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Course: CHMN 747 Leadership and Church Management

Drath, Wilfred H. (2001). *The Deep Blue Sea: Rethinking the Source of Leadership*. San Francisco: Jossey-Bass

I certify that I have read this book from page 1 to 187 and that the following journal reflects my reading, thoughts, insights and experience during the reading activities.

To read this book and to think that it is just another book on leadership is an understatement. Wilfred Drath, created the missing link in the various stages of leadership. From the introduction, where I got a bit lost and confused, to the last chapter; the author demonstrated that this book is one worth reading. The whole idea that leadership comes from the person in charge is clearly denied in the development of the book. However, at the same time it does not say that there is not leadership in one person, but the real source is what matter must.

The experience of Zoffner Piano serves as an illustrator and at the same time the base for the organizational analysis. One person with managerial skills could well say that the organizational changes Zoffner Piano experience are nothing new, that this happens in the every day life of any company that undergoes changes. Dr. Drath, in this book gives the reader the assurance that leadership is not just the thoughts, but also the actions and the way we organize the things that we hold as values.

The author brings together leadership and the definition of leadership, and he confronts both. Defining leadership in a theoretical manner will be less complicated for some leader, based on the way leadership is viewed. The fact is that the book first intention is not to provide a definition to leadership, but rather help leader to define and be sure when leadership is happening. That is why the author emphasizes that a leadership is deeper than a definition and is also deeper than a leadership style.

The entire book revolves in the three leadership principles that the author resumes as to recognizing leadership. Personal dominance, defined as a way of understanding leadership as the personal quality or characteristic of a certain kind of person called a leader. The second is the Interpersonal Influence, a way of understanding that leadership happens when a group of people agrees and disagrees, ally and contend, concur and argue, plan and negotiate until someone emerges as the most influential person and thus claims the role of leader. The third and last one is the Relational Dialogue; a way of understanding that leadership happens when people who acknowledge shared work use dialogue and collaborative leaning to create contexts in which that work can be accomplished across the dividing lines of differing perspectives, values, beliefs, cultures and worldviews.

These three leadership principles are to be understood based on three leadership tasks: setting direction, creating commitment and facing adaptive challenges. To each of these the author seeks to give clear guidelines in how leadership must be understood at the moment they are applied. He analyzes the historical and personal perspective of the limits of each principle.

The story of Zoffner Piano and the transition of the leadership from Mr. Karl to Elena show the reader how the tasks were done in each principle and how the company was absorbing the positive and demonstrating great resistance for the negatives. There is something I notice in the story, Elena did the same as her father did, and she set a new vision without consulting the people or even running a market research. She envisioned an innovation and passed it to the people, while the company was from being ready to undergo that particular change. There was not yet a structure to manufacture electronic piano, and perhaps the idea was a very wild and no so welcomed.

So, the only way the organization wills distinguishes that leadership is effective or ineffective is in the way these leadership tasks are used in the benefit of the community or the organization.

I will say that the book is best understood if viewed as a critical analysis of the practicality of leadership and its presence in what we do. Three principles, three tasks, each of them with their limits in contracts with the capacity that each of the three principle possesses.

One concept that is clear, although discuss as part one of the principles is unity embracing diversity. The interdependence of economy in the world and the fact that now no one place is a sole producer or manufacturer of every product in this complex market, is bringing the challenge of embracing diversity. Personally I like the statement of the author in, (page 109) while dealing with the limits of interpersonal influence he say that, we need to work together but we also need to hold fast to our differing worldviews. People can work together across the boundaries that divide them, however it will take more than just interpersonal influence.

The final principle that is discuss is the relational dialogue, the author intention in the book is not to make any of the principles excel the other, rather creates awareness as to when leadership is happening. If I may say again, at the beginning confusion when trough my head, however Dr. Darth knew how to get me out of darkness, to the point that while the reading exercise I came across with a possible research topic for dicertation.