

OSTROM WORKSHOP **TOCQUEVILLE LECTURE SERIES**

Paul Carrese

*School of Civic & Economic Thought and Leadership,
Arizona State University*

“Character and Leadership: How Personnel is Policy”

Monday, NOVEMBER 5, 2018

4:00–5:30 PM • IMU, Walnut Room



Citizens of liberal democracies ambitious to lead in the public or private sectors should rediscover leadership as formation of good character and commitment to service. Servant-leadership requires a good character exercising sound judgment to sustain higher ends and ideals; thus serving people, and institutions that manage decent public and private affairs. Recent social scientific studies in management, business, public policy, and psychology overlook these fundamentals; models of good and trusted character, prudence, stewardship, and statesmanship seem fuzzy. Yet there is universal lament in America about a decline in leadership quality, the lack of statesmen and stateswomen. The old Washington, D.C., saying that “personnel is policy” could lead us back to appreciating servant-leadership, character, and prudence. Carrese will note some exemplars, and his experience building character-leadership programs at the Air Force Academy and Arizona State University, as well as changes needed in education and liberal-democratic politics to foster genuinely effective leadership.



[Paul Carrese](#) is founding director of the School of Civic & Economic Thought and Leadership at ASU. He has taught at Middlebury College and the U.S. Air Force Academy, and held fellowships at Oxford, Harvard, Princeton, and Delhi University (as a Fulbright fellow). He has authored *The Cloaking of Power: Montesquieu, Blackstone, and the Rise of Judicial Activism* and *Democracy in Moderation: Montesquieu, Tocqueville, and Sustainable Liberalism*, and co-edited books on George Washington, constitutionalism, and American grand strategy.

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Presentations are open to the public. For questions, contact Allison Sturgeon (sturgeon@iu.edu; 812/855-3151).