

LEADERSHIP PRINCIPLES AND PRACTICES SYLLABUS

Background and Motivation¹

Complex challenges in the 21st Century call for exemplary leadership. Today's leaders are confronted with pressing societal problems, global in nature. To succeed in the new environment requires world-class leadership.

The course is open to all UA graduate students and selected undergraduate students². Offered over a 16-week time frame, *Leadership Principles and Practices* is a UofA response to a critical need throughout society for exemplary leaders.

Graduate students and undergraduate seniors are exposed to leadership principles and practices in multiple settings. The content of the course draws from several academic disciplines informing the study of leadership. The course covers principles, skills and practices of exemplary leaders. The knowledge areas and competencies expected of today's leaders, the challenges leaders face, the joys and sacrifices leaders experience, leadership styles, the philosophical and historical foundations of leadership, the relationships between leadership theory and leadership practice, and the moral-ethical aspects of leadership are among topics covered in the course.

A number of respected regional, national, and international leaders candidly share experiences and "lessons learned" in their leadership journeys. Also, several leadership books are discussed. A high level of classroom participation occurs, especially in interactions with the guest leaders. Students are challenged to think critically and imaginatively about the content covered. They are asked to reflect on their core values and to identify their strengths and weaknesses. Students are actively involved through lectures, interactions with guest leaders, reading assignments, and an analysis of the movie, *Twelve Angry Men*, using the framework of one of the assigned books.

The course is not for the passive thinker or for "the faint of heart." It is for one who aspires to become an exemplary leader, who will work hard and commit to the challenges presented, who will ask and be asked tough questions, and who can disagree without being disagreeable.

Expectations

You are expected to be prepared, do your own work, turn in essays, book assessments, guest leader reviews, and other assignments on time, actively participate in class, be open and candid, be respectful of others' opinions and positions, and attend every class, arriving on time and remaining until the class ends. (Course assignments differ for graduate and undergraduate students.)

Course Goal and Learning Objectives

The course goal is to prepare you for leadership roles. Specifically, the goal is to prepare you to make character-based leadership decisions by achieving the following learning objectives:

¹ The course description and objectives, with permission, are based on those used by Warren Bennis and Steven Sample for their course at the University of Southern California on the art and adventure of leadership.

² Undergraduate students wishing to take the course must be approved by Professor White following an interview. Factors influencing the selection decision include the student's prior leadership experience, motivation for taking the course, commitment to doing the required work, and academic record.

1. *You will become comfortable with the variety, complexity, and paradoxes of leadership and its concepts.*
2. *You will develop an awareness of your competencies, core values, and yourself, and will develop a personal approach—a “personal voice”—in relation to leadership.*
3. *You will understand the process of leadership, how it involves both leaders and followers, and the connections and resonances between them.*
4. *You will learn the origins of ethical standards and how they apply to society and business operations.*
5. *You will recognize authors of leadership books approach the subject based on their backgrounds and experiences, requiring the content of the books to be interpreted accordingly.*
6. *You will gain an appreciation of the challenges faced by leaders and will learn to be less judgmental in the absence of the information available to leaders when decisions must be made.*
7. *You will become aware of paradoxes resulting from the exercise of exemplary leadership.*
8. *You will learn how your personality meshes with the personalities of those whom you will lead and you will gain an appreciation for the strengths diversity brings to a team.*
9. *You will gain a better understanding of historical leadership icons in comparison with contemporary leaders.*
10. *You will understand and begin the process of grappling with the moral, ethical and political dimensions of leadership.*
11. *You will recognize exemplary leadership is an art, not a science—a way of being, not a formula—a journey, not a destination.*
12. *You will learn a course on leadership raises more questions than it answers.*

Chronological Schedule of Guest Leaders Participating in the Course

Joseph E. Steinmetz, Chancellor, University of Arkansas
 Michael T. Duke (Retired President and CEO, Wal-Mart Stores)
 Shelley Simpson (Executive Vice President, Chief Marketing Officer and President, Integrated Capacity Solutions and Truck business segments, J. B. Hunt Transport Services)
 Blake A. Strode (Executive Director, ArchCity Defenders)
 John N. Roberts III (President and CEO, J. B. Hunt Transport Services)
 Christopher B. Lofgren (President and CEO, Schneider National)
 Gregory Q. Brown, Chairman and Chief Executive Officer, Motorola Solutions
 Martin R. Steele (Retired Lt. General, U.S. Marine Corps, and Chairman, Steele Partners)
 C. Douglas McMillon (President and CEO, Wal-Mart Stores, Inc.)
 Margaret Townsend (Sr. Vice President, Engineering, J. B. Hunt Transport Services)
 John A. White III (President and CEO, Fortna)
 Donald Smith (Retired President and CEO, Tyson Foods)
 Pam J. McGinnis (President, Global Marketing, Phillips 66)
 Judith McKenna (President and CEO, Walmart International)
 Adriana Lopez Graham (Sr. Director, IT International, Tyson Foods)

Guest Leader Bio-Sketch

Prepare exactly a one-half page bio-sketch (23 lines, not including sources, headers and footers) of the guest leader with an expectation you can be asked to introduce her or him to the class. The bio-sketch should include personal and professional information. Cite sources used; when quoting,

use quote marks. Avoid plagiarism. Find information no one else will find. Be creative. Cover the bases: degrees, honors, employers, positions, marital status, children, birth place, parents, siblings, hobbies, volunteer activities, etc.

Guest Leader Summary/Evaluation

In exactly one and one-half pages (69 lines), summarize the guest leader's comments, including "take away" messages and quotes provided. Draw comparisons with previous guest leaders and with points made by authors. If the guest leader makes a statement with which you agree or with which you disagree, include the statement and your reason for agreement or disagreement. Assess the guest's effectiveness as a leader. Indicate whether the guest leader is someone you would gladly follow, including reasons for your decision.

Book Assessments

In exactly two pages (92 lines), prepare an assessment of each book in the list of required books; graduate students will prepare an assessment on one book selected from the dozen in the Optional list. On an integer scale from 1 (low) to 5 (high), rate each book separately on readability, relevancy, practicality, and value to you as a leader or emerging leader; additionally, summarize the book and identify and describe its most important "take away" messages. Identify points of agreement and/or disagreements and provide reasons. Finally, indicate whether you will recommend the book to others and provide the basis for the positive or negative recommendation. Use a narrative style, not an outline style.

Essays

Four essays, exactly three pages in length (138 lines), will be prepared and submitted. Each essay is to be structured to facilitate direct responses to several questions. The 1st, 2nd, and 4th essays are intended to evaluate how effectively you synthesize material from books and/or a movie with your experiences; they force you to be introspective and assess your strengths and weaknesses as an emerging leader; they are about you, not the books; they are strengthened by providing examples from your leadership journey, as well as journeys of others. Candor and insight play a significant role in grades awarded. The 3rd essay requires you to identify examples from a movie supporting the content of an assigned book, as well as to perform a self-assessment regarding your problem solving approach when an adaptive solution was more appropriate than a technical solution.

First Class Meeting

Prior to the first class meeting, complete a survey (to be distributed electronically to each class registrant) and prepare a one-half page bio-sketch of the first guest leader. Bring both to the first class meeting. *For the bio-sketch, use the typing format specifications stated in the Assignment for Session 2.*

Case Study:

A Harvard Business School case study (Alex Montana) is assigned. Students will summarize the case succinctly, identify key problems and complications in the case, identify and briefly describe each player, and answer specific questions. Students will be chosen at random to comment on various aspects of the case.

Grading

Grading of bio-sketches, summaries and evaluations of guest leaders' remarks, essays, and book assessments begins with a base grade of 90%. Not unlike judges in gymnastics, as Professor White reads, he notes a) exceptional things, b) errors, and c) opportunities for improvement. The cumulative effect moves the grade up or down from 90%. Some recommended he use a grading rubric; he chose not to do so, because he did not want you "writing to the rubric." He wants you to work at learning your audience (Professor White) and writing for your audience. The two exams are predominately objective and little subjective grading is involved. With the exception of the two exams, writing and content are weighted equally in written work.

Basis for Course Grade	Weight
Guest Leader Bio-Sketches	5%
Guest Leader Summaries and Evaluations	15%
Book Assessments~	10%
Essays (10%, each)	40%
Exam #1	15%
Exam #2	15%

Missed Session

If you are unable to attend a session, you must read and submit an assessment of a book selected from the Optional list of books. Specifically, you must provide Professor White with titles of 3 books; Professor White will designate the book you are to read and assess. The grade received replaces the missed guest leader review grade. In addition, prior to the missed session, you must submit electronically a typed 0.5-page bio-sketch of the guest leader you will miss. If questions arise regarding a missed session, please contact Professor White.

Writing

An objective of the course is to assist you in improving your writing skills. Hence, equal weight is given to the written content and grammatical correctness. A professional writing style is to be used. Misspellings, mixed tenses (nouns and verbs), mixed number (singular/plural), and jargon are heavily penalized. (Misspelling the past tense of lead, led, is considered an egregious error and results in a 2-letter-grade penalty per incident.) Sloppy writing is penalized heavily, examples include, but are not limited to, repeated uses of the same word or phrase, misuses of a word, and unnecessary usage of a word, e.g., which, that, at, of, out. Avoid ending a sentence with a preposition. Proofread carefully all written work before submitting it. Be succinct; stick to the subject of the assignment. Take literally instructions regarding written work, e.g., a one-half page bio-sketch assignment means it must be *exactly* one-half page in length. As indicated by the weight given to them, essays play a significant role in the course; they are intended as vehicles to force introspection and candor; they should not be superficial or treated casually.

All typed submissions are to employ Word software, with the "no spacing" option. Times New Roman 12- point font is to be used. One-inch margins are required. Paragraph indentations are to be one-fourth of an inch wide; double spacing between paragraphs is not to be used. Sources should be cited; verbatim content should be in quotes; a listing of sources is to be provided on a separate sheet of paper or, for bio-sketches, at the bottom of the page.

Course Schedule

Session 1

6:00 p.m. to 7:15 p.m. Joseph E. Steinmetz (UA Chancellor) will share his leadership journey and what he learned regarding leadership from effective and ineffective leaders.

7:25 p.m. to 8:50 p.m. Professor White will discuss the conduct of the course, daily assignments, learning objectives, and the basis for the course grade; then, he will begin sharing his views on leadership matters.

Assignment for Session 2: Submit a typed 2-page assessment of *The Contrarian's Guide to Leadership*, a typed 1.5-page summary and evaluation of Chancellor Steinmetz's remarks, and a typed 0.5-page bio-sketch of the next guest leader. (1" margins, single-spaced, 12 pt. Times New Roman font, Microsoft Word No Spacing format)³

Session 2:

6:00 p.m. to 7:15 p.m. Michael T. Duke (Retired President and CEO, Wal-Mart Stores) will share his leadership journey and what he learned regarding leadership from effective and ineffective leaders.

7:25 p.m. to 8:50 p.m. Professor White will conclude his discussion of leadership matters, compare his "leadership journey" with Dr. Sample's, and share some of his "take away" messages from *The Contrarian's Guide to Leadership*.

Assignment for Session 3: Submit a typed 1.5-page summary and evaluation of the guest leader's remarks, a typed 0.5-page bio-sketch of the next guest leader, and a typed 3-page essay on *The Contrarian's Guide to Leadership*, a chronicle of one person's leadership journey. Answer the following questions: What is most important about leadership to you? What skills and/or attributes do you think are most essential to your current and future leadership? How effective are you at thinking gray, thinking free, artfully listening, making difficult decisions, defining your core values, and living your core values?

Session 3:

6:20 p.m. to 7:15 p.m. Shelley Simpson (Executive Vice President, Chief Marketing Officer and President, Integrated Capacity Solutions and Truck business segments, J. B. Hunt Transport Services) will share her leadership journey and what she learned regarding leadership from effective and ineffective leaders.

7:25 p.m. to 8:50 p.m. Professor White will conclude his sharing of "take away" messages from *The Contrarian's Guide to Leadership* and will address various leadership topics.

Assignment for Session 4: Submit a typed 2-page assessment of Chapters 1-3, 5, 8, 12, 14-19, and 22-25 (76 pages) of *The Prince*; a typed 1.5-page summary and evaluation of the guest leader's remarks; and a typed 0.5-page bio-sketch of the next guest leader.

Session 4:

6:00 p.m. to 7:15 p.m. Blake A. Strode (Executive Director, ArchCity Defenders) will share his leadership journey and what he learned regarding leadership from

³ The same format is required for all written assignments; all assignments are due at the beginning of class, 6:00 pm.

effective and ineffective leaders

7:25 p.m. to 8:50 p.m. Professor White will share his “take away” messages from *The Prince* and will address various leadership topics.

Assignment for Session 5: Submit a typed 1.5-page summary and evaluation of the guest leader’s remarks, a typed 0.5-page bio-sketch of the next guest leader, and a typed 3-page essay on *The Prince*. Keeping in mind the quote: “If a prince must choose between the two, it is better for him to be feared by his subjects than loved, but above all it is essential that they do not hate him,” examine a situation in which you were forced to make a decision choosing between being feared or loved. What would Machiavelli have done in your situation? Would you make the same decision again? Finally, address the question: do a leader’s image and reputation impact a leader’s effectiveness? If so, why? If not, why not? Support your argument with examples.

Session 5:

6:00 p.m. to 7:15 p.m. John N. Roberts III (President and CEO, J. B. Hunt Transport Services) will share his leadership journey and what he learned regarding leadership from effective and ineffective leaders.

7:25 p.m. to 8:50 p.m. Professor White will discuss Aristotle’s Seven Virtues.

Assignment for Session 6: Submit a typed 1.5-page summary and evaluation of the guest leader’s remarks, a typed 3-page analysis of the Alex Montana case, and a typed 0.5-page bio-sketch of the next guest leader.

Session 6:

6:00 p.m. to 7:15 p.m. Christopher B. Lofgren (President and CEO, Schneider National) will share his leadership journey and what he learned regarding leadership from effective and ineffective leaders.

7:25 p.m. to 8:50 p.m. The Alex Montana case will be considered.

Assignment for Session 7: Submit a typed 2-page assessment of *Lincoln on Leadership*, a typed 1.5-page summary and evaluation of the guest leader’s remarks, and a typed 0.5-page bio-sketch of the next guest leader.

Session 7:

6:00 p.m. to 7:15 p.m. Gregory Q. Brown (Chairman and Chief Executive Officer, Motorola Solutions) will share his leadership journey and what he learned regarding leadership from effective and ineffective leaders.

7:25 p.m. to 8:50 p.m. Professor White will share his “take away” messages from *Lincoln on Leadership* and will address various leadership topics.

Assignment for Session 8: Submit a typed 1.5-page summary and evaluation of the guest leader’s remarks and a typed 0.5-page bio-sketch of the next guest leader. Go online and complete a Meyers-Briggs personality assessment; communicate the results to Professor White for forwarding to Gen. Steele.

Session 8:

6:00 p.m. to 7:15 p.m. Martin R. Steele (Retired Lt. General, U.S. Marine Corps, and Chairman, Steele Partners) will share his leadership journey and what he learned regarding leadership from effective and ineffective leaders.

7:25 p.m. to 8:50 p.m. General Steele will discuss his use of the Meyers-Briggs assessment tool and discuss students’ Meyer-Briggs personality assessments.

Assignment for Session 9: Submit a typed 2-page summary and evaluation of General Steele's session, a typed 0.5-page bio-sketch of the next guest leader, and prepare for Exam #1.

Session 9:

6:00 p.m. to 7:15 p.m. C. Douglas McMillon (President and CEO, Wal-Mart Stores, Inc.) will share what he has learned regarding leadership from effective and ineffective leaders and his leadership journey.

7:25 p.m. to 8:50 p.m. EXAM #1

Assignment for Session 10: Submit a typed 1.5-page summary and evaluation of the guest leader's remarks, and a typed 2-page assessment of *Leadership on the Line*.

Session 10:

6:00 p.m. to 7:15 p.m. The movie, *Twelve Angry Men*, will be shown and discussed.

7:25 p.m. to 8:50 p.m. Class members will discuss the movie and share perspectives from the viewpoints of jurors.

Assignment for Session 9: Submit a typed 0.5-page bio-sketch of the next guest leader and a typed 3-page essay in which you analyze the movie *12 Angry Men* from the perspective of *Leadership on the Line*. Identify the steps Henry Fonda took to lead his fellow jurors to find an adaptive solution. Assess your experiences in providing technical solutions to problems when adaptive solutions were more appropriate. Be very specific, very candid, and very objective. Support your selections. Also, address the question, are leaders made or born?

Session 11:

6:00 p.m. to 7:20 p.m. Margaret Townsend (Sr. Vice President, Engineering, J. B. Hunt Transport Services) will share her leadership journey and what she learned regarding leadership from effective and ineffective leaders.

7:30 p.m. to 8:50 p.m. Professor White will share his "take away" messages from *Leadership on the Line*. Then, he will address various leadership topics.

Assignment for Session 12: Submit a typed 1.5-page summary and evaluation of the guest leaders' remarks, a typed 0.5-page bio-sketch of the next guest leader, and (*graduate students*) a typed 2-page assessment of the optional book.

Session 12:

6:00 p.m. to 7:20 p.m. John A. White III (President and CEO, Fortna) will share his leadership journey and what he learned regarding leadership from effective and ineffective leaders.

7:30 p.m. to 8:50 p.m. Professor White will address various leadership topics.

Assignment for Session 13: Submit a typed 1.5-page summary and evaluation of the guest leaders' remarks, a typed 0.5-page bio-sketch of the next guest leader, and a typed 2-page assessment of *Discover Your True North*.

Session 13:

6:00 p.m. to 7:15 p.m. Donald Smith (Retired President and CEO, Tyson Foods) will share his leadership journey and what he learned regarding leadership from effective and ineffective leaders.

7:25 p.m. to 8:50 p.m. Professor White will share his "take away" messages from *Discover Your True North* and will address various leadership topics.

Assignment for Session 14: Submit a typed 1.5-page summary and evaluation of the guest leader's remarks, a typed 0.5-page bio-sketch of the next guest leader, and a typed 3-page essay based on *Discover Your True North*, addressing the questions: How well do you know your authentic self? How well do you practice your values and principles? What motivates you to be a leader? How well is your life integrated?

Session 14:

6:00 p.m. to 7:15 p.m. Pam J. McGinnis (President, Global Marketing, Phillips 66) will share her leadership journey and what she learned regarding leadership from effective and ineffective leaders.

7:25 p.m. to 8:50 p.m. Professor White will address various leadership topics.

Assignment for Session 15: Submit a typed 1.5-page summary and evaluation of the guest leader's remarks, a typed 0.5-page bio-sketch of the next guest leader, and a typed 2-page assessment of *The Art of War*.

Session 15:

6:00 p.m. to 7:15 p.m. Judith McKenna (President and CEO, Walmart International) will share her leadership journey and what she learned regarding leadership from effective and ineffective leaders.

7:25 p.m. to 8:50 p.m. Professor White will share his "take away" messages from *The Art of War* and will address various leadership topics.

Assignment for Session 16: Submit a typed 1.5-page summary and evaluation of the guest leader's remarks, a typed 0.5-page bio-sketch of the final guest leader, and prepare for Exam #2.

Session 16:

6:00 p.m. to 7:15 p.m. Adriana Lopez Graham (Sr. Director, IT International, Tyson Foods) will share her leadership journey and what she learned regarding leadership from effective and ineffective leaders.

7:25 p.m. to 8:50 p.m. EXAM #2

Leadership Books

Required

1. George, Bill, *Discover Your True North: Becoming an Authentic Leader*, Expanded and Updated 2nd edition, John Wiley & Sons, Inc., Hoboken, NJ, 2015.
2. Heifetz, Ronald A. and Marty Linsky, *Leadership on the Line: Staying Alive through the Dangers of Leading*, Harvard Business Review Press, Boston, MA, 2002.
3. Machiavelli, Niccoló, *The Prince*, translated by W. K. Marriott, Prohyptikon Publishing Inc., Toronto, Canada, 2009.
4. Phillips, Donald T. II, *Lincoln on Leadership*, Warner Books, New York, NY, 1992.
5. Sample, Steven B., *The Contrarian's Guide to Leadership*, John Wiley & Sons, Inc., New York, NY, 2003.
6. *Sun Tzu: The Art of War*, translated by Lionel Giles, Luzac, London, England, 1910.

Optional

7. Bennis, Warren, *On Becoming a Leader*, Basic Books, Philadelphia, PA, 2009.
8. Blanchard, Ken, *Leading at a Higher Level*, Revised and Expanded Edition, FT Press, Upper Saddle River, NJ, 2010.
9. Depree, Max, *Leadership Is An Art*, Random House, Inc., New York, NY, 2004.
10. Hunter, James C., *The Servant: A Simple Story About the True Essence of Leadership*, Prima Publishing, Roseville, CA, 1998.
11. Kolp, Alan and Peter Rea, *Leading with Integrity: Character Based Leadership*, Cengage Learning, Mason, OH, 2006.
12. Lencioni, Patrick, *The Five Dysfunctions of a Team: A Leadership Fable*, Jossey-Bass, San Francisco, CA, 2002.
13. Kouzes, James M. and Barry Z. Posner, *The Leadership Challenge*, 4th edition, John Wiley & Sons, Inc., New York, NY, 2007.
14. Maxwell, John C., *The 21 Irrefutable Laws of Leadership: Follow Them and People Will Follow You*, Revised and Updated 10th Anniversary Edition, Thomas Nelson, Inc., Nashville, TN, 2007.
15. Rath, Tom and Barry Conchie, *Strengths-Based Leadership*, Gallup Press, New York, NY, 2008.
16. Sandberg, Sheryl, *Lean In: Women, Work, and the Will to Lead*, Alfred A. Knopf, New York, NY, 2013.
17. Sinek, Simon, *Leaders Eat Last: Why Some Teams Pull Together and Others Don't*, Penguin Group, New York, NY, 2014.
18. Wooden, John and Steve Jamison, *Wooden on Leadership*, McGraw-Hill, New York, NY, 2005.