

Spring 2023. Sociology 119L: **LEADERSHIP & SOCIAL CHANGE**

CLASS HOURS Mondays, Wednesdays, and Fridays 9am-10am
LOCATION Dwinelle 145

INSTRUCTOR Joseph Klett
EMAIL jklett@berkeley.edu (Read [this](#), and include "SOC119L" in subject line; do NOT contact me through bCourses -- I won't see it.)

OFFICE HOURS Tuesdays 10a-12p (by [Zoom](#))
Wednesdays 2p-3p (in Social Sciences Building 496)

COURSE DESCRIPTION

Leadership has many meanings. What works well in one context cannot always be applied in another. And contexts have history. What works well in one domain does not necessarily work for all time. In this course we will reflect on the meaning of leadership in society. Our focus will be modern ideas of leadership, and how these ideas evolved, succeeded or failed in moments of social change. We will read in the area of organizational sociology with a focus on interactions, institutions and culture. In addition, we will consider work from political science, management studies and history as we attempt to unravel what leadership looks like across a variety of social domains in different states of change. We will study a diverse variety of cases from business and administration, as well as disaster response, art making, organized labor and protests. Students are encouraged to find case studies in their area of interest, and to imagine how insights on leadership may apply to their future pursuits in society.

A central question will be: is leadership an individual or collective phenomenon? We begin with Max Weber's analysis of authority which identifies certain qualities of successful, yet unique rulers. These early sociological findings have shaped wisdom on what makes good leadership in organizations, as evidenced by today's most popular books on business administration. Organizational studies have complicated this image of a skilled actor in politics or business to recognize the interpersonal and distributed nature of thriving organizations, particularly those that diverge in their mission.

Primed with questions we will look at several different domains of leadership (Part I). These case studies will show the breadth of the leadership question, and a variety of approaches to answering it. While profits over time is one measure of success in settled industries, new and evolving industries come entangled with conflicting practical, ethical and moral concerns. Conversely, profit is a dirty word in the art world, yet professional artists are always grappling with how to make a living. Successful efforts to collectivize risk entropy and require constant maintenance, making them comparable to the fragile alliances of social movements. For example, when pursuing then protecting civil rights, not all actors are equal though all must act. What kind of leadership is needed in these cases, and when such rights become a public concern, how do we evaluate their governance?

With these areas of organization in mind, we will turn next to struggles of leadership (Part II). Struggles come in various forms, from the slowly-shifting to the suddenly disastrous.

The recent concentration of wealth and ingenuity in digital technologies provides one case of a long-building trend of leadership which is currently moving into a new phase of bust and regulation. Small teams of emergency responders trying to survive a disaster presents a much more immediate need for cooperation, and a very narrow margin for error. Social movements combine elements of both, bringing together gradual changes in consciousness with heightened moments of protest. And though warfare often starts with a bang, civil and international conflicts have long simmering histories which cannot be dismissed when leaders seek resolution.

What is a student of leadership to do, if they are interested in leading social change (Part III)? We will first approach this organizationally, to reconsider the roles and relationships required for leadership today. Next, we will consider leadership across networks, where alliances are made and new avenues for action emerge. Finally, we will ask how we might—if at all—establish measures of success for leadership in our present moment with our attention to the future.

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COURSE REQUIREMENTS (% of final grade; all work submitted after the deadline will receive a 5% deduction per 24 hours unless excused)

1. **Participation** (34%): You are expected to attend lectures well-read and prepared to discuss the material assigned for that day. Your undivided attention is expected. To receive participation credit, you must submit one question via bCourses following each lecture.
2. **Case studies** (36%): You will complete three case studies (3 pages each) that connect class material to examples in the leadership areas of your choosing. These are due at the end of weeks 7, 10, and 13. Complete instructions will be provided in week 3.
3. **Midterm** (15%): You will complete a take-home midterm consisting of several short-answer (1-2 page) prompts covering the first half of class.
4. **Final** (15%): You will complete a take-home final consisting of several short-answer (1-2 page) prompts covering the second half of class.

ACADEMIC HONESTY

You are expected to follow the [University guidelines for academic honesty](#). Violations include cheating and plagiarism, as well as self-plagiarism (submitting your own work from a different assignment). Attribution and proper citations are expected for all ideas that are not your own. If you have any doubts, please speak to me or your reader *before* your work is due.

SPECIAL NEEDS AND ACCOMMODATIONS

All students should be able to participate in this course. Please address any special needs you may have with me at the beginning of the semester, or when a challenge arises. If you qualify for accommodations because of a disability, please submit your accommodation plan from the Disabled Students' Program (DSP) to me by email, preferably within the first two weeks of the semester. Contact the DSP by phone (510) 642-0518 or by email to dsp@berkeley.edu.

COURSE OUTLINE

Readings should be completed prior to the class meeting to which they are assigned. All readings can be found on bCourses under '[Files](#)'.

WEEK.DAY **DATE:** Topic

1.1 **Wednesday 1/18:** Introduction

1.2 **Friday 1/20:** Leadership? (Guest: Kristi Bedolla)

1. Max Weber. "The Three Types of Legitimate Rule."

2.1-2.2 **Monday 1/23 & Wednesday 1/25:** The leadership challenge

1. James Kouzes and Barry Posner. 2017. Excerpts from "The Leadership Challenge."
2. Christy Vannoy. 2010. "A Personal Essay by a Personal Essay."
3. Merve Emre. 2022. "The Illusion of the First Person."

2.3 **Friday 1/27:** Teaching leadership

1. James March and Thierry Weil. 2005. Excerpts from "On Leadership."
2. WATCH: *Passion and Discipline* (2003, dir. Steve Schecter)

3.1-3.2 **Monday 1/30 & Wednesday 2/1:** Organizational sociology

1. Richard Scott. 2004. "[Reflections on a Half-century of Organizational Sociology.](#)"
2. Amy Edmondson. 1999. "Psychological Safety and Learning Behavior in Work Teams."
3. Charles Duhigg. 2016. "What Google Learned from Its Quest to Build the Perfect Team."

3.3 **Friday 2/3:** Teamwork (Guest: TBD)

PART I: Domains of leadership

4.1-4.2 **Monday 2/6 & Wednesday 2/8:** Leadership in industry

1. Christopher Toumey. 1992. "The Moral Character of Mad Scientists."
2. Trevor Pinch. 1992. "Opening Black Boxes."
3. Sally Smith Hughes. Excerpts from "Genentech: The Beginnings of Biotech."
4. Matthew Wisnioski. 2012. Excerpts from "Engineers for Change."

4.3 **Friday 2/10:** Streaming and publishing (Guest: Clayton Childress)

1. Alice Gregory. 2016. "[FX President John Landgraf is the Quiet Genius Inside Your TV.](#)"
2. "[How Chris Jackson Is Building a Black Literary Movement.](#)"
3. Benjamin Mullin et al. 2020. "[Quibi Is Shutting Down Barely Six Months After Going Live.](#)"

5.1-5.2 Monday 2/13 & Wednesday 2/15: Leadership in the arts

1. Caroline Jones. "[Andy Warhol's 'Factory'](#)."
2. Katherine Giuffre. 1999. "Sandpiles of Opportunity."

5.3 Friday 2/17: The work of art (Guest: Alison Gerber)

1. Alison Gerber. 2014. "[The Audit of Venus.](#)" "[The Nightmare Audit of an Indie Artist.](#)"

Monday 2/20: NO CLASS

6.1 Wednesday 2/22: Leadership in government

1. Philip Selznick. 1984. Excerpts from "Leadership in Administration."
2. Ivan Ermakoff. 2008. Excerpts from "Ruling Oneself Out."
3. Ann Richards?

6.2 Friday 2/24: Military mistakes (Guest: Thomas Crosbie)

1. Norman Dixon. 1976. "On the Psychology of Military Incompetence."

7.1-7.2 Monday 2/27 & Wednesday 3/1: Leadership in social movements

1. Francesca Polletta and James Jasper. 2001. "Collective Identity and Social Movements."
2. Martin Luther King. 1968. "Where Do We Go from Here."
3. Sara Marcus. 2015. "Noise and Political Desire in Black Power's Intermission."

7.3 Friday 3/3: Organized Communities (Guest: Ben Snyder)

Sunday 3/5: Case study #1 due

8.1 Monday 3/6: Midterm Review I (online)

8.2 Wednesday 3/8: Midterm Review II (in class)

Friday 3/10: TAKE-HOME MIDTERM (due Sunday 3/12)

PART II: Struggles of leadership

9.1-9.2 Monday 3/13 & Wednesday 3/15: Navigating change

1. Margaret O'Mara. 2018. Excerpts from "The Code."
2. Lucy Suchman and Libby Bishop. 1999. "Problematizing 'Innovation' as a Critical Project."

3. William Alden. 2014. "[Venture Capitalists Coddle Entrepreneurs as Royalty.](#)"
4. Erin Griffith. 2022. "[The Boy Bosses of Silicon Valley Are on Their Way Out.](#)"

9.3 Friday 3/17: Emerging industries (Guest: Robin Scheffler)

10.1-10.2 Monday 3/20 & Wednesday 3/22: Disaster and catastrophic events

1. Karl Weick. "[The Collapse of Sensemaking in Organizations.](#)"
2. Diane Vaughn. 1999. "The Dark Side of Organizations."
3. Thomas Thurnell-Read and Andrew Parker. 2008. "Men, Masculinities and Firefighting."

10.3 Friday 3/24: Emergency response (Guest: Ryan Hagen)

Sunday 3/26: Case study #2 due

Monday 3/27, Wednesday 3/29 & Friday 3/31: NO CLASS

11.1-11.2 Monday 4/3 & Wednesday 4/5: Civil society and its discontents

1. Klaus Eder. 1985. "The 'New Social Movements'."
2. Alex de Waal. 2009. "Famine Crimes."

11.3 Friday 4/7: Best intentions (Guest: Shai Dromi)

PART III: Leading social change

12.1-12.2 Monday 4/10 & Wednesday 4/12: Rethinking the unit of leadership

1. Leidy Klotz. 2021. Excerpts from "Subtract."
2. Tim Hallett et al. 2019. "Public Ideas."
3. Andrew Carton. 2018. "How NASA Leaders Enhanced the Meaningfulness of Work by Changing the Meaning of Work." ([PODCAST](#))

12.3 Friday 4/14: Global ambitions (Guest: Morgan Ames)

13.1-13.2 Monday 4/17 & Wednesday 4/19: Remaking alliances

1. Peter Cole and Peter Limb. 2017. "Hooks down! Anti-apartheid activism and solidarity among maritime unions in Australia and the United States."
2. Cheryl LaBash. 2013. "[Tribute Honors Life & Legacy of Leo Robinson.](#)"
3. Elizabeth Klainot-Hess. 2020. "When Mobilization is Not Enough."

13.3 **Friday 4/21:** (Guest: Jody Roberts)

Sunday 4/23: Case study #3 due

14.1-14.2 **Monday 4/24 & Wednesday 4/26:** Measures of success

1. Pierre Richard et al. 2009. "Measuring Organizational Performance."
2. Intergovernmental Panel on Climate Change. 2022. Summaries from "Sixth Assessment Report."

14.3 **Friday 4/28:** (Guest: Paul Edwards)

15.1 **Monday 5/1:** Final review I (online)

15.2 **Wednesday 5/3:** Final review II (in class)

Sunday 5/8: TAKE-HOME FINAL (**due Wednesday, 5/10**)