

## King David I: Scotland's First Great King

Year	Event	Commentary
c. 1084	David is born to Margaret and Malcolm III	David is the youngest of six sons and two daughters born by Margaret; when he was born, no one expected that David would one day become king.
1100	David's sister, Matilda, marries Henry I, and David becomes a member of the English (Norman) royal household.	Henry I was reform-minded king, and was a mentor and model for the young David.
1112	David arrives in Carlisle to govern (south) Cumbria for Henry I of England, and soon there after, Galloway (north Cumbria) for Alexander I of Scotland.	Being governor for two different kings was an extraordinary situation, and David the King benefited enormously from his experience as David the Viceroy; he also benefited enormously from the young Norman knights who he recruited as assistants (more on this below).
1113	David married the widow Matilda, Countess of Huntingdon (by birth) and Countess of Northampton (by marriage).	Although their marriage was apparently a love-match, Matilda was exceedingly wealthy, and this marriage gave David the resources he needed for many of his projects, both before and after becoming King of Scotland.
1114	Matilda gives birth to Henry, whose sons, Malcolm and Henry, succeed David as Kings of Scotland.	Henry dies before he can assume the crown, which was a sorry blow to David.
1124	Alexander I dies, having never recovered from his fishing accident in the Firth of Forth; David becomes David I, King of Scots.	His first recorded act as king, perhaps carried out at his coronation, is a grant of the huge lands of Annadale (in Cumbria) to the Norman family de Brus (Bruce), a family that is destined to play a major role in Scottish history.
1128	David establishes Holyrood Abbey, in Edinburgh (the Abbey ruins are adjacent to Holyrood Palace, at the bottom of the Royal Mile); in addition, he establishes Kelso Abbey, in Kelso, located in the Scottish Borders.	
1130	David defeats Angus, grandson of Lulach (stepson of Macbeth), at the Battle of Stracathro.	This battle represents a resurgence of (a) the dynastic squabble between rival branches of the mac Alpin kings, and (b) the difficulties had by Scottish kings in subduing the northern regions of Scotland, especially Moray.
1131	David establishes Melrose Abbey, on the River Tweed (the abbey ruins are shown in photo to the right).	
1138	David loses the "Battle of the Standard" at Cowtown Moor, when he tries to intercede on behalf of his niece, the Empress Matilda.	
1138	David establishes Jedburgh Abbey, in Jedburgh, located in the Scottish Borders.	

- 1147 David establishes Cambuskenneth Abbey, near Stirling.
  - 1150 David establishes Dryburgh Abbey, south of Edinburgh in Lothian
  - 1152 Matilda dies, as does Prince Henry.
  - 1153 David I dies, and is succeeded by his grandson, Malcolm IV.
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## Six Constants of Leadership

Although there are several good books on leadership, we will adopt for this analysis the cognitive-developmental framework of Howard Gardner, most completely described in his *Leading Minds: An Anatomy of Leadership* (1995, Basic Books). The core of his approach is a set of six constants that – in his view – collectively define effective leadership. These constants are listed below, and can provide one intellectual framework for investigating the great leaders of the Scottish nation.

- **The Story:** In order to be effective, the leader must articulate and communicate a message, or story, to his or her audience.
  - **The Audience:** In order for the leader to be effective, the audience must be able to understand, and be responsive, to the leader's story.
  - **The Organization:** In order for the leader to be effective, he or she must create or shape an organization; very often the leader will rely on an inner circle of close associates who are instrumental to the communication and implementation of the leader's policies .
  - **The Embodiment:** In order for the leader to be effective, he or she must be credible, that is, they must embody the central themes of their story.
  - **Direct and Indirect Leadership:** There are two broad categories of leadership:
    - o *Direct Leadership:* What we normally think of when we think of leaders, including generals, presidents, kings, and queens.
    - o *Indirect Leadership:* Another form of leadership where the leader exerts his or her influence indirectly, such as is the case with scientists, writers, and artists.
  - **The Issue of Expertise:** Expertise is most obviously relevant in the case of indirect leadership, where the leader must be an expert in his or her field in order to exert influence; but expertise of other kinds is relevant for direct leadership (e.g. military skill or oratorical excellence).
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## Leadership Analysis: David I

### Constant

### Analysis

#### Story

David's story was "written" in the institutions — abbeys, burghs, parishes — he helped foster and establish. In a sense, it all started with The Laws of Macbeth, which David helped revive and institutionalize. David's genius lay in his vision of a parish system, which provided the institutional foundation for implementation and enforcement of a Scottish legal system, as well as national governance. David envisioned the Scottish parishes having both a religious and a civil function. The

religious functions would be centered on the parish church, or kirk, whereas the civil functions would be centered on the office of the sheriff. Residents of each parish would be responsible for payment of tithes, which support both the religious and civil administrative structure. A major reason for David's establishment of numerous monasteries and abbeys was to provide the educated manpower needed for the administrative structure he envisioned, although the full effects of his programs were not felt until decades after his death.

- Audience** David's audience would have been the nobles and abbots of Scotland, including Norman and French imports. His goal would have been to establish in the minds and practices of his subjects a strong sense of centralized power, focused on the person and administration of the king, coupled with (a) a strong sense of national identity, and (b) a recognition of the intimate ties between religious devotion and ordinary living. His name is apt, for David I of Scotland has sometimes been referred to as David I, "the Saint". Although there is no direct evidence of this, he must have been inspired by the biblical King David.
- Organization** Perhaps the most striking aspects of David's leadership revolve around issues of organization. I have already discussed (briefly, above) how David's enduring legacy was not a battle or a conquest, but the encouragement and establishment of national institutions, both religious and civil. But how did he accomplish this enormous task? Much has been made by historians of the small group of Normans who accompanied David to Carlisle when he was appointed governor there, and upon whom he continued to rely when he became king. The list of family names is impressive, including Bruce, Stewart, Lindsay, Comyn, Gordon, Montgomery, and Chisholm. These Normans helped feudalize Scotland, provided much of the manpower for the David's administration as governor and king, and became more nationalistically Scottish than some of their Celtic contemporaries.
- Embodiment** Like his mother and his wife, David appears to have been a man of genuine religious conviction. He was also a family man, and appeared to be genuinely interested in the well-being of his country and subjects. He was thus a leader whose life embodied the principles of his administration.
- Direct or Indirect?** David was a direct leader, leading through his actions, his assistants, and his influence on others. One of the most interesting questions arising in scholarship about leadership is, "Are great events due to great men, or merely a product of the times?" Although there can be no doubt that David was an effective, energetic, and charismatic leader, he also benefited from circumstances. The Scotland he inherited was already entering a "golden age" (roughly, the 12th through 13th centuries), and he enjoyed cordial relations with his mentor Henry I, King of England. Further, this was a time of agricultural improvement and economic growth throughout Europe. The Church at this time was still vigorous, and trade was expanding. Finally, the foundations for his public works were at least partially in place, thanks to Scottish kings such as Macbeth and Alexander I. Thus, although David was certainly an effective leader, it is important to keep in mind the favorable circumstances which attended his reign.
- Expertise** Aside from the organization he created, perhaps the most striking aspect of David I's leadership is his ability. And by "ability" we do not merely mean his native ability, which he surely possessed in ample amounts, but also his acquired abilities. From a psychological standpoint this is an extremely important aspect of his leadership, for it points to ways that great leaders can be fostered. It appears that David had three great assets that helped develop expertise as a leader:
1. First, he had a model and a mentor in King Henry I of England. A comparison of the two reigns reveals many similarities, for both monarchs systematically worked to improve the administration of the monarchy. The particulars were different. For the challenges and needs were vastly different in England and

Scotland during the 12th century, but the similarities are nevertheless remarkable.

2. Second, David had an opportunity to "practice" in a relatively low pressure situation while governor of Cumbria. Not only did he have the opportunity to practice administrative leadership, but he was able to do so without the expectations associated with being a future-king.
  3. Third, David had access to the most innovative people in Europe during his day, the Normans. The Normans revolutionized both warfare and feudal administration, and David was able to learn from and capitalize on their energy, skill, and ambition.
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