



**MGMT 4103 – Authentic Leadership in a Multi-Faith Workplace**  
**MGMT 636V – Special topics elective for grad students**

**Fall, 2014**  
**Mondays 5:00PM – 8:00 PM**  
**WCOB TBD**

**Instructor:** Daniel Harris – Executive in Residence  
**Guest Instructor:** Raymond Perrier  
**Office:** WJWH 542  
**E.mail:** [dharris@walton.uark.edu](mailto:dharris@walton.uark.edu)  
**Office hours:** Mondays 4:00 – 5:00PM or by appointment

**NB:** This course is cross-listed for upperclassmen and graduates. Graduates will have assigned readings and small group discussions commensurate with graduate-level expectations. MBA and graduate students may take this course either for a grade or as pass/fail.

**Course description:**

As we spend more and more of our lives at work, our professional choices shape our identities and the kind of persons we become. An increasingly diverse workplace challenges us to remain authentic to ourselves while respecting others who may see the world very differently. Pressures to compromise our beliefs and values may create confusion and dissatisfaction.

Through personal reflection, mentoring and classroom instruction, students will:

- ▶ Learn to align values with **career choices** and find better matches with employers, resulting in higher job satisfaction and **improved career prospects**;
- ▶ Learn to **connect** their faith, values and ethics into a coherent system;
- ▶ Learn to lead from an **authentic center** of self-knowledge and spiritual strength that informs professional behavior;
- ▶ Learn the art and science of **remaining true to yourself** while pursuing common goals with people holding significantly different views;
- ▶ Learn to **lead diverse teams** in multi-cultural, multi-faith workplaces to high performance and job satisfaction.

This course includes both personal formation and leadership development. It provides students with useful conceptual tools to help them determine what is most important to themselves, while learning techniques to work effectively with people who may be very different. Students will examine their own core beliefs (faith) and values, then understand how these can be expressed in a diverse workplace in ways that bring out the best in themselves and in those they lead.

*The course does not presume any particular religious or philosophical world view but rather will work with students, whatever their beliefs, to help them integrate those in the workplace. We will respect and encourage all students in their on-going journeys, including those who are still searching. Guest lecturers from business and from major wisdom traditions (including non-theists) will help students understand different world views they may encounter at work.*

This course also addresses the inevitable challenges that arise at work, and teaches skills for making ethical decisions, as well as handling difficult interactions, in a professional environment that often resembles a kaleidoscope in its continually changing diversity.

Each student will define her/his “faith” or system of core beliefs, using James Fowler’s description of “faith<sup>1</sup>” as our starting point. Fowler describes faith as our “over-arching, integrating and grounding trust in a center of value and power” which enables us to find coherence and meaning. Faith connects us to the universe, and determines “the objects of our ultimate concern,” our “god values” which guide us in making our “life wagers.” “Faith is an orientation of the total person, giving purpose and goals to one’s hopes and strivings...” Faith is a verb: it is “universal...interactive and social.”

### Conceptions of Leadership Applicable to this Course

“Leadership is the ability to influence others. Being a leader is something one is and not something one does. Leaders have many qualities, the foundational one of which is self-awareness. Authentic leaders understand their own strengths, weaknesses and biases; they use their core values to guide them in decision-making; they have a clear understanding of what is negotiable and non-negotiable. Most importantly, authentic leaders simultaneously help others to access these qualities within themselves. To be effective, constant and adaptable, leadership cannot be a veneer; it must be a true reflection of oneself.” Source: Spirited Leadership 2014: MBA Elective – Jesuit Institute of South Africa

Leaders may build or destroy. *A leader is someone with the power to project either shadow or light onto some part of the world and onto the lives of the people who dwell there. A leader shapes the ethos in which others must live, an ethos as light-filled as heaven or as shadowy as hell. A good leader is intensely aware of the interplay of inner shadow and light, lest the act of leadership do more harm than good.* Parker Palmer, Let Your Life Speak, p. 78 <sup>2</sup>

Each of us has leadership opportunities, regardless of our place in the hierarchy, to create a sense of meaning and purpose for ourselves and others.

---

<sup>1</sup> Fowler, James, *Stages of Faith* (1981).

<sup>2</sup> cited by Andre Delbecq

## Course Materials

The instructor will provide a **reading list** for the semester **and assigned articles** in advance of each class. The reading list will be highly varied to allow students to deepen their knowledge and/or to explore concepts new to them. **Required** texts are *Man's Search for Meaning* (Viktor Frankl), *Authentic Leadership* (Bill George) and *The World's Religions* (Huston Smith).

**Blackboard:** Students will be able to access information pertaining to the course on Blackboard: <https://learn.uark.edu>. Please check the class Blackboard site frequently – and be sure that **your email address in Blackboard** is the one you check regularly or is forwarded to an email account you check regularly.

## Expectations and Assessment

### **Retreat – Saturday, October 4 from 10:00 AM to 4:30 PM**

We will conduct the equivalent of two classes (6 hours) on Saturday, October 4<sup>th</sup>. This means the course will finish two weeks early, allowing students more time for other final exams.

Preparation time will vary, but plan for at least 4 hours of reading weekly.

#### Grading scale:

A (100--90), B (89--80), C (79--70), D (69--60), F (<60)

<u>Grade distribution:</u>		
<input type="checkbox"/> Class participation – Attendance & Instructor Evaluation	20 points	20%
<input type="checkbox"/> Mid-Term Essay	20 points	20 %
<input type="checkbox"/> Quizzes on Assigned Reading	20 points	20 %
<input type="checkbox"/> Small Group Participation – Peer Assessment	10 points	10%
<input type="checkbox"/> Final Essay	30 points	30 %
<b>Total</b>	<b>100 points</b>	<b>100%</b>

### **Participation (20% of your grade)**

We will learn through class discussion and small groups, as well as lectures. The reading list will permit you to explore topics of particular value to you. The assigned readings will give you both practical tools and concepts, and serve as the basis for our discussions in class. Participation assignments may include brief journal posts (2-3 paragraphs) on assigned topics, or jotting down

questions about what you have read and being ready to ask them in class, or offering ideas on the most interesting points in the readings you personally have chosen. Class participation will help you and your classmates prepare for the quizzes on assigned reading.

**Small Group Peer Evaluation (10%):** Each student will participate in a small group for discussion. Confidentiality and mutual respect are vital to create an environment in which students feel comfortable exploring faith (core beliefs), values and authentic leadership in a multi-faith workplace.

**Quizzes on Assigned Reading (20%):** Prior to each session, please see ‘Session Planner’ on the Blackboard for the assigned readings. It is expected that you will come to class prepared to participate. Four quizzes worth 5 points each will be given randomly during the semester. The quizzes will test your comprehension of the assigned readings for that class. The questions may be short-answer or multiple-choice.

### **Essays (50% of your grade)**

There will be two essays, one at mid-term and one as the final, worth 20 points and 30 points respectively. The mid-term essay will be 1,500 words on a topic designed to articulate your core beliefs (faith) and values as they will be authentically expressed in the workplace. This includes identifying positive ways to enhance authentic relationships and identifying barriers that discourage authenticity, and ways to overcome these. Each student is entirely free in her/his choice of beliefs and values. The key assessment criteria for this essay will be coherence of concepts, envisioned application in the workplace (e.g. building trust and authenticity in relationships) and appropriate references to both assigned and personally selected readings.

The final essay will be 2,000 words and include a concise Personal Mission Statement (PMS); i.e., students will draft a Personal Mission Statement in the first half of the course and revise it multiple times as they discover more about themselves. The final essay will present their detailed PMS, along with a commentary on how it evolved and how they intend to use it to develop into authentic leaders in a multi-faith workplace. To do well in the final essay, students will need to **refer to learning experiences** from the readings, lectures and the small group discussions with your peers. Missing a significant number of sessions will make it difficult to reference these experiences.

More specific guidelines for each essay will be provided when they are assigned.

### **Course policies**

Note that laptops will NOT be allowed during class (you may have points deducted from your participation grade).

Cell Phones: Please turn off cell phones during class. You should not answer your phone or text during class.

## **Academic integrity**

All students are expected to understand and adhere to the University's policy on academic honesty (<http://catalogofstudies.uark.edu/2882.php>). The University's *Catalog of Studies* states "Academic dishonesty involves acts that may subvert or compromise the integrity of the educational process at the University of Arkansas. Included is an act by which a student gains or attempts to gain an academic advantage for himself or herself or another by misrepresenting his or her or another's work or by interfering with the completion, submission, or evaluation of work".

Cell phones will not be allowed during exams. They must either be left in your backpack or deposited in a box by the instructor's desk.

**PLEASE NOTE: I WILL ENFORCE THESE STANDARDS of INTEGRITY!**

### Accommodations for Students with Disabilities

Students are responsible for requesting accommodations from the Center for Students with Disabilities (<http://www.uark.edu/ua/csd>). It is the Walton College policy that students must also request testing accommodations from their instructor; this should be done in writing, ten days prior to the test date.

### Inclement Weather Policy

If the University is open, we will have class. I realize that some of you have a more difficult commute to the campus than do others. I leave it to your personal judgment to determine whether to attend class during inclement weather. Decisions on make-up work will be made case by case.

### **Instructors:**

Daniel Harris joined the Walton College of Business after 29 years as an American diplomat in the U.S. Commercial Service. He served in nine countries on four continents in a variety of positions, including U.S. Consul General in North-Rhine Westphalia (Germany) and as Deputy Assistant Secretary for International Operations (COO) in Washington, DC. His bio may be found at: <http://tfsw.uark.edu/director.asp>

Raymond Perrier is Director of the Jesuit Institute of South Africa. He worked with the University of the Witwatersrand in Johannesburg to create "Spirited Leadership" – a seminar which has helped hundreds of MBA students and business people to identify and connect with their deepest beliefs and key values, then to live them out in the market place. Previously he studied to be a Jesuit and later managed Interbrand New York. Raymond has also served as a board-level branding consultant to American Express, HP and SAB Miller. Bio: [http://tfsw.uark.edu/Raymond\\_Perrier-bio.pdf](http://tfsw.uark.edu/Raymond_Perrier-bio.pdf)