

# A U.S. Army Leadership Requirements Model Reflection of Bucky Barnes and Yelena Belova in Marvel's *Thunderbolts*

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Since the release of *Iron Man* in 2008, the Marvel Cinematic Universe has showcased heroes whom audiences admire—leaders with moral and ethical values and relatable flaws. We each hold mental models of what makes a good leader. Characters such as Captain America, War Machine, Captain Marvel, and the Falcon offer insights into their service as members and veterans of the Armed Services, presenting an MCU-based perspective on leadership. Nevertheless, the U.S. Army's doctrine explicitly outlines leadership, detailing the attributes and competencies it expects its leaders to embody, understand, and demonstrate.

The concept of leadership within the Army Leadership Requirements Model can be applied to the superhero universe to *reflect on* their effectiveness and influence. This model highlights essential attributes and skills that enable leaders to motivate and direct others.<sup>1</sup> It provides a structured framework for assessing leadership qualities across various contexts, including the military, the corporate sector, and the superhero genre.

Using frameworks such as the Army LRM to examine fictional characters underscores the educational value of popular stories. This approach links Army doctrine to storytelling, enabling civilians to explore leadership in familiar settings and deepen their understanding of concepts such as character, presence, intellect, and leadership skills through specific cinematic examples. Fictional narratives can serve as useful case studies for teaching leadership to Army civilians in a risk-free environment, enabling evaluation of leadership successes and failures. Fictional narratives often present complex leadership challenges in an engaging and easy-to-understand format, making abstract Army doctrine more relatable than traditional manuals.

Superheroes, through their actions and qualities, teach vital lessons about leadership and inspire emulation of their strengths. They highlight the importance of a strong moral compass, courage, resilience, and adaptability in tough times. The best superhero leaders are not only strong but also inspiring, capable of working with others

and developing skills to reach shared goals.<sup>2</sup> They exemplify core leadership principles by combining personal virtues with essential skills, thereby creating a profound and positive impact.<sup>3</sup>

Marvel's *Thunderbolts* (released 2 May 2025) features a team of morally complex anti-heroes—including Bucky Barnes and Yelena Belova—in a story focused on trauma, redemption, and emotional resilience.<sup>4</sup> This essay applies the U.S. Army's

Leadership Requirements Model (ADP 6-22) to evaluate how these characters exemplify leadership attributes

(Character, Presence, Intellect) and competencies (Lead, Develop, Achieve). This exercise applies a military leadership framework to complex, fictional characters, aiming to identify their skills and traits that translate into leadership qualities. The thesis suggests that Bucky exemplifies leadership through experience, integrity, and a mission-focused approach, while Yelena demonstrates adaptive, emotionally intelligent leadership, together showcasing different aspects of the Army LRM.

### Overview of The U.S. Army Leadership Requirements Model

The Army Leadership Requirements Model has a solid foundation in historical experience, drawing from what has proven successful in Army leadership roles over time, as highlighted in many

military and leadership publications. It highlights the key skills and qualities that are relevant and

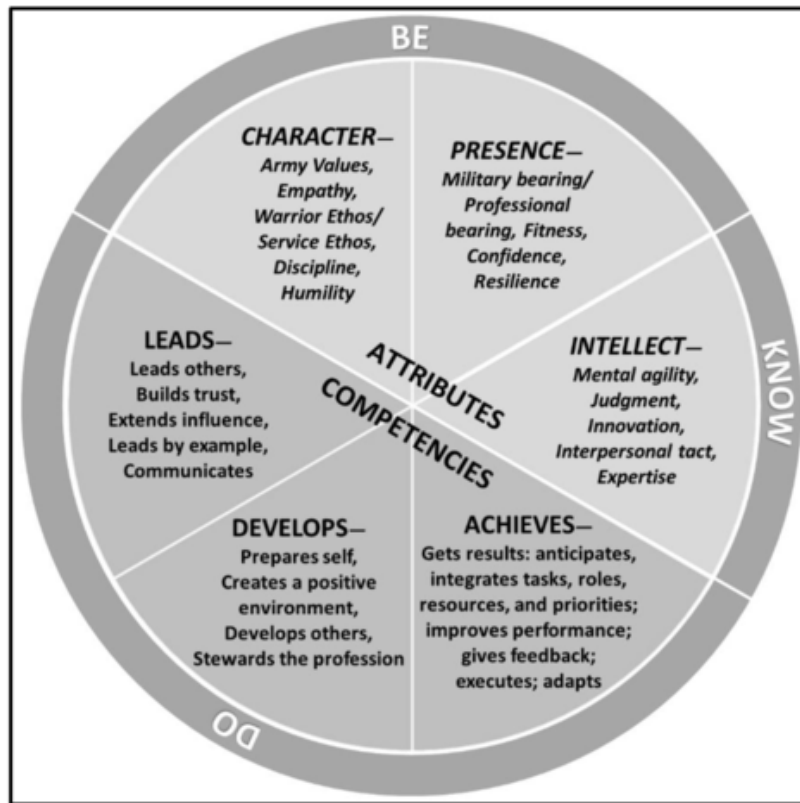
essential for every Army leader, no matter their rank or position.<sup>5</sup>

The Leadership Requirements Model, widely used in the Army, connects expectations with leader development activities, personnel management practices, and systems. By understanding these expectations

and applying the right attributes and competencies, leaders can better prepare for a variety of situations. The

model helps leaders develop lasting capabilities essential at any level, mission, or assignment. This model also highlights the importance of being a lifelong learner, encouraging growth and development as a leader, leveraging the three development domains of institutional, operational, and self-development.<sup>6</sup> All parts are interconnected and align with the Department of Defense (DOD) civilian leader development framework specified in DODI 1430.16.<sup>7</sup>

The U.S. Army defines leadership as the art and science of influencing others by providing purpose, direction, and motivation to accomplish the mission and improve the organization.<sup>8</sup> The Army Leadership Requirements Model (figure 1) identifies the characteristics a person can develop to become an effective leader. The model's



(Army Doctrine Publication 6-22, *Army Leadership and the Profession*)

**Figure 1: The Army Leadership Requirements Model**

“attributes”—Character, Presence, Intellect—describe what a leader “is” (Be/Know), while “competencies”—Lead, Develop, Achieve—explain what a leader “does” (Do). Attributes develop over time through experience, whereas competencies can be trained and refined more quickly.<sup>9</sup>

### Leadership Attributes: Be and Know

Leadership attributes encompass the internal qualities and characteristics a leader must possess, summarized under three categories: Character, Presence, and Intellect. *Character* refers to the ethical and moral foundation that guides a leader’s decisions and behavior.<sup>10</sup> The attribute of character encompasses adherence to values (Loyalty, Duty, Respect, Selfless Service, Honor, Integrity, and Personal Courage—LDRSHIP), empathy, a warrior and service ethos, discipline, and humility. *Presence* involves the outward expression of leadership, where the leader projects authority and inspires trust.<sup>11</sup> Presence refers to how a leader influences others, as well as their professional demeanor, physical well-being, confidence, composure, and resilience. *Intellect* captures the cognitive abilities necessary for problem-solving, sound judgment, innovation, and strategic thinking, reflecting a leader’s mental agility and expertise. Together, these attributes define what leaders *are* and *know*, forming the foundational qualities that influence how leaders approach challenges and interact with their teams.

### Leadership Competencies: Do

In contrast, Leadership Competencies describe the observable actions and behaviors leaders demonstrate to accomplish their mission and foster team development. The model outlines three key competencies: Leads, Develops, and Achieves. The *Leads* competency involves influencing others to accomplish tasks while providing purpose, direction, and motivation.<sup>12</sup> Leads is about leading others, building trust, extending influence, leading by example, and communicating effectively. *Develops* focuses on preparing others by fostering growth, mentoring, and creating a positive environment that encourages learning and resilience. It involves preparing oneself, developing

others, creating a positive environment, and stewarding the profession. Lastly, *Achieves* pertains to accomplishing organizational goals through effective planning, execution, and resource management.<sup>13</sup> It entails setting priorities, planning, executing tasks, adapting to changes, and delivering results. These competencies capture what leaders *do* to translate their attributes into effective leadership outcomes.

### Relevance to Film and Fictional Character Analysis

Although formulated for military leadership, the LRM’s comprehensive framework proves invaluable for *examining* leadership in film and fictional characters. Characters in narratives often embody leadership traits and demonstrate competencies that drive plot and character development. Applying the LRM to such characters allows for systematic evaluation of their leadership styles, strengths, and weaknesses.

For example, analyzing a character’s *Character* can reveal their ethical motivations and internal struggles, while *Presence* and *Intellect* help understand their influence and problem-solving abilities within the story’s context. Observing how characters *lead* or *develop* others can provide insight into their interpersonal dynamics and growth arcs, enriching audience understanding and critical analysis.<sup>14</sup>

### How the Superheroes Align with the LRM

Here is how superhero leadership aligns with the Army Leadership Requirements Model’s key components:

#### 1. Attributes (Be and Know)

**Character:** Superheroes are fundamentally driven by strong moral codes and ethical principles, aligning with the Army’s emphasis on values like integrity, loyalty, and accountability.

**Presence:** Superheroes inspire confidence and embody a sense of control, demonstrating composure under challenging situations and radiating a powerful presence. Whether through sheer physical presence or through inspiring communication, they can rally allies and instill hope in those they protect.

**Intellect:** Many superheroes are gifted with above-average intelligence, analytical skills, and the

ability to think strategically, solve complex problems, and make sound judgments.<sup>15</sup>

## 2. *Competencies (Do)*

**Leads:** Superheroes are inherently driven to action, taking charge in times of crisis and setting a strong example for others to follow.<sup>16</sup> Superheroes are often skilled communicators, able to articulate their vision and inspire others through their words and actions.<sup>17</sup> Their ability to unite a team with a shared sense of purpose is a key aspect of their leadership. Superheroes build relationships with diverse groups and leverage their networks to achieve their objectives.<sup>18</sup> They work collaboratively with various organizations and individuals to address broader threats, demonstrating their ability to influence beyond traditional hierarchies.

**Develops:** Superheroes often work with teams and mentors, promoting the growth and development of their allies and fostering positive team environments.<sup>19</sup>

**Achieves:** Superheroes are focused on achieving their missions and protecting the innocent, demonstrating a results-oriented approach and an ability to adapt to changing situations. Their consistent effort to overcome challenges and defeat villains speaks to their ability to achieve goals effectively.

## Justification for Using the LRM to Examine Fictional Leadership

The LRM offers a structured, theory-based approach that balances internal qualities and external behaviors, making it well-suited for evaluating fictional leadership. Unlike models that focus solely on behavior or traits, it integrates both “being” and “doing,” aligning closely with multidimensional character development in storytelling.<sup>20</sup> This balance allows *exploration of* not only what fictional leaders accomplish but also who they are beneath the surface, providing richer insight into narrative leadership themes.

Moreover, the LRM’s clarity and comprehensive scope make it accessible for academic use, supporting rigorous comparison across characters and genres. Consequently, it enables scholars, critics, and students to engage critically and

consistently with leadership portrayals, thereby bridging the gap between military leadership theory and popular culture studies.

## Yelena Belova and Bucky Barnes Leadership Reflection

### Yelena’s Attributes

**Character:** Yelena shows moral courage, compassion, and empathy. Her honesty about her feelings and her willingness to face her trauma reveal her inner strength.<sup>21</sup> Early in *Thunderbolts*, she opens with a stark confession: “There is something wrong with me. An emptiness,” as she stands atop a skyscraper, about to parachute in, signaling existential struggle.<sup>22</sup> In the movie, Bob, short for Robert Reynolds, is a compelling character who is also known as the superhero Sentry and his dark alter-ego, the Void. The experiments conducted on Bob gave him his superpowers; however, it happened at the cost of his mental stability due to his past trauma and drug addiction. Throughout the movie, Bob struggles with his mental health. Yelena continuously shows Bob great empathy, especially during Bob’s darkest moment, reminding him that he is not alone. Although she acts outside the law and has a past of deception (which was necessary for her training), Yelena upholds a strong personal code and integrity.<sup>23</sup> She is intensely loyal to those she cares for, such as Bob, and holds herself responsible for her actions, even to the point of self-punishment, as evident in her grief and attempts to rectify past mistakes. She rarely lies casually. Her integrity is “oriented”—not about strict rule-following but about keeping her promises to trusted people. This is clear when Valentina asks her to kill Sharon Carter. Yelena hesitates, questioning the target, the reasons, and the morality of the order, showing she does not blindly obey. This underscores her personal code, even when she operates in morally gray areas.

Yelena consistently displays personal courage by facing hazardous situations without hesitation. More importantly, she is willing to challenge authority, in this case that of Valentina Allegra de

Fontaine, by questioning her missions when her conscience dictates. An example of this is when Yelena immediately accepts the mission, despite the danger involved. By agreeing to accept the mission, even after she learns that Sharon Carter is the target, she shows her willingness to face high-risk situations.

As a leader, Yelena displays great humility

motivations of each member. An example of this is her interactions with Red Guardian, Yelena's adoptive father. He is a gruff, boastful Soviet super-soldier counterpart to Captain America who genuinely cares for Yelena and acts as a protective father figure for her. The interactions between the two are laced with playful banter, but also a clear understanding of his need for validation. She uses

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“Superheroes are fundamentally driven by strong moral codes and ethical principles, aligning with the Army's emphasis on values like integrity, loyalty, and accountability.”

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throughout the movie. Despite her high-level expertise, she does not boast or seek glory. She is sarcastic and self-deprecating, often downplaying her abilities. Her constant quips and jabs, even during the intense fighting, demonstrate a lack of ego and a willingness not to take herself too seriously. As a result, it makes her relatable and helps build trust with others.

*Presence:* This is where Yelena is more nuanced. She is charismatic, expressive, and physically adept. Her emotional authenticity allows her to impact others by connecting with peers and motivating them. She has great confidence. Yelena does not need to prove herself as she exudes a quiet confidence, born from her training and experience. She still projects confidence in her skills even when surrounded by more experienced and boastful teammates. An example of this is during a briefing, where she listens intently without feeling the need to interject or constantly prove her worth. Her calm demeanor speaks volumes.<sup>24</sup>

Yelena displays remarkable interpersonal tact. She is surprisingly adept at reading people and tailoring her approach. She uses humor and sarcasm to disarm and build rapport (or to test boundaries). She is not afraid to be direct, but she is also perceptive enough to know when a softer touch is needed. She quickly assesses the dynamics within the Thunderbolts team, recognizing the egos and

this to manipulate him subtly.

Yelena consistently demonstrates strong professionalism, maintaining a level of focus and efficiency even in chaotic situations. She is a professional operative, even if her methods are unconventional. Despite the chaotic nature of the missions given throughout the movie, she maintains a professional focus on completing her objective. An example of this is, even amidst the team's infighting and bickering, she remains laser-focused on the task at hand, efficiently eliminating threats and gathering information.

Yelena also displays a strong military bearing. While not in uniform, her posture, movements, and direct gaze project authority and competence. A potential complication for Yelena is that her sarcasm and sometimes abrasive personality could be misinterpreted as a lack of respect or empathy. She is not naturally warm and fuzzy.

*Intellect:* This is a strength for Yelena. She exhibits mental agility, emotional intelligence, and strategic improvisation. She notably demonstrates this during psychological crises, such as entering Bob's Void to confront inner demons.<sup>25</sup>

## Yelena's Competencies

*Leads:* Yelena's leadership is evident in her ability to inspire loyalty and morale, particularly among her peers. She inspires loyalty and boosts

morale through emotional honesty and humor. Her leadership emerges organically, not from formal rank. She frames the team's identity with energy and acceptance: "Everyone here has done bad things ... we are not heroes. We are survivors."<sup>26</sup> Her honest expressions foster trust and unity, especially with Bob, who initially isolates himself but gradually opens up under her care. In combat situations, she encourages cohesion with bold statements, such as "We can find a way together."<sup>27</sup> Critics recognize her as the emotional and moral center of the film, anchoring the ensemble's direction through intangible leadership.<sup>28</sup>

*Develops:* By forging personal connections and encouraging initiative, she helps others process trauma and find purpose. Yelena builds camaraderie and encourages psychological resilience within the team. She engages other anti-heroes with empathy and candor, offering emotional validation rather than dismissal. For example, she sits with Bob in vulnerability, affirming, "I'm here. You're not alone."<sup>29</sup> Her open approach with team members like Ghost, Walker, and Red Guardian helps transform a collection of broken individuals into a functioning, mutually supportive unit. Leadership commentators point to this dynamic, noting that Yelena offers "presence, vulnerability ... team cohesion" above combat prowess.<sup>30</sup>

*Achieves:* Yelena takes initiative in crises. Her decision to enter Bob's memory space is unconventional yet decisive, contributing to mission success by helping the team reach Bob's consciousness and resolve the threat. Yelena accomplishes mission objectives through unconventional yet effective methods, relying on emotional connection and improvisation. Her decision to enter the Void, though ethically risky, is instrumental in reconnecting Bob with his core self, allowing him to overcome the Void. This bold act breaks the team's logjam and catalyzes victory. Critics regard this sequence as the emotional and thematic climax, led by Yelena's bravery more than any strategic plan.<sup>31</sup>

## Bucky's Attributes

*Character:* Bucky Barnes demonstrates deep loyalty, integrity, and unwavering commitment

to the mission, despite grappling with trauma from his time as the Winter Soldier. As Omar L. Harris notes, Bucky must confront his past to lead the team of misfits, grounding his leadership in redemption and moral responsibility.<sup>32</sup> He continually chooses mission and team over self-interest, which reflects the Army values. This commitment is illustrated early on when he assembles the operatives to testify against Valentina—accepting personal risk to expose corruption.<sup>33</sup>

*Presence:* He maintains composure under pressure, makes deliberate decisions, and commands respect through quiet confidence. His demeanor projects resilience born of decades of hardship. Despite not being the film's primary leader, critics highlight that "he steadies the chaos without barking orders."<sup>34</sup> His silent composure contrasts with familiar charisma-heavy portrayals, enabling him to anchor the ensemble through the darkest moments.

*Intellect:* Bucky brings tactical expertise, mental agility, and sound judgment, shaped by years of service as both a soldier and a statesman (he also serves in the U.S. House of Representatives). Bucky's tactical knowledge, problem-solving abilities, and judgment stem from decades of experience as a super-soldier and ally to Captain America. His strategic competence and seasoned approach make him a natural de facto leader, even if the screenplay underuses him.<sup>35</sup> His calm handling of mission-critical decisions reflects this seasoned intellect.

## Bucky's Competencies

*Leads:* Bucky steps forward as de facto leader of the Thunderbolts—providing direction, building trust, and leading by example in critical moments. He communicates mission intent clearly and exerts influence despite lacking formal command. Although not formally the team's leader, Barnes unexpectedly assumes responsibility in combat and decision-making. He organizes the assembled operatives, stating, "Part of this is on John," during a confrontation—holding others accountable while guiding them toward collective action.<sup>36</sup> By stepping into this role, he influences without overt authority.

*Develops:* Bucky acts as a mentor figure, especially toward younger or more volatile teammates such as Yelena. He mentors Yelena and others, fostering cohesion and encouraging individual growth. His quiet mentorship establishes a positive team climate. The film allows him to quietly support others through shared trauma—helping them process their histories and contributing to emotional cohesion. As the team’s elder statesman, he models resilience and leads by quiet example.

*Achieves:* Focused on mission success, Bucky helps coordinate the team’s actions to contain the Void. His planning and execution underline his reliability in accomplishing objectives. A mission-focused leader, Bucky ensures team objectives are met—even at personal cost. In the climactic escape and containment of the Void, his steady leadership and planning help the team achieve their goal of saving Bob and preventing New York’s destruction.<sup>37</sup>

## Comparative Analysis

Bucky and Yelena demonstrate distinct yet complementary leadership strengths.

Yelena’s emotionally driven approach reflects adaptive leadership, which emphasizes Presence and relational skills — leading with empathy and innovation, fostering team cohesion, and reaching goals through courageous actions.

Yelena’s intuitive, relationship-driven leadership style contrasts sharply with Bucky Barnes’s more structured and tactical approach. While Bucky leads through careful planning, composure, and experience, Yelena guides by connecting emotionally, improvising in chaotic situations,

and promoting a shared purpose. Their styles complement each other: Bucky offers a stabilizing presence when structure is needed, while Yelena provides warmth, boosts morale, and remains relatable when hearts or minds are fractured.

Her emotional intelligence makes up for her lack of formal leadership experience. Although she is not officially trained to lead a team, she anticipates others’ emotional needs, bridges interpersonal gaps, and restores team unity during critical moments. In her early scenes, Yelena feels isolated and aimless; however, through her partnership with Bob and the team, she develops a new role based on empathy and influence rather than commands.<sup>38</sup> Her ability to earn trust and make vulnerability normal under stress demonstrates advanced relational leadership.

Yelena’s strengths and her relational leadership style provide a powerful complement to Bucky’s disciplined structure. While Bucky leads with tact and measured authority, she addresses emotional and motivational gaps, showing that leadership is not always about rank or experience but often about authenticity, empathy, and taking timely risks. Together, they form a dynamic leadership team—one rooted in experience and the other in emotional connection. Both are vital for achieving mission success in the face of trauma.

Bucky’s structured, experience-based leadership aligns with the attributes of Character and Intellect, and the competency of achieving mission results through planning and quiet influence. Throughout *Thunderbolts*, Bucky is depicted as taking charge and defusing conflicts. At one



AI image generated by Allyson McNitt

Yelena Belova	Bucky Barnes
<p>Emotionally driven approach reflects adaptive leadership</p> <p>Intuitive, relationship-driven leadership style</p> <p>Connects emotionally, improvises, promotes shared purpose</p>	<p>Disciplined, structured, tactical approach</p> <p>Leads through planning, composure, and experience</p> <p>Stabilizing presence when structure is needed</p>

Leadership qualities. (Table by author)

point, he confronts John Walker and asserts responsibility: “This is on you, John,” shifting the dynamic from chaos toward accountability. This moment crystallizes his ability to provide direction and structure in an emergent crisis.<sup>39</sup>

However, Bucky is marked by tension between his past identity as the Winter Soldier and his evolving role as a responsible leader. Bucky has “chosen to accept” his Winter Soldier past and make amends, acknowledging that he cannot entirely separate from it.<sup>40</sup> This internal struggle shows in his dialogue, where he says, “The past doesn’t go away. So you can either live with it forever ... or do something about it.”<sup>41</sup> The tension between legacy and growth enriches his leadership portrayal—he leads not by erasing himself, but through redemption and integration.

Together, their styles showcase a broader use of the Army LRM: one grounded in discipline and mission focus, the other in emotional resilience and initiative. Both have growth opportunities: Bucky’s emotional restraint occasionally restricts his influence in relationships, while Yelena’s impulsiveness can impair coordination. Their interdependence encourages mutual growth, with her emotional boldness complementing his cautious stability.

### Limitations and Growth Potential

Although they complement each other, both leaders have limitations and room for growth. Bucky’s limitations include emotional restraint, which can reduce his influence in relationships. While tactically skilled, he sometimes struggles to build personal connections and often relies on others like Yelena to handle emotional issues. Critics have noted that Bucky often feels overshadowed by Yelena’s emotional leadership, leading to perceptions that he is undervalued in terms of screen presence and development.<sup>42</sup> Bucky’s structured approach might have difficulty in unpredictable emotional situations. During moments that require empathy or emotional improvisation, his rigid leadership could temporarily weaken team cohesion.

Yelena also faces some limitations. Where she has strong individual operator experience, Yelena lacks formal strategic training and experience leading teams. While her intuitive leadership is robust, it sometimes falls short of Bucky’s tactical skills, leading to occasional gaps in execution and accountability. Her emotional impulses can sometimes verge on recklessness. Her decision to enter the Void is understandable, but it carries inherent risks. Without careful judgment, emotional choices could have negative consequences.

Both have potential for mutual growth and development. By working together, each leader can

complement the other's weaknesses and advance collectively. Bucky can improve his empathetic leadership by recognizing relational cues and emotional responses in Yelena, which is especially beneficial in trauma-informed environments. Conversely, Yelena can benefit from Bucky's disciplined planning and strategic thinking, blending her spontaneity with more deliberate planning.

From a leadership standpoint, mentorship might be formalized, with Bucky acting as a structured guide and Yelena offering emotional support. Their joint development would cultivate a leadership style that combines tactical reliability with emotional insight—ideal for the high-stakes, morally complex missions the Thunderbolts face.

## Conclusion

In Marvel's *Thunderbolts*, both Bucky Barnes and Yelena Belova demonstrate essential elements of the U.S. Army's Leadership Requirements Model (LRM). Bucky shows strong Character, including loyalty, integrity, and a steadfast dedication to the mission despite his past as the Winter Soldier. His calm Presence under pressure and decades of tactical experience reflect Intellect aligned with Army leadership standards. In terms of Competency, he naturally leads by stepping into responsibility during crisis moments, develops others through mentorship—especially Yelena—and achieves mission goals through disciplined planning and decisive action.

Yelena, in contrast, exemplifies emotional authenticity and moral courage—traits anchored in empathy and honesty. Her charisma, emotional expressiveness, and physical capability are evident, complemented by her sharp intellect demonstrated through adaptability, strategic improvisation, and emotional insight. She inspires trust, boosts morale, and fosters unity among colleagues, building psychological resilience and team cohesion, and achieving goals through innovative, effective strategies—such as entering Bob's Void to spark resolution. Together, their diverse styles form a

leadership synergy surpassing what either could achieve alone.

Bucky Barnes exemplifies leadership grounded in experience, integrity, and discipline focused on the mission, while Yelena Belova offers adaptive, empathetic, and emotionally driven leadership. Together, they present a compelling and complementary depiction of the U.S. Army Leadership Requirements Model.<sup>43</sup> Their interaction highlights that effective leadership integrates both structured discipline and emotional connection, fulfilling the LRM's attributes and competencies.

Bucky and Yelena's characters exemplify a shifting perspective on leadership in contemporary media. These characters, despite their imperfections, still demonstrate good leadership. Their moral depth, personal struggles, and development challenge classic "heroic" leadership stereotypes, showcasing heroes who succeed through vulnerability, honesty, and collaboration rather than control or perfection. This nuanced portrayal aligns with modern leadership concepts that emphasize emotional intelligence, authentic relationships, and transformative impact.

Bucky Barnes and Yelena Belova, as depicted in *Thunderbolts*, demonstrate that effective leadership is not about being perfect, holding a high rank, or being sure. It is about growth, integrity, and the willingness to lead during challenging times. Their leadership styles may differ — Bucky's organized, duty-driven approach versus Yelena's emotionally flexible and relational style — but both develop from flawed individuals to figures of redemption and unity throughout the story. Their journey affirms a crucial truth: leadership grounded in moral courage, empathy, resilience, and purposeful action can transform brokenness into strength, uncertainty into clarity, and trauma into trust. In their differences and in their shared qualities, they embody an ideal of leadership not rooted in innate traits but in what they become through adversity. ■

## Notes

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