

As a retired police officer and now a high school teacher (criminal justice) and a coach of varsity football and girls softball it has been my job to not only teach my students and players, but to also guide and direct them so I'm able to get the most from their abilities. But when you have an administration; principal, vice principal, and superintendant that puts more emphasis on just teaching for the test; The State assessment test, instead of allowing teachers to do what they do best; teach their subject, it takes away the challenge that we as educators attempt to place on each student. Secondly, the administration at the high school are so focused on each educator teaching the curriculum to the State test, that they lose sight of and are never there when the real teaching is taking place. For instance, in my field of law enforcement, a lot of my teaching is hands on application, such as; proper handcuffing techniques, proper approach to a vehicle on a felony stop, and building entries. As a leader I take pride in my teaching and a charismatic leader is one who has a profound emotional effect on their followers (House, 1977). Followers see them not merely as bosses but as role models and heroes who are larger than life (The Art and Science of Leadership pp.180).

Old leadership concepts such as the "initiation-of-structure provides that effective leadership involves giving direction, assigning task to followers, and setting deadlines (The Art and Science of Leadership, pp.14), similar to the example given in the introduction about school administrators and the state assessment test. However, the new role for leaders today are shifting more responsibility to its employees and the leader is doing less leading or planning, instead today's leaders are providing the vision, resources, and support to its employees to complete the task. The concept or idea that I would propose on being a great leader would be that of Rick Sapio, who was the CEO of the 37-employee New York City Mutual.com, a mutual

fund advisory company. Because of the job being stressful and challenging, Sapio created “Hassles”, an electronic mailbox through which employees could express their concerns and ideas with a guarantee from him that they will be addressed within a week. He even took his idea further by scheduling one hour each week in a conference room where anyone could drop in to give him input (The Art and Science of Leadership, pp. 16).

I think by taking this path of leadership, it will allow my students, and in the future, subordinates of mine to have input on decisions making that normally a manager would engage in alone. As a future leader, I will have long-term and future-oriented perspectives and provide a vision for my students and/or employees. I would pursue this leadership role because the trends that large companies and even governmental agencies are showing show that they are changing their strategies on how to manage or become a strong leader. Fred Fiedler, who’s Contingency Model, define leadership effectiveness in terms of group performance, which echo’s what Sapio was trying to accomplish in his creation of “Hassles”. Robert House’s “Path-Goal Theory also considered followers satisfaction as a primary factor in determining leadership effectiveness; leaders are effective when their followers are satisfied.

So, by allowing employees or students the opportunity to have input on some of the decision making is a path that I will be following in the future. Unlike the principals, vice principals, and superintendant’s approach that was mentioned earlier; “Initiation-of – Structure” concept where they just give direction, assign task, and set deadlines, my approach will be more goal directed and action oriented to achieve my goals as a leader.