

Reweaving the Fabric of Freedom



Finding *Your* Path in a Comprehensive
Plan to Revitalize America



About The Center for Social Leadership

[The Center for Social Leadership](#) (CSL) is a think tank and educational organization dedicated to building [social leaders](#) for the 21st Century. We empower ordinary citizens to make an extraordinary difference.



Traditional leadership is broken. Conventional human organization based on hierarchies and formal authority is outdated. Human consciousness is evolving.

Technology has transformed the way we interact and enhanced our ability to have impact—for good or ill.

Founded by [Oliver DeMille](#) and [Stephen Palmer](#), the Center for Social Leadership was formed to steer these changes to improve the health of society, preserve freedom, and ensure peace and prosperity for humanity. A new vision of leadership is needed. Not the old, hierarchical, positional, authoritative, privileged-elite leadership, but a new democratic, action-determined, service-oriented leadership. Through this social leadership mankind can achieve unprecedented happiness and fulfillment.

Join our mailing list at www.TheSocialLeader.com.

**"It's not about someone doing everything.
It's about everyone doing something."**

Contents

Summary.....	4
The Problem	6
The Remedy: Three Tiers of Leadership.....	10
An Army of “Producer-Citizens”	10
A Battalion of “Social Leaders”.....	12
A Select Group of Statesmen.....	14
Choose Your Path.....	16
The Path of Producer-Citizenship	17
Recommended Reading for Producer-Citizens	18
The Path of Social Leadership	19
Recommended Reading for Social Leaders.....	20
The Path of Statesmanship	21
Recommended Reading for Statesmen	23
25 Recommended Biographies for Statesmen	24
Ten Leadership Characteristics to Revitalize America	25
1. Initiative	25
2. Tenacity/Ingenuity.....	25
3. Integrity (Virtue & Moral Courage)	27
4. Allegiance to God/Good	28
5. Commitment to Mission	28
6. Passion	28
7. Impact	29
8. Breadth	29
9. Depth	29
10. Nuance.....	30
Leadership Education: The Catalyst	31
Join the Freedom Shift.....	33

Summary

*"Never doubt that a small group of thoughtful, committed citizens
can change the world; indeed, it's the only thing that ever has."*

-Margaret Mead

The Problem

The American republic is floundering. Freedom is eroding. We have forgotten and neglected our heritage. True citizenship has been lost as we clamor for rights without understanding or fulfilling corresponding duties.

The classical education that produced the Founders has been largely replaced by "conveyor belt" education that teaches the masses *what* to think, and technical education that teaches a select few *when* to think. As a result, 1) few know *how* to think, 2) our culture of ownership and innovation has been replaced by dependent employeeship and entitlement, and 3) our citizens no longer understand the constitutional forms that perpetuate freedom.

The Remedy: Three Tiers of Leadership

We need three types of individuals to be actively engaged in fulfilling vital roles in our society: the "Producer-Citizen," the "Social Leader," and the "Statesman."

Producer-Citizens are liberally educated individuals who understand the connection between rights and duties. They strive to live lives of private and public virtue. Social Leaders are innovators and entrepreneurs dedicated to improving the health of society by following their unique mission. Statesmen are those with the depth and breadth of

education to understand governmental and societal forms, and who have the social capital to implement those forms.

Ten Leadership Characteristics to Revitalize America

The following characteristics must be ingrained into those filling the three roles above: initiative, tenacity, integrity, allegiance, commitment to mission, passion, impact, breadth, depth, and nuance.

Leadership Education—a specific, comprehensive philosophy and methodology—is needed to train these leaders and teach these characteristics. In other words, we must be in the business of building character along with bestowing knowledge.



The Problem

Americans enjoy a legacy of freedom and prosperity without equal in the history of the world. The pride we have traditionally felt over the idealism, vision, heroism, and sacrifice of our Pilgrims, Founders, and those that followed them is a part of our national heritage.



But it is no longer alarmist to assert that we are in grave danger of losing the freedom and prosperity that were won at so terrible a cost. Strangely, though, our *culture* of idealism, heroism, and sacrifice is *not* lost.

Our people still show a great capacity for moral courage, tenacity and altruism. There are still those among us who are willing to take risks, endure hardships and make difficult choices. We still take our hats off when the flag goes by. We honor the sacrifices of our military brothers and sisters; we show compassion to the less fortunate.

Why, then, are we sliding virtually unchecked down the slippery slope of cultural and societal decay? ***Why are we losing our freedoms?***

This is a question of vital interest to freedom-lovers around the world. Santayana warns that a people that forgets is destined to repeat history. We have forgotten the great stories of how our freedom was won and the principles that they teach.

Americans who are willing to sacrifice for the benefit of their posterity can only consent to the destruction of the forms that guarantee our freedoms if they do not understand what freedom is, nor how to maintain it.

In a 1998 survey of teenagers aged thirteen through seventeen, Luntz Research found the following:

- Only 23 percent of American teenagers know that there are one hundred Senators.
- Only 40 percent know that the first three words of the Constitution are "We the People."
- Twenty-four percent cannot name even one of the three branches of government. Only 42 percent of teens can name all three.
- Fewer than 10 percent know that the Supreme Court case that found separate but equal treatment of blacks and whites in public schools unconstitutional was Brown v. Board of Education.
- Only 25 percent know even one provision of the Fifth Amendment.
- Only 26 percent know that the Constitution was written in Philadelphia.

“As bad as kids are with simple historic facts,” wrote Frank Luntz, founder of Luntz Research in *Words that Work*, “their parents aren’t much better. On election night in 2004, many adult voters found themselves woefully uninformed. Ten percent of voters—VOTERS—didn’t know that the vice president for the past four years was Dick Cheney. Twelve percent didn’t know that John Kerry’s running mate was John Edwards. As for what they did know—only 18 percent could name the majority leader of the U.S. Senate...Remember, this was not a poll of teenagers or American adults as a whole—these were voters on election night.”

These problems have only increased since 2004, and if current trends continue, freedom will continue to decline. For example, a recent study by the McCormick Tribune Freedom Museum found that 22% of Americans could name all five Simpson family members, compared with just one in 1,000 people who could name all five First Amendment freedoms. The survey also found more people could name the three *American Idol* judges than identify three First Amendment rights. About one in five people surveyed thought the right to own a pet was protected, and 38 percent said they believed the right against self-incrimination contained in the Fifth Amendment was a First Amendment right.

By virtually every indicator, America is in steep decline. Public education is in shambles. The national debt is skyrocketing. The family is being eroded; political apathy and economic entitlement are the norm. Ubiquitous media outlets have turned us into a “sound-bite” culture. Our political forms are rapidly transforming into an [aristocracy](#). The [four foundations of freedom](#), upon which every republic depends, are crumbling at an alarming rate.

Our remedies must be both immediate *and* generational. A new American founding—comparable in vision, foresight and scope to that of the eighteenth and nineteenth century founding—is necessary.

And, just as in the 1770's, there are those in our day who understand what will be required to effect this change.



The Remedy: Three Tiers of Leadership

In order for us to achieve our ideal of revitalizing American culture and safeguarding our way of life, three types of individuals must be actively engaged in fulfilling vital roles in our society: the “Producer-Citizen,” the “Social Leader,” and the “Statesman.” For our purposes, each of these terms has a *very narrow and specific definition*, and the nuances are critical to the outcome.

An Army of “Producer-Citizens”

“A nation as a society forms a moral person, and every member of it is personally responsible for his society.”

-Thomas Jefferson

Producer-Citizens are the “salt” of every Republic. A [Producer-Citizen](#) understands his or her fundamental rights and the duties that correspond with those rights. Producer-Citizens fulfill their duties through [private and public virtue](#). They are spiritually grounded and have an allegiance to good.

They place a heavy emphasis on their families. They are committed to strong, healthy, and faithful marriages and raise their children with honor, integrity, love, and patience. They are active in their communities, politics, and philanthropic endeavors. They seek and follow sound principles of health and wellness. They are virtuous, honest, responsible, self-reliant, thrifty, and persevering. They are [“Those Who Go Before,”](#)

building for future generations to follow.

The key to this enlightened, productive citizenship is liberal education – an education for *liberty*. Producer-Citizens are familiar with the great classics and thinkers of western civilization. They have the ability to think literally, symbolically, poetically, creatively, and independently.

Because of this, Producer-Citizens are savvy voters. They readily see through spin, hype, sentimentalism, lies, manipulation, and propaganda. They vote on the merits of character, the soundness of principles and the substance of ideas. They judge all proposals and policies by the standard of freedom, rather than security or personal benefit.

America needs an army of Producer-Citizens to be able to leaven societal progress and sway elections toward freedom.

The 3 Primary Keys of Producer-Citizenship:



1. Virtue
2. Self-Reliance
3. Generational Thinking

A Battalion of “Social Leaders”

“If your actions inspire others to dream more, learn more, do more, and become more, you are a leader.” –John Quincy Adams

In addition to possessing the qualities of Producer-Citizens, Social Leaders are pioneers, innovators, entrepreneurs, investors, thought leaders, community leaders and political leaders.

They are engaged in a personal mission by submitting to a Higher Power. They feel a deeply compelling sense of calling. They dedicate themselves to improving society by building [“mini-factories.”](#)

Like Producer-Citizens, Social Leaders are liberally educated. But they also benefit from the higher levels of specialized and experiential education that coincide with their mission and their sense of purpose.

They engage with mentors and classics in specific fields. For example, a Social Leader with the mission of helping troubled teens may pursue a doctoral degree in psychology. A businessman Social Leader may get an MBA degree. Or, they may just learn from the school hard knocks by taking calculated risks that most people are uncomfortable with.

Entrepreneurial, innovative, and creative service to humanity is the standard of social leadership. Social Leaders strive to feed the hungry, clothe the naked, liberate the captive, educate the ignorant, relieve the oppressed, heal the sick, administer to the needy, and spread beauty.

We need a battalion of Social Leaders to turn the tide of business away from aristocracy and exploitation and toward freedom and service.



The 3 Primary Keys of Social Leadership:



1. Mission
2. Service
3. Innovation

A Select Group of Statesmen

"In framing a government which is to be governed by men over men, the great difficulty lies in this: you must first enable the government to control the governed; and in the next place oblige it to control itself."

-James Madison

Beyond the characteristics of Producer-Citizens and Social Leaders, two core factors define a Statesman: 1) a broad and deep understanding of governmental, societal, and familial forms, and 2) the social capital and influence to implement those forms. The second is key, since implementing change at the level of forms is much harder than changes at the levels of principles, policies, and issues.

Statesmen are the vanguard of freedom. These are the Madisons, Jeffersons, Washingtons, and Adams' of society. They possess the highest levels of education based upon a specific methodology.

With a deep understanding of history, they see into the future, then create and implement forms in the present.

Because they think and plan holistically, they are educated in a broad variety of fields, including history, literature, philosophy, political philosophy, economics, business, family, government and constitutional law, theology, psychology, mathematics, science, language, international relations, and public policy.

America needs a select group of Statesmen who can have impact at the national level on our forms of government and other aspects of society.



The 3 Primary Keys of Statesmanship:



1. Constitutional Forms
2. Social Capital
3. Depth & Breadth of Knowledge

Choose Your Path

As you consider the three types of leaders explained above, where do you see yourself fitting? Are you destined to become the next Thomas Jefferson, or is your path to effectively raise a family and contribute to society as a Producer-Citizen? Are you clear and passionate about a specific mission as a Social Leader?



We challenge you to choose which of the three best coincides with what you were born to do, and then follow the path with courage.

The paths are as follows:

The Path of Producer-Citizenship

1. **Liberal Education.** Read [A Thomas Jefferson Education](#) by Oliver DeMille to discover the philosophy and methodology of Leadership Education. Begin implementing Leadership Education in your own life. Engage with [CSL classes](#) and [mentoring](#). Consider getting a liberal arts education from an institution or mentor that emphasizes Leadership Education.
2. **Virtue.** Live a virtuous life. Stay active in the spiritual/religious path of your choice. Become a lifelong student of the classic religious texts.
3. **Family.** Dedicate yourself to building a strong and healthy family. Pass on the legacy of producer-citizenship to your children and grandchildren.
4. **Financial Self-Reliance.** Choose your job/career wisely and always strive to increase your knowledge and skills. Learn to be wise and self-reliant with your investments. Strive to increase your knowledge and skills. Become an expert on personal finance and investing, health, relationships, communication and self-improvement.
5. **Build Community.** Actively engage in your community with philanthropic and other projects. Build strong relationships. Join clubs and service organizations.
6. **Political Wisdom.** Stay on top of current events and politics. Vote in every election after studying the candidates, initiatives and issues in depth. Attend city council meetings. Judge all proposals by the standard of freedom and equality before the law for all individuals, races, genders, and entities.
7. **Lifelong Learning.** Continue your Leadership Education throughout your life to increase your depth, breadth, and subsequent impact.

Recommended Reading for Producer-Citizens

1. The Constitution of the United States of America
2. The Declaration of Independence
3. [*A Thomas Jefferson Education: Teaching a Generation of Leaders for the 21st Century*](#) by Oliver DeMille
4. [*The 5,000 Year Leap*](#) by Cleon Skousen
5. [*Uncommon Sense: A Common Citizen's Guide to Rebuilding America*](#) by Stephen Palmer
6. [*The Federalist Papers*](#) by Hamilton, Jay, & Madison
7. [*The Law*](#) by Frederic Bastiat
8. [*Thoughts on Government*](#) by John Adams
9. [*The Proper Role of Government*](#) by Ezra Taft Benson
10. [*Economics in One Lesson*](#) by Henry Hazlitt
11. [*The American Tradition*](#) by Clarence B. Carson
12. [*The Dialogues of Plato*](#)
13. [*The Complete Works of Shakespeare*](#)
14. [*As a Man Thinketh*](#) by James Allen
15. [*Les Miserables*](#) by Victor Hugo
16. [*The Mainspring of Human Progress*](#) by H.G. Weaver
17. [*The Richest Man in Babylon*](#) by George Clason
18. [*The Autobiography of Benjamin Franklin*](#)
19. [*Up From Slavery*](#) by Booker T. Washington
20. [*1913*](#) by Oliver DeMille
21. [*The Coming Aristocracy*](#) by Oliver DeMille
22. [*The Hiding Place*](#) by Corrie ten Boom
23. [*The Virginian*](#) by Owen Wister
24. [*LeaderShift*](#) by Orrin Woodward & Oliver DeMille
25. [*FreedomShift*](#) by Oliver DeMille

The Path of Social Leadership

1. **Liberal Education.** Obtain a broad and deep liberal arts education at an appropriate institution that offers classics, mentoring, simulations, and field experience. We recommend the teachings of [Thomas Jefferson Education](#) and CSL [classes](#) and [mentoring](#). For additional resources at various levels of study and interest, see [Monticello College](#), [Williamsburg Academy](#), the [Institute for Excellence in Writing](#), [Leadership Education Academy](#), [Youth for Freedom](#), and [John Adams Academy](#).
2. **Business Acumen.** In your studies, place a heavy emphasis on business. If you are considering an MBA, we recommend [Acton MBA](#).
3. **Leadership.** In addition to business, become a dedicated student of the art and science of leadership.
4. **Mission.** Identify and clarify your mission through prayer, study, meditation, and engaging with mentors.
5. **Mentor.** Actively seek, engage with, and submit to a mentor who coincides with your mission.
6. **Build.** Build an institution that fulfills your mission. Stay in the trenches despite the inevitable hardships. Stay on the cutting edge of business and marketing developments. Continue working with your mentor.
7. **Lifelong Learning.** Continue your Leadership Education throughout your life to increase your depth, breadth, and subsequent impact. Mentor others as they pursue the same path.
8. **Social Impact.** Get involved in wisely and effectively making a positive impact in the world. Help promote and spread freedom and prosperity.

Recommended Reading for Social Leaders

1. [*Magnificent Obsession*](#) by Lloyd Douglass
2. [*The Conscious Creator: 6 Laws for Manifesting Your Masterpiece Life*](#) by Kris Krohn & Stephen Palmer
3. [*The Coming Aristocracy*](#) by Oliver DeMille
4. [*Resolved: 13 Resolutions for Life*](#) by Orrin Woodward
5. [*Launching a Leadership Revolution*](#) by Chris Brady & Orrin Woodward
6. [*The 7 Habits of Highly Effective People*](#) by Stephen R. Covey
7. [*The 8th Habit: From Effectiveness to Greatness*](#) by Stephen R. Covey
8. [*Man's Search for Meaning*](#) by Viktor Frankl
9. [*The Weight of Glory*](#) by C.S. Lewis
10. [*E-Myth Mastery*](#) by Michael Gerber
11. [*Cash Flow Quadrant*](#) by Robert Kiyosaki
12. [*How to Change the World: Social Entrepreneurs & the Power of New Ideas*](#) by David Bornstein
13. [*Rules for Revolutionaries*](#) by Guy Kawasaki
14. [*Servant Leadership*](#) by Robert Greenleaf
15. [*Revolutionary Wealth*](#) by Alvin & Heidi Toffler
16. [*On Becoming a Leader*](#) by Warren Bennis
17. [*The Fourth Turning*](#) by Strauss & Howe
18. [*The Other Greeks*](#) by Victor Davis Hanson
19. [*LeaderShift*](#) by Orrin Woodward & Oliver DeMille
20. [*Killing Sacred Cows: Overcoming the Financial Myths that are Destroying Your Prosperity*](#) by Garrett Gunderson & Stephen Palmer
21. [*Lives*](#) by Plutarch
22. [*Three Cups of Tea*](#) by Greg Mortenson
23. [*And There Was Light*](#) by Jacques Lusseyran
24. [*The Global Achievement Gap*](#) by Tony Wagner
25. [*A Whole New Mind*](#) by Daniel Pink

The Path of Statesmanship

1. **Educational Foundation.** Build a strong educational foundation by obtaining a liberal arts degree from an appropriate institution that emphasizes classics, mentors, simulations, and field experience.
2. **Educational Depth.** Pursue advanced degrees in the liberal arts. Engage with CSL [classes](#) and [mentoring](#) for statesmen.
3. **Build Two Towers.** Build a family and an institution. Note that items 1-3 are often concurrent.
4. **Politics.** Stay engaged and involved in politics to learn what works and what doesn't, and to build relationships and gain practical policy experience.
5. **Statesmanship.** Deeply study the greatest political, philosophical, governmental and economics classics. Learn to apply classic concepts to current public policy. Study current events in detail, and write and discuss with other emerging thought-leaders effective policy proposals and action plans to impact real-life needs—in both public and private sectors. Work with a mentor to polish your skills and prepare for actual policy impact. At this point, don't engage actual policy; you are still learning the principles and practices of statesmanship.
6. **Increase Resources.** Depending on your long-term goals, build the resources needed (financial, health, relationships, personal attributes) to prepare you for leadership roles and opportunities.
7. **Apprentice.** Either informally or formally, meet with mentors in the fields you intend to impact (politics, media, law, economy, academia, community, diplomacy, etc.) Work on projects they assign. This serves the purpose of hands-on training and building relationships. Note that items 4-8 are best achieved concurrently.

8. **Become an Expert on Timing.** Become an expert on timing choices correctly. Reading biographies of great people with this intent is the quickest and surest way to learn the powerful lessons of timing.
9. **Statecraft.** A time will come when preparation for impact is over, and it is time to take action. Assess the needs. Gather resources. Convene the right team. Perfect the right plan. Take action. Revise as needed, and refuse to give up! Change the world. (Perhaps the biggest mistake potential statesmen/leaders make is to engage #9 too soon. The next greatest mistake is to do it too late, or to give up. Refer to #8 on learning timing. Re-read #9, slowly, and let each step of the pattern sink in.)

Recommended Reading for Statesmen

1. [*The Second Treatise on Government*](#) by John Locke
2. [*The Spirit of Laws*](#) by Montesquieu
3. [*The Great Political Thinkers*](#) by Alan Ebenstein
4. [*The Wealth of Nations*](#) by Adam Smith
5. [*Leviathan*](#) by Thomas Hobbes
6. [*Essays in the History of Liberty*](#) by Lord Acton
7. [*Democracy in America*](#) by Alexis de Tocqueville
8. [*Politics*](#) by Aristotle
9. [*The Shield of Achilles*](#) by Phillip Bobbitt
10. [*The Story of Civilization*](#) (11 Volumes) by Will and Ariel Durant
11. [*The Founders' Constitution*](#) (5 Volumes) by Liberty Fund
12. [*The Works of Thomas Jefferson*](#) (12 Volumes) by Liberty Fund
13. [*War and Peace*](#) by Leo Tolstoy
14. [*Principles of Political Economy*](#) by John Stuart Mill
15. [*The Holy Bible*](#)
16. [*The Republic & The Laws*](#) by Cicero
17. [*Civilization and its Discontents*](#) by Freud
18. [*On War*](#) by Carl von Clausewitz
19. [*The Majesty of God's Law*](#) by Cleon Skousen
20. [*The Gulag Archipelago*](#) by Solzhenitsyn
21. [*Commentaries on the Laws of England*](#) by William Blackstone
22. [*The Closing of the American Mind*](#) by Allan Bloom
23. [*The Federalist*](#), Madison, et al
24. [*The Economic & Philosophic Manuscripts of 1844*](#) by Karl Marx
25. [*Human Action*](#) by Ludwig von Mises

25 Recommended Biographies for Statesmen

1. [Plutarch](#), Aristides
2. Plutarch, Marcus Cato
3. Plutarch, Cato
4. Plutarch, Cicero
5. Plutarch, Fabius
6. Plutarch, Publius
7. Plutarch, Solon
8. [The Real Thomas Jefferson](#) by Allison, Maxfield, Cook, & Skousen
9. [The Real George Washington](#) by Parry, Allison, & Skousen
10. [The Real Benjamin Franklin](#) by Allison, Maxfield, & Skousen
11. [John Adams](#) by David McCullough
12. [Truman](#) by David McCullough
13. [Lincoln](#) by David Herbert Donald
14. [When Character Was King](#) by Peggy Noonan
15. [The Story of My Experiments with Truth](#) by Mohandas Gandhi
16. [Mother Teresa](#) by Kathryn Spink
17. [The Autobiography of Martin Luther King, Jr.](#)
18. [The Rise of Theodore Roosevelt](#) by Edmund Morris
19. [The Life of Andrew Jackson](#) by Robert Remini
20. [Long Walk to Freedom](#) by Nelson Mandela
21. [FDR](#) by Jean Edward Smith
22. [Robert Morris: The Financier & the Finances of the American Revolution](#) by William Graham Sumner
23. [The Audacity of Hope](#) by Barack Obama
24. [Churchill: A Life](#) by Sir Martin Gilbert
25. [The Autobiography of Andrew Carnegie](#)

Ten Leadership Characteristics to Revitalize America

The following ten leadership characteristics are vital to create a more entrepreneurial (vs. employee), leader (vs. manager), engaged citizen (vs. some-time voter), and statesman (vs. politician) mindset:

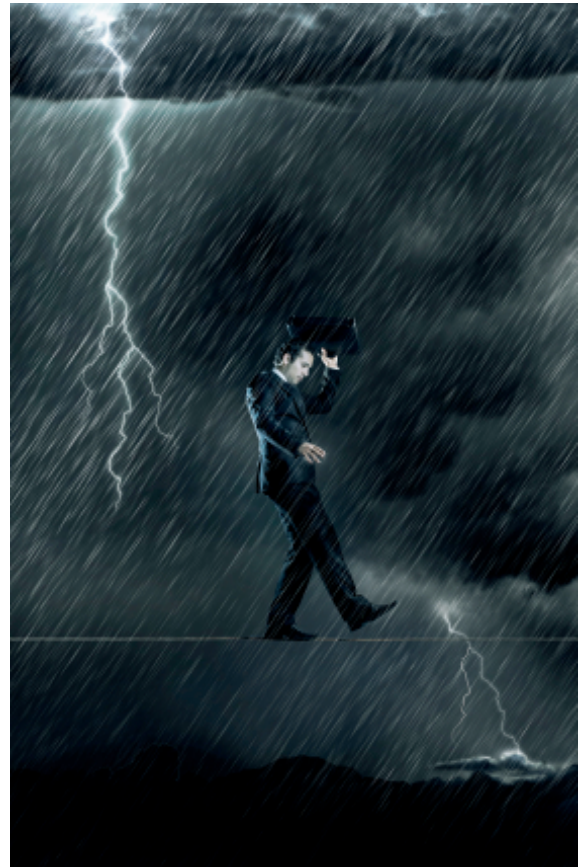
1. Initiative

Leaders take initiative. Good citizens take initiative. Others sit back and react to government or to their bosses. Leaders look around, take stock, decide what is needed, and take positive action. Without initiative, free enterprise and free government cannot succeed. Indeed, initiative is the principal duty – along with vigilance – of a citizen in a free society.

2. Tenacity/Ingenuity

Action that positively impacts the world is the purpose of education. Any important endeavor will be peppered with its share of roadblocks, difficulties, problems, and detractors. Leaders need ingenuity to effectively face what comes, solve problems, and turn obstacles into opportunities. Ingenuity is the lesson of the true curriculum—the greatest biographies, stories, and books in every field, written by or about the greatest leaders, businessmen, thinkers, statesmen, artists, inventors, philosophers, generals, spiritual leaders, scientists, etc., in human history.

Textbooks nearly all dumb down ingenuity, whereas the greatest works of humankind are the curriculum of future leaders. Citizens with ingenuity don't get caught in the politicians' favorite snare: "There *is* no other way." Citizens have a duty to exert ingenuity, to respond: "No, there are dozens of ways to handle this well; for example, here are the best two..."



Citizens, leaders, and statesmen must be truly resilient. Others cave in immediately to fears, crises, and problems—real or imagined, big or small. "We have our rights! You must take care of us! Give us our rights! This isn't fair! Hey, don't take our rights!" These are the cries of the masses who haven't learned resiliency, ingenuity, initiative.

Those who have learned these lessons have a different set of sayings: "What can I do?" "Here is how I will help." "Here am I, send me; through sacrifice and work and effort I will do my part to fix it." Those are declarations of citizens who understand their power and duties. "Whatever comes, here is how I will respond..." This is the lesson of the great books, taught by a mentor who understands that he/she is preparing a citizen and leader to improve the world.

3. Integrity (Virtue & Moral Courage)

Part of the modern struggle, from Enron to Madoff, is embedded in the difference between ethics and virtue. Ethics, unfortunately, differ between professions and evolve over time; the result is often confusion. For example: “But I owed it to my shareholders,” or “It’s not personal, it’s just business.” Too often the word integrity is understood only as *ethics*, without the nuance of *virtue*. Virtue, on the other hand, is a simple matter of “Is it right or wrong? Good or bad?”

[Solzhenitsyn](#) stunned and enraged his audience at Harvard a few decades back when he told them that, as bad as the Soviet model was, he couldn’t hold America up as an example to the Russian people either—because Americans felt that if something is legal it is just, even if it hurts others. Integrity and ethics teachings so often take this direction—whereas “virtue” simply emphasizes one question: “Is it right and good?”

The negative response is usually, “Whose right? Who gets to define good?” To which the “virtue” answer is, “*You* must. Do you truly believe it is right and good for you and everyone else?”

Note that the virtue question is not used *instead* of ethics or legalities, but in addition to them. Good decisions, programs and policies are legal and ethical, and they are also right and good. Integrity must be taught to mean virtue and moral courage, not only ethics. Just to avoid breaking the law and be ethical is a far cry from actively seeking to show moral courage and virtue.

4. Allegiance to God/Good

No matter how successful somebody is, if his allegiance is to the wrong thing(s), his life's contribution is diminished and less meaningful.



5. Commitment to Mission

The Founders called this “[Providence](#),” which is the belief that every individual has a unique mission that they alone can perform and that the world suffers when they don’t fulfill that unique mission. It’s having a relationship with your God that gives you the faith and motivation to fulfill your unique mission regardless of the consequences.

6. Passion

This is a key to leadership and vital to citizenship. Bored students learn little, while teachers who know how to find and bring out students’ passion for learning is always rewarded by huge increases in student achievement—and even test scores. When you discover and empower your passion, you will unleash your genius on the world.

7. Impact

It is not enough to learn or even to earn; leaders and citizens must make a positive difference. They must consider the impact their actions will have on society, and strive to increase their positive impact. They must consecrate themselves to doing what they were born to do, and to helping others to also live their missions.

8. Breadth

A leader needs an understanding of worldviews, ideologies and religions, customs and philosophies. He needs to have experience in building rapport, incorporating new ways of thinking that empower his agenda, and the ability to persuade others when his course is the right one. To do this, his level of cultural literacy and interpersonal skills must be high, and his ability to apply it to real life must be well cultivated.

9. Depth

A leader needs to engage in the Great Conversation by understanding deeply the thoughts and creations of thinkers and artists of the past. In addition, he needs to be able to innovate from the platform of these ideas in order to synthesize solutions for modern day situations.

10. Nuance

A leader must be able to hold inflexibly to a personal code of integrity, while maintaining the ability to forge effective alliances with others who differ in their ideals. He must be able to utilize a [*sensus plenior*](#) mindset in interpreting the people, ideas and issues he is faced with in order to more creatively and productively approach each opportunity.



Leadership Education: The Catalyst

How are these ten characteristics taught? How can these and others like them actually be effectively transferred into the hearts, minds, skills, and habits of students? In addition to simulations, individual mentoring for every student, and hands-on impact experiences, there are two answers that stand out above all others: emulation and mission.

Students must be trained to emulate the great men and women from the great books and all walks of life—past and current. They learn from simulations and field experiences, from mentors, from books, from discussions, from practice, from application. In all they do, they are trained to pull in intelligence from any and all sources, and apply it MacGyver-like to every situation.

But the key is this: *Every* individual has genius in them. When anyone starts to discover her genius, she becomes what we call a “student.” When she begins applying that genius, when she looks around and dedicates her heart and soul to using her genius to improve the world, she become the “real her.” Each of us needs to become the “real me.” That’s education.

To qualify for the honor of the title and the privilege of setting foot in a classroom, a teacher absolutely must believe in the potential and genius of those he teaches. Great education occurs where great teachers and mentors help students find, develop, polish, and then use their genius to serve the world. We call this *mission*.

Everyone was born with a great mission that the world needs. When a person starts to learn of this mission, from great books or great mentors or from any other source, his education begins in earnest.



When a person internalizes the concept of mission into her life, she has learned certain core lessons, including initiative, ingenuity, resiliency, and tenacity. In other words, when a mission burns in the heart and mind and the student has historical models and living mentors to emulate, she naturally takes initiative and applies these other lessons. As she continues, she gains more and more experience and skill with these characteristics.

In short, *great* education—not *good*, mediocre, or even solid, quality education, but truly *great* education—teaches greatness to each and every student. Such students, such people, naturally exhibit the ten characteristics above; their mission is too important to them to do otherwise.

Join the Freedom Shift

Many Americans—and in fact people across the world—are awakening to the sense of their role in a great Freedom Shift. Our goal is to institute the systems and resources that will activate these individuals toward meaningful progress, forestall the deterioration of our American way of life, and realign our society with its Manifest Destiny.

We encourage you to do the following:

- Join the [CSL mailing list](#) and read our free ebook, *Social Leadership: A Fresh Vision for Old Problems*.
- Choose your path (Producer-Citizen, Social Leader, or Statesman) and follow it with courage and diligence.
- Explore our [products](#), take our [classes](#), engage with our [mentoring](#).
- Get new CSL blog articles [via email](#).

