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EDITORIAL CORRESPONDENCE: 1515 Massachusetts Ave., NW, Washington, D.C. 20005. Phone: 202-387-7171. Cable: *Advancesci*, Washington. Copies of "Instructions for Contributors" can be obtained from the editorial office. ADVERTISING CORRESPONDENCE: Rm. 1740, 11 W. 42 St., New York, N.Y. 10036. Phone: 212-PE 6-1858.

## The Need for Leaders\*

Leadership is dispersed among a great many groups in our society. The President, of course, has a unique, and uniquely important, leadership role, but beneath him, fragmentation is the rule.

Although our decentralized system of leadership has served us well, we must not be so complacent as to imagine that it has no weaknesses, that it faces no new challenges, or that we have nothing to learn. There are grave questions to be answered concerning the leadership of our society. Are we living up to standards of leadership that we have achieved in our own past? Do the conditions of modern life introduce new complications into the task of leadership? Are we failing to prepare leaders for tomorrow?

Nothing should be allowed to impair the effectiveness and independence of our specialized leadership groups. But such fragmented leadership does create certain problems. One of them is that it isn't anybody's business to think about the big questions that cut across specialties—the largest questions facing our society.

Very few of our most prominent people take a really large view of the leadership assignment. Indeed, it is my belief that we are immunizing a high proportion of our most gifted young people against any tendencies to leadership. Most of our intellectually gifted young people go from college directly into graduate school or into one of the older and more prestigious professional schools. There they are powerfully indoctrinated in a set of attitudes appropriate to scholars, scientists, and professional men. This is all to the good. The students learn to identify themselves strongly with their calling and its ideals. They acquire a conception of what a good scholar, scientist, or professional man is like.

As things stand now, however, that conception leaves little room for leadership in the normal sense; the only kind of leadership encouraged is that which follows the performing of purely professional tasks in a superior manner. Entry into what most of us would regard as the leadership roles in the society at large is discouraged. As a result the academic world appears to be approaching a point at which everyone will want to educate the technical expert who advises the leader, or the intellectual who stands off and criticizes the leader, but no one will want to educate the leader himself.

Leaders worthy of the name, whether they are university presidents or senators, corporation executives or newspaper editors, school superintendents or governors, contribute to the continuing definition and articulation of the most cherished values of our society. They offer, in short, moral leadership.

So much of our energy has been devoted to tending the machinery of our complex society that we have neglected this element in leadership. I am using the word *moral* to refer to the shared values that must undergird any functioning society. The thing that makes a number of individuals a society rather than a population or a crowd is the presence of shared attitudes, habits and values, a shared conception of the enterprise of which they are all a part, shared views of why it is worth while for the enterprise to continue and to flourish. Leaders can help in bringing that about.

Leaders have a significant role in creating the state of mind that is the society. They can serve as symbols of the moral unity of the society. They can express the values that hold the society together. Most important, they can conceive and articulate goals that lift people out of their petty preoccupations, carry them above the conflicts that tear a society apart, and unite them in the pursuit of objectives worthy of their best efforts.—JOHN W. GARDNER

\* Condensed from "The Antileadership Vaccine," by John W. Gardner, in the 1965 annual report of the Carnegie Corporation of New York.

# Science

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John W. Gardner

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