

## **RSED 2200: Leadership Along the Way**

*“To give birth, to nourish, to bear and not to own, to act and not lay claim,  
to lead and not rule:  
this is mysterious power.”*

~ Lao Tzu, *Tao Te Ching*, Ch. 10

2021 Fall Synchronous Online

Zoom Room: 813 2494 2190

Password will be posted on Moodle

Mondays, 2:10pm – 5:00pm Pacific Time (PT)

September 13, 2021 – December 13, 2021

*Final Syllabus*

Instructor: J. Tyson Casey [tcasey@sksm.edu](mailto:tcasey@sksm.edu)  
Office Hours: by appointment only, usually on Mondays before class (1pm – 2pm PT)  
Grading: 3 Units. Pass/Fail (unless letter grade is requested in writing)

### **I. Rationale:**

The world we now live in is rapidly changing – as a result of interlocking patterns of domination, climate disruption, and outdated forms of governance. These conditions are interdependent and impermanent. They call for adaptive and embodied leadership rooted in relationship – to the earth, to each other, and to shared power.

The rationale for this course is to develop one’s own life-regenerating leadership along the long arc of social change and transformation that existed before our time and will continue after us. We will explore ways of engaging and directing energy within an ecosystem so as to encourage diversity and distribution of leadership. This includes rediscovering our resilience and agency in challenging environments while leading in a way that honors the leadership present in any given moment, as well as the leadership that preceded and will follow such moments.

This course is synchronous online, interactive, and informed by Taoist, Zen, and Somatic praxis. Students will be expected to complete readings, reflections, and activities that will deepen their leadership practice. Relates to SKSM Thresholds 1, 3, 5, & 7, and MFC Comps 3, 5, & 7.

Class is limited to 12 participants.

### **II. Intended Outcomes:**

By the end of this course, students will:

- Be able to practice regenerative leadership amidst interlocking habits, patterns, and systems of domination.
- Be familiar with ways of cultivating ease, resiliency, and agency, so that they can be more adaptable and embodied in their leadership.
- Have more tools for guiding individual and group energy in an equitable and emergent way.

### III. Tentative Sequence:

**September 13**

Welcome, Opening, Context Setting

**September 20**

Regenerative Power and Practice

**September 27**

Authority and Leadership

**October 4**

Sharing the Story of the Long Arc

**October 11**

Space, Energy, and Time I

**October 18**

Space, Energy, and Time II

**October 25**

*No Class: Reading Week.*

Midterm Assignment due November 3<sup>rd</sup>.

**November 1**

Fall Pruning, Priorities, and Planning

**November 8**

Knowing Agency, Being an Agent for Change

**November 15**

Root, Return, Renew

**November 22**

Regenerative Facilitation

**November 29**

Living Leadership Lessons I

**December 6**

Living Leadership Lessons II

**December 13**

Closing Connections

Final reflection due December 15<sup>th</sup>.

#### **IV. Course Requirements:**

##### **A. Work to be completed during the course (40%):**

- Completion of midterm assignment, which involves detailed daily tracking for at least 10 days within a two-week period.
- Keep and retain a daily practice journal for the entire semester.
- Timely submission of midterm and final reflection papers related to tracking and journal assignments.
- Completion of course final presentation.

##### **B. Participation (60%):**

- On-time, on-screen attendance at each class session. Up to 3 absences allowed without penalty.
- Full, equitable participation in all activities, conversations, and presentations.
- Compliance with group guidelines, agreements, and processes.
- Weekly roles that contribute to the participant experience.
- Completion of homework and Moodle posts in preparation for each meeting session.
- Co-facilitation of a final presentation for the whole class.

#### **V. Course Policies:**

We are required by the Graduate Theological Union, the Association of Theological Seminaries (ATS), and the Department of Education to include the following statements in all SKSM Syllabi:

- Academic Conduct

<https://www.sksm.edu/current-students/statement-academic-integrity-misconduct/>

- Plagiarism

<https://www.sksm.edu/plagiarism/>

- Notice to Students About Your Privacy (FERPA)

<https://www.sksm.edu/academics/policy-statements/ferpa-family-educational-rights-and-privacy-act/>

- Disability Policy

<https://www.sksm.edu/resources/student-handbook/starr-king-policies/students-with-disabilities-policy/>

## VI. Course Readings:

Unless otherwise noted, all required readings will be available as PDF files in Moodle. Over the semester, there may be changes to the readings due to the direction and interests of the course and cohort.

### A. Required text (not in Moodle):

Le Guin, Ursula K. *Lao Tzu: Tao Te Ching: a book about the way and the power of the way*. Boston, MA: Shambhala Publications, 1997.

List Price: \$14.95

ISBN: 9781570623950

~or~

Le Guin, Ursula K. *Lao Tzu: Tao Te Ching: a book about the way and the power of the way*. Boston, MA: Shambhala Publications, 2019.

List Price: \$16.95

ISBN: 9781611807240

***If you wish to use another version of the Tao Te Ching, please confer with instructor first for approval. Some translations do not align with the pedagogy of this course.***

### B. Required reading (available in Moodle):

Archuleta, Michelle. "Approaching Leadership through Culture, Story, and Relationships." In *Living Indigenous Leadership: Native Narratives on Building Strong Communities*, edited by Carolyn Kenny and Tina Ngaroimata Fraser, 162-175. Vancouver: UBC Press, 2012.

Brown Childs, John. "Boundary as Bridge." In *The Movements of Movements Part 2: Rethinking Our Dance*, 259-265. Oakland: PM Press, 2018.

Casey, J. Tyson. "Regenerative Power." In *Perspectives on Anarchist Theory: Power*, number 32 (2021).

Covey, Stephen R. "Time Management Matrix." Excerpts from *First Things First*. New York: Free Press, 1994.

Haines, Staci and Ng'ethe Maina. "The Transformative Power of Practice." In *Framing Deep Change: essays on transformative social change*, 26-32. Berkeley: Center for Transformative Change, 2010.

hooks, bell. "Contemplation and Transformation." In *Buddhist Women on the Edge: Contemporary Perspectives from the Western Frontier*, edited by Marianne Dresser, 287 – 292. Berkeley: North Atlantic Books, 1996.

Macy, Joanna. "The Co-Arising of Self and Society." In *Mutual Causality in Buddhism and General Systems Theory*, 183-191. Albany: State University of New York Press, 1991.

Manuel, Zenju Earthlyn. "What We Create: Shared Community and Kinship." In *Sanctuary: A Mediation on Home, Homelessness, and Belonging*, 35-50. Somerville: Wisdom Publications, 2018.

Stone, Douglas and Sheila Heen. "Three Triggers." In *Thanks for the Feedback: The Science and Art of Receiving Feedback Well*, 15-26. New York: Penguin Books, 2015.

Wong, Norma Ryuko Kawelokū. *Kuleana. Now*, 1 – 21. Honolulu: One Leaf, 2019.

C. Referential readings (not included in Moodle unless requested):

Baumeister, Roy F. & John Tierney. "Decision Fatigue." In *Willpower: Rediscovering the Greatest Human Strength*, 88-107. New York: Penguin Group, 2011.

Benyus, Janine M. "Where will we go from here?" In *Biomimicry: Innovation Inspired by Nature*, 285-297. New York: William Morrow, HarperCollins Publishers Inc, 1997.

Blau, Peter M. & Marshall W. Meyer. "Organizational Structure" and "Bureaucracy and Democracy." In *Bureaucracy in Modern Society*, 84-109, 185-198. New York: Random House, Inc., 1987.

Boggs, Grace Lee, with Scot Kurashige. "These Are the Times to Grow Our Souls" and "We are the Leaders We've Been Looking For." In *The Next American Revolution: Sustainable Activism for the Twenty-First Century*, 28-51, 159-178. Berkeley: University of California Press, 2011.

brown, adrienne maree. *Emergent Strategy: shaping change, changing worlds*. Chico: AK Press, 2017.

brown, adrienne maree. "Feeling from Within: A Life of Somatics." In *Pleasure Activism: The Politics of Feeling Good*, 273-278. Chico: AK Press, 2019.

brown, adrienne maree. "Unthinkable Thoughts: Call-Out Culture in the Age of COVID-19." In *We Will Not Cancel Us: and other dreams of transformative justice*, 33-63. Chico: AK Press, 2020.

brown, adrienne maree. *Holding Change: The Way of Emergent Strategy Facilitation and Mediation*. Chico: AK Press, 2021.

Burchard, Brendon. "Beyond Natural: The Quest for High Performance." In *High Performance Habits: How Extraordinary People Become that Way*, 29-50. Carlsbad: Hay House, Inc., 2017.

Briskin, Alan, Sheryl Eickson, John Ott, and Tom Callanan. "The Unlimited Cocreative Power of Groups and Communities." In *The Power of Collective Wisdom and the trap of collective folly*, 147-171. San Francisco: Berrett-Koehler Publishers, Inc., 2009.

Casey, J. Tyson and Cristina Moon. "Anchoring the Heart of a Democratic Economy". *Tikkun Magazine*, vol. 33, no. 3, 2018, 54-57.

- Chuang-Tzu, Gia-fu Feng and Jane English (trans.). "Human Affairs." In *Chuang-Tzu: The Inner Chapters*, 60-82. New York City: Hay House, Inc., 2014.
- Cohen, Jeffrey H. "Cooperation, the Politics of Leadership, and Civil Society." In *Cooperation and Community: Economy and Society in Oaxaca*, 134-158. Austin: University of Texas Press, 1999.
- Collins, Patricia Hill. "Knowledge, Consciousness, and the Politics of Empowerment." In *Black Feminist Thought: Knowledge, Consciousness, and the Politics of Empowerment*, 221-238. Boston: Unwin Hyman, 1990.
- Comfort, Alex. "Types of Leadership." In *Authority and Delinquency*, 32-44. London: Zwan Publications, 1988.
- Connelly, Ben. *Inside Vasubandhu's Yogacara: A Practitioner's Guide*. Somerville: Wisdom Publications, 2016.
- Coover, Virginia, Ellen Deacon, Charles Esser, and Christopher Moore. *Resource Manual for a Living Revolution*. Philadelphia: New Society Publishers, 1985.
- Cornell, Andrew. "Nonviolence, Consensus, and Leadership: An Interview." In *Oppose and Propose*, 63-76. Oakland: AK Press and IAS, 2011.
- Crass, Chris. "We Can Do This: Key Lessons for More Effective and Healthy Liberation Praxis." In *Towards Collective Liberation: Anti-Racist Organizing, Feminist Praxis, and Movement Building Strategy*, 273-284. Oakland: PM Press, 2013.
- CrimethInc. *Self as Other: Reflections on Self-Care*. CrimeThinc.com, 2013. <https://crimethinc.com/zines/self-as-other>
- Devane, Tom. "Sustainability of Results." In *The Change Handbook*, edited by Peggy Holman, Tom Devan, and Steven Cady, 59 – 69. San Francisco, CA: Berrett-Koehler Publishers, Inc., 2007.
- Dewey, John. "The Individual and the World." In *Democracy and Education*, 291-305. New York: The Free Press, 1916.
- Duhigg, Charles. "Saddleback Church and The Montgomery Bus Boycott." In *The Power of Habit: Why We Do What We Do in Life and Business*, 215-244. New York: Random House, 2014.
- Duhigg, Charles. "Decision making: forecasting the Future (and Winning at Poker) with Bayesian Psychology." In *Smarter Faster Better: The Transformative Power of Real Productivity*, 167-204. New York: Random House, 2016.
- Eyal, Nir. *Indistractable: How to Control Your Attention and Choose Your Life*. Dallas: BenBella Books, Inc., 2019.
- Federici, Silvia. *Beyond the Periphery of the Skin*. Oakland: PM Press, 2020.

Flaherty, James. *Coaching: Evoking Excellence in Others*. New York: Routledge, 2014.

Freeman, Jo. "The Tyranny of Structurelessness." In *Quiet Rumours: an anarcho-feminist reader*, 68-75. Oakland: AK Press/Dark Star, 2012.

Fogg, BJ. *Tiny Habits: The Small Changes That Change Everything*. New York: Houghton Mifflin Harcourt, 2020.

Follett, Mary Parker. *Dynamic Administration: the collected papers of Mary Parker Follett*, edited by Henry C. Metcalf and L. Urwick, 30-49, 247-269. New York, NY: Harper & Row, Publishers, 1940.

Funk, R. W., Roy W. Hoover, and The Jesus Seminar. *The Five Gospels: What Did Jesus Really Say?*, 135-159, 289-299. San Francisco, CA: HarperCollins, 1993.

Graeber, David. "How Change Happens." In *The Democracy Project*, 208 – 232. Spiegel & Grau. New York. 2013.

Grossman, Warren. *To Be Healed By The Earth*. New York: Seven Stories Press, 2007.

Gumbs, Alexis Pauline. *Black Feminist Lessons from Marine Mammals*. Chico: AK Press, 2020.

Han, Byung-Chul. *The Burnout Society*. Translated by Erik Butler. Stanford: Stanford University Press, 2015.

Han, Byung-Chul. *Capitalism and the death drive*. Translated by Daniel Steuer. Medford: Polity Press, 2021.

Hanh, Thich Nhat. "Handling Power Skillfully." In *The Art of Power*, 31-40. New York: Harper One, 2007.

Hanh, Thich Nhat. *Understanding Our Mind*. Berkeley: Parallax Press, 2006.

Hardt, Michael & Antonio Negri. "The Leadership Problem." In *Assembly*, 1-14. New York: University of Oxford Press, 2017.

Hardy, Benjamin. "How Your Environment Shapes You: The Myth of Willpower." In *Willpower Doesn't Work: Discover the Hidden Keys to Success*, 24-41. New York: Hatchette Book Group, 2018.

Haworth, Robert H. and John M. Elmore (eds.). *Out of the Ruins: The Emergence of Radical Informal Learning Spaces*. Oakland: PM Press, 2017.

Heckler, Richard Strozzi. "The Way: Living In The Body." In *The Anatomy of Change: East/West Approaches to Body/Mind Therapy*, 55-74. Boston: Shambhala, 1985.

Heifetz, R., Alexander Grashow, and Marty Linsky. "The Theory Behind the Practice." In *The Practice of Adaptive Leadership: Tools and Tactics for Changing Your Organization and the World*, 13-40. Boston: Harvard Business Press, 2009.

hooks, bell. "Keepers of Hope: Teaching in Communities." In *Teaching Community: A Pedagogy of Hope*, 105-116. New York: Routledge, 2003.

Indigenous Action Media. "Accomplices Not Allies: Abolishing the Ally Industrial Complex." In *Taking Sides: Revolutionary Solidarity and the Poverty of Liberalism*, edited by Cindy Milstein, 85-96. Oakland: AK Press, 2015.

Jordan, June. "The Creative Spirit: Children's Literature." In *Revolutionary Mothering: Love on the Front Lines*, edited by Alexis Pauline Gumbs, China Martens, and Mai'a Williams, 11-18. Toronto: Between the Lines, 2016.

Kenny, Carolyn. "Liberating Leadership Theory." In *Living Indigenous Leadership: Native Narratives on Building Strong Communities*, edited by Carolyn Kenny and Tina Ngaroimata Fraser, 1-12. Vancouver: UBC Press, 2012.

Krishnamurti, Jiddu. "Intellect, Authority, and Intelligence." In *Education and the Significance of Life*, 51-66. New York: HarperCollins Publishers, 1953.

Kropotkin, Petr. *Mutual Aid: A Factor In Evolution*. Boston: Extending Horizons Books, 1955.

Lent, Jeremy. *The Patterning Instinct: A Cultural History of Humanity's Search for Meaning*. Amherst: Prometheus Books, 2017.

Levine, Bruce E. "The Compliant, the Noncompliant, and the Anti-Authoritarian." In *Resisting Illegitimate Authority: A Thikning Person's Guide to Being an Anti-Authoritarian—Strategies, Tools, and Models*, 19-30. Chico: AK Press, 2018.

Levine, Cathy. "The Tyranny of Tyranny." In *Quiet Rumours: an anarcha-feminist reader*, 77-80. Oakland: AK Press/Dark Star, 2012.

Lewis, Dennis. *The Tao of Natural Breathing: for health, well-being, and inner growth*. Boulder: Shambhala Publications, 2006.

Lipsky, Laura van Dernoot, with Connie Burk. "New Ways to Navigate." In *Trauma Stewardship: An Everyday Guide to Caring for Self While Caring for Others*, 116-129. Oakland: Berrett-Koehler Publishers, Inc., 2009.

Loehr, Jim, and Tony Schwartz. *The Power of Full Engagement: Managing Energy, Not Time, Is the Key to High Performance and Personal Renewal*. New York: The Free Press, 2003.

Lushwala, Arkan. "The Change of Perception." In *The Time of the Black Jaguar*, 87-96. New Mexico: Hernan Quinones, 2012.

Marcos, Subcomandante Insurgente. "Power as a Mirror and an Image," and "History of the One and the All." In *!Ya Basta! Ten Years of the Zapatista Uprising*, 153-160, 356-359. Oakland: AK Press, 2004.

McKeown, Greg. *Effortless: Make It Easier to Do What Matters Most*. New York: Currency, 2021.



Menakem, Resmaa. "Settling and Safeguarding Your Body." In *My Grandmother's Hands: Racialized Trauma and the Pathway to Mending Our Hearts and Bodies*, 151-164. Las Vegas: Central Recovery Press, 2017.

Moore, Anne Elizabeth. "On leaving the birthplace of standard time." In *Body Horror: Capitalism, Fear, Misogyny, Jokes*, 127-136. Chicago: Curbside Splendor, 2017.

Nestor, James. *Breath: The New Science of a Lost Art*. New York: Riverhead Books, 2020.

Quammen, David. *The Tangled Tree: A Radical New History of Life*. New York: Simon & Schuster, 2018.

Reinsborough, Patrick & Doyle Channing. "Winning the Battle of Story." In *Re:Imagining Change*, 43-65. Oakland: PM Press, 2010.

Ross, Jovida and Weyam Ghadbian. *Turning Towards Each Other: A Conflict Workbook*. Self-published, 2020.

Sista II Sista. "Sistas Makin' Moves: Collective Leadership for Personal Transformation and Social Justice." In *Color of Violence: the incite! anthology*, edited by Incite! Women of Color Against Violence, 196-207. Cambridge: South End Press, 2006.

Samaran, Nora, with Natalie Knight. "Dialogue: Free, Prior, and Informed Consent." In *Turn This World Inside Out: The Emergence of Nurture Culture*, 113-122. Chico: AK Press, 2019.

Schulman, Sarah. "The Duty of Repair." In *Conflict is Not Abuse: overstating harm, community responsibility, and the duty of repair*, 55-78, 271-280. Vancouver: Arsenal Pulp Press, 2017.

Sharot, Tali. *The Influential Mind: What the Brain Reveals About Our Power to Change Others*. New York: Henry Holt and Company, 2017.

Sitrin, Marina. "Horizontalidad." In *Horizontalism: Voices of Popular Power in Argentina*, 37-66. Oakland: AK Press, 2006.

Starhawk. "The Practice of Direct Democracy." In *Webs of Power: Notes from the Global Uprising*, 169-178. British Columbia: New Society Publishers, 2002.

Storm, Cristien. *Living in Liberation: Boundary Setting, Self-Care and Social Change*. Cristien Storm, 2016.

Suzuki, Shunryu. *Branching Streams Flow in the Darkness: Zen Talks on the Sandokai*, edited by Mel Weitsman and Michael Wenger, 17-23, 190-191. Berkeley: University of California Press, 1999.

Swaris, Nalin. "Karma: The Creative Life Force of Human Beings." In *Rethinking Karma: The Dharma of Social Justice*, edited by Jonathan S. Watts, 39-65.

Taylor, Marilyn M.. "Leading Ourselves: Cultivating Personal Practices for Emergent Learning." In *Emergent Learning for Wisdom*, 121-175. New York: Palgrave Macmillan, 2011.

Taylor, Sonya Renee. "A New Way Ordered By Love." In *The Body Is Not An Apology: The Power of Radical Self-Love*, 75-91. Oakland: Berrett-Koehler Publishers, Inc., 2018.

Trudell, John. "The Power of Being a Human Being." In *Original Instructions: Indigenous Teachings for a Sustainable Future*, edited by Melissa K. Nelson, 318-323. Vermont: Bear & Company, 2008.

Van der Kolk, Bessel. "Putting the Pieces Together: Self-Leadership." In *The Body Keeps the Score: Brain, Mind, and Body in the Healing of Trauma*, 279-297. New York: Penguin Books, 2014.

Vaneigem, Raoul. *The Revolution of Everyday Life*. Seattle: Left Bank Books, 1995.

Walia, Harsha. "Moving Beyond a Politics of Solidarity toward a Practice of Decolonization." In *Organize: building from the local for global justice*, edited by Aziz Choudry, Jill Hanley, and Eric Shragge, 240-253. Oakland: PM Press, 2012.

Ward, Colin. "The Dissolution of Leadership." In *Anarchy in Action*, 38-43. New York: Harper & Row, 1973.

Wheatley, Margaret. "Change, Stability, and Renewal: The Paradoxes of Self-Organizing Systems." In *Leadership and the New Science*, 75-90. San Francisco: Berrett-Koehler Publishers, 2006.

williams, Rev. angel Kyodo & Lama Rod Owens, with Jasmine Syedullah. "Why Your Liberation Is Bound Up with Mine." In *Radical Dharma: Talking Race, Love, and Liberation*, 179-204. Berkeley: North Atlantic Books, 2016.

Wilson, Carol. *The GROW Coaching Model*. Self-published, Culture At Work, 2017.