

within curriculum.

The book challenges the reader to consider adopting some of the Essential Schools' principles; however, some of the ideas require such a paradigm shift, they would be difficult to implement without embracing the whole model. This is perhaps the work's only fault. For someone who is in a position of lesser influence, the prospect of bringing these ideas beyond his or her own classroom is difficult. Even at the classroom level, it is hard to control one's situation when teachers are forced to compromise in so many areas because of the factors Sizer discusses early in the book. While this is somewhat disheartening for individuals, the work provides an interesting look at the reforms possible with strong and forward-thinking leadership within a school. The recently published third book in the trilogy, *Horace's Hope: What Works for the American High School* will ideally offer answers for how to apply these ideas more concretely within the classroom and on a smaller scale within an individual school. The Coalition of Essential Schools affirms Catholic education in many ways, yet it also has much to offer Catholic schools, even when it is impossible to make the sweeping reforms outlined in *Horace's School*.

Kathleen McCann is principal of St. Michael the Archangel School in Silver Spring, Maryland.

LEADING WITH SOUL: AN UNCOMMON JOURNEY OF SPIRIT

LEE G. BOLMAN & TERRENCE E. DEAL
JOSSEY-BASS, 2001
\$24.95, 224 pages

Reviewed by Eileen Quinlan

There have been many secular studies on the qualities of leadership, but few address the spiritual aspects like *Leading With Soul*. Bolman and Deal describe one man's spiritual journey to find the essence of his own leadership

style. This story intends to be a model for the reader which will “stimulate a journey in search of your leadership gifts” (p. 11). Bolman and Deal caution that the book does not give a blueprint for change. Rather, it should serve as a springboard for one’s own personal spiritual journey.

From the onset, Bolman and Deal ask the reader to consider Jesus’ words when thinking about the direction of a true leader: “What do we profit if we gain the whole world, but lose our own soul in the process?” (Matthew 16:26). If, as a leader, one seeks for control and power, then is not the very purpose of leadership defeated?

The story begins with Steve, an over-achieving corporate executive who has amassed innumerable successes in his career. In spite of his accomplishments and material gains, there is a distinct void in Steve’s life. His boss introduces him to Maria, who has followed her own spiritual journey to fulfillment and is now ready to share that guidance with others. One critical point to note is that Bolman and Deal recommend the spiritual journey be led by a guide of one’s choosing, preferably one who has made his or her own journey. There is no clear direction given on how or where to find such a guide. The presumption seems to be that one might have the resources available. One concern might be that someone who is struggling spiritually might not know where to turn.

The book alternates from sections of fictional exploration of the journey called “The Search” and sections of reflection called “Interludes.” The quest begins with the idea that “spirit and faith are the core of human life” (p. 22). For some who may have lost that focus in the search for leadership, focusing only on the search for power and wealth, this could be a paradigm shift. And if spirit and faith are at the core, does that not mean that God is at the core of life? This is one area where Bolman and Deal are somewhat ambiguous. They state that the focus for any individual’s spiritual journey should be in a higher power of one’s own choosing. They assert that “spirit is transcendent and all embracing. It is the universal source, the oneness of all things: God, Jahweh, Allah, and the Buddah...*Leading with Soul* has an ecumenical intent” (pp. 9-10). For Catholic educators, this ecumenical focus may feel a bit empty. It is more representational of generic, rather than Christian, spirituality.

Maria forces Steve to consider the possibility that the tragedies he has suffered in life may have been his greatest teachers. When one considers the difficult challenges and the strength they bring, this message becomes clear. The most powerful lessons are in situations where one has seemingly little control. The tangible power one seems to possess when in control of the environment pales next to the spiritual power one gains when overcoming difficult times.

The sections of the book entitled “Interludes” provide time for reflection. In each section the reader is asked to consider the events of the previous

section and ponder the implications they might have for one's own life. Suggestions for putting these into practice help the reader to begin to formulate his or her own journey. The second section of the book, "Reclaiming Your Soul," leads the reader to realize that one needs to leave one's comfort zone to look deep within the soul. "Leaving home requires letting go of comfortable and familiar ways" (p. 46). In this leaving, one is compelled to deal with the anxieties of the unknown. In facing down those fears, one learns to rely on God for support and guidance. To elucidate this point, Bolman uses an allusion to St. John of the Cross in a quote from Joseph Campbell: "'The dark night of the soul comes just before revelation. When everything is lost, and all seems darkness, then comes the new life and all that is needed'" (p. 47). It is then that one is ready to "return home." In returning home, one realizes that the center of life is not the material and the temporal, but rather the divine. It is no longer necessary to be in control, but to let God be in control. Through Steve, Bolman and Deal describe the principles of leadership as more personal in nature. It is more about being at peace with who one is as a person than the ability to control those whom one is charged to lead.

Following the revelation of the principles of leadership, the "Gifts of Leadership" begin to unfold. In one of the final phases of the spiritual journey, Bolman and Deal discuss the theory of authorship. In order to be complete in one's journey and to be an effective leader, one needs to "treasure the gift of spirit...share it...lead with soul by giving it to others" (p. 73). To do this one must own it, believe in it, live it. Power increases exponentially when one gives power away. When giving power away, one empowers others. Only then has one become the leader. Steve sees this clearly as he culminates his journey:

He was able to see gifts of leadership as an expression of his confidence in life and love and as a way to help his organization discover a new and vibrant faith. He became, in Kierkegaard's phrase, a "knight of faith." (p. 171)

Bolman and Deal conclude the book with a chapter entitled, "The Cycle of Spirit." The intention is to invite the reader to start the cycle anew with one's own spiritual journey, using the story of Steve and Maria as a guide. Additionally, the most recent edition includes several questions from readers of the first editions addressing common concerns and frustrations found along the way. Bolman and Deal answer these questions sensitively and purposefully with a direction for the journey rather than pat answers or platitudes.

While *Leading With Soul* is not necessarily focused on the specific needs of educational leaders, the central premise is applicable to leaders in all situations. Further, leaders in Catholic education are called not only to be the academic leaders of their institutions; they are also looked to as spiritual

guides for faculty, staff, and students. For one to be that guide, one must have made the journey. Bolman and Deal lead the way for that journey through the fictional account of one man and the insightful interpretation of his quest. These revelations are applicable models for all leaders on the quest for effective leadership.

Eileen Quinlan is a teacher at St. Andrew Catholic School in Cape Coral, Florida.

**THE SOUL OF EDUCATION:
HELPING STUDENTS FIND CONNECTION,
COMPASSION, AND CHARACTER AT SCHOOL**

RACHAEL KESSLER
ASSOCIATION FOR SUPERVISION AND
CURRICULUM DEVELOPMENT, 2001
\$23.95, 181 pages

Reviewed by Yvonne Saunders

There is no doubt that the youth of America face many challenges: violence, drugs, suicide, and teen pregnancy to name a few. Many would say that there is something missing in the lives of our youth. *The Soul of Education* attempts to fill this emptiness by adding a spiritual dimension to education in public schools. Kessler “uses the word soul in this book to call for attention in schools to the inner life; to the depth dimension of human experience; to students’ longings for something more than an ordinary, material, and fragmented existence” (p. x). Kessler makes it clear from the beginning that religion is not being advocated but “young people have experiences that nourish their spiritual development and yet are not directly related to worldview or religious dogma” (p. xiv). This reviewer considers this a flawed assumption by Kessler. While the attempt to bring meaning into the lives of the students through gateways is admirable, there is still something missing, and Kessler may be naïve in thinking that providing an atmosphere for asking ultimate questions without a teacher’s guidance is helpful in finding true