

## PBF 504 – Leadership Ethics in the Public Interest

Fall, 2009 – September 30 – December 16

Terry Macaluso, PhD (tmacaluso@newthinker.com; 206.660.0249)

### Books

Block, Peter, Community: The Structure of Belonging, Berrett-Koehler Publishers, 2008.  
[ISBN978-1-57675-487-0]

Gardner, Howard, Five Minds for the Future, Harvard Business School Press, 2007.  
[ISBN978-1-59139-912-4]

Howard, Ronald and Korver, Clinton, Ethics for the Real World: Creating a Personal Code to Guide Decisions in Work and Life, Harvard Business School Press, 2008.  
[ISBN13:978-1-4221-2106-1]

Kegan, Robert and Lahey, Lisa, Immunity to Change, Harvard Business Press, 2009.  
[ISBN978-1-4221-1736-1]

Scharmer, Otto, Theory U: Leading from the Future as it Emerges, Berrett-Koehler, 2009.  
[ISBN978-1-57675-763-5]

Schein, Edgar, Helping: How to Offer, Give and Receive Help, Berrett-Koehler Publishers, 2009.  
[ISBN978-1-57675-863-2]

### Learning Objectives

1. Students will understand how to think about ethics from the perspective of philosophy, i.e., as a system of related concepts.
2. Students will understand the importance and complexity of leading from an ethical posture while maintaining organizational effectiveness.
3. Students will examine their own personal and professional “ethical and leadership practice,” designate one major area for improvement, and define the ways in which their leadership has been enhanced as a consequence of the examination.
4. Students will gain knowledge of contemporary theories of psychology, ethics, and social connection, which are the components of ethical leadership.

Date	Assignment	Class Agenda
September 30		Lecture: Introduction to Ethics
October 7		Lecture: Schein's Organizational Culture
October 14	<u>Five Minds for the Future</u> (196pp)	Presentation
October 21	<p><u>Helping: How to Offer, Give, and Receive Help</u> (167pp)</p> <p>Send paper topics to <a href="mailto:tmacaluso@newthinker.com">tmacaluso@newthinker.com</a></p>	<p><b>Presentation</b></p> <p><b>Class will convene at 3:00pm, with the student presentation beginning on time, and being audio taped. I will arrive at about 4:30, will observe the remainder of the presentation, and will then listen to the tape.</b></p>
October 28	<u>Community: The Structure of Belonging</u> (240pp)	Presentation
November 4	<u>Ethics for the Real World</u> (208pp)	Analysis of individual postures
November 11	Veteran's Day Observed	Class will not meet.
November 18	<u>Immunity to Change</u> (272pp)	Presentation
November 25	<b>Paper Due to</b> <a href="mailto:tmacaluso@newthinker.com">tmacaluso@newthinker.com</a>	Class will not meet.
December 2	Theory U (parts 1 and 2)	Presentation
December 9	Theory U (part 3)	(560pp) Presentation
December 16	<b>Final Exam</b>	Final Exam

## Assignments and Grading

Groups of 4 or 5 will present a book to the class focusing on: clarification of primary concepts, discussion of topics specifically appropriate to the class, and deliberative assessment regarding the accuracy and efficacy of the author's argument.

1. Present to the class for the full class period.
2. Determine that everyone has read the material, and establish a baseline of clarity around major concepts.
3. Identify discussion topics designed to reinforce the understanding of the material as well as to stimulate critical thinking and debate.
4. Motivate the class to move beyond the material by thinking of applications that either validate or deny the author's intent.
5. Present a case study in which the most interesting elements of the text are highlighted and debated.
6. Conclude with some private reflection on the impact the ideas in the text may have a positive impact on each student. Allow for quiet thought, and then invite comments from volunteers.
7. Grading: Paper = 40%, Presentation = 30%, Final Exam = 30%