

**The GSPM
Fall Semester 2006
Monday's 7:10 p.m. - 9:40 p.m.
2020 K Street # 15**

**Course Instructor:
Kathleen Schafer
202-437-4922
kschafer@gwu.edu**

INDIVIDUAL LEADERSHIP STYLES PMGT 265.12

COURSE OVERVIEW

The purpose of this course is three-pronged: first, for each student to develop a comprehensive understanding of their individual leadership style, second, to give everyone a chance to test their leadership style in group settings and third, to assist each student in effectively communicating their leadership talents in oral presentation. In every situation a person's leadership style influences how they will conduct themselves and how others will react to him or her. By developing insights of your own characteristics and with a sound understanding of other leadership styles, each student will leave the course better equipped to effectively function in leadership roles in the political arena.

OBJECTIVES

- to expose students to a variety of leadership evaluation theories;
- to provide students the opportunity to understand their personal style for each theory;
- to give students a working understanding of various leadership styles;
- to provide students the opportunity to test their leadership skills in a group atmosphere;
- to give students the tools to effectively use their leadership strengths to help groups and organizations function effectively;
- to provide hands-on experience presenting themselves effectively and in sync with their leadership style
- to provide students an understanding of specific ways to improve their leadership skills;
- to examine the impact of various leadership styles on the political process;
- to give students the tools to use their understanding of leadership qualities and skills to further their individual political objectives.

BOOKS FOR PURCHASE

- Buckingham, Marcus & Clifton, Donald. (2001) *Now Discover Your Strengths*. New York, Simon & Schuster.
- Gergen, David. (2001) *Eyewitness to Power*. New York. Simon & Schuster.
- Keirsey, 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.

- Wilder, Lilyan. (1986) *Talk Your Way to Success*. New York: Eastside Press.
- Choiniere, Ray and Keirse David. (1992) *Presidential Temperament*. Del Mar, California: Prometheus Nemesis Book Company.
- Somit, Albert, Arwine, Alan, and Peterson, Steven. (1996) *Birth Order and Political Behavior*. Maryland: University Press of America, Inc.

COURSE COMMITMENT

A journey to better understand yourself is one of life's most difficult treks. This class will provide you 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 styles 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 presentation will include one on presidential leadership. Each class builds upon the last; therefore attendance is extremely important.

Leadership Papers (25%): Four leadership evaluation tools are used in this class: Meyers-Briggs, The Grid, The Enneagram, and Leadership IQ. For two of the four leadership theories discussed, 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

Political Leadership Paper and Presentation (30%): You will select a politically prominent leader (not a US President) to assess his/her leadership style using the four theories discussed in the class. This should be a comprehensive look at one leader's style based on your research. Sources for this paper may include biographies, autobiographies, news stories, historical documents, personal interviews, etc. Strong papers will use examples from the above to demonstrate why you have selected the leadership style for the leader. Papers should address leadership weaknesses and how the leaders could have been more effective if they had addressed these weaknesses before entering political office. The paper should be **no more than 15 pages long**. Each student will give a **10-minute** presentation on the paper to the class. The quality of the presentation will be reflected in the grade.

Due Date: November 20

Final Take-Home Exam (25%)

- Sept. 11** **Course Overview: Why Understanding Your Leadership Style Prepares you for Success in the 21st Century**
Readings Due:
Clawson, James G. (2003) *Level Three Leadership*. Pearson Education, Inc. New Jersey. pp. 3-97
- Sept. 18** **Preparing for Leadership Development**
Readings Due:
Goleman, Daniel. (2002) *Primal Leadership*. Harvard School Press. pp.1-170
- Sept. 25** **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
- Oct. 2** **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
- Meyers-Briggs Leadership Paper Due**
- Oct. 9** **A Foundation for Understanding Others' Leadership Styles: The Grid**
Readings Due:
Telemetrics Exercise (To be purchased from instructor)
- Grid Leadership Paper Due**
- Oct. 16** **Using the Enneagram to Understand Yourself**
Readings Due: Riso, Don Richard. (1995) *Discovering Your Personality Type*. Boston: Houghton Mifflin Company. pp. 3-118
- Oct. 23** **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**
- Oct. 30** **What is Your Leadership IQ?**
Readings Due:
Murphy, Emmett. (1996) *Leadership IQ*. New York: John Wiley & Sons, Inc. pp. 9-272
- Nov. 6** **Applying Your Leadership IQ to the Political Arena**
Leadership IQ Leadership Paper Due
- Nov. 13** **Building on Your Leadership Strengths**

Readings Due:

Buckingham, Marcus & Clifton, Donald. (2001) *Now Discover Your Strengths*. New York, Simon & Schuster. pp.3-170

Nov. 20 Political Leadership Paper Presentations

Presentations of Leadership Profiles

Nov. 27 Examining the Leadership Styles of Presidents FDR to Carter:

Greenstein, Fred. (2001) *The Presidential Difference*. New York. The Free Press. pp. 1-144

Gergen, David. (2000) *Eyewitness to Power*. New York. Simon & Schuster. pp.1-148

Dec. 4 Contemporary Presidents and their Leadership Style

Readings Due:

Greenstein, Fred. (2000) *The Presidential Difference*. New York. The Free Press. pp. 145-200

Gergen, David. (2000) *Eyewitness to Power*. New York. Simon & Schuster. pp.148-352

Dec. 11 How You Can Be an Effective Leader in Today's Political Environment

Final Exam Due