

INBORN, MANUFACTURED, OR SERENDIPITOUS

Presented to Kit Kat Club of Columbus, Ohio

By: J. Richard Emens

April 19, 2005

Our essay this evening focuses on leaders - - especially outstanding leaders. Are they born, made (that is developed) or does the situation make the leader? Can potentially great leaders be identified by the time they are 25 years old? You gentleman of Kit Kat, and our guests, are leaders and you have had responsibilities for hiring, nominating or otherwise selecting leaders - - this is a subject with which you are all familiar.

Let's first try to define "leader". There are many definitions.¹ Max Dupree (who spoke to Kit Kat several years ago) says that leadership is "Liberating people to do what is required of them in the most effective and humane way possible".²

Kay Jamison in her recent book *Exuberance* quotes Ted Turner as believing a leader is someone with the ability to "create infectious enthusiasm."³ I like the simple definition of "A person with followers". This ties in nicely with John Maxwell's "favorite leadership proverb: He, who thinks he leads, but has no followers, is only taking a walk."

In the 1,182 pages of Bass and Stogdill's *Handbook of Leadership*, they say trying to have a single definition of leader is "fruitless", although there are nearly 200 pages on the "personal attributes of leaders".⁵ Most all

1 John C. Maxwell, *The 21 Irrefutable Laws of Leadership: Follow Them and People Will Follow You* (Nashville, Tennessee: Thomas Nelson Publishers, 1947), 14. David B. Guralnik, ed. "Webster's New World Dictionary" (New York, NY: Simon & Schuster, 1982), 260. Daniel Goleman, et al., *Primal Leadership: Learning to Lead with Emotional Intelligence* (Boston, Massachusetts: Harvard Business School Press, 2004), 5. John P. Kotter, *John P. Kotter on What Leaders Really Do* (Boston, Massachusetts: Harvard Business School Press, 1999), 10. Abraham H. Maslow, *Eupsychian Management: A Journal* (Homewood, Illinois: Richard D. Irwin, Inc. and The Dorsey Press, 1965), 128. 2 Max DePree, *Leadership is an Art* (New York, NY: Dell Publishing, 1989), 1. 3 Kay Redfield Jamison, *Exuberance: The Passion for Life* (New York, NY: Alfred A. Knopf, 2004), 7. 4 Maxwell, 20. 5 Bernard M. Bass, *Bass & Stogdill's Handbook of Leadership Theory, Research, and Managerial Applications Third Edition* (New York, London, Toronto, Sydney: The Free Press, 1990), 18.

of the relevant books attempt to classify leaders by their characteristics or behavior."

The Handbook does recite that in 1990 there were 600 University courses on leadership and it also contains 189 pages of references to more than 7,500 books and articles relating to leaders and leadership."

2

The two key questions of this essay are - - are leaders born or made, and "can a person's proclivity for outstanding leadership be identified when the person is less than 25 years old."

In the Republic, Plato identified three types of leaders: (1) The philosopher - statesman -, (2) The military commander, and (3) The businessman." I will concentrate on Plato's first group and focus on the early years of three American Presidents. U.S. Presidents were chosen for this essay because they had many followers who elected them as differentiated from leaders of corporations and not-for-profit institutions which are usually chosen by a search committee or other small group. The three Presidents selected are, John Adams (10/19/1735 to 7/4/1826), Andrew Jackson (3/15/1767 to 6/8/1845) and Theodore Roosevelt (10/27/1858 to 1/6/1919). (President Adams, our second President, served from 1797 to 1801. Andrew Jackson, our ih President, served two terms from 1829 to 1837. Theodore Roosevelt, our 26th President, served from 1901 to 1909.)

These three Presidents were chosen because of their differing early lives and because they were in the top ten of the most outstanding of all

6 Bass. Bruce J. Avolio, Full Leadership Development Building the Vital Forces in Organizations (Thousand Oaks, London, New Delhi: SAGE Publications, 1999). Warren Bennis, An Invented Life: Reflections on Leadership and Change (United States of America: Addison Wesley Publishing Company, 1993). Jim Collins, "Level 5 Leadership The Triumph of Humility and Fierce Resolve," Harvard Business Review Jan. 2001: 67-76. Richard L. Daft, Leadership Theory and Practice (Fort Worth, Texas: The Dryden Press, 1999). John W. Gardner, On Leadership (New York, NY: Free Press, 1993). Goleman. Michael Maccoby, The Productive Narcissist The Promise and Peril of Visionary Leadership (New York, NY: Broadway Books, 2003). Maxwell. Jerrold M. Post, Leaders and Their Followers in a Dangerous World (Ithaca and London: Cornell University Press, 2004). Gary Yuki, Leadership in Organizations Fifth Edition (Upper Saddle River, New Jersey: Prentice Hall, 2002). 7 Bass, xii, 8 Robert Maynard Hutchins, ed. Great Books a/the Western World 7. Plato (Chicago, Illinois: The University of Chicago, 1952). Bass, 21.

3

our Presidents according to R.J. House et.a!., who conducted a ranking of Presidents."

What I plan to do in this essay is:

1. First, briefly review leadership theories,
2. Second, list the criteria which I believe are important in identifying a political leader,
3. Third, discuss what appear to be some relevant facts and events in the early lives of the three Presidents, and
4. Finally, conclude with my responses to our two key questions and some brief thoughts about the three Presidents.

There have been a number of leadership theories that emerged in the zo" Century. The early favorite was the "Great Man Theory" which then lead to "Trait Theories" and then to "Situational and Environmental Factors". Steven Covey in his book The Eighth Habit provides an excellent summary of more than 20 leadership theories."

My research has led me to use the following characteristics and skills to attempt to answer our questions: Motivation, competence, values, social skills, energy and self-confidence.

Let's begin by looking at the early years of John Adams. My primary source here is David McCullough's, John Adams:

His first ancestor in the New World arrived in Braintree, Massachusetts in 1638 as part of the Great Puritan Migration and began the family farming tradition in The New World.¹¹

Nearly one hundred years later, in 1734, our subject's father, known as Deacon John, married Susanna Boylston of Brookline; she was from a

⁹ Robert J. House et al., "Personality and Charisma in the U.S. Presidency: A Psychological Theory of Leader Effectiveness", in *Administrative Science Quarterly*, ed. Donald Palmer (Ithaca, NY: Johnson School Cornell University, 1991) 364-396. ¹⁰ Steven R. Covey, *The 8'h Habit: From Effectiveness to Greatness* (New York, NY: Free Press, 2004). ¹¹ David McCullough, *John Adams* (New York, London, Toronto, Sydney, Singapore: Simon & Shuster, 2001), 29.

family of higher social standing than her husband although she was probably illiterate. The future president was born October 18, 1735, the oldest of three sons of Deacon John and Susanna."

4

"The Adams farmhouse was a five (5) room, New England saltbox that had been built in 1681"; the family lived no differently than their fathers and mothers with plain furnishings of a half dozen ordinary wooden chairs, a table, several beds, a looking glass, a Bible and possibly a few other books on religious subjects.?"

Much later Adams wrote that religion had preserved the family and prevented them from being rakes, fops, sots, gamblers, starved from hunger, frozen with cold, or scalped by Indians¹⁴, and of the joys of roaming the open fields and woodlands, exploring the creeks, hiking the beaches, of making and sailing boats ... swimming, skating, flying kites, shooting at crows and ducks, and "running about to quiltings ... and dances among the boys and girls.,,¹⁵

The community numbered perhaps 2,000 people and had no newspaper. The news from Boston and beyond came from travelers."

Adams said little about his mother but spoke and wrote often of his father as, "the honestest man" he ever knew. "In wisdom, piety, benevolence and charity in proportion to his education and sphere of life, I have never known his superior." His father was his idol. It was his independent spirit and love of country, Adams said, that were his lifelong inspiration."?

Adams was, "A good-looking, active boy, if small for his age, unusually sensitive to criticism but also quickly responsive to praise, as well as being extremely bright, which his father saw early, and decided he must go to Harvard to become a minister."!"

¹² McCullough, 29. ¹³ McCullough, 31-32. John Patrick Diggins, *John Adams* (New York, NY: Times Books Henry Holt and Company, 2003) 18; Diggins tells us there were more books saying "... The Adams household enjoyed a wealth of books, ideas and stimulating conversation." ¹⁴ Diggins, 18; "A theological atmosphere weighed down upon New England, with citizens worrying about the fate of their souls while debating the inscrutability of God's purposes and the meaning of evil." ¹⁵ McCullough, 30-31. ¹⁶ McCullough, 31. ¹⁷ McCullough, 33. ¹⁸ McCullough, 33.

5

Taught to read at home, he then learned lessons with other children in the kitchen of a neighbor, but he lost interest in education due to a lackluster teacher." He saw no sense in talk of college. He wished only to be a farmer ... " and so informed his father."

When young Adams said he disliked his teacher, his father immediately enrolled him in a private school where "he made a dramatic turn and began studying in earnest ... At age fifteen, he was pronounced "fitted for college.'" He was admitted to Harvard, Class of 1755, and granted a partial scholarship."

Adams worked hard and did well, he enjoyed his classmates and made several close friends. To his surprise, he also discovered a love of study and books and became a voracious reader."

The Harvard rules said no lying, fornication, drunkenness, or picking locks. As the dutiful son of Deacon John, Adams appears to have obeyed the rules and not to have succumbed to gambling, "riotous living," or "wenching"."

"A student's place in his class being determined by the "dignity of family," rather than alphabetically or academic performance, Adams was listed fourteenth of the twenty-five who received degrees, due to the fact that his mother was a Boylston and his father a deacon. At commencement ceremonies, as one of the first three academically, he argued the affirmative to the question, "Is civil government absolutely necessary for men?,"25

During his last years at Harvard, Adams joined a debating and discussion club, and was told he had "some faculty" for public speaking and would make a better lawyer than a preacher; he liked that idea. 6 To become a lawyer, he had to work in the office of a practicing attorney who would charge a fee. So after Harvard he became a

19 Cheryl Harness, *The Revolutionary John Adams* (Washington D.C.: National Geographic, 2003), 5. 20 McCullough, 33. 21 McCullough, 34. 22 McCullough, 35. 23 McCullough, 35. 24 McCullough, 36. 25 McCullough, 37. 26 McCullough, 37.

6

schoolmaster to earn money." At nineteen, Adams realized he did not like being a "village schoolmaster". He thought himself poorly suited for teaching and dreamed of more glorious pursuits.:"

While teaching, he attended several sessions of the local court and felt himself "irresistibly impelled" to the law; he found himself thinking more and more about politics and history. Remember, gentlemen of Kit Kat, this was the time of the French and Indian Wars, when people in Massachusetts had started calling themselves Americans rather than colonists."

"In late summer of 1756 Adams made up his mind to become a lawyer and moved in with a young attorney to study "under his inspection" for two years as was required." He continued his daytime duties at the schoolhouse, and read law at night.,,31

In the fall of 1758 after completing the two years with the attorney, Adams returned to Braintree and lived with his father and mother."

He began attending court in Boston, where he listened to the leading attorneys of the day.33

"Adams was admitted to the bar on November 6, 1759, at age twentyfour and took his first case, which he lost." ... His anguish was acute." Nothing, he decided would ever come easily to him; he determined to "bend his whole soul to the law" and soon moved to Boston."

He had a talent for friendship and while to many "he seemed prickly and intractable," ... his friends noted "he had a heart formed for friendship, and susceptible to the finest feelings.,,36

27 McCullough, 37. 28 McCullough, 38. 29 McCullough, 39. 30 McCullough, 42. 31 McCullough, 43. 32 McCullough, 43. 33 McCullough, 44. 34 McCullough, 44. 35 McCullough, 46. 36 McCullough, 47.

7

Adams was widely read and could talk on almost any subject. "Yet he often felt ill at ease, hopelessly awkward. He sensed people were laughing at him, as sometimes they were.,,37

His father died in 1761 from influenza and Adams experienced a "want of strength" ... and "courage". Still, he stepped in as the head of the family, and as time passed, those expressions of self-doubt, the fits of despair and self-consciousness that had so characterized the outpourings in his diary, grew fewer.³⁸ His love of the law, grew.³⁹ He wanted "To assist the feeble and friendless, ... to procure redress to wrongs, the advancement of right, to assert and maintain liberty and virtue, to discourage and abolish tyranny and vice.,,40

Let us leave Adams after a description by McCullough: Adams stood 5'7-8" tall with a straight-up, square-shouldered stance, fit and solid, sort of a round face, with light brown hair. "The chin was firm, the nose sharp, and keen blue eyes gave the face its vitality." He had a brilliant mind. He was honest and everyone knew it. Emphatically independent by nature, hardworking, frugal, he could be high-spirited and affectionate, vain, cranky, impetuous, self-absorbed, and fiercely stubborn; passionate, quick to anger, and all-forgiving; generous and entertaining. He was blessed with great courage and good humor, yet subject to spells of despair. Ambitious to excel- to make himself known ... "Patriotism burned in him like a blue tlarne.""

Let us now move on to Andrew Jackson. My primary reference for the early life of Jackson is the first volume of Robert Remini's, *The Course of American Empire 1767-1821*.⁴² Much has been written about Jackson especially since Schlesinger's *The Age of Jackson*. Remini says that during the thirty years after

³⁷ McCullough, 48. ³⁸ McCullough, 52-53. ³⁹ Diggins, 21. Diggins tells us, Adams "saw law as an instrument of morality, and he dedicated himself to the rprofession as a cause that fulfilled his need to do right by his conscience." o McCullough, 53. ⁴¹ McCullough, 18-20. ⁴² Robert V. Rernini, *Andrew Jackson Volume One The Course of American Empire 1767-1821* (Baltimore, Maryland: The John Hopkins University Press, 1977).

Schlesinger's book some "227 books and 353 articles (and even more appalling number of doctoral dissertations) tumbled from the minds of and pens of scholars."?

Jackson's ancestors originally were Scotch Irish and came to America from Northern Ireland. Andrew's father married Elizabeth Hutchinson and they had two sons born in Ireland. In 1765 when the boys were 2 years and 6 months, respectively, the family sailed to America, landing in Pennsylvania and moving southwards, settling in the Waxhaw Region which straddled North and South Carolina." The Jackson's

had no money and "scraped along at near subsistence level". For two difficult years, the father tried to make a living farming poor land."

The father died suddenly in March, 1767. His wife was pregnant with their third child. Just days after the funeral on March 15, 1767 she gave birth to Andrew, named in memory of her late husband."

Elizabeth abandoned the farm on which her husband had worked himself to death and took up permanent residence with her sister, becoming a housekeeper and poor relation. She looked after eight of her sister's children along with her own three. She was exceedingly religious and had extraordinary inner strength. Remini says that Elizabeth, "Had one pious little hope: that her youngest boy, Andrew, would become a Presbyterian Minister. To fulfill that hope, she would see to it that he got the ... education he needed for the ministry."?

For the first 10 years of his life, Andrew lived at the aunt's house and enjoyed the comfort and support as well as the turmoil and confusion of a large family. He attended an "academy", which indicates there "was some financial support for his education.?" Later he went to a school run by a Presbyterian minister."

43 Arthur M. Schlesinger, Jr., *The Age of Jackson* (Boston, New York, London: Little, Brown and Company, 1945). Remini, 221. 44 Remini, 2. 45 Remini, 3. 46 Remini, 4. 47 Remini, 5. 48 Andrew Burstein, *The Passions of Andrew Jackson* (New York, NY: Alfred A. Knopf Random House, 2003) 7. Burstein points out that the "... academy was a log cabin." 49 Remini, 6.

8

9

His mother recognized that Andrew's interests and instincts were far removed from the ministry - - even at a tender age "he swore a blue streak, and feigned anger as an excuse to release a flood of expletives, terrorizing those around him. He had a mean, vicious temper that frequently exploded into ugly language and acts." Despite his better than average education, he did not acquire a secure academic background. "His education simply did not take .. but according to Remini that did not bother Andrew since he was absolutely confident in his instincts and talents ... "His consummate ego dispelled any anxiety he might have felt about his limitations."?

As a youth, Andrew was a "wild, frolicsome, willful, mischievous, daring, reckless boy. He was especially fond of foot races or jumping matches. He was dead game and never would give up." From an early age he showed signs of being a bully, although he could be a generous protector of younger boys provided they never questioned his ability or challenged his leadership.'

He had "one raging passion; horses" ... riding them, racing them and tending to their needs.⁵²

Jackson's education took a radical turn after the outbreak of war between the American Colonies and the British Crown.⁵³ Andrew and his brothers were encouraged by their mother to attend the drills of the local militia from practical necessity, and because of her "violent hatred of the British," that stretched back to her days in Ireland. She told her children that their first duty was "defending and supporting the rights of man.,,⁵⁴

When he was 11 or 12, Andrew discovered the social and political assets of being in the militia as it was an instrument "for social advancement within a community" "...The militia taught him much about . . . dealing with individuals and a group - - and it awarded him the social standing that a person of his origins desperately wanted.,,55

50 Remini, 7. 51 Remini, 9. 52 Remini, 12. Albert Marrin, *Old Hickory: Andrew Jackson and the American People* (New York, NY: Duttons Childrens Books, 2004) 24. Marrin confirms this "As if born to the saddle, Andrew had a marvelous "feel" for horses. The powerful animals seemed to sense that the child was master." 53 Remini, 14. 54 Remini, 15. 55 Rernini, 16.

10

In 1780, when Andrew was 13 years old, the British burst into South Carolina, with 300 British horsemen which surprised a detachment of patriot soldiers in the Waxhaw vicinity, killing 113 including Andrew's 16 year old brother. Andrew, his mother and surviving brother tended the wounded."

After that Andrew and his brother were engaged regularly in direct combat and were taken prisoner. 57

While a prisoner, a Tory officer's "sword gave young Andrew a deep gash on his head and fingers, marks which he took through life... " Andrew and his brother were thrown into jail along with 250 others."

Many prisoners were sick and both Andrew and his brother contracted small pox. Their mother arrived and persuaded the British to include her two sons in an exchange of prisoners. Then she and his brother rode horses, and Andrew walked the 45 miles home. His brother died and Andrew was desperately ill for several months. As soon as he was out of danger, his mother traveled 160 miles to Charleston to nurse prisoners of war held on prison ships. In Charleston she was taken ill with cholera, and died after a brief illness. Andrew was 15 at the time and still recovering from small pox.59

Remini says the entire Revolutionary War was one long agony for Jackson ... most of the time he experienced hardship, pain, disease and finally the extinction of his immediate family. And because he subsequently saw himself as a participant "in the struggle for our liberties" he also emerged marked with deep patriotic and nationalistic convictions."

After his mother died, "A severe depression, relieved at times by scalding anqer,?' settled over Andrew.,,62 He did get a job in a saddler's shop, which, because of his love of horses, seemed to reduce his depression."

56 Rernini, 14-15. 57 Remini, 20. 58 Rernini, 21. 59 Remini, 23-24. 60 Rernini, 25. 61 Marrin, 25. Marrin says, "Anything might set off his hair-trigger temper." 62 Remini, 26. 63 Remini, 27.

11

Another release came from his activities with a number of young men from Charleston whose families had fled to the Waxhaw settlement waiting British evacuation of the city. "Drinking, cock fighting, gambling, mischiefmaking, Jackson seemed determined to go as far as possible in leading an "abandoned" life.,,64

By the end of 1782, he began to think about what he wanted to do with his life. He developed a "driving need to succeed." Remini says Jackson became fiercely" ... ambitious for place, for recognition, for

attention. The tragedies of his early life did not break him. Instead they toughened him and then spun him forward into the scramble for position and distinction.v"

He resumed his studies and then taught school for a year or two but soon realized the limitations of this profession and left teaching."

In December 1784, at age 17, Andrew went north to Salisbury, North Carolina, where he was accepted as a student by . . . an eminent lawyer. He found quarters in the town's tavern and began his training in the law. For two years he copied papers, ran errands, cleaned the office, and read law books ... " "How much law he learned is questionable because Jackson was never a student of the law or of any other academic subject .. .,67He again began a "rollicking life, full of fun and high spirits" - - being described as "the most roaring, rollicking, horse racing, card playing mischievous fellow that ever lived in Salisbury." He liked practical jokes and one of his favorite tricks was moving outhouses to remote places. He attended dancing school and as manager of the Christmas Ball, he sent invitations to the town's fanciest prostitutes who showed up at the ball dressed in their fineries.68

Of all the drinking Andrew did - - and there are accounts that he bought liquor by the pint, quart, and gallon - - he would surely have gone bankrupt had he not regularly engaged his landlord in horse race and card bets that kept him solvent; "for all his wildness it would appear that Andrew was a popular figure in Salisbury.,,69

64 Remini, 27. 65 Remini, 28. 66 Remini, 28. 67 Remini, 28-29. Burstein, 5. Burstein says, "He was not learned, nor particularly bright." 68 Remini, 30. 69 Remini, 31.

12

According to Remini, Andrew showed distinct signs of a charismatic presence. He commanded attention, respect, and awe and occasionally fear. Whenever something happened, he was invariably a prime mover and would say "I take the responsibility."?

He stood 6'1" in height and had a long, thin face accentuated by a strong jaw. His nose was slender and he had deep blue eyes. At 20 he was not handsome but his presence signaled authority. He had tremendous energy and feigned anger for the paralyzing effect he knew it had."

He learned enough law to provide a profession and give him the opportunity to hold legal office from time to time. He was the absolute personification of the self-made man: no father, no family to speak of, little education, and certainly no money."

In September, 1787, Jackson was authorized to practice as an attorney in several courts in North Carolina." He then heard that a fellow law student had just been elected to be judge for the Western District of North Carolina - a district that stretched clear to the Mississippi River. His friend offered him the position of public prosecutor for the district. It was a thankless position - - but Jackson thought he saw a future in the west where he could build his law practice while serving as public prosecutor."

In the spring of 1788 he moved across the mountains into what is now eastern Tennessee. We will leave Andrew Jackson here at age 21?5 (For Jackson's subsequent years suggested reading is Volume 2 and 3 of Remini).

For our look at the early life of Theodore Roosevelt we rely mostly on Edmund Morris's *The Rise of Theodore Roosevelt*.

He was born on October 27, 1858 to Theodore and Martha Bulloch Roosevelt in a large brownstone on East 20th Street, New York City, after

70 Rernini, 31. 71 Rernini, 32. 72 Rernini, 33. 73 Rernini, 34. 74 Rernini, 34. 75 Rernini, 35.

servants brought the doctors. He weighed 8% pounds and was "more than usually noisy and soon developed asthma." He was nicknamed "Teedie".⁷⁶ His father was a "large, broad, bright, cheerful man" with a sense of abundant strength and power. Teedie called his father "the best man I ever knew.",⁷⁷

From his father, Teedie inherited the Dutch character of his forefathers who began farming in New Amsterdam in 1649; subsequent Roosevelts "ascended rapidly in the social scale, becoming manufacturers, merchants, engineers, and bankers" - - the family amassed a comfortable fortune. From his mother, Teedie acquired refined French traits and Scots heritage. Among his mother's direct aristocratic ancestors he could count six distinguished politicians including the first President of Revolutionary Georgia. ⁸

13

When Civil War was declared April 12, 1861, Theodore Sr. left for Washington D.C. Teedie had been lively but "from the moment his father left home, his ailments became continuous - - coughs, colds, nausea, fevers, worsening asthma and a congenital form of nervous diarrhea."?"

His parents had differing views on the Civil War. His mother's sister, who lived with the Roosevelts, told tales of life on Georgia plantations, of the famous fighting Bullocks and their exploits during the American Revolution, so that Teedie at a very early age "acquired a love for legend ..",⁸⁰

His "lust for information ... rapidly became insatiable." He was reading at age 4; and "as his reading abilities developed and his ill health continued, he turned more and more to stories of outdoor action, in which he identified with heroes larger than life."⁸¹

"Despite his frail physique and asthma, he seemed to have an inexhaustible fund of nervous energy. His knowledge of natural history was

⁷⁶ Edmund Morris, *The Rise of Theodore Roosevelt* (New York, NY: The Modern Library, 2001), 3. ⁷⁷ Morris, 3. ⁷⁸ Morris, 6-7. ⁷⁹ Morris, 8. Louis Auchincloss, *Theodore Roosevelt* (New York, NY: Times Books Henry Holt and Company, 2001), 12. His asthma "... attacks could last for hours or days. He couldn't get enough air, gasping and choking and wheezing." ⁸⁰ Morris, 13. ⁸¹ Morris, 15.

14

unusual. When he was seven he started writing about animals and insects." When he was nine years old he wrote the first of his 150,000 letters and according to Morris, "there glitters, in virtually every sentence, a facet of his mature personality." He was not, however, neat which resulted in teasing from his family.⁸⁴

In May of 1869, (Teedie is now 10 years old) Theodore Sr. took his entire family for a year long grand tour of Europe. "Throughout Teedie's diaries the masterful, all-capable figure of Theodore Sr. strides with giant steps.r"

At age eleven Teedie received a full physical examination. The doctor found him "a bright, precocious boy ... by no means robust." Theodore Sr. challenged his son, saying "Theodore, you have the mind but not the body, and without the help of the body the mind cannot go as far as it should. You must make your body." Teedie replied: "I'll make my body.,,86 For the next three years, he exercised religiously and his health improved.

In the summer of 1872, Teedie (now 13) received his first gun, but could not hit a target as well as his friends so discovered he needed glasses and said, "I had no idea how beautiful the world was until I got those spectacles.?"

Morris says that the father had already decided that Teedie's absentmindedness and unorthodox youth would be a disaster in the work of commerce, while questions of health and physical frailty would disqualify him from the Army and Navy. Thus, Theodore Sr. believed that the career of natural historian, would be a respectable one for Teedie.88

As Teedie turned 14, the Roosevelts went on another foreign tour, featuring Egypt and the Holy Land. Teedie was determined to treat his visit

82 Morris, 17. 83 Morris, 19. 84 Judith St. George, *You're on Your Way, Teddy Roosevelt* (New York, NY: Philomel Books, 2004) 27. His brother Elliot wrote the following poem, "There was an old fellow named Teedie, whose clothes at best looked so seedy. That his friends in dismay hollered out, "Oh, I say!" at this dirty old fellow named Teedie." 85 Morris, 21-25. 86 Morris, 32. 87 Morris, 34. 88 Morris, 38.

15

to the Nile as a scientific expedition; he had almost a total obsession with birds."

The family re-crossed the Atlantic in late October, 1873 and moved into a mansion at 6 West Fifty-Seventh Street, on the outer fringes of New York City. Teedie's ambition at 15 was to enter Harvard in the fall of 1876.90

His "battle for health would appear to have been mostly won by the end of 1875," when he engaged his brother and several male cousins in a series of 15 athletic contests and won 14 of them. Just after turning 17, he noted his physical measurements. 5'8" in height, 124 lbs, chest 34", waist 26%", and he had only occasional attacks of asthma. Morris says that at this time, "Although he was not handsome, he was an attractive youngster.?"

In October, 1876, after a month at Harvard and just before his 18th birthday, he participated in a demonstration for the Republican candidate for President, the first sign of any political interest in Theodore (we will no longer refer to him as Teedie since he had outgrown that name although we will call him Teddy to differentiate him from his father)." Morris provides several anecdotes about his energy and his temper e.g. "Arguments at his eating club provoked him to furious volleys of foodthrowing, and on one occasion he slammed a whole pumpkin down on the head of an adversary.r"

Teddy appreciated his parents and wrote them: "It seems perfectly wonderful," "looking back over my eighteen years of existence, to see how I have literally never spent an unhappy day, unless by my own fault. I feel I have an immense amount to be thankful for.,,94

89 Morris, 35. 90 Morris, 47-48. 91 Morris, 51. 92 Morris, 54. 93 Morris, 59. 94 Morris, 61.

16

During the summer after his freshman year at Harvard, he wrote a book "Summer Birds", and believed his career was as a scientific man."

In the early months of his sophomore year at college, he attended theatre parties and dances." "He assured his parents he was not neglecting his studies and "he was telling the truth" ... iron-self discipline had become a habit with him and his concentration was so intense, and his reading so rapid, that he could afford more time off than most.?"

In October, 1877, Teddy now 19, learned that his father had been nominated by President Hayes to be Collector of Customs to the Port of New York.98

Theodore Sr. was as politically naive as his son. The father assumed that the collectorship was a reward for distinguished services to New York City, but President Hayes had actually chosen him as a symbol of Hayes commitment to civil service reform "and to embarrass the boss of the corrupt New York State Republican machine .. " Theodore Sr. belonged to a class and a generation that considered politics to be a dirty business, best left, like street cleaning, to malodorous professionals. In midDecember, 1877, Theodore Sr. collapsed with what was diagnosed as acute peritonitis, but by Christmas appeared to be recovering."

In early February, 1878, Teddy received an urgent summons from New York. His father's ""peritonitis" was in reality a malignant fibrous tumor of the bowel that had grown so rapidly it was now strangling his intestines." Theodore Sr. died February 9, 1878. Teddy wrote in his diary February 12th that his father was ".... The one I loved dearest on earth." "He was everything to me.,,100

Morris says it was desire that eventually healed Teddy.101 Longing for the man who had been his best friend in life was translated into an even

95 Morris, 67. H. Paul Jeffers, Roosevelt the Explorer. T.R. 's Amazing Adventures as a Naturalist, Conservationist, and Explorer (New York, NY: Taylor Trade Publishing, 2003),17. "... he established a small menagerie in his room [at Harvard] (snakes, lobsters, and a large tortoise that had a penchant for escaping from its pen)." 96 Morris, 63. 97 Morris, 64. 98 Morris, 68. 99 Morris, 69-70. 100 Morris, 70. 101 Jeffers, 19. Jeffers describes how hunting adventures in Maine also helped with the healing.

more desperate longing to be worthy of him in death. He wrote in his diary, "How I wish I could ever do something to keep up his name!,,102

With remarkable self-discipline, given his private emotions, Teddy at once resumed his studies ... at the same time he continued faithfully to exercise and teach in Sunday school, obedient of his father's advice: "Take care of your morals first, your health next, and finally your studies.,,103

In his third year at Harvard he fell in love with a young woman and vowed to himself to marry her.104 His obsession with her did not cause him to neglect his studies, or cease to partake of the delights of

clubs at Harvard to which he had been elected. His instructor in political economy asked him to form a Finance Club which he did and he wrote a paper "Municipal Taxation".¹⁰²

17

"Thus in February of 1879," Morris tells us "Theodore Roosevelt (now 20 years old) revealed that the political animal within him was at last beginning to stir. Although Teddy continued to dream of being a natural historian when he left college, he confessed that the prospect of three extra years of overseas study - a necessary academic requirement - made him "perfectly blue."¹⁰³ Politics were beginning to appeal to him so strongly that he asked a favorite professor if he should make politics his career and the professor responded in the affirmative. Still Teddy clung to his imagined scientific vocation, until his girl friend, "... told him she did not relish the idea of Teddy becoming Professor or Doctor Roosevelt." - - she was particularly bothered by the stench of the laboratory.¹⁰⁴

He asked a friend whether he should go into science or politics after he graduated saying, "You may laugh, but I have a presentiment that some time I may be President."¹⁰⁵

It was when he was 20 years old, late in the summer of 1879 that Morris indicates Teddy made his decision to focus on politics.¹⁰⁶ Thereafter

102 Morris, 72. 103 Morris, 73. 104 Morris, 79. Betsy Harvey Kraft, Theodore Roosevelt, Champion of the American Spirit (New York, NY: Clarion Books, 2003), 15. Apparently he also told others, "'See that girl?' He told a friend, 'I am going to marry her. She won't have me, but I am going to have her!'"¹⁰⁵ Morris, 86. 106 Morris, 87-88, 95. 107 Morris, 89.

18

his girlfriend agreed to marry Teddy. He wrote in his diary, "I shall study law next year, and must there do my best, and work hard for my little wife."¹⁰⁹

He considered law a stepping-stone to politics, and told a college friend that "I am going to try to help the cause of better government in New York City; I don't know exactly how." For his senior thesis he chose the most controversial political subject of the day: It was entitled "Practicability of Giving Men and Women Equal Rights."¹¹⁰

Theodore Roosevelt, at age 22, had made up his mind what he was going to do. (For readings on subsequent years of Theodore Roosevelt, see Morris', Theodore Rex and Patricia O'Toole's, When Trumpets Call).¹¹¹

Let us look now at our two main questions. Can great leaders be identified early in their lives, and do they become great leaders because of what they are born with or skills they develop? The studies of Characteristics and Skills of leaders have been ongoing for many years by many, many people. More recent investigation into genetic influences on leadership sheds additional light on the question of whether leaders are born or made.

Let's quickly review studies of "characteristics" and "skills" of leaders which occupied the research efforts of so many during the 20th Century. Stogdill and Bass provide the most detailed analysis.¹¹² Other textbooks have their own lists, e.g. Richard Daft in Leadership. Theory and Practice, looks at 6 "personal

characteristics of leaders" with 21 sub-topics!" Gary Yuki, another textbook author, lists 13 traits and 9 skills!"

Richard Arvey, et al. in their forthcoming article on the "The Determinants of Leadership Role Occupancy: Genetic and Personality

108 Morris, 95. 109 Morris, 97, 106. 110 Morris, 106. Auchincloss, 13. Teddy" ... didn't believe that in a marriage a woman should assume her husband's name." III Edmund Morris, Theodore Rex (New York, NY: Random House, 2001). Patricia O'Toole, Theodore Roosevelt After the White House (New York, London, Toronto, Sydney: Simon & Schuster, 2005). 112 Bass, 59-221. 113 Daft, 66. 114 Yuki, 178.

19

Factors" focuses particularly on social potency and achievement.) Among identical male twins Arvey et al.'s results indicated that more than 300/0 of leadership role occupancy could be accounted for by genetic factors and genetic influences also contributed to personality factors known to be associated with leadership (i.e. social potency and achievement!"

In an attempt to summarize the skills and traits analysis as they relate to the early lives of Adams, Jackson and Roosevelt, as mentioned earlier I chose the following:

1. Motivation (ambition): for achievement and power.
2. Cognitive and technical competence: intelligence, organizational ability.
3. Values: integrity, strong work ethic, patriotism, and family.
4. Social skills: social potency, interpersonal skills, EQ.
5. Energy: enthusiasm and exuberance.
6. Self-confidence: overcoming adversity.
- (7. Situation: crisis, war - - which is not one of our criteria.)

Stogdill and Bass conclude that possessing certain characteristics is no guarantee for successful leadership and that the value of particular skills varied with the organizational situation!"

You all understand that I am not a psychologist but only an amateur student of leadership. My essay tonight focused on three outstanding American political leaders and based on the six characteristics I chose my opinions are as follows:

My conclusion is that Adams would not be anticipated, at age 25, to be a great leader because of his lack of social skills, competence and selfconfidence although he is strong in motivation, values and energy.

115 Richard D. Arvey, et al., "The Determinants of Leadership Role Occupancy: Genetic and Personality Factors," Leadership Quarterly (December 6, 2004, Vol. 15 Issue 6). 116 Bass, Part II.

My own conclusion on whether leaders are born or made, is that it takes a combination of both, the right genes and strong skills, and that the third factor, situation, is very important. What do you gentlemen think?

My conclusion regarding Jackson is that based on our criteria it is likely he would be a great leader but it might be as captain of a pirate ship. His motivation, competence, social skills, energy and particularly self confidence are all very strong; what I don't know about by age 21 are his values.

My conclusion about Roosevelt is that it is likely that he would be an outstanding political leader as he clearly satisfies all six of our criteria.

I would love to be able to read an analysis by competent historians/psychologists of the early lives of all our Presidents to see whether there are valid, predictive characteristics and skills of outstanding political leaders.

Before concluding, I want to make three points: first, we did not focus tonight 'on "situation"; that is, what national events are affecting the person during his youth, and particularly what is the national political environment at the time a person is elected United States President. I do believe "situation" is very important in determining who becomes an outstanding leader, but in the interests of keeping this essay nearer to 30 minutes than 2 hours I did not discuss it; second, if leadership skills cannot be learned and developed, (which I think they can), then hundreds of millions of dollars are being wasted by those who attend leadership training seminars and; third, I believe that future work on genetics will be of significant help in identifying those who have the potential to be outstanding leaders.

20

EXHIBIT TO

INBORN, MANUFACTURED, OR SERENDIPITOUS 1-5; 5 being highest at younger than 25

John Adams Andrew Jackson Theodore Roosevelt 1 Motivation (Ambition) 5 5 5

for Achievement 5 5 5

for Power 4 5 5 14 15 15 2 Coqnitve and Technical Competence 4 4 5

Intelligence 5 5 5

Oroanizational Ability 4 5 5 13 14 15 3 Strong values 5 4 5

Inteqritv 5 4 5

Patriotism 5 5 5

Family Environment 5 4 5 20 17 20 4 Social Skills 3 5 5

Social Potency 3 5 5

Interpersonal Skills 3 5 5

EQ 3 5 5 12 20 20 5 Enerov 5 5 5

Enthusiastic 4 5 5

Exuberant 3 4 5 10 14 15 6 Self Confidence 3 5 5 3 5 5 Overcome Adversity

(7 Situation)

Crisis

72 85 90

J. R. Emens April 19, 2005

21

BIBLIOGRAPHY

Arvey, Richard D., et al., "The Determinants of Leadership Role Occupancy: Genetic and Personality Factors," *Leadership Quarterly* (December 6, 2004, Vol. 15 Issue 6).

Auchincloss, Louis, *Theodore Roosevelt* (New York, NY: Times Books Henry Holt and Company, 2001).

Avolio, Bruce J., *Full Leadership Development Building the Vital Forces in Organizations* (Thousand Oaks, London, New Delhi: SAGE Publications, 1999).

Bass, Bernard M., *Bass & Stogdill's Handbook of Leadership Theory, Research, and Managerial Applications Third Edition* (New York, London, Toronto, Sydney: The Free Press, 1990).

Bennis, Warren, *An Invented Life: Reflections on Leadership and Change* (United States of America: Addison Wesley Publishing Company, 1993).

Burstein, Andrew, *The Passions of Andrew Jackson* (New York, NY: Alfred A. Knopf Random House, 2003).

Collins, Jim, "Level 5 Leadership: The Triumph of Humility and Fierce Resolve," *Harvard Business Review* Jan. 2001.

Covey, Steven R., *The 8th Habit: From Effectiveness to Greatness* (New York, NY: Free Press, 2004).

Daft, Richard L., *Leadership Theory and Practice* (Fort Worth, Texas: The Dryden Press, 1999). John W. Gardner, *On Leadership* (New York, NY: Free Press, 1993).

De Pree, Max, *Leadership is an Art* (New York, NY: Dell Publishing, 1989).

Diggins, John Patrick, *John Adams* (New York, NY: Times Books Henry Holt and Company, 2003).

Goleman, Daniel, et al., *Primal Leadership: Learning to Lead with Emotional Intelligence* (Boston, Massachusetts: Harvard Business School Press, 2004).

Guralnik, David B., ed., *Webster's New World Dictionary* (New York, NY: Simon & Schuster, 1982).

Harness, Cheryl, *The Revolutionary John Adams* (Washington D.C.: National Geographic Society, 2003).

House, Robert J. et al., *Personality and Charisma in the U.S. Presidency: A Psychological Theory of Leader Effectiveness*, in *Administrative Science Quarterly*, ed. Donald Palmer (Ithaca: Johnson School Cornell University, 1991).

Hutchins, Robert Maynard, ed. *Great Books of the Western World 7. Plato* (Chicago, Illinois: The University of Chicago, 1952).

Jamison, Kay Redfield, *Exuberance: The Passion/or Life* (New York, NY: Alfred A. Knopf, 2004).

Jeffers, H. Paul, Roosevelt the Explorer. T.R. 's Amazing Adventures as a Naturalist, Conservationist, and Explorer, (New York, NY: Taylor Trade Publishing, 2003).

Kraft, Betsy Harvey, Theodore Roosevelt, Champion of the American Spirit (New York, NY: Clarion Books, 2003).

Kotter, John P., John P. Kotter on What Leaders Really Do (Boston, Massachusetts: Harvard Business School Press, 1999).

Maccoby, Michael, The Productive Narcissist The Promise and Peril of Yisionary Leadership (New York, NY: Broadway Books, 2003).

22

Marrin, Albert, Old Hickory: Andrew Jackson and the American People (New York, NY: Duttons Childrens Books, 2004).

Maslow, Abraham H., Eupsychian Management: A Journal (Homewood, Illinois: Richard D. Irwin, Inc. and The Dorsey Press, 1965).

Maxwell, John c., The 21 Irrefutable Laws of Leadership: Follow Them and People Will Follow You (Nashville, Tennessee: Thomas Nelson Publishers, 1947).

McCullough, David, John Adams (New York, London, Toronto, Sydney, Singapore: Simon & Shuster, 2001).

Morris, Edmund, The Rise of Theodore Roosevelt (New York, NY: The Modern Library, 2001).

Morris, Edmund, Theodore Rex (New York, NY: Random House, 2001).

O'Toole, Patricia, Theodore Roosevelt After the White House (New York, London, Toronto, Sydney: Simon & Schuster, 2005).

Post, Jerrold M., Leaders and Their Followers in a Dangerous World (Ithaca and London: Cornell University Press, 2004).

Rernini, Robert V., Andrew Jackson Volume One The Course of American Empire 1767-1821 (Baltimore, Maryland: The John Hopkins University Press, 1977).

Schlesinger, Arthur M. Jr., The Age of Jackson (Boston, New York, London: Little, Brown and Company, 1945).

St. George, Judith, You're on Your Way, Teddy Roosevelt (New York, NY: Philomel Books, 2004).

Yuki, Gary, Leadership in Organizations Fifth Edition (Upper Saddle River, New Jersey: Prentice Hall, 2002).

23

----- _ .._ -----

ACKNOWLEDGMENTS

I want to thank my wife, Beatrice Emens Wolper, my daughter, Elizabeth Emens and my son, John D. Emens for reading and providing comments on early drafts of the essay. I also appreciate the helpful information regarding the content from Kit Kat friends, Jim Carpenter, Gary Ness, Paul Otte and George Paulson.

A very large thank you to my assistant, Christine Hodakievic for the numerous times she typed and retyped the essay - - especially after the initial draft was sixty-five pages (and took one and one half hours to read aloud requiring a two-thirds reduction). Of course, any errors are mine.

J. Richard Emens May 10, 2005