



## Leadership and Conflict

*Spring 2024*

Thursdays 12:00 – 14:30

Naftali 004

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**Office Hours:** By appointment

### I. Overview and Learning Objectives:

One of the most influential figures in the life of a society generally, and of a society in conflict specifically, is its leader. S/he can mobilize the public and society's resources for the emergence and escalation of a conflict, while s/he can also lead them to its peaceful resolution. The course will include two main parts: In the first part, we will investigate the phenomenon of leadership, examine the sources of leaders' power and their influence, and consider various leadership models. In the second part we will examine the role of leaders in various stages of conflicts. In addition to studying theories in the field, a major part of the course will be looking at case studies of leaders from Israel and from other parts of the world from a comparative perspective. The students will be expected to implement the material of the course in a project that will be carried out along the semester, focusing on a leader of their choice.

### II. Course Requirements

- **Participation:** 15% of final grade.
- **Presentation in class of an article:** 15% of final grade
- **Final Project:** 70% of final grade, composed of:
  - Bibliography assignment: 5% of final grade
  - Presentation in class of a leader: 15% of final grade
  - Seminar paper: 50% of final grade

*Students are required to submit an electronic copy of the seminar paper and of the other assignments. Electronic submission is possible only via Moodle. Submission via email will not be accepted.*

*In this class there will be no late submissions and no incompletes will be given.*

**Participation:** students are required to complete the readings, attend class regularly, and actively participate in class discussions and activities.

**Presentation in class of an article:** You are requested to pick one article from the list that will be circulated, and present it in class. The dates of the presentations will be scheduled on the first class.

During your 10-15 minutes activity (excluding class discussion) you are requested to:

1. Concisely present the main arguments, results and conclusions from the article in a presentation **no longer than 5 minutes**. (35% of the grade for the assignment)
2. Choose a leader, and prepare a 5-10 minutes' activity aimed at applying the ideas from the article on her/him. Bring relevant materials, questions and points that would provide a basis for the activity and the class discussion during or after it. Please dedicate thought and attention to this part, which

- represents your creativity. (45% of the grade for the assignment)
3. Present it in an interesting and compelling manner, and upload your presentation to the shared Moodle folder on the day of the presentation. (20% of the grade for the assignment)

Final project: You are required to select a leader who led her/his society during times of either conflict or crisis; or during times of peace-making, reconciliation or major social change. The leader and context have to be approved by the instructor during the individual meeting. The bibliography assignment, presentation in class and seminar paper will be on this leader.

Bibliography assignment: You are required to hand in a list with at least 4 bibliographic items and their abstract that do not appear in the syllabus, dealing with the leader you chose. The items have to be strictly academic (articles from peer-reviewed journals, academic books and research reports) and published not earlier than 1990; two of the items have to be articles from peer-reviewed journals; one or two of the items have to include a general background about the leader.

The list has to be written according to the APA 6<sup>th</sup> edition style. You can find the general rules and examples here: <http://owl.english.purdue.edu/owl/resource/560/05/>

The abstract should be copy-pasted from the article or database you retrieved the item from.

The bibliography assignment will be due one week after the Library Guidance (TBA).

Presentation in class of a leader: You are asked to present in class your analysis of the leader you chose according to theoretical frameworks discussed in class.

In your 7-10 minutes' presentation you are requested to:

1. Briefly present **relevant** background information about the leader. (15% of the grade for the assignment)
2. Characterize and analyze the context in which s/he operated according to the theories we discussed in class. (25% of the grade for the assignment)
3. Analyze the social and political challenges s/he faced at that time, and constituted her/his main roles as a leader. (25% of the grade for the assignment)
4. Analyze and give examples to the ways through which s/he fulfilled her/his roles as a leader and the social influence s/he had. (25% of the grade for the assignment)
5. Present your ideas in an interesting and compelling manner. (10% of the grade for the assignment).
6. The presentation should include references in the last slide, and uploaded to the shared Moodle folder on the same day.

Your presentation has to be based on relevant **academic materials** like the ones you found for your bibliography assignment, in addition to the relevant material from the syllabus and other sources. In addition you can use materials such as video clips, news items, surveys, art pieces, etc., to exemplify your points.

As listeners, you will be requested to fill a feedback form for some of the presentations. These forms will assist the presenters in their project, and will be part of your participation's grade.

Presentations will be conducted during the last two classes of the seminar.

Seminar paper: The seminar paper will be partially based on your presentation in class. Further details and due date will be provided later during the semester.

### III. Class Schedule and Readings

Reading assignments should be completed before the class for which they are assigned.

<b>Date &amp; Assignments</b>	<b>Topic</b>	<b>Reading</b>
1. 16.3.23 – <b>Approval of</b>	Introduction	

<b>article presentation</b>		
2. 23.3.23	1. Approaches to leadership	Haslam et al., Ch. 1, 2
3. 30.3.23	2. Leaders & followers	Popper, 2004
4. 20.4.23	2. Leadership styles	Avolio & Bass, 1988
5. 27.4.23	3. Leadership, power & social influence	Haslam et al., Ch. 4, 6
6. 4.5.23	4. Leadership in a context	Rosler, 2019
7. 11.5.23 8. 14.5.23 - Sunday	Individual meetings	
9. 18.5.23	5. Leadership in a conflict	Ansell, Boin, & 't Hart, 2014
10. 8.6.23	6. Leadership & change	Subasic, Reynolds, & Mohamed, 2014
11. 15.6.23	7. Leadership in peace-making & reconciliation	Hermann & Gerard, 2009
12. 22.6.23 13. 29.6.23	Students' Presentations	

Compulsory reading is marked with an asterisk (\*)

### 1. Approaches to Leadership

\*Haslam, S. A., Reicher, S. D., & Platow, M. J. (2011). *The new psychology of leadership: Identity, influence and power*. New York: Psychology Press. Ch. 1, 2

Grint, K. (2011). A history of leadership. In A. Bryman, D. Collinson, B. Jackson, K. Grint, K. & M. Uhl-Bien (Eds.), *The Sage Handbook of Leadership* (pp. 3-14). Los Angeles: Sage.

Gardner, W. L., Lowe, K. B., Moss, T. W. , Mahoney, K. T., & Cogliser, C. C. (2010). Scholarly leadership of the study of leadership: A review of the Leadership Quarterly's second decade, 2000–2009. *The Leadership Quarterly*, 21(6), 922-958.

Chemers, M. M. (2001). Leadership effectiveness: An integrative review. In M. A. Hogg & R. S. Tindale (Eds.), *Blackwell handbook of social psychology: Group processes*. Oxford: Blackwell.

Popper, M. (2005). *Leaders who transform society: What drives them and why we are attracted*. Westport: Praeger. (Ch. 2, pp. 13-24)

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).

Popper, M. (2004). Leadership as relationship. *Journal for the Theory of Social Behavior*, 34(2), 107-125.

Kets de Vries, M. F. R. (1988). Prisoners of leadership. *Human Relations*, 41/3, 261-280.

Post, J. M. (1986). Narcissism and the charismatic leader-follower relationship *Political Psychology*, 7(4), 675-687.

A. Bryman, A., Collinson, D., Jackson, B., Grint, K., & Uhl-Bien, M. (Eds.) (2011). *The Sage Handbook of Leadership*. Los Angeles: Sage.

### 2. Leadership Styles

\*Avolio, B. J., & Bass, B. M. (1988). Transformational leadership: Charisma and beyond. In J. G. Hunt (Ed.), *Emerging leadership vistas* (pp. 29-49). Lexington: D.C. Heath.

Avolio, B. J., & Yammarino, F. J. (Eds.) (2013). *Transformational and charismatic leadership: The road ahead* (2<sup>nd</sup> ed.). Bingley, UK: Emerald.

Bass, B. M. (1985). *Leadership and performance beyond expectations*. New York: Free Press.

- Shamir, B, House J, R., & Arthur, B, (1993). The motivational effects of charismatic leadership: A self concept based theory. *Organizational Science*, 4, 577-593.
- Kaarbo, J. (2001). Linking Leadership Style to Policy: How Prime Ministers Influence the Decision-Making Process, In Ofer Feldman and Linda Valenty (Eds.) *Profiling political leaders: cross-cultural studies of personality and behavior* (81-96). Westport, CT: Praeger.
- Goleman, D. (1998). What makes a leader?, *Harvard Business Review*, Nov/Dec, 93-102.
- Auerbach, Y. (1995). Yitzhak Rabin: Portrait of a leader. In D. J. Elazar & S. Sandler (Eds.), *Israel at the polls, 1992* (pp. 283-320). Lanham: Rowman & Littlefield.
- Popper, M. (2005). *Leaders who transform society: What drives them and why we are attracted*. Westport: Praeger. (Ch. 3, pp. 57-83).
- Post, J. M., Walker, S. G., & Winter, D. G. (2003). Profiling political leaders: An introduction. In G. Post (Ed.), *The Psychological Assessment of Political Leaders* (pp. 1-10). Ann Arbor, MI: The University of Michigan Press.
- Hermann, M. G. (2003). Assessing leadership style: Trait analysis; William Jefferson Clinton's leadership style. In G. Post (Ed.), *The Psychological Assessment of Political Leaders* (Ch. 8 & 13, pp. 178-214, 313-323). Ann Arbor, MI: The University of Michigan Press.
- Judge, T. A., Bono, J. E., Ilies, R., & Gerhardt, M. W. (2002). Personality and leadership: A qualitative and quantitative review. *Journal of Applied Psychology*, 87(4), 765-780.
- Kimchi, S. (2001). Benyamin Netanyahu: A psychological profile using behavior analysis. In O. Feldman & L. Valenty (Eds.), *Profiling political leaders: Cross-cultural studies of personality and behavior* (pp. 149-164). Westport, CT: Praeger.
- Kimhi, S., Even, S., & Post, J. (2001). *Yasir Arafat - Psychological Profile and Strategic Analysis*. Herzliya: International Institute for Counter-Terrorism.  
<http://www.ict.org.il/ResearchPublications/tabid/64/Articlsid/434/Default.aspx>
- Blondel, J. (1987). *Political leadership: Towards a general analysis*. London: Sage. (Chapter 4: 'The Influence of Personal Characteristics on Political Leadership', pp. 115-147).

### 3. Leadership, Power & Social Influence

- \*Haslam et al. (2011). Ch. 4 & 6.
- Hogg, M. A. (2001). A social identity theory of leadership. *Personality and Social Psychology Review*, 5(3), 184-200.
- Sinclair, A. (2011). Being Leaders: Identity and Identity Work in Leadership. In A. Bryman, D. Collinson, B. Jackson, K. Grint, K. & M. Uhl-Bien (Eds.), *The Sage Handbook of Leadership*. Los Angeles: Sage.
- Reicher, S., Spears, R., & Haslam, S. A. (2010). The social identity approach in social psychology. In M. S. Wetherell & C. T. Mohanty (Eds.), *Sage Identities Handbook* (pp. 45-62). London: Sage.
- Tajfel, H., & Turner, J. C. (2004). The social identity theory of intergroup behavior. In J. T. Jost & J. Sidanius (Eds.), *Political psychology: Key readings* (pp. 276-293). New York: Psychology Press.
- Morris, A. D., & Staggenborg, S. (2004). Leadership in social movements. In D. Snow, D. Soule, & K. Hanspeter (Eds.), *Blackwell companion to social movements* (pp. 171-96).
- Kelman, H. C. (1958). Compliance, identification, and internalization: Three processes of attitude change. *Journal of Conflict Resolution*, 2(1), 51-60.
- Maio, G., & Haddock, G. (2007). Attitude change. In A. W. Kruglanski & E. T. Higgins (Eds.), *Social psychology: Handbook of basic principles* (2nd ed., pp. 565-586). New York, NY: Guilford Press.
- Charteris-Black, J. (2005). *Politicians and rhetoric: The persuasive power of metaphor*. Houndmills: Palgrave Macmillan.
- Klandermans, P. G. (2013). Identity Politics and Politicized Identities: Identity Processes and the Dynamics of Protest. *Political Psychology*.
- Van Zomeren, M. & Iyer, A. (2009). Toward integrative understanding of the social and psychological dynamics of collective action. *Journal of Social Issues*, 65, 645 – 660
- Sjoberg, L. (2014). Feminism. In R. A. W. Rhodes and P. 't Hart (eds.), *The Oxford handbook of political leadership* (pp. 72-86). Oxford: Oxford University Press.

- Eagly, A. H., & Johannesen-Schmidt, M. C. (2001). The leadership styles of women and men. *Journal of social issues*, 57(4), 781-797.
- Ertac, S., & Gurdal, M. Y. (2012). Deciding to decide: Gender, leadership and risk-taking in groups. *Journal of Economic Behavior & Organization*, 83(1), 24-30.
- Caprioli, M., & Boyer, M. (2001). Gender, violence, and international crisis. *Journal of Conflict Resolution*, 40(4), 503-518.
- Haslam, S. A., Reicher, S., & Platow, M. (2011). *The new psychology of leadership: Identity, influence and power*. New York: Psychology Press.
- Fine, M. G. (2009). Women leaders' discursive constructions of leadership. *Women's Studies in Communication*, 32(2), 180-202.
- Chenoy, A. M. & Vanaik, A. (2001). Promoting peace, security and conflict resolution: Gender balance in decisionmaking. In *Gender, peace and conflict*, pp. 122-138.
- Dahlerup, D. (2001). Women in political decisionmaking. In *Gender, peace and conflict*, pp. 104-121.
- Magee, J. C., Gruenfeld, D. H., Keltner D., & Galinsky A. (2005). Leadership and the psychology of power. In D. M. Messick & R. Kramer, *The psychology of leadership: New perspectives and research* (275-293). Mahwah, NJ: Lawrence Erlbaum Associates.
- Raven, B. H. (1992). A power/interaction model of interpersonal influence: French and Raven thirty years later. *Journal of Social Behavior and Personality*, 7(2), 217-244.
- Carli, L. L., & Eagly, A. H. (2011). Gender and leadership. In A. Bryman, D. Collinson, B. Jackson, K. Grint, K. & M. Uhl-Bien (Eds.), *The Sage Handbook of Leadership*. Los Angeles: Sage.
- Gordon, R. (2011). Leadership and power. In A. Bryman, D. Collinson, B. Jackson, K. Grint, K. & M. Uhl-Bien (Eds.), *The Sage Handbook of Leadership*. Los Angeles: Sage.

#### **4. Leadership in a context: General Model**

- \* Rosler, N. (2019). The creation of space for conflict change: Context, society and leadership in Northern Ireland during the 1990s. In M. F. Elman, C. Gerard, G. Golan, & L. Kriesberg (Eds.), *Overcoming Intractable Conflicts: New Approaches to Constructive Transformations* (pp. 123-141). Rowman and Littlefield.
- 't Hart, P. (2014). Contextual analysis. In R. A. Rhodes and P. 't Hart (Eds.), *Oxford handbook of political leadership* (pp. 1-21). Oxford: Oxford University Press.
- Haslam et al. (2011). Ch. 8
- Shamir, B., Arthur, M. B., & House, R. J. (1994). The rhetoric of charismatic leadership: A theoretical extension, a case study, and implications for research. *Leadership Quarterly*, 5/1, 25-42.
- Hartley, J., & Benington, J. (2011). Political leadership. In A. Bryman, D. Collinson, B. Jackson, K. Grint, K. & M. Uhl-Bien (Eds.), *The Sage Handbook of Leadership* (201-212). Los Angeles: Sage.

#### **5. Leadership in conflict**

- \*Ansell, C., Boin, A., & 't Hart, P. (2014). Political leadership in times of crisis. In R. A. Rhodes and P. 't Hart (Eds.), *Oxford handbook of political leadership* (pp. 418-433). Oxford: Oxford University Press.
- Bar-Tal, D. (2013). *Intractable conflicts: Psychological foundations and dynamics*. Cambridge: Cambridge University Press. Ch. 1, 2 & 3.
- Bligh, M. C., Kohles, J. C., & Meindl, J. R. (2004). Charisma under crisis: Presidential leadership, rhetoric, and media responses before and after the September 11th terrorist attacks. *Leadership Quarterly*, 15, 211-239.
- Janis, I. L., & Mann, L. (1977). *Decision making: A psychological analysis of conflict, choice, and commitment*. New York: The Free Press.
- Aronoff, Y. S. (2010). From warfare to withdrawal: The legacy of Ariel Sharon. *Israel Studies*, 15(2), 149-172.
- Fisher, R. J. (1990). Needs theory, social identity and an eclectic model of conflict. In J. Burton (Ed.), *Conflict: Human needs theory* (pp. 89-112). New York: St. Martin's press.
- Mintz, A. (2004). Foreign policy decision making in familiar and unfamiliar settings: An experimental study of high-ranking military officers. *Journal of Conflict Resolution*, 48 (1), 91-104.

## 6. Leadership and change

- \*Subasic, E., Reynolds, K. J., & Mohamed, M. S. (2014). Changing social identities to change society: Leadership as a contest for influence and collective mobilization. In K. J. Reynolds & N. R. Branscombe (Eds.), *Psychology of change: Life contexts, experiences, and identities* (pp. 246-263). New York: Psychology Press.
- Marcus, E. C. (2014). Change and conflict: Motivation, resistance and commitment. In P. T. Coleman, M. Deutsch, & E. C. Marcus (Eds.), *The handbook of conflict resolution: Theory and practice* (pp. 513-557). San Francisco: Jossey-Bass (third edition).
- Abrams, D., Randsley de Moura, G., Marques, J. M., & Hutchison, P. (2008). Innovation credit: When can leaders oppose their group's norms?. *Journal of Personality and Social Psychology*, 95/3, 662-678.
- Mumford, M. D., Robledo, I. C., & Hester, K. (2011). Creativity, Innovation, and Leadership: Models and Findings. In A. Bryman, D. Collinson, B. Jackson, K. Grint, K. & M. Uhl-Bien (Eds.), *The Sage Handbook of Leadership* (201-212). Los Angeles: Sage.
- Ben-Yehuda, H. (1997). Attitude change and policy transformation: Yitzhak Rabin and the Palestinian question, 1967-95. *Israel Affairs*, 3, 201-224.
- Bar-Siman-Tov, Y. (2003). Adaptation and learning in conflict management, reduction and resolution. *The International Journal of Peace Studies*, 8, 19-37.
- Festinger, L. (1957). *A theory of cognitive dissonance*. Evanston, IL: Row Peterson.

## 7. Leadership in peace-making & reconciliation

- \*Hermann, M. G., & Gerard, C. (2009). The contribution of leadership to the movement from violence to incorporation. In B. W. Dayton & L. Kriesberg (Eds.), *Conflict transformation and peacebuilding: Moving from violence to sustainable peace* (pp. 30-44). London: Routledge.
- Rosler, N. (2016). Containing the duality: Leadership in the Israeli-Palestinian peace process. In E. Halperin and K. Sharvit (Eds.), *The Israeli-Palestinian Conflict: A Social Psychology Perspective - Celebrating the Legacy of Daniel Bar-Tal, volume II* (pp. 217-228). Springer.
- Aronoff, Y. S. (2014). *The political psychology of Israeli prime ministers: When hard-liners opt for peace*. New York: Cambridge University Press.
- Bar-Tal, D. (2013). Ch. 9, pp. 323-359.
- Gormley-Heenan, C. (2007). *Political leadership and the Northern Ireland peace process: Role, capacity and effect*. Hampshire: Palgrave Macmillan. (Ch. 4, pp. 67-87).
- Bar-Siman-Tov, Y. (1997). Peace-making with the Palestinians: Change and legitimacy. *Israel Affairs*, 3(3-4), 170-186.
- Auerbach, Y., & Greenbaum, C. (2000). Assessing leader credibility during a peace process: Rabin's private polls. *Journal of Peace Research*, 37(1), 33-50.
- Makovsky, D. (1996). *Making peace with the PLO: The Rabin government's road to the Oslo Accord*. Boulder: Westview Press.
- Ledgerwood, A., Callahan, S. P., & Chaiken, S. (2014). Changing minds: Persuasion in negotiation and conflict resolution. In P. T. Coleman, M. Deutsch, & E. C. Marcus (Eds.), *The handbook of conflict resolution: Theory and practice* (pp. 533-557). San Francisco: Jossey-Bass (third edition).
- Crichlow, S. (1998). Idealism or pragmatism? An operational code analysis of Yitzhak Rabin and Shimon Peres. *Political Psychology*, 19(4), 683-706.
- Bargal, D., & Sivan, E. (2004). Leadership and reconciliation. In Y. Bar-Siman-Tov (Ed.), *From conflict resolution to reconciliation* (pp. 125-147). Oxford: Oxford University Press.
- Lieberfeld, D. (2009). Lincoln, Mandela, and qualities of reconciliation-oriented leadership. *Peace and Conflict: Journal of Peace Psychology*, 15(1), 27-47.
- Glad, B., & Blanton, R. (1997). F. W. de Klerk and Nelson Mandela: A study in cooperative transformational leadership. *Presidential Studies Quarterly*, 27/3, 565-590.
- Gormley-Heenan, C. (2007). *Political leadership and the Northern Ireland peace process: Role, capacity and effect*. Hampshire: Palgrave Macmillan. (Ch. 8, pp. 147-156).

#### IV. General Guidelines and Class Conduct

Assignments are graded for their content. The evaluation of your assignments is based on three questions: 1.) How well does the assignment follow the instructions? 2.) Is the assignment organization clear with a concise and justified arguments, statements and explanations? 3.) Is there plenty of evidence from the relevant materials to back up the arguments? Evidence can be paraphrased or quoted, but make sure you provide the proper *citation* for each piece of evidence you present (see the APA citation rules). *Papers should not have too many long quotes.*

Class time is reserved for studying, therefore please turn off cell phones, and avoid doing work for other classes, listening to music or checking e-mail/surfing the web during class. Note that in-class disturbances waste yours and your classmates' time and money (tuition).

Lastly, be courteous and respect the opinions of your classmates.

#### V. Academic Fraud

Any person found guilty of academic fraud will be subject to severe sanctions. Some examples of academic fraud include:

- plagiarism or cheating of any kind;
- submitting work of which the student is not the author, in whole or in part (except for duly cited quotations or references);
- presenting research data that has been falsified or concocted in any way; and
- submitting, without written prior approval from the professors concerned, the same work for more than one course.