

JOURNAL ENTRIES

AUTHENTIC LEADERSHIP REPOSSES

By Michelle Johnson

My Business Research and Publishing course requires us to read two leadership articles a week and keep and journal. In the Journal entries we are suppose to reflect upon principles mentioned in the weekly articles as we respond to prompts. The purpose of this assignment is to help the students identify different leadership styles, define personal value, and to reflect on personal leadership experiences

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What leaders, past or present, do you admire most? What is it about them that you admire? Which of these leaders do you consider to be authentic leaders? What can you learn from their leadership?

An individual that I have great respect for is Kenny Heofner. This man is 75 years old and devoted 50 years of service to his community and station. Kenny is an honorable retired fireman in Seattle Washington. He is passionate, caring, trusting, giving, and hardworking

I have known Kenny for ten years, since the age of twelve. He works on the same shift as my father. Kenny has had trials, but they have only made him stronger. His trials came from his children, one passed away and the other stole money from him in the disguise of college funding. To aid students, Kenny established a self generating scholarship fund, M. Kenny Hoefner Scholarship, to pay for college tuition for firefighter's sons and daughters. Upon his retirement he contributed \$500,000 to this particular scholarship fund. He has also set up savings accounts for the children of his fellow shift members, to help with the cost of college. The reason for his charity is to better society by education the youth and allowing children a great future.

Kenny leads by example. He cares for all the widowed women within his block of housing. He mows their yards with a push lawn mower, so that he can maintain a healthy body. He works for fellow firemen on holidays, so that they can spend it with their families. In return he asks that his fireman friend show him the same courtesy. Kenny teaches frugality; he doesn't spend money to keep up with the Jones. In fact he dries some of his clothing in front of a wood stove. Reliability is another quality he posses, he only took one sick day from work within the 50 years that he served and it was due to mumps.

The second individual that I feel shows great leadership skills is my brother-in-law. He is currently going through chemotherapy treatments. The reason I feel he is a great leader is because he got called off his mission to fight his cancer. Although he is fighting cancer, he desires to serve his fellow men. He has become a more up-beat individual since his diagnosis. He teaches me the importance of believing, and trusting others. He will be the first to tell you when you are being stupid or unreasonable; he will then illustrate why.

Ambition is a strong trait of his. He is ambitious about serving a mission and gaining an education. I wouldn't be surprised if he ended up owning a large corporation in the future. He attends church regularly and is obedient to the commandment. I admire his character and drive.

What leaders in the scriptures do you admire most? What is it about them that you admire? Which of these leaders do you consider to be authentic leaders? What can you learn from their leadership?

Two leaders in the scriptures that I feel are authentic and great leaders are Lehi and Nephi. They possess qualities admired by others. They don't fall in the face of fear and they look to God as the ultimate leader/ruler.

Lehi is a person that is an authentic leader. He is the father of Laman, Lemuel, Nephi, and Sam. Lehi knew who he was, a son of God, and his purpose on the earth. He had great faith and practiced his religion devoutly. Lehi led by example; he received visions from God and followed the prompting that he received in his visions. One of these visions told him to take his family out of Jerusalem. Jerusalem at the time was their established home; they had built a life there. He was a selfless man, putting God first; his family left all of their worldly possessions to move to the wilderness. He trusted the Lord's prompts even though it was not an easy task asked of him.

Lehi's two children, Laman and Lemuel, and sometimes even his wife questioned his mental state. They called him a visionary man. Lehi listened to their complaints, but still continued doing those things which he knew to be right. He educated his sons through earthly things, comparing a river and valley to the characteristics that he wanted his sons to possess. After teaching his sons of desirable attributes he delegated responsibilities to them. One example of this is when the sons were sent to retrieve the brass plates. Another characteristic Lehi had was being a great time manager. He spent time with his family, studying the gospel, and teaching/preaching.

The second leader I choose is Nephi. Nephi was diligent and a silent leader; he didn't back away from responsibility. He was a strength to his family and a role model to his brothers, Laman, Lemuel, and Sam. The Lord chose Nephi to be ruler over his brothers, yet Nephi approached this task humbly, respecting his brother's seniority. Another leadership quality that he possessed was forgiveness. Multiple places in the scriptures illustrate Laman and Lemuel doing cruel things to Nephi. Nephi demonstrated this attribute on the ship to the Americas, after being bound and beaten by his brothers. Nephi immediately forgave his brother and focused on the tasks in front of them.

Through reading the scriptures we can learn to be leaders. If we examine the good and bad choices that the characters within the scriptures have made, we will be more susceptible to making good choices ourselves. Lehi and Nephi can teach us the meaning of true faith and steadfastness. They are great role models. Leader characteristics we can learn from them are not few. These are the main characteristics that I desire to learn from them: knowing who I am and my goals, leading by example vs. leading through words, patience, courage, kindness, listening to others ideas, and delegating responsibilities.

Think through the underlying reasons why so many leaders in the recent past or in the scriptures have lost their way and wound up failing as leaders. Have you seen leaders lose their way or worked with someone who fits any archetypes of being an imposter, rationalizer, glory seeker, loner, or shooting star? What are the behaviors and warning signals you have seen in others at risk of losing their way?

The individual that I feel is an example of a leader that lost his way is Ethan. Ethan was the CEO of the Integrated Business Core (IBC) Company, a student run business. I viewed him as being an opportunist leader with some hints of individualist. He was very self-oriented; he manipulated his fellow classmates, ignored rules and irritated others. At the beginning it seemed that he loved his leadership position he dedicated time and work to being successful. Towards the end of the semester he seemed lazy always giving out tasks and never doing anything for himself, yet he always welcomed the credit for others work. He would tell one department, marketing, one thing and another department, sales, something else.

An individual in the scriptures that is an example of a leader that lost their way is Jeroboam. He was a great and powerful person, but eventually became confused. He wasn't in tuned with the Lord fully and allowed the people to create a golden calf. This was referred to idolatry. Under this golden calf the people professed to worship Jehovah, but soon degenerated into a worship of the image itself.

I feel that some of the behaviors that we need to watch for are an over developed sense of empowerment, entitlement, and a hunger for money. Some other attributes to keep an eye out for are a dismissal of others ideas, laziness, tardiness, and being unmotivated to accomplish things with a high level of quality. This isn't to say that every CEO is a horrible leader because they receive a high level of pay. What is meant by this is that if the only reason you are trying to achieve something is for money or reward, then this could slowly progress to a detrimentally stage. The individual that finds themselves in this kind of position might be easily influenced by the wrong individuals or goals. The might get caught up in a downward spiral.

In conclusion people are very powerful. People are influenced and sculpted every day, especially children. The important things to remember are what we believe in, what we are trying to accomplish, and to not fall victim to greed and self-fulfillment. No matter what position we are placed in or degree we hold, we are perceived as a leader or role model by someone. So we need to be conscious of the persona, and traits we project.

Thinking back over all your leadership experiences in your lifetime, which ones are you proudest of? Think about the basis for your leadership and the kind of leader you would like to be as you answer these questions: What qualities do you bring to leadership? What leadership qualities would you like to develop further?

As I look back through my past I can remember multi times that I took on leadership roles. They range from setting an example for my siblings, graduating among the top students at my school, being a leader of the equestrian team, to the experience and skills I have at my job. Out of all the leadership opportunities the two that I am most proud of are graduating Cosmetology College in the top of my class before I graduated high school and the role model that I have been to my siblings and co-workers.

I attended Cosmetology College at the age of 17 and graduated at 18. It took me a total of nine months to graduate, take my practical, and written. As I attended schooling I was a silent leader, one that led by example and influence. I was an example of a punctuality, dedication, commitment, and passion. I always finished the tasks asked of me, was assigned to teach others proper techniques. My best friend, Jesse, and I were the go to girls when the instructors needed help or errands done. We competed in Skills U.S.A. competition.

Being a role model is the other leadership opportunity I am proud of, not just for what I taught others, but what I learned from others. Being the second oldest I had expectation from my parents. I attempt, to this day, to be a positive example to my siblings. I am looked up to and set a standard for what is and isn't allowed in my parent's house. Through my years of leadership in my house I have been able to help my sisters and brother with their homework, emotional grief, growth, and being family member.

I realized that through being a leader to my siblings that I was a good moral influence, but that I was not the greatest leader of prioritization. I didn't balance church, family, high school, college course, Beauty College, sports, and social life well. I was not extremely active in church. When I did go it was just to sacrament. I learned through my younger sister's excitement that I was lacking something. I have tried since then to prioritize. I'm still not great at it though.

The leadership qualities that I would like to develop further are prioritizing, combing things, being less timid, and more open. I think I could be a great leader within a business roll if I could overcome my fear of speaking in large groups and in front of strangers.

Write freely about your greatest crucible or challenge and describe it in the following ways: How did you feel at the time? What resources did you call upon? How did you resolve the issues, if you have? How did it shape you and your views about the world?

My greatest crucible happened when I attended Southern Virginia University. Long story short I roomed with the same girls for two full semesters. The first semester went good we all got along, most of the time. The only issue that was present the first semester is that none of the girls would help clean the apartment on clean check day. The second semester was the opposite. One of the girls would sneak out at night and stay at her boyfriends, another would stumble in drunk and high occasionally, and the third obeyed the rules of the college.

One day, in the middle of the second semester, the straight laced roommate spoke with the dean and enlightens him on the current activities of my two disobedient roommates. These two girls thought I had told on them or in their terms "tattled", which I had not. This began my crucible. These two girls left me nasty notes each morning, they told the dean that I stole food from them, that I was sleeping around, and they spread rumors around the school. Given my shy, contention avoiding personality I was terrified. I felt like I had been abandoned. For the first few days of this hostile environment that took over our home I stayed in my room or at campus studying. I feared whether the Dean would believe them over me, because one of the girls was dating his son.

I was torn between what to do. I debated tell the girls it wasn't me and who it really was or comforting my fear of authority figures and speaking to the Dean. I didn't want to get the girls in more trouble than they were already in. In a moment of desperation and loneliness I called my parents bawling. My mom tried to console me. She advised me to speak to the housing office or the Dean. She told me everything will work out; they will be able to tell who is telling the truth. I told her I wouldn't do that I could just stay at my friend's house. My dad told me to save the threatening notes, this did. The next day the Dean and housing lady called me to meet with them. They said my parents had called worried about me. My parents explained to the lady the things that I had told them, but that she needed to hear what was going on from me. These two individuals assured me that they knew that I had not done the things the rumors had said and that my third roommate had spoken to them regarding the disobedient roommates. They told me that my two roommates had more issues that I was not aware of and that they may not be allowed back to the school the following semester.

The Dean told me I had a few options I could press charges for the threats, have the girls moved to another housing unit, or I could stay with them. I didn't want to offend the girls further or feel like a baby, so I choose to remain living under the same roof as them. The Dean had spoken to the girls told them that they were to stop harassing me. I finished the last three weeks at that college. In those three weeks anytime I was home I made it a point to do or say something nice to the girls that treated me rudely.

That crucible has shaped me immensely. I learned to have courage, to receive help from authorities, to face my roommates, and to continue forward. I matured because of the tasks that I was faced with. I don't allow others to bully me and I try to stick up for others. To this day those girls still think I told on them. I protected that third roommate from the grief, pain and loss of friendship she would have faced if they knew it was her. I grew spiritually. This is because the first semester at SVU my dad told me I should apply for BYU-Idaho I told him I liked it at SVU and that I didn't see any reason to. But I thought about it and had a feeling that I should, so I did. That second semester when everything was going wrong I received an acceptance letter to BYU-Idaho. At that moment I knew it was the spirit that gave me the feeling that I needed to apply. This strengthened my faith. I know that because of my obedience in keeping the word of wisdom the Lord watched out for me. I learned how to deal with different personalities.

List the values that are important to your life and your leadership. After you have done so, go back and rank them in order of their importance to you. Which of your values are inviolate? Which ones are desirable but not mandatory? Do some of your values depend upon the situation that you are facing? Recall a situation in which your values were tested under pressure. To what extent did you deviate from your values under that pressure? What resources did you call upon under that pressure? What would you do differently if you had to do it all over again?

Some values depend on the situation. I hope that when an individual is choosing employment they consider the values of their religion. Religious values are not mandatory in all jobs though. Just as the work place values aren't mandatory in an individual's religion, obedience to laws, and family.

9. Determination	14. Compassionate	10. Supportive
1. Obedient to laws/religion	15. Understanding	5. Accountable
6. Love	8. Loyalty	12. Caring
2. Teaching correctly	7. Committed	3. Honesty
16. Educating	17. Not micro-managing	11. Charity
4. Being teachable	13. Organized	2. Family
19. Open to new things	18. Delegating	

Some of the above are desirable but not mandatory in a job. Here are the ones that I view as being not mandatory: not micro-managing, caring, loyal to religion, compassionate, and educating. The values that I won't compromise are accountability, love, honesty, and family.

One time in particular when my values were tested under pressure was New Years, 2009. My best friend lived in Vancouver Washington. She called me to ask me if I would mind being her and her roommates designated driver (DD). She followed up with "we will even pay you." I contemplated if I should. I ended up agreeing to be the DD, but I didn't accept their cash. The evening started out great; we went to a few restaurants to mingle with friends. Occasionally they would have a drink or shot of something. Then the New Years was rang in at a house party. While at this party, I was surrounded by alcohol, smoking, and inappropriate behaviors.

I realize looking back now that I deviated away from my standards. I put myself in an unhealthy environment, spiritually, being disobedient to teaching of the gospel. The main resource that I called upon was prayer. I prayed that we would return home safe and healthy. I would occasionally call my parents to check in.

Although I know that I had deviated away from my standards, I don't think I would have changed my mind on being the DD. I know that through my presence there my friend, Jesse, didn't drink heavily. She knows my values and respects them. I was able to make sure that the girls were safe and obedient to the laws, mainly the law pertaining to drinking and driving. I was able to share my values with a few other individuals when I was offered a drink or asked why I wasn't drinking. When the party got a little too wild I was able to tell the girls that it was time to go.

The thing that I would have changed is agreeing to go to the house party. That wasn't a planned part of the night; it was a last minute thing that Jesse's roommate wanted to do. We didn't want to hold her back, so we agreed to go. If I would have said no I could have been a better example to them. We wouldn't have been put in an awkward/unhealthy environment.

Who are the people who have mentored you in your leadership development? Which mentors have been most important in your development as a leader? In what ways have they helped you develop? How have you helped your mentor and built a two-way relationship? What more can you bring to your mentoring relationships?

The people who have mentored me, thus far, in my leadership development are:

My parents (Chris and Teresa Quinlan)	Tome & Karen (Beauty School teachers)
My professors at College	My high school teachers
Brandie Ellis (manager at HairMaster)	The prophet

The mentors that have been the most important in my development in becoming a leader are my parents, Brandie, and my college Professors. They have helped me to grow educationally, spiritually, emotionally, and mentally.

My parents have raised me to know the difference between right and wrong. They have shown me the importance of showing love, encouragement, and compassion for others. They have instilled in me work ethic. I was also taught from an early age that in order to have fun, you need to work hard. I learned the meaning of responsibility through caring for our mini farm, which consisted of horses, pigs, chickens, ducks, rabbits, a cat, and dogs. Through caring for this mini farm, I learn that consequences follow every action.

My manager, Brandie Ellis, helped me develop the skills I needed to be a great hairstylist. She encouraged open communication and empathized the importance of friendliness and creating a welcoming atmosphere.

My Professors taught me the importance on punctuality. They did this through setting due dates and not accepting late work. They also helped me to learn the importance of communication. This was done through one-on-one time to discuss a grade or to better understand a topic that was covered.

I have helped my mentors and built a two-way relationship in a few different ways. I have helped my parents through teaching and setting a positive example for my siblings. I helped through learning the pressures and work styles of each parent; and then doing things the way they liked. For instance, my dad hates to be idle. He also hates to have clutter. So what I would do is help get things organized before he would return home from work (24 hr shift). My mom on the other hand was considered a packrat, next to my dad. To keep things at ease I would help my mom organize the attic and sort through older tots.

At Hairmaster, I would help my mentor through learning her weaknesses and strengths. She loved a spotless shop, but didn't dedicate the time to creating a task chart. I helped her to do this. I was obedient, punctual, and very productive. If I was asked to do something, I made sure it was done in a timely manner. We built a two-way relationship through open communication. If we felt something was not being done properly or that a specific product needed to be ordered, we would talk to her n another about it.

The things that I feel I could still bring to my mentoring relationship are continuous open communication, a balance to their weaknesses, obedience, unity, dedication, and integrity. I know that through doing these things I would become an example to others. I would also help the business or environment to grow in a positive way.

How do you measure success in your life right now? What is your personal scorecard? What are the long-term achievements you would like to realize in your life? What will bring you the greatest amount of happiness in your life? What is the positive impact on other that you would like to have?

When asked how I measure success in my life right now, I answer through accomplishment, hard work, and gaining new skills. But although those are the three main ways I measure success, my measurements vary depending on the different areas of life.

In a work setting, success is gained through a productive day, helping to create a welcoming atmosphere, and accomplishing the tasks asked of me. At school I view success as completing tasks to the best of my abilities, showing up early, gaining new knowledge, receiving A's and completing/submitting assignments on time. If I don't receive an A I get disappointed and the thought of why occupies my brain for a large portion of time. I know that a grade doesn't truly reflect the efforts and hard work that one may put into an assignment, but I can't seem to relax myself-set academic standards. At home, I view success as having a tidy house, a welcoming home, and a family that cares and looks out for one another.

Right now I would say that I am only moderately successful. I am stretching myself a little too thin. I am still receiving good grades, but am not submitting my best work. I am currently working 42.5 hours a week, going to school, and balancing family. This means that I have not dedicated the time I would have like to, to a few of my classes.

The long-term achievements that I have set as a goal to accomplish are: raising a nice, humble, loving family, creating open communication, working for a hospital, serving a mission with my husband, traveling, finding a way to help less fortunate children (either through adoption or an awareness center) and enjoying life.

I think the thing that will bring me the greatest happiness in life will be family. I love family. As I grew up, I was taught that every family member is important, no matter their beliefs, actions, and personality. I am very close with my aunts, uncles, grandparents, and cousins. I am excited to have a family of my own, though I don't want children for a few years. My husband and I have only been married for almost seven months, and I have enjoyed the constant companionship that I have had. I feel that it is important to cherish the relationships that I have, to have fun as a couple and enjoy life. Then once we feel like we are missing something and are excited at the idea of children, and then is it time to build our family.

I hope that I will be able to impact little children's lives through bettering their circumstances. Creating a nice welcoming and learning environment. The positive impact that I hope to have on others is through happiness. I hope that when people see me they are excited and happy and that they will see kindness in me and then possess a drive to become happy, loving, and energetic.

Describe the kinds of leadership relationships you have in your family, church, school, or workplace? What kind of leadership relationship do you and your spouse share? What kind of leadership relationship do you have in church? What kind of leadership relationship do you have in school? What kind of relationship do you have with your boss, peers, or subordinates at work? How could you strengthen any of those relationships?

I have a diverse amount of leadership relationships in my family, church, school, and workplace. In each category I hold a different leadership relationship. In my family I am the second oldest, due to this fact I am looked upon as role model. As seen in most families, when one child is allowed to do something the rest are eager to follow suit. Because of this I was held to a higher standard by my parents.

Now that I am married and away from my home, my husband and I share responsibilities and leadership. He is the priesthood member of the house and contributes more of a church educated perspective. Although he is the priesthood member, he is not the sole authority or decider. We council with one another and learn from each other's experiences. I was raised in a more open home. I was exposed to alternative ways of life. Because of this, I see things in an alternative perspective and am more able to view others beliefs in a more positive light.

In church I am positioned on the fellowship committee. Through holding this position, I am viewed by other women as a friendly face. My job is to make new members feel accepted, at home, and safe. I can show guidance and fellowship through this position.

In school I have a unique leadership relationship. I am a senior that will graduate in April. Because of this, freshmen business students look to me for advice and feelings as to how the business program is. They want to know if it is enjoyable and which teacher I judge to be good or bad.

As a student I am put into teams. In these teams each student is expected to contribute and better the group. I feel that in these groups, I reflect a punctual student. I strive to do my best work and submit it early to the rest of the group. I feel that when placed in a group students should achieve their best work. This is because each individual grade within the group reflects others work.

At my internship I hold the title of bookstore/volunteer coordinator. This leadership position puts me in charge of all volunteers. I am also the individual that promotes organization and appeal to the store. It is up to me, through the approval of Nick, the president, to arrange the store pleasingly to the customers. Nick Allison relies on me to open and close the bookstore, train volunteers, and make sure daily activities are done correctly.

Throughout all of these leadership relationships there is a common theme. The theme is working with others. It is important to view others as an individual and treat them in a respected manner. I could strengthen the above relationships by seeking guidance from others more frequently, being more open to suggestions, showing up eager, and happy to be there.

Think of your life as a house with a bedroom for your personal life, a library for your school life, a den for your church life, an office for your professional life, a family room for your family, and a living room to share with your friends. Can you knock down the walls between these rooms and be the same person in each of them? Are you able to be the same authentic person in each environment, or do you behave differently at work than you do at home, church, with your friends or in the community?

If I was to consider my life as a house in which each room was symbolic of a different social spectrum, I believe I would have the ability to knock down the separating walls. I feel that I could be one unified person that projects herself onto the public in a positive manner. I have strong virtues that appear in all of my daily activities.

Currently I am not 100 percent the same person in each area of life. However, I am working to become so. I find that some environments make me more relaxed and open. Other environments prevent me from fully projecting my personality.

I have noticed that through cutting hair I have become a more open individual. At work I am able to talk with strangers and regular clients about family, life, goals, and funny stories. I have the ability to understand most people's point of views and to create a welcoming environment.

In school I am more timid. I feel as if all comments I make are being evaluated and torn apart. My mind is temporally blank when called upon in large group settings. Over the years I have slowly challenged myself through making occasional comments in class and participating in presentations. However, I still don't feel comfortable praying in front of any group school or church.

At church I show my individual personality. I do not conform to the common opinions around me. My ward in Washington was primarily made up of older individuals. These individuals were around the same age as my grandparents or older. Given the generation they grew up in, they did not approve of the outfits I wore. They were too bright and vibrant for them. Heels with a knee length skirt were considered promiscuous. Most ladies started to understand that I was not promiscuous and a kind young woman.

When I am surrounded by family and friend that is the time I truly let my guard down. These individuals have seen me in my best and worst moments. This has a comforting feeling. I don't have to be perfect or dressed a certain way to gain their approval.

I think that although I do act the minutely different in each area of life. I do not pretend to hold different values or falsely project myself. My personality shifts are not due to the environment, but my level of comfort in the environment. In all environments I am my authentic self.