

# GEORGE WASHINGTON UNIVERSITY

*The GSPM*

*Spring Semester 1/14/09-4/22/09 (no class on 3/19)*

*Wednesdays 7:10pm – 9:40pm; Room #: 23 @ 2020 K*

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## POLITICAL LEADERSHIP (PMGT 206.13)

### COURSE OVERVIEW

The purpose of this course is to provide you with a sound understanding of your leadership skills and potential, and how to most effectively put them to use in the political arena. Each of us has unique talents, skills and passions that have motivated us to become involved in politics. By identifying and understand those traits, you can effectively communicate those qualities to others and more easily move along your political path as an effective leader.

### COURSE OBJECTIVES

WHO: Who am I?

- ❖ What are my unique leadership skills and strengths?
- ❖ How can I use them effectively in the political arena?
- ❖ What is the most effective way for me to work with others?

WHAT: What do I want to change?

- ❖ What changes do I want to make in the political arena?
- ❖ What do I want to be different in the world as a result of my leadership efforts?

WHERE: Where can I be most effective?

- ❖ At what level of government do I want to focus my activities?
- ❖ In what particular arena do I want to be involved, i.e., legislative, executive, advocacy, campaigns, etc.?
- ❖ Where in the country, or world, do I want to work?

WHEN: When can I begin leading?

WHY: Why do I want to be involved in politics?

- ❖ What is my passion?
- ❖ What can I do better than most people?
- ❖ What gives me the greatest pleasure in my political work?

HOW: How am I going to accomplish my leadership goals?

- ❖ How do I create a plan?
- ❖ How do I most effectively implement the plan?
- ❖ How do I ensure balance in my life to keep me focused on what matters most to me?

### REQUIRED READING

- Buckingham, Marcus & Clifton, Donald. (2001) *Now Discover Your Strengths*. New York, Simon & Schuster.
- Gergen, David. (2001) *Eyewitness to Power*. New York. Simon & Schuster.
- Keirse, David and Bates, Marilyn. (1998) *Please Understand Me II: Character and Temperament Types*. Del Mar, California: Prometheus Nemesis Book Company.
- Greenstein, Fred I. (2004) *The Presidential Difference*. New York: The Free Press.

- Goleman, Daniel. (2002) *Primal Leadership*. Harvard School Press.
- Murphy, Emmett. (2001) *Leadership IQ*. New York: John Wiley & Sons, Inc.
- Riso, Don Richard. (2003) *Discovering Your Personality Type*. Boston: Houghton Mifflin Company.
- Riso, Don Richard. (2000) *Understanding the Enneagram*. Boston: Houghton Mifflin Company.

### **ADDITIONAL READINGS AND EXERCISES**

Additional articles and exercise materials will be distributed in class or on reserve. Some materials are at a modest additional charge to be collected in class.

- ◆ Choiniere, Ray and Keirse David. (1992) *Presidential Temperament*. Del Mar, California: Prometheus Nemesis Book Company
- ◆ Clawson, James (2003) *Level Three Leadership*. Prentice Hall.
- ◆ Covey Stephen, (2004) *The 8<sup>th</sup> Habit From Effectiveness to Greatness*. Free Press.
- ◆ Gergen, David. (2001) *Eyewitness to Power*. New York. Simon & Schuster.
- ◆ Gladwell, Malcolm. (2000) *The Tipping Point: How Little Things Can Make a Big Difference*. Little, Brown and Company.
- ◆ Greenleaf, Robert K. (1977) *Servant Leadership*. Paulist Press
- ◆ Heifetz, Ronald. (1994) *Leadership Without Easy Answers*. Harvard University Press.
- ◆ Somit, Albert, Arwine, Alan, and Peterson, Steven. (1996) *Birth Order and Political Behavior*. Maryland: University Press of America, Inc.
- ◆ Wilder, Lilyan. (1986) *Talk Your Way to Success*. New York: Eastside Press.
- ◆ Yankelovich, Daniel. (1994) *Coming to Public Judgement*. Syracuse University Press.

### **COURSE COMMITMENT**

A journey to better understand oneself is one of life's most difficult treks. This class will provide you with the opportunity to explore your leadership style in a supportive environment. Each of you will be asked to take an honest look at yourselves and to provide honest and respectful feedback to others. Each class provides an opportunity for learning more about leadership skills and for personal growth and development.

### **ASSIGNMENTS AND GRADING**

***Class Participation*** (20%): This class requires a high-degree of participation from every student. Students must come to class prepared to discuss the assigned materials and participate in class exercises based on those materials. Periodically students will be responsible for pre-assigned and impromptu presentations. Assigned presentations will include one on presidential leadership. Each class builds upon the last; therefore attendance is extremely important.

***Leadership Papers*** (20% for each of two papers): Two leadership evaluation tools are used in this class: Meyers-Briggs and the Enneagram. For each of these theories, you will be responsible for a five page paper with the following elements:

- ◆ A summary of the leadership theory
- ◆ A summary of your leadership style within the theory
- ◆ A summary of how your leadership style relates to the other styles
- ◆ A summary of areas and/or ways to improve your personal effectiveness based on the theory

**Due Dates: February 4 for paper on Meyers-Briggs  
February 18 for paper on Enneagram**

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***Political Leadership Presentation*** (20%): You will select a politically prominent leader (not a U.S. President) to assess his/her leadership style using the theories discussed in the class. This

should be a comprehensive look at one leader's style based on your research and analysis. Sources for this paper may include biographies, autobiographies, news stories, historical documents, personal interviews, etc. Strong presentations will use examples from the above to demonstrate why you believe this individual's leadership exhibits these certain styles. Presentations should address leadership weaknesses and how the leaders could have been more effective if they had addressed these weaknesses as they gained more political experience. The presentation should be no more than **7-8 minutes** and should include appropriate handouts and summaries.

**Due Date: March 4 & March 11**

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***Political Leadership Paper and Plan*** (20%): In this paper you will create a comprehensive analysis of your political leadership potential, identify political leaders as role models for your leadership work and create a plan for implementing your leadership skills. The paper will be assembled in stages, beginning with the creation of your personal profile and evidence of having interviewed a political leader. Interview summaries will be shared with classmates in round table class discussions. The summary paper will reference a systems approach to leadership development.

**Due Date: April 22**

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### WEEKLY ASSIGNMENTS

- Jan. 14**      **Course Overview: Effective Political Leadership in the 21<sup>st</sup> Century**  
**Readings Due:**  
Murphy, Emmett. (1996) *Leadership IQ*. New York: John Wiley & Sons, Inc. pp. 9-272  
\*\*\**Take The Meyers-Briggs on SkillsOne Website by Monday January 19*
- Jan. 21**      **The Meyers-Briggs Experience**  
**Readings Due:**  
Keirsey, David and Bates, Marilyn. (1998) *Please Understand Me II: Character and Temperament Types*. Del Mar, California: Prometheus Nemesis Book Company. pp. 1-204
- Jan. 28**      **Understanding the Meyers-Briggs Styles**  
**Readings Due:**  
Keirsey, David and Bates, Marilyn. (1998) *Please Understand Me II: Character and Temperament Types*. Del Mar, California: Prometheus Nemesis Book Company pp. 252-325
- Feb. 4**        **Preparing for Leadership Development and Focusing on Emotional Intelligence**  
**Readings Due:**  
Goleman, Daniel. (2002) *Primal Leadership*. Harvard School Press. pp.1-170  
\*\*\**Meyers-Briggs Leadership Paper Due*
- Feb. 11**      **Using the Enneagram to Understand Yourself**  
**Readings Due:** Riso, Don Richard. (1995) *Discovering Your Personality Type*. Boston: Houghton Mifflin Company. pp. 3-118
- Feb. 18**      **Moving Around the Enneagram: Getting to Know the Other Styles**  
**Readings Due:**  
Riso, Don Richard. (1990) *Understanding the Enneagram*. Boston: Houghton

Mifflin Company. pp. 3-187

\*\*\*Enneagram Leadership Paper Due

- Feb. 25**      **Building on Your Leadership Strengths**  
**Readings Due:**  
Buckingham, Marcus & Clifton, Donald. (2001) *Now Discover Your Strengths*.  
New York, Simon & Schuster. Pp.3-170
- Mar. 4**      **Political Leadership Paper Presentations**  
*Presentations of Leadership Profiles*
- Mar. 11**      *Political Leadership Paper Presentations (Con't)*  
**Political Leadership in Action: Group Exercise**
- Mar. 18**      **NO CLASS - SPRING BREAK**
- Mar. 25**      **Leadership Lessons from the Campaign Trail:**  
*Personal Leadership Profile: Personal profile chart and Leadership Interviews due*
- Apr. 1**      **Contemporary Presidents their Leadership Style and Lessons Learned**  
**Readings Due:**  
Greenstein, Fred. (2000) *The Presidential Difference*. New York. The Free Press.  
pp. 1-200  
Gergen, David. (2000) *Eyewitness to Power*. New York. Simon & Schuster.  
Pp.1-352
- Apr. 8**      **Lessons from Current Political Leaders:**  
Student News Clip Analysis
- Apr. 15**      **Running for Office as an Effective Leader**
- Apr. 22**      **Last Class: Wrap-Up Exercise**  
*Political Leadership Paper and Plan*