I selected Engineering Leadership Development Program at Penn State University for my research because this program has been going through quite a bit of change ever since it was found five years ago. The Director of this program, Dr. Rick Schuhmann is my interviewee for this assignment, because I believe his leadership style has changed the outlook of this organization and has put it in the front pages of Penn State University academic disciplines. Ever since, Rick took over as the director of this program, he came with a vision and three distinctive goals: 1) To globalize program 2) Provide students an opportunity to work on real projects and make real things that affect real people and 3) Add sustainability within the projects. From strategic point of view, Rick uses a servant leadership. He is very much dedicated to his students in the program and creates an environment for students to take leadership and discover things on their own. His enthusiasm and passion for making a real difference has empowered his students to take on challenging projects. He keeps faith in his students and despite of failure, he looks at the positive outcome of the experience. Since, the beginning of this program, Rick has been constantly striving to achieve the desired goals. Upon some careful analysis, it is observed that the program has done an outstanding job in achieving first two goals under Rick’s leadership. There is some improvement needed to be done in sustainability part of the performance. Between, management of teaching leadership program courses and travelling around the world for networking and giving this program a new identity, Rick uses technology to aid him in managing the entire process. From computers to Skype conference and video conferencing, Rick has used machine as his management system. In order to achieve proper business results, Rick has a philosophy of believing in true value of the product. He believes in sacrificing and
investing himself for creating a right market focus for his program. His energizing and dedicated personality provokes students to see things from different glass and focuses on seeing the big picture. Over the time, this program has seen a lot of growth under Rick’s captaincy and also has gone through many changes. The organizational change has also changed him as a person and helped him emerge as one of the most astounding leaders that have been around and it has helped Penn State University shine not only on U.S map, but also around the globe.

**Overall Lesson for Students of ENGR-409:**

It was apparent that Rick didn’t believe in “Fire-hose” method that is employed at many places, where loads of information is drilled into oneself to learn about leadership. Instead, Rick created an atmosphere that would enable students to take upon tasks by themselves and provide them with an opportunity to work on real projects that can really make a significant difference in other’s lives. His servant leadership is a great example of leading by an example. His untiring and passionate energy influences his students and become motivated. Also, another lesson we all can learn is that in the continual changing environment, we must learn to think proactive and be introspective.