

**Which shadow are you most likely to cast as an educator and a leader? Why? What can you do to cast light instead? Can you think of another leader who shared(s) your same weakness for this particular shadow? What has been their experience and how has that shadow continued or been replaced with the casting of light for that leader?**

When it comes to being an educator, I would say that I would most likely cast the shadow of power. I feel as though when you are a person in a leadership position, you are given this immense amount of power that sometimes is hard to handle/control. Power is good in small doses, but too much power can be bad for the leader as well as their followers. Because I want to be a teacher, I am going to be the leader of a classroom as well as a leader and role model for kids. I feel as though, I will have a hard time asserting my power in the correct way. I have to be able to find this balance of power in the classroom so I am not abusing it but, also not letting my future students think I'm there to be their friend. Johnson explains that hard power is using bonuses, raises, and threats to get people to do what they want. He also explains that soft power is attracting others rather than forcing them to do what you want. Johnson says, "Effective leaders combine hard and soft power into smart power to achieve their goals" (Johnson, 2018). I believe that in order to be a successful leader I need to project this smart power in my classroom in order to achieve that balance.

To cast a light instead of a shadow, I have to be able to find that balance between hard power and soft power. I think it is important to do that because without that combination, power has the ability to get out of hand. For example, every summer for the past six years I have worked at an educational summer camp for underprivileged kids and I was a leader in the classroom for these kids. I always had a hard time finding a way to balance my role as a person that they need to listen to and respect and as someone who could be viewed as a friend and that they could trust. It was very hard not to lean one way more than the other. What I found to work best was, to start out asserting your hard power and as the days went on, let that soft

power shine through. I believe that there is a place and time to showcase hard power and soft power, and I had to realize that when I was working with these kids.

I believe that many leaders struggle with the shadow of power. Leaders ranging from Jim Jones to everyday school teachers have the ability to abuse that power if they choose to. Although a very extreme example, I believe that Jim Jones shared this same shadow of power. While I have a hard time balancing soft and hard power, Jim Jones solely abused both the hard and soft power when the time came. Jim Jones used soft power in a way that was like how one would use hard power. Jim Jones attracted people to listen and follow him by using inducements such as empathy as well as subliminal threats such as betrayal along with the idea that everyone was out to get them.

A less extreme example would be my boss at the summer program that I work for. She was studying to be an elementary school teacher. Even so, she still has a problem being able to find that balance of power like myself. After a while, she was able to think of fun ways to get her students to listen to her while also maintaining this persona of being someone likable. For example, she created this game where she would give each student three popsicle sticks and every time they participated they got to hand in their popsicle sticks and once they handed in all of them, they were rewarded. I believe that based on Johnson's definitions of power, my boss exhibited both soft power and hard power or smart power.