



STAYING AWAKE AT THE INTERSECTION WHERE WORLDS COLLIDE

**The Heart of the Academic Matter: Education
for Personal and Social Responsibility**
Association of American Colleges and Universities
2008 Annual Meeting
January 23, 2008
Walter Earl Fluker



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STANDING AT THE INTERSECTION



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LEADERSHIP AT THE INTERSECTION

The intersection represents both *private* and *public* spaces where emerging leaders must *stand, negotiate* and *redirect* the traffic at the intersection where worlds collide.



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Lifeworlds refer to the commonplace, everyday traffic of life where people meet and greet one another, where common values and presuppositions about order and the world are held.



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Systemworlds refer to the vast, often impersonal systems dominated by economics and politics (money and power), which are frequently at odds with the pedestrian traffic of *lifeworlds*.



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THE INTERSECTION

What are the most pressing global issues and challenges at the intersection?



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THE INTERSECTION

1. **The Disparity Between Rich and Poor**
2. **Religion, Ethnicity, and Race**
3. **Gender Equality**
4. **Creation of Community and Civic Responsibility**
5. **The Promotion and Ethical Utilization of Science, Technology and Business to promote human development**
6. **Climate Change and the Environment**

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THE INTERSECTION

The greatest challenge of leadership in the 21st Century is . . .

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THE INTERSECTION

STAY AWAKE!



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THE INTERSECTION

▪ **“While I was Sleeping,” the world became “flat.”**

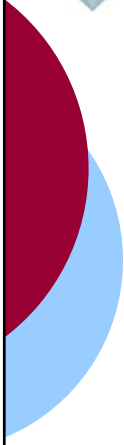
-- Thomas Friedman, *The World Is Flat*

▪ **Friedman’s depiction of a “flat world” is a warning and a summons to a new way of thinking about how we relate to one another on a planet that is becoming increasingly small.**



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THE INTERSECTION

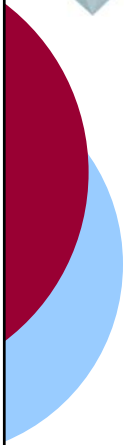
“One of the great liabilities of history is that all too many people fail to remain awake through great periods of social change.”

--Martin Luther King, Jr.



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THE INTERSECTION

How do leaders learn to stay awake at the intersection?



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The basic argument underlying our interventive strategy is that leadership at the intersection requires an ethical anchor, a values-based structure in which leaders themselves must be central participants.



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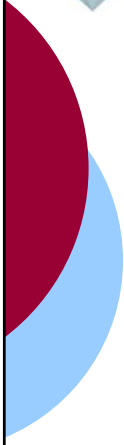
THE INTERSECTION

Leaders of the new century must not only be aware of environmental realities that shape the challenges and issues that they must confront—they must also be aware of the inner environments that shape character, civility, and a sense of community.



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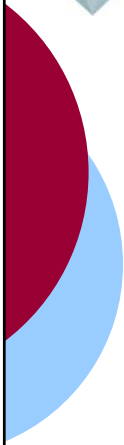
THE INTERSECTION

Leaders who are not awake, i.e. aware of the interiority of experience, the often deep subconscious elements that drive behavior and action, are increasingly in very vulnerable circumstances and can endanger the mission of a team, organization, and as we have witnessed too many times to ignore, very large numbers of people.



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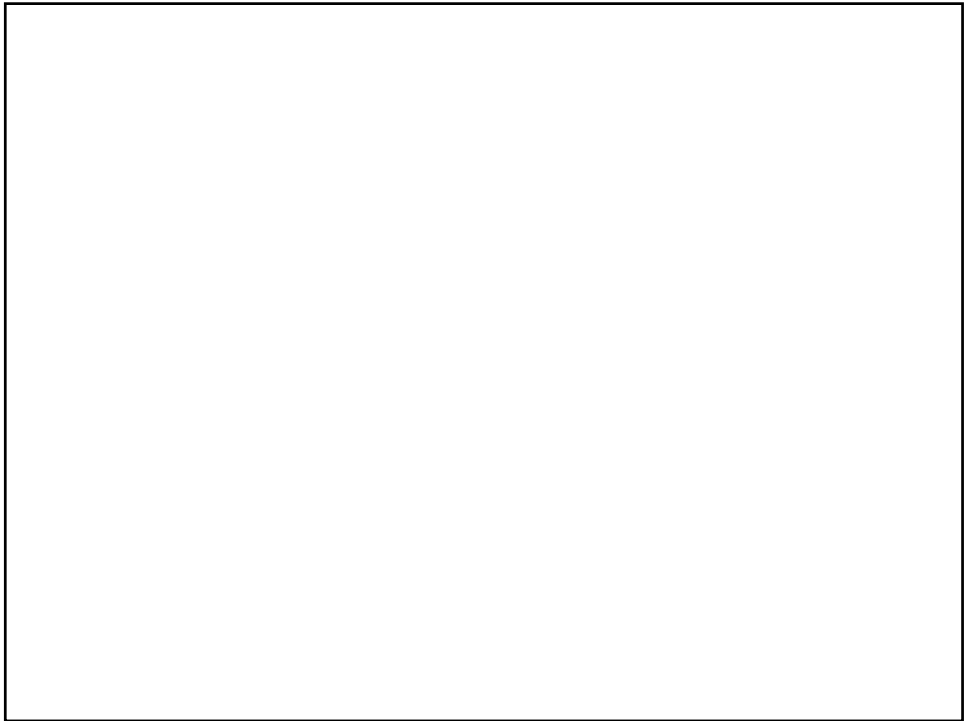
LEADERSHIP AT THE INTERSECTION

Where are those most intense intersections on your campus and what does that imply about faculty and student affairs personnel roles if they are seeking to help students “stay awake” (develop awareness and reflection about) over time at the intersection?




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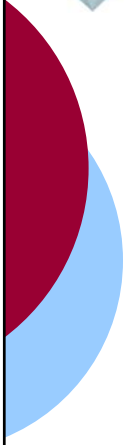


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WHICH WAY IS NORTH?

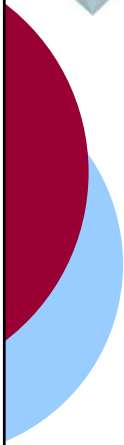


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Ethical Leadership

What is leadership?



Ethical Leadership

What is Leadership?

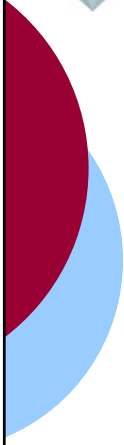
"A leader is an individual (or, rarely, a set of individuals) who significantly affects the *thoughts, feelings, and/or behaviors* of a significant number of individuals."

Howard Gardner, *Leading Minds*



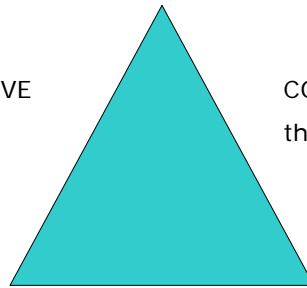


Ethical Leadership



AFFECTIVE
feelings

COGNITIVE
thoughts



BEHAVIORAL

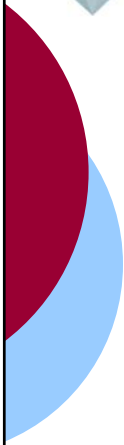


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Ethical Leadership



The Inner Theatre

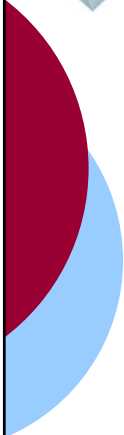
“For each of us, our unique mixture of motivational needs determines our character and creates the triangle of our mental life—a tightly interlocked triangle consisting of **cognition, affect, and behavior**. No one of these dimensions of the triangle can be seen as separate from the other.”

Manfred Kets De Vries, *The Leadership Mystique*



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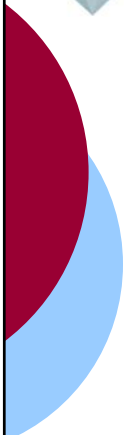
Ethical Leadership

What is ethical leadership?



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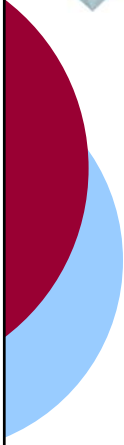
Ethical Leadership

Ethical leadership is the critical appropriation and embodiment of moral traditions that have shaped the character and shared meanings of a people (an ethos).



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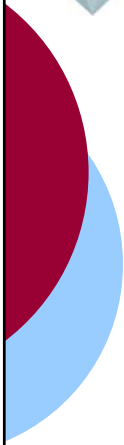
Ethical Leadership

Ethical leadership does not emerge from an historical vacuum, but arises from the *lifeworlds* of particular traditions and speaks authoritatively and acts responsibly with the aim of serving the collective good.



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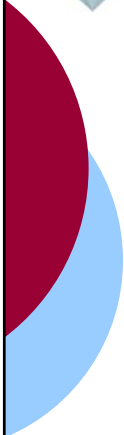
Ethical Leadership

Ethical leaders, therefore, are leaders whose characters have been shaped by the wisdom, habits and practices of particular traditions, often more than one, yet they tend to be identified with a specific cultural ethos and narrative (story).



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Ethical Leadership

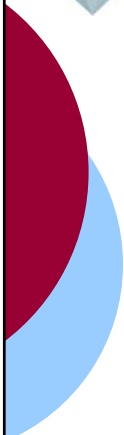
Finally, ethical leadership asks the question of values in reference to ultimate concern.

Fluker, 1998

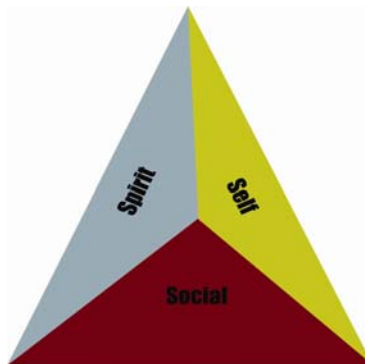


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A MODEL OF ETHICAL LEADERSHIP

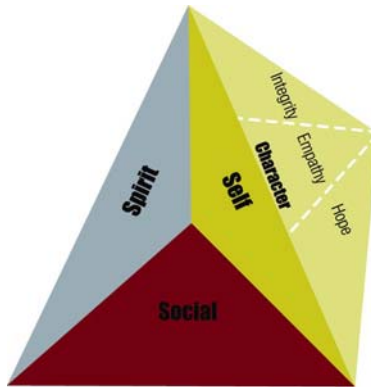


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A MODEL OF ETHICAL LEADERSHIP

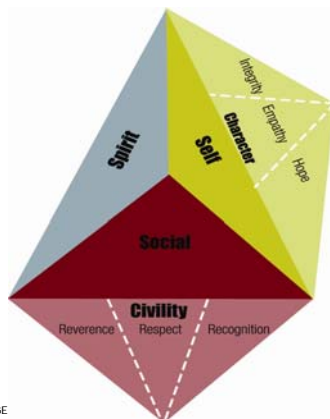


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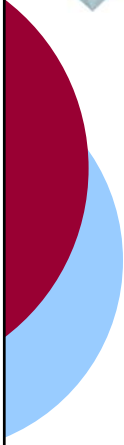


A MODEL OF ETHICAL LEADERSHIP

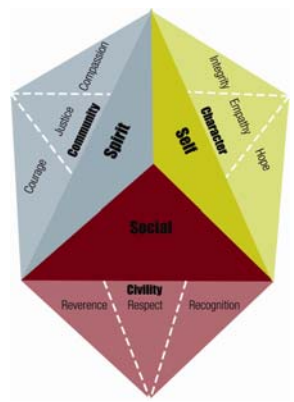


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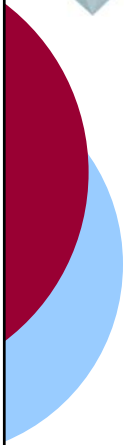


A MODEL OF ETHICAL LEADERSHIP



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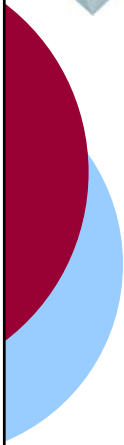
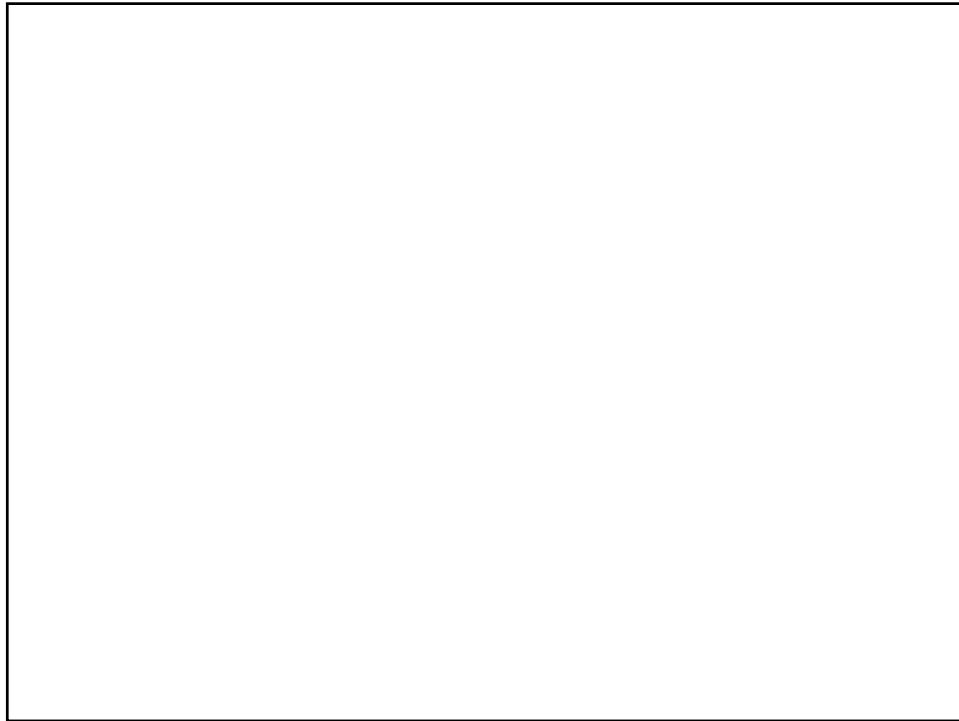


A MODEL OF ETHICAL LEADERSHIP



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REMEMBERING MY STORY

By the age of four or five, most youngsters have constructed dozens of scripts based on daily experience; moreover, they have heard dozens of stories from their elders and perhaps scores from the communications media that happen to be prevalent in their societies. No doubt, the number of scripts and stories continues to mount in the years thereafter; and . . . these narratives become more complex, subtle and ambiguous. I would not be surprised if more adults . . . possess a hundred or more regular scripts and have internalized several hundred stories.

Howard Gardner, *Leading Minds*



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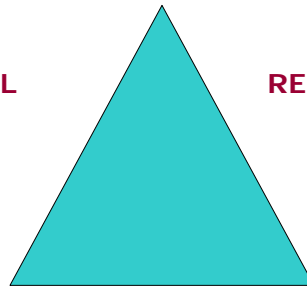
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Ethical Leaders

RETELL

REMEMBER



RELIVE

THE STORY



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REMEMBERING MY STORY

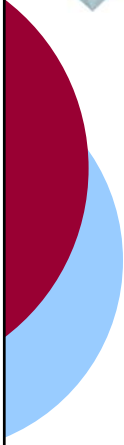
What is the *plot* of my personal story?

- Family
- place of birth
- early relationships to nature, community, religion, etc



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REMEMBERING MY STORY

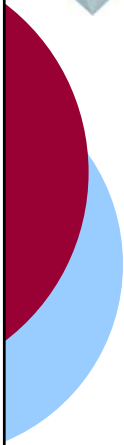
What are the initial dramatic resources that contribute to my life story?

What was my environment like in my early stories (the feelings, the texture, the mood, the pathos, ethos of early memories)?



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REMEMBERING MY STORY

What is at stake or what really matters in my story?

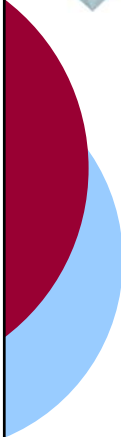
Who are the other characters in my story?

How are they alike and how are they different?

What roles did they play in the development of my story (friends, family, educators, mentors, etc.)?



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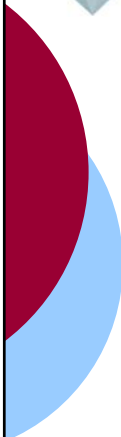
REMEMBERING MY STORY

What are the dreams, imaginings, and ideals that literally grabbed my sensibilities at an early age?

What were the defining moments that "called" me into my leadership role?



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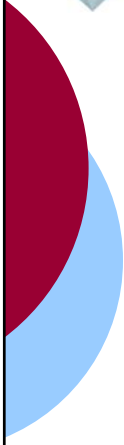


RETELLING MY STORY

How do I want my story to end?



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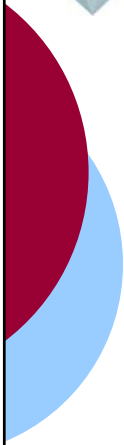
RETELLING MY STORY

What do I want others to remember about me?

Why is it important to me that I am *remembered* in this way?



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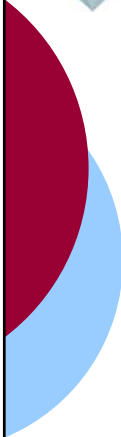
RETELLING MY STORY

Begin with the end in mind.

Fast forward to your *golden years...*
a respected publisher wants to publish your story...what will it say?



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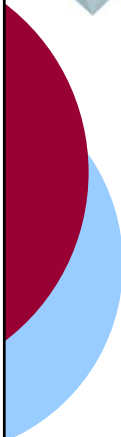
RETELLING MY STORY

Write your obituary.

What will others say about you?



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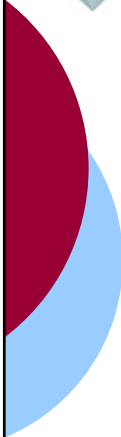
RELIVING MY STORY

How then do I make what I
remember and envision about
my story real?

What's getting in the way?



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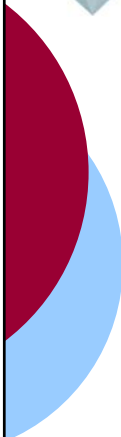


RELIVING MY STORY

**To whom or with whom do I want
to share my story?**



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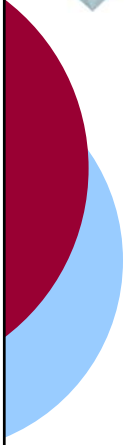


RELIVING MY STORY

**Who are the other stakeholders
in my story?**



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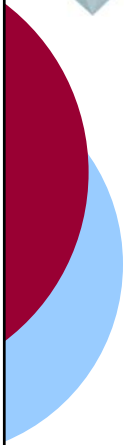


Acting Tactically

START—“What should I **START** doing that I’m presently not doing to ensure that I act intentionally to align private and public values?”



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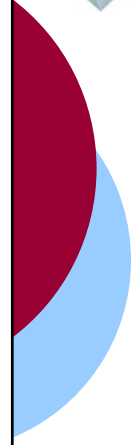


Acting Tactically

STOP—“What should I **STOP** doing that’s getting in the way?”



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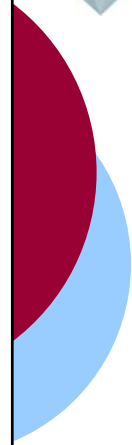


Acting Tactically

CONTINUE—“What should I **CONTINUE** doing that supports me in achieving my goal?”



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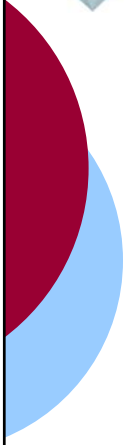


SUMMARY

Ubuntu!
**The power of community
at the intersection**



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FINAL THOUGHT

Stay Awake!



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