

The Laidlaw Program was extremely valuable in providing me with tools that enable me to become a better leader in the future. The Program, from day one, was structured in such a way that it didn't tell me how to be a leader by the book but laid out diverse ways that someone could lead. From the disc profiles, summer lectures, reflections, team building projects, and presentations, the Program taught me how to think and act like a leader with various strategies to employ in different situations. Learning that there is no one proper way to lead was perhaps one of the biggest takeaways I had from the Program, as it helped me expand my mental boundaries when I approached leadership settings.

The research and writing Program for my research project also served me quite well as I move into my dissertation and master's applications. Dr. Andrew Edwards, who supervised me, pushed me to provide more than the core requirements. From a detailed project outline, literature reviews, cutting my drafts down for tight prose, and pushing me to use theory and a broader source base, his guidance and challenges have made me a better researcher and writer. I found a valuable experience to be pushed in such a way, and my academic and professional outputs since then have been much improved by the experience.

The Laidlaw Program has left me with a new mentality, character traits, skills, lessons, and insights that will allow me to be a better person, friend, coworker, student, and partner. I believe that the skills and values taught across the course stretch beyond a workplace or academic setting and can be applied everywhere. I have character theory, practices to reset myself, a success-driven attitude, and a passion for teamwork that has developed and grown over the program through my research, leadership lessons, the conference, my LiA, and my reflective work. I have had setbacks that I have overcome, giving me new confidence when challenges arise in my life. I find myself more patient than before, which I have already found to aid my

work as a leader at a non-governmental organization. I believe that I am more well-rounded than ever before, but I also know I still have work to do. I intend to continue some of the practices I started as a scholar, such as the reflections promoted by the Oxford Character Project. I have applied the skills I learned already at home and work, and I believe that they have already had a positive impact on my life and the people around me.

I believe the skills to work on self-betterment gained through the Oxford Character project were quite valuable. The tools we learned to self-reflect, quiet the mind, and build strong habits for better character, I have and will apply to my future opportunities as a leader or even just a team member. I think that is one of the greatest values of the Program. Thinking specifically about both deficient and, but more significantly, excessive vice, really pushed my perspective on how to think about character and was quite a useful idea to learn. For example, learning about how having excessive integrity could cause problems in certain scenarios. Dr. Crossan's use of real-world examples really drove the lessons home for me and gave me good models that enable me to take a step back and examine my situation, actions, attitude, and the people around me before making a decision or taking an action myself. During my summer two and jobs, I worked while not doing my Program. I used the lessons Dr. Crossan taught to better my situation and myself. I also found it valuable to use these lessons when dealing with my extended family, and I felt the impact they had when I applied what I learned.

The feedback from Dr. Edwards, as well as the leadership training on giving and receiving feedback, was also beneficial. Learning how to take feedback without being defensive, as well as apply the feedback to my work in the most effective manner possible, has helped me in my academic and professional work. Thinking about how to give feedback and learning strategies, such as the sandwich method, has also enabled me to be a better leader, friend, and

coworker. By adding conceptual frameworks, such as the Irvine Feedback Matrix, I can apply them to my real-world experiences of giving feedback to improve myself and my feedback. It also helped separate what good and poor leadership look like in my mind. This enabled me to find leaders I have worked under or with in my past experiences, giving me personal examples of leaders to think about as I continue my journey as a leader.

I think one of the most valuable pieces of information I have learned is about what makes a poor leader. Understanding the flaws and challenges leaders can have or face gives me the opportunity to learn about how to better lead myself. I know now that there are certain things that I should not do or approaches that I should not take as a leader, which is quite valuable to me. I have also learned strong and weak character traits, which I can combine with my new knowledge of leadership to be the best leader I can be.

Presenting my poster at the Scholars Conference was also of value to me. It gave me experience in presenting academic information to a large crowd for the first time. Particularly challenging were the questions asked, as some of them were outside of the range that I expected. This forced me to think on my feet and find answers based on what I remembered. Furthermore, it was another challenge as I was not speaking just to historians but to STEM students, which pushed me to find the proper way to explain my work without overcomplicating it—I had to find a lay language. It was quite valuable to practice speaking about a historical academic topic with non-area specialists and with other historians, as I had to switch between more technical or broad explanations depending on my audience. I also believe that this poster presentation taught me more about how to present the information visually. While I had worked on slide decks before, posters were a new challenge that also taught me how to present information in a concise way

without cluttering or overcomplicating my presentation. It was a valuable lesson to learn and will equip me with a new set of skills for the future.

The Laidlaw Program allowed me to meet historians during summer one in fields I am interested in. Their guidance and open invitation to speak about historical topics have opened my doors for the future. For example, I was able to speak to the former head of one of the largest archaeological projects in Cyprus as part of my LiA to discuss indigenous rock tools. In doing so, I forged a connection that I am now using to help me with my dissertation. Another example comes from the Laidlaw Conference, where I met a student at University College London who put me in contact with one of his friends at Duke. Through this connection, I have built my network in the diplomacy and defense industries, enabling me to probe for jobs and learn about new fields I knew nothing about. During my LiA, I also got to work closely alongside the Dedham Museum's archivist, connecting me to local officials and other archivists. This expanded my knowledge of how municipal, state, and national governments think about, preserve, and use archives. It was interesting to learn how these resource centers, which I use for my own work and studies, function. This gives me insight into how to better utilize archives. By meeting archivists and local officials, I was able to open doors to exclusive collections and a new field of potential work. By also working with the archivist, I was able to expand my knowledge about how to archive varied materials and deal with issues such as acid, moisture, vermin, and other issues that arise. In learning about these issues and how to archive historical material, I have gained a holistic understanding of the effort archiving takes and have acquired a new skillset that could enable job opportunities.

The skills, and specifically the tools, I have learned have taught me how to process, adapt, and react to developing situations as a leader. Knowing that I can walk into new or

challenging situations in my future equipped with a set of skills that enable me to work at a better capacity as a teammate or leader has given me the confidence to push myself into new and challenging situations. I also believe that all that I have gained as a Laidlaw Scholar, with all that it's given me, whether the skills discussed or the character traits built through the Oxford Character Project, I can go into my communities and give back to the people and places that have helped me reach this point. I think the value of that is immeasurable, and I think it matters. Laidlaw has increased my self-consciousness as a coworker or leader, and I believe that is an important development in myself. Being able to recognize my own flaws, which Laidlaw helped me with, has given me the tools to reassess my own thoughts, actions, and reactions. This is a valuable aspect of the program to me as it enables growth in myself, which allows me to be a better asset to those around me.

I also believe that the Laidlaw Program's prestigious name and the nature of the work I undertook as a scholar will help me both find work opportunities and succeed at them. This is predominantly due to many of the skills that I developed, which enable me to stand out in a workplace setting, while also raising up those around me. I will also carry with me the teaching moments that were shared with me as a scholar. I will use them in the future to help guide and teach others around me.

The Laidlaw Program has given me new confidence and attitude towards leadership that I will carry into my future. That is the most valuable takeaway from the program for me. I feel that I can carry myself in ways that help bring teams together and contribute to a culture of success and cooperation. I believe that even when faced with challenges, I have the tools to handle them. However, I do not believe I am prepared for everything. I know I will have challenges in my future that require substantial amounts of effort, and there will be setbacks. Even with this, I

intend to keep pushing. This attitude was partly inspired by and aided by my time as a Laidlaw Scholar. This will help me in the future, as I now have the tools to persevere through the challenges I will face.

I intend to make myself available to any Laidlaw scholars in the future. I would be happy to advise Laidlaw scholars on career choices as I develop my own career, on how to best utilize Laidlaw for advancement, or on how to deal with the challenges the Laidlaw Program gives you. I would like to find myself meeting young scholars in the future once I have graduated from St. Andrews. I think sharing my experiences on how the Laidlaw Scholarship has helped me grow and become a better leader is the best way to give back to the Laidlaw community.

The Laidlaw Program has been fundamental to my experience at St. Andrews. It has equipped me with skills, tools, and ideas that make me a better person, student, leader, friend, and worker. I have grown into a more confident and capable global citizen and hope to use my new skills to help advance the world.