

# **AGNG 611 Leadership, Management and Organization**

## **Session 1: Introduction to the Leadership Industry**

**September 8, 2017**

### **Overview**

This session will discuss the various aspects of the leadership industry, and it's influence on students of leadership like you.

### **Pre-class work**

Readings:

- 1) Pfeffer's Fixing Leadership Failures: You can Handle the Truth
- 2) Fire in the Voice Case Study
- 3) Pfeffer's Getting beyond the BS of Leadership Literature

Orientation Task:

Leadership Point of view

### **Objectives:**

- identify two characteristics of authors of leadership books' that should make you question their advice.
- identify one instance when you used your "lion" or your "mouse" voice in your life and break down your understanding of what motivated you to behave that way.





feedback on Activity B	Integrative thinking 4 facets – tell students integrative thinking will be discussed in more detail in Session 3		
<b>BREAK (10 – 15 minutes)</b>			
<b>CONTENT</b> <b>Lecture 2:</b> <i>(11:15 – 11:25)</i> <b>Focus on Voice</b>  (Feynman, Whyte, and Kellerman)	<b>1) Feynman</b> (Challenger Disaster) Congressional Investigation video clip (1:55 – 3:42) <a href="https://www.youtube.com/watch?v=ZOzoLdfWyKw">https://www.youtube.com/watch?v=ZOzoLdfWyKw</a>  Feynman testifying clip ends with CNN broadcaster saying, <b><i>“for reality must take precedence over public relations”</i></b> – refer back to Pfeffer’s - Focus on Ways we <b><i>can</i></b> Handle the Truth	<b>Whole group</b>	<b>10 mins</b>
	<b>2) Emperor’s New Clothes</b>  Connect Emperor’s to Challenger Disaster and then transition into <b>Whyte’s</b> <i>Fire in the Voice</i> Case Study	<b>Whole group</b>	<b>2-5 mins</b>
<b>CONTENT:</b> <b>Whyte’s</b> Fire in the Voice, excerpt <i>(11:25 – 11:35)</i>	<b>3) Whyte’s</b> "courageous speech" Quote: <i>“whether or not we try to tell the truth, the very act of speech is courageous because no matter what we say, we are revealed.” He compares the voice of a lion to the voice of a mouse and says, if mouse is all you have, then work with the mouse.”</i> (projected quote on screen)	Whole group	<b>1-2 mins</b>

<p><b>CONTENT</b> <b>Kellerman</b> Video clip</p>	<p><b>4) Kellerman</b> speaks about how leadership now must include thinking about followership, and about the context within which both necessarily are embedded and neither bad leadership nor good leadership exist without an "active, integrated followership"</p>	<p><b>Whole group</b></p>	<p><b>5 mins.</b></p>
<p><b>Learning Application:</b> Activity (11:35 -11:50)</p>	<p>Working in pairs, discuss the following:</p> <ol style="list-style-type: none"> <li>1) How is the <i>Voice in the Fire</i> similar to Hans Christian Anderson children's story <i>The Emperor's New Clothes</i> and an example of the interconnectivity between bad leadership and bad followership Kellerman speaks about in <i>The End of Leadership</i>?</li> <li>2) How does the outcome of Whyte's <i>Voice in the Fire</i> excerpt fit with Pfeffer's (ideas in both readings) and Kellerman's that despite the leadership development programs, books, leadership education, and other leadership industry components, workplaces are filled with distrustful, disengaged, dissatisfied employees?</li> </ol>	<p><b>Pairs</b></p>	<p><b>10 mins.</b></p>

	Pairs share discussion ideas to whole group	<b>Whole group</b>	<b>5 mins.</b>
<b>Instructor recap and feedback for Lecture 2 Activity</b>  <b>Session Wrap-up</b> <i>(11:50 – noon)</i>	Feedback wraps up session connecting lectures 1 & 2 and activities to the leadership industry.	<b>Whole group</b>	<b>10 mins.</b>