

Pols. 382 – Political Leadership (CRN 88729), Spring 2016, MWF 10:30-11:20, Webster 112.
Prof. Richard Chadwick – office: Saunders 616, hours MW 1:30-4:00, phone/voicemail 956-7180

[Course catalog description](#) (382): “Exploration of concepts and theories of political leadership, partly through biography, as preparation for public service or advanced scholarly inquiry.”

My description for this semester: This course focuses on the nature of politics, leadership, and political leadership primarily in contemporary American society. Topics covered and books used:

1. A mini-encyclopedic guide to the organization of power and leadership in America: Dye, *Who's Running America? The Obama Years*
2. Personal leadership skills and philosophy: Heifetz et al., *The Practice of Adaptive Leadership: Tools and Tactics for Changing Your Organization and the World*
3. An autobiographical example of upward mobility touching on personal integrity and cultural issues of race, wealth, social position, and education: Walker, *Son of Virginia*
4. An insider's evaluation of the Nixon, Ford, Reagan, Clinton presidencies: Gergen, *Eyewitness to Power: The Essence of Leadership*
5. How power in American politics is acquired...and lost.
 - Carville and Begala, *Buck Up, Suck Up...and Come Back When You Foul Up*
 - Matthews, *Hardball: How Politics Is Played Told by One Who Knows the Game*

In addition to these texts, lecture material will deal with some basics of social psychological and sociological theory related to understanding how social systems impact potential leaders and leadership.

By the end of this course you should have a basic understanding of how politics works—at least as understood by some of those who study leaders and leadership—how to acquire more knowledge of the subject, and how to apply such understanding to your own circumstances.

Overview of the Texts and Authors

Dye's book is an encyclopedic reference to how leadership in America is structured, how and why public and corporate policy is made and by whom. Dye has written many books of a similar nature focusing on Reagan, Clinton, and both Bush's.

The Heifetz, Grashow and Linsky text is one of the latest in a long history of “self help” literature on how to be a leader, in this case in organizational contexts. This book addresses problems of adapting oneself and one's relations with others to organizational settings to better discern and cope with issues of significance to society. It's about learning adaptive leadership. The authors are professional consultants to leaders and leadership groups. Their focus? “Exercising adaptive leadership is at its heart about giving meaning to your life beyond your own ambition” (p. 224).

The Walker book is an autobiography of the first black governor of Virginia and first black governor in the USA since the Reconstruction Era. His story opens up not only the subjects of race relations and inequalities in income and educational opportunity, but the roles played by military service (army, Korean War), segregation, education, and his legal and political career in creating opportunities. More importantly, he provides insights into his personality and how parental leadership shaped his values and aspirations.

Gergen's book *Eyewitness to Power* is an insider's view of presidential leadership, his book consists of reflections based on his experience as a White House speech writer for Nixon, Ford, Reagan and Clinton—and about how they rose to the presidency, how they coped with various issues, and why they succeeded and failed. He also provides brief biographical material on each of these presidents

relevant to understanding their leadership styles and decisions. See [Gergen on the 2016 campaign](#). His website: <http://davidgergen.com/>

Similar to Gergen's book, Matthews *Hardball* and Carville and Begala's *Buck Up...* books, give you insiders in political campaigns for Congress, and on how power is wielded in Congress. The authors are political commentators, campaign advisers and political strategists, whose vignettes about politicians and how they coped with problems are organized in the form of do's and don't's that provide general advice on participating in politics. Brief bio' on the authors: [Matthews](#), [Carville's](#), [Begala's](#). They also have their own websites: <http://www.carville.info/>,

Books at the UHM Bookstore:

- *Who's Running America: the Obama Reign* by Thomas R. Dye.
- *The Practice of Adaptive Leadership* by Heifetz, Grashow and Linsky,
- *Son of Virginia* by L. Douglas Wilder.
- *Eyewitness to Power* by David Gergen.
- *Hardball* by Chris Matthews.
- *Buck Up, Suck Up, and Come Back When You Foul Up* by Carville and Begala

As the course progresses, In the detailed weekly assignments below, I will add lecture notes, books and other sources of information and insight that you might wish to use to further your knowledge, now or in future years. You may also use them to help you with your term paper, or for a short "extra credit" essay.

Grading.

The course structure includes readings, lectures, and discussion sessions. Grades are based on

- 10% - participation in discussion sessions (short written comments will be turned in)
- 40% - weekly quizzes, usually on Fridays, based on readings, lectures, and related,
- 20% - several exams, mostly reviewing 3 weeks prior work, usually on Fridays,
- 20% - 3 short review papers or essays (roughly 600 words, equivalent two pages) summarizing, interpreting, and/or evaluating what you have learned over the past 4 weeks about political leadership, due 2/8, 3/7, and 4/11.
- 10% - a final take home essay exam due Friday May 13th by 11:45 AM,

Errors on quizzes and exams may be made up, up to one week after the quiz/exam is given, by writing a short explanation for the correct answer, including the pages in the text to which the question refers. Maximum total credit earned for all the make-up work is the equivalent of one letter grade (except if you are already getting an A, then you'd only jump to an A+).

This format is designed to give you as much opportunity as I see feasible given the lecture and readings format of the course, to understand the nature of political leadership; and the exams are used to evaluate your progress.

I encourage visits during office hours and by appointment if you'd like to discuss topics related to the course. If you want to come in during office hours check with me after class because sometimes (infrequently) I do have to cancel them. Remember, as a University of Hawaii employee I am a public servant, paid for by taxes and tuition. Faculty work for you. Take advantage of the opportunity.

Assignments:

Note: there will usually be a **quiz Friday** on the readings and lecture material for the week. Every 4th week the quiz will be expanded to include some of the previous 3 weeks' material as well—in effect a quarterly review of the course content.

Expect revisions to this schedule. Discussions of topics sometimes take more time (or less) than anticipated, and supplements to the readings (usually provided by lecture notes and media) may take longer.

Author abbreviations: **CB** – Carville and Begala, **D** – Dye, **G** - Gergen, **H** - Heifetz et al.
M – Matthews, **W** – Walker.

Week 1 Jan. 11, 2016 -

- Introduction to the course and character of political studies (science, practice, philosophy)
- For class discussion: Michel Oksenberg's guesstimate of the next Chinese leader following Mao (source: <https://beta.worldcat.org/archivegrid/collection/data/663199854>) ([slide](#)) What, if any, are leaders' basic characteristics? What is leadership?
- **Read Dye:** *Chapter 1 "Elitism in a Democracy"* pp. 1-12. Focus on discussion of conflicting concepts of governance: elitist vs. pluralist. Is Dye right about the USA being an oligarchy?
- **Watch Johnson and Kwak interview, part I** (the transcript is also available on the same webpage and can be downloaded). Video interview on the 2007-9 financial meltdown.
Discussion.
- Note the readings for next week below for discussion Wednesday.
- **Quiz 1** Friday

Week 2 1/20/16 (Monday holiday, no class)

- **Read** the introductions to these texts for discussion Wednesday:
 - **CB (Carville and Begala):** Introduction, pp. 15-18. American superpower status important?
 - **M (Matthews):** Introduction, pp. 15-20. What's the "only game for grown people to play?"
 - **G (Gergen):** Preface, pp. 11-15. What does Gergen say could create a "new golden age?"
 - **H (Heifetz, Grashow, Linsky):** Introduction, Chapter 1 "How to Use This Book" pp. 1-11, Note the 2x2 matrix on page 6 and how their following paragraphs systematically follow it. How do these authors differ in their orientation to leadership? What is unique to each? How do they appear to overlap? How do they compare with Dye?
- Lectures: concepts of power, roots of politics (classic theory: charisma vs. authority)
- **Quiz 2 on Friday**

Week 3 1/25

- **H:** Ch. 2, pp. 13-19, 23-40 – theory: what does it take to be an adaptive leader?
- **G:** Ch. 1 "The Stuff of Shakespeare" (compare G, pp 30-31, with H, p. 35 top), look for similarities between Gergen's evaluation of Nixon's antisemitism and (pp. 20-21) and online (not in the text!) [Trump on women](#) (and on the more [flattering side](#)). (If you are unfamiliar with Nixon, get some background via [Wikipedia](#) and the [Nixon Library](#).)
- **H:** Ch 4 "Diagnose the System" pp. 61-67.
- **Quiz 3 on Friday**

Week 4 2/1 -

- **H:** Chs. 5 and 6 on diagnosing the "adaptive challenge" and the "political landscape"
Do you have experiences in your own life to which these chapters apply?
- **Exam** on assignments from weeks 1-4 (includes quiz material from weeks 1-3)

Assignments for next quarter will be sent in week 4.