Goliath Sized Campaign:
Promoting Leadership Principles to the Millennial Generation Utilizing a Guerrilla Design Campaign
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We are nearing a critical juncture with the retirement of the Baby Boomer generation. The growing demand to replace this workforce with the millennial generation causes us to consider if millennials are up to the challenge. Although this next generation is tech-savvy, resourceful and innovative, many millennials have shared shortcomings including a sense of entitlement, demand for attention and praise and a poor work ethic. Lack of experience and no sense of direction, causes other generations to patiently wait to see what will come of millennials. But through strong leadership development there is hope. By instilling leadership characteristics and encouraging the millennial generation to step up, the void in the work place can be filled. By using a guerilla marketing campaign to promote and provoke thoughts and ideas concerning leadership issues, motivated millennials will rise up to lead their peers to become strong and determined. Through the promotion of eight essential leadership traits, in a way which appeals to the always plugged in, ever connected social media generation, we will see a movement to become the next successful leaders in the work place and in society as a whole.
INTRODUCTION

We are nearing a critical juncture with the retirement of the Baby Boomer generation at a rate of nearly 10,000 employees a day. (Friedberg) The growing demand to replace this workforce with millennials, also known as Generation Y, causes us to consider if millennials are up to the challenge. Do they possess the leadership qualities and character necessary to replace a generation known for their workaholic tendencies and single-minded drive for success? (Kane)

Millennials were born between 1981 and 2001 and have grown up in an ever-connected world, coddled by parents and showered with an “everyone is a winner” lifestyle. Although they tend to be needy for attention and praise, they are also some of the most productive and creative when contributing to a corporate project. With lack of experience and sense of direction, Baby Boomers are patiently waiting to see what will come of this next generation. By instilling leadership characteristics through education and encouragement, millennials can surpass the Greatest Generation and Baby Boomers as the next great leaders.

After becoming aware of the growing concern, the thesis student began a casual inquiry into the situation. This led to a thorough investigation into the general characteristics, including strengths and weaknesses, of this up and coming workforce. I was inspired to couple my passion for strong leadership principals with an informative and challenging solution to the looming issue. A study of recent guerilla styled design campaigns meant to influence society proved the power and reach of such movements. A cohesive visual campaign was developed to provoke and inspire the millennial generation to be our next leaders.

By promoting eight essential leadership character traits through a graphic design guerilla-style marketing campaign, those millennials that lack natural leadership skills can develop the character necessary to sustain economic growth and stability for future generations.
Although hard to classify exactly what years make up the millennial generation, the AMA Handbook of Leadership has them classified as being born in the 1980s to the early 2000s. They are important because they will soon be needed to replace the very large post World War II Baby Boomer generation in the workforce. The Investopedia cites that we are in crisis with Baby Boomers retiring at a rate of nearly 10,000 a day. (Friedberg) The looming question is can millennials replace this large force of workers, and how will they fare as the next generation of leaders?

There is a very outspoken group aggressively discussing the negative qualities of the millennial generation. Head hunter Bill O’Rielly wrote a book that attacked and slandered the millennials while boasting about his own generation and upbringing. But with a closer look, studies show that many millennials are actually eager to work. The Encyclopedia of Identity shows that laziness is not the root of the problem but rather a lack of experience, and good direction is holding back millennials. (3) The fact of the matter is that many millennials have been coddled by their parents and have become overly dependent upon them for decision making. Many millennials have also grown up in the most child centered era to date. In an article titled What Leaders Need to Know About Generation Y the question was raised, “Have adults taken away (millennial’s) opportunities for leadership, creativity, and responsibility? Have we sheltered them and deprived them of the chance to experience and deal with life?” (Hersey 1) Has the millennial generation’s parents, being coined as “helicopter parents”, crippled the millennial generation by coddling their children? By not allowing them to learn fundamental lessons in independence, decision making and leadership, have the parents caused their children to have weak character? These parents are “involved in the daily lives and decisions of (their kids) by helping them plan their achievements, taking part in their activities, and demonstrating behaviors that indicate a strong belief in their child’s worth”. (Hersey 3) Some call this good parenting; however, when opportunities are lacking for children to grow in such fundamental areas, it does more harm than good. When you take away children’s opportunity to make hard decisions, then they will rely on someone else making those decisions for them.

It is no wonder more and more graduating students are moving back home with their parents. Last year PEW stated that “36 percent of graduating seniors plan to live at home at least a year or more after graduation”. (Fry) Even when offered a good job that will pay adequately for them to live outside of the parents’ home, some millennials will still move back in with their parents for comfort and security. How can the millennials be expected to lead multimillion dollar companies, the country or even the world, when the majority of them can not live an independent life outside of their parents’ home? Because of this attachment to their parents, it has been observed that this generation is one of the most narcissistic and entitled generations to date because of the overwhelming amount of praise they received when growing up. This generation has been coined the “trophy generation or trophy kids”, a sports metaphor where no one loses and everyone receives recognition for his/her participation even if he/she did not win. This practice has (instilled in) the minds of Generation Y members that the various environments in which they operate (school, work, relationships, life, etc.)...” (Greene 4) Taking this mindset into the work place makes
for a complicated dynamic as the millennials will expect an abundance of praise while sometimes non-deserving. There is an entitlement mindset within the millennials that is making them expect to begin their careers in a company in a higher position for which they are qualified, instead of starting at an entry level and working their way up.

Despite these negative character traits, many millennials still have a “sense of optimism, pragmatism and altruism” (Greene 4), and even work well with others, being taught since grade school to work collaboratively. They love networking with other people from the help of Facebook, Instagram, and other social media. This is a generation that largely enjoys being connected with others at all times. Another great quality about this generation is their civic mindedness; being taught at a young age to recycle and care about the world around them. They see everyone as equals. This is one of the most diverse generations to date with one in three people being non-Caucasian. This generation has great potential, if guided properly.

HOW TO REACH THE MILLENNIALS

There is a considerable number of strategies on how to manage millennials in the workplace. Although these tactics can be good and beneficial, they still do not solve the problem. Leaders today are being taught to encourage them, be flexible, praise them, and make them feel like their work is valuable. (Sujansky 4) In the article What Do Leaders Need to Know About Generation Y in Order to Lead Successfully, leaders are encouraged to “find ways to show appreciation for their individuality and let them be expressive, even if it seems a little silly. It will keep them around. Allow them to have input into the decision-making process when you can. They want to be heard and respected.” (Hersey 3) These are valuable tools with which to equip leaders. It is vital to understand the people under their charge for leaders to be effective. Although good advice, it still does not solve the problem. Leaders cannot be blamed for taking this quick fix approach. The leaders’ responsibility, in a group, is to determine how group members can be unified to work as a productive whole. Leaders are not responsible for fixing everyone in their groups. Even if leaders attempted to try and critique millennial group members, there is usually a push back on direct confrontation by millennials allowing for critique to go unheard. (Huppke) When older generations bombard the millennial generation with criticism and judgment, it results in making many millennials resist critique from others. This makes it difficult to confront millennials with any kind of creative criticism. This forces leaders to tip toe around issues so as not to offend or rile up their group members. Designing strategies to reach millennials who actively avoid confrontation and are sensitive to criticism, proves to be challenging. While brainstorming creative ways to confront a generation that does not like to be confronted, I chose to design a guerilla marketing campaign to aggressively gain the attention of the millennial generation without face to face confrontation.

“Guerrilla marketing uses unconventional means to promote a product, attract attention, and create memorable encounters. The more unique the experience or unusual the locale or surface, the bigger the impact on the target. Because fewer consumers are listening to, reading, or watching traditional advertising, alternative media vehicles like guerrilla marketing must surprise and titillate by giving the target something they do not expect.” (Seymore)
This can be successful because it will allow confrontation to happen on the millennials’ playing field. The campaign will raise awareness and provoke thoughts in this generation and by avoiding possible public humiliation through confrontation, a more natural intrinsic way of growth will occur.

One benefit of utilizing a guerilla campaign is the opportunity for hand crafted materials. With the Maker Movement born out of the “do it yourself” and Lego generation, the millennials have grown fond of hand crafted products. The Maker Movement “is the umbrella term for independent inventors, designers and tinkerers. A convergence of computer hackers and traditional artisans, the niche is established enough to have its own magazine, Make, as well as hands-on Maker Faires that are catnip for DIYers who used to toil in solitude. Makers tap into an American admiration for self-reliance and combine that with open-source learning, contemporary design and powerful personal technology” (Bajarin).

To target this niche group, the campaign will utilize a hand crafted feel through the designs. Starting with a mural the campaign will capture the attention of Pinterest enthusiasts. Next, a poster series will be created that will be screen-printed by hand on papers, and also be hand spray painted to allow every poster to be unique. This will give everyone who takes home a poster the feeling of individuality by having his/her very own version of the poster.

When considering ways to reach a generation, we must first look into the past. The definition of a campaign is an organized course of action to reach a goal; the same result will be accomplished through my guerilla style promotional campaign. The following campaigns will demonstrate how to creatively communicate and encourage change by unconventional means. Looking at these case studies will lend a better understanding of how to best reach the millennial generation.

The most valuable facet of a guerilla campaign is its versatility with each topic being promoted. Guerilla campaigns have been presented in a variety of ways proving to be successful by their creative approaches to traditionally non-creative issues. A campaign by the International Campaign to Ban Landmines took a creative but horrifying approach to raise awareness for their passion. They designed ketchup packets with information on one side while on the other a picture of a body was presented. When opening the ketchup packet, one would have to rip off part of a leg to represent the frightening result of land mines. While this was a gruesome representation, it certainly proved a point. (ICBL.org) Other campaigns took less terrifying approaches such as The Médecins du Monde, or Doctors of the World, who brainstormed an effective way to raise awareness about the homeless in Paris. By distributing hundreds of tents, they created Tent City, gaining the attention of the French government, allowing for millions of dollars to be donated for emergency housing. (Freeland)

Timothy Goodman, a new and upcoming designer in the art community, has been gaining
attention through intensely personable design topics. People would describe it as a “breath of fresh air.” One of his campaigns was to march on Trump Tower. This was a rather aggressive guerilla campaign with a non-aggressive message. Timothy Goodman, working on his twelve days of kindness campaign, orchestrated a group of people to simultaneously hold up signs in front of the tower that said “BUILD KINDNESS NOT WALLS”. Goodman did not do anything illegal but rather creatively designed a peaceful way to voice his beliefs. This is not the first time people have gathered to voice their beliefs; but more times than not, there is an aggressive message in a disorganized manner. This message, being a small jab at President Trump’s plan to build a wall on the Texas/Mexico border, was more about an opportunity to peacefully voice their point of view with style. With careful strategy, good design and twenty-four volunteers, Goodman’s campaign was a success. He stated that “it was amazing to see so many people respond so positively to it. Truck drivers and cabbies honking their horns, and countless people taking pictures and hanging out around the area... Some Trump supporters got a bit confrontational, but nothing too big of a deal. It was awesome to see many people tagging it on Instagram”. (Petit)

Although individuals may agree or disagree with Goodman on this topic, people have appreciated his creative approach to a non-creative issue. By designing and orchestrating this mini-campaign, it sparked conversations, generated excitement, and created an outlet for people to provoke thought in this unconventional manner.

One of the most well-known campaigns started almost accidently when one of Shepard Fairey’s friends wanted to learn how to screen print stickers. Shepard Fairey, excited about sharing his love of screen printing, quickly pulled a picture out of the newspaper of the face of Andre the Giant and taught his friend the process. Ending with a large amount of stickers, Fairey decided to stick them around town by putting them on skateboards, street signs, buses, windows and walls. This, gaining some attention, encouraged Fairey to continue putting up stickers around town. With the added excitement, Fairey decided to expand the campaign by making posters and placing them around town, and then he added murals in high trafficked areas. Once Fairey enrolled at the Rhode Island School of Design, it allowed his brand to expand by placing posters and stickers in cities that were on his route to college.

After seeing a poorly designed billboard for a city government position, Fairey decided to place a huge Andre the Giant poster on top of the head, covering the face of the person being promoted. He gained even more publicity, which caused Fairey to realize how much power and responsibility he had. This led to Fairey getting more and more involved in guerilla marketing and socially charged street art. Naming his rebellious street art campaign Obey was an outlandish and eye catching attempt to warn people of blindly following the government. Obey is now very loud in the political arena and has a large following. Because of this aggressive approach and creative design, Obey has reached a great number of individuals.

Through these case studies much can be learned. Standing up for ideas about which you are passionate, in a creative way, can be an effective way to generate positive change. If you are passionate about a cause, when obstacles arise, campaigns can overcome them. Through creative thinking and problem solving coupled with passion about the vision, change can occur.

Another concept learned from these campaigns is from a creative perspective which includes
taking ordinary topics or ideas and portraying them in innovative ways. Timothy Goodman took a different approach to picketing and rather peacefully created a demonstration in a positive sense to create buzz and generate thought provoking conversations. Shepard Fairey’s absurd placement of his designs throughout cities has allowed his voice and passion to be heard across America, and today is reaching the whole world. Design is powerful and often communicates cross culturally as well. It is a compelling tool with limitless uses. These case studies show the importance of standing together with a group rather than standing alone. These movements house passionate people striving for change, and change is occurring.

WHY LEADERSHIP IS THE ANSWER

Many millennials, as a generation, are stuck in a cycle of conformity and comfort. They see others moving home and being lured into the security that their parents can provide, reinforcing the belief that it is the best and easiest path. Strong leaders can influence millennials to break this cycle. If leaders can rise up out of the millennial generation to encourage their peers to approach life differently, the millennials could be one of the greatest, most productive and efficient generations to date. (Hersey 3) Encouraging the first millennial leaders to stand up and encourage their peers will solve the issue of confrontation and criticism as well. Hearing critique and encouragement from like-minded peers will allow for healthy change.

There are no better managers, leaders, and warriors than the people in the United States Military. West Point, the United States Military Academy, does this in three different ways. Through education, then training, and finally by inspiring them to be the best soldiers and leaders they can be. Focusing first on education, the foundation is laid for understanding and gives validity to what is being communicating. Rather than barking orders and pushing the students physically, they teach them how to be quality leaders, teammates, and how to think on their own in response to turmoil. Understanding then opens the door for success as students and ultimately soldiers.

Capitalizing and focusing on the first tactic of West Point’s process, educating millennials on leadership characteristics will be crucial in the success of this generation. This campaign will provoke millennials’ thoughts, while educating them to be the best leaders they can be.

EIGHT PROVEN CHARACTER TRAITS OF A LEADER

While researching the qualities a leader must exhibit, a number of points we made, including, how a leader should behave and how he should respond situationally. Other research shows what character traits leaders need, as well as how they should treat others. More importantly the thesis student will focus more on tangible personality traits of a good leader. Everyone is born with personality traits that come with his/her own strengths and weaknesses. But it would be foolish to think that you cannot develop positive character traits in place of weaknesses. Raymond Cattell was one of the first psychologists to take the lead on personality assessment in the 1950’s. By studying military
leaders, Cattell observed great leaders possess eight key personality traits needed for successful leadership. Whether these traits were developed from an early age or just present in times of need, these eight qualities were consistently shown to be useful and effective when leading others. The eight qualities are emotional stability, dominate, enthusiastic, conscientiousness, social boldness, toughmindedness, self assurance, and compulsiveness. By possessing all eight, a leader would be well rounded and equipped to be effective.

**EMOTIONALLY STABLE**

“Good leaders must be able to tolerate frustration and stress. Overall, they must be well-adjusted and have the psychological maturity to deal with anything they are required to face.” (Cattell) Emotionally stable is a mind set, everyone has emotions and everyone has feelings but having the self awareness to see a situation objectively is crucial. Having the intuition to see the outcome, before it arrives, allows for better decision making. Emotions cloud the mind, but good leaders assess the situation and determine when it is beneficial to allow emotions and when it is important to temper them to make sound decisions that are best for the group as a whole. This requires mental toughness and self discipline in keeping the mind in check. (Meyer 45)

**DOMINANT**

“Leaders are often times competitive and decisive and usually enjoy overcoming obstacles. Overall, they are assertive in their thinking style as well as their attitude in dealing with others.” (Cattell) A dominant personality sounds like a negative character trait, but people gravitate towards someone that is more aggressive and dominant in their approach. Weak leaders are passive, they let things happen, lacking drive, and passion. (Groeschel) A dominant leader, on the other hand, is forward thinking about the future, taking into consideration all possible outcomes in order to be prepared and equipped. A dominant leader is confident to make quick decisions because he has researched the best strategy for all eventualities. A dominant leader likes to be hands on in all aspects of a team in order to be completely informed on the current situation. Leaders do not like surprises, but great leaders are seldom surprised.

**ENTHUSIASTIC**

“Leaders are usually seen as active, expressive, and energetic. They are often very optimistic and open to change. Overall, they are generally quick and alert and tend to be uninhibited.” (Cattell) People follow someone who has an answer to give, someone who is passionate about a problem. (Maxwell 73) A leader with charisma and passion commands a following versus someone lacking emotion and empathy. When people are driven by meaning and devotion and are aligned with others with the same passion, excitement and buzz energizes the group. Leaders can harness this excitement and extra energy funneling it in the direction the leader envisions. This motivation fuels the group and provides the momentum to be successful.

**CONSCIENTIOUSNESS**

“Leaders are often dominated by a sense of duty and tend to be very exacting in character. They usually have a very high standard of excellence and an inward desire to do ones best. They also have a need for order and tend to be very self-disciplined.” (Cattell) Other words that could be used are integrity and determination. People rarely commit to following a leader whose only interest is in his own future. A leader, on the other hand, that has integrity and is conscientious about
the people around him develops a loyal following. Group members want upper management and leadership to care about them and make decisions in their best interest. (Groeschel) Good leaders care for the people under them and view everyone as a valuable teammate. Dangerous leaders are those who strive to control and use those under their authority for mal intent.

**SOCIAL BOLDNESS**

“ Leaders tend to be spontaneous risk-takers. They are usually socially aggressive and generally thick-skinned. Overall, they are responsive to others and tend to be high in emotional stamina.” (Cattell) Leaders interact with people often, therefore great leaders have strong social skills. This is an asset to work together effectively. Not every leader is an extrovert, many are introverts; but a good leader knows how to engage his extrovert side to communicate well with others. Often, leaders need to communicate negative information. Having thick skin and boldness, and not caring about what others think is vital. The leader’s main goal is to take care of his/her team members and make them successful. Leaders also engage with other successful leaders in order to sharpen their skills. Being a bold and effective communicator will enable the leader to better network with others. Social boldness is necessary for a leader to be confident and successful.

**TOUGH-MINDEDNESS**

“ Good leaders are practical, logical, and to-the-point. They tend to be low in sentimental attachments and comfortable with criticism. They are usually insensitive to hardship and overall, are very poised.” (Cattell) Good leaders remove themselves from the problem to view the situation objectively. This allows the leader to make well thought out, intellectual, emotionless decisions, that are best for the group. (Meyer 44) Mental toughness is one of the most difficult traits to master because of its obscurity. Most people do not focus on a healthy mindset, but great leaders know it starts with the mind. A healthy mindset is focused and clear. This creates perseverance and fortitude. When the mind is clear and goals have been set, a leader can then pursue those goals with the assurance that no obstacle will distract or detour them. (Jocko)

**SELF-ASSURANCE**

“ Self-confidence and resiliency are common traits among leaders. They tend to be free of guilt and have little or no need for approval. They are generally secure and free from guilt and are usually unaffected by prior mistakes or failures.” (Cattell) Confidence is the make it or break it characteristic for a leader. If a leader lacks confidence, then invariably everything crumbles around him/her. Followers sense when a leader lacks confidence in his decision or direction, making everyone insecure and hesitant to follow that leader. Leaders must exude confidence even when they are unsure of an outcome in order that group members not be rattled in uncertainty. Leaders do not need all the answers immediately. More importantly, they should not purposely keep information away from the group. Being transparent with the group is valuable when information is communicated with confidence. Although there may be uncertainty in the next step, remaining confident in a positive outcome will help to keep the group focused and on track. (Groeschel)

**COMPULSIVENESS**

“ Leaders were found to be controlled and very precise in their social interactions. Overall, they were very protective of their integrity and reputation and consequently tended to be socially
aware and careful, abundant in foresight, and very careful when making decisions or determining specific actions.” (Cattell) Compulsiveness is another trait that sounds negative, but upon closer inspection, we can see how it could be beneficial. Leaders need to be able to take educated risks to get ahead of or stay above the curve to be successful. A good leader is able to study possible obstacles, strategize around them, and make a solid plan. The strong leader needs to be willing and able to make a risky decision based on what he has studied. Sometimes taking a risk succeeds and success is abundant, and, at other times, taking the risk leads to a detour that the effective leader is equipped to navigate. (Groeschel)
The naming of a campaign is one of the most important and most difficult decisions to be made in the design process. Pinpointing a word that captures the essence of the campaign is critical and can make or break the launch. When brainstorming a name, I focused on strong, powerful and punctuated words. Limiting myself to one to three words, I searched for ideas with an element of rebellion that did not alienate the concept of strength. I wanted the word to be somewhat rebellious because a guerilla marketing campaign demands a sense of risk. Rebellion symbolizes a campaign which is unruly and makes waves in the community. I want to provoke thought concerning what a leader embodies, selecting a name that has depth and layers captures the essence of my message. I want the audience to be asking “why” about every aspect of the campaign and I want to be able to give them a thoughtful answer as to my thought process.

I considered naming the campaign after an action such as Rise, Rising, Seize, Rebel... because I wanted people to initially grasp a sense of action. Although I liked this idea of action, I chose to steer away from it because it did not encapsulate leadership like I needed it to. I then started to brainstorm names for leaders that were strong and at times rebellious. I thought through ideas such as Alpha, Ring Leader, Lion, Chief... but those words did not have the depth I was looking for. My desire was to combine strength with physical size and depth of character, so I researched the name Goliath. Although this word originates in religious text, it has been used more recently as a sports analogy; therefore, it would not come off as merely a religious campaign. David and Goliath has taken a modern day meaning symbolizing those in an “underdog” type situation. I liked the might and muscle the word Goliath offers as this word symbolizes a proven champion. There are many comparisons that can be made between this anecdote and millennials. Millennials are like David, they are young, excited and ready to prove themselves. And yet, upon closer look, millennials are en route to be more like Goliath. That is the outcome of many millennials if they do not self analyze and evaluate their character for.

What draws us to this story are the many lessons that can be learned. Goliath, in the story, is a proven champion. He is the strong leader of his army but makes mistakes that we all potentially could make. By taking back the name of Goliath and focusing more on his strength and improving his weaknesses, this campaign will portray a new Goliath, the Goliath that was supposed to rightfully conquer the enemy. We are all Goliath at times, but if we adopt Cattell’s eight leadership qualities, just think what we could achieve.

I selected an octopus as my main visual icon to highlight throughout this campaign because this animal encapsulates my vision. The octopus will catch the eye of the target audience provoking interest and thought. Many misconceptions or misperceptions make this an unlikely icon. Octopi can be observed as slow moving which can connote weakness. Surprisingly, this animal is incredibly strong and has been observed overpowering the feared and dangerous shark. This predator is no match for the unexpected strength found in the arms of the octopus.
Included are some additional unique facets of the octopus which relate to leadership characteristics. Octopi arms have the highest concentration of neurons in its body. In other words, the arms of the octopus have minds of their own, enabling them to be one of the best multi-taskers in the animal kingdom. This is another vital characteristic of an effective leader. Taste receptors, located in the arms, allow the octopus to intimately know anything in its grasp. Similarly, effective leaders are not afraid to get hands on and intimately involved in the problem solving process. It has been proven, a successful leader should have the ability to be personable and transparent with team members in order to communicate a level of care and concern. Leaders are learners. Octopi are also extraordinary learners. In the animal kingdom, they can grasp, learn, and retain complex information. Leaders, like octopi, must be able to process vast amounts of information and react accordingly.

Research reveals that there are at least eight characteristics necessary to be a successful leader. Using an octopus as my icon directly correlates to these eight characteristics by having each arm represent a different characteristic. Having this correlation between the eight arms and the eight characteristics of a leader makes the octopus a perfect icon to represent this campaign.

The type face that I used for the word Goliath is Antique Olive condense bold. I preferred this typeface because the thick lines represent strength. The height of this condensed version also helped to represent a feeling of strength and of confidence, qualities of a leader.
When designing the mural, I wanted to show a correlation between the eight arms of the octopus with the eight characteristics of a leader. Raymond Cattel, a leader in the field of personality assessment, came up with eight character traits of an effective leader by studying successful military personnel. These eight character traits are emotional stability, dominance, enthusiasm, conscientiousness, social boldness, tough-mindedness, self-assurance, and compulsiveness. I wanted to introduce the audience to these eight characteristics, so I chose to represent them on the arms of the octopus.

Depicting an octopus with the words on the arms was visual, but it did not inform the observer as to what I wanted to communicate. By quoting John Piper, a great leader, it allowed the whole composition to be pulled together.

This mural is a key component because it introduces the audience to the eight qualities, it introduces the octopus as a brand that will be recognized throughout the rest of the campaign and highlights the quote that ties everything together.

“LEADERS SET THE PACE, DEFINE THE PATH, EMBODY A VISION AND INSPIRE EMULATION. HE SHOULD BE WHAT HE IS CALLING OTHERS TO BE”

GOLIATH - JOHN PIPER
Along with the mural, I developed a poster series to expand on each character trait. I illustrated each word in correlation to the meaning to visually appeal to the audience. People often recall visual design easier than text alone, making a poster series a more impactful way to communicate and provoke the thoughts of my audience. (Gillett) I chose to use synonyms for several of the qualities allowing for better aesthetics in my designs.
I chose to abbreviate this trait to stable which allowed me to simplify my message. I felt being stable as a leader communicated more broadly than emotional stability as well as stability in all aspects of the leaders' life. I illustrated the octopus wrapping around the rock and lighthouse as a symbol of stability. A lighthouse became central because the purpose of a lighthouse is to direct and lead boats through shallow or dangerous waters. A stable leader is able to direct his team through times of transitions, risk, and crisis.
When illustrating dominance, I wanted to represent power and strength. Although most perceive this animal as weak, the octopus is actually very strong. Therefore, I illustrated the octopus wrapped around a shark. The shark is considered the most dangerous creature in the ocean. When positioned properly, the octopus has a vicious bite which paralyzes its foe. Octopi can also out maneuver, favoring the octopus in a head to head battle. Leaders need to be able to dominate in a variety of circumstances. A dominant leader instills confidence among his team. A leader has the final say and needs to be able to communicate to many different types of personalities. Sometimes a leader needs to take down a shark.
Illustrating an enthusiastic octopus proved to be a very difficult task. I decided to illustrate him holding air horns to represent the energy of a strong leader. Air horns are loud tools used to grab peoples’ attention, often heard at sporting events to express excitement and support. Leaders can harness this to create excitement and energy in their teams. Enthusiasm promotes momentum and energy which is vital to completing tasks and projects in a timely and successful way. (Groeschel)
I went another direction with this character trait. Conscientious means to do something well, usually pertaining to a duty. Although vital, I went with tactful as a replacement word as it had fewer letters allowing it to fit better in the mural. Being tactful communicates skill in handling difficult situations, being thoughtful, and perceptive. When illustrating this word, I decided to highlight one of the unique characteristics of an octopus along with communicating the characteristic of a leader.

I illustrated the octopus head in a bottle to show its strategic side. The intellect of these creatures allow them to free food from small spaces. They have been observed opening jars, child-proof pill bottles, and creating ways to get into tight places for food. The same is true with leaders as they need to be tactful and strategic with their team. In sensitive situations, leaders need to use tact to navigate sticky situations that can complicated by emotions.
This, too, needed to be shortened to sociable due the limited character space in the layout in the design. Being sociable means the willingness to engage with others. I illustrated this concept with octopi working together to hold on to an anchor. Whether the octopi are pulling it down or holding it up, I am communicating teamwork and partnership. I then used the anchor graphic to symbolize security and stability. As stated previously, a leader needs stability. This stability can be gained by surrounding himself with grounded people. It is much more difficult to accomplish goals by oneself, but working with others allows for increased success. This is critical for successful leadership. Leaders need to be experts in interacting with different types of people with the ability to bring others together, to unify and clarify goals, and move in unison toward the same objective.
Tough mindedness was changed to determined. To be determined, a leader must have a tough mind, and I felt that both words communicate the same message. I illustrated this concept by having the octopus wrapped around two femur bones. The bones represent strength as the femur bone is the strongest bone in the body. The octopus is wrapped around them both, giving more value to the illustration. Having the arms of the octopus wrapped around several times represents fortitude and resilience. Leaders need to have this character trait in order to work single-mindedly towards the goal they have set before them. They need to be strong and resilient, and that begins in the mind. (Jocko)
Self-assurance became confidence. The classic propaganda fist was selected to illustrate confidence. The fist in modern day represents unity, strength, and resistance. (Patton) I chose to illustrate the fist because the strength and unity portrays confidence as well. When a fist is raised in the air, it is never a portrait of weakness or hiding but rather a representation of standing up with confidence. The octopus wrapped around the fist represents clinging on to confidence. This is a crucial trait for a leader. People need to be able to confidently follow their leader because if the leader is not confident in himself, or the direction of the group, then it will undermine the value of the leader.
I changed compulsiveness to spontaneous for a more positive connotation. I felt that compulsiveness would be perceived as a negative trait whereas, spontaneous would capture the same essence in a more positive way. I liked spontaneous because it communicates educated risk. Spontaneity is quick and sudden, but when utilized correctly, it is strategic and an intelligent risk. I illustrated a lantern in the octopus’ arm to represent a premeditated decision. Although spontaneity can lead to difficult situations, we can also be prepared for positive educated risks.
As a whole, the Goliath Campaign is designed to encourage the millennial generation to seek out and emulate positive leadership characteristics. This campaign hopes to provoke thought and provide talking points to those interested in growth, while educating them concerning qualities of a leader. By repetitive promotion, clever illustrations, and powerful calls to action, millennials and others will have the opportunity to self-reflect and strive to become leaders of the future. This campaign does not begin to address all aspects and nuances of leadership but only desires to challenge the current mindset of the millennials and help educate those interested in becoming experts in this field. Not only would Goliath assist others in learning about leadership, but also inspire others to join this campaign, to encourage, and challenge others to grow as well.

The location of this campaign is vital in gaining the attention of the millennial generation. With the majority of this generation on the cusp of starting their adult careers, I plan to launch this campaign in an urban setting in close proximity to a college campus. First, this presents the opportunity to be in front of college aged students as well as young adults that will soon be graduating. As stated before, many post graduate students move back in with their parents. I would hope to encourage those students to be risk takers and independent while pursuing their careers. To the young adults who have taken that first step and are in a major city pursuing their dreams, I desire to come along side to encourage and provoke ideas on their leadership style. New York City would be a powerful launch city based on the numerous colleges as well as the high trafficked areas available. However, any large metropolitan area would make a viable location to begin this type of guerilla marketing campaign.
The Goliath Mural is the first and most aggressive arm of the campaign. It is the largest design that demands the attention of the passer-by. The placement of this mural would be crucial. It would need to be in a high trafficked area with high visibility to gain attention and be successful. Although Shepard Fairey did most of his promotion of Obey illegally, the unique placement of his brand gained the widespread attention. From water towers, to the sides of buildings, to the extreme billboard vandalism of powerful government officials, these attempts proved to be successful in gathering a huge following. Illegally promoting the Goliath campaign would completely undermine the positive nature of the
leadership message, but I do hope to utilize some of the same outlandish ideas that Obey used to get in front of people in a unique yet legal way. Many company owners and land owners hire/allow the use of their walls as a canvas to voice ideas. Timothy Goodman has been commissioned to do many murals around the world, and often the person who commissions him allows him to create using his own personal content. This would be the type of opportunity on which Goliath would need to capitalize in order to better promote awareness of leadership skills. The more often this mural can pop up in locations around the country, the more these eight qualities will be tied to successful leadership and the more people will be thinking about these eight qualities. Most importantly they will be thinking about leadership, what makes a leader and evaluating their own leadership style. I designed this mural not only to provide a broad definition of leadership, but to promote the eight leadership qualities found in many strong leaders.
The poster campaign serves many purposes which the mural cannot. The advantages of the posters are the ability to go places that the mural cannot go, the smaller size, ease of production, more information, and its call to action. Because the posters are only twelve and a half inches wide by nineteen inches tall, they are able to be split up and used individually as well as work together as one unified collection to promote all eight qualities at once. Many benefits come from screen printing these posters. It helps to create a considerable amount of product quickly with consistent quality. It is also a cost effective process in the long run, and yet captures the hand crafted aesthetic with the spray paint style. The use of spray paint as a pattern helps to make these posters different from normal promotional posters by utilizing the unique and inconsistent pattern, giving it a personal feel for those who want to take a poster home. Another positive of the poster campaign is the ability to inform the audience in a more manageable way. Rather than overloading the mural with an overwhelming content, these posters focus on promoting one targeted characteristic of leadership at a time. If purchased, posters will allow people to carry the message with them to further remind and encourage them to focus on that leadership trait.
SOCIAL

MET PEOPLE - MAKE FOLLOWERS

SPONTANEOUS

TAKE RISKS

STABLE

BE THE FOUNDATION

TACTFUL

THINK STRATEGY
The book is the final major piece of the campaign. I envisioned this as an empty canvas with an opportunity to expand and further develop my promotional ideas. I did not want the book to be a regurgitated design. Although there are many elements replicated in the book, I wanted a place to thoroughly explain why various character qualities are important and necessary for a leader. I wanted the book to be a separate experience, one that still feels and operates like Goliath but also offers the reader more substance than the posters and mural could. A further important element of the book is the ability to direct people to reliable sources and to other experts on the topic of leadership. Although this is something about which I am passionate, in no way do I have the experience or expertise on the matter to write a definitive work. This campaign’s purpose is to provoke thought while encouraging millennials to become aware and develop leadership characteristics. This book aspires to provide more depth of information than the other designed elements and seeks to direct people to various experts. To this end, I used quotes, ideas, and wisdom from the experts to spark excitement in the hearts of others hoping that they pursue the life-long journey of self-improvement and character development.

One of the most critical advantages of making this book is its versatility and mobility. The bones of the campaign work as a triangle. At the top is the mural, the most aggressive and biggest design, although it does not contain the most detail and is not mobile. The posters, on the other hand, are more mobile and could end up on any street wall but still lack complete mobility. The audience is forced to come to the poster although they could take a poster away with them. With the book, it can go anywhere that the owner goes. It can be distributed and handed to anyone thus making it one of the most essential parts of the campaign. This allows for anyone at any time to pick up the book and have access to every aspect of the campaign including pictures of the mural and posters.
NO. 2
ENTHUSIASTIC

"Self-confidence and resiliency are common traits among leaders. They tend to be free of guilt and have little or no need for approval. They are generally secure and free from guilt and are usually unaffected by prior mistakes or failures."

People follow someone who has a cause to give, someone who passions about a problem. A leader who champions and passion sustains a following and creates a lasting legacy. Leaders are people who are driven by meaning and devotion and are aligned with others with the same passion. A leader must be clear and then enigmatically the group. Leaders can enhance the connectedness and role of followers. The realization both the group and provides the momentum to be successful.

GOLIATH'S
GO TO LEADERSHIP RESOURCE LIST:

THE JACEWILLINK PODCAST
CRAG GIBBSHELL LEADERSHIP PODCAST
JOHN MAXWELL: A REMOTE WITH MAXWELL PODCAST
JOHN RAMPSTAD: ETERNAL LEADER PODCAST
KERN KEROS: THE LEAD SHOW

RELEVANCE BY TIM S. GROVER
HOW TO WIN FRIENDS AND INFLUENCE PEOPLE BY C.S. ROUSSEAU
START WITH WHY BY SIMON SINEK
LEAD FOR GOD'S SAKE BY T. D. GENTRY
DISCIPLINE EQUS FREEDOM BY JACOBS WILLIAM
LEADERS ARE MADE BY SIMON SINEK
5 LEVELS OF LEADERS BY JOHN MAXWELL
21 IRREFUTABLE LAWS OF LEADERSHIP BY JOHN MAXWELL
ABOVE THE LINE BY JIM MARAY
EXTREME OWNERSHIP JACOBS WILLIAM
Social media is a vital part of this campaign. Millennials fully utilize their smart phones as past generations used computers for information and social aspects alike. Similar to the book, social media will house the majority of the promotional pieces for hands on access to all those interested in improving their leadership skills. Not only will it house the campaign, it will also promote Goliath in development and encouragement. Specific posts will be utilized to challenge the viewer to take action. There will be inspiring quotes focused on the eight character traits which will not only inform, but prompt the viewer to highlight that quality that day. There will also be quotes which will spearhead momentum for the Goliath movement. Posts of testimonials from millennials who are currently developing their leadership skills. And included will be pop up murals and posters, and videos to promote, encourage and inspire growth, and character development. Millennials are the always on, ever connected, and forever plugged in generation, thus social media and the internet will be the logical hub for all things Goliath.
Supporting apparel and stickers are important in ushering in the action phase of the campaign. As this campaign aims to provoke thoughts and ideas on leadership characteristics and traits through cleverly designed informational pieces, the shirts and stickers are walking promotions for Goliath. Once a poster, shirt or sticker is purchased the consumer is taking action and committing to get involved. When the consumer chooses to wear the Goliath shirt or put the sticker in a visible area, that consumer is saying “I support this cause.” All these items work together to gain attention which further promotes Goliath as a movement. It is one thing to promote material that you are passionate about, but another for others to get involved and promote it for themselves. A large group of people promoting the same idea is more effective than a single entity.
CONCLUSION

Our country is under a critical time of transition with the Baby Boomer generation retiring. There is a growing void in the workplace, and the next generation to fill this is the millennial generation. Through the use of my carefully designed guerilla style design campaign, it is possible to promote and provoke the thoughts of the millennial generation. The intent is for motivated leaders to rise up and influence their peers, in effect, turning this generation into strong and determined Goliaths. The use of creative design to promote Cattell’s eight character traits to the millennial generation will prove to influence and persuade this generation to be the effective leaders of the future.

Although this is a focused design campaign, I do not presume this is the only way to instill leadership qualities in millennials. This campaign was designed for success based on extensive research, careful planning and use of the very technology millennials know and love. In a time of ever-changing trends, art and graphic design are timeless influencers allowing Goliath to make its mark. If no effort is made to inspire this generation to address their character flaws by developing strong leadership attributes, enterprise and society in general will suffer. What if this becomes known as the Goliath generation?
WORK CITED


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