

Consortium for Culture and Medicine
LET'S TALK ABOUT ETHICAL LEADERSHIP
Weekly Syllabus

Course Instructor:

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Wednesdays, 4:00-7:00 PM, January 14 – April 22, 2009

Location: 1507 Setnor Hall, SUNY Upstate Medical University

January 14 **Topics for today:**

(Week 1)

- (1) Introductions and review of expectations, grading, etc.**
- (2) Overview of the Course**
- (3) Exercise: What are your dreams?**
- (4) Exercise: Ethical leadership in various leaders**
- (5) What is ethics?**
- (6) What is leadership?**
- (7) What is ethical leadership?**

- I. Introductions and review of expectations, grading, etc.
- II. Overview of the course
 - A. Review of weekly schedule
 - B. Instructions regarding interview of a leader (see Week 4)
 - C. Instructions regarding 1st and 2nd student essays (see Weeks 6 & 11)
- III. Exercise: What are your dreams?
 - Who are the people who have helped you realize your dreams?
 - Who have influenced you the most?
- IV. Exercise: Examination of the ethical leadership characteristics of ...
 - Francis Collins - former Director of the Human Genome Project
 - Martin Luther King, Jr. - former minister and civil rights leader
 - Bernard Madoff – Wall Street Exec & former NASDAQ chair
 - Abraham Lincoln - former President of the United States
 - Eliot Spitzer - former Governor of the State of New York
 - Patricia Stonesifer - former CEO, Bill & Melinda Gates Foundation
- V. What is ethics?

A. Definitions

Dictionary: “The discipline dealing with what is good and bad and with moral duty and obligation... a set of moral principles... or system of moral values.”

Bernard Lo, *Resolving Ethical Dilemmas* (3rd ed, 2005):

“Moral choices ultimately rest on values or beliefs that cannot be proved but are simply accepted. ...ethics connotes deliberation and explicit arguments to justify particular actions. ...ethics focuses on the reasons *why* an action is considered right or wrong. It asks people to justify their positions and beliefs by rational arguments that can persuade others.”

B. Ethics is about action; what is the right thing to do?

VI. What is leadership?

A. What do you think the following statements mean?

“Leadership is not so much the province of a single person but rather is created in the space between individuals.”

“Effective leadership requires effective followership.”

B. How do you define leadership?

C. Discuss essay and questions – “What Leaders Manage to Do”

VII. What is ethical leadership?

A. What determines whether a person is considered ethical?

B. Leadership ethics implies respect for other ethical disciplines

Organizational ethics

Legal ethics

Business ethics

Medical ethics

Research ethics

Education ethics

Environmental ethics

Others?

C. Discuss essay and questions – “What is Ethical Leadership?”

VIII. Wrap up

A. Summary thoughts

B. Bring in or circulate any relevant materials

C. Be attentive to ethical leadership issues and discuss next time

Readings:

Essay – “What is Ethical Leadership?”
 Essay – “What Leaders Manage to Do”

January 21
 (Week 2)

Topics for today:

- (1) Who can be a leader?**
- (2) The education of leaders**
- (3) Critique of *Consilience. The Unity of Knowledge***
- (4) Advice for President Obama as a leader of the world**

- I. Discussion of experiences since last meeting
- II. Who can be a leader?
 Discuss essay and questions – “Who is a Leader?”
- III. The education of leaders
 Discuss essay and questions – “Leadership to Run the World”
- IV. Critique of *Consilience. The Unity of Knowledge*, chapters 1, 2, and 12
- V. Advice for President Obama as a leader of the world
- VI. Myers-Briggs Personality Inventory (to be discussed next week)
- VII. Wrap up

Readings:

Essay – “Who is a Leader?”
 Essay – “Leadership to Run the World”
Consilience. The Unity of Knowledge, chapters 1, 2, and 12

January 28
 (Week 3)

Topics for today:

- (1) Integrity and Reputation**
- (2) Knowing Yourself**
- (3) Motivation and Higher Principles**

- I. Discussion of experiences since last meeting
- II. Integrity and Reputation
 - A. Profiles of leaders through the lenses of integrity and reputation
 - B. Discussion of essay and questions – “Integrity and Reputation”
- III. Knowing yourself

- A. Myers-Briggs exercise
 - B. Reading: “*To a Louse*” by Robert Burns (Assign reader)
 - C. Discussion of essay and questions – “Know Thyself”
- IV. Motivation and Higher Principles
- A. Scenario: “The Cyrano Effect”
 - B. Discussion of essay and questions – “Higher Principles”
- V. Wrap up

Readings:

- Essay – “Integrity and Reputation”
- Essay – “Know Thyself”
- Essay – “Higher Principles”
- Poem – “*To a Louse*” by Robert Burns

February 4 **Topic for today:**
 (Week 4) **Oral reports by students on interviews of leaders**

- I. Discussion of experiences since last meeting
- II. Reports

The definition of a leader will be left up to you. It can be anyone that you perceive as a leader - at your college or university, where you work or volunteer, in business, government, a religious organization, a neighborhood group, the community. You should ask this person the following questions and be prepared to discuss your findings in class.

1. What is your title or leadership position?
2. How did you come to this position?
3. What in your experience prepared you for this position?
4. What were you not prepared for?
5. What do you like about this position?
6. What do you dislike about this position?
7. What do you think are the 3 most important characteristics of effective leaders?
8. How is ethics relevant to your position?
9. Do you believe that organizations, that is, organized collections of individuals, can behave and make decisions according to ethical principles?
 If you believe they can, please explain how.
 If you do not believe they can, please explain why.

- III. Wrap up

February 11 **Topics for today:**

(Week 5)

(1) Ability to communicate**(2) Listening with a prepared mind****(3) Evolution and ethical behavior**

- I. Discussion of experiences since last meeting
- II. Ability to communicate
Discussion of essay and questions – “Communicating and Connecting”
- III. Listening with a prepared mind
 - A. Scenario: “The Columbo Phenomenon”
 - B. Discussion of essay and questions – “Listening – to Others, to Yourself, to the Wind”
- IV. Evolution and ethical behavior
 - A. Scenario: “I think it was an instinctual thing to help.” (Michael Ferchak, Brigham & Women’s Hospital nurse, as quoted in Boston Globe, Jan 10, 2009, after running to help victims when a firetruck ran out of control, killing one firefighter and injuring others, including children.)
 - B. Discussion of essay and questions – “Sometimes I Just Can’t Help Doing the Right Thing – I Guess It’s in My Genes”
- V. Wrap up

Readings:

Essay – “Communicating and Connecting”

Essay – “Listening – to Others, to Yourself, to the Wind”

Essay – “Sometimes I Just Can’t Help Doing the Right Thing –
I Guess It’s in My Genes”

S. Pinker. The Moral Instinct. NY Times Magazine, 1/13/08; p 32.

February 18 **Topic for today:**

(Week 6)

Critique of *The Contrarian’s Guide to Leadership*

- I. Discussion of experiences since last meeting
- II. Critique of *The Contrarian’s Guide to Leadership*
- III. Wrap up

Reading: *The Contrarian’s Guide to Leadership*

Introduction and Chapters 1,2, 5, 7, 8, 9

First essay due

- Essay should deal with an issue of ethics and leadership, but otherwise the topic is up to the student.
- Essays should not exceed 3 single-spaced pages.
- Use the reference essays as a model.

February 25
(Week 7)

Topic for today:**In-class reading and discussion of all students' first essays**

- I. Discussion of experiences since last meeting
- II. Reading and discussion of essays
- III. Wrap up

March 4
(Week 8)

Topic for today:**Development and production of an original in-class role playing exercise designed to illustrate a leadership dilemma**

- I. Discussion of experiences since last meeting
- II. Development of the play
 - A. Discussion of process – entire group
 - B. Discussion of scenario ideas for a leadership dilemma– groups of 5
 - C. Development of final product – entire group
- III. Production of the play
(Interchange of actors and change of plotline)
- IV. Wrap up

March 18
(Week 9)

Topics for today:

- (1) Ego**
- (2) Self confidence**
- (3) Ability to organize and to select good people**
- (4) Dealing with ambiguity, complexity, and interdependence**

- I. Discussion of experiences since last meeting

- II. Scenario: “The Big Ego”
- III. Discussion of essays and questions
- IV. Wrap up

Readings:

Essay – “Do You Prefer a Big Ego or a Small Ego?”
 Essay – “Complexity and Interdependence”
 Scenario: “The Big Ego”

March 25
 (Week 10)

Topics for today:

- (1) What is power?**
- (2) Ability to act and make decisions**
- (3) Dismissing (firing) a subordinate**
- (4) Critique of *The Art of War*, by Sun Tzu**

- I. Discussion of experiences since last meeting
- II. Discussion of essay and questions
- III. Scenario: “The Dismissal”
- IV. Critique of *The Art of War*
- V. Wrap up

Readings:

Essay – “Power”
 Essay – “Decisions”
The Art of War (a working knowledge of the book)

April 1
 (Week 11)

Topics for today:

- (1) Learning from heroes, mentors and peers**
- (2) What are the ethical leadership responsibilities of politicians, corporate officials, university officers, lawyers, physicians, journalists, (students will be asked to suggest other positions)?**

- I. Discussion of experiences since last meeting
- II. Heroes, Mentors, and Peers

- A. Discussion of Steinbeck’s “About Ed Ricketts”
 - B. Discussion of essay and questions – “Heroes and Mentors and Peers”
- III. Ethical leadership responsibilities
- A. Scenario: “The Case of the Law School Applicant”
 - B. Discussion of essay and questions – “What are the Ethical Responsibilities of Journalists?”
- IV. Wrap up

Readings:

- John Steinbeck, “About Ed Ricketts” in *The Log From the Sea of Cortez*, 1951
- Essay – “Heroes and Mentors and Peers”
- Essay – “What are the Ethical Responsibilities of Journalists?”

Second essay due (See instructions under Week 6)

April 8 **Topic for today:**
(Week 12) **In-class reading and discussion of all students’ second essays**

- I. Discussion of experiences since last meeting
- II. Reading and discussion of essays
- III. Wrap up

April 15 **Topic for today:**
(Week 13) **“You Are What You Read”**

- I. Discussion of experiences since last meeting
- II. You are what you read
 - A. Critique of Chapter 4, *The Contrarian’s Guide to Leadership*
 - B. Each student will provide titles of two books or other written materials that they recommend the other students should read and explain why.
 - C. Discussion of how reading prepares leaders.
- III. Wrap up

Reading: Chapter 4, Sample’s *The Contrarian’s Guide to Leadership*

April 22
(Week 14)

Topics for today:

- (1) An Integrated Leadership Style**
- (2) Critique of the course**

- I. Discussion of experiences since last meeting
- II. Discussion of essay and questions - "Personal Style"
- III. Critique of the course

Reading: Essay – "Personal Style"