

P11.2226
**“Innovative Leadership for Human Development:
The UN and the Millennium Development Goals (MDGs)”**

NYU Wagner
Summer 2008 (2 - 6 June)

Instructor: Robertson Work

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Course schedule: Monday (2 June) through Friday (6 June); 10 am until 4 pm daily; Summer 2008

Course description:

First, the course will explore an integral framework for international development that compliments the current technocratic, bureaucratic, hyper-rational, statistical approach. Integral development includes systems/institutions/policies, cultural development, individual behavior and individual consciousness and values. The course will then enable students to experience and practice innovative leadership methods that can make a dramatic difference in their life and work. As an alternative to a “command and control” leadership style, innovative leadership is facilitative, participatory, collaborative, creative and profound. Four levels of innovative leadership will be experienced, enhanced and practiced: physical/sensory capacities, psychological/historical capacities, mythic/symbolic capacities and unitive/intuitive capacities. UN program experience (2002-2006) will be shared related to the role of innovative leadership in achieving the MDGs in Nepal, Albania, the Eastern Caribbean, Kenya and the Philippines.

Course structure:

2 June Monday	3 June Tuesday	4 June Wednesday	5 June Thursday	6 June Friday
Integral Development	Innovative Leadership			
	Systems Design	Organizational Facilitation	Cultural Interpretation	Individual Awareness

Daily schedule:

- 10 am Group Exploratory Conversation
- 10:30 Contextual Presentation
- 11:15 Group Dialogue
- 12:00 Lunch break
- 1 pm Demonstration of Leadership Methods
- 2:00 Practice in Small Groups
- 3:00 Group Reflection
- 4:00 Dismissal

Outline of Learning Objectives:

The course will allow the student to learn:

1. what is international development within the context of human evolution and history including recent shifts in development thinking and practice
2. what an *integral* approach is to international development (Ken Wilber):
 - a. institutional/systems (collective exterior)
 - b. cultural (collective interior)
 - c. individual behavior (individual exterior)
 - d. individual consciousness (individual interior)
3. how to use methods of *social artistry* (Jean Houston) in capacity development of innovative leadership
 - a. physical/sensory
 - b. psychological/historical
 - c. mythological/symbolic
 - d. unitive/spiritual
4. how to be a leader who can design systems, facilitate organizations, interpret and recreate culture and awaken profound consciousness in her/himself

Course requirements:

1. Course attendance and participation - 30% (class discussion)
2. Paper or project – 30% (10 page conceptual paper; or conducting an action project on the need for and examples of innovative leadership with a five page analytical note): due 16 June

3. Practice – 20% (demonstrating innovative leadership techniques on a selected topic in small groups)
4. Journal or blog – 10% (daily reflection on leadership styles of oneself and one’s peers): due 7 June
5. Outside activities – 5% (attending at least one public event and preparing a 2 page analysis of leadership style - deficiencies, needs and recommendations): due 5 June
6. Note on leadership in public media – 5% (2 pages of analysis of a selected government official’s leadership style as portrayed on television): due 3 June
7. Comprehension of course readings (as reflected in above products and activities)

Sessions during the Summer 2008 semester:

1 Monday, 2 June

Topics:	Integral Human Development: 1) A brief context on international development in relation to human evolution, history and contemporary issues; 2) Exploring Integral development in four dimensions (institutions/systems; culture; interpersonal behavior; and individual consciousness)
Readings: (to be read before 2 June)	Teilhard de Chardin, <u>The Phenomenon of Man</u> , pp. 141-232; 300-304, New York, Harper & Row, 1975 Houston, <u>Jump Time</u> , pp. 130-168, Boulder, Sentient Publications, 2004 Swimme and Berry, <u>The Universe Story</u> , pp. 222-261, New York, Harper Collins, 1994 Wilber, <u>A Brief History of Everything</u> , pp. 105-156, Boston, Shambhala, 1996

2 Tuesday, 3 June

Topics:	Innovative Leadership: 1) Four levels of social artistry leadership: sensory/physical, psychological/historical, mythic/symbolic and unitive/integral; 2) Design of systems, institutions and networks
Readings:	Work, “Strengthening Governance and Public Administration Capacities for Development”, UN 2007

Sharma, “Personal to Planetary Transformation”, Kosmos 2007

Houston, “Applying Social Artistry to Decentralised Governance for Human Development”, UNDP

Work (Ed.), “An Integral Palette of 50 Capacity Development Methods”, pp. 1 – 45, UNDP 2006

3 **Wednesday, 4 June**

Topics: Innovative Leadership: Organizational and Community Facilitation

Readings: Sanders and Timsina, “Decentralised Transformative Approaches to HIV/AIDS, Nepal 2002-2003”, UNDP

Senge et al, Presence: An Exploration of Profound Change in People, Organizations and Society, pp. 3-17; 177-186; 213-234, New York, Doubleday, 2005

Work (Ed.), “An Integral Palette of 50 Capacity Development Methods”, pp. 76 - 127, UNDP 2006

4 **Thursday, 5 June**

Topics: Innovative Leadership: Cultural Interpretation and Recreation

Readings: Jaworski, Synchronicity: The Inner Path of Leadership, pp.91-185, San Francisco, Berrett-Koehler, 1996

Work (Ed.), “An Integral Palette of 50 Capacity Development Methods”, pp. 45 - 75, UNDP 2006

5 **Friday, 6 June**

Topics: Innovative Leadership: Personal Awareness, Capacity and Potential

Readings: Wheatley, Leadership and the New Science, pp. 1-13; 139-147, San Francisco, Berrett-Koehler, 1994

Work (Ed.), “An Integral Palette of 50 Capacity Development Methods”, pp. 128 - 190, UNDP 2006

Readings’ availability:

The above books can be accessed on reserve at the Bobst Library Reserve or on the course Blackboard site.

Sessions rationale:

Each daily session will consist of six movements: a conversation, presentation, discussion, demonstration, practice and reflection.

1. **EXPLORATORY CONVERSATION:** First there will be an opening conversation (30 min.) about the topic allowing the students to express their views.
2. **CONTEXTUAL PRESENTATION:** Next the instructor will make a presentation (45 min.) on the assigned topic providing basic information, analysis and examples.
3. **OPEN DIALOGUE:** Following the talk, a discussion period (45 min.) will be held to allow students to dialogue with the instructor and each other.
4. **DEMONSTRATION OF A METHOD:** The instructor will demonstrate an innovative leadership method involving the whole group.
5. **SMALL GROUP PRACTICE:** Next an experiential practice session (60 min.) will be held in small groups allowing the students to practice an innovative leadership method.
6. **SUMMARY REFLECTION:** Finally, a reflection (60 min.) on the session will be held to wrap up the class and look forward to the following day.

Educational philosophy

The course will be conducted using several modes of learning: conceptual-verbal, analytical and synthetic, artistic and expressive, spatial and kinesthetic, interpersonal,

emotional and contemplative. Students are invited to step outside their comfort zones, experiment with new ways of learning and discover their optimal modes of learning. This approach is based in part on the work of Howard Gardner on Multiple Intelligences (MI):

Linguistic Intelligence
Logical-Mathematical Intelligence
Musical Intelligence
Spatial Intelligence
Bodily-Kinesthetic Intelligence
Interpersonal & Intrapersonal Intelligence
Naturalist Intelligence
Intuitive and Spiritual Intelligence

Additional Resource Materials:

Baudot (Ed.), Candles in the Dark: A New Spirit for a Plural World, Seattle, University of Washington Press, 2002

Harman, pp. 107-170, Global Mind Change, New York, Warner Books, 1988

Harrison and Huntington, Culture Matters: How Values Shape Human Progress, New York, Basic Books, 2000

Institute of Cultural Affairs International (ICAI), Beyond Prince and Merchant, New York, Pact Publications, 1997

Institute of Cultural Affairs (ICA) USA, “Technology of Participation (ToP), Participatory Strategic Planning”, ICA 1996

ICA USA, “Technology of Participation (ToP), “Group Facilitation Methods”, ICA, 1994

Jenkins, Healing the Hurts of Nations, Somerset, Gothic Image, 2003

Work (Ed.), “Manuscript on Innovative Policy Perspectives on Decentralised Governance” (copies available)