

After studying the material I see a theme. What I see in every item is the theme of "Leadership by Example through Strong Belief in Values". This theme is evident in Chapter 3 from "The Leadership Challenge" by Kouzes and Posner. This chapter discusses how respected leaders instill loyalty by leading through honesty and promoting shared values. When values are shared they become a promise and a binding force that will inspire others to follow. Chapter 4 of "The Leadership Challenge" introduced the sub-theme of "Teaching others the shared values". It is illustrated that a true leader leads by example. I found the definition of leading by example interesting. Before this reading my definition of leading by example was to do as you want your subordinates to do. The book took the definition further by explaining that leading by example meant the leader has to "be" or "personify" the shared values and they have to teach others those values. "Teaching others the shared values" means that a true leader promotes and empowers those they lead, not just manage.

Leadership video 1 and 2 continues these themes. It shows the power of following your values. If you believe strongly enough in something, you can free a nation or a people from tyranny like Gandhi. If you stay true to yourself and your beliefs you can free a race from slavery like Lincoln. And no matter what you believe, if you believe it powerfully enough, it doesn't matter where you come from or who you were born of, you can inspire and instill loyalty and devotion. The submarine captain example in leadership video 2 showed that if you know yourself well enough and believe in your mission, no one will question your authority or your purpose. Lack of hesitation in the cause leads to unquestioned loyalty and inspires bravery.

The articles "What's Trust Got to Do with It?" and "Futuristic Leadership in a Global Community" by Rodriguez (2001), were the final examples of the themes "Leadership by Example" and "Teaching Others the Shared Values". Both articles demonstrated the new direction of leadership. The old definition of leadership dealt with the manager/employee relationship. The new definition involves the teaching of values aspect. Leaders are no longer supposed to be just managers, but they are to empower those around them. By empowering and instilling confidence the speed of decisions and quality of production is enhanced. When people trust their leadership they have greater faith in their own purpose which leads to loyalty and job satisfaction.

I have seen some leaders that exhibited these values. When I was in the Navy there were a few. Too often though I feel that much of what we value in a leader has been lost or maybe it was never cultivated in the first place. We need to develop these leadership traits again so that we have new leaders for the future. I believe leaders to be made not born. It is a combination of their upbringing and their willingness to follow a value that makes a leader.

The real discussion is the state of our leaders today. Much of the time I don't think we know what our leaders stand for or believe in. It is interesting that our current president campaigned on exactly that, "belief". When we believe in our leaders and their motivations, when we trust that they are committed and believe in a shared value, when they empower us to take charge, then we are committed to the cause and will follow or lead with loyalty. The belief in a shared value and feeling like we are following those values instills job satisfaction and a sense that we are doing the right thing. It is the lack of beliefs and doubt in our future that is holding us back. We need leaders that we can believe in and that we feel share our values or commitments. When we are in this position anything can be done and any obstacle can be overcome.

I believe that after having read chapters 5 and 6 of "The Leadership Challenge" by Kouzes and Posner along with the 3 articles by Rodriguez, "Redesigning Leadership: An Ethical and Innovative Approach to Empowerment", "Interdisciplinary Leadership in the Americas: Vision, Risk and Change", and "Futuristic Leadership in a Global Community", that they are all discussing the same concepts in a harmonious and homogenous way. The articles support the textbook's concepts by outlining the problems and the new way of thinking about leadership. The articles almost define the problem with leadership in our new world while the textbook actually gives the methods of solving the problems that have been defined.

"Redesigning Leadership: An Ethical and Innovative Approach to Empowerment" is the key article by Federico Rodriguez in that he is trying to redefine what leadership really is. The ideas covered are how we have moved from an administrative and managerial method of absolute control to a collaborative and entrepreneurial method of leadership. With these changes comes challenges and he is trying to define new methods of training future leaders and administrators. Student achievement is paramount to administration and therefore future leaders should be dynamic visionaries that can draw people to the vision and help lead the way.

Once Rodriguez has demonstrated the new paradigm of leadership and defined it as collaborative we move on to the articles "Futuristic Leadership in a Global Community" and "Interdisciplinary Leadership in the Americas: Vision, Risk and Change". Both articles discuss preparing administrators for future leadership assignments and what may be involved in such training. He is trying to figure out what experiences new administrators might need for future assignments and how to focus on a "vision" while spreading that vision to others. To this end CEPA "Collaborative Education for the Americas" was developed, to help train and define the issues faced while providing a mechanism for people to collaborate and move us forward.

Chapter 5 and 6 from the textbook are methods to solve what Rodriguez has put in our way within the articles. Chapter 5 leads us through developing a "Vision" while including others in it in a Democratic so that we "Find a Common Purpose". Chapter 6 shows that it is no longer just "our" vision that matters but that of those we lead. Everyone has to buy-in to the vision and therefore the vision has to be an element of what everyone believes in and is willing to follow.

The articles and the chapters are homogenous problems mixed with solutions. In one case a problem is discussed but we can find the solution either within the text or within another article. They completely go together and answer each other. An example of how closely related the articles are to the textbook might be to look into a chapter in the book. We might find a method of asking others for feedback, but why? If we look into an article we find that people need to be part of the solution in a sharing and caring way. This is just one example as one analyzes the textbook and articles.