



# Course program and reading list

Semester 1 Year 2023

**School:** Lauder School of Government, Diplomacy & Strategy M.A

## Political Leadership

**Lecturer:**

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**Teaching Assistant:**

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<b>Course No.:</b>	<b>Course Type :</b>	<b>Weekly Hours :</b>	<b>Credit:</b>
24012	Lecture	2	2

<b>Course Requirements :</b>	<b>Group Code :</b>	<b>Language:</b>
Final Paper	232240120	English

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### Course Description

What is the relationship between a political leader's personality traits and the actions or policies of the organization they represents? How do early experiences impact the type of leader one becomes? Who becomes a leader? What are the effects of cultural and situational factors on who becomes a leader, on the type of decisions they make, on their world-views and on their politics? What are the ingredients of leadership? Do leaders change? Under what conditions and in what ways? In this course, we will survey various leadership theories trying to answer these questions and others. Over the course of the semester, students will choose a leader to study, construct a psychobiography of that leader and, using text analysis software, analyze their personality traits and leadership style. By connecting between leaders' personality traits and personal experiences to their leadership styles and actions, we will try to draw lines of comparison between various types of leaders and learn their true power in local, regional, national and global politics.



## Course Goals

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## Grading

### **Assignments and Grading**

By class 4 (24 Nov.), students will choose a political leader about whom they would like to learn more. This leader will become the subject of three assignments. The leader can be involved in governance at the local, regional, national or international level, can be a leader of a non-state actor such as a terrorist organization. In choosing a leader it is very important to select a person: (1) for whom there are easily accessible biographical and/or autobiographical materials and (2) for whom speeches and/or interviews with the press (preferably in English, otherwise you will have to translate) are readily available. By the end of the course, with the completion of the three assignments, each student will have developed a complete profile of the leader (based on a mini-biography and a Leader Trait Analysis) and will have researched how that leader behaved in a particular incident of leadership.

The grades for this class will be broken down as follows:

Assignment #1: Background study of a political leader (psychobiography) (30%). **Due at the beginning of class #7 (15 Dec.)**

Assignment #2: Leader Trait Analysis (using Profiler Plus software) (30%). **Due at the beginning of class #11 (12 Jan.).**

Assignment #3: Linking Leader Experiences and Traits to Political Behavior (doing a case study of a situation in which a leader is known to have participated in order to explore how what the particular leader is like and her/his experiences influenced what happened). (40%) **Due on February 20.**



## Lecturer Office Hours

By appointment

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 Reading List**Part 1: Introduction**

Week 1: 3 November 2022. Introduction. Course requirements. What makes a leader?

Week 2. 10 November 2022. What is a Leader; What is Political Leadership; Do Leaders Matter?

- Jervis, Robert 2013. Do Leaders Matter and How would we know? *Security Studies* 22:153–179.
- 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.
- Paul 't Hart and R. A. W. Rhodes. 2014. Puzzles of Political Leadership. In A. W. Rhodes and Paul 't Hart (eds.) *The Oxford Handbook of Political Leadership*, Oxford University Press 2014.

**Part II: Who Becomes a Leader?**

Week 3. 17 November 2022. Psychobiography

- Akstinaite, Vita. 2016. Do Successful Adult Leaders Share Common Childhood Experiences? In Perter Garrard & Graham Robinson (eds.) *The Intoxication of Power: Interdisciplinary Insights*, London: Palgrave Macmillan, Chapter 11 (203-228)
- Avolio, Bruce. J., Maria Rotundo, and Fred Walumbwa, O. 2009. Early Life Experiences as Determinants of Leadership Role Occupancy: The Importance of Parental Influence and Rule Breaking Behavior. *The Leadership Quarterly*, 20(3), 329-342.
- Geronik, Arie. 2018. The Influence of Early Childhood Socialization on Political Decision Making in Adulthood: Benyamin Netanyahu's Potential to Become a Peacemaker, *PCS – Politics, Culture and Socialization*, pp. 81-92.
- Fred I. Greenstein. (2011). Barack Obama: The Man and His Presidency at the Midterm. *PS: Political Science & Politics* 44 (1): 7-11.
- Popper, Micha, Karin Amit, Reuven Gal, Moran Mishkal-Sinai, and Alon Lisak. The Capacity to Lead: Major Psychological Differences between Leaders and Non-leaders. *Military Psychology*, 16(4), 245–263.
- McCullough, David. 1983. Mama's Boys. *Psychology Today*, March: 32-38.
- Tony Patterson. 2015. Angela Merkel's Unlikely Journey from Communist East Germany to the Chancellorship. *The Independent*, November 17.
- Post, Jerrold M. 2005. Saddam Hussein of Iraq: A Political Psychology Profile. In *Jerrold M. Post (ed.) The Psychological Assessment of Political Leaders*, Ann Arbor: University of Michigan Press.
- William Freidman. 1994. Woodrow Wilson and Colonel House and Political

Psychobiography. *Political Psychology* 15: 35–59.

Week 4. 24 November 2022 Social Background and Cultural Influences; Generational Shifts

- Fisher, Patrick. 2020. Generational Cycles in American Politics, 1952–2016. *Society* 57: 22–29.
- Popper, Micha. 2000. The Development of Charismatic Leaders. *Political Psychology*, 21(4), 729–744
- Thompson, Derek. 2016. The Liberal Millennial Revolution. *The Atlantic* February 29.
- Post, Jerrold M. 2005. Assessing Leaders at a Distance: The Political Personality Profile. In *The Psychological Assessment of Political Leaders*, Jerrold M. Post (ed.) Ann Arbor: University of Michigan Press, Chapter 4.
- Winter, David G. 2012. Philosopher-King or Polarizing Politician? A Personality Profile of Barack Obama. *Political Psychology* 32: 1059–1081. ([Motivations](#))

Week 5. 1 December 2022: Does Gender Matter

- Carli, Linda L. & Alice H. Eagly 2011. Gender and Leadership. In Alan Bryman, David Collinson, Keith Grint, Brad Jackson & Mary Uhl-Bien (eds.) *The Sage Handbook of Leadership*, Sage Publishing, Chapter 8.
- Sjoberg, Laura. 2013. Feminism. In R. A. W. Rhodes and Paul 't Hart (eds.) *The Oxford Handbook of Political Leadership*, Oxford University Press. DOI: 10.1093/oxfordhb/9780199653881.013.004

### Part III: Studying Leaders: Motives; Operational Codes; Personality Traits

Week 6. 8 December 2022. Studying Leaders at a Distance

- Dyson, Stephan B. 2006. Personality and Foreign Policy: Tony Blair's Iraq Decisions. *Foreign Policy Analysis* 2(3): 289–306. ([LTA](#))
- George, Alexander. 1979. 'The Causal Nexus between Cognitive Beliefs and Decision-making Behavior: The 'Operational Code' Belief System.' In Lawrence Falkowski (ed.). *Psychological Models in International Politics*. Boulder, Col.: Westview, Chap. 5. ([O-C](#))
- Hermann, Margaret G. 2008. 'Using Content Analysis to Study Public Figures.' In Audie Klotz and Deepa Prakash (eds.) *Qualitative Analysis in International Relations*, New York: Palgrave. ([LTA](#))
- Hermann, Margaret G. 2003. 'Assessing Leadership Style: A Trait Analysis.' In Jerrold M. Post (ed.) *The Psychological Assessment of Political Leaders: With Profiles of Saddam Hussein and Bill Clinton*, Ann Arbor: University of Michigan Press, Chapter 8. (LTA)
- Winter, David. G. 2003. 'Measuring the Motives of Political Actors at a Distance', in Jerrold M. Post (ed.), *The Psychological Assessment of Political Leaders: With Profiles of Saddam Hussein and Bill Clinton*. Ann Arbor, MI: University of Michigan Press, Chapter 7 (Motives)

Week 7. 15 December 2022. Personality Traits and Political Behavior: Workshop using

#### **Part IV: Political Leadership and Decision Making: Cognitive and Structural Constraints**

Week 8. 22 December 2022. *Leader Decision Making: Cognitive Approaches*

- Mintz, Alex & DeRoeun, Karl Jr. 2010. Psychological Factors Affecting Foreign Policy Decisions. In *Understanding Foreign Policy Decision Making*, Cambridge University Press, pp. 97-120 (Chapter 6)
- Dyson, Stephen B. and Thomas Preston. 2006. Individual Characteristics of Leaders and the Use of Analogy in Foreign Policy Decision Making. *Political Psychology* 27:265-288
- Zhang, Qingmin, Metaphors and Analogies as Heuristics in Policymaking: The Case of Mao's China. In Alex Mintz and Lesley G. Terris (eds) *The Oxford Handbook of Behavioral Political Science*

Week 9. 29 December 2022: *Decision Units; Decisions in Groups, Relations with advisors*

- Alter, Jonathan. 2010. Secrets from Inside the Obama War Room. *Newsweek.com*
- Hermann, Margaret G. 2001. How Decision Units Shape Foreign Policy: A Theoretical Framework. *International Studies Review* 3:47-81.
- Maoz, Zeev. 1990. Framing the National Interest: The Manipulation of Foreign Policy Decisions in Group Settings, *World Politics*, 43(1): 77-110.
- Mintz, Alex and Carley Wayne. 2016. *The Polythink Syndrome: US Foreign Policy Decisions on 9/11, Afghanistan, Iraq, Iran, Syria, and ISIS*. Stanford University Press, Chapter 1 (The Polythink Syndrome) & Chapter 2 (Symptoms, Causes and Consequences of Polythink).
- Mintz, Alex and Barr, Kasey, Rethinking Group Dynamics: The Cuban Missile Crisis Revisited. 2021. In: *The Cambridge Handbook of Political Psychology* (Danny Osborne and Chris Sibley (eds.)). Cambridge University Press 2021

Week 10. 5 January 2023. *Leadership in Group Settings: 12 Angry Men*

Week 11. 12 January 2023. *Leaders, Decisions and Regime Types*

- Bueno de Mesquita, Bruce, James D. Morrow, Randolph M. Siverson, and Alastair Smith. 2004. Testing Novel Implications from the Selectorate Theory of War. *World Politics* 56(3): 363-388.
- Keller, Jonathan W. 2005. Leadership Style, Regime Type, and Foreign Policy Crisis Behavior: A Contingent Monadic Peace? *International Studies Quarterly* 49(2): 205-31.
- Weeks, Jessica L. 2008. "Autocratic Audience Costs: Regime Type and Signaling Resolve." *International Organization* 62: 35-64.

Week 12. 19 January 2023. *Conclusion*