

American Indian Leadership

Social, Economic, Political and Cultural Dimensions

Native American and World Indigenous Studies
The Evergreen State College
Upperdivision

4 Credit hours

Summer Second Session, 2001

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An examination of historical and contemporary models of leadership in American Indian communities. What are the personal qualities and skills that make an effective leader in Indian Country? We pursue our analysis of Indian leadership from a variety of tribal perspectives using the case method. We examine contemporary Indian organizations and their leadership.

Students will write two short (2 pages) essays and one longer (6000 word) research paper during the Session. Students will participate in a leadership simulation to gain insight into the rewards and dilemmas that face American Indian leaders, and to build personal leadership skills. The general topics for the short essays are assigned, the longer research paper provides students with the opportunity to select a “leadership case” to research and discuss. These essays will be prepared with word processing, double-spaced, and represent upper-division level writing, research, and analysis. In order to receive credit for this course, students must read the seminar books, attend class sessions, and submit their written work on time. Due dates for the essays and time-lines for the issue paper are listed below.

Goals: Students will at the end of the course understand:

1. Leadership theories as they have emerged over the years in the contexts of Europe and in the contexts of western hemispheric nations—particularly nations in North America.
2. Contemporary issues facing Indian nations, their governments, societies and organizations.
3. Cultural contexts for leadership – similarities and differences.
4. Leadership principles appropriate to culture and social, economic or political context.
5. Models of American Indian leadership in the past, in the present and for the future.

The class is conducted in seminar format and will use simulations, case studies, leadership lectures and student research to promote and stimulate in-depth discussions and reflections.

Students will be expected to:

1. attend all classes and participate activities and discussions. Students are encouraged to formulate questions for each session.
2. complete all assigned readings.

3. complete all written work at an acceptable level of scholarship consistent with upper division status.

Grading:

Class attendance and participation 25%

Paper 1: 20% Personal discussion of commitment to and views about leadership.

Paper 2: 20% How you have developed “personal leadership” and how you see your own role as a leader developing.

Major Paper: 25% Case study of an American Indian Leader Oral and Written Presentations

Simulation Game: 10%

Schedule

Week I: July 31, 2001

Class Session 1:

Lecture: Ryser & Parker: Course Overview - introductions
Theories of Leadership – American vs. European Traditions
Culture, Aethos and Indian Leadership
Leadership Cases – Hand Outs

Class Session 2:

Reading: Wheatley: Discovering an Orderly World pp 15 – 23
Ryser: On Self and Knowing (American Indian Leadership Reader)

Lecture: Ryser & Parker: Leadership and Change
Leadership in evolving tribal societies
Leadership in Cultural Context – values, customs
Developing Personal Leadership

Short Paper1: Personal Leadership views paper due

Week II: August 7 & 9, 2001

Class Session 3:

Read: Greene-Elferris – “Preach the Need for Change, But never Reform too Much at Once” Page 392.
Wheatley – “Newtonian Organizations in a Quantum Age” pp. 25 - 45

American Indian Declaration of Purpose – Chicago Conference –
(American Indian Leadership Reader)

Parker: Survey of Indian Economic Development Issues (American Indian Leadership Reader)

Lecture: Parker: Political Leadership in Indian Country – an historical view

Choose Major paper topic: Turn in tentative title and short description of content of major case study paper.

Class Session 4:

Reading: Relander: Chapter 1 - 2

Lecture: Ryser & Parker Customary and Elected Leadership

Video: “Hand Game” 60 minute feature – the American Indian Game of Power and Chance. *Filmed over seven years demonstrating the “bone game” on the Crow, Flathead, Makah, Spokane, Blackfeet and Northern Paiute.*

Week III: August 14 & 16, 2001

Class Session 5:

Read: Green-Elffers: “Do Not Go Past the Mark you aimed for; in Victory, Learn when to Stop.

Green-Elffers: “Never Appear Too Perfect” Page 400

Lecture: Ryser, *Social Leadership: Affirming the group*

Class Session 6:

Reading: Green-Elffers: “Master the Art of Timing” page 291

Green-Elffers: “Stir up waters to catch fish” page 325

Trimble: Tribal Representation in Washington, D.C. (Review)

Lecture: **Henry Cagey**, former Chairman Lummi Indian Nation, former President Affiliated Tribes of Northwest Indians. (*Choosing to Lead: Leading a nation and leading many nations*)

Colloquy

Short Paper 2: Developing Personal Leadership Paper

Week IV: August 21 & 23, 2001

Class Session 7:

Reading: Green-Elffers: “Win through your Actions, Never through Argument” page 69

Green-Elffers: “Always say less than necessary.” Page 31

Relander, Chapter 3-4

Lecture: **Russell Jim**, Yakama Nation – (confirmed) (*Cultural Leadership in the Modern*)

World)

Class Session 8:

Read: Green-Elffers: “So much depends on reputation—guard it with your life” page 37
Leadership Simulation: **“Who is the Leader?” (Experimenting with Leadership)**
Group colloquy regarding Simulation game
Paper: Major Essay Due

Week V, August 28 & 30, 2001

Class Session 9:

Lecture: Parker & Ryser: **Who will be the Leaders in Indian Country?**
Paper: Major Essay Due Student Presentations: Oral and Written
Student critiques

Class Session 10:

Student Presentations: Oral and written
Student critiques
Colloquy:

Required Reading

Greene, Robert and Joost Elffers (1998) **THE 48 LAWS OF POWER**.
Viking - Penguin Group: New York. ISBN 0-670-88146-5 (20 Copies) [American Indian
Leadership].
Wheatley, Margaret J. (1992, 1994) **LEADERSHIP AND THE NEW SCIENCE**. Berrett-Koehler: San Francisco.
ISBN 1-881052-44-3 (20 Copies) [American
Indian Leadership]
Relander, Click (1986) **Drummers and Dreamers**. The Story of Smowhala the Prophet and his Nephew Puck Hyah
Toot, The last Prophet of the last Wanapums. June 1, 1986. ISBN: 09140-19090 (selected
chapters on American Indian Leadership Reader Compact Disk or On-line at www.cwis.org)

Supplemental Readings

Ryser, Rudolph C. (2001). **American Indian Leadership Reader** (containing Leadership Case Studies, Survey of
Indian Economic Development Issues by Alan R. Parker, P.C.; Tribal Representation in
Washington, D.C.: Its Past and Future Role in Executive Branch and Congressional Policy-
Making by Charles Trimble; Observations on ‘Self’ and ‘Knowing’ by Rudolph C. Ryser.
Selected Chapters from Drummers and Dreamers (Relander), DayKeeper Press 2001, Our
People, Our Homeland by Joseph B. DeLaCruz (on-line at www.cwis.org [American Indian
Leadership – password required] and CD)

Simulation Game: **Who is the Leader?**

More Readings

- Bass, B.M. (1985). Leadership and performance beyond expectations. New York: The Free Press.
- Bellah, R., Madsen, R., Sullivan, W., Swidler, A., & Tipton, S. (1985). Habits of the heart: Individualism and commitment in American life. New York: Harper & Row.
- Bellah, R., Madsen, R., Sullivan, W., Swidler, A., & Tipton, S. (1985). The good society. New York: Random House.
- Bennis, W. (1993). Beyond bureaucracy: Essays on the development and evolution of human organizations. San Francisco: Jossey-Bass.
- Bennis, W. & Nanus, B. (1985). Leaders: The strategies for taking charge. New York: Harper & Row.
- Berends, P.B. (1990). Coming to life: Traveling the spiritual path in everyday life. San Francisco: Harper Collins.
- Berquist, W. (1993). The postmodern organization: Mastering the irreversible change. San Francisco: Jossey-Bass.
- Block, P. (1987). The Empowered Manager: Positive political skills at work. San Francisco: Jossey-Bass.
- Block, P. (1993). Stewardship: Choosing service over self-interest. San Francisco: Berrett-Koehler.
- Burns, J.M. (1978). Leadership. New York: Harper & Row.
- Capra, F. (1996). The web of life. New York: Bantam Doubleday Dell Publishing Group.
- Carter, S. (1996). Integrity. New York: Harper Collins.
- Daloz, L.A.P., Keen, C.H., Keen, J.P., & Parks, S.D. (1996). Common fire of commitment in a complex world. Boston: Beacon Press.
- Etzioni, A. (1993). The spirit of community: The reinvention of American society. New York: Simon & Shuster.
- Fritz, R. (1989). The path of least resistance: Learning to become the creative force in your own life. New York: Ballantine.
- Gardner, H. (1995). Leading minds: An anatomy of leadership. New York: Basic Books.
- Gardner, J.W. (1990). On leadership. New York: The Free Press.
- Greenleaf, R.K. (1977). Servant leadership: A journey in the nature of legitimate power and greatness. New York: Paulist Press.
- Hall, B. & Thompson, H. (1980). Leadership through values: A study in personal and organizational development. New York: Paulist Press.
- Hawky, J. (1993). Reawakening the spirit in work. New York: Fireside

- Heider, J. (1985). The Tao of leadership: Lao Tzu's Tao Te Ching adapted for a new age. Atlanta: Humanics New Age.
- Heifetz, R.A. (1994). Leadership without easy answers. Cambridge: The Belknap Press of Harvard University Press.
- Kouzes, J.M. & Posner, B.Z. (1990). The leadership challenge. San Francisco: Jossey-Bass.
- Mindell, A. (1995). Sitting in the fire: Large group transformation conflict and diversity. Portland, OR: Lao Tse Press.
- O'Toole, J. (1995). Leading change. The argument for values-based leadership. San Francisco: Jossey-Bass.
- Peddler, M. Burgoyne, J., & Boydell, T. (1991). The learning company: A strategy for sustainable development. New York: The McGraw Hill Companies.
- Peck, M.S. (1993). A world waiting to be born: Civility rediscovered. New York: Bantam Books.
- Quinn, R.E. (1996). Deep change: Discovering the leader within. San Francisco: Jossey-Bass.
- Rosenberg, M. B. (1999). Nonviolent communication: A language of compassion. Del Mar, CA: Puddle Dancer Press.
- Rost, J.C. (1991). Leadership for the twenty-first century. Wesport: Praeger.
- Russell, P. & Evans, R. (1992). The creative manager: Finding inner vision and wisdom in uncertain times. San Francisco: Jossey-Bass.
- Senge, P. M. (1990). The fifth discipline: The art and practice of the learning organization. New York: Doubleday Currency.
- Senge, P.M., Roberts, C., Ross, R.B., Smith, B.J., & Kleiner, A. (1994). The fifth discipline fieldbook: Strategies and tools for building a learning organization. New York: Doubleday Currency.
- Schein, E.H. (1985). Organizational culture and leadership. San Francisco: Jossey-Bass.
- Scherer, J. & Shook, L. (1993). Work and the human spirit. Spokane WA: John Scherer & Associates.
- Shaffer, C.R. & Annundsen, K. (1993). Creating community anywhere: Finding support and connection in a fragmented world. New York: G.P. Putman's Sons.
- Toffler, A. & Toffler, H. (1994). Creating a new civilization: The politics of the third wave. Atlanta: Turner Publishing.