



FROM THE DEPARTMENT CHAIR

Robson Marinho, PhD

Who Will Be the Nation's Next Leader?



In less than a month, the United States of America will have a new President. The 57th presidential election will be held on Tuesday, November 6, 2012. At this point, it is impossible to predict who will win the race. In the first presidential debate last week, the media hailed Mitt Romney as the debate winner, pointing out his better performance over Barack Obama, who didn't demonstrate his typical charisma and enthusiasm. More than ever, the race seems tied up, and according to a CNN Poll of Polls released on October 9, Romney has the support of 48% of likely voters, with 47% support for Obama.



Regardless of who you will vote for, presidential elections are a good opportunity for reflection on leadership. What leadership style would we like to see in the next President?

The media is making plenty of comments on the personality type and leadership style of both candidates, based either on profile inventories or on popular assessments of the candidates. For our informal reflection, I will share a couple of media comments on the candidates' leadership styles, so you can make your own speculations.

Mitt Romney's Leadership Style

The following analysis of Mitt Romney's leadership style is a composite of comments from two different sources:

A psychological profile of former Massachusetts governor Mitt Romney, developed at the Unit for the Study of Personality in Politics during Romney's 2008 and 2012 presidential campaigns, reveals that the Republican nominee is highly conscientious, with a personality type best described as a *dutiful conformist*. . . . Leaders fitting this profile are characteristically prudent, proper, dignified, dependable and more principled than other leadership types. Highly organized, with a strong work ethic and careful attention to detail, this presidential style is the epitome of competence in crafting public policy and a deliberative approach to problem solving in the Oval Office. . . . On the downside, conscientious leaders such as Romney, who thrive in a corporate setting, may flounder in a political environment where executive power is constrained by divided government. (<http://www.immelman.us/news/mitt-romneys-leadership-style/>)

He is a leader with more than one gear. He can delegate, but he also is somebody who comes fully informed in his own right, and can make decisions," [Tim] Pawlenty detailed. "So he's got the right balance between micromanaging and delegating. I think he's got the sweet spot in between.

(<http://www.foxnews.com/politics/2012/06/20/romney-campaign-touts-candidate-leadership-style-personal-interactions/>)

Barack Obama's Leadership Style

Based on a research project on “The Personality Profile of President Barack Obama: Leadership Implications,” President Obama’s leadership style is described as follows:

The profile revealed that Barack Obama is ambitious and confident; modestly dominant and self-asserting; accommodating, cooperative, and agreeable; somewhat outgoing and congenial; and relatively conscientious. The combination of ambitious and accommodating patterns in Obama’s profile suggests a ‘confident conciliator’ personality composite.

Leaders with this personality prototype, though self-assured and ambitious, are characteristically gracious, considerate, and benevolent. They are energetic, charming, and agreeable, with a special talent for settling differences and a preference for mediation and compromise over force or coercion as a strategy for resolving conflict. They are driven primarily by a need for achievement, but also have substantial affiliation needs and a modest need for power.

(<http://ecoggins.hubpages.com/hub/Barack-Obamas-Leadership-Styles>)

Obama has displayed again and again his calmness no matter the crisis, the name calling of the opposition, and the attacks from both sides of the political spectrum for his policies . . . I believe everything President Obama does is well thought out even when it seems he is doing nothing. He is an active behind the scenes guy consulting his advisors and planning very carefully his words and actions. (http://www.huffingtonpost.com/joan-e-dowlin/president-obamas-leadersh_1_b_836228.html)

In the next newsletter, we will “congratulate” the new leader and President of the United States! Until then, you have less than a month to make your leadership judgment and decision. If you wish, feel free to share your opinion in the comment box below!



Interview: David Heise

David Heise (cohort 1998) is the “master mind” behind the Leadership Program electronic database that keeps track of all participants’ records such as course plans, competency sign-offs and so on. As a LEAD participant, David developed “EDUTrak” as a database system and has maintained the system ever since. He is now collaborating with Andrews University to upgrade the system and expand its resources. In this interview, David talks about his career and describes the system and its new developments. Thanks David, for sharing your memories and ideas!

1. **LEAD:** When did you graduate from the Leadership program?

David: I graduated in absentia in 2006, but I participated via online streaming video.

2. **LEAD:** Please describe your professional career and your current work in Australia?

David: I have worked in a variety of software development, IT support and management roles. Fifteen of the last 25 years were in IT management in higher education, both in Australia (Avondale College of Higher Education) and in the United States (Andrews University). I returned to Australia as Group IT Manager for Sanitarium Health & Wellbeing at the end of 2002 and recently moved to a new role as IT Internal Solutions Manager, responsible for strategic IT investment, portfolio management and IT internal systems and processes.

3. **LEAD:** How did you find the Leadership Program and why did you come all the way from Australia to Andrews University?

David: I was completing a Master of Computing when I moved to Andrews in mid-1996, and on completing that degree, I began an Internet search for doctorate programs that allowed distance study into the application of information technology in decision making and business management. No one familiar with the Andrews Leadership program should be surprised that it scored well ahead of any of the other offerings. I enrolled in the program in the summer of 1998.

4. **LEAD:** You are the “master mind” behind the Leadership program electronic database. In common language (not technical, please!) how did you develop the idea of the LEAD database and what are its main resources?

David: It started in 1998 when I offered to help keep the relatively new Leadership website up to date. There were only 4 cohorts in the program at that stage and the participant directory pages, with current job titles, email addresses, etc., were being maintained manually. I wrote a tool that pulled the information across the network from a Paradox database into Microsoft Access and wrote routines to generate new participant directory pages. Ultimately, my Access program replaced the Paradox one and it grew in functionality over time. Then the concept of using the web to register for Roundtable Conferences came up, and that has grown to include reviewing course plans, signing off competencies, etc.

5. **LEAD:** You are now working with Andrews ITS to update the system. How would you describe the next steps to make the system more current and functional?

David: I would answer this question in two parts. The first part is a technical upgrade, now in progress, involving moving to a current version server and relational database. Part of this also includes a review of functionality that can be performed in Banner rather than replicating it in a separate system. The other part of the answer relates to the fact that the web experience for participants is very 1990s in its look and feel, and today’s technology offers a far richer, more intuitive and fun-to-drive user experience. Following the possible development of a hybrid system that shares functionality between Banner and the “EDUTrak” system I developed, a rewrite of my portion of the hybrid system is needed to bring the system up to current expectations for a web application.

6. **LEAD:** Please share one turning point of your life?

David: One turning point that I will always cherish but that I found a little disturbing at the time was during one of my Leadership Orientation sessions in 1998. I had always believed that thinking and decision making needed to be along lines that were structured, rational, logical, and sequential—from facts through reasoning to inescapable conclusions. But there were others in my cohort that seemed to me to arrive at conclusions in ways that bamboozled me and yet still made good sense. Not only that, I had to admit that there were times when excellent solutions were proposed that my best thinking could not have come up with. So now I place great value on thinking styles different from my own, since that helps to fill in my blind spots.

7. **LEAD:** In which ways has the PhD program changed your personal and professional life?

David: I have experienced the value of staying power. Even when the end does not seem to be in sight, important things can be achieved when you persist with your goals. Completing the Leadership PhD has given me greater confidence and has fitted me for a more fulfilling role in a wider variety of settings, both personally and professionally.

8. **LEAD:** How did the LEAD portfolio contribute to your professional leadership experience?

David: I guess a big lesson for me was the value of recording and documenting. Because I prepared my portfolio in electronic web browser format, I believe I also learned good lessons in the organization and presentation of information, as well as pitching to the right target audience. Taking this into the workplace, I learned that my role was to inform and influence decision making rather than trying to direct it, an approach doomed to failure.

9. **LEAD:** What is your dream for the future?

David: I could answer this on so many different levels. My dream is for hungry, abandoned children to be given proper care, shelter, nutrition and education, for people everywhere to be given hope in a loving God who wants to save them, and for suffering to end with Jesus' soon return.

10. **LEAD:** A favorite book?

David: "*Primal Leadership: Realizing the Power of Emotional Intelligence*" by Daniel Goleman. This book was helpful to me in many ways, especially the section about the role of the amygdala (emotional memory and "gut feelings") in decision making.

11. **LEAD:** A favorite hobby?

David: Arranging and playing trumpet music in bands and small groups; creating software tools that help at work and at home.

12. **LEAD:** Tell us about your family?

David: My wife is busy in her "retirement" running an Op Shop (like a Goodwill store) for children's orphanages in India. We have 3 grown children and 4 grandchildren. Our first two are teachers and they married teachers. Our youngest managed a physical therapy clinic in Boise, Idaho, with an M.P.T. degree from Andrews University until a few years back, and is now the physical therapist at Sanitarium's Health and Wellness centre in Sydney. Her husband is also an Andrews graduate with a degree in Allied Health that he uses in microbiology in Sydney's Royal North Shore Hospital.

LEADERSHIP PROGRAM NEWS

Mike Toupin Presents Portfolio



Mike Toupin (cohort 2004), the Vice President for Foundations and Major Development Programs of The Seed Company which is affiliated with the Wycliffe Bible Translators, presented his portfolio successfully on September 26. Mike reflected on his work as a Bible translator developing a written language for the Paasaal community in Ghana and translating the New Testament into their language. For the last decade he has been the primary force behind the astonishing development of The Seed Company, which has raised millions of dollars to support a strategic shift in how Wycliffe approaches its role in taking the Bible to those people groups who still do not have access to the Bible in their language. Mike used the metaphor of a safari in Kenya to describe his amazing international journey and development as a leader. Now Mike is committing his full attention to his dissertation, which deals with religious philanthropy. He plans to graduate in the summer of 2013.

Anthony Stahl Presents Portfolio





Anthony Stahl (cohort 2008), Executive Director of Human Resources and Organizational Development at Florida Hospital Heartland Medical Center and Florida Hospital Wauchula, defended his portfolio successfully on October 1. He shared the dramatic video of the now-legendary US Airways Flight 1549 on Thursday, January 15, 2009, which had to be abandoned by Captain Sullenberger because the airplane hit a flock of birds, causing a catastrophic engine failure. Anthony used the metaphor of flying an airplane as his metaphor for describing his growth as a leader. He is in the process of writing chapters 4 and 5 of his dissertation, which focuses on hospital boards. Anthony plans to graduate in the summer of 2013.

Ted Brown Receives Honors Award from International Organization



The Academy of Management (AOM) recently awarded Dr. Theodore Brown, Sr., PhD, a plaque for "Outstanding Leadership and Service to the Academy" for his contributions as Caucus Program Committee Chair for the 2012 AOM Conference in Boston, Massachusetts. The conference, which registered its largest attendance ever of over 11,000 scholars from approximately 78 countries, focused on the theme of "The Informal Economy." Dr. Brown was also invited to serve as Chair, for a second term, for the 2013 AOM Conference which will be held in Lake Buena Vista, Florida. The theme for that conference is "Capitalism in Question."

In addition to his outstanding service recognition, Dr. Brown was recently selected to attend the Academy of Management Africa Conference, which will be held in Johannesburg, South Africa, in January 2013. The Africa Conference is capped at 450 people, whereas, the AOM has over 20,000 members in 103 countries. "The purpose of this conference is to bring Africa's unique capabilities and needs to the attention of the world's organization and management scholars, and at the same time to provide an opportunity for interested colleagues to collaborate and work on the many interesting theoretical and practical problems presented in Africa."

Dr. Brown (1998 cohort) is a 2005 PhD graduate of the Leadership Program, with an emphasis in Financial Management. His research consisted of a study of the role, responsibilities and relationships of conference treasurers as CFOs. As well as being an Associate Professor of Management in the School of Business at Oakwood University, Dr. Brown also coordinates the institution's Faculty Exchange and Consortium Programs. In addition, he serves as an Adjunct Professor of Leadership at Andrews University and is a district pastor for the South Central Conference of Seventh-day Adventists.

HIGHER EDUCATION PROGRAM NEWS

Jessica Ickes Directs Institutional Research



Jessica graduated from Andrews in May 2011 with a Master's in Higher Education Administration. She continues to work as the Director of Institutional Research and Assessment at Saint Mary's College in Notre Dame, Indiana. Her work is primarily focused on providing institutional data to support decision making on campus and to improve campus understanding of student learning. In the fall of 2011, she was honored to serve as invited panelist to provide testimony on results of the congressionally mandated Higher Education Regulations Study that was conducted by the Advisory Committee on Student Financial Assistance in Washington, DC. Jessica is active in a variety of professional associations and has recently given presentations on assessment methods, using national datasets, assessing student writing, and assessing study abroad.

ANNOUNCEMENTS

Higher Education Course Offered Spring 2013

Do you need an advanced course in Higher Education? Here is a doctoral course offered this spring:

EDAL676 Administration of Academic Services (3 credits)

Focuses on the principles academic officers use in dealing with selected administrative functions related to academic departments, degree programs, faculty development, curriculum administration, instructional resources, student development, budget planning, enrollment, and academic personnel. Contact **Robson Marinho** for more details.

LEAD880 Spring 2013 Dissertation Proposal

If you are planning on taking Lead 880 in Spring 2013, please take note of the following prerequisites before you start the class:

1. An approved doctoral committee (at least chair and methodologist) (signed form)
2. An approved topic (signed form)
3. LEAD 637, EDRM 605 (for those doing qualitative), EDRM 611 (for those doing quantitative)

Please get in touch with **Sylvia Gonzalez** as soon as possible to let her know that you are planning on taking this class and to update her on your completion of these items.