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COURSE NAME AND TITLE: Mgt 388 Leadership & Society, 2008 Spring

## **BUSINESS COLLEGE**

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FACULTY'S NAME: David Boje, Ph.D.;MGT 388G M02 3.00 LEADERSHIP & SOCIETY

TIME & LOCATION: 3:25-5:55 PM M GU 100

OFFICE HOURS: Mondays 12:30 PM to 2:20 PM - Frenger Food Court (by Dynasty, at a table)

Web Page <http://business.nmsu.edu/~dboje/388> (FROM HERE [CLICK assignments](#))

COURSE DESCRIPTION: 388G Leadership & Society: Exploration of the multifaceted nature of leadership in (post) modern society through readings, exercises, skits, & seminar discussion. We will think OUTSIDE THE BOX: **LEADERSHIP IS THEATRE!** Your leaders skills are your ticket to a world adventure! We will set sail for several important islands. At these ports of call, such as Fox Island (where behaviors and plots are formed to create leaderly transactions and transformations), you will find important treasure chests. We will set sail in 7 directions (w, s, w, n, up, down, and in). There are 7 theatrics, skills you will learn that will enable you to be a skillful leader: plot your behaviors, theme your power, dialogue your participation, pick your character traits, use frames of organizing, understand rhythms of time (like the snail), and spectacles of place (like the bear). Plot, character, theme, dialogue, rhythm, and spectacle come from Aristotle's (350 BCE) poetics, and to this I add one more, the frames (of organizing), which makes 7 (that I call *Septet*). We will look at the kind of character traits (Aristotle called the *energiās*; those unchanging traits, so rare these days). We visit seven islands (Character-traits, Plots of behavior, Themes of power, Dialogues of participation, Frames of organizing, Rhythms of time, and Spectacles of place. I have given them more colorful names (Pirate', Fox, Horse, Turtle, Butterfly, Snail, and Bear islands).

**LEADERSHIP TREASURE MAP - 7\*7\*7**



7\*7\*7\*7 stands for 7 islands, 7 directions, 7 Theatrics, and 7 energias. Come aboard and find out how it all fits together. *Leadership is theatre.* Leaders are star performances in organizational theatre and/or they enroll and direct the cast of characters in their scripted roles. 7 directions comes from Native American leadership science. If you do not know it, then it will be something new to learn, and help NMSU be more attuned to ways of leadership tribes have known for thousands of years.

Sometimes leadership is a fiasco, like Enron. Other times 7\*7\*7\*7 is an ethical, sustainable, spiritual, and authentic practice of leadership.



**Employee wearing 'Rebecca Mark' (dubbed 'Mark the Shark') mask rides elephant into Enron event; That's Theatre of Leadership for you!**

This course will think about leadership OUTSIDE THE BOX (and inside the 7\*7\*7\*7 Treasure Chests). We begin with the traditional "In the Box" leadership areas (i.e. PLOT Behavior of Fox Island, CHARACTER Traits of Pirate's Island , RHYTHM Situation of Snail Island, SPECTACLE Situation of Bear Island, THEMES of Power of Horse Island, Dialogues of Participation of Turtle Island, and Frames of Organizaing of Butterfly Island). Outside the box, we examine the theatrical role of leadership in (pre-modern, modern and postmodern) Society of Metatheatre (means ways theatre used in capitalism). And for fun, we will focus on the theatrics of leadership. Leaders are performers, and learning a bit of theatre will help you be a better leader!

**Table 7\*7\*7\*7 (shows some of the alignments)**

<b>7 Direction (in bold)</b>	<b>7 Islands (in bold)</b>	<b>7 Septet Theatrics (&amp; traiditional leadership topics)</b>	<b>7 Energias (main ones in bold)</b>
<b>North</b>	<b>FOX</b>	<b>Plots (behaviors/acts)</b>	(air)
	<b>PIRATE'S</b>	<b>Character (traits)</b>	
(n-s axis)	<b>HORSE</b>	<b>Themes of power</b>	<b>Power # 3</b> (solar plexis)
(sw)	<b>TURTLE</b>	<b>Dialogues (participation/voice)</b>	<b>Throat #</b> 5(water & fire)
<b>East (always start sacred circle here)</b>	<b>SNAIL</b>	<b>Rhythms (situation- time)</b>	<b>Earth # 7</b> (Cosmos or Crown)
	<b>BEAR</b>	<b>Spectacles (situation- place)</b>	
<b>West</b>	<b>BUTTERFLY</b>	<b>Frames (organizing)</b>	<b>Fire # 2</b>
<b>South</b>			<b>Water &amp; 6</b> (Moon/ 3rd Eye)
(nw)			<b>Heart # 4</b> (air & fire)
<b>Up, Down, &amp; In</b>			<b>Root # 1</b>

Keep in mind that different native tribes put the directions in different relationship to other elements (my closest tribes are Yakima and Puyallup of Washington state, plus the Vikings and Scots, when they were still tribes). The choice of animal, insect, and other island names reflects my own leadership adventure. Each person, ultimately produces their own map, based on their roots and experiences.

#### **GRADE POINTS AND HOW THEY ARE EARNED:**

- **INDIVIDUAL STORY** assignments (averaged score of several items). There are *six* story assignments (of 13 possible chapters you can write about); stories are worth 20 points each. Each is 3 page (single spaced to save trees, turned in in-class, not by email unless you are away, and even then bring it into class, typed, the day you return to class, no later!). Each story you write is based your personal experience. First 3 or 4

assignments uses three story-scenes format, where characters engage in dialogue (I said, he said, she said), with application of 3 cited parts of assigned chapter in your online book with page numbers given by you (good news we do 3 of these in-class, but you can only get credit *if and only if* you are there, otherwise write one up on your own; AND this is averaged with the last NON-WRITTEN assignment, called "co-experience" (applicaiton of what you learned to real world) and is worth 100 points, averaged together)..... 30%

- DAILY ATTENDANCE [deduct 20% if you miss your team skit event (No Excuses Accepted); Good news -->You can do a makeup assignment for any other missed day (due the next scheduled class day- Must write a 3-page paper to make up for any missed day (or can do it in story assignment format if you prefer), no matter if sports, doctor-agree illness, or whatever else--- Why this way ? So you learn while away and can make up the missed knowledge in homework or away-work] ..... 30%

- TEAM CHEER, SKIT & GUEST LEADER EVENTS - Average of performance score as judged by audience and instructor on cheer at beginning of class (try <http://www.learnimprov.com/> for ideas); Usual class structure: **3:25 - class cheer (time limit is 2 to 3 minutes max)** ; 3:30 - 4:10 Boje story/lecture; 4:10 to 4:35 theatre of leader exercises w/class while next 2 teams rehearse; 4:35-4:45 break; 4:45-5:20 **Team Guest**; **5:20-5:45 Team skit**; 5:45-5:55 guest & skit eval. On day of skit, have a Leader Guest show up on time (if no show your team leader is guest); team write up of script [turned in before event] and commentary by each team mate is required after your skit) - note: individual team member socres pro-rated based upon 360 peer review by team mates in final part of term [ie. FREE RIDERS, WILL GET LESS THAN THEIR TEAM SCORE]. ..... 30%

- PARTICIPATES in Class events and does good effort on their Team or Project group; GOOD SPECT-ACTOR i.e. moves from spectator to participant/actor roles). Note: this is a rating by the instructor of people who volunteer by asking questions of leader-guests (no duplicate questions), volunterr to model leader behaviors in Boje exercises, or be in skits. NO CELL PHONES DURING CLASS! This item includes Instructor assessment of Responsible Citizenship (that means if you sit and do homework for some other class, read the newspaper, text message, or engage in idle chitchat instead of being *alertly involved and totally AWAKE* in this class, you loose points); All late people, on any given day, will be volunteered into one of Boje's exercises. If you need to leave early for appointment please let Boje know at beginning of class (before class begins) ..... 10%

## GRADE CALCULATION

It is our intention to help each of you earn an A grade, but you must provide the work, attendance (see Attendance Make Ups), and commitment.

91 – 100% = A

81 – 90% = B

71 – 80% = C

OR

### THE “A” LOTTERY

People with perfect attendance will be entered into the “A” lottery. There are no excused absence (for any reason)s allowed in our definition of perfect attendance. Several winners will be drawn.

#### **General Education Objectives Include:**

- Critical Thinking Skills (ability to apply on line course and chapter concepts to personal experience stories you tell in your writing, and to commentary you give orally to your team's skit
- Literacy in writing, reading, speaking and listening. Ability to use story in leadership, to act out improv in skits, to think and act on your feet, as a leader.
- An understanding of leadership science of XYZ, IN-THE-BOX (X-FOX behavior transaction/transformation; Y-HORSE will to power/serve; Z TURTLE- Ethics of 4 voices of leadership): In the box are the traditional traits, behaviors, situation of leadership you learn in any leader course in the world.
- **Demonstrate competency in Theatre of Leadership --> Out-of-the-Box:** able to use not just **COGNITIVE MEMORY**, but **SENSE MEMORY** experience (taste, touch, smell, hear, & see) the oral story, write or action-skit, as well as **ETHIC-EMOTIONAL MEMOR** (anger, rage, frustration at exploitation at abuse of power, inequity, and all forms of oppression in organizations - but do this without using the NMSU prohibited vocabulary words).
- An appreciation for the theatric art of leadership in society, how societal discourse shapes what is expected in leader theatre. For example, how in the history of leadership, the traits of one society come to define how another society's leadership is valued.
- Learn how a particular leadership character would behave and act in a situation (spectacle of time & place) with other leaderly characters, in your skits, that are highly improvisational. That means being able to improv a leaderly strategy in response to a situation (to think on your feet, to have voice in the moment).
- Understand and apply the X,Y,Z (in the box) model of leadership in Myers-Briggs types (and other tests); then go beyond it to craft your own theatric character of leadership personality, one that has a disciplined ETHIC-EMOTION memory.

- Skit - Design an experience of how a team of leader characters, portrayed by you, would handle a particular situation; or, be commentators on the chapter of the week, making self-reflective connections between Leadership Theatre event and on line course book. Give team members experience in 360 degree evaluation methods
- Co-Experience - end course by taking out-of-box learning into the street, and have a co-experience of Others' oppression. Not an interview, not passing out food to homeless, but being in the same physical-social space of oppression that is their daily life.

### **REQUIRED eTEXTBOOK:**

LEADERSHIP IS THEATRE by David M. Boje, Ph.D. 2005; revised 2007. This required eTEXTBOOK is on web AND ITS FREE; YOU ARE SAVING MONEY; see Assignments page for chapter assignments; [http://business.nmsu.edu/~dboje/388/Leadership\\_Theatre\\_book.htm](http://business.nmsu.edu/~dboje/388/Leadership_Theatre_book.htm) This book changes each term, and is adapted to the specific needs of our course. Note: you are required to print and bring the chapter we are working on to class, so we all can make use of it.

**RECOMMENDED eTEXTBOOK** (if you prefer more traditional text, then buy this one, and write your assignments from it, where you can):

If you prefer a more traditional version of a book (covers same material), we will be using an eTextbook: The Art and Science of Leadership, Fourth Edition, (ISBN 0131485415) by Author: Afsaneh Nahavandi. You can get it on one week FREE TRIAL to check it out at <http://www.safarix.com/> The cost of the eTextbook is about half the print version. May be easier to get print used version in bookstore or Amazon

ASSIGNMENTS CALENDAR (press link for ON LINE BOOK, homework, and project schedule). <http://business.nmsu.edu/~dboje/388/assignments.htm>

INFORMATION ON ASSIGNMENTS (policy: miss a class for **ANY REASON**, post a make up 3 page assignment or take cut of 20 grade points); You can use traditional format of introduction, body with three paragraph development, conclusions, and list of cited references (at least three) at the end. Or use the story-assignment format. Base the written assignment makeup on the topic of the week (see assignment page).

- A series of short written STORY assignments will be evaluated, as we work through the assignment schedule. Must be typewritten, use dictionary and spell check, and please use American Psychological Association (APA) format for references, tables, and figures.

### **GRADING POLICY:**

We do everything we can to help you earn an “A” in this class. This is a class in leadership, and we expect you to take the lead in helping us run a great class. You will

get course credit every time you show up, volunteer, complete assignments on time, and do extra credit. Here are our standards:

A – Never misses class. Attended and participated in the Team Event of Theatres of Leadership. Was a contributing Team member to that event.

Study Guide on PURPOSE AND PROCESS of Theatres of Leadership Team Event;  
reprinted in Chap 1 of on line book

Study Guide on THREE TYPES of Theatres of Leadership (your team is to select one);  
reprinted in Chap 1 of on line book

SEPTET ENRON WEB SITE <http://business.nmsu.edu/~dboje/septet/>

Turns in a great final report and a team event script & commentary that is rich in insight, high in Critical Thinking skills (Level 4 - Deconstruction or Level 5 - Advanced Deconstruction), and completes all the steps in the report.>

B – Comes to class often. Did pretty good job in the team event. Turns in a good individual and team report with a few good insights, moderate in Critical Thinking skill (Level 2 - Systems or Level 3 - Dialectic), and completes all the steps in the report.

C – Comes late to class; misses classes. Blows off the team event. Does not participate in the team writing up of script and commentary. Does not volunteer very often to share assignments. Does not complete all assignments. Turns in a report that is not complete and with lowest level Critical Thinking skill (Level 1 - Undialectic or Level 2 - Systems).

## **ATTENDANCE POLICY**

**You are expected to attend each class. If you miss a class, you are expected to write a 3 page (single spaced) paper on the topic/exercise of the class you missed** (See assignment schedule on line); if it is about a leader, please use some leader other than the one you picked as a term project. Post to web ct, prior to the next scheduled class and you get credit (deduct 5% of grade points for each miss not made up). See Attendance Make Ups. There is no make up for missing a TEAM SKIT EVENT (you will be asked to do an independent event, alone, and get partial credit).

Attendance Excuse Policy: People present for class (on time) receive full credit. Doctor's excuse (written) will count, but the 3-page asingle-spacedpaper must still be written for credit for the class missed. For athletic, interview, or any other excuse, also write the 3-page paper. Due at beginning of next scheduled class. This way you can learn while you are away, or in bed, etc. and will not miss out. 3 page single-spaced paper to by the following class meeting date (deduct 5% of assignment grade points for each miss not made up). See Attendance Make Ups.

How do you record attendance? Easy, there is a roster passed out in class (ordered by team). Note: **anyone signing in for another class mate will receive failing grade for the class** and both parties will loose all participation points.

Can I come late to class? You will not earn full points for the day, but please do show up. You will end up in Boje's training events. Please work on being on time (repeaters will be asked to write make up assignment)..

## **LATE/INCOMPLETE ASSIGNMENT POLICIES**

- Late Assignments - Late assignments can be turned in anytime prior to the class period following their due date. All late papers/exercises, etc. will receive partial, but not full credit. Note you are responsible for only 6 story-assignments, out of 12 or so, that are scheduled. So being late or missing an assignment, translates into picking one down the line.

- Make-up Assignment for ANY MISSED CLASS policy – If you are unable to turn in an assignment late, then you can request a make-up assignment. See Attendance Make Ups. **IF YOU MISS CLASS FOR ANY REASON, HEALTH, WORK, SPORT, LOVE, OR DEATH (YOURS OR OTHERS)- YOU MUST MAKE IT UP WITH WRITTEN ASSIGNMENT OF 3 PAGES IN LENGTH (SINGLE SPACED) Must be APPLICATION OF CHAPTER MATERIAL FOR THAT WEEK; DUE CLASS PERIOD FOLLOWING YOUR ABSENCE; NO EXCEPTIONS**

- **Incompletes ("I" grades):** Given for passable work that could not be completed due to circumstances beyond the student's control (e.g., severe illness, death in the immediate family). These circumstances must have developed after the last day to withdraw from the course. Requests for "I" grades should be made to the instructor, but must be approved by the Management Department Head.

**Withdrawals:** It is the responsibility of the student to know important dates such as University drop dates; last day to withdraw with a W is March 16. Moreover, it is the responsibility of the student to officially withdraw from any class that he or she intends to drop.

**Cheating:** Cheating will not be tolerated. Punishment for those caught cheating will be an "F" in the course. **THIS INCLUDES PLAGIARIZING HOMEWORK STORY WRITING; YES WE KEEP A FILE.** The person will also be subject to further sanctions as indicated in the student code of conduct.

## **Professionalism Policy**

**Professionals do not use cell phones in class: NO CELL PHONES OR TEXT MESSAGING from time instructor enters the room until the last student has left the room; Penalty will be loss of participate grade that day; plus you will get to be immediate volunteer for theatre. Two offenses will lower your grade in the course, e.g. from A to B.**

Professionalism will be determined by classroom and team behavior. Professionalism will include such variables as attendance, participation, teamwork, attitude, etc. Attendance is required and will be taken at every class meeting (more than 2 absences will be considered excessive). You are expected to participate in classroom discussion and group work activities. Excessive absences or tardiness, sleeping, reading newspapers,

failing to participate, whispering in class, and doing assignments for other classes are just some examples of behaviors that would cause you to lose your professionalism points. \

**Cheating or plagiarism will result in loss of all professionalism points and failure of the course. Signing an attendance sheet for another student will result in failure of your participation grade and a failure of the course. plagiarism is defined here as copying the story, dialogue, chapter material, written by another student, or failing to cite material published in a web site, book, or article. Please ask your instructor if you are unsure about how to cite material you are using. Include a list of citations you refer to in completing assignments, with your paper.**

### **Other Questions and Answers**

What if I am too shy to volunteer? In your TEAM, ask to do an IMAGE THEATRE role (there is no talking in that). In class, I will be happy to call on you. Let us know who you are and we will volunteer you the military way. If you do not ever volunteer, there are still enough extra credit options to earn you're "A." Boje was so shy in high school, he never spoke unless called upon (and even then, often would not). So what Boje learned was to get involved, to say something, and with a bit of practice, shyness goes away.

How will I know how I am doing? Please just ask us. We will happily grade you at each point in the semester that work falls due. We intend to help every person who wants our help to get an "A" in this class. But you are welcome to earn some other grade. Your choice.

What if I need lots of structure? Ask and we shall provide. Lead, follow, or get out of the way. Plenty of leaders around to direct you. Leaders learn to dance around the abyss and provide their own structure, for all who follow. We want you to learn to lead yourself.

What is Critical Thinking skill? There is a study guide on the web to answer this one. A brief answer is critical thinking is like a diver's dive, the more difficult the dive, the higher its critical value. The lowest critical thinking skill is "I like this, I don't like this; they did this, they did not do that, etc." In short its just opinion, and not backed up. A moderate level of critical thinking goes beyond this all is black and white opinion to looking at the systemic issues, what we call the leader in the social field, in the historical setting of trends and contingencies. The highest level of critical thinking skill is very self-reflective (looks up, down & in in terms of the 7 directions), applying the leader experiences to your own life space (from the heart), deconstructing your sources with a skeptical eye, and mastering your own critical thinking and voice. We will invite you to seek higher and higher levels of critical thinking, so you can improve and stretch your mind. There are 8 levels of critical thinking skills

### Critical Thinking Skill Levels

Level 1 - Undialectic

Level 2 - Systems

Level 3 - Dialectic

Level 4 - Deconstruction

Level 5 - Advanced Deconstruction & Metatheatre Intervention Manual or SEPTET

Level 6 - Nietzschean (ability to stare into the abyss, and see who is reflected there)

Level 7 - Integrating Qualitative and quantitative materials

Level 8 - Postmodern Theatre - where you apply 7 (septet) theatre elements

DESCRIPTION OF SKITS AND PROJECTS (See chap 1 for details):

TEAM SKIT EVENT (everyone does this once)

You will be assigned to a team, and asked to do a short skit and a commentary about the skit. You have your choice of the following roles in the team (1) Director - casts and directs the skit, and is a commentator; (2) Script writer - develops the script to be acted out; (3) Commentator - does not act, but does talk and write about the connections between the skit and course web/book material. Usually everyone acts in some part in the skit, but everyone does a commentary after the skit.

Everyone writes short weekly assignments. Write about yourself as a leader. Write about yourself and your project situation (leader attempts) in the weekly short papers. Must include actual real life Forum Theatre intervention that you document in the report and use SEPTET analysis in the write up (Please print out entire Metatheatre Manual or purchase copies from the NMSU Printing center).

End of term (last few weeks) we will organize into teams and do SERVICE LEARNING PROJECT (we call it 'sympathetic experience,' these are short projects, done to apply what you learned to the real world, to benefit the community.

PROGRAM EVALUATION: Students will be asked to answer questions about the General Education Core Curriculum as a part of the course evaluation process. This is a "G" class, so it is supposed to apply across the colleges.

WHAT IS GENERAL EDUCATION CORE CURRICULUM?

This course has been certified as one in New Mexico State University's General Education Core Curriculum (GECC). The GECC attempts to foster intelligent inquiry, abstract logical thinking, critical analysis and the integration and synthesis of knowledge; it strives for literacy in writing, reading, speaking and listening; it teaches mathematical structures; acquainting students with precise abstract thought about numbers and space' it encourages an understanding of science and scientific inquiry; it provides a historical consciousness, including an understanding of one's own heritage as well as respect for other peoples and cultures' it includes an examination of values and stresses the importance of a carefully considered values system; it fosters an appreciation of the arts, and general education provides the breadth necessary to have a familiarity with the various branches of human understanding.

**STUDENTS WITH DISABILITIES:** If you have (or believe you have) a disability & would benefit from classroom accommodation(s), contact the Services for Students with Disabilities (SSD) at Corbett Center , Room 244 (Phone 646-6840; TTY 646-1918). All medical info is treated confidentially. Do not wait until you receive a failing grade. Retroactive accommodations cannot be considered. Information, instructions & forms from the Services for Students with Disabilities Office are online at <http://www.nmsu.edu/~ssd/index.html>.  
**Accommodations:** SSD Office, 646-6840 ( Corbett Center , room 244); Discrimination: Office for Institutional Equity, 646-3635, O'Loughlin House.

<b>Student Responsibilities</b>	<b>Faculty Responsibilities</b>
<ol style="list-style-type: none"> <li>1. Within a few days of the start of the semester, register with SSD &amp; obtain forms.</li> <li>2. Within the first 2 weeks of beginning of classes (or within 1 week of the date services are to commence), deliver the completed forms to the instructor(s).</li> <li>3. Within 5 days of giving the forms to faculty &amp; at least 1 week before any scheduled exam, retrieve the signed forms from faculty &amp; return them to SSD.</li> <li>4. Contact the SSD Office if services/accommodations requested are not being provided, not meeting your needs, or additional accommodations are needed.</li> </ol>	<ol style="list-style-type: none"> <li>1. Within five 5 working days after student gives you the forms, sign them, retain a copy, &amp; return originals to the student.</li> <li>2. Contact SSD immediately if there are any questions or disputes regarding accommodation(s), disruptive behavior, etc.</li> <li>3. Refer the student to SSD for any additional accommodations.</li> </ol>

## INSTRUCTIONS

Please contact Boje (575) 532-1693 or SKYPE (davidboje) to offer suggestions that will develop the SEPTET of Leadership and Theatrics.

### Video Disclaimer

In years past team events have been videotaped by the instructor or Ph.D. student for use in their research. Protocol is for them to seek your permission, in writing, before doing so. If you do not wish skit or practice to be videotaped, please inform the instructor prior to the presentation of your team event. Boej takes photos so he can remember you, years later, should you need a job reference. Failure to provide such notice will be taken as tacit consent (you opt out from photos or video, at your discretion, with no class penalty).

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**NEXT**  **Related Theory, Metatheatrics of Enron**

1 Characters:  
the Cast

2 Plots:  
Strategies

3 Themes:  
of Oppression

4 Dialogs:  
of talk, stories,  
discourses

5 Rhythms:  
of time & chaos

6 Frames:  
are ideologies

7 Spectacles:  
situated theatric  
contexts

1  
Characters

2 Plots

3 Themes

4 Dialogs

5 Rhythms

6 Frames

7 Spectacles