

**CMLE 704/804S Leading from Within: Spirituality and Leadership**  
**Spring 2011**  
**Dr. Margaret Benefiel**

In twenty-first century America, leaders are rewarded for their drive, decisiveness, productivity, and long work hours. What would it mean for a leader to cultivate the inner life, to step off the treadmill, to take time apart for personal reflection? What would leadership arising from a core of spiritual groundedness and compassion look like?

This will be an experiential course, in which participants' own leadership experiences will serve as the basis for reflection and discernment. Insights from the fields of spirituality, management, and leadership studies will be combined to consider leadership of churches, non-profits, hospitals, businesses, and other organizations.

**Outcomes of the course:**

By the end of the course, you will have:

Analyzed a leadership situation from your own experience in light of the readings.

Critically assessed the leadership theories we examine in the course.

Reflected on your own spiritual awareness and resources in relation to leadership situations in which you find yourself.

Experimented with practicing and teaching spiritual discernment in leadership situations.

\_\_\_\_\_ (add your own outcomes, in  
\_\_\_\_\_ consultation with me)

**Course work which will facilitate these outcomes:**

Reading

Class participation (twice a week on discussion board, in-person meeting(s))

Short analytical papers

Two longer papers (10-12 pp. each)

**Texts:** (available at ANTS bookstore)

Required:

Ronald Heifetz, Marty Linsky, and Alexander Grashow, *The Practice of Adaptive Leadership*, Harvard Business Press, 2009.

Walter Wink, *Engaging the Powers*, Fortress Press, 1992.

Robert Kegan and Lisa Laskow Lahey, *Immunity to Change*, Harvard, 2009.

Margaret Benefiel, *The Soul of a Leader*, Crossroad, 2008.

Margaret Benefiel and Geraldine Holton, eds., *The Soul of Supervision*, Morehouse, 2010

Recommended:

David Batstone, *Saving the Corporate Soul*, Jossey Bass, 2003.

Mary Kate Morse, *Making Room for Leadership*, InterVarsity, 2008.

**Other information:**

Instructor: Dr. Margaret Benefiel

Phone: 617-983-2366

Office hours: by appointment

**Schedule:**

(There is one required in-person meeting day on Feb. 5, from 9 to 5. There are two optional in-person meeting days, dates to be determined by the group (participants have the option of either attending an optional in-person meeting day OR doing extra reading and writing an extra short paper).)

Week of 1/31: Assignment 1

Discussion question

Required meeting day February 5, 9-5

Visitor: "Leading From Within" alum

Week of 2/7: Assignment 2

Discussion question

Week of 2/14: Assignment 3

Discussion question

Week of 2/21: Assignment 4

Discussion question

Week of 2/28: Assignment 5

Discussion question

Week of 3/7: Assignment 6

Discussion

Week of 3/14: Begin working on integrative paper

Discussion question

Week of 3/21: Continue working on integrative paper (due 3/25)

Discussion question

Week of 3/28: Begin working on final project

Week of 3/28: WEEK OFF (spring break)

Week of 4/4: Continue working on final project

Discussion question

Week of 4/11: Continue working on final project  
Discussion question

Week of 4/18: Continue working on final project  
Discussion question

Week of 4/25: Continue working on final project  
Discussion question

Week of 5/2: Continue working on final project (due 5/6)  
Discussion question

**Grading:**

25% each for:

Short analytical papers

Class participation (discussion board, in-person meetings)

Integrative paper

Final project

(Satisfactory/Unsatisfactory grading system)