**Case 5. Productivity Over Personality (The Impact of Charisma)**

Sharese has been a member of the Service Club at Oceanview College for the past two years. She is dedi-cated to the mission of the group and has worked hard to recruit new members who are committed to serving the greater community as college representa-tives.

The Service Club has gained a great deal of posi-tive publicity in the campus and community newspa-pers over the past few months. Some of the coverage is due to the fun, engaging personality of the Service Club president, Leon. He has been a member of the club for the past four years, and held leadership posi-tions within the organization three of the past four years. Leon is a well-known figure on campus. Almost every professional in Student Life and a good number of students know who Leon is. He has a wonderful way of talking with people—he remembers every-one’s name—and is just loads of fun. Plus, everyone believes he is one of the best student leaders Oceanview has ever seen and credits much of the Service Club’s success to Leon’s leadership.

Sharese enjoys Leon’s company and finds him to bring lots of energy to the club. However, she has been concerned in the past year that Leon’s success has more to do with his charisma than it does with his commitment to the club. Sharese has found herself and others having to follow up on Leon “dropping the ball” on tasks he said he would complete. In addi-tion, Leon has missed many of the recent club meet-ings and has been asking other officers to take over what traditionally is done by the President.

Sharese is on the selection committee for this year’s Student Organization Awards. One of the awards is Student Leader of the Year. There are five applicants for this year’s award, and Leon is one of them. As Sharese reviews Leon’s application she knows that a good portion of what he has identified as accomplishments were actually done by others in the Service Club. She is not comfortable disclosing that to the rest of the committee. However when the conversation begins with one committee member say-ing, “This will be an easy decision, do any of the other applicants even measure up to Leon?” she is not sure she can hold her tongue.

**Discussion Question:**

Why and how do you think that some student leaders are recognized more on their personality than their performance?