PROPOSAL FOR AN UPPER DIVISION CLUSTER COURSE
in
LEADERSHIP FOR CHANGE

Name of Faculty: Michael A. Toth
Title: Charismatic Leadership: Frameworks, Exemplars, Insights, and Lessons
Course Offered: Spring, 1999
Cluster Coordinators: Driscoll, Spring, Hopp, and Torres

COURSE DESCRIPTION:
This course focuses on charismatic leadership and authority. The role of charisma and charismatic leaders in creating and maintaining social realities is explored from the perspectives of classical and contemporary sociological thought. Specific historical exemplars of charismatic leadership, such as Roosevelt, Hitler, Churchill, Kennedy, and King, provide case studies from which lessons applicable to many forms of leadership will be drawn.

From a practical point of view, it is helpful to understand the phenomenon of charismatic leadership in order to appreciate the influence of various leaders in political and social life today. From an academic point of view, the study of charismatic leaders is especially revealing of a number of significant insights into the workings of society. From a heuristic point of view, exploring the characteristics and behaviors of charismatic leaders is an exciting way to learn a great of sociology. Finally, and perhaps most important, for those who are interested in becoming better leaders themselves, the study of charismatic leaders offers a field rich in insight and example.

The course introduces a specific theoretical paradigm for examining and understanding charismatic leadership together with a more general paradigm for locating the role of charismatic leadership in the creation and maintenance of social realities. Both paradigms are readily generalizable to other forms of leadership.

COURSE DEVELOPMENT:

This course is a substantial revision of a course previously taught elsewhere; it has not been offered on this campus. Having now taught in Freshman Inquiry for the past four years, the instructor brings his first hand experience with the University Studies goals to their implementation within this upper division course. The instructor’s has had a long-standing interest in both charismatic and organizational leadership; he is the author of The Theory of the Two Charismas (University Press of America, 1981).
SOME of the QUESTIONS and TOPICS which guide the COURSE:

- What is charisma and why is it important?
- What makes someone charismatic?
- Can one be immune to charisma?
- What can we learn from charismatic leadership?
- How does charisma happen?
- Why do we believe what we do?
- Is charisma still possible?

UNIVERSITY STUDIES GOALS:

Communication:
The course will require a considerable amount of writing, some of which will be in the form of journals, free-writing and critical responses, group discussions, and an in-course presentation on some aspect of charismatic leadership. Charismatic leadership itself is characterized by particularly powerful forms of communication so significant time will be devoted to analyzing this aspect of leadership. This will focus especially on the spoken word, but we will also pay attention to non-verbal forms of communication as well.

Critical Inquiry:
In some ways this course is a practicum in the “deconstruction” of charismatic leadership; as such is essentially an extended effort in critical inquiry. More specifically, students will be learning and using a number of specific typologies, paradigms, and working rubrics as tools with which to analyze the whole phenomenon of charismatic leadership, both those presented in class and other charismatic and non charismatic leaders of the students’ own choosing.

Diversity of Human Experience:
Like all forms of leadership, charismatic leadership is culture-dependent but there may be some ways in which this is even more strongly the case. And, while the concept itself derives from the western tradition of rational analysis, it can be used to explore the expression of leadership, both sacred and secular, in other social contexts as well. However, the terms of leadership as they are currently understood when speaking of charisma may not fit other cultures as neatly. While I know that we will be seeing some cross-cultural and perhaps some cross-gender differences, this part of the course may be the most exploratory and least pre-determined at this time.

Ethics and Social Responsibility:
This is a topic that cannot be avoided in examining charismatic leadership if for no other reason than Hitler. All forms of leadership involve some form of power, but charismatic leadership is often centered in one individual who, by a combination of natural capacity and intentionality, can greatly effect the lives of many individuals. The expression of charismatic leadership ineluctably raises questions of means and ends, of values and outcomes. Since we will be studying historical situations in which we can see the results of charismatic leadership questions of choice and decision constitute a good portion of the course content.
COURSE WORKING OUTLINE AND SEQUENCE
By Topic and Selected Readings

1. Overview of the Course and TWO BIG QUESTIONS:
   Can Linoleum Be Charismatic?
   How Could We Know Jesus if He/She Reappeared?
   Willner: Chaps 1, 5; Burns: Chap 9

2. Two Charismatic Figures: Hitler and Roosevelt
   (Video: “The Dictator and the Democrat”)
   Middleton: Chap 2; Hoffner: Chaps 1 & 2; Schweitzer: Chap 8

   Weber’s Typology: Charismatic, Traditional, and Rational Leadership (Joseph Smith
   and the LDS Church)
   Burns: Chap 1; Toth: Chaps 2 & 3; Willner: Chap 6; Nisbet Chap 6; Weber:
   Selections; Brodie: Chap 6; Selections: Arrington & Britton

4. How Charismatic Leadership Happens: The ISAS Paradigm
   (Video: Martin Luther King, Jr. & Montgomery, Alabama)
   Toth: Toth & Bentley article; Berger: Chap 1

5. How Social Reality Comes to Be: The OMM Paradigm
   [“Invention is the Mother of Necessity”]
   Bullock: Chap 7
   Case in Point. (Video: Hitler’s “Triumph of the Will”)

6. What Makes Him Charismatic, and Not Me? Him, and Not Her?
   Hoffner: Chap 6; Willner: excerpts; Toth: list

7. Adolph Hitler, Charismatic Leader. Video: "Seduction of a Nation"
   Follow-up Discussion

8. “Yeah, but it can’t happen here!” Video: “The Wave”
   Willner: Chap 7; Toth: excerpt; Berger & Kellner: excerpt; Humes: Chap 12

9. Why Do We Believe? The Magic Spell of Eloquence. Examples: Roosevelt,
   Churchill, King
   Toth: Chap 5; Toth: article on routinization

10. What happens When the CL Goes? The Crisis of Succession.
    One Charisma or Two? The Theory of the Two Charismas
    Manchester: “Preamble”; Steiner: Chap 17; Waite: excerpt; Wills: Selections from
    Chaps 13-17; Kazantzakas: Chap 17

11. Do You Have to Be Good To Be Charismatic? Is Charisma Still Possible?
    Contemporary Examples?
A Partial Bibliography

Arrington and Britton, *The Mormon Experience*
Berger, *The Sacred Canopy*
Bullock, *Hitler: A Study in Tyranny*
Burns, *Leadership*
Brodie, *No Man Knows My History*
Burns, *Leadership*
Churchill, "The Scaffolding of Rhetoric"
Conger, et. al., *Charismatic Leadership*
Dostoyevsky, "The Grand Inquisitor"
Flood, *Hitler: The Path to Power*
Haffner, *A Study in Tyranny*
  *The Meaning of Hitler*
Humes, *Churchill: Speaker of the Century.*
Kazantzakis, *The Last Temptation of Christ*
Lindholm, *Charisma*
Madsen and Snow, *The Charismatic Bond*
Manchester, *The Last Lion*
Middleton, *Portraits of Power*
Nisbet, *The Sociological Tradition*
Schweitzer, *The Age of Charisma*
Spencer, "What is Charisma?"
Steiner, *The Portage to San Cristobal of A.H.*
Toth & Bentley, "Discovering the Obvious: The Invention of Necessity"
Toth, *The Theory of the Two Charismas*
Waite, *The Psychopathic God*
Weber, *On Charisma and Institution Building* (Eisenstadt, ed.)
Willner, *Charismatic Political Leaders*
  *The Spellbinders*
Wills, *The Kennedy Imprisonment*
READINGS FOR CHARISMATIC LEADERSHIP CLASS

Chap 1 "The Power of Leadership"
Chap 9 "Heroes and Ideologues" from:
Chap 16, "Toward a General Theory"
Chap 17, "Political Leadership as Practical Influence"
   Leadership by James MacGregor Burns
   ISBN 0-06-010588-7

Chap 8, The Age of Charisma (Arthur Schweitzer),
   Crisis and Charisma" [Roosevelt]

Chap 2, "Hitler: The Road to Ruin" from:
   Portraits of Power by Drew Middleton
   New York: Times Books, 1979

Chap 1, "Life"
Chap 2, "Achievements"
Chap 6, "Crimes" from:
   The Meaning of Hitler by Sebastian Haffner

Chap 6, "The Sacred" from:
   The Sociological Tradition by Robert Nisbet
   New York: Basic Books, 1966

Pp. 3-65 from
   On Charisma & Institution Building, Selected Papers
   edited by S. N. Eisenstadt.
   Chicago: The University of Chicago Press, 1968

Chap 6, "The Prophet of Palmyra" from:
   No Man Knows My History by Fawn M. Brodie
   New York: Alfred A. Knopf, 1957

Pp.15-43, 73-77 from:
   The Mormon Experience by Leonard Arrington & Davis Britton

Chap 1, "Religion and World-Construction" from
   The Sacred Canopy by Peter Berger
   Garden City, N.Y.: Anchor Books, 1979
   ISBN 0-385-07305-4

Part Two, Book Five, Chapter 5, "The Grand Inquisitor" from:
   The Brothers Karamazov, Volume One by Fyodor Dostoyevski
   (translated by David Magarshack)
Chap 6, "Cultural Components"
Chap 5, "Characteristics"

*Charismatic Political Leadership: A Theory,* by Ann Ruth Willner
Princeton: Research Monograph No. 32
Center of International Studies
Princeton University, 1968

Book Two, Chap 7, "The Dictator" from:
*Hitler: A Study in Tyranny,* Revised Edition, by Alan Bullock

Chap 12, "Language, Speeches, Eloquence" from
*Churchill: Speaker of the Century* by James C. Humes
New York: Stein and Day, 1980
ISBN 0-8128-2710-4

Preamble from
*The Last Lion* by William Manchester

Chap 17 from
*The Portage to San Cristobal of A.H.* by George Steiner

"Hitler as Religious Leader", pp. 27-32, from
*The Psychopathic God* by Robert G. L. Waite

Chaps 13-17 from
*The Kennedy Imprisonment* by Gary Wills
New York: Pocket Books, 1983

Chap 2 from
*The Selling of the President 1968* by Joe McGinniss

Chap 32 from
*The Last Temptation of Christ* by Nicholas Kazantzakas
New York: Bantam Books, 1960

Editorial: "Beware of Charisma" from
*U.S. News and World Report,* June 20, 1988, p. 80
by Daniel J. Boorstin