

Leadership, Ethics and Decision-Making

Prof. Paula Franzese

This is a two credit yearlong offering (one credit per semester) and the curricular component of the **Leadership Fellows Program**. The class meets for two hours every other week over the course of the fall and spring semesters. The course includes an alumni mentoring component.

Learning Outcomes: Leadership Fellows will develop enhanced abilities to:

- apply the ethical imperative in the workplace
- effectively work with media outlets
- hone communication skills and apply those to both law-related and non-law related constituencies
- work toward appointments to boards, commissions, panels and professional committees
- demonstrate financial literacy
- cultivate strategies to effectively integrate work and family
- put vision into action
- make effective decisions
- cultivate self-awareness and self-assessment skills
- seek, take and foster responsibility
- prioritize competing demands
- appreciate the mechanisms of corporate social responsibility
- build and mend relationships
- manage people and projects
- weather change
- accept and learn from failure
- build confidence in self and others
- appreciate the virtues of humility and perseverance

Books (available on Amazon):

Brown, *Daring Greatly*

Cullen, *The Leading Lawyer* (2008)

Gilbert, *Big Magic: Creative Living Beyond Fear* (2015)

Goleman, *Leadership: The Power of Emotional Intelligence* (2013)

Gladwell, *David and Goliath* (2013)

Grant, *Originals* (2016)

Harvard Business Review's *10 Must Reads, On Leadership* (2013)

Jorgensen, *Gettysburg's Leadership Lessons for Lawyers (and Non-Lawyers too!)* (2005)

Kouzes & Posner, *The Leadership Challenge* (2008) (incl. workbook)

Northouse, *Leadership Theory & Practice* (2013)

Rhode, *Lawyers as Leaders* (2013)

Rubenstein, *Leadership for Lawyers* (2008)

FALL SEMESTER

Week 1 – Introduction, Self-Assessment, Leadership’s First Principles

- TEDGlobal, *Amy Cuddy: Your body language shapes who you are*, TED (Jun 2012), http://www.ted.com/talks/amy_cuddy_your_body_language_shapes_who_you_are#t-1243828.
- D.A. Benton, *Executive Charisma: Six Steps to Mastering the Art of Leadership* (2013) EXCERPT IN BINDER
- Sylvia Ann Hewlett, *Executive Presence: The Missing Link Between Merit and Success* (2014) EXCERPT IN BINDER
- Harrison Monarth, *Executive Presence: The Art of Commanding Respect Like a CEO* (2009) EXCERPT IN BINDER
- Harvard Business Review, *Harvard Business Review’s 10 Must Reads, On Leadership* 163-177 (2013).

Week 2 – Integrity, Service and the Ethical Referent:

- James M. Kouzes et al., *The Leadership Challenge: How to Make Extraordinary Things Happen in Organizations* 41-97 (2008).
- Deborah L. Rhode, *Lawyers as Leaders* 25-39, 82-108 (2013).
- Peter G. Northouse, *Leadership: Theory and Practice* 427-465 (7th ed. 2013).
- Elihu Root, *Lincoln as a Leader of Men*, TeachingAmericanHistory.org (1920), available at <http://teachingamericanhistory.org/library/document/lincoln-as-a-leader-of-men/>.
- Catherine L. Moreton, *10 Qualities that Made Abraham Lincoln a Great Leader*, BLR (Jun. 25, 2008), available at <http://hr.blr.com/whitepapers/Staffing-Training/Leadership/10-Qualities-that-Made-Abraham-Lincoln-a-Great-Lea>.
- Adam Toren, *Leadership Lessons from Martin Luther King, Jr.*, Entrepreneur Media, Inc. (Jan. 20, 2014), available at <https://www.entrepreneur.com/article/230958>.
- Historic Films Stock Footage Archive, *Martin Luther King, Jr.: From Selma to Montgomery*, YouTube (Mar. 20, 2013), <https://www.youtube.com/watch?v=zaCMI0161aI>.
- Rebecca Shambaugh, *5 Leadership Secrets of Hillary Clinton*, Huffington Post (Jun. 22, 2016), available at http://www.huffingtonpost.com/rebecca-shambaugh/5-leadership-secrets-of-h_b_10613268.html.
- Paul Glatzhofer, *5 Things Donald Trump Can Teach Us About Leadership*, Select International, Inc. (last visited on Aug. 13, 2016), available at <http://www.selectinternational.com/blog/donald-trump-leadership>.
- MSNBC, *Hillary Clinton Email Comments Confound MJ Panel | Panel | Morning Joe | MSNBC*, YouTube (Aug. 1, 2016), <https://www.youtube.com/watch?v=yZ9lGunEz4E>.
- Hillary Clinton, *Role Models | Hillary Clinton*, YouTube (Jul. 14, 2016) <https://www.youtube.com/watch?v=mrX3Ql31URA>
- Trump Truth, *Our Children Are Watching*, YouTube (Mar. 4, 2016) <https://www.youtube.com/watch?v=nywfhlwKL9U>.

Week 3 - Cultivating Emotional Intelligence

- Daniel Goleman, *Leadership: The Power of Emotional Intelligence* 16-24; 40-81; 85-105 (1st ed. 2013).
- James M. Kouzes et al., *The Leadership Challenge: How to Make Extraordinary Things Happen in Organizations* 301-28 (2008).
- Harvey Deutschendorf, *5 Emotional Intelligence Tips We Can Learn From One of America's Wisest Leaders*, Fast Company (May 14, 2014), available at <http://www.fastcompany.com/3030544/bottom-line/5-emotional-intelligence-tips-we-can-learn-from-one-of-americas-wisest-leaders>.
- Lyn Boyer, *Donald Trump's Emotional Intelligence*, Leadership Options (last visited Aug. 13, 2016), available at <https://lynboyer.net/emotional-intelligence-3/donald-trumps-emotional-intelligence.html>.
- Mitchell Terry, *Hillary Clinton's Leadership Style*, Blogger (Sept. 14, 2011), available at <http://groupgreatness5.blogspot.com/2011/09/hillary-clintons-leadership-style.html>.

Week 4 – Working with the Media:

- Deborah L. Rhode, *Lawyers as Leaders* 109-28 (2013).
- Annie-Marie Slaughter, *Why Women Still Can't Have It All*, The Atlantic (Jul./Aug. 2012), available at <http://www.theatlantic.com/magazine/archive/2012/07/why-women-still-cant-have-it-all/309020/>.
- Ronald Deiser & Sylvain Newton, *Six Social-Media Skills Every Leader Needs*, McKinsey&Company (Feb. 2013), available at <http://www.mckinsey.com/industries/high-tech/our-insights/six-social-media-skills-every-leader-needs>.
- Peter Sblendorio, *Lena Dunham Slams Media for 'Rabidly Sexist' portrayal of Hillary Clinton*, NY Daily News (Jan. 25, 2016 9:46 A.M.) available at <http://www.nydailynews.com/entertainment/tv/lena-dunham-media-coverage-hillary-sexist-article-1.2508342>.
- Louise Simpson, *How Donald Trump Is Covered by Media Around the World*, ABCNews (Sept. 11, 2015 11:48 A.M.), available at <http://abcnews.go.com/Politics/donald-trump-covered-media-world/story?id=33539306>.

Week 5 – Developing Effective Communication Skills

- Robert Cullen, *The Leading Lawyer, a Guide to Practicing Law and Leadership* 93-129 (2008).
- Univ. of Southern California, *5 Communication Skills Lawyers Need and Why* (last visited on Aug. 13, 2016), available at <http://communicationmgmt.usc.edu/msp-resources/articles-blogs/5-communication-skills-lawyers-need-and-why/>.
- Marni Becker-Avin, *Developing Lawyers' "Soft Skills"—A Challenge for the New Era in Legal Services*, LawPracticeToday (May 2014), available at http://www.americanbar.org/content/newsletter/publications/law_practice_today_home/pt-archives/2014/may14/developing-lawyers-soft-skills-a-challenge-for-the-new-era-in-legal-services.html.

- Nerdwriter1, *How Donald Trump Answers A Question*, YouTube (Dec. 30, 2015), https://www.youtube.com/watch?v=aFo_BV-UzI.
- Rebecaa Shambaugh, *Leadership Secrets of Hillary Clinton*, Forbes (Jun. 21, 2010 4:00 P.M.), available at <http://www.forbes.com/2010/06/21/hillary-clinton-leadership-lessons-resilience-forbes-woman-leadership-communication-connection.html>.

Week 6 – The Role of Lawyers as Leaders

- Herb Rubenstein, *Leadership for Lawyers* 29-46 (2d ed. 2008).
- Robert Cullen, *The Leading Lawyer, a Guide to Practicing Law and Leadership* 13-59 (2008).
- James M. Kouzes et al., *The Leadership Challenge: How to Make Extraordinary Things Happen in Organizations* 9-40 (2008).
- Mark Curriden, *The Lawyers of Watergate: How a ‘3rd-Rate Burglary’ Provoked New Standards for Lawyer Ethics*, ABAJournal (Jun. 1, 2012 10:20 A.M.), available at http://www.abajournal.com/magazine/article/the_lawyers_of_watergate_how_a_3rd-rate_burglary_provoked_new_standards/.
- Associated Press, *Paula Dean Dumps Legal Team After Admitting Slurs*, USA Today (Jul. 12, 2013 9:46 A.M.), available at <http://www.usatoday.com/story/life/people/2013/07/11/paula-deen-dumps-legal-team-after-admitting-slurs/2510411/>.

Week 7 – Managing and Ordaining Change

- Harvard Business Review, *Harvard Business Review’s 10 Must Reads, On Leadership* 37-55 (2013).
- Deborah L. Rhode, *Lawyers as Leaders* 176-202 (2013).
- Malcolm Gladwell, *David and Goliath* 63-96, 99-124, 165-93, 232-62 (2013).

Week 8 – Leadership Project Presentations

Each team will present leadership project and twenty-five page paper (one paper, submitted by the team) to detail lessons learned, how those apply to the semester’s readings and goals for next semester.

SPRING SEMESTER

Week 1– Cultivating Creativity and Daring Greatly

- Elizabeth Gilbert, *Big Magic: Creative Living Beyond Fear*, Parts I, III, IV, V
- Brene Brown, *Daring Greatly*, Introduction, chapters 1-5
- Formation of Spring Semester Leadership Teams

Week 2– Leadership and Troubleshooting/Learning from Failure

- Peter G. Northouse, *Leadership: Theory and Practice* 20-42, 257-94 (7th ed. 2013). (skip questionnaire)
- Deborah L. Rhode, *Lawyers as Leaders* 7-24 (2013).
- Adam Grant et. al., *Originals: How Non-Conformists Move the World* 210-43 (2016).
- Robert Cullen, *The Leading Lawyer, a Guide to Practicing Law and Leadership* 63-88 (2008).

Week 3 – Financial Literacy, Effective Decision-Making, Breaking Bad News

- Hadley Malcolm, *Millennials Struggle with Financial Literacy*, USA Today (Apr. 24, 2012 6:21 A.M.), *available at* <http://usatoday30.usatoday.com/money/perfi/basics/story/2012-04-23/millennials-financial-knowledge/54494856/1>.
- Adam Grant et. al., *Originals: How Non-Conformists Move the World* 92-113 (2016).
- Robert Cullen, *The Leading Lawyer, a Guide to Practicing Law and Leadership* 137-47 (2008).
- Deborah L. Rhode, *Lawyers as Leaders* 40-81 (2013).

Week 4 – Bridging the Gap: From Theory to Practice

- James M. Kouzes et al., *The Leadership Challenge: How to Make Extraordinary Things Happen in Organizations* 329-45 (2008).
- Deborah L. Rhode, *Lawyers as Leaders* 154-75; 203-08 (2013).
- Malcolm Gladwell, *David and Goliath: Underdogs, Misfits, and the Art of Battling Giants* 125-64 (2013).

Week 5 – Leadership Now and Then

- Robert Cullen, *The Leading Lawyer, a Guide to Practicing Law and Leadership* 1-25 (2008).
- Jorgensen, *Gettysburg's Leadership Lessons for Lawyers (and Non-Lawyers too!)* 1-161 (2005)

Week 6 – Making It Rain

- Malcolm Gladwell, *David and Goliath: Underdogs, Misfits, and the Art of Battling Giants* 197-231 (2013).

- Herb Rubenstein, *Leadership for Lawyers* 67-129, 145-48 (2d ed. 2008).
- James M. Kouzes et al., *The Leadership Challenge: How to Make Extraordinary Things Happen in Organizations* 213-69 (2008).
- Deborah L. Rhode, *Lawyers as Leaders* 129-53 (2013).

Week 7 -April 26th

Each team will present leadership projects and twenty-five page paper (one paper, submitted by the team) to detail lessons learned, how those apply to the semester's readings and goals for the future.