Civic Engagement II.
Transformational Leadership

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Transformational Leadership

- A transformational leader can be described as someone who motivates a group of people to accomplish more than was originally expected. The leader must inspire the members of his/her organization to become actively involved in the accomplishment of a larger set of goals and initiatives.
- History is filled with examples of transformational leaders, including, Mohandas Gandhi, Martin Luther King, Mikhail Gorbachev, Nelson Mandela, Anwar Sadat, Aung San Suu Kyi and Benazir Bhutto to name only a few.
- Their followers willingly subjected themselves to police brutality, went to jail and in some cases, gave up their lives because they believed in a cause greater than themselves.
- At the same time, transformational leadership is not strictly the province of social activists, politicians and artists. Rather, the application of transformational leadership can be found at all strata’s of society.
Transformational Leaders

- Transformational political leaders rarely set out with the intention of becoming a hero. Rather, they are deeply committed to a deeply held political or spiritual conviction and let the work speak for itself.
- They do so at great risk to themselves...
- And yet they answer the age old question –
- Can one person make a difference?
Abraham Lincoln

- Lincoln warned the South in his Inaugural Address:
  - "In your hands, my dissatisfied fellow countrymen, and not in mine, is the momentous issue of civil war.
  - The government will not assail you.... You have no oath registered in Heaven to destroy the government, while I shall have the most solemn one to preserve, protect and defend it."

- Lincoln carried the weight of the world on his shoulders. He had the momentous task of ensuring America’s future and all that it represented...
Abraham Lincoln

- In 1858, Lincoln ran against Stephen A. Douglas for Senator. He lost the election, but in debating with Douglas he gained a national reputation that won him the Republican nomination for President in 1860.
- Lincoln thought secession illegal, and was willing to use force to defend Federal law and the Union. When Confederate batteries fired on Fort Sumter and forced its surrender, he called on the states for 75,000 volunteers. The Civil War had begun.
- As President, he built the Republican Party into a strong national organization. Further, he rallied most of the northern Democrats to the Union cause.
On January 1, 1863, Lincoln issued the Emancipation Proclamation that declared forever free those slaves within the Confederacy.

Lincoln never let the world forget that the Civil War involved a much larger issue. This he stated most movingly in dedicating the military cemetery at Gettysburg:

"... that we here highly resolve that these dead shall not have died in vain—that this nation, under God, shall have a new birth of freedom—and that government of the people, by the people, for the people, shall not perish from the earth."

Lincoln won re-election in 1864, as Union military triumphs heralded an end to the war. In his planning for peace, the President plan was to be flexible and generous, encouraging Southerners to lay down their arms and join speedily in reunion.

On Good Friday, April 14, 1865, Lincoln was assassinated at Ford's Theatre in Washington by John Wilkes Booth, an actor who mistakenly thought he was helping the South. The opposite was true; for with Lincoln's death, the possibility of peace with magnanimity died.

The spirit that guided him (taken from his Second Inaugural Address), is now inscribed on one wall of the Lincoln Memorial in Washington, D.C.:

"With malice toward none; with charity for all; with firmness in the right, as God gives us to see the right, let us strive on to finish the work we are in; to bind up the nation's wounds...."
Mikhail Gorbachev

- Mikhail Gorbachev climbed to the top of the Communist hierarchy in an atmosphere of political intrigue and growing anxiety among the Soviet elite, who were concerned that the country’s economic and other problems were becoming more grave.
- Gorbachev, more than any person, ended the cold war between the U.S. and Russia.
- When Gorbachev was replaced, most everyone thought it was a good thing. The conservatives were pleased because in their eyes he was the cause of the Soviet Union’s demise. (They were right).
- The radicals were happy because in their opinion he was an obstacle to the republics’ independence and too cautious in enacting economic reforms. (They were also correct.)
Prestroika and Glasnost

- Following Chernenko’s death, Gorbachev won the endorsement of the Politburo and Central Committee and was appointed general secretary of the CPSU and thus the new leader of the Soviet Union on March 11, 1985.

- Soon after taking power, Gorbachev was frustrated by bureaucratic resistance to the measures he had introduced, and by the poor quality of the information he and the rest of the Soviet leadership were receiving -- dramatically illustrated by the belated official reaction to the nuclear accident at Chernobyl in April of that year.

- He recast his reform program as one of comprehensive perestroika (rebuilding) of society and economy and declared that glasnost (candor or openness) had to be fostered in the mass media and in governmental and party organizations.
Making Change

• Despite success in consolidating his power, Gorbachev felt his efforts to reform the Soviet system were being obstructed by the Communist Party organization. Under his leadership, the Soviet constitution was amended to provide for the election of a new 2250-member Congress of People’s Deputies to replace the Supreme Soviet.

• Meanwhile, Gorbachev implemented various other political reforms, including eliminating censorship of the press, lifting the prohibition on independent organizations and associations, and easing restrictions on foreign travel and emigration.

• In 1988, Gorbachev initiated a critical reevaluation of Joseph Stalin’s totalitarian rule and pushed for further liberalization of major Soviet institutions.
Foreign Relations

- Gorbachev was convinced that internal reform could not proceed without a major shift in Soviet foreign policy.
- Relations with the West had been sorely strained in the early 1980s, owing largely to the Soviet Union’s invasion of Afghanistan (to prop up an unpopular Communist regime) and its possession of medium-range nuclear missiles aimed at Western Europe.
- Soviet ties with China and Japan were also poor, while in Eastern Europe and much of the developing world the USSR had accumulated more military commitments than it could handle.
In 1985 Gorbachev installed the reform-minded Edward Shevardnadze as foreign minister and held his first summit meeting with U.S. president Ronald Reagan.

In all, Gorbachev held nine summits with U.S. presidents Ronald Reagan and George Bush, and also established relationships with British prime minister Margaret Thatcher, West German chancellor Helmut Kohl, and other Western leaders.

In July 1991, he and President Bush signed the Strategic Arms Reduction Treaty (START I), committing the two countries to sharp reductions in their nuclear arsenals.
Eroding Authority

- Greater political and social freedoms, instituted by Gorbachev created an atmosphere of open criticism of the Soviet government. The dramatic drop in the price of oil in 1985 and 1986, and consequent lack of foreign exchange reserves to purchase grain had a major economic impact.
- In the meantime, Gorbachev’s policies eroded the Communist regime’s authoritarian controls without putting any solid alternative structure in their place. Politically, he was caught between conflicting forces:
  - On the one hand, his reforms went too far for conservative elements in the Soviet Communist Party and government bureaucracy, and on the other hand, they did not go far enough to suit the more radically minded.
- By late 1990, Gorbachev faced competing pressures from both these camps, and also from secessionists within the 15 republics that comprised the USSR. In the face of these pressures, a weakening Soviet economy, and growing political instability, Gorbachev allied himself temporarily with party conservatives and security forces within the Soviet government.
Boris Yeltsin

- As president of Russia, Boris Yeltsin played a pivotal role in the dissolution of the USSR.
- When hard-liners in the Soviet government attempted a coup against Gorbachev on August 19, 1991, Yeltsin rallied resistance on the streets of Moscow and helped ensure the plotters’ defeat. Gorbachev’s authority never recovered, and Yeltsin stepped quickly into the power vacuum.
The End of the Cold War

- Gorbachev did not achieve what he set out to do as Soviet leader; that is, to save the country’s existing social and political system by reforming it from within.
- And in some areas, notably economics, he produced few results at all. Nevertheless, Gorbachev’s political and foreign policies made a tremendous difference to the countries of the former Soviet Union, Eastern Europe, and in some respects the entire world. The cumulative effect of these policies was to loosen the grip of the Soviet Communist dictatorship, thereby allowing leaders throughout the Communist Eastern bloc to search out new ways of governing.
- On the international scene, Gorbachev’s policies put an end to the Cold War and the post-World War II division of Europe. Gorbachev will thus be remembered as one of the most influential statesmen of the 20th century. In October 1990, Gorbachev was awarded the Nobel Peace Prize in recognition of his foreign policy initiatives.
End of the Soviet Union and Birth of the Russian Republic

- The USSR collapsed in 1991 and Russia again became an independent nation. The newly independent country faced a time of exceptional economic and political crisis that necessitated tough decisions and painful policies.
- Conflict quickly erupted between Russian president Boris Yeltsin and the legislature. These battles were partly a struggle for power and the perks of office, but they also revolved around economic policy and issues of Russian nationalism and national pride.
- The Yeltsin era was marked by widespread corruption, economic collapse, and enormous political and social problems.
Nelson Mandela

- Nelson Mandela was born in Transkei, South Africa on July 18, 1918.
- Mandela was educated at University College of Fort Hare and the University of Witwatersrand and earned his law degree in 1942. He joined the African National Congress (ANC) in 1944 and became an anti-apartheid activist.
Nelson Mandela

- Mandela was arrested in 1962 and sentenced to 5 years' imprisonment with hard labour. In 1963, when many fellow leaders of the ANC and the *Umkhonto we Sizwe* (the ANC’s militant faction) were arrested, Mandela was brought to stand trial with them for plotting to overthrow the government by violence.
- On June 12, 1964, eight of the accused, including Mandela, were sentenced to life imprisonment.
- From 1964 to 1982, he was incarcerated at Robben Island Prison, off Cape Town.
Nelson Mandela

- During his years in prison, Nelson Mandela's reputation grew steadily. He was widely accepted as the most significant black leader in South Africa and became a potent symbol of resistance as the anti-apartheid movement gathered strength.
- He consistently refused to compromise his political position to obtain his freedom.
- Among opponents of apartheid in South Africa and internationally, he became a cultural icon of freedom and equality comparable with Mohandas Gandhi and Martin Luther King.
Nelson Mandela

- Following his release from prison in 1990, his switch to a policy of reconciliation and negotiation helped lead the transition to a multi-racial democracy in South Africa.
- Mandela became the first fully elected President of South Africa.
- From 1994-1999, he led the political transition of South Africa’s one-time apartheid system of government to a multiracial democracy.
- Mandela has received more than one hundred awards over four decades, most notably the Nobel Peace Prize in 1993.
Anwar Sadat

- In 1970, Anwar Sadat succeeded Gamal Abdel Nasser as President of Egypt. As president, Sadat inherited a relationship with the Soviet Union that was deteriorating. Moscow was not fulfilling Egypt's requests for economic and military aid. Sadat believed that Egypt should not become a pawn to Soviet foreign policy.

- When U.S. Secretary of State Henry Kissinger brokered a truce (following the Yom Kippur War), Sadat became convinced that better relations with the U.S. served Egypt's interests better than its friendship with Moscow.

- In November 1977, Sadat made an historic trip to Israel. He addressed the Israeli Knesset (parliament). Sadat became the first major Arab leader to recognize the State of Israel.
The conflict between Palestinian Arabs and Jews is a modern phenomenon, which began around the turn of the 20th century. Although these two groups have different religions (Palestinians include Muslims, Christians and Druze), religious differences are not the major cause of the conflict. It is essentially a struggle over land.

Until 1948, the area that both groups claimed was known internationally as Palestine. But following the war of 1948-49, this land was divided into three parts: the state of Israel, the West Bank (of the Jordan River) and the Gaza Strip.
• [http://www.youtube.com/watch?v=AGcs1uQq32E](http://www.youtube.com/watch?v=AGcs1uQq32E)

• [http://www.youtube.com/watch?v=qucRZ8EztKE&feature=related](http://www.youtube.com/watch?v=qucRZ8EztKE&feature=related)
Sadat cont.

- This breakthrough led to the Camp David talks moderated by U.S. President, Jimmy Carter, and eventually the Camp David peace treaty. In 1978, Sadat and his Israeli counterpart, Prime Minister Menachem Begin, jointly received the Nobel Peace Prize.
- Although welcomed in the West, the Camp David Accords were almost unanimously rejected by the Arab world, and to many Arabs, Anwar Sadat was a traitor.
- Sadat was assassinated on October 6, 1981, in Cairo by Muslim fundamentalists while reviewing a military parade commemorating the 1973 Yom Kippur war. He was 62.
Camp David Agreement

- The first agreement formed the basis of the Egyptian-Israeli peace treaty signed in 1979. The second agreement proposed to grant autonomy to the Palestinians in the West Bank and the Gaza Strip, and to install a local administration for a five-year interim period, after which the final status of the territories would be negotiated.
- Only the Egyptian-Israeli part of the Camp David accords was implemented. The Palestinians and other Arab states rejected the autonomy concept because it did not guarantee full Israeli withdrawal from areas captured in 1967 or the establishment of an independent Palestinian state.
During the 1950s, Martin Luther King, Jr. studied the methods of nonviolent protest of the Indian nationalist leader Mohandas K. Gandhi and successfully implemented them in advancing the cause of black civil rights in the U.S.

In 1957, King helped found the Southern Christian Leadership Conference (SCLC), an organization of black churches and ministers that aimed to challenge racial segregation. As SCLC’s president, King became the organization’s dominant personality and its primary intellectual influence.
• King expertly led the movement and forced discussion of inequality in the U.S. His work inspired thousands of blacks and led to long-range changes in the lives of countless others.

• In 1963, five years before his death at the hands of an assassin, King and other black leaders organized the March on Washington, a massive protest in Washington, D.C., for jobs and civil rights.

• On August 28, 1963, King delivered a stirring address to an audience of more than 200,000 civil rights supporters. His “I Have a Dream” speech expressed the hopes of the civil rights movement in oratory as moving as any in American history.
“I have a dream that one day this nation will rise up and live out the true meaning of its creed: ‘We hold these truths to be self-evident, that all men are created equal.’ ... I have a dream that my four little children will one day live in a nation where they will not be judged by the color of their skin but by the content of their character.”

Martin Luther King

http://www.youtube.com/watch?v=iEMXaTktUfA