

Religious Leadership for Peaceful Change (IP-612)

Offered: Wednesdays January. 26, February. 16, March. 16, March. 30, April. 20. 2022 (once a month intensive)

Time: 9:00 a.m.-12:00 noon, 1:30 p.m.-5:30 p.m.

Modality: Face-to-Face

Course Description: How can religious leaders tackle injustice and be agents for peaceful, purposeful change at the community and societal level? We will hone perspectives and practices for leading adaptive change and for engaging in nonviolent processes for change in contemporary issues. We will explore the role that religious and community leaders can play in healing collective trauma (e.g., racism, war, community violence, etc.) and in facilitating peacemaking practices.

We will learn from the participants' experiences and from some case examples on building leadership partnerships from the community up, where arts, media, education, "presencing practices" and ritual can serve as catalysts for community engagement and for social healing. This course will be a once-a-month intensive using an experience-based learning methodology. In addition to reading and discussion, students will meet with local religious leaders and organizations working for peaceful change

Instructor: Dr. Lawrence Peers, larry@lawrencepeers.com is an adjunct professor at Hartford International University for Religion and Peace. He works with congregations of many faith traditions and not-for-profit organizations in the areas of whole systems strategic change and planning, transforming conflict and leadership coaching. He has served as the director of the Pastoral Excellence Network, training clergy and those who resource clergy on coaching, mentoring, and facilitation of communities of practice. He was also a senior consultant with The Alban Institute for 10 years. He has also served as a program director in national and regional not-for-profit organizations. He teaches in the Doctor of Ministry program at Lancaster Theological Seminary. Dr. Peers has master's degrees in theology and in clinical psychology. He has a Doctor of Ministry from Hartford Seminary and a doctorate in organizational change from Pepperdine University. He has special interests in narrative leadership, the connection between the personal and organizational aspects of leadership and change. He is a Professional Certified Coach, an Immunity to Change®, and The Leadership Circle Profile facilitator.

Appointments: Office hours are by arrangement with the professor on Zoom (in between sessions) or in-person on the class day

Course Specific Objectives:

1. Develop an understanding of the perspectives and practices of adaptive leadership, particularly in situations in which change, growth, and learning are required in order to mobilize people to take effective and constructive action.
2. Understand the practices of adaptive leadership: “Getting on the Balcony,” Thinking Politically, Orchestrating Conflict, Giving the Work Back to those who need to make the change, Holding Steady.
3. Recognize the importance of reflection and compassionate practices in leadership in times of crisis.
4. Engage in self-assessment on your own leadership practices and draft a personal developmental plan.
5. Develop inner-resiliency and facilitate collective healing through trauma by facilitating a helping culture that is aware of trauma-inducing, trauma-informed, and trauma integrating experiences.
6. Hone perspectives and practices on transformational leadership and of “leading toward an emerging future.”
7. Focus on the specific practices of being a conflict competent leader through self-awareness and through being able to shift away from not-so-constructive patterns in order to facilitate constructive processes of conflict transformation
8. Meet with practitioners in the community to learn of their approaches and to engage with their experiences as leaders.
9. Clarify your own foundation for leading in transformative ways.

Relevant MAP Program Learning Outcomes:

- 1) Investigate your own inner world, including your motivations for participating in peacebuilding work, the mindsets you bring to conflict, the biases you may hold, and your reactions to complexity and ambiguity.
- 2) Reflect on how your faith and culture influence your motivations, mindsets, biases, and reactions.
- 3) Cultivate your ability to recognize emotions in yourself and others, and respond empathically to the experience of others.
- 4) Develop relational skills and dispositions such as active listening, empathic communication, and sharing stories.
- 5) Learn how to lead groups into safely engaging across significant differences.
- 6) Cultivate creativity and agency in envisioning, expressing, and promoting hopeful change.

Key Texts and Resources

1. Kaur, Valarie, *See No Stranger: A Memoir and Manifesto of Revolutionary Love*, One World/Random House, 2021.

2. Heifetz, Ronald, and Linsky, Marty. *Leadership on the Line: Staying Alive Through the Dangers of Change (2017 Edition)*, Cambridge, MA: Harvard Business School, 2017.
3. Sharma, Monica. *Radical Transformational Leadership: Strategic Action for Change Agents*. Berkeley: North Atlantic Books, 2017.
4. Hubl, Thomas. *Healing Collective Trauma: A Process for Integrating Our Intergenerational and Cultural Wounds*, Boulder, Colorado: Sounds True, 2020.
5. Scharmer, Otto C. *The Essentials of Theory U: Core Principles and Applications*, Berrett-Koehler Publishers, Inc. 2018.
6. Take the Conflict Dynamics Profile (cost \$35). Instructions will be sent by the instructor.
7. Research these websites during the course of the semester for videos and other resources that support your own practice of peacebuilding and leadership (further instructions will be given):
 - o The Pocket Project: <https://pocketproject.org/>
 - o Presencing Institute: <https://www.presencing.org/>
 Other articles as assigned by the instructor.

Self-Assessments (for self-awareness and reflection, not to be graded)

- Leadership Practices Inventory (a self-assessment). This will be distributed by the professor on Canvas.
- Conflict Dynamics Profile and Conflict Dynamics Individual Development Guide. There is a \$35 charge for this, which includes your personal report and a personal development guide.
- Leadership Circle Profile (abbreviated). A link to this profile will be provided on Canvas.

Course Syllabus

Wednesday, January 26, 2022	
The Leadership Journey: The Self of the Leader	
Session Topics Include:	Preparation for the session:
<ol style="list-style-type: none"> 1. Introduction: The course objectives, process, practice-based learning, and a collaborative inquiry process., 2. Who? Who are we as leaders and peacebuilders? What are our “memoir” significant milestones and turning points? What is our manifesto for peaceful change? 3. Reviewing and resonating with the stories shared in <i>See No Stranger</i> 	<p>Pre-Reading: Please note that there is an expectation that this pre-reading will have been mostly completed before the first class. Given the intensive nature of the course, this pre-work will allow us to engage fully from day one.</p> <ol style="list-style-type: none"> 1. Kaur, Valarie, <i>See No Stranger: A Memoir and Manifesto of Revolutionary Love</i>. <p>Preparation for the Session One: Writing Assignment #1: Write a 3-5 page personal reflection on Valarie</p>

<ol style="list-style-type: none"> 4. Composing a group Futurescape® Naming the broader social, economic, global, and religious context for adaptive. 5. Experiential: The Theory U Journaling Process 6. “Balcony Time”: individual, small group and whole-group reflections on our day: Insights, Implications, Inquiries 	<p>Kaur’s, <i>See No Stranger</i>. Include in this your responses to any or all of the following questions:</p> <ol style="list-style-type: none"> 1. What insights does her “memoir and manifesto” give you in your <u>own</u> role as a peacebuilder? 2. What are some milestones and/or turning points in your own life that have shaped you in the directions your life and vocation have taken? What would you include in your own “memoir and manifesto”? 3. What is your leadership compass—the directions that can or will guide you and challenge you? <p>(You must review further instructions for any written assignment will be on Canvas.)</p>
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<p>Wednesday, February 16, 2022: Leading through Adaptive Change: Perspectives and Practices</p>	
<p>Session Topics Include:</p>	<p>Preparation and Assignments for Session Two:</p>
<ol style="list-style-type: none"> 1. Collaborative Inquiry: Resilience 2. Leadership Practices (Inventory and general practices) 3. Leading Adaptively: Diagnose the System, Adaptive Challenges, Political Landscape 4. Understanding Leadership as Activity: Some useful distinctions: technical and adaptive challenges, leadership from and without authority, etc. 5. Leading Adaptively: Making Interpretations 6. Leading Adaptively: Designing Effective Interventions 7. Leading Adaptively: Act Politically 	<ol style="list-style-type: none"> 1. Read Heifetz, Ronald, and Linsky, Marty. <i>Leadership on the Line</i> especially the Preface, Chapters 1-7. 2. Complete the Leadership Practices Inventory and Self-score. Will be available on Canvas. <p>Preparation:</p> <ol style="list-style-type: none"> 1. Writing Assignment #2: Prepare a case study of the adaptive challenge you face, have faced or imagine facing as a leader or member of an organization. You must use the format provided by

8. Leading Adaptively: Orchestrate Conflict 9. Demonstration of leadership coaching 10. Contextualizing Our Learning: Case Studies in Small Groups 11. Balcony time: individual, small group, and whole-group conversations: Insights, Implications and Inquiries	the instructor. (Further instructions will be on Canvas.)
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<p>Wednesday, March 16, 2022 Becoming a Conflict Competent and Trauma-Informed Leader</p>	
<p>Session Topics Include:</p> <ol style="list-style-type: none"> 1. Collaborative Inquiry: Our theologies/philosophies of conflict and trauma 2. Being a Conflict Competent Leader 3. Understanding our Conflict Dynamics Profile 4. Creating a Personal Development and Learning Plan for our own conflict competence 5. Healing Collective Trauma: Our insights, implications, and further inquiries 6. Film and guest: Combatants for Peace 7. Balcony Time: individual, small group, and whole-group conversations. 	<p>Preparation for Session Three</p> <ol style="list-style-type: none"> 1. Take the Conflict Dynamics Profile (cost \$35). Instructions will be sent by the instructor. 2. Read Thomas Hubl, <i>Healing Collective Trauma: A Process for Healing Our Intergenerational and Cultural Wounds</i> 3. Read selections from <i>The Politics of Trauma</i> by Staci Haines (provided by the instructor) 4. Writing Assignment #3: Keep a personal journal as you read <i>Collective Trauma</i>. Write on separate pages or documents labeled: Insights, Implications, Inquiries. You will not submit your journal only a summary of your key Insights, Implications Inquiries, for your practice as a leader. (Further instructions will be on Canvas)

<p>Wednesday, March 30, 2022 Theme: Radical Transformational Leadership: Strategic Action for Change Agents</p>	
<p>Session Topics Include</p>	<p>Preparation for the Session Four</p>

<ol style="list-style-type: none"> 1. Collaborative Inquiry: Hidden dynamics in the challenge of change 2. Leadership Circle Inventory: Reactive cf. Responsive Leadership 3. Overcoming the Immunity to Change: Individual & Organizational 4. Using the Conscious Full Spectrum Results Frame with examples in the group. 5. Guest presenter/agency 6. Balcony Time: Individual, small group, whole group: Insights, Implications, and Inquiries 	<ol style="list-style-type: none"> 1. Read Monica Sharma, <i>Radical Transformational Leadership</i> 2. The article, Robert Kegan and Lisa Laskow Lahey, The Real Reason People Won't Change, Harvard Business Review, 2015 (on Canvas) 3. Complete the Leadership Circle Profile (instructions on Canvas). 4. Take the abbreviated Leadership Circle self-assessment. A link will be provided. <p>Writing Assignment:</p> <ol style="list-style-type: none"> 1. Writing Assignment #4: Write a draft of a paper (3 pages) on the key insights and implications you have learned from <i>Radical Transformational Leadership</i> using a real-life example (past, present, or imagined future) that matters to you. Share with (Further instructions on Canvas.)
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Wednesday, April 20, 2022	
Session Topics Include	Preparation for the Session Five
<ol style="list-style-type: none"> 1. Collaborative Inquiry 2. Leading from an Emerging Future: Theory U 3. Guest presenter 4. Paper presentation in small groups. 5. Balcony Time: Individual, small group, whole group: Insights, Implications and Inquiries 	<p>Read: Scharmer, Otto C. <i>The Essentials of Theory U: Core Principles and Applications</i>, Berrett-Koehler Publishers, Inc. 2018.</p> <p>Review website, www.presencing.org</p> <p>(Further Instructions on Canvas.)</p>

Final Praxis Paper:

A final paper *demonstrates your capacities as a scholar-practitioner*. The topic that you chose should integrate what perspectives you have gained from the readings, course discussions, and your own reflections along the way.. The paper should demonstrate not

only your understanding but also how you could utilize these perspectives in your current or future leadership role. Further instructions for this final paper will be posted on Canvas.

It is recommended that you share your proposed topic with the professor by March 15, 2022, and provide a few of the resources you will use. (Send by email to the professor). The suggested length of the paper is 7-10 pages (double-spaced) and it is due no later than April 20, 2022. *This final paper will count for 35% of the grade.*

Assessment

Students will be graded using high pass/pass/incomplete/fail. Grades will be based on:

- Preparation and engagement in the course sessions: 45%
- Integrations of the key insights and implications for practice from the texts as demonstrated in Writing Assignments #1,2,3, 4: 20%
- Integrating of learning through a Final Praxis Paper: 35%