

## Leadership and Ethics: Moral Leadership in Personal Practice

## COURSE A OUTLINE

Moral leadership challenges the usual definition of leadership. The big idea of this course is that leadership is a practice, not a position, and practicing leadership is not the same as possessing authority. Leadership is not something a few lucky people are born with, people with a “great vision” that is always right that inspires people to become their followers and carry out their vision. Leadership is not about using your expertise to solve problems for other people. Moral leadership *is* about mobilizing people to work together for positive change in the world—to do the slow, iterative work of defining problems and experimenting, failing, and experimenting again to make progress toward solutions.

	Topic	Content	Assignments
Week 1	<b>What is Moral Leadership?</b>	<p>Moral leadership is the practice of mobilizing people for positive change—not finding a powerful, charismatic “Leader” to tell their followers what to do. Define leadership in a new way.</p> <p>Framework: adaptive leadership</p>	<p><b>Individual assignments</b></p> <ul style="list-style-type: none"> <li>• Writing assignment</li> <li>• 2 case analyses</li> </ul> <p><b>Group assignments</b></p> <ul style="list-style-type: none"> <li>• Synchronous hour meeting</li> <li>• Group case analysis</li> </ul>
Week 2	<b>Pursue the Good, or Protect Rights?</b>	<p>In any given situation, there are two options for doing the right thing: promote the greater good, or protect individual rights. Understand when they align and when you must choose between them—and learn how to choose.</p> <p>Framework: the greater good and individual rights</p>	<p><b>Individual assignments</b></p> <ul style="list-style-type: none"> <li>• Writing assignment</li> <li>• Case analysis</li> <li>• Quiz</li> <li>• Discussion</li> </ul> <p><b>Group assignments</b></p> <ul style="list-style-type: none"> <li>• Synchronous hour meeting</li> <li>• Group case analysis</li> </ul>
Week 3	<b>Moral Narratives</b>	<p>Each of us lives out a moral narrative in which we express our character and personal values. It’s our moral narrative that helps us to mobilize others to work with us. Explore moral narratives and the personal values they’re rooted in.</p> <p>Frameworks: moral narrative, personal values</p>	<p><b>Individual assignments</b></p> <ul style="list-style-type: none"> <li>• 2 writing assignments</li> </ul> <p><b>Group assignments</b></p> <ul style="list-style-type: none"> <li>• Synchronous hour meeting</li> <li>• Group peer consultations</li> </ul>

	Topic	Content	Assignments
Week 4	<b>Negotiating Community Values</b>	The values that unite a community can also blind it to the moral perspectives of other communities. Describe how your core personal values align with--and depart from--the values of the community you practice leadership within.	<b>Individual assignments</b> <ul style="list-style-type: none"> <li>• Writing assignment</li> <li>• Case analysis</li> <li>• Quiz</li> <li>• Discussion</li> </ul> <b>Group assignments</b> <ul style="list-style-type: none"> <li>• Synchronous hour meeting</li> <li>• Group case analysis</li> </ul>
Week 5	<b>Moral Trade-Offs</b>	Moral dilemmas are challenges with multiple possible solutions. Each solution satisfies one of your core values, but violates another. Learn how to make moral trade-offs that advance positive change.  Framework: moral trade-offs	<b>Individual assignments</b> <ul style="list-style-type: none"> <li>• Simulation debrief</li> <li>• Case analysis</li> </ul> <b>Group assignments</b> <ul style="list-style-type: none"> <li>• Synchronous hour meeting</li> <li>• Group simulation (required)</li> </ul>
Week 6	<b>Beginning your Practice of Moral Leadership</b>	Learn how to take the frameworks of this course, your personal experience, and your values, into your future practice of moral leadership.	<b>Individual assignments</b> <ul style="list-style-type: none"> <li>• 2 writing assignments</li> <li>• Live debrief event</li> </ul> <b>Group assignments</b> <ul style="list-style-type: none"> <li>• Synchronous hour meeting</li> <li>• Group debrief</li> </ul>

## Materials

All course materials will be provided each week, including videos, readings, assignment templates.

## Scoring

Course performance is not assigned a letter grade, but instead a designation of Pass or No Pass.

Approximately the top 10% of the course (not necessarily those who score above 90%) are recognized with Pass with Distinction.

40%: Individual Assignments & Quizzes

20%: Moral Leadership Challenge

20%: Group Assignments

10%: Case Analysis Companions

5%: Discussion Posts

5%: Feedback Surveys

## Course Policies

See [onlinelearning.hks.harvard.edu](https://onlinelearning.hks.harvard.edu) for full FAQs.