Leading with Compassion
387 and 387N Commerce
Spring 2004

"I call compassion the global staple. Human beings want happiness and do not want suffering. Mental peace is a basic need for all humankind. For politicians, engineers, scientists, homemakers, doctors, teachers, lawyers - for all people in every endeavor - a healthy compassionate motivation is the foundation of spiritual growth."

His Holiness the Fourteenth Dalai Lama.

Course Description
Throughout our careers and in life we are called to lead. Many of us have little formal education in the development of contemplative practices of attention, concentration, intuition, and compassion that are necessary in the development of authentic leadership.

Globalization, advances in communication and technology have changed the way we experience the world. These changes present new challenges for both individuals and institutions. Our new world is full of distractions; we are pulled in many directions. What is needed is the diligence to discern various types of information and make wise decisions.

This interdisciplinary course, for undergraduates of any discipline, opens the doors for students to explore and learn ways to create balance, build integrity and act from compassion in their roles as future business leaders in the for-profit and non-profit sectors. Drawing from science, religion, business, medicine and the arts this course will give students an overview of current research and literature in the areas of compassion, psychoneuroimmunology, emotional intelligence, mindfulness, creativity and provide links to leadership and business.

The class format will include, lecture and discussion, case studies, and practice groups. Students will be given the opportunity to examine situational circumstances where these techniques can be applied in corporate negotiations, diplomatic policy, and in building community and family relationships. This class is highly interactive. Emphasis will be given to the practical application of contemplative practices to enhance leadership skills through self-awareness and provide opportunities to experience an environment in which ethics and values are considered in leadership and business situations.

Pedagogy
This class will use contemplative and holistic education methods. Based on the principles and practices of mindfulness and emotional intelligence, this class offers a path of effective and compassionate pedagogy that is student centered and based on active learning. This means being prepared for interactive lectures and small group discussion and other learning activities, such as contemplative or creative practices in class. There will be an emphasis on collaborative learning, active learning and knowledge creation in addition to fostering students to make interdisciplinary connections and do
interdisciplinary work. There will also be an emphasis placed on finding our innate sense of joy and play as we engage new concepts and materials.

Course Objectives:

- Identify the connection leading with compassion has in business, not-for profits, and in the political world, exploring issues such as; ethics, policy-making and innovation.

- Increase skills in relationship management such as active listening, negotiation, conflict management, public speaking, influence, play, inspiration, team-work and collaboration.

- Enhance self-awareness by developing an understanding of the mind and its innate resources for individual performance and productivity.

- Develop a working knowledge of the inner skills of the mind such as concentration, intuition and will, and become skilled in their application in effective decision-making.

- Develop skills in self-management to minimize the effects of stress and pressure, maintain a greater degree of health and wellness, and manage change effectively.

- Develop social awareness skills such as appreciation, joy, play, empathy and service. Understand your role in community and belonging through life values, ethics, personal responsibility and commitment.

Required Course Materials:

*Cultivating Compassion* by Jeffery Hopkins  
*Primal Leadership* by Daniel Goleman, Richard Boyatzis, Annie McKee  
*The Leadership Challenge* by James M. Kouzes and Barry Z. Posner

Purchase on-line  
*Launching the War on Terrorism*  
http://harvardbusinessonline.hbsp.harvard.edu/b02/en/cases/cases_home.jhtml

Additional readings are on Tool-kit

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Office hours – Mon., 3-4 pm Thurs., 12-1 @ IRC
Class Structure, Times and Locations:

**Class Size:** 54  (27 commerce and 27 students from all majors and disciplines at the University)

**Class Structure:** Meet twice weekly. *Large group* for 2-hour class and in a *small group* of 14 for 1-hour.

**Large Lecture**
- Time: Wednesdays, 5:00 – 6:40 p.m.
- Location: McIntire, Room 134

**Small Lecture (4 Sections)**
- Time: Monday and Thursdays 1-1:50 pm. and 2-2:50 pm
- Location: IRC Classroom, Mary Munford House

Grading and Class requirements:

**Grading:**
Completion and excellence of all assignments and full attendance to all classes expected.

1. *Attitude and Contribution* to others learning through discussion, drawing peers into conversation, expressing friendly opposition, avoid monopolizing the conversation, use of discussion group on tool-kit, welcoming and greeting each other and guests, as well as appreciating - 25%
2. *Journal* (reflective writings on reading, lectures and activities, practical application in your life, contemplative practices and assignments as given) - 20%
3. *Research Project* - 25%
4. *Learning team and Innovation in Compassionate Leadership project* - 10%

**Exams:**
There is a mid-term and final exam. The exams will be essay questions and short answer. 20%

**Attendance:**
Attendance is required. Missing class could result in poor grade or failure.

**Journal Guidelines:**
The journal is to introduce you to the process of writing in a reflective manner and a place to facilitate understanding.

1. Clearly written or typed
2. Dates on page
3. 3 entries a week (one entry focusing on your centering practice)
4. Quality of writing includes originality that is showing us you have read and, thought about the materials, lectures and exercises. In-depth thinking, connecting topics with other life events or with other fields of study will be expected. Length should be a 2-4 page for each of the entries.
5. Due in small class. April 8 & 12
Contemplative Practices:
Commit to a minimum of 30 minutes of practice a day for a minimum of five days a week. Write a weekly reaction to your practice in journals and be prepared to discuss your practice in class. A contemplative practice takes a sincere desire and commitment and is key to development of self-awareness skills of emotional intelligence.

Research Notebook Project & Paper:
The research will involve the study of leadership with compassion in the business and non-profit world. This could be looked at from many angles, i.e. higher education, management, science, health. Spend 2 weeks collecting a bibliography of possible sources, 2 weeks surveying the top 10, and 2 weeks compiling an 8–10 page paper on your findings. Each week your research notes should be extensive and demonstrate how you are going to approach your paper. Research Papers are due April 1 & 5 in small class.

The research notebook will document your weekly searches for materials, your findings, and your proposal for future work. Your research notebook needs a title page, table of contents, and the results of each week’s research. The research notebook is for you to learn to be a creative researcher. It represents the results of your PROCESS of finding good material about your topic. The goal is to learn to find good, meaningful, creative sources and material – not a good paper and bibliography, although that is important and will naturally occur in the process.

Peer review – Have peer write a reaction statement to your work (notebook & paper) at least one week before due date. Include this reaction paper when turning in the project. This is an opportunity to share your work as well as learn from your classmates. Peer reviews are to be constructive feedback, suggesting further resources, areas of study or new directions.

Learning Teams and Innovation in Compassionate Leadership Project
Each student will be assigned a learning team outside of class that will foster collaboration and allow students to practice skills of innovation, communication and team-work including active listening, negotiation, conflict management, risk taking, supporting others and decision-making. In order to develop their leadership project, students will be expected to use their own creativity to form discussion and activities in their learning teams, expanding on class material.

In addition, each team will be responsible for creating a 10-minute power point presentation of an innovative project that would enhance the University of Virginia in Compassionate Leadership Development. Groups will share presentation on March 31. Teams are responsible for weekly 1-hour meetings.
“Innovation is fostered by information gathered from new connections; from insights gained by journeys into other disciples or places; from active, collegial networks and fluid, open boundaries.” Margaret Wheatley

Spring Semester 2004

Lecture Class 1  Wednesday, Jan 14

Compassion, Leadership & Business
Marga Odahowski/ Alan Fortescue

Small Class  Thursday, Jan 15 & Monday, Jan 19
The Power of Self-Awareness

Lecture Class 2  Wednesday, Jan 21

President Fernando Cardoso (*Class starts at 6 p.m.)
Former President of Brazil
Kluge Scholar
Dome Room, Rotunda

Small Class  Thursday, Jan 22 & Monday, Jan 26
Compassion, Leadership and Social Change
The Self-Aware Team

Lecture Class 3  Wednesday, Jan 28

Leadership and the Brain
Psychoneuroimmunology – Dr. Julie Connelly, UVa Medical School

Small Class  Thursday, Jan 29 & Monday, Feb 1
The Art of Listening

Lecture Class 4  Wednesday, Feb 4

Resonant Leadership – Marga Odahowski

Small Class  Thursday, Feb 5 & Monday, Feb 9
Yoga – (Dress to stretch)

Lecture Class 5  Wednesday, Feb 11

The Three Faces of Leadership: Manager, Artist, Priest - Mary Jo Hatch, McIntire
Small Class Thursday, Feb 12 & Monday, Feb 16

The Power and Practice of Storytelling for Building Community

Lecture Class 6 Wednesday, Feb 18

*Emotional Intelligence in Leadership and Life – Marga Odahowski*

Small Class Thursday, Feb 19 & Monday, Feb 23

Changing Habits *Start your research*

Lecture Class 7 Wednesday, Feb 25

*Leading with Compassion – Jeffery Hopkins, Religious Studies*

Small Class Thursday, Feb 26 & Monday, Feb 29

Mid-Term Exam

Lecture Class 8 Wednesday, March 3

*Leading with Passion – Andy Stefanovich/ Founder of the company - PLAY*

www.lookatmorestuff.com

Small Class Thursday, March 4 & Monday, March 15

It’s a Beautiful Day

Lecture Class 9 Wednesday, March 17

*Leadership in Action: Cases from Government and Business*

– Tom Bateman/McIntire Faculty

Small Class Thursday, March 18 & Monday, March 21

The Resonant Leader: Knowing When to Lead, Follow, Risk & Listen

Lecture Class 10 Wednesday, March 24

*The Business of Mindfulness – Tussi Kuttner Kluge*

UVa Medical Center Mindfulness Program

Small Class Thursday, March 25 & Monday, March 29

Make Something Happen-Passion
Lecture Class 11  Wednesday, March 31

*Intention and Focus – Marga Odahowski*

Small Class  Thursday, April 1 & Monday, April 4

Building relationships through collaboration, support, mentoring, networking, inspiring and influence.

**Research Paper Due**

Lecture Class 12  Wednesday, April 7

*Sustainable Living – Jim Quarles, Harvest Shelter.org*

Small Class  Thursday, April 8 & Monday, April 12

*Japanese Garden Meditation – Kluge Estate  Journals Due*

Lecture Class 13  Wednesday, April 14

*Stories from the Workplace, Jeff Walker, McIntire Alum  Managing Partner of JP Morgan Partners*

Small Class  Thursday, April 15 & Monday, April 19

Personal Ecology – Creating Sustainable Change

Lecture Class 14  Wednesday, April 21

*Leading with Compassion  Wrap up/review*

Small Class  Thursday, April 22 & April 26

Final Discussion

Exam Time to Be Announced

Special Lecture

Wednesday, April 28  Saki Sontorelli

Medical Center Hour,

Jordon Hall 12:30pm –1:30pm