
OL 625 Developing Leadership Competencies

Spring 2000

**Leading from Within (Leadership and Spirituality)
Wednesday 7-10 p.m.**

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COURSE DESCRIPTION

Prerequisite, one of the following: OL 602, OL 613, or instructor=s and OL coordinator=s consent. Experiential courses providing Ahands-on≅ opportunities to develop competencies essential to effective organizational leadership. Topics vary from term to term (and site to site), but may include: Leadership Lab, Leadership and Organizational Communication, the Rhetoric of Leadership, Creativity and Innovation, Strategic Planning and Visionary Leadership. May be repeated for credit. 1-3 credits.

Course Overview and Objectives

Welcome to a journey that has the potential to offer lifelong learning experiences that hopefully will help you discover valuable aspects about leadership and you. The essence of this course focuses on the internal aspects, which I prefer to call "treasures" , of the leader which, when fully discovered and shared, manifest as special gifts he or she can share with the people they lead.

As we will discuss in the beginning part of this sojourn, historically, leadership in the United States has focused on the "external" or technical skills effective leaders are expected to have and demonstrate. This is not to say that skills such as planning, organizing, staffing, directing,

coordinating, budgeting, supervising, managing and communication are not important for successful leadership. They certainly are, and usually enhance the success of highly effectively run organizations.

However, today's leaders need and require a much more holistic approach to effective and successful leadership, not just for the organization and its employees, but for the leader him/herself. "Leading from Within" is a shift to focus on the internal "blessings" that we as human beings were born with, but those that during our years of "stuff" seemed to lose in the sands on our journey in life.

A recent plethora of research and writings on a "new age of leadership" has boldly brought forth, or rediscovered, some terms that have as their origin the beginning of time- terms such as, "love", "truth", "service", "Spirit", "God", "Divine Mystery", "story telling", "music", "wisdom", "peace", "inner joy" "meditation", "soul" and other terms that I have not heard in organizational meetings in over twenty (20) years of organizational life.

These terms all belong to a melody of intimacy for and within oneself, which play a song that resonates within all humans, and manifests from all humans to the world in which they live. "*Leading from Within*" is the title of the song.

***This course is a,
Journey for us all,
Together, to discuss,
Share, and explore,
And hopefully,
Rediscover our own internal,
Leadership gifts,
As we walk along,
Our own eternal,
Leadership shore.***

Through a variety of different teaching and learning experiences, we will:

1. explore what it means to "*lead from within*" and the many aspects related to this approach,
2. examine the essence of leaders who "lead from the inside-out" and the many personal and professional treasures this path can uncover,
3. discuss the nature of "leading with soul" and the many gifts a leader brings and/or evokes to the employees and organization which he/ she leads,
4. examine the nature of Zen of leadership and the importance of "Being" as it relates to one's personal and professional health as a leader,
5. discuss how leaders who lead with soul can experience the most intimate of intimate journeys and be blessed by discovering one's "purpose" that is greater than the "sum of the organization's parts",
6. reflect how you, as present and future leaders, have a wonderful opportunity to lead by "authentically expressing yourself to create value" and

7. explore your leadership pathway and how it may benefit you personally and professionally by "*leading from within*".

" Do not seek enlightenment unless you seek it like a man whose hair is on fire seeks a pond."

A Wise Mystic

The path of this course will include a tapestry of traditional and not so traditional learning and teaching experiences that, hopefully, will help you reflect on how leaders, who *lead from within*, both share and receive gifts that can last a lifetime. This tapestry will include, but not exhaust,

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| 1. Lectures | 7. Taped interviews from leaders who
<i>"lead from within"</i> |
| 2. Story telling | 8. Poetry sharing |
| 3. Guest leaders who <i>"lead from within"</i> | 9. Retreat to a Zen Mountain Center for
a weekend. |
| 4. Music | 10. Fun and "The Unknown" |
| 5. Quiet reflective exercises | |
| 6. Unstructured topics of discussion | |

Oh, by the way, since this is a course which relies on all of us sharing and receiving, each of the students will also be given an exciting opportunity to share their own story telling, music, poetry and "course journey", as they embark on their "journey's course" at the end of this semester. More will be shared as to how this will occur.

"When the heart weeps for what it has lost, the soul laughs at what it has found."

A Wise Mystic

TEXTS AND "ON RESERVE" READINGS

Bolman, L. and Deal, T. 1995. *Leading with Soul: An Uncommon Journey of the Spirit*. San Francisco: Jossey-Bass. (Referred to in course outline as SOUL)

Cashman, Kevin. 1998. *Leadership from the Inside Out: Becoming a Leader for Life*.

Provo, Utah: Executive Excellence Publishing. (Referred to in course outline as INSIDE-OUT)

Conger, Jay. 1994. *Spirit at Work: Discovering the Spirituality in Leadership*. San Francisco: Jossey-Bass. (Referred to in outline as SPIRIT)

Heider, John. 1995. *The Tao of Leadership*. Atlanta: Humanics New Age (Referred to in course outline as TAO)

Mendoza, Robert H., Jr. 1998. *The Touch of a Leader's Soul: How A Leader Brings Soul to an Organization*. Sarasota: University of Sarasota, Florida. Doctoral Dissertation. (Referred to in outline as TOUCH)

"Give me beauty in the inward soul; may the outward and inward man be at one."

Socrates

Recommended Readings:

Chappell, Tom. 1993. *The Soul of a Business*. New York: Bantam.

Glassman, B. and Fields R. 1996. *Instructions to the Cook: A Zen Master's Lessons in Living a Life That Matters*. New York: Bell Tower.

Hawley, Jack. 1993. *Reawakening of the Spirit at Work: The Power of Dharmic Management*. San Francisco: Berrett-Koehler.

Marcic, D. 1997. *Managing With the Wisdom of Love*. San Francisco: Jossey-Bass.

Neal, Judi. 1998. *Spirit at Work Newsletter*. East Haven, Conn.

Staub, R.E. 1996. *The Heart of Leadership: 12 Practices of Courageous Leaders*. Provo, Utah: Executive Excellence Publishing.

Wheatley, M.J. and Kellner-Rogers, M. 1996. *A Simpler Way*. San Francisco: Berrett-Koehler.

COURSE BACKGROUND

Mark Maier, Professor at Chapman University, who has spent numerous hours developing an

award winning leadership program that has spirituality in its veins, once asked the following very important question, "Why a Course on Spirituality and Leadership?" This important question, as Professor Maier explained, may have numerous answers. However, a key to finding the answer, as Professor Maier reflected was, "...it's fundamentally about 'doing' spirituality, about leading 'from within' and the transformative implications this can have for ourselves, our colleagues...and our organizations."

To do so requires an in-depth and conscious consciousness to travel inwards, discover the essence of your true Being and, from that journey, outwardly manifest the gifts of leadership that are not evaluated by Aexternal \cong accomplishments only; position achieved, status, rank, salary level, projects completed, total organizational budget size, rate of return to investors, etc. These Aexternal \cong accomplishments are certainly important for a leader to realize, but there exists a level of Ainternal \cong accomplishments which, when in the flow of achievement, radiate personal and professional abundance, prosperity, joy, and total health- the true essence of our ABeing \cong .

This course is an invitation to explore this *Aleading from within* \cong aspect of, what some have referred to as, Aenlightened leadership \cong , both for the leader and for those he/she leads. Welcome to the journey.

AEstablished in >Being=, perform action. \cong

The Bhagavada Gita

GRADING

This course will adhere to the standard grading scale adopted by Chapman University:

A	94+	C+	78-79.9
A-	90-93.9	C	74-77.9
B+	88-89.9	C-	70-73.9
B	84-87.9	etc	
B-	80-83.9		

Your grade will be based on the following five (5) criteria:

1. **Regular attendance, preparation and thoughtful/caring participation** **20%**
in class discussions. This will be based on assigned readings and related topics for this course. Since the Zen Mountain Weekend Retreat (May 5-7) is a formal part of this course requirement, various Wednesday night sessions will not take place. Please make sure you refer to the course schedule to know which Wednesday nights we will NOT meet. Hence, it is very important that you attend the regular class scheduled sessions.

2. **Leadership Journal**. Consisting of thoughtful journaling of one's progress during this semester, your journal will be collected twice during the course- March 15 and May 10. Refer to "Learning Log Guidelines." The journal is an ongoing collection of personal and professional thoughts that relate to "leading from within." **20%**
3. **"Leadership Reflection Paper"**. This reflection, 5-8 single spaced pages, each, will be a reflection to a specific assigned topic for reflection from "*leading from within.*" Paper #1 is due on March 15 and Paper #2 is due on April 12. **20%**
4. **Class Presentation**. Due at end of the course, May 24, each student will give a 20 minute verbal presentation that will answer the following question. **20%**

Leading from within...what does that mean to me?

The presentation should include, but not be limited to a discussion of:

- T A summary of your Leadership Reflection papers and the three (3) most important pearls of wisdom you gained from assigned reading materials, handouts, class discussion and/or guest speakers.
 - T A summary of your Leadership Log Journal and any insights you gained from logging your journey.
 - T Your insight as to how *Leading from within* can assist you both personally and professionally.
 - T The one (1) main aspect of leading from within that you would describe to a conference of future leaders which resonates closest to your heart, and one that you could relate to by giving a real-life story from **your own life**.
 - T Playing one (1) piece of music that best resonates the passion of *Leading from within* **for you**.
 - T Reading a short poem that best resonates the passion of *Leading from within* **for you**.
5. In-Class Reflective Written Exercise. On May 10 each student will write an **20%** In-Class Reflective Written Exercise which will discuss the concept of "Leading From Within", drawing exclusively from the course references, discussions,

assigned readings, guest speakers, Zen Mountain Retreat experience and any other any other aspect covered in the course. This will be an open book/note experience. It is anticipated that your written "reflection" will be about 8-12 pages in length. We will review the main topics for the "reflection" during the class term.

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Leading from Within (Leadership and Spirituality)

<Course Outline- Spring 2000>

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(NOTE: ASSIGNMENTS ARE *DUE* ON THE DATES INDICATED)

DATE

- Feb 9 **Introductions and Course Overview**
Setting the foundation for this course will occur this first session, and student will have a general feeling for the course objectives, expectations, assignments and overall Afeeling≅ for the journey we will take on ALeading from Within≅.
- Story time
- In class exercise: to be handed out and discussed in class
- Music and story time
- Feb 16 **Leading With Soul and the Many Gifts One Gives and Receives Along the way.**
- Materials discussion: **SOUL, pages 1-99**
- Music and story time
- Materials discussion: **TAO, pages 1-10**

In class exercise: to be handed out in class

Reflection class time

Feb 23 **Love, Power, Authorship and Significance: Four Great Gifts from A Leader**

Story time

Materials discussion: **SOUL, pages 101-173**

Materials discussion: **TAO, pages 11-20**

In class exercise

Music and story time

Mar 1 **The First Three Pathways in Personal Growth and Transformation for Leaders Who Lead from the Inside Out: Personal Mastery, Purpose Mastery and Change Mastery**

Story time

Materials discussion: **INSIDE-OUT, pages 15-106**

Pathway One- *Leading through authentic self-expression*

Pathway Two- *Leading by expressing our gifts to create value*

Pathway Three- *Leading in the flow*

GUEST SPEAKER

Materials discussion: TAO, pages 21-30

Music and story time

Mar 8 **No class- release time for class assignment**

Mar 15 **Four Other Pathways in Personal Growth and Transformation for Leaders Who Lead from the Inside Out: Interpersonal Mastery, Being Mastery, Balance Mastery and Action Mastery**

Story time

Materials discussion: **INSIDE-OUT, pages 107-205**

Pathway Four- *Leading through synergy*

Pathway Five- *Leading through being*
Pathway Six- *Leading by centering our life*
Pathway Seven- *Leading as a whole person*

Film: Covey=s, *Seven Spiritual Laws of Success*

Materials Discussion TAO, pages 31-40

In class exercise

Music and story time

ALeadership Journal≅ #1 Due

"Leadership Reflection Paper" #1 Due

Mar 22A **Our Search for Spiritual Community≅**
ALeading from Within: Out of the Shadow, into the Light≅
AA Leader=s Conscience: The Integrity and Spirituality of Vaclav Havel≅
"Leadership and Spirituality: A Quest for Reconciliation"

Materials reading: SPIRIT Chapters 1, 2, 3, 4

In Class Exercise

Materials reading: TAO, pages 41-47

Music and Story Time

Mar 29 **No class- release time for class assignment**

Apr 5 **No class- release time for class assignment**

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Apr 12 **Spirited Connections: Learning to Tap the Spiritual Resources in**
Our Lives and Work"
"Partnering with God: Ignatian Spirituality and Leadership in Groups"
"What Leaders Cannot Do Without: The Spiritual Dimensions of
Leadership"
"Reuniting Spirituality and Work"

GUEST SPEAKER

Story time

Materials reading: SPIRIT Chapters 5, 6, 7, 8

In class exercise

TAO, pages 48-60

Music time

"Leadership Reflection Paper" #2 Due

Apr 19 **Spring Break - No Class**

Apr 26 ***The Touch of a Leader's Soul: How a Leader Brings Soul to an Organization***

Story Time

Materials reading: TOUCH

Taped Interviews with Leaders Who Lead with Soul

TAO, pages 61-80

Quiet Time

May 3 Preview Mountain Zen Retreat Weekend (Fri. May 5-7)

Preview In-Class Reflective Written Exercise

Preview Class Presentations

Personal Pathway Story and Music

May 5-7 **Zen Mountain Center Weekend**

May 10

Quiet Time

In-Class Reflective Exercise

Debriefing of Zen Mountain Center Weekend

ALeadership Journal≅ #2 Due

May 17

No Class- release time for student presentation preparation

May 24

Quiet Time

Leading From Within Student Presentations

Course Feedback

Namaste