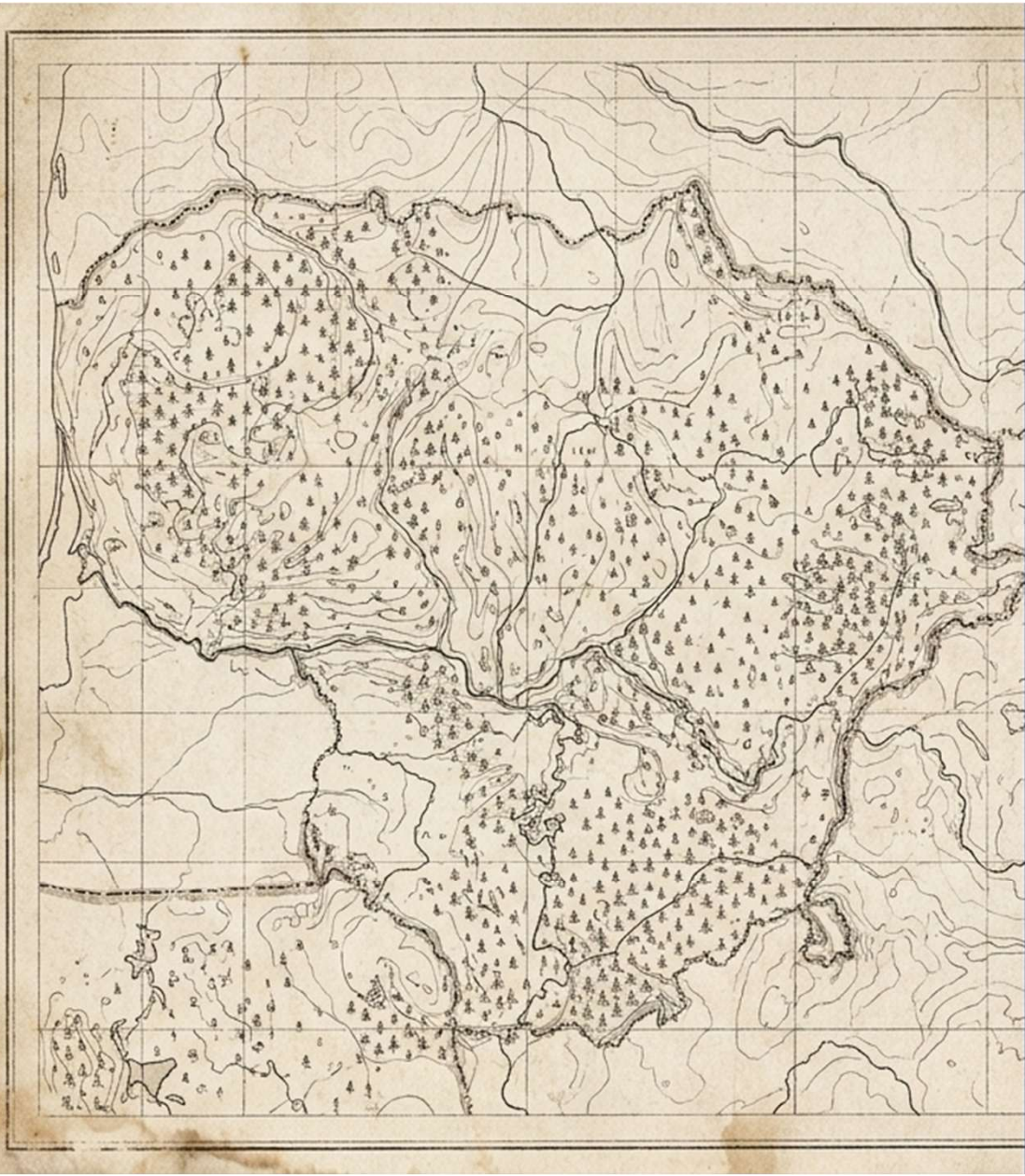




Leadership in the the Shadows

Courage, Testimony, and
Soft Power through the Life
of Fania Brantsovskaya

A Case Study in Grassroots Diplomacy



What do you notice first?

What emotions does
the image evoke?

What evidence of
resilience can be seen?



Have you ever seen
someone lead others without
holding a formal title?

Which personal qualities
help a leader remain
calm under pressure?

What does it mean to lead without official authority?

What helps people stay
strong in difficult times?

If you were in a dangerous
situation with friends, what would
you want your leader to do first?

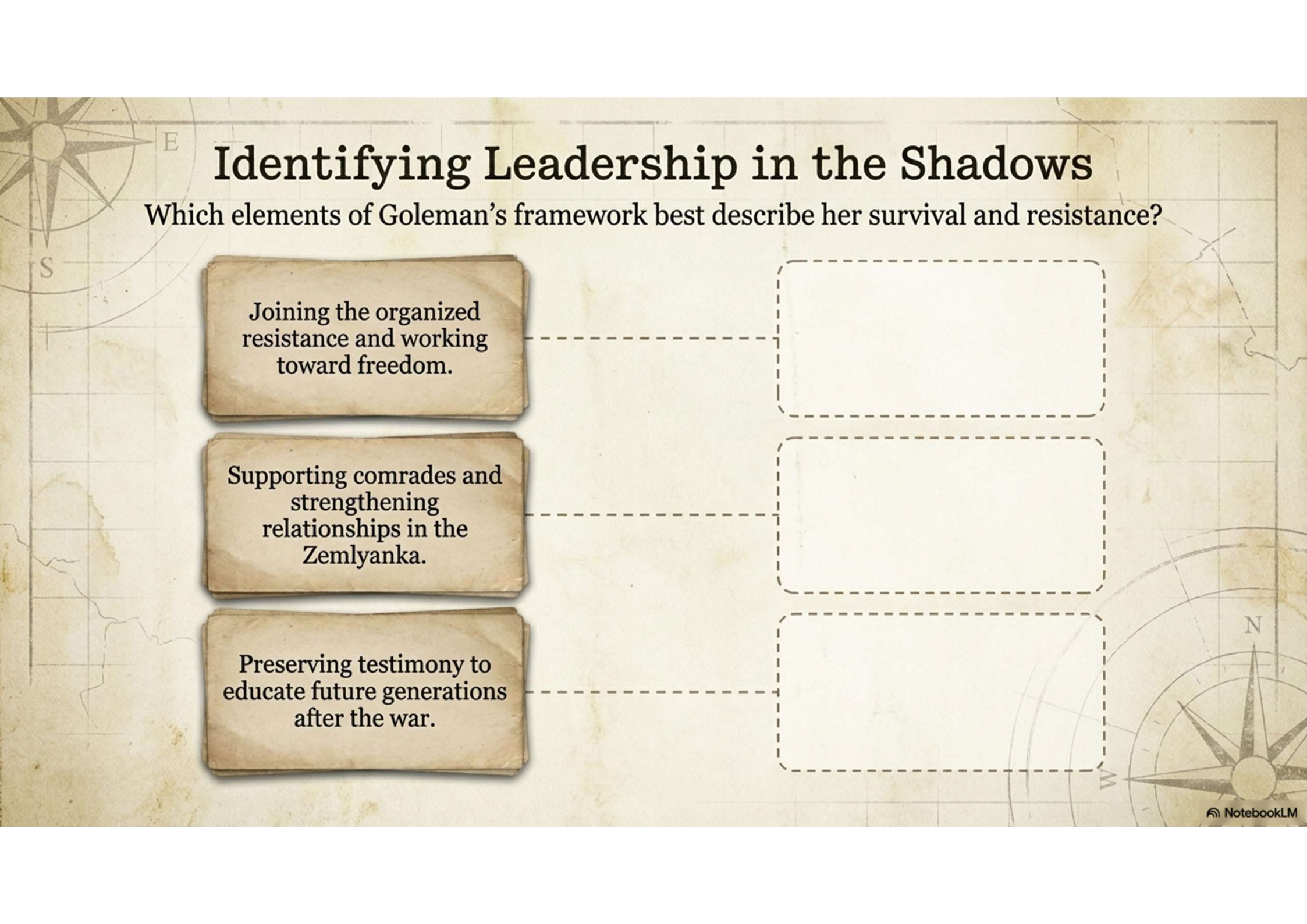
The Anatomy of Leadership (Daniel Goleman)



Fania Brantsovskaya: From Victim to Partisan



1922 |-----| 2024



Identifying Leadership in the Shadows

Which elements of Goleman's framework best describe her survival and resistance?

Joining the organized
resistance and working
toward freedom.

Supporting comrades and
strengthening
relationships in the
Zemlyanka.

Preserving testimony to
educate future generations
after the war.

Leadership Style Synthesis: Fania Brantsovskaya's Resistance

Action: Joining the
resistance



Style: Visionary



Evidence: Worked toward
freedom in the face of
impossible odds.

Action: Supporting
comrades



Style: Affiliative



Evidence: Prioritized mutual
aid, solidarity, and
strengthening relationships.

Action: Preserving
testimony



Style: Coaching /
Visionary



Evidence: Educated future
generations and shaped
international memory.

The Nature of Power

Formal Leadership

Based on Title, Rank,
Institutional Power,
Authority.

Moral Leadership

Based on Courage,
Solidarity, Resilience,
Action.

How does Fania's conduct challenge the idea that leadership depends only on rank? In what ways does she model leadership through action rather than authority?

Leading Through Memory



After the war, Fania remained in Vilnius. She worked as a librarian at the Vilnius Yiddish Institute and became a vital witness for the Centropa archive.

“She did not lead through force or hatred. She led through truth, memory, and testimony.”

Exit Ticket

One thing I learned about leadership today:

One quality of Fania I admire:

One way I can demonstrate leadership in my own life:

Diplomatic Dispatch (Homework)

Use the SEE(C)T Structure: Statement, Evidence, Explanation, [Counterargument], and Tie-up. Write persuasively, as though you have a personal stake in the issue.

Option A

Which aspect of Fania's leadership—action, resilience, or solidarity—is most relevant to a 21st-century leader?

Option B

Identify a moment where Fania mentions a comrade. Explain how teamwork is essential in both partisan warfare and international diplomacy.

Home assignment



Scenario:

You are a young diplomat assigned to the embassy in Lithuania.
You have just met Fania Brantsovskaya.

Task:

Write a formal report to your home country's Ministry of Foreign Affairs explaining why her story is relevant to modern human rights policy.

Requirements:

1. Summarize her transformation from victim to partisan.
2. Analyze how her moral authority contributes to modern peacebuilding.
3. Recommend how your country can honor survivors to prevent future conflicts.