at the beginning of the semester.

Gardner, John W., *On Leadership*, New York: The Free Press, 1990. (Referred to in assignments as **Gardner**)

### **C. Reserve Reading.**

Reserve articles will be available electronically through an e-res account that has been created for this course. Sometimes I will post an additional article on Blackboard so please get in the habit of checking it before you prepare for class each week. I also use Blackboard to post my Power Point slides each week after class.

### **D. How we will use our class time.**

1. *Active Learning and Shared Responsibility.* Our class meetings will be used for things that are not so easy to do by yourself out of class. The classroom is not the only place where learning should happen, and should not be the primary place for exposure to new ideas. In this course that should occur wherever you prefer to read and study before classes. In class I will create

activities and opportunities for you to try out your understanding of new material, to see new ideas in action, and to learn from others by sharing knowledge and experiences. Our class will become a place where discussion and group work are the principal way that we spend our time. This means that you share the responsibility for learning with me and with your fellow students.

2. *Class Participation.* Class participation is an important component of student performance and is essential to group learning. As a minimum, participation requires prior preparation, attention, effective listening, good questions, and the ability to make connections with other knowledge and experiences. It means addressing other students, not just the instructor. It doesn't mean talking all the time or just restating what was in the assigned reading. All of you have valuable insights and experiences that can enrich the learning context of the class. I expect you to contribute to class discussions in ways that enhance and advance the group's understanding of the topics being discussed, while simultaneously being attentive to the comments of other class participants. *The quality, tone and timeliness of class comments are more important than the frequency and length of comments.*

3. *Preparation.* You are responsible for all assigned readings, leadership videos, and materials covered in class. I encourage group collaboration as you prepare for class. The assigned classroom normally will be available for use one hour prior to the start of class on class days.

4. *End-of-class activity.* Giving and getting effective feedback are part of the leadership process. Rather than wait until the middle or the end of the course, I prefer to have your feedback about the course after each lesson. At the conclusion of each class session, you will be asked to complete a "one-minute feedback card." This exercise will be **anonymous and ungraded**. You will simply be asked to answer, in a sentence or two, the following two questions:

- What was the essential issue or question that today's readings and class activities were intended to highlight?
- What aspects of today's class are still unclear to you?

I will provide note cards for you to use in this exercise and to hand in at the end of class. I will also provide a collection box for the cards. This exercise can be helpful in keeping you focused on the big picture. It also may alert me to potential problems in time for us to clear them up promptly.

Since this exercise is anonymous, you may also use the other side of the card to make comments and suggestions regarding ways to improve the course at any time in the semester. I welcome your feedback about what could be improved and your suggestions about how to do so.

5. *Attendance Policy.* **Class attendance is also a norm** because we will become interdependent as the semester progresses. That is to say, your presence is essential not only for your own learning, but also for the learning of the other class members, especially those in your group. I will record attendance for each class. I will excuse absences for valid reasons only if you contact me well in advance of a foreseeable and justifiable absence, or immediately after the fact in an emergency when prior notification is not feasible, such as your sudden illness or accident or a family emergency. I always appreciate a word in advance, a timely call, or an e-mail message when you know you will be unable to attend class. Such behavior is courteous

and responsible, both leadership virtues. There are no “free” class cuts in this course. *Unexcused absences will affect your class participation grade.* I also believe in starting and ending class on time because good leaders and followers respect each other’s time. If you arrive late, find a seat, get your bearings as to where we are, and join in when you can.

6. Any **student with a documented disability** (physical or cognitive) who requires academic accommodations should contact the Services for Students with Disabilities area of the Office of the Dean of Students at 471-6259, 471-4641 TTY as soon as possible to request an official letter outlining authorized accommodations. Please inform me of the authorized accommodations so I can assist you in learning.

### **E. Course Requirements.**

1. Prepare for each class and participate actively during class.
2. Write clearly, concisely, critically, and persuasively. Evaluate the data and arguments others make. Use available evidence to support your ideas. When data are scarce use reason and judgment. I always grade spelling, grammar, and punctuation. Use the aids in your word processing software to correct and improve your writing and to count the number of words so you know if you have completed the assignment according to the required length. I expect you to meet the length requirement and to turn in a word count with each written requirement (i.e., don’t exceed the maximum number of words or fall short of the minimum number of words, and stay within the stated range of the word count, which is the governing variable in the length of assignments, not number of pages). For each assignment make a cover sheet that includes your name, the course name and number, the name of the assignment and the word count.
3. Complete the **individual writing requirements**:
  - a. Submit a paper of about 2500-3750 words (10-15 double-spaced pages, 12-point font) in which you present your current personal leadership framework. See Appendix 1. A leadership framework is an organized set of ideas that help you make sense of the role of leaders and followers in different leadership situations. Your framework should also be practical (i.e., prescriptive where appropriate) and help you perform your leadership and followership responsibilities well. Sensitivity to the ethical dimensions of leadership should be reflected in your work. *This paper is the equivalent of a final exam.* It is **due in class on April 19.**
  - b. Prepare an ungraded one-page personal bio including any experience as a leader or a follower for turn in during class at Lesson 3 on February 1. This is an exercise in describing yourself to help me get to know you better.
  - c. Submit a video reaction paper of 750-1250 words (three-five double-spaced pages, 12-point font) at one of the scheduled opportunities: February 8, 22; March 29; or April 5. See Appendix 3.
  - d. During the semester you will be excused from class on March 1 to attend the annual student leadership conference hosted by the Center for Ethical Leadership. At the end of the

conference prepare a reflection paper of 750-1250 words (three-five double-spaced pages, 12-point font) on what you learned about leadership and followership from your attendance and participation during the conference. This paper is due in class on March 8.

e. We will study good and bad leaders and followers this semester. Prepare and submit an analysis (750-1250 words, three-five double-spaced pages, 12-point font) of the virtues of a leader of good character or a person who has been ineffective or unethical as a leader because of character flaws. **The person you select must be someone who is not part of the books by Kellerman and McCain, other assigned reading or leadership videos.** You should use the short stories in McCain and Kellerman as examples of how to write this paper. This paper is due in class April 12.

f. Write a self-analysis (1250-2000 words, five-eight double-spaced pages, 12-point font) based on the results of the *StrengthsFinder* from the conference and your leadership and followership experience to date. One way to frame this paper is to answer the questions, “Why would anyone follow me?” and “Why a good leader would want me as a follower.” Include in your paper a section on what you will do to develop yourself to become an even more promising leader and a better follower and what virtues you will strengthen (see Appendix 4). This paper is due in class on March 22.

g. Complete **an ungraded leadership assessment of yourself and each member of your team.** See Appendix 5. **This will be due by 5:00 PM on May 7 and may not be submitted before completion of all team assignments.**

4. Complete the **team writing assignment** (see Appendix 2):

Option 1. Prepare a leadership video discussion guide of about 2500-3750 words (10-15 double-spaced pages, 12-point font). This will be a team project, and each member of the team will receive the same grade. **The team paper is due in class on May 3.**

Option 2. Conduct a replication of the study by Bennis and Thomas on generational differences that affect leaders and followers. It will be your team’s responsibility to find five people age 60 or over and five people age 35 or under and interview them using a protocol similar to the one in **Bennis**, pp. 199-201. Prepare a written report of about 2500-3750 words (10-15 double-spaced pages, 12-point font). This will be a team project, and each member of the team will receive the same grade. **The team paper is due in class on May 3.**

**N. B. You must notify me in class of your group’s choice of one of the two options above by the end of Lesson 4 on February 8. If you are interested in research, Option 2 would be a good way to acquire more skill and experience in collecting and analyzing data and reporting your findings. Everyone will interview a Geek and a Geezer in class during lesson 5 on February 15.**

**N.B. For written work you should follow the writing guidelines from one of the following:**

*APA Style Manual, Chicago Manual of Style, or MLA Style Manual.*

5. Make a **team oral presentation** on your team project. This will be a 45-60 minute presentation on April 26 or May 3.
  - a. If you choose to prepare a leadership video discussion guide, then your team will assign the video as homework a week ahead of time and lead the class in a discussion based on your discussion guide. Give each member of the class and the instructor a 250-500 word electronic executive summary of the team paper (a class e-mail will be fine) by 5:00 PM on Friday the week before your team presents.
  - b. If you choose to replicate the Geeks and Geezers study, then you will prepare a team presentation that is intended to educate the rest of the class about what you learned from the field study experience. Give each member of the class and the instructor a 250-500 word electronic executive summary of the team paper (a class e-mail will be fine) by 5:00 PM on Friday the week before your team presents.

For either option you may use any format for the presentation and any tasteful touch of humor to get your points across to your audience. You don't have to do a Jay Leno or Saturday Night Live routine, but sometimes a light touch can help. For example, you could use a skit, model your presentation on a TV program, do role plays, use brief film/video segments, create an original short video, or set up a situation that involves the rest of the class. Remember that the more senses people use while taking in new information, and the more they are involved, the more likely attention and retention will happen. Remember also that people have trouble attending to one format for more than 15-20 minutes. Have fun while you educate others!

## **F. Academic Honesty and Professional Integrity**

You are preparing for a life of leadership that requires trust in the leader by the led. Followers expect their chosen leaders to serve honorably in all of their actions. Effective leaders also must create and sustain environments that expect and support ethical conduct on the part of all involved, and take action against those who cannot or will not participate honorably. Leaders should set and exemplify the highest ethical standards. Practicing honesty and integrity in the student role is a minimum standard for future leaders.

**I expect you to act with integrity at all times and to be scrupulously honest in all of your work for this course.** Nonetheless, the policy in this course is that any student who violates rules of the University of Texas at Austin on scholastic dishonesty is subject to disciplinary penalties, including the possibility of failure in the course and/or dismissal from the University. Since such dishonesty harms the individual, all students, and the integrity of the University, policies on scholastic dishonesty will be strictly enforced. For further information, please visit the Student Judicial Services web site at: [http://deanofstudents.utexas.edu/sjs/acint\\_student.php](http://deanofstudents.utexas.edu/sjs/acint_student.php).

## **F. Grading.**

The course requirements will be combined into a final grade according to the following formula:

1. Team Projects	25%
a. written video synopsis and discussion guide or a research report replicating the Geeks and Geezers study by Bennis and Thomas	(15%)
b. leading the in-class discussion of your video or team presentation on results of research project	(10%)
2. Individual writing assignments	65%
a. final personal leadership framework	(25%)
b. video reaction paper	(10%)
d. conference attendance reflection paper	(10%)
e. virtue analysis of a leader you admire or analysis of character flaws of a bad leader	(10%)
f. self-assessment	(10%)
4. Class participation (includes class attendance, timely submission of video discussion questions the day before each class with assigned videos, team member assessments completed on time, and in-class participation)	10%

**N. B. This formula is subject to negotiation with the class until the end of the first hour of Lesson 3 on February 1.**

I define letter grades as follows:

- A: 91-100
- B: 81-90
- C: 71-80
- D: 61-70
- F: 0-60

**This course can not be taken for credit only because of the team assignments. You must register for a regular letter grade.**

**“Do not worry if you have built your castles in the air. They are where they should be. Now put the foundations under them.”**

**Henry David Thoreau**

### **G. Class Schedule and Assignments.**

**Jan 18** Lesson 1      Getting Started, Introductions, Team Formation, Why study leadership?

**Jan 25** Lesson 2      What is leadership?

**Read the entire syllabus before class.**

**Before you do the assigned reading or watch your team’s assigned video,** write your current definition of leadership. Do this as individual work without discussion with any one else. Bring it to class in two copies. This is ungraded but counts toward your participation grade.

#### **Gardner: Contents**

Preface, pp. ix-xii

Introduction, pp. xv-xix,

Chapter 1, “The Nature of Leadership,” pp. 1-10

Chapter 2, “The Tasks of Leadership,” pp. 11-22

#### **Kellerman: Contents**

Introduction, Webs of Significance, pp. xii-xvi

Chapter 1, Claiming the Bad Side, pp. 3-14

Chapter 2, Reasons for Being Bad, pp. 15-27

#### **McCain: Introduction, pp. xi-xviii**

Loyalty, pp. 23-31

Selflessness and Contentment, pp. 289-297

Watch one of the following videos (each team will have a different assignment for which the members are specifically responsible):

“One Flew Over The Cuckoo’s Nest”

“Cider House Rules”

“Snow Falling On Cedars”

“Norma Rae”

Though not required, you may watch as many of the other videos as you wish. I encourage you to watch your assigned video with the other members of your team if that is possible. **Unless otherwise indicated by \*\*, the videos for each lesson are on reserve.** You may, of course, rent a copy, buy a copy or borrow a copy at your choice if you prefer to watch somewhere other than the library.

After watching your team’s assigned video, prepare two discussion questions and send them to the instructor by e-mail not later than 7:00 AM on the day of class.

The following URL links to the Internet Movie Data Base which provides basic information about most of the videos you will be assigned during the course such as a list of characters and a brief critic's review. **The information is not, however, framed in leadership terms.** Using the videos as a form of data, we will learn how to tease out lessons about leading and following as we go through the course.

<http://www.imdb.com/>

**Feb 1 Lesson 3**      The Ethical Dimensions of Leadership

**Gardner:** Chapter 7, "The Moral Dimension," pp.67-80

**Kellerman:** Chapter 3, "Making Meaning of Being Bad," pp. 29-48  
Chapter 10, "Evil," pp. 191-216

**McCain:** "Honesty," pp. 3-9

"Dignity," pp. 32-37

"Righteousness," pp. 49-54

Watch "Schindler's List" before class. After watching the video prepare two discussion questions and send them to the instructor by e-mail not later than 7:00 AM on the day of class. I encourage you to watch your assigned video with the other members of your team if that is possible.

**N. B. Your Personal Biographical Sketch is due (Submit a one-page personal biographical sketch including any experience as a leader or a follower)**

**Feb 8 Lesson 4**      Transformational and Social Change Leadership

**Gardner:** Chapters 11-13, pp. 112-156

**Kellerman:** Chapters 11-12, pp. 219-243

**McCain:** "Forgiveness," pp. 168-175

"Fairness," pp. 185-192

"Courtesy," pp. 224-231

Watch "Gandhi" before class. After watching the video prepare two discussion questions and send them to the instructor by e-mail not later than 7:00 AM on the day of class. I encourage you to watch your assigned video with the other members of your team if that is possible.

**N. B. Your team must submit its choice of a team project at this class meeting. We will reconcile the choices so that each team is using a different video. I encourage at least one team to replicate the Geeks and Geezers study. It may be helpful to exchange information among the four teams before class to minimize the potential for conflicts.**

**N. B. First date for turning in a video reaction paper (choose one of four specified dates, see paragraph 3.c., p. 5 above).**

**Feb 15** Lesson 5      Generational Differences in Leadership

**Bennis:** Chapter 1, “Leading and Learning for a Lifetime,” pp. 1-21  
 Chapter 2, Geezers, pp. 23-49  
 Chapter 3, Geeks, pp. 51-85  
 Chapter 5, The Alchemy of Leadership, pp. 121-155  
**Gardner:** Chapter 5, “Attributes,” pp. 48-54.

**Feb 22** Lesson 6      Developing Yourself and Others for Leadership

**Gardner:** Chapter 14, “Leadership Development: The Early Years,” pp. 157-170  
 Chapter 15, “Leadership Development: Lifelong Growth,” pp. 171-182  
 Chapter 17, “The Release of Human Potential,” pp. 193-199  
**McCain:** “Excellence,” pp. 277-285  
 “Diligence,” pp. 61-69  
**Reserve:** Gardner, John, “The Antileadership Vaccine,” pp. 193-200, in William Rosenbach and Robert Taylor, *Contemporary Issues in Leadership*, 3<sup>rd</sup> ed., Boulder, CO: Westview Press, 1993.

Watch “Dead Poets Society” before class. After watching the video prepare two discussion questions and send them to the instructor by e-mail not later than 7:00 AM on the day of class. I encourage you to watch your assigned video with the other members of your team if that is possible.

**N. B. Second date for turning in a video reaction paper.****Mar 1** Lesson 7      NO CLASS!

The assignment is to attend the student leadership conference on campus March 1-4. You must attend every session and all of the social events as a full-time, active participant. You are getting a scholarship to attend that is worth about \$1,000, so make the most of it! Prepare a 750-1250 word paper (three-five double-spaced pages, 12-point font) summarizing what you learned from the conference experience. The paper is due on March 8.

**Mar 8** Lesson 8      Military Leadership**Blackboard: The Battle at LZ Colt**

**McCain:** “Humility,” pp. 193-201  
 “Self-Control,” pp. 96-105  
 “Citizenship,” pp. 55-60

**Reserve:** Prince, H. T., and Tumlin, G. R., Military, *Encyclopedia of Leadership*, vol. 3, pp. 1000-1010

**Reserve:** Hughes, R., Ginnett, R., Curphy, G., *Leadership* (3<sup>rd</sup> ed.), Chapter 12, “Followers and Followership,” pp. 338-344, 347-350

Watch the following videos before class:

1. "Blackhawk Down"
2. "Saving Private Ryan, first 36 minutes only through chapter 5.

After watching the video prepare two discussion questions and send them to the instructor by e-mail not later than 7:00 AM on the day of class. I encourage you to watch your assigned video with the other members of your team if that is possible.

**Conference reflection paper due.**

**Mar 15**                    **NO CLASS---SPRING BREAK!**

**Mar 22 Lesson 9**      Women and Leadership

**Kellerman**, Chapter 4, "Incompetent," Jill Barad, pp. 54-57

Chapter 7, "Callous," Leona Helmsley, pp. 123-126

**McCain**: "Authenticity," pp. 16-22

"Courage," pp. 89-95

"Confidence," pp.106-114

**Reserve: Eagly, A. and Carli, L.** The Female Leadership Advantage: An Evaluation of the Evidence

Watch "Whale Rider" before class. After watching the video prepare two discussion questions and send them to the instructor by e-mail not later than 7:00 AM on the day of class. I encourage you to watch your assigned video with the other members of your team if that is possible.

**Self-analysis paper due in class.**

**Mar 29** Lesson 10    Business Leadership

**Kellerman**: Chapter 7, "Callous," Al Dunlap, pp. 129-146

Chapter 8, "Corrupt," Andrew Fastow, pp. 151-155

Toughest guy in the room

Apple anniversary

Watkins email

Watch "Enron: The Smartest Guys in the Room" before class. After watching the video prepare two discussion questions and send them to the instructor by e-mail not later than 7:00 AM on the day of class. I encourage you to watch your assigned video with the other members of your team if that is possible.

**N. B. Third date for turning in a video reaction paper.**

**Apr 5 Lesson 11**      Sports Leadership

**Kellerman**: Chapter 4, "Incompetent," Juan Samaranch, pp. 57-70

**McCain**: "Cooperation," pp. 79-86

**Michael Sokolove**, “Follow Me,” Blackboard Reserve

Watch “Miracle” as assigned before class. After watching the video prepare two discussion questions and send them to the instructor by e-mail not later than 7:00 AM on the day of class. I encourage you to watch your assigned video with the other members of your team if that is possible.

**N. B. Last date for turning in a video reaction paper.**

**Apr 12 Lesson 12**    Political Leadership

*United States Constitution*

**Kellerman:** Chapter 9, “Insular,” Bill Clinton,” pp. 174-190

Chapter 6, “Intemperate,” Marion Barry, pp. 103-117

Chapter 7, “Callous,” Rudy Giuliani, pp. 120-123

Chapter 8, “Corrupt,” Buddy Cianci and Mario Villanueva, pp. 148-151

**McCain:** “Righteousness,” pp. 49-54

Watch “Truman” (\*\*HBO with Gary Senise as Truman) before class. After watching the video prepare two discussion questions and send them to the instructor by e-mail not later than 7:00 AM on the day of class. I encourage you to watch your assigned video with the other members of your team if that is possible.

**\*\*not available in UT library system**

**Leadership character analysis due in class.**

**Apr 19 Lesson 13**    Prepare for Team Presentations

Each team schedule 30 minutes with the instructor to review the plan for your team presentation. You do not have to be in class except for your team meeting with the instructor.

**N. B. Individual leadership framework paper due today.**

**Apr 26 Lesson 14**    Student Team Presentations I

**May 3 Lesson 15**    Student Team Presentations II and Course Wrap-up

Write three-five things you learned about leadership this semester that you did not know, understand or believe at the beginning of the semester. Send your list to the class and the instructor by e-mail by **5:00 PM on Tuesday, May 2.**

**The written team video discussion guide or Geeks and Geezers replication study is due at the beginning of class for all teams.**

**N. B. The team member leadership assessments are due by 5:00 PM on May 8 and may not be submitted before completion of all team assignments.**

## Appendix 1

### Individual Leadership Framework Paper

Submit a paper of about 2500-3750 words (10-15 double-spaced pages in 12-point font) in which you present your current personal leadership framework. A leadership framework is an organized set of ideas that help you understand the roles of leaders and followers in different leadership situations so that you can perform your own leadership and follower roles well, help others to perform their leadership and followership roles well, develop yourself and others for leadership and followership, and think critically about what you read and hear about leadership and followership from this day forth. Your work especially should reflect sensitivity to the ethical dimension of leadership. You should also take the context of leadership into account in terms of how it supports or limits leaders and followers and how it might impact ethical decision making and conduct.

*This paper takes the place of a final exam.* It should be much richer than your first draft that you submitted way back in September. **It should not be something that someone who has not taken this course could produce.** This does not mean that you are merely to summarize the course content. On the contrary, it means that you should give evidence of having thought critically about the major issues and concepts you have encountered in this course. For example, if you incorporate something you learned this semester, explain why you find the idea(s) particularly useful. Similarly, you should explain why you have rejected a major idea(s), if you do so. You also should inductively develop ideas about leadership and followership that reflect your engagement with the assigned leadership videos.

The paper should be a statement of how you think about leadership now. It should reflect **your** ideas. **It should be a statement of what you think about leadership that you can actually live by for the near term as you gain more experience and knowledge.** It should be a useful guide to you in future leadership situations, and it should be something you would be proud to give to someone who knows nothing about leadership. It should have the potential to help someone else become a better leader and a more effective follower in the first two-three decades of the 21<sup>st</sup> century.

The basic framework should include, as a minimum, your answers to the following:

1. Definitions of basic concepts (e.g., leadership and followership)
2. Identification and discussion of some of the basic issues or controversies and how you view them (e. g., is leadership learned or innate, are there gender differences in leadership, how is leadership different from management, how does leadership vary from one context to another and why, the importance of character)

You may cite the work of others, and you may also adopt or reject the ideas of others as long as you are able to explain why you choose to do so. Useful criteria for accepting for or rejecting the work of others include research, experience, and practicality.

I will grade your paper on content, logic and internal consistency, grammar, punctuation, spelling and style. You should always run a spell checker and grammar checker before turning in a paper such as this. Of course, you must also proof read for those errors that the computer will not catch because of context such as “there” and “their.” Your word processor will also tell you how many words you have written. Please put the word count on the cover sheet of your paper. I would appreciate **a cover sheet followed by a blank sheet of paper followed by your text. Please do not identify yourself by name anywhere in your paper except on the cover sheet.** Number your pages at the top right corner of each page.

**For all written work you should follow the writing guidelines from one of the following:**

***APA Style Manual, Chicago Manual of Style, or MLA Style Manual.***

I look forward to reading your work and to learning from you.

## Appendix 2A

### Team Writing Assignment

#### **Option 1. Leadership video discussion guide.**

Submit a leadership video discussion guide of about 2500-3750 words (10-15 double-spaced pages, 12-point font). **This is a team project** and should not be a collection of loosely written individual sections that are cut and pasted together. At best it should read as though one person wrote the paper. **Each member of the team will receive the same grade.**

A leadership video discussion guide should include basic information about the film such as title, release date, list of characters and actors who play each character, any awards the film received such as Oscars or Golden globes, and a brief synopsis of the film.

The most important part of the discussion guide is the identification of key leadership scenes that help the viewer experience leadership and followership vicariously. Create a section for each scene that you consider instructive (should include five as a minimum) and explain why the scene is relevant to understanding leadership and followership. Either connect the scene to concepts from the course reading or generate your own concepts to account for what the scene portrays in leadership terms. For example, you might include a scene in which a leader behaves unethically. You could then explain why the leader's actions are unethical in terms of how his or her actions affect the other people involved and the outcomes of the leader's influence. Or you might include a scene in which a leader or follower displays a character virtue that you have studied this semester and show how practicing the virtue affected the leadership or followership of the person involved. Similarly, you could describe how a character flaw affected a character's leadership and how that might apply in other leadership circumstances. The intended value of your paper is to be useful to students of leadership and to those who are teaching about leadership. You should write a final section that summarizes your insights from the movie. You should also include a list of eight to 10 questions that could be used to guide a discussion of the video from a leadership perspective.

In any case, how well the paper was written will influence your grade. This includes grammar, punctuation, sentence structure, spelling/proofreading errors, etc. **I expect you to run a spell check and a grammar check on any paper you submit.** You should also count the number of words to be sure you are close to the required length in either direction. Please put a **cover sheet on top of your work followed by a blank sheet of paper followed by the body of your paper.** *Do not identify yourself anywhere except on the cover sheet.* Number the pages at the top right corner. Please indicate the word count on the cover sheet. **AS THE FINAL STEP BEFORE SUBMITTING YOUR PAPER, THERE IS NO SUBSTITUTE FOR A CAREFUL PROOFREADING BY EACH MEMBER OF THE TEAM TO CATCH MISTAKES THE COMPUTER CANNOT DETECT.**

**For all written work you should follow the writing guidelines from one of the following:**

*APA Style Manual, Chicago Manual of Style, or MLA Style Manual.*

## Appendix 2B

### Team Writing Assignment

**Option Two.** A replication of the Geeks and Geezers study by Bennis and Thomas.

#### **Purpose**

The purpose of this project is to help you develop a better understanding of leadership in action. It should help you to apply the conceptual knowledge learned in class. Doing the project in a team also creates a context for learning about leadership in small groups. And replication is an essential step in building a science of leadership.

Briefly describe the people whom you interviewed and highlight some of their formative life experiences. Then develop the significance of each subject's life experiences for the way they have behaved as leaders or followers. Next generalize from the five people in each sample to create themes that might be characteristic of other people of the same age range. Finally compare and contrast your findings with those of Bennis and Thomas.

In any case, how well the paper was written will influence your grade. This includes grammar, punctuation, sentence structure, spelling/proofreading errors, etc. I expect you to run a spell check and a grammar check on any paper you submit. You should also count the number of words to be sure you are close to the required length in either direction. Please put a cover sheet on top of your work followed by a blank sheet of paper followed by the body of your paper. Do not identify yourself anywhere except on the cover sheet. Number the pages at the top right corner. Please indicate the word count on the cover sheet. **AS THE FINAL STEP BEFORE SUBMITTING YOUR PAPER, THERE IS NO SUBSTITUTE FOR A CAREFUL PROOFREADING BY EACH MEMBER OF THE TEAM TO CATCH MISTAKES THE COMPUTER CANNOT DETECT.**

**For all written work you should follow the writing guidelines from one of the following:**

***APA Style Manual, Chicago Manual of Style, or MLA Style Manual.***

## Appendix 3

### Leadership Video Reaction Papers

You will prepare and submit a paper of 750-1250 words (three-five double-spaced pages, 12-point font). Here are some general guidelines for writing the paper though you may also include other points and issues that are of interest to you. You should describe the leaders and followers and the situation (e.g., business, military, etc.). Briefly summarize the key scenes that involve leadership and followership. Classify leaders using Kellerman's framework of effective vs. ineffective, ethical vs. unethical. Classify the followers also. How did the followers enable the leaders to do what they did? What are the key leadership concepts that you can develop from watching this video? What are the key followership concepts that you can develop from watching this video? How does the situation shape what leaders and followers can and can't do? What forces in the situation affect the ethical or unethical behavior of leaders and followers?

What lessons or principles will you take from this video that will become part of your personal approach to leading effectively and ethically? to following effectively and ethically? to recognizing situational factors that can affect leaders and followers unless the leaders take positive steps to counter such forces?

Would you recommend this video be used again the next time the course is taught? Why? Why not? If you don't recommend using the video again, what video(s) would you recommend instead and why?

Rate the video on the following scale:

1	2	3	4	5
worthless	little value	some value	leadership	deserves
Don't use again!			Oscar Leadership	Nominee!

## Appendix 4

### **Self-Analysis Paper**

You will take a high quality self-assessment during the course as part of the leadership conference that you will attend March 1-4. You also have had some experience as a leader and as a follower. In this paper you will analyze the results of the StrengthsFinder assessment to identify information that can help you become more effective as a leader and as a follower. Assessment and reflection are two ways to find and fix behavior or personal qualities that could make us less effective than we wish to be. You should describe the major insights that the data reveal about yourself and then relate these insights to the roles of leader and follower. As you think about what the results tell you along with your self-knowledge from past leadership and followership experiences, you might want to think about how you would answer the following questions:

1. Why would anyone want to follow me?
2. Why would a leader want me to be a follower on his or her team?

What do your assessment results and previous experience suggest about your potential effectiveness in these two roles? In what ways do the results suggest areas that you could usefully benefit from working to improve yourself? What are your current strengths and how can you build on these? In what kinds of situations are your strengths likely to be most helpful to you as a leader and a follower and how can you learn to pick situations in which your strengths can be an asset to the collective purpose? We all have blind spots in our self knowledge that can be crippling if we remain unaware of them. How do the results square with your perception of yourself? If the results are different than the way you see yourself, how can you make sense of the differences? What do your past experiences as a leader and a follower suggest to you about your strengths and areas for potential development?

What are the two most important goals that you will set for your personal leadership development program based on this exercise? What will you do to make progress toward your new goals? How will you measure progress?

## Appendix 5

### Team Member Assessment

One of the major requirements of the course has been to work together to produce a group-written paper and a group oral presentation. This activity was assigned with two goals in mind. The first was to help you to learn more about leadership in a context or issue of contemporary relevance. The second was to create an opportunity to learn about small group leadership through experience. To get as much as possible from the small group learning, please ***complete the assessment below for yourself and each member of your team*** and return them by e-mail to my assistant, Martha Harrison at m.harrison@mail.utexas.edu, **by 5:00 PM, May 7**. She will compute an average score using the assessments others have done on you. While it is necessary to put your name on the form for each person you assess so that she can combine the scores, the information that you provide will be treated as **confidential data**. Martha is the only person who will see your individual assessments. I will see only the aggregated data Martha prepares for you. Each student will receive feedback in an aggregated form so that the person who is assessed cannot know any of the individual inputs. **This information will not affect anyone's class participation grade. It is primarily for developmental purposes.** Please be as honest as you can so that the people you assess may benefit from learning how others perceive their ability to participate in leadership roles and processes, including followership. Thank you for your candor.

Name of Assessor: \_\_\_\_\_ Name of Team Member \_\_\_\_\_

Use the following scale to determine a rating for each item:

1      2      3      4      5      6      7      8      9      10 (highest)

- |  |       |
|--|-------|
| 1. Attended group meetings and other activities:                     | _____ |
| 2. Respected the time of others:                                     | _____ |
| 3. Was prepared to contribute at group meetings:                     | _____ |
| 4. Accepted a fair share of the work to be done:                     | _____ |
| 5. Performed leadership roles that helped the group get things done: | _____ |
| 6. Helped the group resolve differences among members:               | _____ |
| 7. Provided encouragement and support to others:                     | _____ |
| 8. Showed respect for the views and opinions of others:              | _____ |
| 9. Did extra things that helped the group make progress:             | _____ |
| 10. Produced high quality contributions on time:                     | _____ |

I would describe this person's **PRIMARY** contributions to the group as:  
(Choose only one)

\_\_\_\_\_ Task/Getting the work done

\_\_\_\_\_ Interpersonal/Helping others work together effectively

The best thing this person did for the group was:

This person could be an even better group member if:

If I could choose the members of a team to do a project with me in the future, the likelihood that I would choose someone who performed as this person did is:

1      2      3      4      5      6      7      8      9      10 (highest)

Comment:

The last two items are intended to be a form of accountability feedback from you to your peers. Though stated in a consequential form, your team member's grade will not be affected. This is bottom line feedback of the sort you will rarely receive in the work place until it is too late and you have derailed or been fired. Even if you are considered to be a superstar, you may only learn this by paying attention to the opportunities and rewards that come your way. Choose one of the following categories.

This person deserves the same grade as the rest of the team\_\_\_\_\_ because:

This person deserves to have his or her grade reduced by\_\_\_\_\_% because:

This person deserves to have his or her grade increased by\_\_\_\_\_% because:

Recall that one purpose of assessment is to predict future potential; another is to guide development planning. So now please think ahead and try to relate your observations of this person to future work/professional and other leadership possibilities.

Would you like to work for this person? Would you be willing to volunteer to support a community/social/political initiative led by this person, assuming you agreed with the purpose of the initiative? Would you like to have this person as a follower/team member? Why? Why not? (You may write additional comments on extra pages as needed.)

What are this person's strengths and weaknesses as a leader? As a follower? In what situations do you think this person would be most effective at leading? At following? Why? (You may write additional comments on extra pages as needed.)

How well does this person communicate his or her ideas? How inspiring is this person?