

**University of Dallas  
Graduate School of Management**

**EXPERIENTIAL LEADERSHIP  
MANA 6330**

**SYLLABUS**

**Intermester**

**SATURDAY 1<sup>ST</sup> - THURSDAY 6<sup>TH</sup> AUGUST  
2009**

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The most valuable learning is not about memorizing facts and figures. It is not about higher grade point averages and accumulating degrees. It is about life itself, and its impact is on the heart.

-Rodney Smith, "Lessons From the Dying"

## *Course Description*

A course teaching concepts of leadership, demonstrating process roles in leadership, and experiencing “ropes course” activity as integrated ways to achieve organizational results through “hands on” development of common vision and the sharing of common tasks. You should expect a maximum of involvement through process application and intensive field experiences. The ability to participate in outside physical activity is required.

Note to all Students:

1. On the first day of class bring with you:

- a small notebook
- a ball
- a beach towel
- a blindfold

On the second to fifth days the “ball” is not required

2. Dress comfortably- we will be outside quite a bit

*THE UNIVERSITY OF DALLAS IS AN EQUAL OPPORTUNITY,  
CO-EDUCATIONAL (AND ) CATHOLIC INSTITUTION OF  
HIGHER LEARNING. IT IS OPEN TO STUDENTS AND FACULTY  
OF ALL FAITHS, AND DOES NOT DISCRIMINATE IN  
ADMISSIONS OR EMPLOYMENT ON THE BASIS OF RACE,  
COLOR, SEX, AGE, DISABILITY, OR NATIONAL ORIGIN*

## Construction of this course

### *Theme*

Understand philosophy and “willingness” to lead, to follow intelligently, and to learn how to help others to lead. This finds expression in the Latin ESSE QUAM VIDERE translated as “ to be rather than to seem to be”, and AGERE SEQUITAR ESSE translated as “ to do follows to be, or action follows being”.

### *Methodology*

- Singly, in small groups and in community see, understand, and practice leadership.
- Experientially based course draws upon the uniqueness of each participant to contribute for group learning and individual achievement
- .
- Video, film, text, short lecturettes, and field practice provide opportunities for reflection and development of new personal roles of leadership.

### *Grading*

Your exit competencies are the ability to demonstrate your personal development as a leader. In all of the activities & in summary show the “What”, the “So What” and the “Now What”.

- “What” competency = C
- “So What” competency = B
- “Now What” = A

### *Sources – all optional*

Text: Chaleff, Ira *The Courageous Follower*, (San Francisco, Berrett - Koehler, 1998)

Text: Greenleaf, Robert K. *The Servant Leader*, (Indianapolis, Robert K. Greenleaf Center, 1991)

Text: Morris, Tom *If Aristotle Ran General Motors*, (New York, Henry Holt & Co. 1997)

Text: Mc Neilly, Mark. *Sun Tzu & The Art of Business*, (New York, Oxford University Press, 1996). Ch 6.

pp. 117 –141. “Character Based Leadership”

Day/Time	Reference/What	How and/or Why
<p><b>Day 1</b>  <b>AM</b>  <b>08/01/09</b>  Saturday  8:30-12:00</p>	<p>Exercise  Introduction  -Develop individual skills as a leader and as a follower  - Develop the “Coat of Arms”</p> <p>Individual sign-up for course  -Why am I here?  -Personal objectives for the course</p> <p><b>Break</b></p> <p>Qualtec video/video of vision and mission</p> <p><b><u>Vision(BE)</u></b>  Cost  Commitment  Measure</p>	<p>Define value of course  -Uniqueness  -Outside under the tree</p> <p>Introduce the idea of a journal or log for the course. Log to be discussed frequently during class sessions</p>
<p>12:00-1:00</p>	<p><b>Lunch</b></p>	
<p>PM  1:00-4:00</p>	<p>Paradigm of vision, Mission, SWOT, Area of Excellence, Implementation, Measurement and Evaluation.</p> <p>Break</p>	<p>Bert Nanus, Steven Covey, GE Career Path, Russel Ackoff</p> <p>Achieving the objective of Integrating:  -Concept  -Experience  -Transference  -Application</p>
<p>4:00-4:30</p>	<p>Meditation</p>	<p>-Develop James Hunter’s work  -Possible Fellers  -Creativity for Leaders</p>

Day/Time	Reference/What	How and/or Why
<p><b>Day 2</b>  <b>AM</b>  08/03/09  Monday  8:30-12:00</p> <p>12:00 – 1:00</p> <p><b>PM</b>  1:00-4:00</p> <p>4:00 – 4:30</p>	<p>Red Bead Experiment with Cards</p> <p>The Perfect Square exercise or similar exercise</p> <p>Critical incident process of the exercise in the fishbowl.</p> <p><b>Break</b></p> <p>Short talk on Dr. Deming’s philosophy  -System  -Variation  -Psychology  -Theory of Knowledge  Show Russ Ackoff’s tape on system.</p> <p><b>Lunch</b></p> <p>Exercise  Start with small group discussion and feedback.  Learn from “leading the blind” exercise.</p> <p><b>Break</b></p> <p>Twelve Angry Men</p> <p>Possible: Mc Neilly. SunTzu &amp; <u>The Art of Business</u></p> <p>Meditation</p>	<p>Leader Does Not Do It All</p> <p>Use example from the group of poor process Discuss the Log</p> <p>Leader needs to understand The System</p> <p>Discuss “The Log”</p> <p>Show, experience the rotating, evolving nature of leadership</p>

Day/Time	Reference/What	How and/or Why
<p><b>Day 3</b>  <b>AM</b>  <b>9:30 -12:00</b></p> <p>08/04/09  Tuesday</p> <p>12:00 – 1:00</p> <p><b>PM</b>  1:00 – 4:00</p> <p>4:00 – 4:30</p>	<p>Bob Ferguson</p> <p>Servant Leader in actuality</p> <p>Strategy</p> <p><b>Lunch</b></p> <p>Exercise  Possible: Margaret Wheatley –  Leadership and the New  Science</p> <p>Field exercise with folders</p> <p>Handling Conflict  Red/Green Game</p> <p>Meditation</p>	<p>TD Industries Site Visit</p> <p>Show, experience, the rotating and evolving nature of leadership development.</p> <ul style="list-style-type: none"> <li>• Implementation: very important</li> <li>• Focus, Competence, Passion</li> </ul> <p>Demonstrate in the field what may be presented in the skit</p> <p>Positive and negative sides of conflict</p> <ul style="list-style-type: none"> <li>- Issue</li> <li>- Person</li> </ul>



Day/Time	Reference/What	How and/or Why
<p><b>Day 5</b>  <b>AM</b>  08/06/09  Thursday  8:30-12:00</p> <p>12:00 – 1:00</p> <p><b>PM</b>  1:30-4:00</p> <p>4:00-4:30</p>	<p><i>“Draw the leader”</i>  Web Exercise</p> <p><b>Break</b></p> <p>Possible: Tom Morris. <u>If Aristotle Ran General Motors</u></p> <p>Philosophy  - Illustrate the value of concept and theory  - Test factually  - Assess against objectives  - Measure against vision and mission  - FUTURE</p> <p><b>Lunch</b></p> <p><i>Skit</i></p> <p><b>Break</b></p> <p><i>Review the Coat of Arms</i></p> <p>Meditation</p>	<p>Leadership self-discovery  Establish a baseline &amp; a Growth exhibition</p> <p>Closure and personal application assessment</p> <p>Discuss the log</p> <p>Group demonstration of how far we’ve come. Relate to the objectives established on Day One and reinforced by the one-on-one sessions</p>