Anthology

CTE 632

Jason Harmon

Spring 2015

Hello fellow classmates.  I currently am in my fourth year teaching art in Guernsey, Wyoming.  I teach 2nd to 12th grades, and also oversee the school yearbook, art club, and coach Junior High Boys basketball.  I have been married for over 7 years, and have 3 children ages 6, 3, and almost 1.  I love to learn.  I love reading, painting, gardening, singing, and spending time with my family.

     I studied art education and illustration at BYU and currently am finishing up my degree in educational administration through Chadron State.  I am excited about this class, and look forward to getting to know all of you better.

Unit 2
Leadership/Management: Different

Date Due: Jan. 20th, 2015

            There are several ways that management and leadership differ.  A leader brings about change and inspires everyone to learn and grow by empowering them.  A leader “articulates a strategic direction” in a clear way the creates trust and unity among everyone in an organization (Zimmerman, 2001).  Leadership produces “movement”, while management produces “consistency and order”, (Gallagher, 2002).  Kotterman states (2006), “if everyone is focused on leading, then no one is managing the processes or doing the work.”

            I learned so much from these articles, but I loved the concept that everyone can become a leader.  We aren’t born as leaders.  One can learn to manage, but one can also learn to lead.  It also intrigued me that managers are necessary in companies that make a product to ensure consistency and happy customers, but it is so vitally important to have leaders that oversee managers and gear their organizations not only toward survival, but also for success (Gallagher, 2002).

            In my school district we had a principal with good vision, and he really was a good leader.  Our school board let him go because he was having difficulty managing our organization.  There was very little monitoring of teachers to make sure they were following through with expectations, and some people were getting lazy.  I know that it is possible to lead and manage, but it can be tricky to wear both hats.  Leading should be the most important, but a leader can’t forget to hold people accountable to their expectations.

Gallagher, E. (2002). Leadership: A paradigm shift. 1-7

Kotterman, J. (2006). Leadership Versus Management: What's the difference? The Journal for Quality and       Participation, 13-17.

Zimmerman, E. (2001). What's under the hood? The mechanics of leadership versus management. Supervision, 10-12.

Unit 2
Leadership/Management: Concerned

Date Due: Jan. 20th, 2015

            It seems like educational institutions are the most concerned with the distinctions between leadership and management.  This is the case because they need vision and direction.  They are highly criticized by the public and critical to societies success.  Education changes so often and leaders are needed who “make a habit of asking for input and comment on their own behavior, or seriously reflect on the decision-making model they adopt in relation to their colleagues and those they lead” (Gallagher, 2002).

            Every organization should be concerned with leadership but often they focus on management due to their need to generate revenue.  They often focus on bottom line results and on making profit (Zimmerman, 2001).  The best organizations have leaders that take them to the next level of production, creativity, and success.  They are ever striving to grow and meet the changing demands of consumers.  Organizations that flop loose their vision and instead of growing and changing they continue to create what people used to want and their lack of innovation causes them to loose their customer base.

Gallagher, E. (2002). Leadership: A paradigm shift. 1-7

Zimmerman, E. (2001). What's under the hood? The mechanics of leadership versus management. Supervision, 10-12.

Unit 2
Leadership/Management: Experiences

Date Due: Jan. 20th, 2015

            Right now I have a principal who is a great manager.  He holds himself and others to high standards.  He holds everyone to those expectations and assures that we follow through with what is asked.  He has a military background and is in shape clean cut, and exacting.  Before he came our school had many discipline issues and we had time that was wasted before and during class.  Our cell phone policy was out of hand, and we had students taking their lunches to class and using class time to eat or play games on their phones.  Our new principal has really cleaned up these issues by creating policy and upholding himself, teachers, and students to the same standards.  He is a great manager, and in the years to come I am excited to see his leadership skills blossom in our school.

            I served as a missionary for my church in Ecuador for two years.  As a missionary we had a leader called a Mission President.  My mission president was the best leader I have ever had.  “It could be argued that leadership provides a clear sense of direction, combined with an enthusiasm for giving people autonomy to think and act” (Gallagher, 2002).  What made him a great leader is that he taught us why what we were doing and teaching was important.  He instilled in me a vision that motivated me and the other missionaries to give our whole hearts and souls to the service we were rendering each and every day.  He would interview us personally, and take time to understand our needs and concerns.  We would then meet in large groups and he would share his vision, goals, and key indicators of success so we could measure our growth and progress.  We kept track of weekly goals, and reported to him.  He loved us and everyone grew and learned so much.  I like the quote, “Leadership manifests itself only where people co-operate and work effectively together for the common good” (2002).  That is a good descriptor of my mission in Quito, Ecuador.

Gallagher, E. (2002). Leadership: A paradigm shift. 1-7

Unit 3

Relations-Oriented Leadership

Due Date: Jan. 27th, 2015

            From the sources I studied relations-oriented leadership is more commonly referred to as relationship-oriented leadership.  Many scholars break down all forms of leadership into two basic categories.  One of these categories is relationship-oriented leadership, and the other is task-oriented leadership.  Leaders that are relationship-oriented are focused on relationships and building those they lead by supporting, motivating and developing them (Manktelow, 2015).  These leaders focus on building relationships within their organizations and encouraging collaboration and good teamwork.  This kind of leader is very focused on the well being of everyone in his or her organization, and they strive to meet the needs of everyone.  They are often more informal in their leadership as they tend to have more casual meetings with their employees to find out their strengths and weaknesses (Griffin, 2010).

            The good thing about relationship-oriented leaders is that their teams and employees trust them, and know that they care about their wellbeing.  These leaders understand the importance of a positive environment, and how critical it is to company productivity.  “Personal conflicts, dissatisfaction with a job, resentment and even boredom can severely drive down productivity, so the relational-oriented leader puts people first to ensure that such problems stay at a minimum” (Anzalone, 2015).  Relationship-oriented leaders are most likely to be found in education and industries that are less driven by profit such as non-profit organizations.

            The downside of relationship-oriented leadership is the possibility of placing employee moral and employee needs above the needs of customers.  An example of this would be a school board providing such good compensation and benefit packages to teachers that they aren’t able to buy needed textbooks, supplies, and technology.  There has to be a balance in all things, and there comes a point where too much pampering causes a fall in productivity and can create a pattern of laziness and entitlement in employees.  A good relationship-oriented leader will need to balance his or her tendency to give too much, and must at some point build company trust and credibility.

            A task-oriented leader on the other hand is very focused on the task at hand, and does what it takes to get the job done.  They are less concerned about relationships and more concerned with delegating all of the tasks in process and making sure things are done in a timely and productive manner.  Task-oriented leaders are good for companies that need to meet and exceed shareholders expectations, but they must be leery of pushing their employees too hard, or forgetting to compensate them adequately.  I would say that the best leader is one who is relationship-oriented at heart, but who also exhibits many qualities of task-oriented leadership.

Anzalone, Chris.  ["Differences between Task-Oriented Leaders & Relational-Oriented Leaders"](http://smallbusiness.chron.com/differences-between-taskoriented-leaders-relationaloriented-leaders-35998.html%22%20%5Ct%20%22_blank) . Demand Media. Retrieved 26 November 2015.

Griffin, Ronald J. Ebert, Ricky W. (2010). Business essentials (8th ed.). Upper Saddle River, NJ: Prentice Hall. pp. 135–136.  [ISBN](http://en.wikipedia.org/wiki/International_Standard_Book_Number%22%20%5Co%20%22International%20Standard%20Book%20Number%22%20%5Ct%20%22_blank)  [0-13-705349-5](http://en.wikipedia.org/wiki/Special%3ABookSources/0-13-705349-5%22%20%5Co%20%22Special%3ABookSources/0-13-705349-5%22%20%5Ct%20%22_blank).

Manktelow, James.  ["Leadership Style"](http://www.mindtools.com/pages/article/newLDR_84.htm%22%20%5Ct%20%22_blank) . Mind Tools. Retrieved 26 November 2015.

Unit 4: Learning to Share the Vision

  I found the discussion very interesting where it states that "in past research, effective leadership has been defined too narrowly."  It goes on to say that researchers have limited their studies of effective leadership to how it impacts performance, missing out on or neglecting other variables like group or organizational effectiveness that would allow researchers to understand the "potential transforming contributions of higher stage leaders."  Although this paper is almost 30 years old I love how it breaks down transactional and transformational leadership within the context of constructive/developmental personality theory.  It is really insightful to see leadership in light of Kegan's developmental stages, but I appreciated the authors recognition of where research is lacking.  Studying leadership can be time consuming, especially in a longitudinal study, but I agree with the article that we need to study leaders and how they change and grow in time.  This will allow us to understand how leaders truly impact performance so we can understand the other variables of organizational effectiveness as they relate to leadership.

     I enjoyed and learned from almost every paragraph of this article.  I was nice seeing transactional leadership in a new light, particularly when the author states, "Transactional leadership is a prescription for mediocrity."  He goes on to say that this is particularly true if the leader only intervenes with his or her group when procedures or standards of performance aren't being met.  The author calls this passive management-by-exception, and says that such a leader believes, "if it ain't broken, don't fix it."  Although I know how critical transformational leadership is, remembering this part of the article helps me remember what not to be as a leader.  In my experience leadership becomes transactional when a leader becomes content and happy with everything in their organization.  They posses the attitude of "All is Well".  This tends to cause a leader to become lackadaisical and their vision of the future, growth, and change are blurred.  As leaders in our homes, classrooms, businesses, and in life we need to elevate our vision and continually look go grow and improve.

     I really enjoyed reading about the multifactor leadership questionnaire.  It would be nice to find this survey and use some of the ideas towards the end of the article when I become a leader of an organization in order to test myself and ask for feedback from those I lead.  It would be great to be able to find out where I need to grow and improve in my journey towards transformational leadership.

I like the fact that a leader must assume the role of a teacher in a learning organization.  A teacher is one who imparts new skills and concepts and guides those they teach so they are able to apply their learning in real situations.  A leader that teachers in education is an instructional leader.  Educational administrators don't often teach students, but they affect their schools by teaching teachers how to be better teachers.  This role is so vital, and must be remembered as critical to the process of creating a learning organization.  In this role a leader must act in caring and sincerity as they help their employees reflect on where they can improve and guide them in the improvement and change process.

Unit 7

The Role of the Follower

1. Teamwork: (Followership).  I believe the most important quality of a follower is teamwork.  A good follower recognizes that they are contributing to something much bigger than themselves, and work to achieve the goals of their organization.  A team player does what it takes to succeed without leaving others behind.  They win with the organization, and at times loose with the organization.  They support their leaders.
2. Self-Management: (Followership and In Praise of Followers).  Self-management is important for followers because it allows them to prioritize their work based on the goals of their organization.  This type of follower is more independent, and can be trusted to focus on the work at hand and finish their tasks.
3. Honesty and Courage: (Are You a Good Follower).  I chose honesty and courage because it is important for a follower to admit when they make a mistake.  They are also courageous enough to let a leader know when they have messed up and to give their opinion on where the organization can improve.  They have the courage to speak up when lower level managers or other employees aren’t fulfilling their responsibilities.
4. Make sacrifices to advance the leader’s cause: (Measure of a Leader).  I really think this is important because it shows that the follower wants to help reach the goals.  This shows they really care, and are willing to do what it takes to help the organization succeed.
5. Commitment: (Followership and In Praise of Followers).  Commitment is really important.  I chose commitment because effective followers are committed to the mission of the organization.  They realize there is a cause they are striving for, and do their best always.

I learned recently that in stressful situations I am more likely to loose sight of my vision and goals and switch into management mode.  I am now striving to be more aware of this.  An example of this is that with my children.  I can easily get frustrated with them and micromanage as they clean their room (for example).  When I pause, take a breath, recognize my tendency, and remember my ultimate goals as a father (in this case) it helps me become a better leader in my home.

 It has been fun applying the leadership skills we are learning within my home and classroom.

Unit 10

I learned recently that in stressful situations I am more likely to loose sight of my vision and goals and switch into management mode.  I am now striving to be more aware of this.  An example of this is that with my children.  I can easily get frustrated with them and micromanage as they clean their room (for example).  When I pause, take a breath, recognize my tendency, and remember my ultimate goals as a father (in this case) it helps me become a better leader in my home.

 It has been fun applying the leadership skills we are learning within my home and classroom.

CTE 632

Unit 10: Power and Empowerment

Jason Harmon

March 24th, 2015

            In the discussion section of the article (Sarros, Tanewski, Winter, Santora, & Densten, pg. 298) it talks about how individual consideration and inspirational motivation were the two main contributing factors to transformational leadership in the study.  The article states, “the more leaders coach and mentor their staff and work colleagues and articulate a common vision for the enterprise, the more likely they are to mitigate levels of bureaucratic work structures and experiences of work alienation.”  To explain this a little it means that leaders who focus on helping their employees become the best they can be and create a common and shared vision will help them overcome feelings of alienation, powerlessness, meaninglessness and self estrangement (pg. 298).

            I will create a hypothetical situation in which to apply this concept.  Lets say a new worker joins a company.  He just changed from a job where his boss was very demanding and gave him little room to use his creativity and talents.  Everything had to be done a specific way, and his job was boring and meaningless to him.  He hoped to find a place where he could enjoy work more, grow, and make a difference.  He is coming in at an entry-level position as a custodian in a school and doesn’t know what to expect.  His duties are to clean classrooms, the hallway, and bathrooms in his assigned area.  He wants to do a good job, but hopes the boss will leave him alone.

            When he gets to work he is surprised to learn that his boss is actually kind and patiently talks him through his expectations and vision of how a clean school is a happy school.  He shows the man his work area and his expectations.  He teaches him basic skills but adds, “I know you will find the best and most efficient way to do things.”  The manager trusts the man and expects him to do his job well.  As the weeks, months, and years pass the man feels excited about doing a good job.  He feels like he has control over his work area, and takes pride in a job well done.  Although his manager checks up on him he also continues to train and mentor him, and starts giving him extra opportunities to teach and lead others.  He feels like his boss really cares and wants him to succeed.  The alienation and meaninglessness from his past job is almost nonexistent in this job.

Sarros, J., Tanewski, R., Santora, J., & Densten I. (2002).  Work alienation and organizational leadership. British Journal of Management,13, 285-304.

CTE 632

Unit 10: Superleaderhip

Jason Harmon

March 24th, 2014

       “The real test of leadership is when management isn’t present” (Manz & Sims, pg. 28).  I love how SuperLeadership focuses on helping others to lead themselves.  This is so important.  I feel it is sad when a leader squishes the potential and leadership talents of those they lead.  We need leaders that build capacity in everyone around them.  “A superLeader creates productive thought patterns by carefully expressing confidence in the employee’s ability to extend his or her present level of competence” (pg. 27).

        As a junior high basketball coach this past year I had one student who was a natural leader.  He demonstrated the quality of SuperLeadership, and helped me to clearly see how important it is to build my athletes abilities to lead.  We focused on this a lot.  The first week I ran the plyometric, stretching, and ball handling drills, but as quickly as possible I gave students the opportunity to run these drills.  We talked about leadership in the aspect of teamwork and helping each other to become better.  I tried hard not to micromanage the games, and allowed our natural leader and the other point guards to practice their leadership skills.  We had a very successful season and it was neat to see how everyone grew, and learned to enjoy basketball.  I think SuperLeadership goes hand in hand with fostering a growth mindset.  As a coach, teacher, and leader I hope to foster growth by helping those I lead to see that hard work and effort always pay off.  We can be proud of our results if we do the best we can.

Manz, C, & Henry S. (1991).  SuperLeadership: Beyond the myth of heroic    leadership. Elsevier Science Pulishing Co., Inc.

CTE 632

Jason Harmon

Unit 11: How Green is My Leadership

March 28th, 2015

     From what I understand eco-sensitive leadership is a leader that has a belief in and passion for sustainability in all its forms.  This type of leader guides their organization to look out for ways they can reduce their impact on the environment and give back to the natural world around them.  To me eco-sensitive organizations aren’t necessarily those that claim to care, but those that have it as a part of their mission and vision.  They know that resources are limited and want to assure that people in the future can enjoy a great life, hopefully even better than ours.  They aren’t just solely worried about the money.  An eco-sensitive leader is transformational in that they have a vision and understanding of where they want their company to go, and they lead and empower others to believe in and follow that vision.

      As an art teacher I am in charge of my schools yearbook and yearbook team.  We use a yearbook company named tree-ring.  Their whole company is based around the importance of trees and they plant 1 tree for every yearbook purchased.  Their website and designs are built around sustainability.  It is neat supporting a company that makes a difference and isn’t just power hungry.  As a future leader I must think of ways to involve everyone in giving back to nature, because it has given and continues to give so much to us.

CTE 632

Jason Harmon

Unit 11: How Green is My Leadership

March 28 th, 2015

Life Cycle:  What does the life-cycle of an organization have to do with the eco-sensitivity of an organization?

                This part of the article was interesting.  I understood that it is much easier to create an eco-sensitive organization when one is starting a company.  They can more easily begin correctly and focus on environmental goals.  As that company goes forward there comes a time where leaders move on or retire, and new leaders come.  It is difficult for these companies to continue their eco-sensitive leadership unless the new employees and leaders keep it up.

                For an eco-sensitive leader coming into an established and mature company it can be difficult to change the mindset of the company and to get people on board with your agenda.  A transformational leader in this case realizes that changes take time, sometimes up to a decade, and that slow and steady progress is progress.

                I worked for a school district as a bus driver when I was in college.  Our district had a speaker come and talk to us about a new no idle campaign.  At times bus drivers were waiting at schools or between routs for up to 20 minutes and keeping their busses on.  Anyway, we were taught about the impact we could make by turning off our busses whenever we would be idling for more than a minute or so.  Many people complained and griped, especially thinking about the cold in the winter.  It is difficult to change habits, but some employees bought in and started making a difference.

CTE 632

Jason Harmon

Unit 11: How Green is My Leadership

March 28 th, 2015

 Transformation:  What are some of the factors which hinder or enhance the "transformation" of organizations in becoming ecologically responsible?

                To begin with, it is important for an organization to have a corporate mission statement that promotes environmental advocacy.  This at least gets everyone thinking about the impact of their decisions.  It is also important to create a framework to bring about the changes.  How are you going to be ecologically responsible as a company, and what will you do to get there?  As part of this step leaders must help their organizations assess how “green” their production process is.

                The next step is to partner with those you serve by giving them opportunities to make a difference too.  The reading refers to this as “environmentally-focused stakeholder partnerships” (Hanson & Middleton, pg. 102).  Some companies do this by donating a portion of the proceeds from sales to environmental groups and organizations that directly focus on sustaining our beautiful earth.  Lastly, I think a big transformation occurs when a company decides to internally and externally educate others about how they can each make a difference.  It would be good for a company to have their own employees take part in teaching about environmental issues at local schools and community centers.

                I guess there is a lot that can hinder this transformation, but we have to start somewhere.  Each person can make a difference, but a leaders impact is hard to calculate be it good or bad.

Hanson, D., Middleton, S. (2000). The challenges of eco-leadership: Green Machiavellanism. GMI(29).

Jason Harmon
Leadership Paper: Into the Unknown
Due April 28, 2015

APA Citation:  [DiLiello, T. C](http://search.proquest.com.library.ewc.wy.edu:2048/indexinglinkhandler/sng/au/DiLiello%2C%2BTrudy%2BC/%24N?accountid=29647" \o "DiLiello, Trudy C" \t "_blank)., & [Houghton, J. D](http://search.proquest.com.library.ewc.wy.edu:2048/indexinglinkhandler/sng/au/Houghton%2C%2BJeffery%2BD/%24N?accountid=29647" \o "Houghton, Jeffery D" \t "_blank).  (2006). Maximizing organizational leadership capacity for the future: Toward a model of self-leadership, innovation and creativity. Journal of Managerial Psychology. 24.2, 319-337. doi: [10.1108/02683940610663114](http://dx.doi.org.library.ewc.wy.edu:2048/10.1108/02683940610663114%22%20%5Ct%20%22_blank)

REVIEW:  This article was published to teach about the research surrounding self-leadership, innovation, and creativity, and how they can work together to help organizations succeed in the future.  In essence DiLiello and Houghton (2006, pg. 320) found that “in order to enhance the chances of long-term survival, organizations should focus on supporting individual creativity in the workplace.”  It is very important for leaders to encourage creativity and innovation or else they will suffocate it and not tap into their employees potential.  The circumstances of the future are such that top down leadership won’t work anymore, now we need to teach internal-leadership skills so people can make smart decisions when the boss isn’t around.  It has been found that, “an individual who engages in self-evaluation, replacing ineffective behaviors and negative thought processes with more effective behaviors and positive thought processes, can enhance personal accountability and improve professional performance” (pg. 320-321).

The nice thing about this article is that it proves through research how interconnected and interrelated creativity and self-leadership are.  The authors found that “strong self-leaders are more likely to have higher levels of innovation and creativity potential than weak self-leaders” (pg. 321).  This creativity is then enhanced when these creative employees feel supported by their leaders in the work place.  One way that leaders can do this is to “actively facilitate a climate that supports creativity and innovation” (pg. 322).  Research shows that creativity is linked to intrinsic motivation and that those with an “internal locus of control” often are very creative.  These types of people believe that they have control over what happens to them by controlling their actions.

It is very important as a leader to foster self-esteem, capability beliefs, and creative self-efficacy (pg. 324).  If a person believes that they are able to be creative and produce good outcomes they will use their unique talents and abilities to help a company grow.  Companies that are good at this make time for creative problem solving and idea generation.  They believe in the creative capacity of their team and foster its growth and productivity.  The research on “Superleadership” is mentioned and said to be important.  In essence “SuperLeadership” is defined as “leading others to lead themselves” (pg. 326).  Autonomy is part of “SuperLeadership” and is also discussed as “essential to individual creativity” (pg. 327).   This type of leadership “brings out the best in others so that they will become “stronger” through their initiative, creativity, and real contributions” (327).  An important part of this is encouraging learning from mistakes, and building teamwork where employees and leaders share ideas and collaborate.  This type of an organization “promotes creativity rather than conformity” (327).

To culminate my review the authors state, “the traditional organization with rigid procedures is not equipped to respond to change and tends to limit creativity and innovation” (327).  They end their article by teaching about what a leader should do because, “the literature suggests that individual creativity relies heavily on the effectiveness of the supervision provided to the workforce.  The main practices that leaders should embrace to support and encourage innovation and creativity in the workplace include:

* Encouraging employees to challenge the status quo;
* Having an open attitude towards risk taking;
* Being able to use mistakes as learning opportunities;
* Using and sharing knowledge and information
* Focusing on continuous learning
* Conducting fair and informative evaluations
* Rewarding creative performance
* Practicing participatory management; and
* Being self-reflective” (329).

REACTION:  I believe this article does a wonderful job of explaining how imperative it is to unleash the creative potential of those we lead.  I really appreciate how it ties creativity to self-leadership, Super Leadership, and innovation within an organization.  I truly believe that a great leader empowers those they lead.  They help them gain a vision not only of what the organization can become, but of what they can become.  They empower them to succeed and use their creative gifts and talents to make a difference.  I really like the list of the things leaders can do to encourage creativity.  It is vitally important to help those we lead to understand that although we expect their best efforts, we realize they will make mistakes along the way.  We must involve everyone in decision making, be fair in our evaluations, reward creativity, and encourage and teach self-reflection.

I look forward to the future with hope and excitement.  Although the future can be intimidating, I know that lasting success will only come as we foster our employees’ creativity and empower them to be good self-leaders.  The rate of change in organizations will likely stay the same or increase, so we must continually be willing to adapt and meet the needs of the future.  It is important to not get to caught up in tradition because it can hinder growth and creativity.  As leaders catch this vision their organizations will succeed in the 21st century and beyond.

CTE 632

Organizational Leadership

Jason Harmon

Leadership Paper

April 6th, 2015

I.  Introduction

 I have learned so much from this project and know that it will help me be a better leader. I chose to study *The 7 Habits of Highly Effective People* because I like how it is soundly based on timeless principles that create deep and lasting change and impact. I love the concept of breaking free of dependence and eventually becoming interdependent. I know this will help me become a better leader. I chose to read *Unbroken* because I had heard about the story of Louis Zampernini and was really interested to see how someone was able to withstand so many years of starvation and torture. I hoped that by studying it I would come to understand what made him a great leader.

II. Review of *The 7 Habits of Highly Effective People*

 *The 7 Habits of Highly Effective People* is all about Character Ethics and how focusing on ones character builds greatness. Much of the success literature in the past 50 years has focused on superficial personality ethics that attempt to help people build persuasive power by asking them to make superficial changes in their lives to areas such as their personalities. They are told to do this by smiling more, by being more positive, and by using other techniques based on social image consciousness. This book teaches how to deeply change our nature by focusing on who we are and can become. As Emerson said, “What you are shouts so loudly in my ears I cannot hear what you say” (Covey, pg. 22). We must focus on inside ourselves on our hearts and minds before we can make a difference in the lives of others.

 The other factor in changing from the inside out is changing our paradigms, or the way we see the world around us. When we see more clearly we can attack problems at their source instead of just worrying about what others think about us. I learned that change takes effort, and our first step in growing our character is admitting where we need to change. Often the way we see our problems is the problem and we must rise to a new level of thinking. “The inside-out approach says that private victories precede public victories, that making and keeping promises to ourselves precedes making and keeping promises to others” (pg. 43).

 “Our character is a composite of our habits” (pg. 46). This whole book focuses on what we can become that will allow us to overcome our tendencies to depend on others so we love and give more. Once you are independent you can become interdependent and “share yourself deeply, meaningfully, with others, and have access to the vast resources and potential of other human beings” (pg. 50). In this book Stephen Cover teaches 7 habits that will increase our ability to produce and lead. We aren’t our habits, but as we control our habits we become great. We all have great potential.

 Habit 1 is “Be Proactive”. This habit is all about becoming more aware of ourselves and understanding that we have the power to choose our destiny. Proactive people know their behavior is a product of their own conscious choice, based on values, rather than their conditions and feelings (pg. 71). We must take initiative of our own lives and act instead of being acted upon. We each have a circle of influence and a circle of concern. Our job in habit 1 is to work on the areas of our lives we can change (our circle of influence), instead of just worrying about what we can’t change (our circle of concern). Lastly, we must realize that “the commitments we make to ourselves and to others, and our integrity to those commitments, is the essence and clearest manifestation of our proactivity” (pg. 92).

 Habit 2 is “Begin with the End in Mind”. This habit essentially describes how important it is to have a vision of what is most important in your life so you head in the right direction. “People often find themselves achieving victories that are empty, successes that have come at the expense of things they suddenly realize were far more valuable to them” (pg. 98). I learned that it is vitally important to become our own creator by writing a personal mission statement. This mission statement helps us focused on what is most important. We should center our lives on correct principles and visualize our futures. If we don’t begin with the end in mind we will end up climbing the wrong ladder up to the top of the wrong wall. This is what happens when people focus too much on work, careers, and money. They often do so at the expense of their family relationships and other things that are much more important.

 Habit 3 is “Put First Things First”. In essence, habit three is “the exercise of independent will toward becoming principle-centered” (pg. 147). It is our responsibility to prioritize. This means overcoming the natural desire to do the urgent and unimportant things for the sake of the important things. We must learn to say no and plan our schedules around our goals that will help us get closer to what is really important. As we do this we become good stewards of our time and make great strides towards reaching our ultimate goals. As my brother used to say, “why spend time watching other people fulfill their dreams and making money when we can be fulfilling our own dreams.”

 Habit 4 is “Think Win/Win”. This is the first habit that helps us break from independence into interdependence. In all of our dealings with our fellow men, and especially within our families and organizations we need to make decisions based on what will benefit all parties involved. “Win/Win sees life as a cooperative, not a competitive arena” (pg. 207). The five dimensions of win/win are character, relationships, agreements, structure and systems, and processes. We must overcome our selfish desires and look beyond ourselves to how we can work cooperatively for the benefit of all.

 Habit 5 is “Seek First to Understand…Then to be Understood”. Stephen Covey describes this habit as the single most important principle he has learned in the field of interpersonal relations (pg. 237). This habit focuses on how important it is to take the time to really understand where someone else is coming from before we try to fix their problems or give them advice. When we don’t listen to others we make them feel like we don’t care about their thoughts or opinions. Listening is not only hearing what someone else says, but we must really listen with the intent to understand. “Next to physical survival, the greatest need of a human being is psychological survival—to be understood, to be affirmed, to be validated, to be appreciated” (pg. 241). The more we understand others the more we appreciate them and are inspired by them.

 Habit 6 is “Synergize”. Synergy “means that the whole is greater than the sum of its parts” (pg. 263). Just as two boards put together can hold many times more weight than a single board, we must find ways to create synergy as leaders within our homes, businesses, and communities so everyone works together to accomplish more than they could individually. In my family growing my Mom’s saying for synergy was “many hands make light work”.

 Habit 7 is “Sharpen the Saw”. It is a principle of balanced self-renewal. Basically we need to take time to renew ourselves in four areas; physically, mentally, spiritually, and socially/emotionally. All of these areas of our lives are interrelated and help us create an upward spiral. As we integrate the 7 habits into our lives we become effective people who can lead others to finding success in life. It is a continual process of working from the inside out. To use an analogy, one can’t help another out of quicksand if they are also stuck. This is why we need to continually sharpen the saw.

 III. Review of *Unbroken*

 Loius Zampernini was born in 1917. He grew up in California and had a rough childhood. “Thrilled by the crashing of boundaries, Louie was untamable” (Hillenbrand, pg. 6). He became a great thief, and started drinking heavily and doing drugs at a young age. He was a clever and bold boy, endlessly playing pranks on people. The police were constantly looking for him. At about the time he started high school he took a serious look at himself and knew he wasn’t living up to his true potential. From then on he worked to do good.

 Louie got in trouble as a freshman and for his punishment had to participate in a sport. His brother coaxed him into running track, and it transformed his life. There is a lot to the story, but he became a dedicated athlete and shattered the national high school mile record. He started becoming more popular and worked hard at school.

 His work paid off as it allowed him to train for the Olympics right out of high school. His goal was to run the 1500 meters, but Louie eventually gave up that goal when he couldn’t get his time low enough. He decided to compete in the 5,000 meter race, and astoundingly tied for first with the three time NCAA champ in the USA qualifying round. Louie competed in the Berlin Olympics and went on to compete on USC’s track team. He ran exceptionally well and was bent on being the first to ever run a 4-minute mile before war erupted in Europe.

 In 1941 with war erupting in Europe Louie enlisted in the army air corps. He did well in basic training and became a bombardier on a B-24 bomber. He was stationed in the Pacific Ocean and flew in several combat missions. Days after one particularly scary combat mission his crew was asked to fly a rescue mission in their battered plane. Their duty was to look for survivors of a plane that had been lost at sea. They never made it back. Their plane engines malfunctioned during the rescue mission, and they crashed into the ocean.

 There were only three survivors and Louis took the lead in helping them survive starvation, dehydration, sharks, and a brutal air attack by the Japanese. Although they lost significant weight, 2 of them survived on rainwater, birds, fish, and lots of prayers and small miracles. They survived for 47 days drifting in lifeboats on the ocean only to land on the Marshall Islands, get captured by the Japanese, and thrown into brutal prisoner of war camps.

 Louie was a prisoner of war in four different POW camps and suffered starvation, malnutrition, inhumane brutality, severe beatings, and major illness. He started out in the Kwajalein atoll in the Marshall Islands before being transferred to Ofuna, then Omori, and finally ended up in the mountains of Japan in Naoestu. The Japanese often targeted him because they recognized him from the Olympics. One man in particular, Matsuhiro Watanabe (who they called “the bird”) would seek him out and beat him on almost a daily basis. Often the beatings were so brutal and inhumane that Louie was left barely hanging onto life. After several years the war finally ended, and doctors treated him and his fellow prisoners of war until they were fit to be sent home and reunited with their families. Louie and many others had previously been declared dead, but his family never gave up hope.

 After the war Louie suffered depression and alcoholism for several years. He married a very nice girl, but she couldn’t stand his constant drinking. She decided to leave him, but eventually came back. She started going to a Christian revival and invited Louie to go with her. After much prodding he eventually went and was touched. He remembered a promise he had made to God while floating on the ocean that if he survived he would dedicate his life to him. He started a wilderness program for troubled boys, and served and helped others the rest of his life. He traveled to Japan and forgave those soldiers who had mistreated him, traveled the globe as a public speaker, won many awards, and was chosen to run the Olympic torch during five Olympic games. Louie Zampernini lived to the ripe old age of 95 and never stopped learning and trying new things. He still could run the mile in under six minutes in his sixties, and started skateboarding in his 70’s. Louis Zampernini proved to the world that the human spirit can remain unbroken amidst unimaginable pain and suffering. Despite our losses we can rebound and make a difference in the world.

IV.  Leadership Analysis

 In this section of the paper I will describe how Louie Zampernini exhibited mastery of each of the 7 habits during different times in his life, and how they helped him to eventually make such a big impact on the world. As he gained personal mastery he really was able to look beyond himself and serve many others. He was a team player that helped save many lives. His character, good habit, and determination allowed him to have an incalculable impact on others later on in life.

 Louie was one of the most proactive people I have ever studied. Even in his boyhood he worked hard to get what he wanted. He had initiative, work ethic, and an unconquerable spirit. There are three specific examples that come to my mind that demonstrate his proactive qualities. First, he demonstrated great work ethic to get to the Olympics. He not only believed he could make it and do well, he trained so hard and pushed himself to his limits. Second, while in the prisoner of war camps in Japan he took charge of his starvation by stealing food and bargaining with the camp soldiers so he could get enough nourishment to survive. Lastly, while floating for weeks on the ocean he knew that their minds would go crazy if left unused, so he took it upon himself to relentlessly talk about anything and everything with his friend Phil. This kept their minds sharp and sane.

 Louie demonstrated the quality of beginning with the end in mind in several ways. He continually visualized freedom. He knew of the great possibilities of death, but never lost hope that he would make it through. He planned to survive and lived with as much purpose as he could all throughout his suffering. During his time as a POW he raised moral of those around him by helping them to control what they could. They went to great lengths to steal newspapers and translate them so they could know of the progress of the war. They organized ways to steal food, and worked together to alert each other of when “the bird” was coming. Even when not allowed to talk to each other they broke all the rules they could when occasion permitted so they could retain a sense of freedom and dignity. In all of these ways Louie led others to gain a sense of hope and freedom amidst unbearable trials and cruelty.

 To demonstrate putting first things first Louie quickly organized the rafts when they crashed their plane. He took charge of assessing their situation, rationing their food and water, and preparing a plan. If it wasn’t for his foresight in addressing the most important things at this time none of them would have survived more than a few weeks on the rafts. During the prisoner of war camps “the bird” continually sought to dehumanize and demoralize everyone. Louie allowed him to beat him almost to death on innumerable occasions but never gave him the satisfaction of feeling like he had been conquered. Louie knew that first and foremost he needed to hold onto his dignity, regardless of how he was being treated. He counseled others on these things, and helped them understand what there was to live for. Upon changing after the war, Louie quickly forgave his oppressors from Japan, and made his camp for troubles boys possible by buying the land and developing the programs. He also started dedicating more time to his family.

 Thinking win/win came naturally to Louie. He could take any situation and turn it into something positive. This was especially difficult while out at sea, but he took shark attacks, hunger, and being shot at by a Japanese plane by doing whatever was necessary to survive. Another instance comes to mind from Louis time in the POW camps. They often worked in teams to scavenge extra food. The camps would sell the food that they (the POW’s) were supposed to get to the locals and give them severely deficient rations. Louie took charge and helped organize methods of obtaining extra food. Once they worked as a team to break into a shed containing survival food from the Red Cross that the Japanese were keeping from them. This belief and determination to help each others gave them the extra nourishment they needed to overcome dysentery and malnutrition, at least enough to make it to the wars end.

 Louie was great at seeking first to understand and then to be understood Louie. The first night while he was floating on the ocean one of the survivors Mac ate all of the chocolate they had planned on rationing for several weeks. Louie was furious, but all he told Mac was that he was disappointed with him. He understood that he had acted out of desperation, and worked hard to understand him. Later Mac saved all of their lives because he felt bad for what he had done. The hardest test of habit 5 occurred when Louie returned home from the war. He was constantly planning how he could return to Japan and kill “the bird”. He eventually had the chance to forgive him and the other Japanese camp guards who had treated them so badly. He tried to understand what they had been going through so he could understand their side of the story.

 Synergy came naturally to Louie, especially since he had to work with others to survive. After being attacked by a Japanese plane while drifting in the ocean Louie guided his friends in deflating one side of their raft at a time in order to repair more than 100 holes. They had to take turns pumping to keep air in the raft, hitting sharks with a paddle that kept trying to attack them, and flipping the other half of the raft over to allow it to dry in the sun before repairing one hole at a time. Due to their teamwork they were able to accomplish a great task that allowed them to stay alive. In the POW camps Louie and his friends worked endlessly to plot against the Japanese. One of his friends had a photographic memory, and they would steal maps and other information for brief moments so their friend could memorize everything, translate it, and draw it out on paper so they could plan ways to escape, or keep up with the news of the war. They learned that in order to survive they needed to work together. At times there were friendly guards that would help them small ways to get what they needed to survive.

 In order to sharpen his saw Louie would run. He ran well into his 80’s and this would give him time to think and ponder on life. He also became a public speaker, and traveled the world speaking about his experiences in world war 2. This gave him time to grow socially and emotionally. Spiritually and mentally he invested a great portion of his life into giving back to troubled youth. His camp for boys gave him an opportunity to give back to others by helping them overcome their problems by getting involved in nature. He understood the importance of taking time for himself so he could give even more to others. At one point in the POW camps Louie became severely ill, and couldn’t complete the mandatory labor required for extra rations of food. He pleaded for a job, and did all that he could to make sure he got enough nourishment to make it through.

 Overall Louie Zampernini wasn’t perfect at demonstrating the 7 habits of highly effective people, but he sure did use them all as he lived his life. He overcame the obstacles that he faced. Even as a child he quickly became independent. Doing so allowed him to more quickly make a difference in the world because he understood the power of working together, understanding others, and beginning with the end in mind. His story and example of courage will live on. He truly was a man who couldn’t be broken, and I would attribute this to his personal vision and proactivity.

V.  Personal Reflections

 There is so much that I have learned from these books. I have a greater understanding of what it takes to become great. I want to develop my desire and willingness to serve. I learned how important it is to work with others and turn situations into win/win situations. I know that treating people with love and respect, and truly listening to them will help me to be a successful leader. I learned that we will all experience tragedy, heartbreak, and loss. What we choose is how we react to the situations we are dealt in life. I must elevate my vision of what is possible, and not loose sight of what is most important in life. To me those priorities are God, my wife and children, others, and then self. As a future leader it will be my duty to build and empower those around me to become great.

 There are several things that I will do as a result of reading and studying these two books. First, I will work on my own self. I will look deeply into my personal paradigms and focus on my circle of influence. I will develop my own personal vision, and learn to more wisely use my time. I will continue to develop my listening skills, and practice turning situations into win/win situations where everyone can benefit. All of these things will help me to make a difference in the lives of others. Although I want a nice home for my family our true legacy is what we give, our time, talents, love, and service. I want to dedicate my life to education and the great spiritual cause of helping people understand who they are, where they came from, and where they are going.

VI.  Conclusion

 What a great opportunity this has been to examine the life of a leader in the context of a leadership book. Part of me wishes I would have read the autobiography of Benjamin Franklin, or a book about Nelson Mandela or Ghandi, but I did learn a lot. Louis Zampernini was a great person, and was a great example of overcoming difficulty. There was a ton about his war years and very little about later on in life. I know that I learned the most from *The 7 Habits of Highly Effective People.* It is a book that I will continue to study. I know I can’t become perfect at developing these habits in my life overnight, so I will work on them for the next several years, and throughout my life.

 I did some research and found that there is a book written about how some schools have taken the 7 habits and implemented them into their entire school culture. The book is also written by Stephen Covey and is titled *The Leader In Me.* I am excited to read this book and possibly implement it into a future school that I lead. How great it would be to use the 7 habits to empower children. Where I live and teach currently there are many students who lack the ability to set goals and work to achieve them. From my viewpoint a good school and a good teacher can instill in students this vision and teach them the necessary skills to work towards reaching their full potential. Isn’t that what life is all about?

VII.  APA Style References

 Covey, S. R. (1989). *The 7 habits of highly effective people*. New York, New York: Simon & Schuster.

 Hillenbrand, L. (2010). *Unbroken.* New York, New York: Random House.

CTE 632

Jason Harmon

Unit 5 – Book Review

April 9th, 2015

     I have learned so much from this project and know that it will help me be a better leader.  I chose to study The 7 Habits of Highly Effective People because I like how it is soundly based on timeless principles that create deep and lasting change and impact.  I love the concept of breaking free of dependence and eventually becoming interdependent.  I know this will help me become a better leader.  I chose to read Unbroken because I had heard about the story of Louis Zampernini and was really interested to see how someone was able to withstand so many years of starvation and torture.  I hoped that by studying it I would come to understand what made him a great leader.

     There is so much that I have learned from these books.  I have a greater understanding of what it takes to become great.  I want to develop my desire and willingness to serve.  I learned how important it is to work with others and turn situations into win/win situations.  I know that treating people with love and respect, and truly listening to them will help me to be a successful leader.  I learned that we will all experience tragedy, heartbreak, and loss.  What we choose is how we react to the situations we are dealt in life.  I must elevate my vision of what is possible, and not loose sight of what is most important in life.  To me those priorities are God, my wife and children, others, and then self.  As a future leader it will be my duty to build and empower those around me to become great.

     Louie Zampernini was a very driven and motivated leader that understood the importance of teamwork.  Although he was great at reaching personal goals, he could rally people around him and accomplish tasks that few could even dream of.  I would say he is a transformational leader because he had a vision of what was possible and worked with others to make it happen.  Although he at times had to focus on the little things such as where he would get his next meal, he rarely lost focus of what was most important.

     There are several things that I will do as a result of reading and studying these two books.  First, I will work on my own self.  I will look deeply into my personal paradigms and focus on my circle of influence.  I will develop my own personal vision, and learn to more wisely use my time.  I will continue to develop my listening skills, and practice turning situations into win/win situations where everyone can benefit.  All of these things will help me to make a difference in the lives of others.  Although I want a nice home for my family I must remember that our true legacy is what we give, our time, talents, love, and service.  I want to dedicate my life to education and the great spiritual cause of helping people understand who they are, where they came from, and where they are going.

Covey, S. R. (1989). The 7 habits of highly effective people. New York, New York: Simon & Schuster.

Hillenbrand, L. (2010). Unbroken. New York, New York: Random House.

**Jason Harmon**

**Final Assessment – Assignment 1**

**Due: May 5th, 2015**

**Habit 1:  Be Proactive**

As a person I tend to be very proactive. I don’t just react to things, but plan what I need to do to overcome or change my situation and then I promptly act. I believe this is one of the strengths that I bring to any organization as a leader. I know the importance of making a decision and acting instead of being acted upon. To demonstrate, I once gave out assignments to a group of people and sent them off to complete their work. Later I found out they were confused, and even though I felt I was clear in not only giving them instructions, but providing them with materials and resources they could study to clarify their roles, I knew that I needed to act. I quickly called a meeting where we all gave our input and understanding of where we were at and where we needed to be. We clarified our roles, and I was also able to help resolve the conflict and confusion within the organization. As a leader I don’t wait until things fall apart, but I actively build capacity where we are weak.

**Habit 2:  Begin with the End in Mind**
Beginning with the end in mind is a strength of mine whenever I begin a task. As a leader this vision and mission must grow from within. I understand the importance of writing it out, posting it, and striving to live it in every way. In the near future I will be a school principal, and with regards to this habit I need to be careful of getting so busy with the everyday monotony that I cause our staff and school to loose sight of our overall vision. I am great at beginning with the end in mind, and will work on consistently doing so. I also realize the importance of often reviewing the mission and vision and aligning it with what is pertinent and important now. I believe that without a solid purpose we become lazy and achieve far below our potential. Currently as a leader in my home we have a family mission statement that we review each week. My wife and I sculpted little ornaments that represent each part of our mission statement that we have hung in our home. We focus each month of the year on one item from our mission statement and take time each week to teach our children about who we are as a family and what we are striving to become. This has been a great experience and helps us in the hard times to remember what is most important.

**Habit 3: Put First Things First**

I have been working on my organizational skills, and to truly put first things first I must build my capacity to focus on those tasks that are important but not urgent. During my time in my master’s degree I have become less of a procrastinator and love how it alleviates stress. I am able to focus and complete urgent tasks when necessary, but I am getting better at focusing on prevention activities such as building relationships, planning, and recognizing new opportunities. Sometimes I find myself getting on a tangent, but I am good at taking the time to research new opportunities and I’m grateful that I have learned just how critical it is to build relationships of trust and collaboration. I am somewhat of an efficiency expert, so I pride myself in avoiding time wasting activities like constantly checking my email and messages, and work to quickly resolve interruptions. As a leader I strive to plan meetings with a purpose and not meet longer than is necessary. Too many meetings too often can cause poor meetings that nobody wants to attend. As a leader, putting first things first includes putting my family as a priority and putting my job into perspective.

**Habit 4: Think Win/Win**

As a leader I feel one of my important roles is to resolve conflict and concerns. In doing this I know how important it is to listen to both parties and build mutual trust and agreement. As a leader I am good at listening to peoples concerns and helping them to feel validated. They can tell I truly care about them and issues that could cause problems turn into win/win situations. As a child I was constantly taught about being a peacemaker. I feel I am good at this. I truly believe that everyone can win. Everyone can learn and become their best selves, regardless of their deficiencies, weaknesses, or disabilities. I build strong teams of teachers and parent support groups that help each child and family to succeed. This leads to a strong community and prepares the future generation well.

**Habit 5: Seek First to Understand…Then to be Understood**

If you ask my wife I am still working on this one. Sometimes I do get ahead of myself in thinking I understand someone when I really don’t. What I have been working on is pausing, asking clarifying questions, and checking for understanding. With my wife, children, students, and fellow coworkers this has gone a long way in strengthening my lines of communication and building those relationships. My goals as a leader often include finding more time to talk to those I lead, to ask them how they are doing, and what help or support they might need. I am working on not entering a situation with preconceived notions of what I think is going on, but opening my heart to listen to the whole story before I get angry or make rash decisions.

**Habit 6: Synergize**

As a leader in my classroom my goal is to guide my students to new realms of creativity and artistic ability. There are a lot of things that I can and do teach my students, but I don’t want them to become artists like me. I want them to learn from me, but to also learn from the myriad of knowledge that exists out in the world. We all learn and grow together. There is a video on Youtube titled, “training fleas”. It demonstrates my philosophy on synergy. When Fleas are put in a cup placed upside-down on a cupboard for 3 days and the cup is removed, they will never leave the area they had been confined to. Their children, and their children’s children will follow the same patterns and habits and stay within that confined space. As a leader I use the strengths and abilities of those I lead so our organization can become so much more than what I could make of it on my own. I never want to constrict the learning or growth potential of those I lead. As a whole we can always become so much more than the sum of our parts. I work to communicate well, and create a culture of respect so everyone is willing and able to work together towards greatness.

**Habit 7: Sharpen the Saw**

It’s interesting that I am writing about this now, because I have just commenced a new goal for healthy eating and exercise. I started noticing that the people that have the most energy and seem to accomplish the most in their lives have healthy habits. As a leader I owe it to my wife, children, and those I lead to treat myself with respect. I am finding that when I treat myself right physically my mind is more awake, I have more energy to accomplish my other goals and dreams, I can reach out more to others in service, and spiritually I am more in tune. I am excited about all of these changes, such as getting in shape, because I know my example will be a shining light for others. I know that if we are to be great leaders, we must revitalize ourselves and take time to sharpen the saw. I will continue to work at this and make sure that I take time each day for myself so I can give more to others.

Jason Harmon

CTE 632

Final Assessment II

Due: May 5th, 2015

As my final course of my masters program this class has been so beneficial.  Dr. Norma Nealeigh has organized the class so well, and given us wonderful readings and organized our learning in a way that has helped open my eyes to what it means to be an effective leader.  I learned and studied the difference between leadership and management.  We researched many leadership styles.  We learned about the importance of learning to be a good follower.  We learned about “learning organizations” and how similar they are to transformational leadership, and had an opportunity to research and write about the future of organizational leadership. For our big project I wrote a leadership paper based on the The 7 Habits of Highly Effective People by Stephen Covey.  This book has helped me to remember the power and importance of ones character.  I also learned important planning, organizational, and interrelation skills that will help me be an effective leader. In conjunction with this leadership book we have all read a biography on a great historical person who exhibited leadership traits.  I chose to read Unbroken, the biography of Loius Zampernini, by Laura Hillenbrand.  Doing this research I learned how important it is to always do our best and never give up. We must visualize our future and work to get there.

I know how important it is to be a great leader.  The leadership style that best describes me as an administrator is transformational leadership.  I say this because I am honest, hard working, authentic, empathetic, and good at inspiring others to do their best.  I have high expectations for everyone, and hold myself accountable for my actions.  I understand the importance of high goals, and know that they lead to high productivity and engagement.  According to James McGrager Burns (2003), a leadership expert, transformational leadership can be seen when "leaders and followers make each other to advance to a higher level of morality and motivation."

Examples of this can be seen in my classroom.  I expect a lot out of my students, but I show them by example that the projects can be done well by working alongside them.  They know that I believe in them, and often they inspire me to be my best too.  I have found that people want to be held accountable for their actions.  They want someone to care about them and what they do and this really does lead to high productivity, engagement, and empowerment.

As a future administrator I really believe transformational leadership is critical.  I also believe it goes hand in hand with moral leadership.  A moral leader is one who does what is right even when that decision will lead to criticism.   A moral leader exemplifies integrity and honesty.  This topic has been researched and written about by Thomas Sergiovanni in his book Moral Leadership: Getting to the Heart of School Improvement.  In this book he discuses how we need to focus more as leaders on leading by example, then leading in the traditional sense.  I will do this by not only doing my job as an administrator, but by picking up trash, helping and serving others, and letting everyone know that I care about them and know they can succeed as they do their best.  We are all unique and have so much to give. I will strive to bring out the best in my staff, students, and the community in which I serve.

 This class has opened my eyes to what makes a great leader. I am excited to become a greater follower. I will more fully dedicate my life to serving and loving others. I am excited about getting more involved in my community and becoming the type of person that people would be excited to follow. I am excited about building capacity in others. Below you will find my principal vision statement and an excerpt I wrote about my leadership style.

**Principal Vision Statement**

I am a growth and student-centered principal who makes a difference in students’ lives by empowering all stakeholders to step up to the plate and make positive contributions to the lifelong growth of each and every student.  I foster a culture of caring and lifelong learning by creating a fun and exciting school environment where everyone is a learner, and learning is fun. I guide our school in establishing expectations of excellence and rigor.  I seek continual personal and school improvement, build on the strengths of others, communicate effectively, lead teaching and learning, and act purposefully and intentionally so all students succeed.

            "Good, better, best.  Never let it rest.  Until your good is better, and your better is best."

                                                                 -Tim Duncan-

Burns, James MacGregor. Transforming Leadership: A New Pursuit of Happiness. New York: Atlantic Monthly Press, 2003.