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| Leadership Portfolio |
| Compiled Leadership Journals |
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| **12/8/2010** |

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I am a leader who can be relied on to give honest opinion and deliver on deadlines. I value the input and expertise team members have to offer in project settings. I strive to incorporate all gathered information into making the right decision, despite how favorable the decision may be.

Communication is key in illustrating goals and objectives to those involved in the decision making process. I communicate so as to better aid all team members to focus their efforts on the most important aspects of a project.

Better aiding co-workers to strive towards innovation and the best outcome is asking the right questions. Provoking thought and discussion through questions can be the most powerful tools in addressing situations with the most care and understanding.

**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?**

A past leader that I admire is President Abraham Lincoln. I admire him because he knew what was right, despite the popular views and politics of the time. He was turned down for every public office he ran, but he never gave up, he knew that he would win the people because of the truth that rang through in his morals and ideals as a leader. I consider him an authentic leader. You can learn that failure should only motivate you further when you experience it first hand, that no matter how easy it may be to appease the popular vote, it will never be worth what you sacrifice in the process.

Another leader who I look up to is Bob Hudman, from Shelley, Idaho. His personal drive and will have made him very well off; he spends his time and money now on missions to help and teach others how to become equipped to go and be self sufficient in their lives. I think he is an authentic leader because he does not follow the social norms and niceties. If there is something wrong with what you are doing, Bob will tell you straight to your face and then help you to correct the path and establish an even better plan for the future. I learned from him that its not just in the acquisition of your own personal wealth that you are influential, but in the time spent heart and hand with those around you to help them realize that same goal.

**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?**

Lehi set a great example for us in his training of Nephi. Nephi says in the first chapter of the Book of Mormon that he was “born of goodly parents, therefore I was taught somewhat in the learning of my father.” (1 Ne. 1:1) But Lehi did far more than that. He gave Nephi the chance to know that God guides submissive men and women, in all faculties of life, both good and hardship. Lehi sent his sons back to Jerusalem for the plates of Laban. Only Nephi gained the great advantage from that dangerous mission of learning for himself that the Master leads. Beyond the great blessing of the plates as scripture for his posterity, Lehi gained an invaluable experience for his son Nephi. Nephi would have faith in following a “visionary man,” for he knew that the Master really leads. We see the fruits of that experience coming back to bless Lehi in the leadership of his family. As they struggled in the wilderness, he had great difficulty in maintaining the faith of his children in his leadership. At one low point Nephi had broken his bow, and the fear of starvation raised again the feelings of rebellion in some of Lehi’s family. Nephi made a bow with his own hands; then, instead of simply going out to hunt for food, he turned to his father and said, “Whither shall I go to obtain food?” Then Nephi records, “And it came to pass that he did inquire of the Lord. …” (1 Ne. 16:23–24).

Moroni was a most powerful leader. In his time there was much war and the motivations for going to war determined the different approaches the two sides took. While the Lamanites gathered themselves together in anger, the Nephites gathered themselves together with deliberate resolve, preparing themselves under Moroni’s leadership with breastplates, shields for their arms and heads, and thick clothing. Mormon said of this time when Moroni was leading:

“Now the Nephites were taught to defend themselves against their enemies, even to the shedding of blood if it were necessary; yea, and they were also taught never to give an offense, yea, and never to raise the sword except it were against an enemy, except it were to preserve their lives.

“And this was their faith, that by so doing God would prosper them in the land, … yea, warn them to flee, or to prepare for war, according to their danger; …

“And this was the faith of Moroni, and his heart did glory in it; not in the shedding of blood but in doing good, in preserving his people, yea, in keeping the commandments of God, yea, and resisting iniquity.

“Yea, verily, verily I say unto you, if all men had been, and were, and ever would be, like unto Moroni, behold, the very powers of hell would have been shaken forever; yea, the devil would never have power over the hearts of the children of men.” ([Alma 48:14–17](http://scriptures.lds.org/alma/48/14-17#14).)

Moroni’s decisive generalship and his faith, which was so deeply shared with his men that it inspired that nameless Nephite’s spontaneous act, had been the Lord’s instruments in preserving the people. From all this I have gathered that nothing is so succinct as the balance one should find between personal preparedness and following the Lords council through his prophets and seeking his word through personal inquiry.

**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?**

Donald Trump, paragon of the real estate world, files for bankruptcy. Richard Nixon, 37th U.S. President, resigns the presidency over the Watergate scandal. Jennifer Capriati, rising tennis star, enters a rehabilitation center for drug addicts. Jim Bakker, renowned televangelist, is convicted of fraud. In the recent past, the public downfall of leaders from almost every area of endeavor — business, politics, religion, and sports has been all over the news. Many think that such catastrophic failure could never happen to them. The bad news is: the distance between beloved leader and despised failure is shorter than we think.

Often, from what I have seen, leaders simply lose sight of what’s important. The laser-like focus that catapulted them to the top disappears, and they become distracted by the trappings of leadership, such as wealth and notoriety.

Leaders are usually distinguished by their ability to “think big.” But when their focus shifts, they suddenly start thinking small. They micro manage, they get caught up in details better left to others, and they become consumed with the trivial and unimportant. And to make matters worse, this tendency can be exacerbated by an inclination toward perfectionism.

A more subtle leadership derailer is an obsession with “doing” rather than “becoming.” The good work of leadership is usually a result of who the leader is. What the leader does then flows naturally from inner vision and character. I have seen things as little as poor communication and risk aversion, to bigger things such as ethics and management that have played a role in the downfall of leaders I have known.

**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?**

When I was 4 years old my family was in a serious accident where our car flipped 3 times; I broke through the back window and flew 40 feet. At the time, I had only suffered minor cuts and abrasions and there were no visible lasting injuries. But as I entered schooling I was diagnosed with having a learning disability. Every day I was called out of class to do exercises and training to get me functioning at the rate everyone else was. I hated school, I couldn’t make sense of it, and it bothered me for so long; I tried and tried and tried to focus. It has taken me all this time up through the last year or so of high school to overcome my struggles in learning, to finally reach this point and be able to focus has taught me to value my learning above anything else, because for so long I could not learn because I could not retain what I was learning.

Through my early teen years I was involved heavily in The Boy Scouts of America. This taught me virtue in my actions, to do a good deed daily, and to be prepared and steadfast through whatever I might come across or go through. Through my involvement in the Boy Scouts I was able appreciate what many blessings where given to me and those I live with in such a great country that provides freedom and protects the freedoms of its people, I consider it an honor to be an Eagle Scout with two palms and one of my more substantial accomplishments.

The most substantial of all I feel was serving a two year mission for the Church of Jesus Christ of Latter-day Saints. I served in the Philippines where I learned and grew in so many ways and in so many unparalleled aspects of personal development, maturity, understanding, comprehension, love, charity, personal belief, self  surety, confidence, faith, and hope that I cannot express nor begin to explain the vastness of knowledge and individual growth that happened there. It was goal setting at its finest, and it’s only dependent was you, your own personal drive and diligence. Completing an honorable mission was for me and me alone, but it has influenced my every being and has changed me entirely.

To sum up these events, I would identify them as that which has given me the experience I needed in order to think like a leader and anticipate larger purposes and potential in life.

In response to the second question I would say patience, perspective, a proactive attitude, and the desire to look ahead. In response to the third I would say experience, I want to exercise what I know and develop ways to which I can benefit further those around me. Help in achieving short and long term goals.

**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?**

I addressed the thing which I feel so far has been my greatest crucible last week. Last week I wrote: When I was 4 years old my family was in a serious accident where our car flipped 3 times; I broke through the back window and flew 40 feet. At the time, I had only suffered minor cuts and abrasions and there were no visible lasting injuries. But as I entered schooling I was diagnosed with having a learning disability. Every day I was called out of class to do exercises and training to get me functioning at the rate everyone else was. I hated school, I couldn’t make sense of it, and it bothered me for so long; I tried and tried and tried to focus. It has taken me all this time up through the last year or so of high school to overcome my struggles in learning, to finally reach this point and be able to focus has taught me to value my learning above anything else, because for so long I could not learn because I could not retain what I was learning.

Now thinking about it this week with the new reflections I have gained from the readings, especially Bennis, I hope to flesh out my statement further. At the time that I was being treated for some of the more serious aspects of my learning disability (1st-5th grade), I was frustrated because I didn’t think I was any different from my classmates; I didn’t see any visible signs of my issues. I did not know why I got headaches from trying to pay attention at school, why it made me so angry when I came home for the day.

To help me combat my situation as I got older and better able to understand my issues, I would make lists. I would ask my teacher to again go over the requirements of an assignment after class. Make lists of things I needed to do during the day and week, I would try to compartmentalize and structure things so they made sense. I often needed to know WHY something was the way it was, it would better help me find the rationale of why it functioned the way it did that I could objectively qualify or quantify a variable for consideration.

If I am to look at how it has changed my views or way of looking at things, I would say that my approach to most situations has become logical, rational, and moved away from emotional. I try to separate my feelings and the logic to better assess my bias and problems with the logic. I feel I have become more analytical and thorough because of my issue.

**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?**

Integrity – inviolate. Desirable. No, it is always important to stand for the right thing.

Honesty – inviolate. Desirable. No, honest opinion helps every situation work towards a better goal.

Patience – inviolate. Not mandatory. Yes, sometimes there is no time to wait and think about things, you must be quick on your feet and respond with that gut knowledge.

Inquisition – inviolate. Desirable. Yes, asking the right question is always important, but if your inquiry falls on deaf ears, or you are not in the right respectful attitude for bringing up inquiry then it can seem tactless.

While working for a bakery, new management came in. the new management thought they were the bomb, that they knew everything and that we, the employees, knew nothing. Tact on their part was absent, we felt like they were trying to own us, like we were puppets to be pushed in the direction that they wanted. My co-workers would get very angry, they dreaded coming to work, and some even were brought to tears because of notes and messages that were left up for everyone to see in the bakery that called one or two people to be humiliated by the things said and verbiage used by the management. I, along with many of my co-workers, struggled to keep our patience; we wanted to lash out at the management. The condescending remarks got to the point that many of the workers would deceive the management and not be honest with them, pointing out that they had plenty of work to do, in order that they might get out of the harassment that would come from not being absolutely involved in a job or busy doing something. Things that happen, down time, were looked at as opportunities to redo assignments, what many of my co-workers thought as busy work, things that were unneeded because of the pressing problem of other issues. It was hard. I would do it again because I would be a little more valiant in defending my integrity and stand up, no matter what, to the harassment.

**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?**

I would say that Christ has been a great mentor for me. I would have said my father and my church leaders, but they are only trying to emulate Christ. Jesus said, “He that hath seen me hath seen the Father” ([John 14:9](http://scriptures.lds.org/john/14/9#9)). When we read this we usually think of their physical appearances, but he was also speaking of seeing their perfect examples and all the divine attributes embodied in their majestic leadership. Christ likewise told us who his own Exemplar is: “Verily, verily, I say unto you, The Son can do nothing of himself, but what he seeth the Father do: for what things soever he doeth, these also doeth the Son likewise” ([John 5:19](http://scriptures.lds.org/john/5/19#19)). He was qualified to become such, because he was and is the Great Emulator! I, in turn, have strived to emulate him.

I have been taught or mentored to understand that truthful and caring one-liners that occur within such nurturing relationships have a long shelf life. I know as people strive to emulate Christ that for myself I have experienced many times were a simple one-liner comments can uplift and help people and they remember it still.

To build my relationship with Christ, I build my relationship with those I interact with everyday. Sharing with them the experiences I have and to learn from them. I find the memories of these experiences of sharing achieve lastingness, because of the shared expressions of love and testimony. Especially helpful are the memories of those individuals and friends who are exemplars for me by the manner in which they strive so steadily and unapologetically to wear the whole armor of God.

These special moments—one-on-one, in small groups, in corridors, hallways, or wherever—do something so subtle that I or any of us scarcely are aware of at the time that it is happening. Yet these help to further define our relationships with the Lord and with each other. It is often the one-liners that come from these special moments which have such a long shelf life and which help us long after the dispersal of those friends has occurred. Meanwhile, I think it is our responsibility to develop and to use our capacity to love.

**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?**

I measure success in my life based on our short, medium, and long term goals, and the degree to which we are able to meet them. For example, when we got married we sat down and discussed our aspirations, goals, career desires, and categorized them according to importance and the time restraints we had for each. Next we identified amongst the short term goals what we needed to do now in order for us to realize the goal or end desired result. One of those goals was to get my wife a nice quality violin, she was graduating in music and we had set a goal for her to go to a high quality music program but she needed a violin to do it. Every dime we made was put towards getting the violin and within a year we were able to afford it. Next on the list of things to do was get a car so that we could move our family, so we continued our money saving habits and within a year were able to put down a good amount towards a car, as we prepare to graduate and start up schooling in Texas we have been able to meet our short term goals that have helped us achieve our long term goals. The ability my wife will have in music will be greatly magnified by the program she is going into and so we have been able to meet our short and medium term goals to reach for the long term.

In our life we have many goals to achieve. Of the many goals that we have to achieve, we want our children to be married in the temple, we would like to be financially stable and not have to work by the time we reach our 40’s and our children leave home, we want to live abroad, hike the Appalachian mountain range (takes about 4 months to complete), make a recorded album, rebuild a Volkswagen Karmen Ghia, and many more…

Our greatest happiness will come from our family. There is no question about where we have our first priorities, we want our family to be spiritually provided for as well as financially looked after. We would like to be able to help others, those we know, and through donations. We want to be active members of our community and neighborhood, in an effort that people will be uplifted by the principles of the gospel either directly or inadvertently.

**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?**

If I was to relate it to the team article that we read about this week, I think that in my family we are a team. Sometimes I visibly lead and sometimes my wife does, but what is important is the direction we find ourselves going in. Often it is in the gentle, kind, and soft words that I put across to my wife that helps to orchestrate change in the way we think or go about doing things.

In church I teach with my wife in the Nursery, we get to help with fundamental understanding of the Gospel and awareness. It is elemental for us to not only teach the doctrine and gospel message in the 10 minute lesson, but in the way they interact with their peers. By imparting to them how to be kind, to care for and think about others, and to share we are teaching and able to get across through our leadership the divine nature and nurture it in them.

In school there are great opportunities to impart as a leader, but being a great leader is also to follow and learn from those around you. The learning model is a prime example of how we are all called to lead and follow and grow according to the direction of the Spirit in the context of secular knowledge and growth.

In the workplace there is my manager and then us, we all hold the same level of position, but between us there is much leadership skill and opportunity to be drawn from. Everyone has a different background that helps us approach situations from more than one angle. When you are able to step up in that position and time and lead out everyone learns, and we are all able to grow from the experience. The problem arises when people do not share their knowledge or take on that leadership role. The goal of those around that person was to through little things boost the potential and opportunity for that person to lead.

I think that by strengthening my relationship with the Lord, I will gain better perspective on how to improve my relationships, as well as my leadership potential.

**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?**

I think some of the walls that are brought up in the first place between these rooms is culture. In the professional atmosphere of a career you may be trying to evoke or create a company culture. Part of what you must then become is someone who achieves and strives to fulfill that. I wouldn’t say all the time, but part of the time that culture may be structured different from the way you would see yourself or the way in which you want to raise a family. Walls do come up, but I would say that I am still the same person, that is just one facet of my personality. I think though that between mutual understanding and sharing of one’s business objectives within the family, the wall will be non-existent or that it will not be surprising for the family or the friends to know that side of you. The walls will come down because of the sharing that takes place.

I think that to be the same authentic person in each environment, you must be centered on principle. Between a family and individually we must be centered on core ideals that dictate what we do and who we are. If we are founded in this way, then any situation or room in which we find ourselves we will be the same. Of course we will be sensitive to our surroundings (respectful at church, active in the community, loving at home, etc...) and in so doing will still find that we respect ourselves and our values.

I do think that we need to behave according to our surroundings also. When founded upon virtues such as love, one may find themselves being generous and understanding to their employees, while in another setting may hold them to a deadline or motivate them more extrinsically because they love them and understand that by doing so they will be better off.