

Woodrow Wilson School of Public Affairs
Princeton University

Domestic Policy Analysis: Leadership
WWS 528e
Spring Term 2006

Professor Nannerl O. Keohane
Fridays 9 a.m.–12 noon

This seminar focuses on leadership -- theories about leadership, instances of leadership, questions about what makes leaders successful or not, and in what contexts. The readings are drawn from works that deal with leadership from Plato to the present day.

For the seminar to be meaningful for all participants, it will be important to do the assigned reading in advance, and to give some thought to the issues that are raised. Most of the seminar sessions will be devoted to discussion of those issues. Over the course of the semester, we should all develop a richer and more comprehensive understanding of the complex human phenomenon we call "leadership."

In addition to the readings for class, there are three other assignments.

- A short paper (4-6 pages) offering a critical comparison of *any two of the first three* "canonical" authors: Plato, Machiavelli, Weber.
- A small group activity that involves a) choosing a case study to discuss, b) preparing to present the case, and c) helping to lead the discussion in the seminar. I will assign members of the seminars to small groups, and provide a list of suggested case studies from which you can choose.
- A final seminar paper (18-21 pages) on a topic to be chosen by the student, in consultation with the instructor; the paper will be due at the end of the semester.

All seminar materials will be available on reserve in Stokes Library. Students are asked to purchase the following paperback books; if you already own other good editions of Plato or Machiavelli, those can be used instead.

Plato, *The Republic*, trans. Allan Bloom (Basic Books, 1968 or any reprinting)
Machiavelli, *The Prince*, ed. Quentin Skinner (Cambridge University Press, 1988 or any reprinting)
John W. Gardner, *On Leadership* (Free Press, 1990)

Several other books that we'll use extensively have also been ordered for the University Store for those who wish to purchase them:

David Gergen, *Eyewitness to Power: the Essence of Leadership Nixon to Clinton* (Simon and Schuster 2000)
Fred I. Greenstein, *The Presidential Difference: Leadership Style from FDR to George W. Bush* (second edition: Princeton 2004)
Peter G. Northouse, *Leadership: Theory and Practice* (third edition: Sage 2004)
Deborah L. Rhode, *The Difference "Difference" Makes: Women and Leadership* (Stanford 2003).

February 10: Introductory discussion:

Nannerl O. Keohane, "On Leadership," *Perspective on Politics* vol. 3, # 4 (December 2005), pp. 705-722.

February 17: Plato *The Republic*: book II: 369a-379a; book III: 389a-d; 394e-395d; 408d-417b; book IV: 419a-434d; 441c-445e; book V: 449a-473e; book VI: 484a-498e; book VII: 514a-521c; 536a-541b; book VIII.

(Bloom edition: pp. 45-56, 66-67, 73-74, 87-113, 121- 154, 163-178, 193-200, 215-249.)

Joseph C. Rost, *Leadership for the Twenty-First Century* (1991), pp. 13-45.

February 24: Class to attend the first panel of the 75th Anniversary Celebration conference on public service: presentations on presidential leadership (9:00-10:30 a.m)

James MacGregor Burns, *Leadership* (1978), prologue, ch. 1 -2, 15-16

Woodrow Wilson, "Leaders of Men," in Barbara Kellerman, ed., *Political Leadership: a Source Book* (1986), pp. 428-437

March 3: Machiavelli *The Prince*: dedicatory epistle, chs. I-X, XIV-XXVI.

John W. Gardner *On Leadership*, introduction, chs. 1-5

*March 10: Max Weber, "Politics as a Vocation," in H.H. Gerth and C. Wright Mills, ed., *From Max Weber: Essays in Sociology* (1946), pp. 77-95, 115-128.

Peter G. Northouse, *Leadership: Theory and Practice* (third edition) pp. 1-24, 87-96, 169-188.

March 17: Deborah Rhode, *The Difference "Difference" Makes: Women and Leadership*, pp. 3-80, 129-143; (introductory essay by Rhode; responses by Kellerman, Reskin, Mandel and Herring; essay by Meyerson and Ely)

Marie C. Wilson *Closing the Leadership Gap: Why Women Can and Must Help Run the World* (2004), introduction, chs. 1-2

Julie Indvik, "Women and Leadership," in Northouse, *Leadership: Theory and Practice*, pp. 265-299.

Susan J. Carroll, "Feminist Scholarship on Political Leadership," in Barbara Kellerman, ed., *Leadership: Multidisciplinary Perspectives* (1984), pp. 139-156

March 17: *First paper due*

(spring break)

March 31: David Gergen, *Eyewitness to Power: The Essence of Leadership Nixon to Clinton*: pp. 11-104

Fred I. Greenstein, *The Presidential Difference: Leadership Style from FDR to George W. Bush*, pp. 1-25, 75-109

Michael Keeley, "The Trouble with Transformational Leadership: towards a Federalist Ethic for Organizations," in Joanne B. Ciulla, ed., *Ethics: the Heart of Leadership* (2004), pp. 149-174

April 7: Gergen, *Eyewitness to Power*, pp. 251-352

Greenstein, *The Presidential Difference*, pp. 59-73, 172-188, 211-223

Case Study

Discuss final paper topics with NOK April 10-14

April 14: Richard E. Neustadt and Ernest R. May, *Thinking in Time: the Uses of History for Decision-Makers* (1986), chs. 1, 8, 13.

Theodore Sorenson, *Decision-Making in the White House* (1963), ch. 3

Case Study

*April 21: Daniel Goleman "What Makes a Leader?," *Harvard Business Review* Nov/Dec 1998, pp. 93-102

Robert Goffee and Gareth Jones, "Why Should Anyone Be Led by You?," *Harvard Business Review* Sept/Oct 2000, pp. 63-70

Ronald A. Heifetz, *Leadership without Easy Answers* (1994) ch.1

Judy B. Rosener, "Ways Women Lead," *Harvard Business Review* Nov/Dec 1990

Sylvia Ann Hewlett, "Executive Women and the Myth of Having it All," *Harvard Business Review* April 2002, pp. 66-73

Case Study

April 28: Gardner, chs. 6-8, 13

Barbara Kellerman, *Bad Leadership* pp. xiii-48

Case Study

May 5: concluding discussion

Final paper due May 15

*indicates seminar sessions that will need to be rescheduled.