Leadership in Conflicts

Instructor: Nimrod Rosler
Spring 2013, JWSH 600 / GIST 501 / POLS 689, 3 credits
Time: Tu-Th 2:00-3:15pm
Classroom: 301 Snow

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Goals and contents of the course

One of the most influential figures in the life of a society generally, and of a society in conflict specifically, is its leader. S/he can mobilize the public and society's resources for the emergence and escalation of a conflict, while s/he can also lead them to its peaceful resolution. The course will include two main parts: In the first part, we will investigate the phenomenon of leadership, examine the sources of leaders' power and their influence, and consider various leadership models. In the second part we will examine the role of leaders in various stages of conflicts. In addition to studying theories in the field, a major part of the course will be looking at case studies of leaders from Israel and from other parts of the world from a comparative perspective. The students will be expected to implement the material of the course in a project that will be carried out along the semester, focusing on a political leader of their choice.

COURSE STRUCTURE:
We meet twice a week to learn, discuss, critically reflect, and digest assigned materials. The course will encourage a free and respectful discussion of various leaders and phenomena related to leadership, and will try to offer students some tools for developing informed and analytical point of view on issues relating to leadership in conflicts around the world. During the course I will occasionally lecture and frequently guide conversation, and you will be expected to present in class an article and the leader you will choose to do your assignments on. I expect that all students come prepared to discuss our readings in an informed and thoughtful manner, after completing the relevant assignments.

Course Outline and Readings
Introduction

Chemers, M. M. (1993). An integrative theory of leadership. In M. M. Chemers & R. Ayman (Eds.), *Leadership theory and research: Perspectives and directions* (pp. 293-319). San Diego: Academic Press.
Bass, B. M. (1990). *Bass & Stogdill's handbook of leadership: Theory, research, and managerial applications* (3rd ed.). New York: The Free Press.
Burns, J. M. (1978). *Leadership*. New York: Harper & Row.

Elcock, H. (2001). *Political leadership*. Cheltenham, UK: Edward Elgar.

1. Development of the field

Chemers, M. M. (2001). Leadership effectiveness: An integrative review. In M. A. Hogg & R. S. Tindale (Eds.), *Blackwell handbook of social psychology: Group processes*. Oxford: Blackwell.

Fiedler, F. E. (1964). A contingency model of leadership effectiveness. In L. Berkowitz (Ed.), *Advances in experimental social psychology* (Vol. 1, pp. 149-190). New York: Academic Press.

Popper, M. (2005). *Leaders who transform society: What drives them and why we are attracted*. Westport: Praeger. (Ch. 2, pp. 13-24)

Gardner, W. L., Lowe, K. B., Moss, T. W. , Mahoney, K. T., & Cogliser, C. C. (2010). Scholarly leadership of the study of leadership: A review of the Leadership Quarterly's second decade, 2000–2009. *The Leadership Quarterly*, *21(6)*, 922-958.

Hogg, M. A. (2007). Social psychology of leadership. In A. W. Kruglanski & E. T. Higgins (Eds.), *Social psychology: Handbook of basic principles* (2nd ed., pp. 716-733). New York, NY: Guilford Press.

Blondel, J. (1987). *Political leadership: Towards a general analysis*. London: Sage. ('Introduction', pp. 1-9, and chapter 1: 'What Is Political Leadership and How Can It Be Assessed?', pp. 10-35).

2. Personal characteristics

Post, J. M., Walker, S. G., & Winter, D. G. (2003). Profiling political leaders: An introduction. In G. Post (Ed.), *The Psychological Assessment of Political Leaders* (pp. 1-10). Ann Arbor, MI: The University of Michigan Press.

Judge, T. A., Bono, J. E., Ilies, R., & Gerhardt, M. W. (2002). Personality and leadership: A qualitative and quantitative review. *Journal of Applied Psychology, 87(4),* 765-780.

Kimchi, S. (2001). Benyamin Netanyahu: A psychological profile using behavior analysis. In O. Feldman & L. Valenty (Eds.), *Profiling political leaders: Cross-cultural studies of personality and behavior* (pp. 149-164). Westport, CT: Praeger.

Kimhi, S., Even, S., & Post, J. (2001). *Yasir Arafat - Psychological Profile and Strategic Analysis*. Herzliya: International Institute for Counter-Terrorism. http://www.ict.org.il/ResearchPublications/tabid/64/Articlsid/434/Default.aspx

Blondel, J. (1987). *Political leadership: Towards a general analysis*. London: Sage. (chapter 4: 'The Influence of Personal Characteristics on Political Leadership', pp. 115-147).

3. Leadership as relationship

Popper, M. (2004). Leadership as relationship. *Journal for the Theory of Social Behavior*, *34(2)*, 107-125.

Kets de Vries, M. F. R. (1988). Prisoners of leadership. *Human Relations*, *41/3*, 261-280.

Post, J. M. (1986). Narcissism and the charismatic leader-follower relationship *Political Psychology*, *7(4)*, 675-687**.**

4. Leadership styles

Shamir, B, House J, R,. & Arthur, B. (1993).The motivational effects of charismatic leadership: A self concept based theory .*Organizational Science*, 4, 577-593.

*Hermann, M. G. (2003). Assessing leadership style: Trait analysis; William Jefferson Clinton's leadership style. In G. Post (Ed.), *The Psychological Assessment of Political Leaders* (Ch. 8 & 13, pp. 178-214, 313-323). Ann Arbor, MI: The University of Michigan Press.

Kaarbo, J. (2001). Linking Leadership Style to Policy: How Prime Ministers Influence the Decision-Making Process, In Ofer Feldman and Linda Valenty (Eds.) *Profiling political leaders: cross-cultural studies of personality and behavior* (81-96). Westport, CT: Praeger.

Goleman, D. (1998). What makes a leader?, *Harvard Business Review, Nov/Dec*, 93-102.

Auerbach, Y. (1995). Yitzhak Rabin: Portrait of a leader. In D. J. Elazar & S. Sandler (Eds.), *Israel at the polls, 1992* (pp. 283-320). Lanham: Rowman & Littlefield.

Popper, M. (2005). *Leaders who transform society: What drives them and why we are attracted.* Westport: Praeger. (Ch. 3, pp. 57-83).

5. Transformational leadership

Avolio, B. J., & Bass, B. M. (1988). Transformational leadership: Charisma and beyond. In J. G. Hunt (Ed.), *Emerging leadership vistas* (pp. 29-49). Lexington: D.C. Heath.

*Popper, M (2000). The development of charismatic leaders. *Political Psychology*, 21, (4)729-744

Bass, B. M. (1985). *Leadership and performance beyond expectations*. New York: Free Press.

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6. Social influence: Attitude change

Kelman, H. C. (1958). Compliance, identification, and internalization: Three processes of attitude change. *Journal of Conflict Resolution, 2*(1), 51-60.

Maio, G., & Haddock, G. (2007). Attitude change. In A. W. Kruglanski & E. T. Higgins (Eds.), *Social psychology: Handbook of basic principles* (2nd ed., pp. 565-586). New York, NY: Guilford Press.

*Billig, M. (2003). Political rhetoric. In D. O. Sears, L. Huddy & R. Jervis (Eds.), *Oxford handbook of political psychology* (pp. 222-250). New York: Oxford University Press.

Charteris-Black, J. (2005). *Politicians and rhetoric: The persuasive power of metaphor*. Houndmills: Palgrave Macmillan.

7. Power & leadership

Raven, B. H. (1992). A power/interaction model of interpersonal influence: French and Raven thirty years later. *Journal of Social Behavior and Personality, 7*(2), 217-244.

Magee, J. C., Gruenfeld, D. H., Keltner D., & Galinsky A. (2005). Leadership and the psychology of power. In D. M. Messick & R. Kramer, *The psychology of leadership: New perspectives and research* (275-293). Mahwah, NJ: Lawrence Erlbaum Associates.

8. Groups & leadership

Hogg, M. A. (2001). A social identity theory of leadership. *Personality and Social Psychology Review*, *5(3)*, 184–200.

Reicher, S., Spears, R., & Haslam, S. A. (2010). The social identity approach in social psychology. In M. S. Wetherell & C. T. Mohanty (Eds.), *Sage Identities Handbook* (pp. 45-62). London: Sage.

Tajfel, H., & Turner, J. C. (2004). The social identity theory of intergroup behavior. In J. T. Jost & J. Sidanius (Eds.), *Political psychology: Key readings* (pp. 276-293). New York: Psychology Press.

Morris, A. D., & Staggenborg, S. (2004). Leadership in social movements. In D. Snow, D. Soule, & K. Hanspeter (Eds.), *Blackwell companion to social movements* (pp. 171-96).

Van Zomeren, M. & Iyer, A. (2009). Toward integrative understanding of the social and psychological dynamics of collective action. *Journal of Social Issues, 65*, 645 – 660

9. Leadership in a context: General Model

*Shamir, B., Arthur, M. B., & House, R. J. (1994). The rhetoric of charismatic leadership: A theoretical extension, a case study, and implications for research. *Leadership Quarterly*, *5/1*, 25–42.

10. Leadership in conflict: Context

Bar-Tal, D. (2013). *Intractable conflicts: Psychological foundations and dynamics*. Cambridge: Cambridge University Press. Ch. 1

Janis, I. L., & Mann, L. (1977). *Decision making: A psychological analysis of conflict, choice, and commitment*. New York: The Free Press.

11. Leadership in conflict: Social challenges & roles

Bar-Tal (2013). Ch. 5

*Mintz, A. (2004). Foreign policy decision making in familiar and unfamiliar settings: An experimental study of high-ranking military officers. *Journal of Conflict Resolution, 48 (1)*, 91-104.

Aronoff, Y. S. (2010). From warfare to withdrawal: The legacy of Ariel Sharon. *Israel Studies, 15*(2), 149-172.

Fisher, R. J. (1990). Needs theory, social identity and an eclectic model of conflict. In J. Burton (Ed.), *Conflict: Human needs theory* (pp. 89-112). New York: St. Martin's press.

12. Leadership in conflict: Rhetorical expressions

Bligh, M. C., Kohles, J. C., & Meindl, J. R. (2004). Charisma under crisis: Presidential leadership, rhetoric, and media responses before and after the September 11th terrorist attacks. *Leadership Quarterly, 15*, 211-239.

13. Leadership in the transition to peace: Challenges

Aronoff, Y. S. (2009). When do hawks become peacemakers? A comparison of two Israeli prime ministers. *Israel Studies Forum, 24/1*, 39–61.

*Abrams, D., Randsley de Moura, G., Marques, J. M., & Hutchison, P. (2008). Innovation credit: When can leaders oppose their group's norms?. *Journal of Personality and Social Psychology*, *95/3*, 662-678.

Ben-Yehuda, H. (1997). Attitude change and policy transformation: Yitzhak Rabin and the Palestinian question, 1967-95. *Israel Affairs*, *3*, 201-224.

Bar-Siman-Tov, Y. (2003). Adaptation and learning in conflict management, reduction and resolution. *The International Journal of Peace Studies*, *8*, 19-37.

Festinger, L. (1957). *A theory of cognitive dissonance*. Evanston, IL: Row Peterson.

14. Leadership in peace process: Context

Hermann, M. G., & Gerard, C. (2009). The contribution of leadership to the movement from violence to incorporation. In B. W. Dayton & L. Kriesberg (Eds.), *Conflict transformation and peacebuilding: Moving from violence to sustainable peace* (pp. 30-44). London: Routledge.

*Auerbach, Y., & Greenbaum, C. (2000). Assessing leader credibility during a peace process: Rabin's private polls. *Journal of Peace Research*, *37(1)*, 33-50.

Aronoff, Y. S. (2001). When and why to hard-liners become soft? An examination of Israeli Prime Ministers Shamir, Rabin, Peres, and Netanyahu. In O. Feldman & L. O. Valenty (Eds.), *Profiling political leaders: Cross-cultural studies of personality and behaivor* (pp. 185-201). Westport, CT: Praeger.

Bar-Siman-Tov, Y. (1998). *Peace policy as domestic and as foreign policy: The Israeli case*. Jerusalem: Hebrew University of Jerusalem, Leonard Davis Institute for International Relations.

Makovsky, D. (1996). *Making peace with the PLO: The Rabin government's road to the Oslo Accord*. Boulder: Westview Press.

Gormley-Heenan, C. (2007). *Political leadership and the Northern Ireland peace process: Role, capacity and effect*. Hampshire: Palgrave Macmillan. (Ch. 2, pp. 22-43).

15. Leadership in peace process: Social challenges & roles

Gormley-Heenan, C. (2007). *Political leadership and the Northern Ireland peace process: Role, capacity and effect*. Hampshire: Palgrave Macmillan. (Ch. 4, pp. 67-87).

*Chiozza,G., & Choi, A. (2003). Guess who did what: Political leaders and the management of territorial disputes, 1950-1990. *Journal of Conflict Resolution*, *47/3*, 251-278.

16. Leadership in peace process: Rhetorical expressions

Ledgerwood, A., Chaiken, S., Gruenfeld, D. H., & Judd, C. M. (2006). Changing minds: Persuasion in negotiation and conflict resolution. In M. Deutsch, P. T. Coleman, & E. C. Marcus (Eds.), *The handbook of conflict resolution: Theory and practice* (pp. 455-485). San Francisco: Jossey-Bass (second edition).

Crichlow, S. (1998). Idealism or pragmatism? An operational code analysis of Yitzhak Rabin and Shimon Peres. *Political Psychology, 19*(4), 683-706.

17. Leadership in peace process: Summary

Bargal, D., & Sivan, E. (2004). Leadership and reconciliation. In Y. Bar-Siman-Tov (Ed.), *From conflict resolution to reconciliation* (pp. 125-147). Oxford: Oxford University Press.

Glad, B., & Blanton, R. (1997). F. W. de Klerk and Nelson Mandela: A study in cooperative transformational leadership. *Presidential Studies Quarterly, 27/3*, 565-590.

Lieberfeld, D. (2009). Lincoln, Mandela, and qualities of reconciliation-oriented leadership. *Peace and Conflict: Journal of Peace Psychology, 15*(1), 27-47.

Gormley-Heenan, C. (2007). *Political leadership and the Northern Ireland peace process: Role, capacity and effect*. Hampshire: Palgrave Macmillan. (Ch. 8, pp. 147-156).