

***University of Pennsylvania: School of Social Policy and Practice  
Master of Science in Nonprofit Leadership***

**NPLD 787: Leadership for the New Economy (Fall 2015)**

**Instructor**

**Workshop Dates**

- (1) Wed 9/9/2015: 5.30pm-8.30pm & Sat 9/12/2015: 9.00am-6.00pm**
- (2) Wed 9/16/2015: 5.30pm-8.30pm & Sun 9/20/2015: 9.00am-6.00pm**
- (3) Wed 9/30/2015: 5.30pm-8.30pm & Fri 10/2/2015: 9.00am-6.0pm**
- (4) Wed 10/7/2015: 5.30pm-8.30pm, Wed 10/14/2015: 5.30pm-8.30pm &  
Wed 10/21/2015: 5.30pm-8.30pm**

**Preamble**

NPLD 787, a series of four workshops, provides the architecture for the first semester of the NPL program. This course addresses a number of foundational issues central to all aspects of leadership: wealth creation, innovation, critical thinking, cross-sector collaboration, creating possibilities, ushering in new futures, etc. It builds on the liberal/arts traditions, especially the thinking found in psychology, anthropology, sociology, management, politics, economics and philosophy. NPLD 787 starts with the premise that all leadership acts require a form of thinking that transcends the conventional. However, it stands on the shoulders of the reasoning processes used by organizational members and managers embroiled in every-day decisions about important issues, as well as the mundane and the unorthodox. Hence leadership thinking is done in concert with, but not captive to, the conventional.

The focus of NPLD 787 is on developing new thinking capabilities about a wide variety of topics. It is both highly theoretical and highly practical. Students can expect to be stretched to think in the most abstract and the most concrete ways. No theory divorced from realities on the ground will be seen as relevant; no questions of application (“what we could or should do in any situation”) unattached to meaningful and robust theory will be entertained. The learning in NPLD 787 is dynamic. All participants are asked to push the envelope of your reasoning powers. This course is relevant to people working in all types of organizations. It is slanted towards non-profits, has a strong international flavor and is focused on both the present and the future.

**Educational Objectives**

1. To think through all issues relevant to the non-profit/ NGO sector using multiple logics.
2. To grasp the interrelationships between the philosophies and managerial practices of for-profit, government and civil society enterprises.
3. To see the group processes, organizational dynamics and community dimensions active in everything that human systems undertake.
4. To understand the theories of change under-girding leadership acts.
5. To appreciate that acts which bring significant benefits at one time and place can be oppressive and regressive in future and/or different settings.
6. To formulate all action in terms of ameliorating oppression in its many multifarious forms.

## **Course Requirements**

### **A. Texts and Readings**

The following books (available at local and internet book stores) are required:

de Soto, H. (2000) *The Mystery of Capital: Why Capitalism Triumphs in the West and Fails everywhere Else*. New York: Basic Books.

Prahalad, C.D. (2005) *The Fortune at the Bottom of the Pyramid: Eradicating Poverty through Profits*. Upper Saddle River, NJ: Wharton School Publishing:

Smith, K.K (2002) *MANNA in the Wilderness of AIDS: Ten Lessons in Abundance*. Cleveland, OH: Pilgrim Press

Coase, R. and N. Wang (2012) *How China Became Capitalist*. New York: Palgrave Macmillan.

**B. Course Assignments:** There are numerous reading and experiential assignments and one, substantial paper for NPLD 787; the content will be crystallized during workshop 1. Paper due date: TBA

All written work (typed, double-spaced, and presented in a scholarly manner) must be well-documented and free of flaws including errors in spelling and grammar. Biblio-graphical references should conform to the formats for standard academic writing (such as the *Publication Manual of the American Psychological Association*). Late assignments are not accepted unless there is a genuine emergency (illness or life crisis). Sources for every idea drawn from the writings of others (books, articles, web sites) **MUST** be fully referenced. The University-as-a-whole has a **ZERO TOLERANCE** policy towards **PLAGERISM**.

**C. Grading Policy:** The grading criteria for this course will be based on meeting the course objectives as demonstrated by class attendance, being fully engaged in class activities and

discussions, and timely completion of assignments. Assigned papers should demonstrate integration of course readings and outside research when applicable. Grading in NPLD 787 is determined as follows: Paper (40%); Constructive Contributions to your own and others' learning in the course-as-a-whole (40%); Quality of the Collective Learning of the whole Class.

**D. Class Participation and Attendance: Attendance at all sessions of the four workshops is a requirement for course credit.** Classroom learning and **full** engagement in all aspects of the learning process is fundamental to your professional education; hence **promptness**, being fully **“present”** at all required times and total engagement in your own and others' learning are all key to success in and of this course. In the event that you are sick or cannot be present for any part of any workshop due to some life crisis, you should notify (as soon as possible) all those with whom you are interdependent for whatever is being missed. If perchance permission is granted for such an absence, the ill or in-crisis individual will be asked to read and write a comprehensive book-report on a treatise relevant to the period of the absence. **Assigned readings are to be done in advance of each class.**

**E. Grading** is done in accordance with the program policy (see course grading handout).

**F.** Participants are required to **keep all electronic devices and cell phones completely off (not even on vibrate)** during ALL workshop sessions.

## **Workshop 1**

**Wed 9/9/2015: 5.30pm-8.30pm & Sat 9/12/2015: 9.00am-6.00pm**

*Session 1 (Wed 9 Sept, 5.30-7.15) Becoming an Educational Community*

*Session 2 (Wed 9 Sept 7.30-8.30) Briefing on NPLD 785*

*Session 3 (Sat 12 Sept 9.00-10.30) Education: Filling a vessel or lighting a fire?*

*Pre-Reading for Session 3:*

Freire, P *Liberation Education*, a 5 page synopsis his 1961 Lecture at Harvard University that presaged his famous (1990) *Pedagogy of the Oppressed*, New York: Continuum Press, which was first published in the early 1970s (available as a PDF attachment the first week of Sept).

*Session 4 (Sat 12 Sept 10.45-2.30 ... with a lunch break) Leadership in Perspective*

What is the nature of Social Science theory?

Classical Theories of Leadership

The NPL Approach to Leadership

Systems Thinking and Thinking Systems (Part 1)

The Polyploid Horse

Discontinuous Consequences of Continuous Processes (illustrate with \$)

Competition and Collaboration (winning and losing)

Cybernetics

*Session 5 (Sat 12 Sept, 2.30-5.30) Leading by Creating Wealth*

What is wealth?      How is Wealth Created?      What foundational reconfigurations must occur for new wealths to be generated and to become self-sustaining?

*Pre-Reading for Session 5:*

de Soto, H. (2000) *The Mystery of Capital: Why Capitalism Triumphs in the West and Fails everywhere Else*. New York: Basic Books.

*Administrative Interlude (Sat 12 Sept, 5.30-6.00)*

## Workshop 2

**Wed 9/16/2015: 5.30pm-8.30pm & Sun 9/20/2015: 9.00 am-6.00pm**

### ***Session 6 (Wed 16 Sept, 5.30-8.30) Leading by Becoming Relational***

Tapping Latent Capacity  
 Freeing what is Trapped (Assets – energies -- dreams)  
 Hybrid and Indigenous Approaches  
 Scalability and Transportability  
 Knowledge at and from the Bottom  
 Restructuring Models of the Mind

#### ***Pre-Reading for Session 6:***

Prahalad, C.D. (2005) *The Fortune at the Bottom of the Pyramid: Eradicating Poverty through Profits*. Upper Saddle River, NJ: Wharton School Publishing. Any addition of this book is fine. Please read all of Part I and the following cases from Part II: CEMEX: Innovation in Housing for the Poor; Selling Health: Hindustan Lever Limited and the Soap Market; Jaipur Foot: Challenging Convention; and The Voxiva Story.

### ***Session 7 (Sun 20 Sept, 9.00-12.30) Leading by Becoming a Reflective Practitioner***

Systems Thinking and Thinking Systems (Part 2)  
 Thinking afresh: Ackoff's logic and the Levers of Change  
 The Beauty of Blindness, Aboriginal Intelligence, The Tragedy of Madagascar  
 Chaos Theory  
 Key issues for the New Economics  
     To save or not to save  
     The water-diamond paradox  
     Scale and scalability

#### ***Pre-Reading for Session 7:***

Ackoff, R.L. (1993) *From Mechanistic to Social Systems Thinking* (Draft of a speech)

Meadows D. (1999) *Leverage Points Places to Intervene in a System*, Sustainability Institute

#### ***Supportive readings for Session 7:***

Morgan, G. (1997) *Unfolding Logics of Change: Organization as Flux and Transformation*, Chapter

8 of *Images of Organization* (2<sup>nd</sup> edn.). Thousand Oaks, CA: Sage, pp. 251-300.

Senge, P. (1990) *The Fifth Discipline*. New York: Doubleday. Chapters 4 & 6

Wheatley, M, J. (1999) *Leadership and the New Science: Learning about Organization from an Orderly Universe*. San Francisco, CA: Berrett-Koehler.

***Session 8 (Sun 20 Sept, 1.30-4.30) Leading by Partnering: The Case of MANNA***

The Politics of Abundance  
 The Power of Vulnerability  
 Transformational Communities

***Pre-Reading for Session 8:***

Smith, K.K. (2002) *MANNA in the Wilderness of AIDS: Ten Lessons in Abundance*. Cleveland, OH: Pilgrim Press.

***Administrative Interlude (Sun 20 Sept, 4.45-6.00)***

Work in groups re assignment for Session 13 (to be held on Wed, 7 Oct 5.30-8.00): China: The Great Social and Economic Experiment (1949-2012)

**Workshop 3 (Also constitutes the Primer for NPLD 785)**

**Wed 9/30/2015: 5.30pm-8.30pm & Fri 10/2/2015: 9.00 am-6.00pm**

***Session 9 (Wed Sept, 5.30pm-8.15pm): Classic Intra and Inter-group Themes***

On Relational versus Entity Thinking, Framing and Being Framed

On Some Key Definitions: Organization, group, paradigm, change

Ten Major Domains of Group Life:

|                    |           |
|--------------------|-----------|
| Purpose            | Function  |
| Task               | Process   |
| Norms/Values       | Culture   |
| Socialization      | Authority |
| Power and Politics | Learning  |

Major Group Traditions in the Behavioral and Social Sciences:

- Therapy Groups
- The Hawthorne Experiments
- Social Reparation Groups
- NTL Movement
- The Tavistock Tradition
- Organizational Groups
- Self Help Groups

Major theories of Group Development:

Stage – Pendular -- Focal Conflict -- Paradoxical Theory

Four global themes relevant to all group action:

- Group Identity (Race, Gender, Ethnicity, Class, Sexual Orientation, Age)
- Group Context (History, Socio-political, Economic)
- Group Structure
- Group Communication Patterns

Seven Areas of Intergroup Life:

- Differentiation and Integration
- Domination-Subjugation
- Oppression
- Ethnocentrism
- Cooperation and Competition
- Hostility and Aggression
- Reconciliation and Transformation

## Power Dynamics in Inter-group Relations

### The Beacon Hill Case

“Haves,”

“Have-nots,”

“Caught-in-the-Middles”

### ***Required Reading for Session 9:***

Smith, Kenwyn K. (2002) "Violence is the Language of the Unheard." *Journal of Applied Behavioral Science*. 38, (2), 145-162.

### ***Supportive Readings for Session 9:***

Alderfer C. P. (1986). An intergroup perspective on group dynamics. In Lorsch (Ed.), *Handbook of organizational behavior*, Englewood Cliffs, NJ: Prentice-Hall, pp. 190-222).

Berg, D.N. (1999) Intergroup stories everywhere! In Edelson, M. and Berg, D.N. *Rediscovering groups*. Philadelphia, PA: Jessica Kingsley, pp. 86-90.

Edelson M. (1999) Tuning in on the group-as-a-whole. In Edelson, M. and Berg, D.N. *Rediscovering groups*. Philadelphia, PA: Jessica Kingsley, pp. 97-115.

McCullom, M. (1995). Chapter 2: Group formation, (pp 34-48) and Chapter 6: Reevaluating group development (pp 133-154). In J. Gillette & M. McCullom (Eds.), *Groups in context: A new perspective on group dynamics*. New York: University Press of America.

Wells, L. (1995). The group-as-a-whole: A systemic socio-analytic perspective on interpersonal and group relations. In J. Gillette & M. McCullom (Eds.), *Groups in context: A new perspective on group dynamics* (pp.49-85). New York: University Press of America.

### **Assignments: and reading assignments on Triangulation for Fri, 2 Oct**

**8.15-8.30 Discuss Assignments: Norm Violation exercise and readings for Fri, 2 Oct on Conflict and Triangulation**

### ***Session 10 (Fri 2 Oct, 9.00-1.45): Experiential Interlude***

Exploration of Norm Violations & a 3.45 hour experiential event on Inter-group Relations

### ***Session 11 (Fri 2 Oct, 1.45-3.45 Delayed Working Lunch): The “DNA” of***



## ***Conflict: Triangulation, Organizational Currents and Parallel Processes***

### ***Pre-Reading for Session 11: To be done between Wed 30 Sept & 2 Oct***

Smith, K.K. (1984) Toward a conception of organizational currents. *Group and Organization Studies*, 9, (2), 285-312

Smith, K.K. (1989) The movement of conflict in organizations: The Joint Dynamics of Splitting and Triangulation. *Administrative Science Quarterly*, 34, (1), 1-20.

Smith, K.K., V.M. Simmons and T.B. Thames, (1989) "Fix the women:" An intervention into an organizational conflict based on parallel process thinking." *Journal of Applied Behavioral Science*, 25 (1), 11-29.

Smith, K.K (2003) "Triangulation: Tragedy or Transformation," from *freed to be father: lessons from men doing time*. Cleveland OH: Pilgrim Press, 93-101 and 170-183.

### ***Session 12 (Fri 2 Oct, 4.00-6.00): Introducing Paradoxical Theory***

#### ***Required Reading for NPLD 785 Participants (to be done prior to Module 1)***

Selections from: Smith, K.K. and D.N. Berg (1997) *Paradoxes of Group Life*. San Francisco. CA: Jossey Bass, Chapters 1-4

**Workshop 4**

**Wed 10/7/2015: 5.30pm-8.30pm, Wed 10/14/2015: 5.30pm-8.30pm**

**& Wed 10/21/2015: 5.30pm-8.30pm**

***Session 13 (Wed 7 Oct, 5.30-8.30): China: The Great Social and Economic Experiment (1949-2012)***

***Pre-Reading for Session 13:***

Coase, Ronald and Ning Wang (2012) *How China Became Capitalist*. New York: Palgrave Macmillan.

***Session 14 (Wed 14 Oct, 5.30-8.30): Abraham Lincoln's, Mahatma Gandhi's and Nelson Mandela's Leadership Acts***

***Pre-Reading and Preparation for Sessions 14***

Smith K.K. (Forthcoming) *The Heart of Leadership: Lessons from Lincoln, Gandhi and Mandela*. Draft of Preface, Introduction and Chapters 1-3

***Session 15 (Wed 21 Oct 5.30-7.30): Abraham Lincoln's, Mahatma Gandhi's and Nelson Mandela's Leadership Acts (Continued)***

***Session 16 (Wed 21 Oct, 7.30-8.30): Crafting our Leadership Personas and Course wrap-up***