

**Introductory Information and
Pre-Course Reading Assignments
for
“Being a Leader and The Effective Exercise Of Leadership:
An Ontological / Phenomenological Model”**

Instructors:

Jeri Echeverria and Andrea Kanneh

Dear Course Participants,

Welcome to the Kenya Leadership Course! Given the way this course is designed, you will play an important part in its success. And, by the end of the course, we will know each other well. We the instructors make the following promise to you as a result of your full participation in this course:

- You will leave this course being a leader and exercising leadership effectively as your natural self-expression.

Pre-Course Reading Assignments

There are four parts to the Pre-Course Reading Assignments.

1. Read the five Pre-Course Readings contained in the four documents listed below beginning on page 4. As you read, please make notes about your questions, comments, and especially about any insights you may have about yourself or leadership, and bring your notes with you to the course.
2. Engage with and live with the material you have read, take on for yourself what is said like an experiment, and be ready to discuss the ideas and the impact of the ideas on your life beginning with the first classroom session on Friday, February 5, 2016 -- the first day of the course.

3. Complete each Assignment fully as you come across them in your Pre-Course Readings. They are designed to be dealt with in the order in which you find them in the Readings.
4. As you read your Pre-Course Readings, you will find the Leadership Project Assignment Part I and Part II. Please complete Parts I and II of the Leadership Project Assignment at the time you come across them in your reading.

The earlier you complete the Pre-Course Reading Assignments, the more value you will receive from participation in the course (hereafter named the “Reading Assignments”) before the first course session, the more value you will have realized from what you’ve read.

Should you choose not to do the Reading Assignments as they are designed, or read them out of order, you will have missed the critical foundation for the work we will do together shortly after convening the first classroom session.

To be able to participate in the course, you must have carefully read and completed each of the Reading Assignments well before arriving for the first session on Friday, February 5, 2015. **If you have not completed these in their entirety prior to the first class, you may not be allowed to continue in the course.**

Given the above unusual and probably somewhat surprising requirement for being in the course, we now discuss the reasons and the background for this requirement more completely.

Many of us have historically been able to succeed in classes without completing all of the readings and assignments, or by simply skimming such reading or perfunctorily doing the assignments. That will not work for this course. And, you will not be able to make up the assignments, as they are designed, once the course starts.

Unlike most courses where pre-course readings and assignments are merely introductory or background, this course is designed to begin the moment you start this work.

As in any course, this course is designed so that you realize certain individual results at different stages of the course. The various individual results you realize during the course, when taken together, **is what delivers on our promise to you**. These individual results begin prior to our first class session with the results you produce for yourself out of your readings and out of your completing the assignments.

In order to deliver on what is being promised you from your participation in this course, you must come to the first session having completed the part of the course that is constituted in each of the Reading Assignments. It simply won't work for you to come to the first session having missed the beginning of the course that is contained in the Reading Assignments.

If you were to arrive at our first session without having grounded yourself in the Reading Assignments, you would be attempting to start in the middle of the course having missed the first module of the course that is contained in those assignments.

Moreover, experience has taught us that even one participant who has failed to complete the first section of the course that is contained in the Reading Assignments becomes a hindrance during the course sessions – an obstacle for other participants in their mastering the material being presented during the class. The one or two participants who hadn't grounded themselves in the Reading Assignments stand out in the sessions as ill-prepared, and also as a stop for others.

Moreover, having actually engaged deeply with the material in the Reading Assignments is critical for you to be effective in dealing with the material presented in the entire rest of the course. We cannot overemphasize the importance of actually fully engaging with the material in the Reading Assignments before you show up for the first session.

To say the foregoing as bluntly as possible, you should not attend the course if you have not carefully completed the Reading Assignments before the first session of the course. It will be a waste of your time and that of your classmates if you attempt to do so, and as we said above, you will not be allowed to continue in the course.

On the first day of the course you will have the opportunity to choose to continue to be in the course or not. If you choose to leave, you will not receive a refund, as we have already used those funds to cover the cost of meals and accommodation at the conference center.

As there are approximately 160 pages of Pre-Course Reading, some of which will be counter-intuitive for you, we strongly suggest that you start the reading right away. Experience has shown that those who complete their Reading Assignments early (versus completing this work at the last minute) have provided themselves with a distinct advantage.

Pre Course Readings and Assignments (see NOTES)

- 1. 1st and 2nd Pre-Course Readings: Crucibles, & Worldview and Frames of Reference:** This document is 7 pages of single spaced reading and contains the first and second of the pre-course reading, “The Transformational Experiences That Leave Ordinary People Being Leaders” (about crucibles), and “Education As Stretching The Mind” (about worldview and frames of reference).
Note: Respond to the questions in Leadership Project Assignment Part I on pages 9 and 10 of this document.
- 2. 3rd Pre-Course Reading: “Integrity: Without It Nothing Works” Jensen Integrity Interview:** This reading contains 5 single-spaced pages.
- 3. 4th Pre-Course Reading: Integrity: A Positive Model That Incorporates The Normative Phenomena Of Morality, Ethics, And Legality - Abridged:** This reading contains 40 one and a half space pages.
Note: Memorize the 6 aspects of the Definition of Word on page 14 of this document.
- 4. 5th Pre-Course Reading: Introductory Reading for the Course ‘Being a Leader and The Effective Exercise of Leadership: An Ontological/Phenomenological Model’:** This reading contains 104 pages of one and a half spaced lines.

- Note: Memorize the Basic Structure of the Leadership Course on page 55 and be able to say the Cascade on page 54 of this document.
- Note: Respond to the questions in Leadership Project Assignment Part II on page 101 of this document.

As each of these documents serves as something of a context for the next one, it is important that you read the Readings in the order listed above and that you completely deal with each Assignment as you come across it in the Readings.

Conditions for Your Participation in the Course

1. **Course Matriculation and Getting Seated in the Classroom:** Any materials you need to begin the class with will be handed to you when you arrive at the hotel on the Multimedia University Campus on the afternoon of Thursday, February 4, 2015, the afternoon before the course starts. If you arrive late on the evening of the 4th, please go to the reception table at the course room at 8:00 am on the morning the course begins. You will receive materials for your course which we ask you to review completely before the class begins.

On the first morning of the course, Friday, February 5, please pick up your name badge outside the course room between 8:15am and 8:50am. Please find the front-most, center-most seat in whatever area it is appropriate for you to sit and sit there, ready to go to work by no later than 9:00am. That means you cannot be looking for your seat or getting yourself settled in the course room at 9:00am. In order to be ready to go to work as a class, you will need to have picked up your name badge and entered the course room no later than 8:50am.

2. **Attendance Required For All Sessions:** You should not be enrolled in this course unless you are able to attend each and every one of the sessions of the course. We cannot deliver on our promise unless you fully participate in the course, and that includes your attending each session of the course, and completing the break, lunch, evening and weekend assignments.

3. **Assignments and Group Breakout Sessions:** You will be assigned exercises and other assignments during the breaks, mealtimes, in the evenings after the last course session each day, and over the intervening day that are critical to your realizing the promise of the course. Therefore, for each of the seven course days – Friday, February 5th through Thursday, February 11th – you should not schedule yourself for any meetings or other obligations during the session breaks or the lunch break or in the evenings until 8:00pm. You will receive assignments at every break, including evenings, some with your group and some on an individual basis.

There will be time allowed for group meetings from 8:00am to 8:45am every morning except the first and second mornings and from 6:15pm to 8:00pm (approximately, depending on the course ending time) every evening except the last evening. All class sessions begin at 9:00am and end at approximately 6:00pm. On the last day of the course, Thursday, February 11, we expect to be complete by 5:00pm.

4. **The Conditions that You Must Fulfill:** At the beginning of this document we stated our promise for what you will realize out of your full participation in this course. In the fifth of the five Pre-Course Readings you will read a clear statement of the conditions that you must fulfill during the course in order for you to realize what we have promised. (For example, we do not allow open computers during the course sessions. You will receive electronic or paper copies of everything covered in class, and during the class you can make notes on paper if you choose to do so.) If after the first day of the course you have chosen to continue in the course, we will assume that you have given your word to fulfill those conditions.

Looking forward to seeing you in Nairobi!

Jeri Echeverria and Andrea Kanneh

Your Instructor Team

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