

HARVARD UNIVERSITY

John F. Kennedy School of Government

ART, POLITICS, AND THE CULTURE OF LEADERSHIP

PAL-161

Fall 2001

Course Description:

Power, authority, and influence—the stuff of leadership—have always been grist for the artist’s mill. Moreover, artists of all kinds—the gamut from Homer to Harriet Beecher Stowe to Tolstoy to Walter Gropius to Lenny Bruce—have themselves played key leadership roles.

This course will explore the nexus between art and leadership, and how it is manifested in different political and social contexts. We will read Shakespeare, listen to Beethoven, watch Mae West on screen and Leni Riefenstahl behind the camera, study the Bible, and engage in other activities in which high art and popular culture create and commemorate political change.

The course has another purpose as well—a practical one. The act of exploring leadership *in* art is intended to instruct about leadership *as* art. Leadership is creative behavior. There is the presumption, therefore, that to study the synergy between art and leadership is to learn about the first, while stimulating and sustaining the second.

Instructors:

Warren Bennis
CPL, 124 Mt. Auburn St., Suite 165, Rm. 151
384-7283

David Gergen
L-244
496-1982

Barbara Kellerman
CPL, 124 Mt. Auburn St., Suite 165, Rm. 163
495-7570

Course Assistant and contact for students’ questions:

Ellen Pruyne
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Faculty Assistant:

Samir Randolph
CPL, 124 Mt. Auburn St., Suite 165, Rm. 156A
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Schedule:

Class Sessions	Mondays from 2:10-4:00 P.M.
Classroom	104 Mt. Auburn, Rm. 223

Office Hours:

Please contact Samir Randolph to set up appointment with an instructor.

Requirements:

Course requirements include: regular class attendance, active participation in class, weekly papers (2-3 pages, double-spaced) in response to questions posed by instructors, and a final paper (10-15 pages) on a related subject of the students' own choosing. During November students will be asked to submit a one-page précis of their final papers for review by the instructors.

Grading:

The general weight of each requirement is:

Class attendance and participation:	20%
Short papers:	50%
Final paper:	30%

Information about Required Readings:

- Course Reading Packet can be purchased at the KSG Course Materials Office (Belfer, G-6).
- Warren Bennis, *Organizing Genius* (Perseus, 1998) and William Shakespeare, *King Henry V* (Thompson Learning, 1995), can be purchased at the Harvard COOP.
- All readings are also on reserve in the Kennedy School Library.

Optional Readings on the general subject of leadership:

- Warren Bennis, *Managing the Dream* (Perseus, 2000)
- David Gergen, *Eyewitness to Power* (Simon & Schuster, 2000)
- Barbara Kellerman, *Reinventing Leadership: Making the Connection Between Politics and Business* (State University of New York Press, 1999)

Course Outline:

All readings should be completed by the date under which they are listed.

Monday, September 17 - Art, Politics, and the Culture of Leadership

Monica Strauss, "Cultural Leadership and the Avant-Garde" in Barbara Kellerman, ed., *Leadership: Multidisciplinary Perspectives* (Prentice-Hall, 1984), pp. 179-194.

Maynard Solomon, *Beethoven* (Schirmer, 1977), pp. 132-142.

Monday, September 24 - "Henry V"

David Gergen, "Background Note to Henry V."

William Shakespeare, *King Henry V* (Thompson Learning, 1995).

Monday, October 1 – Leni Riefenstahl's, "Triumph of the Will"

Paul Connerton, "Fabricating Histories" in Nicolas Boyle et al, eds., *Realism in European Literature* (Cambridge University Press, 1986), pp. 158-167.

Thomas Elsaesser, "Portrait of the Artist as a Young Woman" in *Sight and Sound* (February 1993), pp. 15-18.

Ian Kirshaw, *Hitler: 1889-1936: Hubris* (Norton, 1999), pp. 498-526.

Susan Sontag, "Fascinating Facism" in *Under the Sign of Saturn* (Doubleday, 1991), pp. 73-105.

Monday, October 8

Columbus Day – No Class

Monday, October 15 - King David

Samuel Sandmel, ed., *The New English Bible* (Oxford University, 1961):

1st Book of Samuel, Chapter 15-31, pp. 299-317.

2nd Book of Samuel., pp. 318-348.

1st Book of Kings, Chapters 1 & 2, pp. 349-354.

Monday, October 22 - *Organizing Genius: Leading Creative Groups*

- “Troupe Disney” in Warren Bennis, *Organizing Genius* (Perseus, 1998), pp. 31-62
- “The Manhattan Project” in Warren Bennis, *Organizing Genius* (Perseus, 1998), pp. 171-195.
- Tory Butterworth, “Detroit String Quartet,” in J. Richard Hackman ed., *Groups That Work (and Those That Don’t)* (Jossey-Bass, 1990), pp. 207-224.
- Joel Kurtzman, “Thought Leaders: An Interview With Warren Bennis” in *Strategy & Business* (3rd Quarter, 1997), pp. 86-94.

Monday, October 29 - Women Finding Their Voices

- Elizabeth Ammons, ed., *Harriet Beecher Stowe: Uncle Tom’s Cabin—Authoritative Text, Backgrounds, and Contexts* (Norton, 1994)
- Preface, pp. vii-ix.
- Stowe’s concluding remarks (pp. 380-388)
- Related Graphics (pp. 391-97)
- Related Stories (pp. 398-410)
- Contemporary Reviews (459-467)
- James MacGregor Burns, *Leadership* (Harper & Row, 1978), pp. 141-168.

Monday, November 5 - *Geeks and Geezers as Leaders: Leading and Learning for a Lifetime*

- Warren Bennis, *Geeks and Geezers as Leaders*, “Introduction.”
- Warren Bennis, *Geeks and Geezers as Leaders*, “Interview With Frank Gehry.”
- Warren Bennis, “A Note on My Conversation With Palo Soleri.”
- Alastair Gordon, “Deep in the Desert, No Longer Far Out,” *New York Times*, July 26, 2001
- Warren Bennis, “Interview With Paolo Soleri.”

Monday, November 12

No Class - Veteran’s Day

Monday, November 19 - Session led by David Gergen

Topics and readings to be announced.

Monday, November 26 - Session led by Warren Bennis

Topics and readings to be announced.

Monday, December 3 - Mae West as Cultural Revolutionary

Claudia Roth Pierpont, "The Strong Woman" in *Passionate Minds: Women Rewriting the World* (Vintage, 2000).

Marybeth Hamilton, *When I'm Bad, I'm Better* (HarperCollins, 1995), pp. 46-69.

Hamilton, *When I'm Bad, I'm Better* (HarperCollins, 1995), pp. 173-193.

Hamilton, *When I'm Bad, I'm Better* (HarperCollins, 1995), pp. 251-254.

Molly Haskell, "Swaggering Sexuality Before the Mandated Blush," *NY Times*, (Sunday May 13, 2001), pp 15, 31.

Monday, December 10 - Creating Cases

Students' Series: Making the Connections Between Art, Politics, and the Culture of Leadership