Every society needs good leadership.

Leadership might involve:

- Making good decisions
- Making difficult decisions
- Explaining why a decision has been made
- Having to hurt or disadvantage one person for the good of others
- Standing up for an idea or a person when it is difficult to do so
- Following your conscience in the face of mass disapproval
- Setting an example by your behaviour
- Putting your duty or obligations above your personal interest
- Serving others

and many other aspects.

Some people are better or more natural leaders than others, but everybody can provide leadership, even if it is only in small ways. This does not mean that leaders are better than others — it just means that some people have more to give in this area, and so have a greater responsibility to do it well.

Here’s a way of exploring leadership through the RSL connection.
Choose one of the names below. They are all people who have had some connection with Australia’s defence forces and/or the RSL, and who have shown leadership in different ways.

**World War 1**
- Albert Jacka
- John Monash
- Hugo Throssell

**World War 2**
- Beryl Beaurepaire
- Edward ‘Weary’ Dunlop

**Peacekeeping**
- Jonathon Church

Look at the brief information provided on that person.

Then look at the Leadership Qualities list, and decide, based on the evidence, which of these you think this person had — ticking the box Y (Yes), N (No), or ? (Cannot tell from the evidence). Sometimes the evidence will be explicit — it specifically mentions something. At other times the evidence is implicit — you have to conclude from the information you have that this characteristic must have existed. Briefly summarise the reason for your conclusion each time.

Decide what this person’s life tells you about the nature of leadership.

You can also look at the list of quotes about leadership provided to see if they also help you to learn something about leadership. You may not agree with them all — think about each one and decide for yourself whether you agree or disagree with it.

You could research the person further, and create a biography of him or her, using the sample format for a biographical study provided.

You might then decide to create a biography of a ‘leader’ in your community.

It might be the most famous person in the area

Or it might be a humble ‘nobody’ who in fact does a lot for others.


In creating the biography you are also looking to find out about this person and leadership, and what constitutes good leadership. Use the sample format for a biographical study to help you structure your biography.
Leadership Qualities List

<table>
<thead>
<tr>
<th>Did this person:</th>
<th>Y</th>
<th>N</th>
<th>?</th>
<th>Reason</th>
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<tbody>
<tr>
<td>Serve in World War 1</td>
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<td>Serve in World War 2</td>
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<td>Serve after World War 2</td>
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<tr>
<td>Show courage</td>
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<td>Behave in a self-sacrificing way</td>
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<td>Show generosity</td>
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<tr>
<td>Suffer physical harm</td>
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<tr>
<td>Suffer mental harm</td>
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<tr>
<td>Show patriotism</td>
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<tr>
<td>Set an example for others</td>
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<tr>
<td>Help the community</td>
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<td>Take responsibility for others</td>
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<td>Provide guidance for others</td>
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<tr>
<td>Show determination</td>
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<tr>
<td>Need popularity with others</td>
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<tr>
<td>Show planning skills</td>
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<tr>
<td>Have the courage of his/her convictions</td>
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<tr>
<td>Support others</td>
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<tr>
<td>Show mateship</td>
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<tr>
<td>Serve others</td>
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<tr>
<td>Lead others</td>
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</tbody>
</table>
Sample Format for a biographical study

For a biography you need to find out and write about:

- Personal details
- Qualities
- Achievements
- Motivation
- Examples of what they do – describe it
- Why this is useful
- Who it effects or impacts upon
- Attitudes and values

- Summary: The life of “X” helps me understand this about good leadership:
Some notes on Albert Jacka

- Landed at Gallipoli on 25 April 1915
- Was the first Australian to be awarded a Victoria Cross in World War 1
- Went on to France, where he was awarded more medals for bravery
- Was severely wounded several times
- Was promoted from Private at the start of the war to Captain by the end of it
- Did not ask others to do what he would not do himself
- Led from the front
- After the war started an electrical goods business
- Became Mayor of St Kilda and helped many destitute ex-soldiers during the Depression
- Went broke, fell ill
- Died aged 39 in 1931

Here is a memory of Jacka. How does it help you understand the nature and quality of his leadership?

"The only picture that we in the battalion ever had of him was that of a grim, determined man, at ease in the most appalling circumstances. But my friend tells me that during those months the iron will was so badly shaken that the noise of a box-lid hurriedly closed would set up a physical shaking that would continue for hours at a stretch, during which time he was incapable of signing his name to an order or memo. Half an hour on the range would produce a similar effect, and on two occasions this led to severe motorcycle smashes on a level road, fortunately without injuring him."

For more information go to www.anzacday.org.au/miscellaneous/jacka.html

Fill in the Leadership Qualities List for Albert Jacka.
Some notes on Sir John Monash

- Born in 1865
- Qualified as a civil engineer specialising in bridge building
- Was active in the part-time volunteer military forces
- In World War 1 was given command of a brigade at Gallipoli
- In 1918 he was appointed Commander of all Australian forces
- Was noted for his careful planning of battles, to minimise casualties and maximising the chances of success
- After the war he headed the State Electricity Commission in Victoria which enabled Victoria to exploit its huge coal reserves for energy
- Was greatly respected by all ex-soldiers

Here is a quote from Monash. How does it help you understand why he was a good leader?

"The true role of infantry was not to expend itself upon heroic physical effort, not to wither away under merciless machine-gun fire, not to impale itself on hostile bayonets, but on the contrary, to advance under the maximum possible protection of the maximum possible array of mechanical resources, in the form of guns, machine-guns, tanks, mortars and aeroplanes; to advance with as little impediment as possible; to be relieved as far as possible of the obligation to fight their way forward...

The main thing is always to have a plan; if it is not the best plan, it is at least better than no plan at all."

For more information go to http://www.rba.gov.au/CurrencyNotes/NotesInCirculation/bio_sir_john_monash.html

Fill in the Leadership Qualities List for Sir John Monash.
Some notes on Hugo Throssell

- Born in Western Australia in 1884
- Joined the 10th Light Horse Regiment on the outbreak of World War 1
- Landed at Gallipoli in 1915
- Was in the 4th line of the Charge at the Nek (featured in the film Gallipoli) and survived the attack
- Was awarded the Victoria Cross for bravery in a later action at Hill 60
- Was severely wounded
- Returned to Australia and took part in recruiting campaigns despite continuing illness
- Served in Palestine, and saw his brother killed in action with him
- Was severely wounded again, but continued to serve, until a final health breakdown
- After the war married the radical Communist writer Katherine Susannah Pritchard
- Became an anti-war advocate, and was heavily criticised by some returned servicemen
- Fell into debt
- Committed suicide, in the hope that it would secure his family a pension (see the following letter)
- His family donated his medals in later years to People for Nuclear Disarmament
- They were sold to the RSL in 1984, which donated them to the Australian War Memorial for display

His wife wrote this letter after his death: (see next page)

After you have read this letter fill in the Leadership Qualities List for Hugo Throssell.
The Deputy Commissioner,
Repatriation Commission,
Perth.

Dear Sir,

I have to thank you for your letter of January 12th, but find myself quite unequal to the interview you suggest.

The facts, I think, are well-known. Nervously and physically, my husband's magnificent constitution was impaired as a result of war service. The Medical Board has the record of his wounds and periods in hospital for meningitis and malaria, but I resent the idea that his mind was ever in any way deranged. He feared that it might become so.

When he was first employed, as soldier's representative on the Land Settlement Board, and had a full time job, he never suffered from the depression which beset him when it became one day a week engagement. After the war, he was left with obligations on his own and his Mother's farm to attend, and tried desperately, and in many ways, to fulfill them. The Returned Soldiers' League executive was directly responsible for the loss of every one day's work a week - as the file in relation to its contemptible action on that occasion will show.

Since then, my husband suffered, at recurring intervals, from sleeplessness and the pressure of financial anxiety. On two occasions, he consulted Dr. Alfred Webster, and he was sever
"al times examined by officials of the Medical Section of your Department. In November 1932, after an incident which forewarned that has happened, a temporary appointment was found for him in the Agricultural Department, and immediately his health improved. When this appointment was withdrawn, he attempted to earn a living by organizing a course in the hills. In my absence, he was not able to withstand the torture of another crisis of sleeplessness and financial inconvenience. I am convinced that he believed he could be insuring a pension to me and my son by his last act - although he had promised me that this could never happen.

I consider that his "grateful country" made it impossible for my husband to live. He thought he had to die to provide for his wife and child. As far as I am concerned, I could not accept anything that cost him his life; but I feel that I have no right to interfere with what he sought to do for his son.

My own health is uncertain and I may not be able to provide for our boy who is eleven years old.

Yours faithfully,

Katharine Susan Mary Throssell

For more information go to: [http://en.wikipedia.org/wiki/Hugo_Vivian_Hope_Throssell](http://en.wikipedia.org/wiki/Hugo_Vivian_Hope_Throssell)

Fill in the **Leadership Qualities List** for Hugo Throssell.
Some notes on Dame Beryl Beaurepaire

- Born in Melbourne
- Joined the Women’s Australian Auxiliary Air Force (WAAAF) in 1942
- In the WAAAF came into contact from people from a variety of different backgrounds, which influenced her awareness of social issues
- Married in 1947 and became involved in charity and community work
- As wife of the Lord Mayor she became actively involved with helping charitable institutions
- Active in politics, promoting women’s equality and activities
- Believed that by working in the administration rather than as a Member of Parliament she could have greater influence on bringing about changes
- Active in the YWCA, the Liberal Party, the National Women’s Advisory Council, the Children’s Television Board, the Australian War Memorial
- Patron of several welfare-based organizations in areas of child abuse and epilepsy
- A pioneer feminist in political life.

What leadership characteristics and qualities do you see Dame Beryl Beaurepaire reveal in the following interview extract?
Beryl Beaurepaire: "Well, I went to join up and it was in a car sales place in Russell Street, and oh, I was questioned like mad. Was I unhappy at home? And so many things. And I said, No. And I remember saying to them, Look, my father's in the Air Force, that's why I chose the Air Force, and also I'm science-interested, and I believe soon there will be places in the meteorological section. 'Oh no, they won't allow any women into that'. I said, 'Well look, I'd like to get into that section and find out.' So anyway, I started off as a drill instructor, of all things, because it was the only way I could get in. And so soon after I finished that course, I was able to re-muster, as it was called, to a meteorological assistant, and there were three of us in a class of forty, the rest were men. And we of course topped the class, because we'd had to have either a Matriculation or a University year to get into it, and the men had only had to have the equivalent of Intermediate. And of course the men were all posted out to interesting active stations, and my two friends and I, we were posted to the Weather Bureau in Drummond Street, Carlton. And we just worked alongside public servants, and we got paid about a quarter of what they got paid. We had to work shifts, which included Saturdays and Sundays, with no extra money. If they worked Sunday they got time-and-a-half, or three times, and we got a bit jack of it. And one Saturday afternoon, my friend Lois and I were sitting in there, and we both got mad, because we were sitting there and we were running the whole place and only getting paid, I don't know, 2/10d a day or something. So we took ourselves off and went down to call on the Director of the WAAAF, which was terribly naughty. We could have been court-martialled, but we went. And after we'd talked to her for about ten minutes, she sent for a cup of tea for us, so we thought, Well, we must have been received all right to be offered a cup of tea. And we just said, 'We didn't join the WAAAF to be public servants.' And that was what it meant. And then about three months after that, I got sent to one operational training unit, East Sale, and my friend got sent to South Australia, Glenelg. And so I think that was when I started to realise that if you went to the top you sometimes got there, and since then, all my life I've endeavoured to go to the top to get what I wanted, and I think that if a lot of people went to the top instead of being put off by the clerks in the office, they'd have got more.
Q: It wasn’t easy. I mean conditions for WAAAF were pretty crude, weren’t they?

Beryl Beaurepaire: "Very crude, and in fact it was the first when I did my rookies as it was called, we had open-fronted showers and toilets and for a girl who’d lived a pretty sheltered life, that was a bit hard to take. And then, as I have told this story before, I found the first weekend when we were in these barracks at the Anglies Food School, I was going home for the weekend, we had the weekend off, and I said to the girl next door, she came from the country, ‘Would you like to come home with me for the weekend?’ ‘Oh’, she said, ‘no, I have to work for the weekend.’ And I didn’t know what she was talking about; then I found out she was a prostitute, and she had to work at the Federal Hotel to keep herself. Because the WAAAF didn’t pay enough, and she was keeping an elderly parent too."

Q: Was that the first time really that you’d come into contact with people of a different social upbringing to you?

Beryl Beaurepaire: "Absolutely."

Q: Well given the conditions in the WAAAF, and the inferior conditions faced there, did that actually add to your own sense of perhaps growing sense, of injustice?

Beryl Beaurepaire: "Yes, it did, without any doubt. Because we did the same work and we got paid not nearly as much. When I went to East Sale, my Commanding Officer was one Brian Rove, and he said, ‘Well I’ve got you Bedggood, so you’re going to do the same jobs as the men.’ So I said, ‘Well that’s all right, that’s what I enlisted for’, or ‘enrolled’, we did. You only enlisted if you were allowed to go overseas. And so I had to go out in the middle of the night and let balloons off and follow them with a theodolite and leant out of planes with thermometers in my hand, and things like that. But there was a rule at the station that WAAAF were not supposed to go up in planes. And so there was a bit of conflict between the WAAAF Senior Officer and my met. Senior Officer. And we had a bit of conflict about that, but we got it sorted out."

For more information go to
www.womenaustralia.info/biogs/AWE0365b.htm
www.abc.net.au/rn/bigidea/stories/s1328173.htm

Fill in the Leadership Qualities List for Dame Beryl Beaurepaire.
Some notes on Sir (Ernest) Edward "Weary" Dunlop

- Born in 1907
- Was a medical student in the 1920s
- Excelled at university studies and in sport
- Was a school cadet, then a member of the part-time volunteer military organisation
- Appointed a medical officer at the start of World War 2
- Was taken prisoner of war with the 8th Division at Singapore
- Sent with slave labour parties to work on the Burma-Thai railway
- Often put his own life at risk trying to protect ill soldiers from brutal guards
- Used great ingenuity and improvisation to create medical equipment
- After the war continued to develop professionally
- Looked after the welfare of ex-POWs
- Led a surgical team to Vietnam for six months during the Vietnam War
- Became known for his attitude of rejecting hatred of his captors and promoting reconciliation with Japanese
- Named Australian of the Year in 1977
- Died in 1993, over 10 000 people lined up to farewell him

What does this account of an incident in Dunlop's captivity tell you about his leadership qualities?

For more information go to

Fill in the Leadership Qualities List for Weary Dunlop.
Some information about Jonathon Church

You have probably never heard of Jonathon Church.

He was a member of the Special Air Services.

In 1994 he was a paramedic with the small Australian military force in Rwanda. This group was armed, but was forbidden by international law to use their weapons to help anyone other than themselves if they were under threat.

They witnessed the horrific massacre of thousands of civilians by Rwandan government troops, but were unable to intervene. Individual soldiers were able to rescue some of the victims, but could do so only at great risk to themselves. For the most part they just had to watch the massacres. Many of this force later suffered great stress as a result of this feeling of impotence.

Artist George Gittoes was there with Jonathon.

GEORGE GITTOES:

This photograph which I took in Kibeho is very moving to me, but it’s become a symbol like Simpson and his Donkey. It’s my — it’s of my friend Jonathon Church who is a paramedic SAS, and at Kibeho Jonathon and I at night would hear the children crying from the mothers who — who died and the children — and so we decided to get up early every morning and go and collect babies. One day we were both being shot at, I got down to a little baby about 18 months old who was looking after a newborn baby. And I picked up the fat newborn baby and I said Jonathon you get the other one. And then we — we got heavily shot at, he grabbed the other one. We ran back and got the babies to safety, then I looked and discovered he picked up a different baby. And we still left a baby behind but we could never get back. Later in that day we were prevented from getting any babies and I wondered why Jonathon was so intense and didn’t want to talk when we were going past the — the guards, the Rwandan guards that were doing the killing, turned out he’d hidden a baby in his satchel. And he was hoping it wouldn’t cry and give it away and the baby would’ve been killed.

He found that because he was a triathlete and he was also a male nurse, that in the special forces he could extend himself completely. And he was extraordinary, the number of lives that he saved. Jonathon and I’d go — he’d see little babies with — with their mothers and the mothers’d be dead and the babies are still too young to realise they’re trying to get mother’s milk out of their mother’s breasts. And Jonathon’d take them and — and you know start getting fluids into them and save them very quickly. And it was quite amazing how when we were doing this thing of saving the children, mothers who lost their children or become dislocated from their families formed a crèche. And they immediately started looking after the babies that we saved and then someone else managed to get a truck, this is in a complete war zone disaster, and all the babies we saved went off to the Mother Teresa orphanage in Kigale, and those kids then got adopted homes and you know - it was hard for Jonathon and I because a lot of people are saying this is Africa, you should just let the kids die. Why waste your energies trying to save them it’s — it’s more moral to let them die. We had the satisfaction of seeing the Mother Teresa nuns with them, the kids getting fat and finding their ways into loving homes. So this is one of the beautiful things
about peacekeeping, you can be surrounded by horror and danger and extend yourself as we did to save those kids, and that’s rewarding for the rest of your life.

Unfortunately Jonathon was one of the casualties of the Black Hawk crash and his — his mother wrote to me and she said you know George, if you hadn’t worked with Jonathon and collected babies I don’t think I could live with his death, but to know that the two of you were able to save so many lives makes me feel that as a mother his life was worth bringing into the world. And so he’s a truly great person.

Ryebuck Media, Defence 2020

Fill in the **Leadership Qualities List** for Jonathon Church.
Some quotes about leadership:

Christina Baldwin
To work in the world lovingly means that we are defining what we will be for, rather than reacting to what we are against.

Robert K. Greenleaf
The only test of leadership is that somebody follows.

Lance Secretan
Leadership is not so much about technique and methods as it is about opening the heart. Leadership is about inspiration—of oneself and of others. Great leadership is about human experiences, not processes. Leadership is not a formula or a program, it is a human activity that comes from the heart and considers the hearts of others. It is an attitude, not a routine.

More than anything else today, followers believe they are part of a system, a process that lacks heart. If there is one thing a leader can do to connect with followers at a human, or better still a spiritual level, it is to become engaged with them fully, to share experiences and emotions, and to set aside the processes of leadership we have learned by rote.

Unknown
Blessed is the leader who seeks the best for those he serves.

Peter F. Drucker
Leadership is not magnetic personality—that can just as well be a glib tongue. It is not "making friends and influencing people"—that is flattery. Leadership is lifting a person's vision to higher sights, the raising of a person's performance to a higher standard, the building of a personality beyond its normal limitations.

Lao Tzu
A leader is best when people barely know he exists, not so good when people obey and acclaim him, worse when they despise him....But of a good leader who talks little when his work is done, his aim fulfilled, they will say, "We did it ourselves".

Chinese proverb
An army of a thousand is easy to find, but, ah, how difficult to find a general.

Donald H. McGannon
Leadership is action, not position.

Fred Smith
Leadership is getting people to work for you when they are not obligated.

Anon
A real leader faces the music, even when he doesn't like the tune.

Marian Anderson
Leadership should be born out of the understanding of the needs of those who would be affected by it.

James L. Fisher
The main characteristics of effective leadership are intelligence, integrity or loyalty, mystique, humor, discipline, courage, self sufficiency and confidence.
Harold J. Seymour
When the leadership is right and the time is right, the people can always be counted upon to follow—to the end and at all costs.

Unknown
A good leader inspires others with confidence in him; a great leader inspires them with confidence in themselves.

Franklin D. Roosevelt
A good leader can’t get too far ahead of his followers.

Tom Landry
Leadership is getting someone to do what they don’t want to do, to achieve what they want to achieve.

James L. Fisher
Leadership is the special quality which enables people to stand up and pull the rest of us over the horizon.

Dwight D. Eisenhower
Leadership: the art of getting someone else to do something you want done because he wants to do it.

Manual on military leadership
Good leaders develop through a never-ending process of self-study, education, training, and experience.

Chinese proverb
He who cannot agree with his enemies is controlled by them.

Anthony T. Dadovano
A good leader is not the person who does things right, but the person who finds the right things to do.

Talleyrand
I am more afraid of an army of 100 sheep led by a lion than an army of 100 lions led by a sheep.

Walter Lippmann
The final test of a leader is that he leaves behind him in other men the conviction and the will to carry on.

Charles S. Lauer
Leaders don’t force people to follow—they invite them on a journey.

Ralph Nader
I start with the premise that the function of leadership is to produce more leaders, not more followers.

Jesse Jackson
Leadership has a harder job to do than just choose sides. It must bring sides together.

www.heartquotes.net/Leadership.html