Ethical Leadership in An Age of Discord: ET-575
Spring 2024: January 16 – May 1, 2024
Mondays, 4:00 pm – 7:00 pm EST
Professor Walter Earl Fluker: wfluker@hartfordinternational.edu
Office: Zoom
Office Hours: Mondays & Tuesdays (10:00 am -12:00 pm EST and other times by appointment)

Ethical leadership is the critical appropriation and embodiment of traditions that have shaped the character and shared meanings of a people. Ethical leaders, therefore, are leaders whose characters have been shaped by the wisdom, habits, and practices of particular traditions, often more than one, yet they tend to be identified with a particular cultural ethos and narrative. Finally, ethical leadership asks the question of values in reference to ultimate concern.

—WALTER EARL FLUKER

Course Description

This is a synchronous online, lecture-based course with robust small group and peer sharing opportunities, discussion forums and journal reflections.

This course will provide students with theoretical and practical approaches for the cultivation of character, civility, and community as a critical framework for the development of ethical leadership. The scope of the curriculum includes existing and emerging leaders in public and private organizations; and those with general interest in the subject matter of ethical leadership.

Students will examine the personal, public, and spiritual dimensions of leadership within the context that Fluker calls "the intersection of lifeworlds and systems" and outline principles and practices of ethical leadership from a diverse field of leadership theories. Fluker's work grounds leadership in story (the appropriation of one's personal narrative and in dramaturgical methodology) within social and historical contexts as a basis for individual and social transformation. We will also use the ethical leadership lens to discuss personal development for lifelong learning, public engagement, spirituality and vocation, justice as fairness, community building, and more.

Students will also be guided through the process of developing a final project that addresses their area of concern (e.g. chaplaincy, religion, ecojustice, poverty, housing, jobs, health, hunger, etc.). The outcome of the final project will be a proposal to present to participants'/community members' relevant constituents.

Course Objectives

Our goals are for you to emerge being able to:
- Identify ethical leadership principles and practices utilizing the Ethical Leadership Model™.
- Apply narrative and experiential analysis and methods in the development of character, civility, and community as ethical leadership practices.
- Utilize a conceptual model for negotiating ethical decision-making at the intersection of life-worlds and system worlds.
- Demonstrate knowledge of various theories and methods of ethical analysis in leadership practices.
- Identify personal core values that present themselves in defining moments that ask leaders to choose between competing values and ideals.
- Develop an Ethical Leadership Toolkit and apply it in your current context and in various leadership contexts as a lifelong practice.
- Develop a final project based on your specific area of interest.

Course includes:

1. Interviews with leadership theorists and prominent leaders in the areas of education, religion, science, politics, business, government, and global citizenship.
2. Communities of Discourse and Practice where students will be encouraged to develop communities of conversation and practice that continue beyond our time together. These communities will be offered through a range of platforms. Please see the community tab and join the conversation!
3. Final Project Based on Your Issue of Ultimate Concern - the contemporary social issues and challenges that concern you ultimately? *What keeps you awake and challenges you to take action? What makes you come alive?*

Program Requirements and Learning Outcomes

MAIRS - Interreligious Studies: Elective
MAIRS - Ministerial Studies: Beliefs and Practices of the Christian Faith (with approval of Program Director)
MAIRS - Islamic Studies: Religious Pluralism
MAIRS - Islamic Studies: Elective
MAC - Chaplaincy Elective
MAC - Islamic Chaplaincy Elective

The Ethical Leadership Toolkit

Through video exercises led by Dr. Walter Fluker, discussion forum questions, and journal reflections, you will be guided to develop your own Ethical Leadership Toolkit (a puzzle you will assemble throughout our time together!). This toolkit, designed for leaders who engage in complex ethical questions in public and private spaces, includes the following:

- **The Ethical Leadership Model™-** A conceptual tool that assists leaders in the personal development of virtues connected to morally-anchored character, the development of public skills and capabilities related to social practices and values of transformative civility, and the development of spiritual practices of moral excellence associated with the development of a sense of community.
- **The Ethical Decision-Making Model-** A practical guide for determining appropriate courses of action based on three steps pertaining to ethical decision-making: discernment, deliberation, and decision.
- **Ways of Doing Ethics -** A conceptual framework outlining traditional ethical perspectives and exploring guiding questions that assist leaders in making appropriate decisions in various contexts and situations they encounter in public space.
- **Remembering, Retelling and Reliving Stories -** A creative exercise that engages leaders in a continuous cycle of remembering, retelling, and reliving their personal stories within the contexts of larger social-historical narratives as a process of lifelong learning.
- **Looking, Listening and Learning -** A tool that teaches leaders to become increasingly aware of how one's life's story intersects with the public demands for discerning, deliberating and deciding on appropriate courses of action. It also assists leaders in attending to the social and public contexts in which they are leading.

Course Texts/Materials

There is one required text for this class. Required and recommended weekly readings are indicated within the course outline. Below highly recommended texts are indicated by asterisk (*). Doctoral students should treat these texts as required reading.

Required Text
Fluker, Walter Earl. (2009). *Ethical Leadership: The Quest for Character, Civility and Community*. Minneapolis: Fortress Publishers.

Recommended Texts

Bazerman Max. *The Power of Noticing: What the Best Leaders See* (NY: Simon and Schuster, 2014).
Bennis, Warren and Robert Thomas. *Geeks and Geezers: How Era, Values, and Defining Moments Shape Leaders*. Boston: Harvard Business School Press, 2002.
*brown, adrienne maree. *Emergent Strategy: Shaping Change, Changing Worlds*. AK Press, Reprint edition, 2017.

*Burns, James McGregor. *Leadership*. New York: Harper & Row, 1978.

Cooper, Brittney C. (2017). *Beyond Respectability: The Intellectual Thought of Race Women*. University of Illinois Press.

*George, Bill with Peter Sims. *True North: Discover Your Authentic Leadership*. San Francisco: Jossey-Bass/Wiley Imprint, 2007.

Gill, Roger. *Theory and Practice of Leadership*, Second Edition. Sage Publications, 2011.

Goffee, Rob and Gareth Jones. *Why Should Anyone Be Led By You? What it Takes to Be an Authentic Leader*. Boston: Harvard Business School Press, 2006.

Goleman, Daniel, Richard Boyatzis and Anne McKee. *Primal Leadership: Realizing the Power of Emotional Intelligence*. Boston: Harvard Business School Press, 2002.

*Greenleaf, Robert. *Servant Leadership: A Journey into the Nature of Legitimate Power and Greatness* 25th Anniversary Edition Hardcover – Deluxe Edition. Paulist Press, 2002.

Heifetz, Ronald. *Leadership without Easy Answers*. Cambridge, MA: Belknap Press of Harvard University Press, 1994.

*Heifetz, A. Ronald, and Martin Linsky. *Leadership on the Line: Staying Alive through the Dangers of Leading*. Boston: Harvard Business School Press, 2013.

Kellerman, Barbara. The End of Leadership (New York: HarperCollins, 2012)

Kellerman, B. "Leadership as a political act." In *Leadership: Multidisciplinary perspectives* edited by B. Kellerman, 63-89. Englewood Cliffs. NJ: Prentice-Hall, 1984a.

Kets De Vries, Manfred F. R. *Leaders, Fools and Impostors: Essays on the Psychology of Leadership*. San Francisco: Jossey-Bass Publishers, 1993.

*Northouse, Peter. *Leadership: Theory and Practice*. SAGE Publications, Inc; 6th edition, 2013.

Wheatley, Margaret J. *Finding Our Way: Leadership for an Uncertain Time*. San Francisco, Calif: Berrett-Koehler Publishers, 2007.

Wheatley, Margaret J. *Leadership and the New Science: Learning About Organization from an Orderly Universe*. San Francisco: Berrett-Koehler Publishers, 1992.

*Wheatley, Margaret J. *Turning to One Another: Simple Conversations to Restore Hope to the Future*. San Francisco: Berrett-Koehler, 2014.

Course Outline

<u>**Pre-Survey (available on January 8th at 4pm and Due January 19th)**</u>
 (this pre-survey will need to be linked to a fillable form students can submit on the website)
  * To be completed 2 weeks prior to first session

January 22 (Available on January 15th at 4pm EST)
Introduction and Overview
Required Reading—Fluker, Chapter 1
  * This chapter introduces prominent ethical leaders and invites you to reflect on your own story as a basis for developing your leadership perspective.
Session Components
  * Ethical Leadership Toolkit- Building your Story
  * Discussion Board – "About Me"
  * Personal Journal- Bridge Leaders

January 29 (Available on January 22nd at 7pm EST)
Looking at Leadership
Required Reading—Fluker, Chapter 2
  * This chapter is an introduction and overview of some general theories and practices associated with leadership.
Recommended Reading
  * Northouse, *Leadership: Theory and Practice*, Sixth Edition, Introduction, pp. 2-16; Chapters 9-11, pp. 185-286.
Session Components
  * Discussion Board – Trait Theory Leadership
  * Personal Journal- Growing our Leadership
  * Final Project Work- Brainstorming Ideas

February 5 (Available on January 29th at 7pm EST)
Standing at the Intersection Where Worlds Collide
Required Reading—Fluker, Chapter 3
  * This chapter begins with a personal story that contextualizes the language of lifeworlds and systems and will discuss dangerous intersections, noisy intersections, and the crisis of leadership at the intersection.
Recommended Readings
  * Brown, *Emergent Strategy*, pp. 1-50.
  * Heifetz, *Leadership on the Line*, 1-50.
  * Habermas, Jűrgen. *The Theory of Communicative Action: Lifeworld and System, Volume II: A Critique of Functionalist Reason*, translated by Thomas McCarthy (Boston: Beacon Press, 1981).
Session Components
  * Discussion Board- Leadership in Crisis
  * Final Project Work- Topic Outline

- Checkpoint Assessment: Focused on General Understanding

February 12 (Available on February 5th at 7pm EST)
What is Ethical leadership?
Required Reading—Fluker, Chapter 4
- This chapter provides an early working definition of ethical leadership that incorporates the dynamics of spirituality, ethics, and leadership as a way of addressing the challenges associated with the development of ethically- anchored character, transformative acts of civility and a sense of community.

Recommended Readings
- George, *True North*, xvii-26.
- A. Paul Hare and Herbert Blumberg, *Dramaturgical Analysis of Social Interaction* (Praeger or Bloomsbury Academic, 1988). https://www.researchgate.net/publication/304188901_Dramaturgical_Analysis
- "Dramatic Leadership: Dorothy Heatcore's *Autopoetic*, or Embodied Leadership Model" (pp. 23-42) and Hanold, Maylon, "(De/Re)Constructing Leading Bodies: Developing Critical Attitudes and Somaesthetic Practices" (pp. 89-108) in Melina, Lois Ruskai, ed. *The Embodiment of Leadership* (The International Leadership Association, 2013).
- Pierre Bourdieu, *The Logic of Practice* (Stanford, CA: Stanford University Press,1990).

Session Components
- Discussion Board: Spirituality, Ethics and Leadership
- Mini-Quiz
- Personal Journal 1- Reflection on Leadership Event
- Personal Journal 2- Identity
- Ethical Leadership Toolkit- Self Portrait

February 19 (Available on February 12th at 7pm EST)
Ways of Doing Ethics
Required Reading—Fluker, Chapter 5
- This chapter will examine five ways that the Western world has conceived theories and practices of ethics and how these perspectives impact leadership at the intersection of lifeworlds and systems.

Recommended Readings:
- Appiah, Kwame Anthony. *Cosmopolitanism: Ethics in a World of Strangers* (New York: W. W. Norton and Company, 2006).
- Greene, Joshua. *Moral Tribes: Emotion, Reason, and the Gap Between Us and Them* (Penguin Press, 2013).
- Haidt, J., & Graham, J. (2007). When morality opposes justice: Conservatives have moral intuitions that liberals may not recognize. *Social Justice Research*, 20, p. 98-116.; see also "Moral Foundations Questionnaire," developed by Jesse Graham, Jonathan Haidt & Brian A. Nosek at the University of Virginia. YourMorals.Org, http://www.yourmorals.org/5f_new_process.php

- Kymlicka, Will. "Introduction: The Globalization of Ethics." *The Globalization of Ethics: Religious and Secular Perspectives*. Ed. William M. Sullivan and Will Kymlicka. Cambridge: Cambridge UP, 2007. 1-16.
- Masud, Muhammad Khalid. "Muslim Perspectives on Global Ethics." *The Globalization of Ethics: Religious and Secular Perspectives*. Ed. William M. Sullivan and Will Kymlicka. Cambridge: Cambridge UP, 2007. 93-116.
- May, Steve, ed. *Case Studies in Organizational Communication: Ethical Perspectives and Practices* (Thousand Oaks, Calif.: Sage Publications, 2006)
- Walzer, Michael. "Morality and Universality in Jewish Thought." *The Globalization of Ethics: Religious and Secular Perspectives*. Ed. William M. Sullivan and Will Kymlicka. Cambridge: Cambridge UP, 2007. 38-52.

Session Components
- Personal Journal 1- Ways of Doing Ethics Case Studies
- Personal Journal 2- How You Do Ethics
- Ethical Leadership Toolkit- Inspirational Leaders
- Ethical Leadership Toolkit- Early Stories & Storytellers
- Discussion Board- Greetings in your Culture
- Discussion Board- Ways of Doing Ethics
- Discussion Board- Inspirational Leaders from your Tradition and Their Stories

February 26 (Available on February 12th at 7pm EST)
The Quest for Character
Required Reading—Fluker, Chapter 6
Recommended Readings
- Brooks, David, *The Road to Character* (Penguin Random House, 2015), pp. 16-48; 213-239)
- Cleary, Thomas, trans. *Zen Lessons: The Art of Leadership* (New York: Barnes & Noble Books, 1989).
- Diane Dreher, *The Tao of Personal Leadership* (New York: Harper Business, A Division of HarperCollins Publishers, 1996), chapters 1-2.
- Kolp, Alan and Rea, Peter. *Leading With Integrity: Character-Based Leadership* (Atomic Dog Publishing, 2006), pp. 115-131.
- MacIntyre, Alasdair. *After Virtue* (South Bend, Ind.: University of Notre Dame Press, 1984)
- Nussbaum Martha C. *Creating Capabilities: The Human Development Approach* (The Belknap Press of Harvard University Press, 2013), chapters 1-2.
- Stout, Jeffrey. *Ethics After Babel: The Language of Morals and Their Discontents* (Boston: Beacon Press, 1988), 191-242.
- Thomas, Laurence. *Living Morally: A Psychology of Moral Character* (Philadelphia: Temple University Press, 1989), 17-26.

This chapter will introduce the Ethical Leadership Model™, which is an interactive, conceptual guide to the relations and interplay of self, society, and spirit. We will discuss three virtues associated with character: integrity, empathy, and hope.

- Discussion Board- Lack of Character
- Discussion Board- Businesses with a Heart in Your Community
- Personal Journal 1- Character Challenges in your Story
- Personal Journal 2- A Time of Hope in your Story
- Checkpoint Assessment: Focused on Ethics & Character (cumulative to previous section)

March 4 (Available on February 26th at 7pm EST)

The Quest for Civility
Required Reading—Fluker, Chapter 7
Recommended Readings

- Carter, Stephen L. *Civility: Manners, Morals, and the Etiquette of Democracy* (New York: Basic Books, 1998)
- Cooper, Brittney C. *Beyond Respectability: The Intellectual Thought of Race Women* (University of Illinois Press, 2017), Prologue, Introduction, Chapters 1, 2, and 4.
- Lawrence-Lightfoot, Sara. Respect: An Exploration (Cambridge, Mass.: Pereseus Books, 2000)
- Putnam, Robert D. *Bowling Alone: The Collapse and Revival of American Community* (New York: Simon and Schuster, 2000)
- Robnett, Belinda. *How Long? How Long? African-American Women in the Struggle for Civil Rights* (New York: Oxford University Press, 1997)

This chapter examines the ethical concept of civility and introduces three values or social practices: recognition, respect, and reverence.

-
Session Components
- Personal Journal 1- Civility, Social Capital, and Values
- Personal Journal 2- Transformative Practice
- Personal Journal 3- Enforceable and Unenforceable Obligations
- Personal Journal 4- Reverence
- Discussion Board- Reverence for Life and the Other
- Ethical Leadership Toolkit- Who is in your Magic Mirror?

--SPRING BREAK—
MARCH 11-16

March 18 (Available on March 11th at 7pm EST)
The Quest for Community
Required Reading— Fluker, Chapter 8
Recommended Readings

- Fluker, Walter Earl. ed. *The Unfinished Search for Common Ground: Reimagining Howard Thurman* (Orbis Books, 2023).
- Greenleaf, Robert. *Servant Leadership*
- His Holiness The Dalai Lama, *Ethics for the New Millennium* (New York: Riverhead Books, 1999)
- Heller, Daniel. *Taoist Lessons for Educational Leaders: Gentle Pathways to Resolving Conflicts* (R&L Education, 2012)
- Hooker, David A. Opening Keynote: "Can (Restorative) Justice transform historical harms or dismantle present day systematic (syndemic) oppressions?" | 2020 PJSA Conference, Peace & Justice Studies Association, International Peace Research Association Affiliation, September 12, 2020. https://www.peacejusticestudies.org/
- Thich Nhat Hanh, *Living Buddha, Living Christ*, with introduction by Elaine Pagels (New York: Riverhead Books, 1995)

This chapter examines the ethical ideal of community and introduces three virtuosities: courage, justice, and compassion.
Session Components
- Personal Journal- Leaders and Acts of Courage
- Discussion Board- Case Study on Israel-Gaza War (2023) https://docs.google.com/document/d/1T_gPmQ-gZKhu7TivdlKnVHooRYXZ2YQRPM2dGx-PnbU/edit

- Discussion Board-Your Courageous Leadership Example
- Ethical Leadership Toolkit- Allegory of the Cave

March 25 (Available on March 18th at 7pm EST)
Staying Awake at the Intersection
Required Reading— Fluker, Chapter 9
Recommended Readings
- Hanh, Thich Nhat. *Creating True Peace: Ending Violence in Yourself, Your Family, Your Community, and the World* (New York: Free Press, 2003)
- Jaworski, Joseph. *Synchronicity: The Inner Path to Leadership*. San Francisco: Berrett-Koeheler Publishers, 1996.
- Van Velsor, Ellen and Draft, Wilfred H. "A Lifelong Developmental Perspective on Leader Development." In *The Center for Creative Leadership Handbook of Leadership Development*, edited by McCauley C. D. and Ellen Van Velsor. San Francisco: Jossey-Bass, 2004.

This chapter examines the internal and external environments of leaders and presents practical skills and competencies that ethical leaders need to negotiate and transform the traffic at the intersection.
Session Components
- Discussion Board: Remembering Your Story

- Discussion Board: Key Insights from your Personal Action Plan
- Ethical Leadership Toolkit- Remembering Story
- Ethical Leadership Toolkit- Retelling Story
- Personal Journal: What is your primary aesthetic trigger?
- Mini Quiz
- Checkpoint Assessment: Focused on Civility & Community (cumulative to previous section)

April 1 (Available on March 25th at 7pm EST)
Ethical Decision-Making at the Intersection
Required Reading—Fluker, Chapter 10
- This chapter introduces a process for ethical decision-making for leaders involving discerning, deliberating, and deciding. You will write a case study to build toward your final project.

Recommended Readings
- Badarraco Jr., Joseph L. "The Discipline of Building Character," in Harvard Business Review on Leadership (Boston: Harvard Business Review Publishing, 1998), pp. 89-113.
- Bazerman, Max H. *The Power of Noticing: What the Best Leaders See*. New York: Simon and Schuster, 2014.
- Pink, Daniel H. *A Whole New Mind: Moving from the Information Age to the Conceptual Age*. New York: Riverhead Books, 2005.
- Polanyi, Michael, *Personal Knowledge. Towards a Post Critical Philosophy.* London: Routledge, 1958.
- Polanyi, Michael . *The Tacit Dimension*, New York: Anchor Books, 1967.
- Malcolm, Gladwell. *Blink: The Power of Thinking Without Thinking.* Little, Brown and Company, 2005.
- Wheatley, Margaret J. *Turning to One Another: Simple Conversations to Restore Hope to the Future*. San Francisco: Berrett-Koehler, 2014.

Session Components
- Personal Journal- Ethical Leaders
- Ethical Leadership Toolkit- Competing Values
- Complete Ethical Leadership Toolkit Visual
- Discussion Board- Case Studies
- Build Your Own Case Study

April 8 and 15 (Available on April 1st at 7pm EST)
Putting It All Together (2 sessions)
Required Reading—Fluker Chapter 11
- This chapter will require the use of all the tools in your Ethical Leadership Toolkit to develop your final project. This encompasses your strategic vision and a personal action plan associated with a specific issue of concern.

April 22 and April 29

- **Final Project Work**
- **Final Project Presentations**
- **Post Survey (Available on 29 at 7pm EST and Due NLT May 1)**

Grading & Assessment

Grading Breakdown	
Ethical Leadership Toolkit Exercises	40%
Discussion Forum Participation	10%
Checkpoint Assessments & Quizzes	15%
Journal Reflections	5%
Final Project	30%

Ethical Leadership Toolkit Exercises: These are exercises in which you will apply the practical skills you have learned in the course, and in return will receive five tools which will make up their Ethical Leadership Toolkit.

Discussion Forum Participation: Throughout the course, we will ask you to answer discussion questions that are meant to make you reflect upon the topics learned and apply them to real-world scenarios. You will see a symbol throughout the course, indicating that the assessment will count toward Discussion Forum Participation.

** Note: All discussion forums are meant to be places where participants in the course can share insights and opinions in an atmosphere of thoughtfulness, character, civility and community. Course staff and selected community monitors will moderate the forums. Moderators will remove any comments that are deemed contrary to the spirit of civilized discourse. Commenters who repeatedly abuse the forum will be handled based on the procedures of the Student Discipline Policy and Procedure in the Student Handbook.**

Checkpoint Assessments & Quizzes: At various times throughout the course, we will take time to ensure the material is understood and you have a good sense of how to integrate the content into your project and continued coursework.

Journal Reflections: Throughout this course we will be inviting you to write in a journal that is only for you. This journal is one of the key components in your understanding of your own story and how it relates to how you embody ethical leadership. We invite you to journal in any way that makes sense to you. Pen and paper, typing into your computer, or recording your audio/voice. You may want to even videotape your thoughts and reflections. Whatever way you choose, please keep all your journal reflections in one place with dates and titles so you can look back and reflect.

Final Project: At the end of the course, you will be asked to complete a Final Project comprised of a Case Study and Action Plan. This project will require you to use all the skills and knowledge you have acquired throughout the course. Specifically, for the Final Project you will be required to:
- Identify an issue of concern for a Final Project;

- Articulate a strategic vision and mission for your final project and continuing ethical leadership practices;
- Utilize resources and methods from the Ethical Leadership Toolkit in the development of the Final Project;
- Develop a plan of action for your ongoing ethical leadership practices; and
- Develop critical alliances with communities of discourse and practice that are focused on yours or related issues of concern.

The Final Project will be a minimum 15 pages for all students except doctoral candidates. Doctoral students will be expected to complete a 30-page paper contextualizing their final project, demonstrating critical engagement with the course materials, mobilizing ethical leadership methodologies in their approach to their case study, the problem of ultimate concern to which they are responding, applying theory to action.