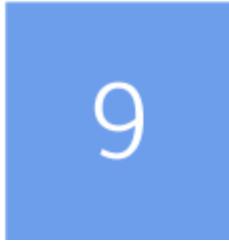


MODULE



# Tragedy and Leadership

*"Honey, I forgot to duck!"*

- Ronald Reagan, 1981

## Time Period and Situation

When tragedy strikes, leaders must rise to meet the challenge. In recent years, the increasing threat of terrorism, natural disasters, and social challenges has furthered the development of new leadership theories. As people seek hope and security among turbulent times, the strength of a leader is often determined by the followers' perception of their identity. Furthermore, cultural and technological advancements have enabled the rapid dissemination of information, thereby expanding the capability of leaders and social groups to spread their ideologies.

## Agenda

1. Authentic Leadership
  - a. Ronald Reagan
2. Spiritual Leadership
  - a. 9/11 and the following spiritual leadership
  - b. Dalai Lama (or Mother Teresa in supplemental)
3. Technology and leadership
  - a. Sudan Crisis
  - b. Police Bodycam footage
4. Centralized vs. Decentralized
5. Intersectionality
  - a. Combahee River Collective
6. Timeline Summary

## Student Objectives:

1. Students will understand the definition of authentic leadership
2. Students will understand the definition of spiritual leadership
3. Students will understand technology and the effects that it has on leadership and social movements
4. Students will be able to draw connections between tragedy/tragic events and leadership

## Facilitation Notes

- For the bodycam example, there are videos you can show but they are also fairly graphic, so make sure you ask your class if they are comfortable with seeing them. If not, explaining what happened should be sufficient.
- There is a LOT of content here. There are multiple examples for all of the theories, and while they're all really interesting, you will have to make some sacrifices for the sake of time. Choose the content and activities you think will work out well with your classes and keep your eye on the clock.

## Authentic Leadership

1. Leadership that emphasizes the authenticity of the leader. Authentic leadership can be defined in one of three ways (Northouse 195-196).
  - a. Interpersonal perspective: focuses closely on the leader themselves, emphasizing that a leader's life experiences are critical to their development as a leader. Leaders exhibit "genuine leadership, lead from conviction, and are originals, not copies" (Northouse 196).
  - b. Interpersonal process: leadership is relational; leaders and followers work together. The authenticity comes from the interactions between leaders and followers.
  - c. Developmental perspective: authentic leadership is something that can be developed (not a fixed trait), sometimes triggered by major life events.
2. Authentic Leadership Figure (Northouse 202)

The components of authentic leadership here are important. Each authentic leader demonstrates these four things: self awareness, internalized moral perspective, balanced processing, and relational transparency.

### **Self Awareness:**

Authentic leaders excel at self-reflection, analyzing themselves at a deeper level than anyone else can analyze them. They understand their core values, identity, emotions, motives, and goals. This allows them to act on instinct.

### **Internalized Moral Perspective:**

As an expansion of this instinct, authentic leaders trust their own internal moral standards and values to make their decisions, not allowing outside forces to influence them. However, this doesn't mean that others' perspectives are totally shut out.

### **Balanced Processing:**

Authentic leaders value the opinions of others, analyzing information objectively and exploring the opinions of others. Since authentic leaders can both express their own opinions and consider the opinions of others, it's clear that they're genuine human beings.

### **Relational Transparency:**

Authentic leaders have the capability of opening their true selves to others:

sharing their opinions openly and minimizing inappropriate behavior. This inappropriate behavior part rules out great leaders like Elon Musk who did things like smoking weed on the Joe Rogan Experience, claiming that funding was secured for taking Tesla private at \$420 because of the humor of the number, and calling a rescue diver who was ungrateful for Musk’s submarine invention a pedophile (or more accurately, ‘pedo guy’). Authentic leaders can openly reflect on themselves and share positive and negative aspects of their persona.

3. Authentic leadership is one of the newest areas of leadership research, and definitions and theories will most likely change as time goes on.

### Example: Ronald Reagan (1911-2004)

**Resources:**

1. Ronald Reagan - Full Biography. (n.d.). Biography. Retrieved from [biography.com/video/ronald-reagan-full-biography-9982019933](https://www.biography.com/video/ronald-reagan-full-biography-9982019933)

**CORE Crash Course (CCC):**

Quick Biography:

Ronald Reagan was born in the small town of Tampico, Illinois in 1911 to an alcoholic shoe salesman and caring mother. He was an average student in his high school, played on the football team and had a passion for swimming. At Eureka College Reagan got his start as an actor. Before he could land a gig on screen, Reagan worked as an announcer, progressing from college baseball to becoming the voice of the Chicago Cubs. On the side, his interest in politics grew as he connected with his dad over FDR’s speeches. FDR was his hero- a Democrat who knew how to bring people together with his words.

Eventually, Reagan caught the eye of Jack Warner of Warner Bros for his genuine smile and sense of humor. He was then cast in 20 movies as a B-actor, and was eventually able to get the lead role as George Gipp in a movie about Notre Dame football. On his way to becoming a high-class actor, the outbreak of WWII inspired Reagan to serve in the military. He signed up for the cavalry, yet his poor eyesight landed him a job using his acting skills to make propaganda war films. After the war, he landed a job at General Electric to speak about his political views. At this time, he was a liberal, paid to go around the country and speak at GE facilities. As he continued his work, he became increasingly conservative. After focusing even more on politics, Reagan was elected Governor of California in 1966 and re-elected in 1970. Reagan ran for president in 1968 as a backup for Nixon. Since Nixon didn’t get shot or hit by a bus, Reagan lost. Reagan failed again in 1976, yet won both the Republican nomination and the presidency in 1980. He was re-elected in 1984 with 97.6% of the electoral votes, the most since his childhood hero’s landslide victory in 1936 (Ronald Reagan).

Breakdown of each component of authentic leadership.

Components	Example	Why?
Self Awareness,	During Reagan’s second term, radical Islamic terrorists hijacked a flight from Athens, kicking	Reagan was confident enough in his values in

<p>Internalized Moral Perspective, Balanced Processing</p>	<p>off a chain of terrorist attacks that included kidnapping Americans and holding them hostage in Beirut, Lebanon. Reagan wanted nothing more than to set these Americans free. After asking his agents to come up with a plan to free the hostages, Reagan approved the risky secret plan for Israel to sell Lebanon weapons in exchange for the release of the hostages. Although Reagan was warned that exchanging hostages for weapons was a terrible idea because it was like rewarding the terrorists for kidnapping the people, Reagan went with his instinct and approved the mission anyway. It was the biggest mistake of his presidency.</p>	<p>order to make a tough decision based on his instinct. He considered the perspectives of his other advisors, yet ultimately went with the decision to carry out the mission anyway.</p>
<p>Relational Transparency</p>	<p>Reagan was “regarded not as a politician, but as a national father figure.” Part of this was due to his ability to open up his personality and show his sense of humor. In 1981, Reagan was nearly assassinated, shot an inch away from his heart. Once he was rushed to a hospital, Nancy Reagan showed up and was greeted by Ronald’s humor as he explained, “Honey, I forgot to duck!” In the operating room, Reagan removed his oxygen mask to joke, “I hope you are all Republicans” (Wilber, D. Q.) During his re-election campaign, the public was somewhat concerned about Reagan’s age of 73 years. Once the moderator of a debate asked Reagan if he was concerned about age playing a factor in the Presidential race, Reagan replied, “I will not make age an issue of this campaign. I am not going to exploit, for political purposes, my opponent's youth and inexperience.”</p>	<p>Reagan was able to open himself up to expose his personality throughout his political career. This is what gained him support, since people could see that he was a genuine human being who could crack a joke.</p>
<p>Balanced Processing</p>	<p>Ronald Reagan married Nancy Davis in 1952. They’d talk politics with each other and learn from each others’ perspectives. Their views developed together.</p>	<p>In taking ideas from his wife, Reagan was able to truly consider the perspectives of others. Reagan respected the perspectives of everyone and became the first American President to appoint a woman to the Supreme Court.</p>

**Discussion Questions:**

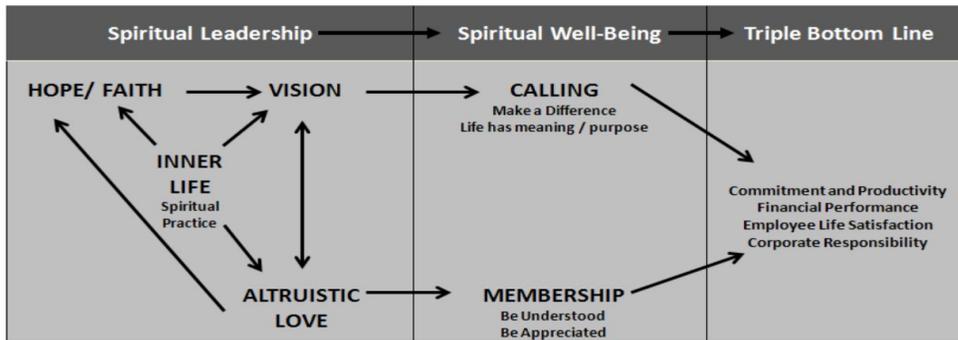
1. How does Ronald Reagan’s life and later on, presidency, fit under the description of authentic leadership?
2. What other people/scenarios in today’s world would fit under the description of authentic leadership?
3. How can you apply the principles of authentic leadership in your own lives?

## Spiritual Leadership

**Resources:**

Uecker, Jeremy E. “Religious and Spiritual Responses to 9/11: Evidence from the Add Health Study\*.” *Sociological spectrum : the official journal of the Mid-South Sociological Association* vol. 28,5 (2008): 477-509. doi:10.1080/02732170802206047

1. Leader motivates and inspires followers towards a common goal oriented towards service towards a higher good and altruistic love. Leaders focus on using intrinsic motivations to inspire followers. Leaders create a vision where leaders and followers feel a sense of calling, making their lives more purposeful. Then, the leader will establish a sense of organizational culture where members feel genuinely understood and appreciated (“What is Spiritual Leadership”).
2. Spiritual Leadership Model (“What is Spiritual Leadership”)



### Example: Relation to Tragedy- Terrorist attacks of 9/11

**CORE Crash Course (CCC):** After the terrorist attacks of September 11, 2001, Americans needed extra support in their lives - 2 months afterward, 17 percent of Americans outside of New York City reported symptoms of PTSD related to the events. For some, this meant religion. In the first weekend after the Tuesday attacks, religious attendance increased by six percent. Additionally, 90 percent of Americans claim to have turned to prayer, religion, or spiritual feelings at some level to help cope with the tragedy.

**Discussion Questions:**

1. Why do you think so many people, even those who weren’t actively religious, turned to a higher power when tragedy struck?
2. Would tragedy have the power to convert nonreligious people to religious people?
3. Would 90 percent of Americans turn to prayer, religion, or spiritual feelings at some level if something benevolent would happen?

## Example: Dalai Lama (1935-present) and Mother Teresa (1910-1997)

### **CCC - Mother Teresa**

Mother Teresa, born Agnes Gonxha Bojaxhiu, was a woman who was dedicated to caring for the needy. At the age of 18, she joined the Sisters of Loretto, and only six weeks later became a teacher in India. In 1946, Mother Teresa experienced what she considers to be divine inspiration to devote herself to caring for the sick and poor. She eventually accumulated many followers doing the same work as she did when she founded the Order of the Missionaries of Charity, where she and other women built institutions to provide medical treatment to the poor. She has won numerous awards and was declared a saint in 2003. She was a role model for the Catholic people, using her faith as a guide for her service towards the greater good. Because of this, others of the same faith were inspired to do service and follow in Mother Teresa's footsteps.

### **CCC - 14th Dalai Lama**

Dalai Lamas are the spiritual leaders of Tibet and are important monks in the newest school of Tibet Buddhism. Dalai Lama has spent a large part of his life working for and caring for others. After the invasion and occupation of Tibet by China, the Dalai Lama has worked in exile to free the Tibetan people. He appealed to the U.N. about the humanitarian crisis in Tibet, he has established a democratic Tibetan government from exile, he has won the nobel peace prize, and he has been a symbol of peace worldwide.

### **Discussion Questions:**

1. Can spiritual leadership be an effective means of leading?
2. Can you be a spiritual leader without being a religious figure? (The answer is yes):
  - a. Example: [David Koresh and the Branch Dividians](#)
  - b. Example: [Jim Jones and the Jonestown Massacre](#)
  - c. Example: [Rajneesh Movement](#)
3. What is the relationship between spiritual and servant leadership?

## Technology and Leadership

### **CORE Crash Course (CCC):**

The rise of technology and social media has created an environment where communication across the world is instantaneous. The ability to collect ideas under hashtags and create numerous anonymous profiles has made it easy for social movements to spread, despite there being no clear leader of the movement. Some examples of movements like this are Black Lives Matter and #metoo. In addition, social media has provided a medium for immense demonstrations of support for people/countries etc. after some kind of injustice or tragedy is experienced. The ability to share a video, change your profile picture, or post information has added a sense of accountability and accessibility to information that has never been possible before

### **Example: Massacre in Sudan (2019)**

**CORE Crash Course (CCC):**

In essence, the crisis is a conflict between pro-democracy civilians and the country's security forces. Following months of pro-democracy protests against President Omar al-Bashir, in April he was ousted by the military and arrested after 30 years in power. In 2010, he was charged by the international criminal court of having led a genocide in Darfur in western Sudan. That genocide resulted in deaths numbering in the hundreds of thousands, so al-Bashir has a track record of brutally suppressing dissent. Late last year, Sudanese civilians started protesting food shortages and rising prices, which turned into anti-government protests.

Civilian protesters have been attacked by the country's military, with reports of more than 100 killings and 70 rapes during a single attack in the country's capital, Khartoum, last week, and dozens of "bloated bodies" reportedly being dragged from the river Nile.

After Mohammed Matar was killed in the attacks, his profile picture (a simple blue color) was shared by a social media influencer to tens of thousands of people, who then continued to share and change their profile pictures to the color. This eventually even reached the western world, with thousands of people changing their profile pictures to raise awareness of the injustices being committed. This was especially important because the Sudanese government perpetrated an internet shutdown to prevent media coverage of the event.

**Discussion Questions:**

1. Do you think so much support would have been garnered without the use of social media?
2. Why do you think the government felt it necessary to shut down the internet?

**Example: Police Body Cameras**

**CORE Crash Course (CCC):** Police body cameras have become more popular as police brutality has become more of a common topic. These videos have resulted in multiple instances of police officers being suspended from their jobs due to infringements of the "use of force" policy. One such example is a Federal Heights police officer who was fired after slamming a suspect into a refrigerator and then later engaging in a full on fist fight with him and then stating "I don't care [if he gets medical]."

<https://www.youtube.com/watch?v=-by4xjcp5IA> here is a video of this interaction.

Many such body cam videos have been shared on social media, sparking protests and movements fighting for accountability for the police force. Stephan Clark was a 22 year old man in Sacramento who fled from police after breaking some windows. The video shows footage of the police officers firing 20 shots at him, with 8 hitting him and at least 2 being delivered once he was already on the ground.

<https://www.youtube.com/watch?v=xjR5X0i4wVY> They did not approach him for over 5 minutes afterwards, and once more officers arrived they went to him and handcuffed him before noting that he was completely unarmed, with only a phone in his hand. The officers were not indicted on any charges, which deeply angered many. Protestors who saw the video blocked a freeway and entrance to a basketball game, causing a delay in the game and statewide coverage of the issue. By increasing accountability for injustices committed by police, body cams have been able to spark movements against

police brutality. Without this technology, some of these movements would not gain traction due to the lack of coverage.

**Discussion Questions:**

1. Does a movement have to succeed to have impact?
2. Would this kind of accountability be possible without technology?
3. How did the social movement over Stephan Clark form? Who was the leader? Was there any 1 defined leader?

## Centralized and Decentralized

1. Centralized: individual or small group is popular and “in charge” of the movement and its progression
  - a. Think most movements, companies, organizations, etc. This is the more common type.
2. Decentralized: no defined leader, they organize based on ideas that arise in online environments. Due to the rise of social media, decentralized movements are very common today
  - a. Decentralized movements are relevant because the internet and social media allow social movements to spread rapidly online without the need of any leadership.
  - b. Instagram and Twitter are both very common places that decentralized movements are born
  - c. An important thing to note is that just because a movement is on social media that does not mean it is decentralized, leaders can bring their movement to social media for more exposure but still be “in charge” of the movement

### Example: Blockchain

**CORE Crash Course (CCC): Blockchain**

In the most basic terms blockchain is literally just a chain of blocks, but the blocks are digital information and the chain is the public database in which that information is stored. So, whenever a transaction happens using blockchain, the date, time, dollar amount spent, and the people involved in the transaction are added to the block. Instead of using real names, however, unique digital signatures are stored on the blocks. Each block itself also has unique information that distinguishes it from other blocks, called a hash. After a transaction has been added to a block and the block has been verified, it is then added to the chain. The blockchain is publicly visible so once that block is added to the chain, anybody can see it. This is all decentralized because every computer that is connected to the blockchain network contains a copy of the blockchain that is constantly updating, there is no central database. For example there are millions of computers connected to the bitcoin blockchain that all store the information. This makes it a great example of decentralization.

**Discussion Questions:**

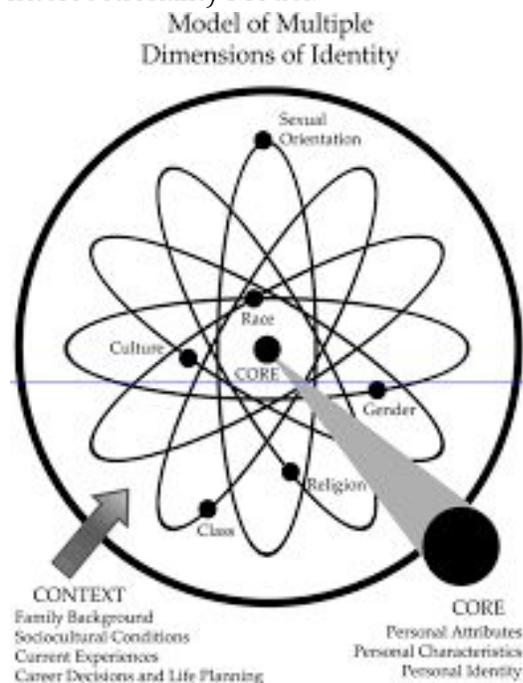
1. What centralized or decentralized movements do you know of?

2. Which kind of movement is more effective?
  - a. Are there certain situations in which decentralized works better or vice versa?
3. Can decentralized movements exist without the help of technology?

## Intersectionality

### Resources:

- a. Coaston, Jane. "The Intersectionality Wars." *Vox*, Vox, 28 May 2019, [www.vox.com/the-highlight/2019/5/20/18542843/intersectionality-conservatism-law-race-gender-discrimination](http://www.vox.com/the-highlight/2019/5/20/18542843/intersectionality-conservatism-law-race-gender-discrimination).
- b. "Combahee River Collective - History." *COMBAHEE RIVER COLLECTIVE*, [combaheerivercollective.weebly.com/history.html](http://combaheerivercollective.weebly.com/history.html).
- c. "The Combahee River Collective Statement." *COMBAHEE RIVER COLLECTIVE*, [combaheerivercollective.weebly.com/the-combahee-river-collective-statement.html](http://combaheerivercollective.weebly.com/the-combahee-river-collective-statement.html).
  1. Intersectionality can be defined as the interconnection of multiple social issues rather than one social issue (race, religion, class, gender, etc.). The concept of intersectionality was first used by Kimberlé Crenshaw in her essay, "Demarginalizing the Intersection of Race and Sex", published in 1989. The essay was written to introduce intersectionality between race and gender as it applies to the oppression faced by black women. In essence, intersectionality promotes the representation of overlapping social-identity movements.
  2. Intersectionality Model.



This model illustrates the overlap of identities that contribute to the formation of intersectionality. The core is the individual's personal attributes, and the rings all overlap and form the context of a person's external context. These all contribute to letting a person identify with multiple social movements and groups, making

intersectionality an essential aspect of the personality.

## Example: Combahee River Collective (1974-1980)

### **CORE Crash Course (CCC):**

The Combahee River Collective was an intersectional social movement group founded by Barbara Smith in 1974. Many of the members were a part of the second American feminist movement in the late 1960's as well as movements for black liberation (Civil Rights, Black Panthers, etc.). The dual involvement in these movements promoted the creation of the Combahee River Collective. The group organized multiple retreats that focused on activism for race, gender, class, and sexual orientation.

### **Discussion Questions:**

1. Does intersectionality between movements strengthen or weaken component movements? Why?
2. What are common cases of intersectionality in today's society?
3. How much overlap is allowed before social movements become the same?
4. Should social movements be willing to change their objectives/values so they can join with another?
  - a. Is this a good or bad practice?
  - b. Can it be worth it for exposure and expansion?

## Supplemental Content

### Activity: Authentic Leadership Test

#### **Purpose:**

Reinforce the components of authentic leadership: self-awareness, internalized moral perspective, balanced processing, and relational transparency.

#### **Materials:**

[Pg. 218-219 in Northouse](#)

#### **Directions:**

Have students answer the questionnaire evaluating each component of authentic leadership. If using a projector, the quiz itself fits on one page.

#### **Discussion Questions:**

1. Which component of authentic leadership is your strongest?
2. Which component of authentic leadership is the most important?
3. Can a leader be an authentic leader if only one of these components is lacking?

### Activity: Social Movements and Media Examples

#### **Purpose:**

The purpose of this activity is to provide a real example of the proliferation of social movements through social media. By emphasizing the vast amount of posts made on the topic, this activity provides a segway for talking about the role of technology in activist leadership as well as mention the pitfalls of a movement being so well known.

#### **Materials:**

Instagram or Twitter

**Directions:**

Project your account on the screen. Then search for the hashtag: #blacklivesmatter and #blm (or have your class choose a hashtag to search). Scroll through the posts to show the popularity and give them the statistics of how many posts there are (6,000,000+).

**Discussion Questions:**

1. Does social media enable passive activism?
2. If everyone knows about a movement (for example, BLM) but there is still so much disparity, can that movement be called successful?
3. If anybody can post something and tag it #BLM (or something else, obviously), does that open up the possibility for movements getting bad reputations from the posts of a select few?
4. Should people/companies take advantage of popular movement tags to promote other things? For example, is businesses promoting themselves during using Pride ethically wrong?

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