

# Palmarium

The Classical Academy exists to assist parents in their mission to develop exemplary citizens equipped with analytical thinking skills, virtuous character, and a passion for learning, all built upon a solid foundation of knowledge.



## Reflections on Leadership

### ●●●●● Assorted Quotes



**Theodore Roosevelt**  
(1858-1919)

*Theodore Roosevelt*

The best executive is the one who has sense enough to pick good men to do what he wants done, and the self-restraint enough to keep from meddling with them while they do it.

*Theodore Roosevelt*

Leadership is influence. *John C. Maxwell (1947- )*

A leader is a dealer in hope. *Napoleon Bonaparte (1769-1821)*

If your actions inspire others to dream more, learn more, do more and become more, you are a leader. *John Quincy Adams (1767-1848)*

A genuine leader is not a searcher for consensus but a molder of consensus. *Martin Luther King, Jr. (1929-1938)*

Leadership and learning are indispensable to each other. *John F. Kenney (1917-1963)*

Leadership is solving problems. The day soldiers stop bringing you their problems is the day you have stopped leading them. They have either lost confidence that you can help or concluded you do not care. Either case is a failure of leadership.

*Colin Powell (1937- )*

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- Whole Person Focused
  - Relationship Based
    - Classically Oriented
    - Idea Centered



## THE ESSENTIAL ELEMENT OF LEADERSHIP *by Dr. Russ Sojourner (TCA President)*

**If a leader has integrity, nothing else matters. And if a leader doesn't have integrity, nothing else matters.**

Rear Admiral (Retired) Barry Black, Chaplain of the United States Senate

Recently I had the honor and privilege of speaking to our East Elementary 6<sup>th</sup> graders on the topic of leadership. It's a fitting topic, since this particular group of students is known at East as our Titan Leaders. And fitting for me too, as I do my daily best to lead our amazing school.

As I explained to these 6<sup>th</sup> graders, leadership can be a weighty topic. Scores of books have been written on the concept, exploring various questions like "Are leaders born or are they made?" "What are the most important leadership characteristics or traits?" "Do leadership styles change dependent on different situations?" And, "Is there a difference between good/moral leaders and effective/immoral leaders?"

Leadership scholars, theorists, and practitioners even disagree on the very best and most robust definitions of leadership. The 6<sup>th</sup> grade Titan Leaders offered several outstanding definitions, but the one I like the most, and used when teaching leadership at the Air Force Academy many years ago, is by author Peter Northouse, who said, "Leadership is a process whereby an individual influences a group of individuals to achieve a common goal."

When breaking down the definition above, there are a few key words that stand out to me: an *individual*, *influencing a group*, achieving a *common goal*. And to put it even more succinctly, it's all about the **influence**. That's the piece I'm personally interested in, as a leader at TCA, and also the piece I wanted our young Titan Leaders to explore as I challenged them with the question, "What can we do to be the very best influencers possible?"

For me, the answer isn't all that complicated. Or all that arguable, really. Just listen to the words of a former inspiration of mine – Chaplain of the United States Senate, Rear Admiral (ret) Barry Black, who said, "If a leader has integrity, nothing else matters. And if a leader doesn't have integrity, nothing

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### CHARACTER STRENGTHS

on LEADERSHIP in *Character*

"Leadership as a personal quality

and temperament attributes that foster an orientation toward influencing and helping others, directing and motivating their actions toward collective success. Individuals with this predisposition aspire to dominant roles in relationships and social situations. They comfortably manage their own activities and the activities of others in an integrated system. . . . Individuals with this strength are likely to strongly endorse such statements about themselves as the following: I prefer to take on the leadership role in the group; I am often able to plan a course of action for my group; I am often able to motivate others to act in a certain way; I am often able to help others do a task better; I am often able to organize others so that they can work together more effectively; People generally look to me to help solve complex problems; People generally look to me to resolve conflicts and keep a group together; I am often the spokesperson for my group; I generally take the initiative in social situations; I usually take charge in emergencies (414-415)."

Peterson, C., & Park, N. (2009). Classifying and measuring strengths of character. In S. J. Lopez & C. R. Snyder (Eds), Oxford handbook of positive psychology, 2<sup>nd</sup> edition (pp. 25-33. New York: Oxford University Press. [www.viacharacter.org](http://www.viacharacter.org)

Peterson, C., & Seligman, M. E. P. (2004). Character strengths and virtues: A handbook and classification. New York: Oxford University Press and Washington, DC: American Psychological Association. [www.viacharacter.org](http://www.viacharacter.org)

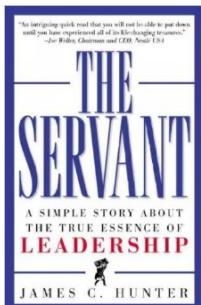
**CLASSIFICATIONS and DEFINITIONS:** In their chapter *Strengths and Virtues*, Peterson and Seligman write:

refers to an integrated constellation of cognitive and . . . refers to an integrated constellation of cognitive and . . . refers to an integrated constellation of cognitive and . . .



**TEAMWORK:** Citizenship; social responsibility; loyalty  
**FAIRNESS:** Just; not letting feelings bias decisions about others  
**LEADERSHIP:** Organizing group activities; encouraging a group to get things done

## THE ESSENTIAL ELEMENT OF LEADERSHIP (continued from previous page)

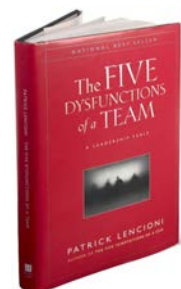


else matters.” In a related way, another great American, former Army General (ret) Norman Schwarzkopf said, “Leadership is a potent combination of strategy and character. But if you must be without one, be without strategy.”

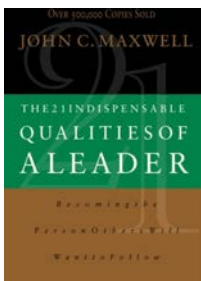
So why is integrity and character so important to a leader’s ability to influence? John Maxwell puts it this way, “Your good character builds trust among your followers. But if you break trust, you forfeit your ability to lead. No leader can break trust with his people and expect to keep influencing them. Trust is the foundation of leadership. Violate this law, and you’re through as a leader.”

And now we’re getting somewhere. Character builds trust. Trust is essential for influence. Influence equals leadership. Simple, right?

While aspiring to be the very best leader I can be, I also consider myself to be a student of leadership and of great leaders. I suppose those go hand in hand – studying leaders and their leadership styles, modeling the best leaders and learning from (and vowing to avoid) the failings of the worst leaders, and then understanding and incorporating positive leadership traits into my own life, as a father, community member, and TCA President. To that end, I’ve read quite a number of case studies and books on the subject of leadership, and two of my favorites use story to bring to life the power of the leader – one titled *The Servant, a Simple Story About the True Essence of Leadership* by James Hunter, and one titled *The Five Dysfunctions of a Team, a Leadership Fable* by Patrick Lencioni. If you too are interested in personal and team leadership, you can’t go wrong by picking up one of these books.



But my favorite leadership theorist, speaker, and author is Dr. John Maxwell. In his book *The 21 Indispensable Qualities of a Leader*, Dr. Maxwell explores the bedrock leadership quality of character, explaining what every person (and leader) must know about character:



1. Character is More than Talk. Anyone can say that he has integrity, but action is the real indicator of character. Your character determines who you are. That’s why you can never separate a leader’s character from his actions.

2. Talent is a Gift, but Character is a Choice. We have no control over a lot of things in life. We don’t get to choose our parents, or our birth location or our upbringing. But we do choose our character. In fact, we create it every time we make choices – to cop out or dig out of a hard situation, to bend the truth or stand under the weight of it, or to take the easy money or pay the price.

3. Character Brings Lasting Success with People. True leadership always involves other people. Followers do not trust leaders whose character they know to be flawed, and they will not continue following them.

4. Leaders Cannot Rise Above the Limitations of Their Character. Steven Berglas, psychologist at Harvard Medical School and author of *The Success Syndrome*, says that people who achieve great heights but lack the bedrock of character to sustain them through the stress are headed for disaster.

As I told our 6<sup>th</sup> grade Titan Leaders (and as many had likely already heard from Uncle Ben in the movie *Spiderman*), with great power comes great responsibility. Being leaders at their school, they have the power to use their leadership abilities and positions for good, or not so good. I feel the same way about my own position, and I’m dedicated to using my role as influencer to make our incredibly wonderful school an even better place than it already is. To that end, I’m ever mindful that character is the essential element of leadership, and I’m committed to helping other leaders recognize the same.







[www.TCAcore.org](http://www.TCAcore.org)

## FOUR KEY PROJECTS



North Campus Baseball Field



Central Campus Expansion



East Campus Playground



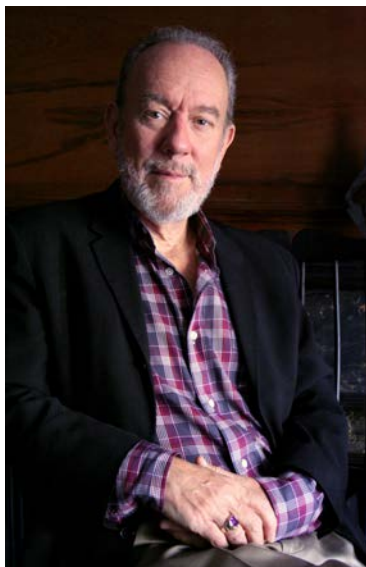
College Pathways Office Modular

**Strengthening Our Core Initiative** is a 3-year initiative totaling \$9.4 million. Our challenge is to raise \$2.4 million in addition to the \$7 million received from the sale of the Scarborough property and the bond restructuring. The additional funds will support our core programs and provide additional capital funds to improve our campuses.

**Strengthening Our Core Initiative — \$2.4 million, 3 years**

Please go to [www.TCAcore.org](http://www.TCAcore.org) today to donate.

## TCA's October Staff In-Service Speaker



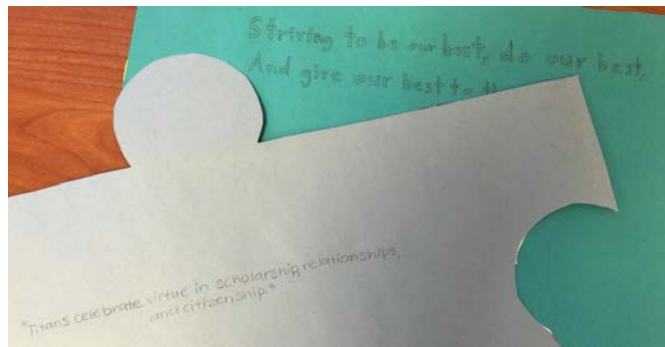
For TCA's annual October Staff In-Service this year we invited **Dr. Jeffrey Brenzel** from Yale University to present on the topic of *The Essential Value of a Classical Education*. Dr. Brenzel started his talk with the following statement:

"What is the best life for a human being? Socrates claimed in 400 BC that man lives a happier life if he is just and wise, though thrown starving into prison, than if he is corrupt, but powerful and honored all of his days. Could that be right? If not, what's wrong with it? And is the question still worth asking?"

Dr. Brenzel's thought-provoking ninety-minute presentation and panel question/answer time with three of our staff members set up the rest of our day's discussions on *classical education, great books, virtue, and creativity*.

Much of Dr. Brenzel's focus was on the value of the great literary classics. He outlined five values those works still provide us today. If you would like to see a short synopsis of his main points watch the following 5-minute video titled *The Value of Forgotten Ideas*:

<https://www.youtube.com/watch?v=mNE3FNTmww8>



## CLASSROOM VISITS

by Wesley Jolly (Director of Academic Services)

Over the past six weeks I have been able to spend nearly thirty hours in classrooms at all seven of our schools. During that time I have visited over 50 different classrooms and I've participated in a myriad of activities at all grade levels. I've helped kindergarten students glue art projects all the way to the other end of the spectrum listening to seniors translate Virgil's *Aeneid* in a Latin IV classroom. My visits only confirm the great things that are going on in our classrooms everyday. The passion displayed by staff, the engagement shown by students, and the depth of the discussions remind me each visit why TCA is a special place. From time-to-time I hope to highlight in the PALMARIUM a specific item from one of my visits. Just this past week while at College Pathways I sat in Nancy Coco's Art 1 and Art 3 classroom. As part of my visit I was able to look through a **Titan's Creed** puzzle art project the students had recently completed. Students took a line from the creed and made a puzzle piece with images that reflected that statement for them. Seeing the efforts of students engaging with the creed are just one small example of students and staff encountering character topics on a regular basis. The images included in this column are just a quick example of that work. **Titan's take ownership of and find joy in learning.**





"If you manage people or are a parent (which is a form of managing people), drop everything and read *Mindset*."  
 —Guy KAWASAKI, author of *The Art of the Start*

# mindset

THE NEW PSYCHOLOGY OF SUCCESS

HOW WE CAN  
 LEARN TO FULFILL  
 OUR POTENTIAL

- \*parenting
- \*business
- \*school
- \*relationships

"Will prove to be one of the most influential books ever about motivation."  
 —Po BRONSON, author of *NurtureShock*

CAROL S. DWECK, Ph.D.

## BEYOND THE BOOK CLUB

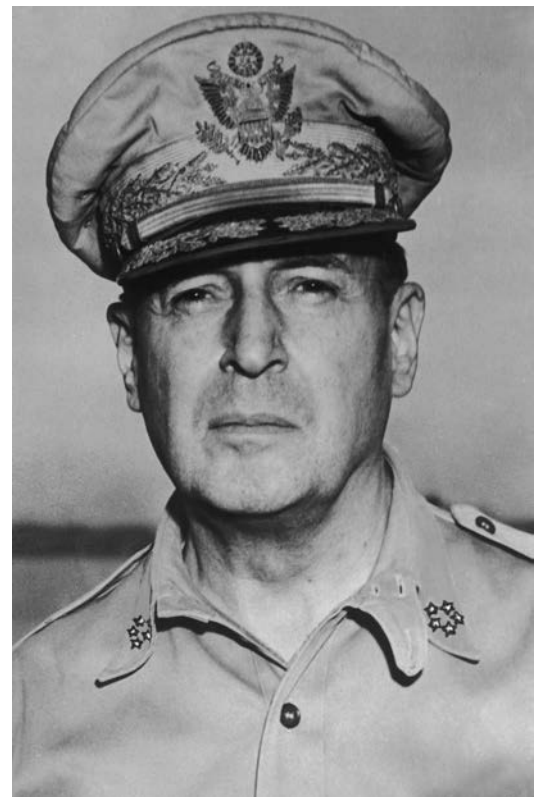
In conjunction with our *Engaging Minds* theme this year we will be having our second round of meetings for the **Beyond the Book Club** in November at TCA's North Campus. For this session we will be discussing the book *Mindset: The New Psychology of Success – How We Can Learn to Fulfill Our Potential* by Carol S. Dweck. If you would like to join us for one of the sessions please RSVP to me at [wjolly@asd20.org](mailto:wjolly@asd20.org) (we will be meeting in the Front Range Room and classroom 2238). Our meetings will last 90-minutes. The tentatively planned sessions for next month are:

**Mon, November 16** 4:00-5:30 pm and 6:00-7:30 pm  
**Tue, November 17** 4:00-5:30 pm

Please RSVP so we will know how many sessions to prepare for -- we desire to keep the participants in each group to a relatively small number. If you would like more information on the two remaining books for second semester, and the dates we will discuss those titles this year, please e-mail me at the address above.

A true leader has the confidence to stand alone, the courage to make tough decisions, and the compassion to listen to the needs of others. He does not set out to be a leader, but becomes one by the equality of his actions and the integrity of his intent

*Douglas MacArthur*





# Upcoming DAS Meetings and Due Dates:

## ALT Meetings (11:00 am-12:30 pm or as noted):

- Wed, Oct 21 ALT Meeting – Colorado Room
- Wed, Nov 4 ALT Meeting – Colorado Room
- Wed, Nov 18 ALT Meeting – Colorado Room (10:00-12:00)
- Wed, Dec 9 ALT Meeting – Colorado Room

## Due Dates and Upcoming Events:

- Tue, Oct 20 High School Visit – DAS (8:00-11:00 am)
- Thu, Oct 22 Junior High Visit – DAS (8:00-11:00 am)
- Thu, Oct 22 DAS/Compliance Meeting (2:30-3:00 pm)
- Mon-Tue, Oct 26-27 Parent-Teacher Conferences (CP)
- Mon-Thu, Oct 26-29 Teacher-Teacher Conferences (CSP)
- Mon, Oct 26 DAS/CCCI Meeting (8:30-9:30 am)
- Tue, Oct 27 College Pathways Visit – DAS (8:00-11:00 am)
- Thu, Oct 29 East Elementary Visit – DAS (8:00-11:00 am)

Sun, Nov 1 Daylight Savings Time Ends

- Mon, Nov 2 Cabinet Meeting (10:30-12:00 pm)
- Tue, Nov 3 North Elementary Visit – DAS (8:00-11:00 am)
- Thu, Nov 5 Central Elementary Visit – DAS (8:00-11:00 am)
- Thu, Nov 5 DAS/Compliance Meeting (2:30-3:00 pm)
- Fri, Nov 6 Teacher In-Service (Secondary) – No Students
- Mon, Nov 9 TCA Board Meeting (6:00-10:00 pm)
- Tue, Nov 10 Cottage School Visit – DAS (8:00-11:00 am)
- Wed, Nov 11 Veterans Day Assembly
- Thu, Nov 12 East Elementary Visit – DAS (8:00-11:00 am)
- Mon, Nov 16 Junior High Visit – DAS (1:00-3:00 pm)
- Mon-Tue, Nov 16-17 Beyond the Book Club Sessions
- Tue, Nov 17 High School Visit – DAS (8:00-11:00 am)
- Wed, Nov 18 College Pathways Visit – DAS (8:00-9:30 am)

Mon-Fri, Nov 23-27 Thanksgiving Break – No Students



## Compliance and Accreditation Corner

Check here for updates on compliance and accreditation items as we move through the year:

### SAC BUSINESS TO COMPLETE:

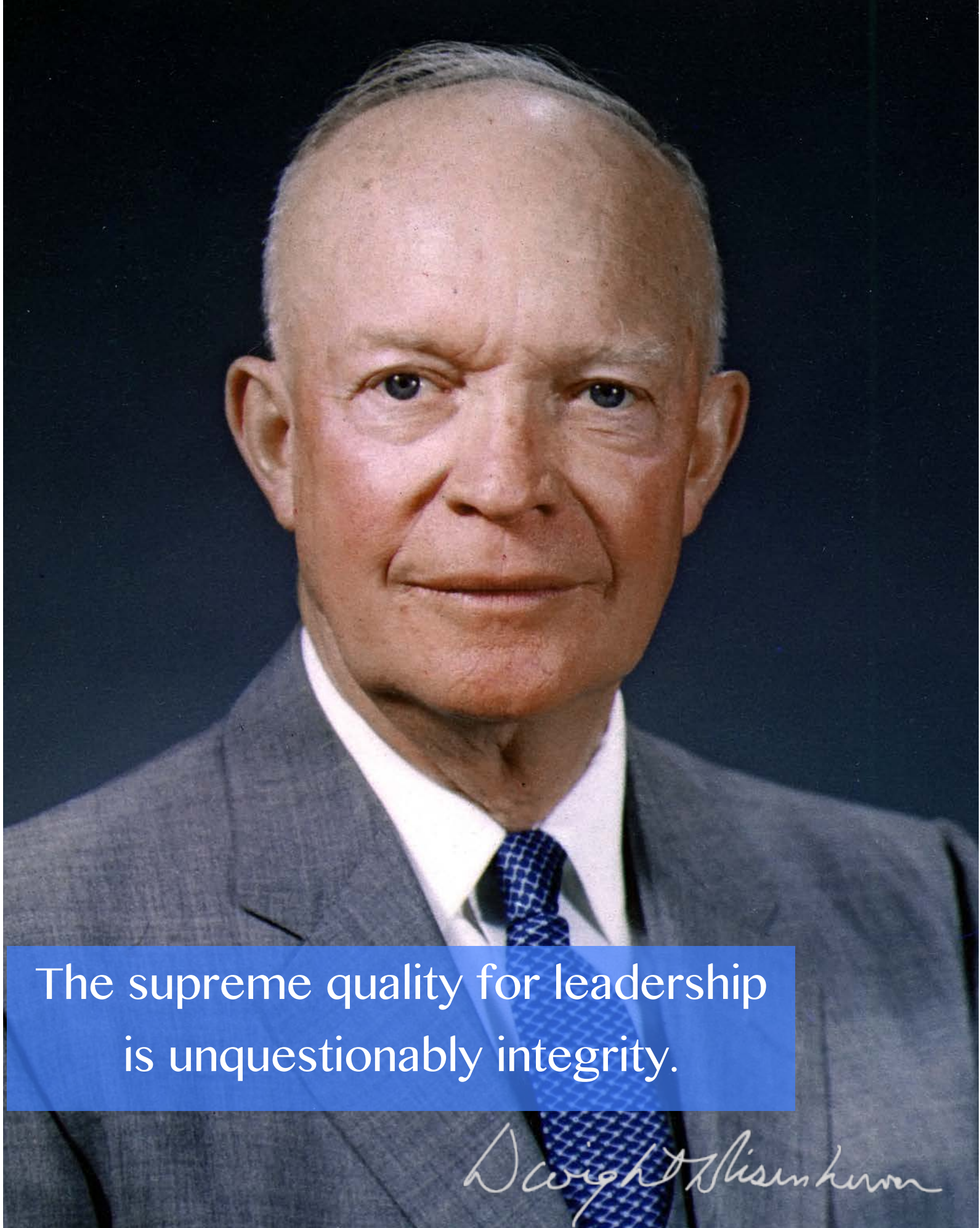
- update SAC bylaws (Cheri)

### ITEMS DUE IN FUTURE:

- **Updated Site Plans and SIPs/UIPs** – due to ASD20 by **Tuesday, October 20**
- **DAC to review site plans and SIPs/UIPs** – **November and December**







The supreme quality for leadership  
is unquestionably integrity.

*Dwight D. Eisenhower*