

## Embodied Leadership

<b>Course code</b>	GRAL013
<b>Level of studies</b>	<b>Graduate</b>
<b>Number of credits</b>	6 ECTS; 28 (60 min.) class hours, 132 hours of self-study, 2 hours of consultation
<b>Course coordinators (title and name)</b>	Justas Kučinskas, Vytenis Žiedas, e-mail: justas@movi.lt
<b>Prerequisites</b>	Undergraduate diploma
<b>Language of instruction</b>	English

### THE AIM OF THE COURSE

Today's leaders face increasing complexity, rapid change, and high unpredictability. They are expected to continuously generate adaptive strategies and creative solutions. The success of individuals and organizations relies on the ability to establish a higher level of adaptive stability, enabling effective navigation through various pressures and facilitating continuous learning. The course "Embodied Leadership" is primarily practical in nature, focusing on developing proficiency in non-verbal and verbal communication, physical dexterity, creative thinking and moving. It provides practical exercises for self-regulation during crises, cultivates habits and practical insights for health and well-being, and establishes a framework for self-awareness as an "embodied leader" – someone who learns to trust and utilize their own body for more impactful communication and intuitive decision-making. The course offers a practical exploration of leading living systems, encompassing effective self-leadership and leading organizations.

### PARTICIPATION

This course emphasizes practical engagement and physical participation to the best of each student's abilities. It involves movement, stillness, moments of discomfort, and high concentration. Physical contact and partnering will be part of the movement tasks.

Students are advised to be mindful of their health condition before and during the course. If any unusual condition arises, students should inform the instructors at the start of the course. Sharing any medical condition is strongly advised.

For each session, students are expected to wear movement-appropriate clothing, preferably loose long-sleeve clothes. Sports shoes are not allowed in the venue; bare feet or light socks are recommended.

### LOCATION

The course will be held at Movement Vilnius / MOVI, J.Jasinskio g. 12, second floor. [www.movi.lt](http://www.movi.lt)

### LEARNING OUTCOMES

Course learning outcomes (CLO)	Study methods	Assessment methods
CLO1. Navigate Complexity and Cultivate Adaptive Learning: Students will develop the ability to navigate and move within complex environments, honing their skills in adapting to new and unpredictable situations. They will learn how to learn, embracing a growth mindset and acquiring strategies to continually adapt their leadership approach. By cultivating adaptive learning, students will be better equipped to thrive in dynamic and ever-changing contexts.	Introductory lecture, participation in practical group work, guided reflections and discussions	Practical engagement evaluation, Essay
CLO2. Gain Deeper Body Knowledge: Students will acquire in-depth knowledge about their bodies, including understanding how they function in response to diverse tasks. They will develop a heightened awareness of their personal limits and potential, enabling them to make informed decisions and take appropriate action. By gaining a deeper understanding of their bodies, students will maximize their personal effectiveness and harness their full potential as embodied leaders.	Introductory lecture, participation in practical group work, guided reflections and discussions	Practical engagement evaluation, Essay

<p>CLO3. Utilize Self-Regulation Strategies in Crisis Situations: Students will employ self-regulation strategies to manage stress, maintain focus, and build resilience during times of crisis, enabling them to lead effectively and make sound decisions under pressure.</p>	<p>Lecture, reflections, individual study, home assignment</p>	<p>Practical engagement evaluation, Essay</p>
<p>CLO4. Analyze the Influence of Embodiment on Decision-Making: Students will critically analyze how embodiment, including bodily sensations and somatic experiences, influences the decision-making process, gaining insights into the connection between the body and intuitive decision-making as leaders.</p>	<p>Lectures, practical exercises, group work, discussions</p>	<p>Practical engagement evaluation, Essay</p>
<p>CLO5. Evaluate the Application of Embodied Leadership in Complex Systems: Students will evaluate the application of embodied leadership principles in leading complex living systems, considering the interconnectedness of individuals, teams, and organizations, and developing strategies to foster positive change and organizational growth.</p>	<p>Lectures, participation in practical group work, team presentations</p>	<p>Practical engagement evaluation, Essay</p>
<p>CLO5 Engage in Self-Reflection and Navigate Group Dynamics: Students will engage in self-reflection activities to deepen their self-awareness as embodied leaders, fostering an understanding of their strengths, limitations, and leadership style. They will also actively participate in group exercises, collaborating with partners and navigating different group dynamics by taking turns leading and following, providing constructive feedback, and adapting their approach to foster effective teamwork and synergy.</p>	<p>Engagement in practical group work, giving and receiving feedback, group reflections</p>	<p>Practical engagement evaluation, Essay</p>

**COURSE OUTLINE**

Topic	In-class hours	Required readings (exact pages to be given at the beginning of the course)
Introduction to movement perspective as the quest for better communication  Constrain-led approach to human development	January 3 <sup>rd</sup> 17.00 – 20.00	1. Bernstein, M.D. "On Dexterity and Its Development." Publisher: Routledge, Year: 1996.  2. Gray, Rob. "How We Learn to Move." Publisher: Routledge, Year: 2018.
A new paradigm in body culture	January 5 <sup>th</sup> 17.00-20.00	1. <a href="https://movi.lt/kuno-kultura/">https://movi.lt/kuno-kultura/</a> 2. <a href="https://movi.lt/tokijuje-prasidejo-32-osios-olimpines-zaidynes-ko-mus-moko-apie-ka-nuolat-primena-olimpiniai-ziedai/">https://movi.lt/tokijuje-prasidejo-32-osios-olimpines-zaidynes-ko-mus-moko-apie-ka-nuolat-primena-olimpiniai-ziedai/</a> 3. <a href="https://movi.lt/kuno-kultura-2/">https://movi.lt/kuno-kultura-2/</a> 4. <a href="https://movi.lt/dont-train-move/">https://movi.lt/dont-train-move/</a>
Mapping the territory: effective movement tools for cultivating human potential	January 6 <sup>th</sup> 10.00-13.00 And 15.00 – 18.00	Feldenkrais, Moshe. "Awareness Through Movement." Publisher: HarperOne, Year: 2009. <a href="https://movi.lt/judesio-perspektyva-augti-kompleksiskume/">https://movi.lt/judesio-perspektyva-augti-kompleksiskume/</a>
The "I" and the "We", knowing thyself for meaningful engagements: 0 Forms and Movement situations	January 10 <sup>th</sup> 17.00-20.00	<a href="https://movi.lt/kuno-patirtis/">https://movi.lt/kuno-patirtis/</a>
Embodiment and the power of stillness	January 12 <sup>th</sup> 17.00-20.00	1. Senge, Peter. "Presence." Publisher: Currency, Year: 2005. 2. Tolle, Eckhart. "The Power of Now." Publisher: New World Library, Year: 1999 3. <a href="https://movi.lt/standing-as-practice-philosophical-elaborations/">https://movi.lt/standing-as-practice-philosophical-elaborations/</a>
The body of a leader: personal and collective sense making through embodied experience.  Engaging and leading living systems from deep listening	January 13 <sup>th</sup> 10-.00-13.00 And 15.00 – 18.00	1. Scharmer, Otto. "Theory U." Publisher: Berrett-Koehler Publishers, Year: 2007. 2. Senge, Peter. "The Fifth Discipline." Publisher: Currency, Year: 2006. 3. Hayashi, Arawana. "Social Presencing Theater: The Art of Making a True Move." Publisher: Presencing Institute, Year: 2014.
Becoming extraordinary: from analysis to intuition	January 15 <sup>th</sup> 18.00-20.00	1. Lakhiani, Vishen. "The Code of the Extraordinary Mind." Publisher: Rodale Books, Year: 2016. 2. van der Kolk, Bessel. "The Body Keeps the Score: Mind, Brain, and Body in the Transformation of Trauma." Publisher: Penguin Books, Year: 2015. 3. Lynne McTaggart - "The Field: The Quest for the Secret Force of the Universe" Publisher: Harper Perennial Year: 2003 4. Michael Talbot - "The Holographic Universe" Publisher: Harper Perennial Year: 1991 5. Jose Silva - "The Silva Mind Control Method" Publisher: Pocket Books Year: 1991
Embodied mind: theoretical frameworks	January 17 <sup>th</sup> 18.00-20.00	1. Hamilton, Pete. "Embodied Leadership." Publisher: Columbia University Press, Year: 2019. Varela, Francisco. "The Embodied Mind." Publisher: The MIT Press, Year: 2017. 2. Johnson, Mark. "The Aesthetics of Meaning and Thought: The Bodily Roots of Philosophy, Science,



		Morality, and Art." Publisher: Northwestern University Press, Year: 2008. 3. Johnson, Mark. "Embodied Mind, Meaning, and Reason: How Our Bodies Give Rise to Understanding." Publisher: University of Chicago Press, Year: 2017.
	<b>Total: 28 astronomical hours</b>	

## FINAL GRADE COMPOSITION

The final score for the class will be determined by adding up the scores from each of the assignments.

Type of assignment	Maximum score
Attendance and physical participation in tasks	40%
Participation in reflections and group discussions	30%
Essay	30%
<b>Total:</b>	<b>100%</b>

### Assignment Descriptions and Grading Criteria:

- Attendance and physical participation in tasks:** Students are expected to attend the classes and actively participate in the physical tasks to the best of their abilities. The level of commitment and participation will be evaluated as follows:
  - 0: Not attending
  - 2: Attending but not fully participating or committing to the task
  - 4: Present and fully committed to the task, actively trying and seeking solutions when facing challenges
- Participation in reflections and group discussions:** After each practical task, there will be guided reflections and group discussions. Students are expected to actively participate by sharing their insights and experiences. The level of participation will be evaluated as follows:
  - 0: Not attending
  - 1: Attending but not sharing insights
  - 2: Rarely sharing insights
  - 3: Actively listening and actively participating by sharing insights
- Essay (Approx. 1500 words):** Students are required to write a 1500-word essay on one of the course topics, discussing the related reading material and reflecting on their own experiences. The essays will be evaluated based on the following criteria:
  - 0: No essay was submitted
  - 1: Essay is submitted but lacks coherence between theoretical ideas and personal experience
  - 2: Essay is written in clear academic language, creatively elaborating on the reading material in relation to personal experience
  - 3: Essay is written in clear academic language, creatively elaborating on the reading material in relation to personal experience, proposing novel ideas and asking thought-provoking questions

Note: The essay should be submitted electronically before the assigned due date.

**Academic Honesty and Integrity:** The ISM University of Management and Economics Code of Ethics regarding cheating and plagiarism applies to this course. Any academic dishonesty or cheating will be strictly dealt with and may result in reporting to the ISM Committee of Ethics.

**Class Conduct/Professional Behavior:** Students are expected to behave professionally and in a manner suitable for an educational setting. It is important to prioritize personal safety as well as the safety of others. Inappropriate behavior may lead to the student being asked to leave the class. The use of smartphones, including video or audio recording, during class time is not allowed without permission from the instructors of the course.

## Required Readings:

1. Hamilton, Pete. "Embodied Leadership." Publisher: Columbia University Press, Year: 2019.
2. Scharmer, Otto. "Theory U." Publisher: Berrett-Koehler Publishers, Year: 2007.
3. Senge, Peter. "Presence." Publisher: Currency, Year: 2005.
4. Senge, Peter. "The Fifth Discipline." Publisher: Currency, Year: 2006.
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6. Varela, Francisco. "The Embodied Mind." Publisher: The MIT Press, Year: 2017.
7. Johnson, Mark. "The Aesthetics of Meaning and Thought: The Bodily Roots of Philosophy, Science, Morality, and Art." Publisher: Northwestern University Press, Year: 2008.
8. Johnson, Mark. "Embodied Mind, Meaning, and Reason: How Our Bodies Give Rise to Understanding." Publisher: University of Chicago Press, Year: 2017.
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16. Michael Talbot - "The Holographic Universe" Publisher: Harper Perennial Year: 1991
17. Jose Silva - "The Silva Mind Control Method" Publisher: Pocket Books Year: 1991