

## Chapter 5 Boje Gets Arrested for Leadership Traits

The Leadership Box © David Boje, December 7, 2000; Revised Dec 26 2008

I took the Myers-Briggs test and looked up my letters in the XYZ study guide. **Myers-Briggs here** - [http://business.nmsu.edu/%7Edboje/teaching/490\\_psl/step\\_1.htm](http://business.nmsu.edu/%7Edboje/teaching/490_psl/step_1.htm)  
I am ENTJ (E=11, N=44, T=33; J=11), “Prince Valiant” in XYZ guide. I also took the Political Compass - **Political Compass** <http://politicalcompass.org/test> No surprise, I am lower left quadrant (liberal on economics and libertarian-anarchist on social).

### **STORY in 3 Scenes (rising action, climax, & falling action) using dialogue approach**

#### **SCENE 1: Rising Action: University Avenue at New Mexico State University, Sat Apr 12 2003**

Narrative: We have about 35 people turned out today to protest the war. Each has a sign. The group is quiet. A professor from history has a sign with the flag upside down. It is getting the most cat-calls from passing motorists, some of whom stop their car to argue with him. This is what he wants, a chance to tell them why the country is upside down.

Newcomer: “Do you go to a different location each week?”

David: “On Saturdays we go to a different traffic light in Las Cruces. Not sure who picked this one. Stand back a little more from the street. Some of the passing motorists will try to knock your head off with the side mirrors of their truck. Last week we almost two of the senior citizens).

Sorority girl: “Who is in charge here?” (Three young ladies approach the peace protestors)

David: “That would be me. May I help you?”

Sorority girl: “Can you move the demonstration away from our sorority house. Some of us support GW.”

David: “No, this is a public sidewalk, and we have every right to assemble here.”

Sorority Mother: [a few moments hence] “I am asking you to move. We do not want you here.”

David: “Sorry, no can do. We will be gone in about 20 minutes. We are exercising freedom of speech and our right to assemble.”

#### **SCENE 2: Climax: Enter the University Police**

Two university police officers approach the peace protestors.

Police Sergeant: “Who is in charge here?” (heads point my way).

David: “I am one of the leaders of PeaceAware.com We organized the vigil.”

Police Sergeant: “The Sorority has asked that you move to another location.”

David: “This is a sidewalk on University Avenue, and we have the right to be here. We are not blocking traffic. We will be ending the vigil in 15 minutes.”

Police Sergeant: “Now I am asking you to move.”

David: “No.”

Police Sergeant: “I need to see some ID.”

David: (thinking about the request, I decide to refuse), “No.”

Police Sergeant: “Turn around and put your hands behind your back” (as he and his partner put me in cuffs).

A chorus of questions erupt from the peace protestors: “What has he done? You cannot be serious? This is reidiulous? Where are you taking him? We are not in violation of any laws” About half of the peace protestors follow Boje and the officers to the campus police car. A reporter from the Round-Up newspaper takes two photographs.



PHOTO COURTESY OF ANTHONY ORTIZ

**New Mexico State University professor David Boje is arrested by NMSU police on Saturday at the university for concealing his identity at a peace rally.**

Police Officer (young female, in loud command voice, with hand on weapon): “Step away from the vehicle. Do not approach within 30 feet of the vehicle, or you will be arrested.” (several continue to approach the vehicle)

Police Officer: “I said, step away from the vehicle!”

David: “Do as she says. Do not do anything to provoke her.”

**SCENE 3: FALLING ACTION: inside the campus police station**

David Boje is now leg-shackled to a bench, in a small room that serves as a detention cell.

Police Lieutenant: “What is your name and address? The sergeant and his assistant say you are refusing to speak. Is that right?”

David: “I am exercising my right to not speak, and will now be silent.” (David enters a meditative state, and does not say anything. In the background, a score of peace protestors are at the desk demanding his release. The meditation in silence continues for an hour.

Police Lieutenant: “OK, I spoke to the chief. I am releasing you. But, you need to return here on Monday and go to a court. Though you did no speak, we know of your activities on campus, and know you are a professor here, and who you are. So do you agree, if I release you, to return here on Monday for trial?”

David: nods yes.

**Dénouement (optional 0 but good thing in an assignment to sort out the loose ends)**

On Monday, the University Police Captain called me at home, and said after discussing it with the university president and the university attorney, it was decided they would not take this to trial. I asked to get this in writing. There was agreement made, after the Round-Up Story appeared in print, with the above photo on page 1, that the university would conduct classes with the campus police, and the residence hall (including sorority & fraternity) advisors, and a campus wide training. Turns out, at that time, there was a Free Speech policy in effect, that said that groups of less than 100 could assemble on any sidewalk, as long as they do not block traffic. No permit was required for such assembly, especially on University Avenue (which is in Las Cruces, bordering the university). With regard to showing your ID, at the time, I was within the law, but that law has changed. New rules of the U.S.A. PATRIOT Act say, you must show your ID. The initial response to the arrest of a university faculty member by campus police for conducting a peace rally, was 68% positive (Boje should not have been arrested, or leg-shackled); generally, bad press for recruiting faculty. However, within two weeks, the campus poll switched, and 65% said, he should have been arrested. No training ever took place (since soon after, there was a change in university presidents, then another, and another).

**THREE APPLICATIONS OF STORY TO LEADER CHARACTER TRAITS:**

1. **Myers-Briggs** As an ENTJ, my trait is a take-charge leader, an extravert. According to the ENTJ trait description, I have a tendency to marshal and direct, with the insensitivity of a cult leader. I make a plan (do a peace protest on University Avenue) and do not treat anyone else (sorority sisters, police) as having any importance. I am compelled to carry out the plan regardless of what people think. My plan to end the war by protest, is ‘larger than life.’ I have the storyteller’s facility to stand-up to power and create a story: I knew I was within the law of the land, and the policy of the university regarding Freedom of Faculty and Student Speech; so when the police officer asked me to do things not consistent with law or policy, I decided to make my stand (Reference: Boje’s XYZ on line study guide, “Verifying Leader XYZ Dimensions, at [http://business.nmsu.edu/~dboje/teaching/490\\_psl/step\\_2.htm](http://business.nmsu.edu/~dboje/teaching/490_psl/step_2.htm)).
2. **Trait Theory** According to Boje’s XYZ model, I am Prince Valiant – I am transactional (X), will to power (Y), and mono-voice (Z). In the story, in scene 2, I was transactional with the sorority members and the police officer. In all 3 scenes, I expressed a ‘will to power’ (saying ‘no’ to power and authority figures, holding my ground). I was mono-voiced, the one in command of the protest, the one who spoke to power on behalf of the entire group. (Reference: Chapter 2 of Boje’s Leadership is Theatre book; and, on line Boje web document on Traits, <http://business.nmsu.edu/~dboje/teaching/338/traits.htm>)
3. **Problems with Trait Theory** In chapter 2, there are a number of problems expressed about Trait theory. In particular, the traits in the original 1948 Stogdill’s review, traits in general, were found not to be predictors of leader performance. The field of leadership went off to situation theory. That is, traits are manifested, according to situations, and are not immutable personality character

attributes that are forever unchanging. In the story scenes, I manifested the traits necessary to the situation. In scene 1, I worked with a newcomer, helping them understand safety issues of doing a protest. This is actually a will-to-serve. There is also will-to-serve, in doing a protest, in standing up to the majority (at that time), and speaking out. Truly, it is also will-to-power (so both are present). While Myers-Briggs says, I am ENTJ, I was once INTJ (never spoke up). In the situation I was mono-voiced (taking charge, speaking for the group), but in weekly meetings in other settings, I am more polyphonic (listening and interacting with multiple voices of the peace movement). In short, traits, in Myers-Briggs, or in-the-box of XYZ are highly situational. Finally, in 1974 Stogdill's review, a number of traits overlooked by the leadership field as they moved into situation exclusively, are quite important. Among these is being adaptive. Seizing the moment of an officer's inattention to policy and law, was a way to make a point, to gather publicity, and to act in a non-violent protest. So in that sense, I was as much will to power as will to serve. You could even argue that I was being transformational, in that moment of speaking back to power (and being silent in meditating when power asked me to speak). (Reference: Chapter 2 of Boje's Leadership is Theatre book; <http://peaceaware.com> has more info on the boje arrest and the university response; there are always other sides to any story).