

INTE 604J Leading from Within: Spirituality and Leadership

Summer 2003

Andover Newton Theological School

In twenty-first century America, leaders are rewarded for their drive, decisiveness, productivity, and long work hours. What would it mean for a leader to cultivate the inner life, to step off the treadmill, to take time apart for personal reflection? What would leadership arising from a core of spiritual groundedness and compassion look like?

This will be an experiential course, in which participants' own leadership experiences will serve as the basis for reflection and discernment. Insights from the fields of spirituality, management, and leadership studies will be combined to consider leadership of businesses, churches, non-profits, hospitals, and other organizations.

Outcomes of the course:

By the end of the course, you will have:

Analyzed a leadership situation from your own experience in light of the readings.

Reflected on your own spiritual awareness and resources in relation to leadership situations

Reflected on your own theory of spirituality and leadership.

Experimented with practicing and teaching spiritual discernment in leadership situations.

_____ (add your own outcomes, in

_____ consultation with me)

Course work which will facilitate these outcomes:

Reading

Class participation (discussion, group work, presentations)

Short reflection papers

Two longer papers (10-12 pp. each)

Texts:

Required:

Ronald Heifetz, *Leadership without Easy Answers*, Belknap/Harvard, 1994.

Walter Wink, *Engaging the Powers*, Fortress Press, 1992.

David Batstone, *Saving the Corporate Soul*, Jossey Bass, 2003.

James Cobble and Charles Elliott, eds., *The Hidden Spirit: Discovering the Spirituality of*

Institution

Recommended:

Charles Manz, Karen Manz, Robert Marx, Christopher Neck, *The Wisdom of Solomon at Work: Ancient Virtues for Living and Leading Today*, Berrett-Koehler, 2001.

Other information:

Instructor: Dr. Margaret Benefiel

Phone: 617-436-8341

Office hours: by appointment

Schedule:

Week of 6/2: Assignment 1

Discussion question

6/9: Assignment 2

Discussion question

6/16: Assignment 3

Discussion question

Required meeting day June 21, 9-4

6/23: Assignment 4

Discussion question

6/30: Assignment 5

Discussion question

7/7: Assignment 6

Discussion question

Choose one of two options: Meeting day July 12, 9-4 OR additional reading (chosen in consultation with me) and additional short reflection paper on that reading due 7/16

7/14: Begin working on final integrative paper

Discussion question

7/21: Continue working on final integrative paper (due 7/25)

Discussion question

Choose one of two options: Meeting day July 26, 9-3 OR additional reading (chosen in consultation with me) and additional short reflection paper on that reading due 7/28

Final project due 10/31

Grading:

25% each for:

short reflection papers

class participation (discussion, presentations)

final integrative paper

final project

(Satisfactory/Unsatisfactory grading system)