

Inc.

2021 HANDBOOK

**Inc.'s
Leadership
Super Book:
A Definitive
Consolidation of
25 Perspectives
to Guide your
Future Success**

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JEFF BEZOS HAS
BUILT A SUPER
SUCCESSFUL
BUSINESS
BASED ON 14 EX-
TREMELY POW-
ERFUL AMAZON
LEADERSHIP
PRINCIPLES.

BY JAYSON DEMERS@JAYSONDEMERS

These 14 Amazon Leadership Principles Can Lead You and Your Business to Remarkable Success

What are the values that drive your work? Do they include a commitment to honesty? A desire to innovate?

What about the companies you are a part of? Do these businesses or organizations stick to a particular set of values and principles? Have these values been communicated, if established at all?

Having a strong set of values can pave the way towards success. Super successful Amazon has and operates by its own set of leadership principles—a set of principles referred to during company decision-making, problem-solving, simple brainstorming, and even hiring.

I have personally had good fortune to work with a number of executives within Amazon, and I can vouch for the fact that they live these principles every day of the week. These leaders set the bar high, and then they constantly raise it.

LEADERS START WITH THE CUSTOMER AND WORK BACKWARD.

Whether you're interviewing for a job at Amazon—or crafting a list of values for your own business—check out the 14 leadership principles Amazon workers refer to on a daily basis:

1. Customer Obsession.

Leaders start with the customer and work backward. They work vigorously to earn and keep customer trust. Although leaders pay attention to competitors, they obsess over customers.

2. Ownership.

Leaders are owners. They think long term and don't sacrifice long-term value for short-term results. They act on behalf of the entire company, beyond just their own team. They never say "that's not my job."

3. Invent and Simplify.

Leaders expect and require innovation and invention from their teams and always find ways to simplify. They are externally aware, look for new ideas from everywhere, and are not limited by "not invented here." As we do new things, we accept that we may be misunderstood for long periods of time.

4. Are Right, a Lot.

Leaders are right a lot. They have strong judgment and good instincts. They seek diverse perspectives and work to disconfirm their beliefs.

LEADERS ARE
NEVER DONE
LEARNING AND
ALWAYS SEEK
TO IMPROVE
THEMSELVES.

5. Learn and Be Curious.

Leaders are never done learning and always seek to improve themselves. They are curious about new possibilities and act to explore them.

6. Hire and Develop the Best.

Leaders raise the performance bar with every hire and promotion. They recognize exceptional talent, and willingly move them throughout the organization. Leaders develop leaders and take seriously their role in coaching others. We work on behalf of our people to invent mechanisms for development like Career Choice.

7. Insist on the Highest Standards.

Leaders have relentlessly high standards; many people may think these standards are unreasonably high. Leaders are continually raising the bar and drive their teams to deliver high-quality products, services, and processes. Leaders ensure that defects do not get sent down the line and that problems are fixed so they stay fixed.

8. Think Big.

Thinking small is a self-fulfilling prophecy. Leaders create and communicate a bold direction that inspires results. They think differently and look around corners for ways to serve customers.

SPEED MATTERS IN BUSINESS.

9. Bias for Action.

Speed matters in business. Many decisions and actions are reversible and do not need extensive study. We value calculated risk taking.

10. Frugality.

Accomplish more with less. Constraints breed resourcefulness, self-sufficiency, and invention. There are no extra points for growing headcount, budget size, or fixed expense.

11. Earn Trust.

Leaders listen attentively, speak candidly, and treat others respectfully. They are vocally self-critical, even when doing so is awkward or embarrassing. Leaders do not believe their or their team's body odor smells of perfume. They benchmark themselves and their teams against the best.

12. Dive Deep.

Leaders operate at all levels, stay connected to the details, audit frequently, and are skeptical when metrics and anecdote differ. No task is beneath them.

13. Have Backbone; Disagree and Commit.

Leaders are obligated to respectfully challenge decisions when they disagree, even when doing so is uncomfortable or exhausting. Leaders have conviction and are tenacious.

DESPITE
SETBACKS,
THEY RISE TO
THE OCCASION
AND NEVER
SETTLE.

They do not compromise for the sake of social cohesion. Once a decision is determined, they commit wholly.

14. Deliver Results.

Leaders focus on the key inputs for their business and deliver them with the right quality and in a timely fashion. Despite setbacks, they rise to the occasion and never settle.

SOMETIMES
THE MOST
POWERFUL AND
MEANINGFUL
THINGS COME
FROM WORDS
THAT TOUCH
OUR HEART AND
LEAD US FORWARD
TO OUR
POTENTIAL.

BY LOLLY DASKAL@LOLLYDASKAL

The 100 Best Leadership Quotes of All Time

Life is about discovering who we are, leading is about striving to become better than we are, and helping everything and everyone around us to become better too.

Let these words inspire you, motivate you, encourage you, and empower you to be the best you can be.

1. “Every time you have to speak, you are auditioning for leadership.” –James Humes
2. “You are not here merely to make a living. You are here in order to enable the world to live more amply, with greater vision, with a finer spirit of hope and achievement. You are here to enrich the world, and you impoverish yourself if you forget the errand.” –Woodrow Wilson
3. “A good leader leads the people from above them. A great leader leads the people from within them.” –M.D. Arnold
4. “Don’t follow the crowd, let the crowd follow you.” –Margaret Thatcher
5. “We are what we pretend to be, so we must be careful about what we pretend to be.” –Kurt Vonnegut

**“LEADERSHIP
IS THE ART OF
GIVING PEOPLE
A PLATFORM
FOR SPREADING
IDEAS THAT
WORK.”**

6. “Leadership is the art of giving people a platform for spreading ideas that work.” –Seth Godin

7. “The greatest leader is not necessarily the one who does the greatest things. He is the one that gets the people to do the greatest things.” –Ronald Reagan

8. “To add value to others, one must first value others.” –John Maxwell

9. “A true leader has the confidence to stand alone, the courage to make tough decisions, and the compassion to listen to the needs of others. He does not set out to be a leader, but becomes one by the equality of his actions and the integrity of his intent.” –Douglas MacArthur

10. “The task of the leader is to get their people from where they are to where they have not been.” –Henry Kissinger

11. “Treat people as if they were what they ought to be, and you help them become what they are capable of being.” –Johann Wolfgang von Goethe

12. “I suppose leadership at one time meant muscles; but today it means getting along with people.” –Mahatma Gandhi

13. “There are no office hours for leaders.” –Cardinal J. Gibbons

14. “When people talk, listen completely.” –Ernest Hemingway

"I CAN GIVE YOU
A SIX-WORD
FORMULA FOR
SUCCESS:
THINK THINGS
THROUGH--
THEN FOLLOW
THROUGH."

15. "I can give you a six-word formula for success: Think things through--then follow through." --Edward Rickenbacker

16. "One of the tests of leadership is the ability to recognize a problem before it becomes an emergency." --Arnold Glasow

17. "The important thing is this: to be able to give up in any given moment all that we are for what we can become." --DeSeaux

18. "The quality of a leader is reflected in the standards they set for themselves." --Ray Kroc

19. "Do what you feel in your heart to be right, for you'll be criticized anyway." --Eleanor Roosevelt

20. "I cannot give you the formula for success, but I can give you the formula for failure, which is: Try to please everybody." --Herbert Swope

21. "True leadership lies in guiding others to success--in ensuring that everyone is performing at their best, doing the work they are pledged to do and doing it well." --Bill Owens

22. "Becoming a leader is synonymous with becoming yourself. It is precisely that simple and it is also that difficult." --Warren Bennis

23. "Wisdom is knowing what to do next, skill is knowing how to do it, and virtue is doing it." --David Star Jordan

**"LEADERS DON'T
INFLICT PAIN,
THEY SHARE
PAIN."**

24. "Control is not leadership; management is not leadership; leadership is leadership. If you seek to lead, invest at least 50 percent of your time in leading yourself—your own purpose, ethics, principles, motivation, conduct. Invest at least 20 percent leading those with authority over you and 15 percent leading your peers."
—Dee Hock

25. "Leaders don't inflict pain, they share pain." —Max Depree

26. "Wise leaders generally have wise counselors because it takes a wise person themselves to distinguish them." —Diogenes of Sinope

27. "The growth and development of people is the highest calling of leadership." —Harvey S. Firestone

28. "Management is doing things right; leadership is doing the right thing." —Peter F. Drucker

29. "The function of leadership is to produce more leaders, not more followers." —Ralph Nader

30. "Leadership is the capacity to translate vision into reality."
—Warren G. Bennis

31. "There exist limitless opportunities in every industry. Where there is an open mind, there will always be a frontier." —Charles F. Kettering

32. "A leader is a person you will follow to a place you would not go by yourself." —Joel Barker

**"A LEADER
IS ONE WHO
KNOWS THE
WAY, GOES
THE WAY, AND
SHOWS THE
WAY."**

33. "A good leader takes a little more than his share of the blame, a little less than his share of the credit." –Arnold Glasow

34. "Effective leadership is not about making speeches or being liked; leadership is defined by results, not attributes." –Peter F. Drucker

35. "A leader is one who knows the way, goes the way, and shows the way." –John Maxwell

36. "Leaders think and talk about the solutions. Followers think and talk about the problems." –Brian Tracy

37. "Leadership is the art of getting someone else to do something you want done because he wants to do it." –Dwight D. Eisenhower

38. "The things we fear most in organizations–fluctuations, disturbances, imbalances–are the primary sources of creativity." –Margaret Wheatley

39. "A leader is best when people barely know he exists. When his work is done, his aim fulfilled, they will say: we did it ourselves." –Lao Tzu

40. "A leader takes people where they want to go. A great leader takes people where they don't necessarily want to go, but ought to be." –Rosalynn Carter

41. "The art of leadership is saying no, not saying yes. It is very easy to say yes." –Tony Blair

**"THE PRICE OF
GREATNESS IS
RESPONSIBILI-
TY."**

42. "The price of greatness is responsibility." –Winston Churchill

43. "A genuine leader is not a searcher for consensus but a molder of consensus." –Martin Luther King Jr.

44. "Today a reader, tomorrow a leader." –Margaret Fuller

45. "Never doubt that a small group of thoughtful, concerned citizens can change the world. Indeed it is the only thing that ever has." –Margaret Mead

46. "The highest of distinctions is service to others." –King George VI

47. "If you're not sure where you are going, you're liable to end up someplace else." –Robert F. Mager

48. "Anyone can hold the helm when the sea is calm." –Publilius Syrus

49. "Become the kind of leader that people would follow voluntarily, even if you had no title or position." –Brian Tracy

50. "You manage things; you lead people." –Grace Murray Hopper

51. "A great person attracts great people and knows how to hold them together." –Johann Wolfgang von Goethe

52. "Leadership is not about titles, positions, or flowcharts. It is about one life influencing another." –John C. Maxwell

“PEOPLE BUY
INTO THE
LEADER BEFORE
THEY BUY INTO
THE VISION.”

53. “People buy into the leader before they buy into the vision.”

–John C. Maxwell

54. “Before you are a leader, success is all about growing yourself.

When you become a leader, success is all about growing others.”

–Jack Welch

55. “Leadership is lifting a person’s vision to high sights, the raising of a person’s performance to a higher standard, the building of a personality beyond its normal limitations.” –Peter F. Drucker

56. “Doing what is right isn’t the problem. It is knowing what is right.” –Lyndon B Johnson

57. “Success is not final, failure is not fatal: it is the courage to continue that counts.” –Winston Churchill

58. “Do not follow where the path may lead. Go instead where there is no path and leave a trail.” –Harold R. McAlindon

59. “Keep your fears to yourself, but share your courage with others.” –Robert Louis Stevenson

60. “There are two ways of spreading light: to be the candle or the mirror that reflects it.” –Edith Wharton

61. “The mediocre teacher tells. The good teacher explains. The superior teacher demonstrates. The great teacher inspires.”
–William Arthur Ward

**"YOU TAKE
PEOPLE AS FAR
AS THEY WILL
GO, NOT AS FAR
AS YOU WOULD
LIKE THEM TO
GO."**

62. "Leaders aren't born, they are made. And they are made just like anything else, through hard work. And that's the price we'll have to pay to achieve that goal, or any goal." –Vince Lombardi

63. "No man will make a great leader who wants to do it all himself, or to get all the credit for doing it." –Andrew Carnegie

64. "You gain strength, courage and confidence by every experience in which you really stop to look fear in the face. You must do the thing you think you cannot do." –Eleanor Roosevelt

65. "You take people as far as they will go, not as far as you would like them to go." –Jeanette Rankin

66. "Leadership and learning are indispensable to each other." –John F. Kennedy

67. "The role of leadership is to transform the complex situation into small pieces and prioritize them." –Carlos Ghosn

68. "Real leadership is leaders recognizing that they serve the people that they lead." –Pete Hoekstra

69. "Average leaders raise the bar on themselves; good leaders raise the bar for others; great leaders inspire others to raise their own bar." –Orrin Woodward

70. "To do great things is difficult; but to command great things is more difficult." –Friedrich Nietzsche

**“LEADERSHIP
CANNOT REALLY
BE TAUGHT. IT
CAN ONLY BE
LEARNED.”**

71. “Ninety percent of leadership is the ability to communicate something people want.” –Dianne Feinstein

72. “Effective leadership is putting first things first. Effective management is discipline, carrying it out.” –Stephen Covey

73. “All of the great leaders have had one characteristic in common: it was the willingness to confront unequivocally the major anxiety of their people in their time. This, and not much else, is the essence of leadership.” –John Kenneth Galbraith

74. “The task of leadership is not to put greatness into humanity, but to elicit it, for the greatness is already there.” –John Buchan

75. “Leadership is the art of getting someone else to do something you want done because he wants to do it.” –Dwight D. Eisenhower

76. “Great leaders are almost always great simplifiers, who can cut through argument, debate, and doubt to offer a solution everybody can understand.” –Colin Powell

77. “A leader is not an administrator who loves to run others, but someone who carries water for his people so that they can get on with their jobs.” –Robert Townsend

78. “Leadership cannot really be taught. It can only be learned.” –Harold Geneen

79. “Look over your shoulder now and then to be sure someone’s following you.” –Henry Gilmer

**"LEADERSHIP
IS UNLOCKING
PEOPLE'S
POTENTIAL
TO BECOME
BETTER."**

80. "Leadership is not magnetic personality, that can just as well be a glib tongue. It is not 'making friends and influencing people,' that is flattery. Leadership is lifting a person's vision to higher sights, the raising of a person's performance to a higher standard, the building of a personality beyond its normal limitations." –Peter F. Drucker

81. "Innovation distinguishes between a leader and a follower."
–Steve Jobs

82. "Great leaders are not defined by the absence of weakness, but rather by the presence of clear strengths." –John Zenger

83. "Don't be afraid to give up the good to go for the great." –John D. Rockefeller

84. "Leadership is unlocking people's potential to become better."
–Bill Bradley

85. "The greatest leaders mobilize others by coalescing people around a shared vision." –Ken Blanchard

86. "The supreme quality of leadership is integrity." –Dwight D. Eisenhower

87. "The function of leadership is to produce more leaders, not more followers." –Ralph Nader

88. "Earn your leadership every day." –Michael Jordan

89. "As we look ahead into the next century, leaders will be those who empower others." –Bill Gates

“TO HANDLE
YOURSELF, USE
YOUR HEAD;
TO HANDLE
OTHERS, USE
YOUR HEART.”

90. “You cannot be a leader, and ask other people to follow you, unless you know how to follow, too.” –Sam Rayburn
91. “Those who let things happen usually lose to those who make things happen.” –Dave Weinbaum
92. “To handle yourself, use your head; to handle others, use your heart.” –Eleanor Roosevelt
93. “Nearly all men can stand adversity, but if you want to test a man’s character, give him power.” –Abraham Lincoln
94. “Leadership is an ever-evolving position.” –Mike Krzyzewski
95. “You get in life what you have the courage to ask for.” –Nancy D. Solomon
96. “Leadership is an action, not a position.” –Donald McGannon
97. “Don’t tell people how to do things. Tell them what to do and let them surprise you with their results.” –George S. Patton Jr.
98. “Whatever you are, be a good one.” –Abraham Lincoln
99. “A leader is one who sees more than others see, who sees farther than others see, and who sees before others see.” –Leroy Eimes
100. “The most effective way to lead is to lead from within.” –(could not help myself) Lolly Daskal

IN A SURPRISING MOVE, DISNEY'S TOP EXECUTIVE PASSED THE TORCH AND TAUGHT A LESSON IN LEAVING WELL.

BY JASON ATEN@JASONATEN

Disney CEO Bob Iger Has Resigned. His Reason Is a Powerful Lesson in Self-Awareness and Leadership

Bob Iger has been with Disney for over three decades, and has been CEO for more than 14 years. During that time, he's accomplished quite a bit, including growing one of the world's largest and most respected media companies. Seriously, think about it. Under Iger, who is only the company's sixth chief executive, Disney added Pixar (in 2006), Marvel (2009), Star Wars (well, technically, Lucasfilm in 2012), and 21st Century Fox (2019).

Oh, and in November the company launched its popular Disney+ streaming service, which, in a few short months, has signed up over 28 million subscribers, and happens to have the show with 2019's favorite new character (hello, Baby Yoda). That's a pretty impressive run.

FIRST,
LET'S JUST
ACKNOWLEDGE
THAT VERY
FEW PEOPLE
LEAVE ON TOP.
IN FACT, MOST
PEOPLE AREN'T
SELF-AWARE
ENOUGH TO
REALLY KNOW
WHEN IT'S TIME
TO STEP BACK
AND MAKE
ROOM FOR A
SUCCESSOR.

But, effective Tuesday, he's done. Technically, he plans to stay on as executive chairman until his contract expires in 2021, when he had originally planned to step down from both roles. That makes the announcement a bit of a surprise, though in many ways his reasoning makes this a brilliant move that shows self-awareness and leadership.

"With the successful launch of Disney's direct-to-consumer businesses and the integration of 21st Century Fox well under way, I believe this is the optimal time to transition to a new CEO," Iger said in a statement. He went on to add that he plans to support the company's new CEO, Bob Chapek, as well as "continue to focus on the company's creative endeavors."

First, let's just acknowledge that very few people leave on top. In fact, most people aren't self-aware enough to really know when it's time to step back and make room for a successor.

Many leaders believe that the success they've had in the past will continue indefinitely. As a result, most leaders stick around far longer than they should and end up being forced out after their performance falters. In fact, for many companies, figuring out who will lead a company next is one of the greatest risks to future success.

IGER HAS DONE
WHAT HE SET
OUT TO DO. HE
SET A VISION
FOR DISNEY
AND LED THE
COMPANY
THERE.

That's what makes Iger's move a good lesson for every entrepreneur. There comes a point when a good leader recognizes that they've accomplished what they set out to do and it's time to transition to whatever is next—for themselves and their company.

Iger has done what he set out to do. He set a vision for Disney and led the company there. By the way, I also love that he's handing over day-to-day control of the operations of the company so that he can focus more on the creative work. It takes a pretty large dose of self-awareness to recognize that the thing you can contribute best doesn't require you to run the entire show.

Plus, let's be honest, it's hard to imagine what could top the past few years. When that's true, and when you have someone ready to step in and lead, it makes no sense to stick around just for the sake of keeping a title.

In that sense, it's really not surprising at all that a good leader would do what good leaders do. And, as Iger just showed us, sometimes the best way to lead for the future is to leave well.

THERE ARE AS MANY DEFINITIONS OF LEADERSHIP AS THERE ARE LEADERS. HERE ARE 100 OF THE BEST WAYS TO DEFINE LEADERSHIP.

BY LOLLY DASKAL@LOLLYDASKAL

100 Answers to the Question: What Is Leadership?

If you Google the word leadership you can get about 479,000,000 results, each definition as unique as an individual leader.

It's a difficult concept to define, perhaps because it means so many things to different people.

Here are 100 of the best ways to define leadership—choose the ones that fits best for you.

1. “A leader is best when people barely know he exists, when his work is done, his aim fulfilled, they will say: we did it ourselves.”

—Lao Tzu

2. “A good leader takes a little more than his share of the blame, a little less than his share of the credit.” —Arnold Glasow

3. “The ultimate measure of a man is not where he stands in moments of comfort, but where he stands at times of challenge and controversy.” —Martin Luther King Jr

4. “You don’t need a title to be a leader.” —Mark Sanborn

**“LEADERSHIP
AND
LEARNING ARE
INDISPENSABLE
TO EACH
OTHER.”**

5. “It is better to lead from behind and to put others in front, especially when you celebrate victory when nice things occur. You take the front line when there is danger. Then people will appreciate your leadership.” –Nelson Mandela
6. “Leadership and learning are indispensable to each other.” –John F. Kennedy
7. “The greatest leader is not necessarily the one who does the greatest things. He is the one that gets the people to do the greatest things.” –Ronald Reagan
8. “Successful leadership is leading with the heart, not just the head. They possess qualities like empathy, compassion and courage.” –Bill George
9. “The task of leadership is not to put greatness into people, but to elicit it, for the greatness is there already.” –John Buchan
10. “A great person attracts great people and knows how to hold them together.” –Johann Wolfgang Von Goethe
11. “When the leadership is right and the time is right, the people can always be counted upon to follow—to the end at all costs.” –Harold J. Seymour
12. “Leaders must be self-reliant individuals with great tenacity and stamina.” –Thomas E. Cronin

“LEADERSHIP IS
THE CAPACITY
TO TRANSLATE
VISION INTO
REALITY.”

13. “Leadership: The capacity and will to rally people to a common purpose together with the character that inspires confidence and trust.” –Bernard Montgomery

14. “All of the great leaders have had one characteristic in common: it was the willingness to confront unequivocally the major anxiety of their people in their time. This, and not much else, is the essence of leadership.” –John Kenneth Galbraith

15. “Leadership is the capacity to translate vision into reality.”
–Warren Bennis

16. “Leadership defines what the future should look like, aligns people with that vision, and inspires them to make it happen, despite the obstacles.” –John Kotter

17. “ I start with the premise that the function of leadership is to produce more leaders, not more followers.” –Ralph Nader

18. “I think leadership comes from integrity—that you do whatever you ask others to do. I think there are non-obvious ways to lead. Just by providing a good example as a parent, a friend, a neighbor makes it possible for other people to see better ways to do things. Leadership does not need to be a dramatic, fist in the air and trumpets blaring, activity.” –Scott Berkun

19. “Leadership is the capacity to influence others through inspiration motivated by passion, generated by vision, produced by a conviction, ignited by a purpose.” –Myles Munroe

**"THE ART OF
LEADERSHIP IS
SAYING NO, NOT
SAYING YES. IT
IS VERY EASY TO
SAY YES."**

20. "Leadership is unlocking people's potential to become better."

–Bill Bradley

21. "The art of leadership is saying no, not saying yes. It is very easy to say yes." —Tony Blair

22. "Effective leadership is not about making speeches or being liked; leadership is defined by results not attributes." –Peter F. Drucker

23. "One measure of leadership is the caliber of people who choose to follow you." –Dennis Peer

24. "Innovation distinguishes between a leader and a follower." –Steve Jobs

25. "Leadership is simply causing other people to do what the leaders want. Good leadership, whether formal or informal, is helping other people rise to their full potential while accomplishing the mission and goals of the organization. All members of an organization, who are responsible for the work of others, have the potential to be good leaders if properly developed." –Bob Mason

26. "Leadership is the art of getting someone else to do something you want done because he wants to do it." –Dwight Eisenhower

**“LEADERSHIP
IS THE ART OF
MOBILIZING
OTHERS TO
WANT TO
STRUGGLE
FOR SHARED
ASPIRATIONS.”**

27. “The very essence of leadership is that you have to have a vision. It’s got to be a vision you articulate clearly and forcefully on every occasion. You can’t blow an uncertain trumpet.” –Theodore Hesburgh

28. “Leadership is the art of mobilizing others to want to struggle for shared aspirations.” –James Kouzes and Barry Posner

29. “A leader takes people where they want to go. A great leader takes people where they don’t necessarily want to go, but ought to be.” –Rosalynn Carter

30. “If your actions inspire others to dream more, learn more, do more and become more, you are a leader.” – John Quincy Adams

31. “Leadership is not a person or a position. It is a complex moral relationship between people, based on trust, obligation, commitment, emotion, and a shared vision of the good.” –Joanne Ciulla

32. “The challenge of leadership is to be strong, but not rude; be kind, but not weak; be bold, but not bully; be thoughtful, but not lazy; be humble, but not timid; be proud, but not arrogant; have humor, but without folly.” –Jim Rohn

33. “Leadership is lifting a person’s vision to high sights, the raising of a person’s performance to a higher standard, the building of a personality beyond its normal limitations.” –Peter Drucker

**“LEADERSHIP
IS AN
OPPORTUNITY
TO SERVE. IT IS
NOT A TRUMPET
CALL TO SELF-
IMPORTANCE.”**

34. “Leadership is an opportunity to serve. It is not a trumpet call to self-importance.” –J. Donald Walters

35. “Leadership is a matter of having people look at you and gain confidence, seeing how you react. If you’re in control, they’re in control.” –Tom Landry

36. “A leader is one who knows the way, goes the way, and shows the way.” –John Maxwell

37. “Leadership is the process of persuasion or example by which an individual (or leadership team) induces a group to pursue objectives held by the leader or shared by the leader and his or her followers.” –John W. Gardner

38. “My definition of a leader... is a man who can persuade people to do what they don’t want to do, or do what they’re too lazy to do, and like it.” –Harry S. Truman

39. “Leadership is the capacity to translate vision into reality.” –Warren Bennis

40. “A leader is a dealer in hope.” –Napoleon Bonaparte

41. Leadership is the collective action of everyone you influence. Your behavior—your actions and your words—determines how you influence. Our job as leaders is to energize whatever marshals action within others. –David Caullo

**“THE TASK OF
THE LEADER
IS TO GET HIS
PEOPLE FROM
WHERE THEY
ARE TO WHERE
THEY HAVE NOT
BEEN.”**

42. “A leader has to be somebody who’s getting people to do things which don’t seem to make sense to them or are not in their best interest—like convincing people that they should work 14 hours a day so that someone else can make more money.” –Scott Adams

43. “Leadership is the ability to guide others without force into a direction or decision that leaves them still feeling empowered and accomplished.” –Lisa Cash Hanson

44. “The task of the leader is to get his people from where they are to where they have not been.” –Henry Kissinger

45. “Leadership is about service to others and a commitment to developing more servants as leaders. It involves co-creation of a commitment to a mission.” –Robert Greenleaf

46. “Leadership is working with and through others to achieve objectives.” –Paul Hersey

47. “Management is about arranging and telling. Leadership is about nurturing and enhancing.” –Tom Peters

48. “Leadership is a potent combination of strategy and character. But if you must be without one, be without the strategy.” –Norman Schwarzkopf

49. “A leader’s role is to raise people’s aspirations for what they can become and to release their energies so they will try to get there.” –David R. Gergen

“EFFECTIVE
LEADERSHIP IS
PUTTING FIRST
THINGS FIRST.
EFFECTIVE
MANAGEMENT
IS DISCIPLINE,
CARRYING IT
OUT.”

50. “Leadership is unlocking people’s potential to become better.”

–Bill Bradley

51. “Effective leadership is putting first things first. Effective management is discipline, carrying it out.” –Stephen Covey

52. “Leadership is solving problems. The day soldiers stop bringing you their problems is the day you have stopped leading them. They have either lost confidence that you can help or concluded you do not care. Either case is a failure of leadership.” –Colin Powell

53. “Leadership is the key to 99 percent of all successful efforts.”

–Erskine Bowles

54. “Leadership is a matter of how to be, not how to do it.” –Frances Hesselbein

55. “Leadership is the ability to establish standards and manage a creative climate where people are self-motivated toward the mastery of long-term constructive goals, in a participatory environment of mutual respect, compatible with personal values.”

–Mike Vance

56. “Leadership is getting people to work for you when they are not obligated.” – Fred Smith

57. “One of the tests of leadership is the ability to recognize a problem before it becomes an emergency.” –Arnold Glasow

**"A GOOD
LEADER IS A
CARING LEADER
-- HE NOT ONLY
CARES ABOUT
HIS PEOPLE, HE
ACTIVELY TAKES
CARE OF THEM."**

58. "Leadership is the art of influencing others to their maximum performance to accomplish any task, objective or project." –W.A. Cohen

59. "A good leader is a caring leader – he not only cares about his people, he actively takes care of them." –Harald Anderson

60. "There are almost as many definitions of leadership as there are persons who have attempted to define the concept." –Ralph Stogdill

61. "The growth and development of people is the highest calling of leadership." –Harvey S. Firestone

62. "Keep your fears to yourself, but share your inspiration with others." –Robert Louis Stevenson

63. "Without passion, a person will have very little influence as a leader." –Michele Payn-Knoper

64. "Leadership is an intangible quality with no clear definition. That's probably a good thing, because if the people who were being led knew the definition, they would hunt down their leaders and kill them." –Scott Adams.

65. "Leadership is doing what is right when no one is watching." –George Van Valkenburg

66. "Leadership is someone who demonstrates what's possible." –Mark Yarnell

**“LEADERSHIP
IS PRACTICED
NOT SO MUCH
IN WORDS AS IN
ATTITUDE AND
IN ACTIONS.”**

67. “Leadership is practiced not so much in words as in attitude and in actions.” –Harold Geneen

68. “Never tell people how to do things. Tell them what to do and they will surprise you with their ingenuity.” –George Smith Patton

69. “Leadership by example is the only kind of real leadership. Everything else is dictatorship.” –Albert Emerson

70. “The leader is one who mobilizes others toward a goal shared by leaders and followers. ... Leaders, followers and goals make up the three equally necessary supports for leadership.” –Gary Wills

71. “The leader must know, must know that he knows, and must be able to make it abundantly clear to those around him that he knows.” –Clarence Randall

72. “Leadership is about taking responsibility and not making excuses.” –Mitt Romney

73. “Leadership is difficult but it is not complex.” –Michael McKinney

74. “Great leadership is about human experiences, not processes. Leadership is not a formula or a program, it is a human activity that comes from the heart and considers the hearts of others.”
–Lance Secretan

**"LEADERS
AREN'T BORN,
THEY ARE
MADE."**

75. "Leadership is a process whereby an individual influences a group of individuals to achieve a common goal." –P.G. Northouse
76. "Followers are the gem cutters of leadership coaxing out its full brilliance." –Ira Chaleff
77. "A leader cannot lead until he knows where he is going."
–Anonymous
78. "Leaders aren't born, they are made." Vince Lombardi
79. "The final test of a leader is that he leaves behind him in other men, the conviction and the will to carry on." –Walter Lippmann
80. "The function of a leader within any institution: to provide that regulation through his or her non-anxious, self-defined presence."
–Edwin H. Friedman
81. "The greatness of a leader is measured by the achievements of the led. This is the ultimate test of his effectiveness." –Omar Bradley
82. "The leadership instinct you are born with is the backbone. You develop the funny bone and the wishbone that go with it." –Elaine Agather
83. "The best way to lead people into the future is to connect with them deeply in the present." –James Kouzes and Barry Posner
84. "Leadership consists of picking good men and helping them do their best." – Chester W. Nimitz

“SUCCESSFUL
LEADERS SEE
THE OPPORTU-
NITIES IN EV-
ERY DIFFICULTY
RATHER THAN
THE DIFFICULTY
IN EVERY OP-
PORTUNITY.”

85. “To get others to come into our ways of thinking, we must go over to theirs; and it is necessary to follow, in order to lead.”

–William Hazlitt

86. “Leadership requires using power to influence the thoughts and actions of other people.” –A. Zalenik

87. “The mark of a great man is one who knows when to set aside the important things in order to accomplish the vital ones.”

–Brandon Sanderson

88. “Our work is our most important resource to develop our people.” –Jim Trinko and Les Wallace

89. “Successful leaders see the opportunities in every difficulty rather than the difficulty in every opportunity.” –Reed Markham

90. “The most important thing about a commander is his effect on morale.” –Viscount Slim

91. “While a good leader sustains momentum, a great leader increases it.” –John C. Maxwell

92. “The mediocre teacher tells. The good teacher explains. The superior teacher demonstrates. The great teacher inspires.”

–William Arthur Ward

93. “He who cannot be a good follower cannot be a good leader.”

–Aristotle

**"FOR ME,
LEADERSHIP
IS MAKING A
DIFFERENCE.
IT'S USING
YOUR AGENCY
TO BRING
ABOUT
CHANGE."**

94. "For me, leadership is making a difference. It's using your agency to bring about change." –Melanne Verveer

95. "That is what leadership is all about: staking your ground ahead of where opinion is and convincing people, not simply following the popular opinion of the moment." –Doris Kearns Goodwin

96. "The way I would measure leadership is this: of the people that are working with me, how many wake up in the morning thinking that the company is theirs?" –David M. Kelley

97. "You don't lead by pointing and telling people some place to go. You lead by going to that place and making a case." –Ken Kesey

98. "Not the cry, but the flight of a wild duck, leads the flock to fly and follow." –Chinese Proverb

99. "To command is to serve, nothing more and nothing less." –Andre Malraux

100. "Leadership is leading people with your whole heart." - Lolly Daskal

HOW DO YOU
FACILITATE
MOVEMENT IN
THE NEEDED DI-
RECTION - AND
HAVE PEOPLE
FEEL GOOD
ABOUT IT?

BY PARTNERS IN LEADERSHIP@THEOZPRINCIPLE

31 Quotes from Great Leaders to Make Employees Happier at Work

“Leadership is the ability to facilitate movement in the needed direction and have people feel good about it,” writes three-time New York Times bestselling author, Tom Smith. Leaders often focus their energy on that first part. But making people feel good about it? That’s the tricky part. It’s easy to slip into extreme leadership styles instead of leading the positive, principled way. So how do the greats do it? Here are 31 quotes from inspiring leaders to help you cultivate engagement, happiness, and purpose in the workplace.

If you want even more inspiration, we’re broadcasting Happier at Work soon. It’s a popular discussion packed with ideas to improve workplace satisfaction for employees.

1. “Leadership is the ability to facilitate movement in the needed direction and have people feel good about it.”

- Tom Smith (Bestselling Author and Co-Founder, Partners In Leadership)

**"THE LEADER
IS THE PERSON
WHO BRINGS
A LITTLE
MAGIC TO THE
MOMENT."**

2. "There is little success where there is little laughter."

- Andrew Carnegie (Entrepreneur)

3. "The leader is the person who brings a little magic to the moment."

- Denise Morrison (President & CEO, Campbell Soup)

4. "This whole level of wholeness is a place where I am able to show up as a full human being with all of my gifts to the table to be a part of this organization. That leads to a great feeling of inclusiveness because what it allows me then to do is to bring this real, authentic self to the table and to really love the work that I do."

- Kimo Kippen (Founder of Aloha Learning Advisors and former CLO at Hilton and Vice President of Learning at Marriott)

5. "Everyone talks about building a relationship with your customer. I think you build one with your employees first."

- Angela Ahrendts (Senior Vice President, Apple)

6. "Success is best when it's shared."

- Howard Schultz (Chairman & CEO, Starbucks)

**"THE GREATEST
ASSET OF A
COMPANY IS ITS
PEOPLE."**

7. "Before you become a leader, success is all about growing yourself. After you become a leader, success is about growing others."

- Jack Welch (CEO, General Electric)

8. "If you want something to happen, you have to make people able and you have to make them want to."

- Dr. Steve Kerr (Former Chief Learning Officer of General Electric and Goldman Sachs)

9. "The greatest asset of a company is its people."

- Jorge Paulo Lemann (Co-founder, Banco Garantia)

10. "If you can push through that feeling of taking a risk, really amazing things can happen."

- Marissa Mayer (President and CEO, Yahoo!)

11. "I don't believe in failure. It is not failure if you enjoyed the process."

- Oprah Winfrey (Founder, Oprah Winfrey Network)

12. "You've got to love what you do to really make things happen."

- Philip Green (Chairman, Arcadia Group)

**"IT'S KIND OF
FUN TO DO THE
IMPOSSIBLE."**

13. "It's kind of fun to do the impossible." - Walter Disney (Co-Founder, Walt Disney Company)

14. "Everyone, even the highest achievers in our complex interrelated society, can get stuck in the victim cycle on occasion, but those who believe in accountability never remain there for long."

- Craig Hickman (Author and Futurist, Partners In Leadership)

15. "If you want to be happy, set a goal that commands your thoughts, liberates your energy, and inspires your hopes."

- Andrew Carnegie (Entrepreneur)

16. "When everything seems to be going against you, remember that the airplane takes off against the wind, not with it."

- Henry Ford (Founder, Ford Motor Company)

17. "It's not how much money we make that ultimately makes us happy between 9 and 5. It's whether or not our work fulfills us."

- Malcolm Gladwell (Bestselling Author)

18. "One of the huge mistakes people make is that they try to force an interest on themselves. You don't choose your passions; your passions choose you."

- Jeff Bezos (Founder & CEO, Amazon)

“I WANT TO
BE HAPPY.
I REALIZED
THAT BEING
HAPPY ISN'T
NECESSARILY
ABOUT GETTING
THERE; IT'S
HOW YOU GET
THERE.”

19. “I want to be happy. I realized that being happy isn’t necessarily about getting there; it’s how you get there.”

- Ben Huh (CEO, The Cheezburger Network)

20. “I never went into business just to make money - but I found that if I have fun, the money will come. I often ask myself, is my work fun and does it make me happy? I believe that the answer to that is more important than fame or fortune. If it stops being fun, I ask why? If I can’t fix it, I stop doing it.”

- Richard Branson (Founder, Virgin Group)

21. “An attitude of accountability lies at the core of any effort to improve quality, satisfy customers, empower people, build teams, create new products, maximize effectiveness, and get results.”

- Tom Smith (Bestselling Author and Co-Founder, Partners In Leadership)

22. “Employers that are effectively linking their social missions to their employee’s daily work are differentiating themselves in the market and generating big returns. Taking the necessary steps to ensure every employee knows how they fulfill the mission, achieve the vision, and execute one or more company strategies through his or her daily job really pays off.”

- Tamar Elkeles, Ph.D. (Chief Talent Executive, Atlantic Bridge Capital, LLP, Former Chief Learning Officer, Qualcomm)

“IF YOU
WANT TO
IMPROVE THE
ORGANIZATION,
YOU HAVE
TO IMPROVE
YOURSELF
AND THE
ORGANIZATION
GETS PULLED
UP WITH YOU.”

23. “If you want to improve the organization, you have to improve yourself and the organization gets pulled up with you.”

- Indra Nooyi (Chairperson and CEO, PepsiCo)

24. “I try not to make any decisions that I’m not excited about.”

- Jake Nickell (CEO, Threadless)

25. “Remembering that you are going to die is the best way I know to avoid the trap of thinking you have something to lose. You are already naked. There is no reason not to follow your heart.”

- Steve Jobs (CEO, Apple)

26. “Have fun, work hard and money will come. Don’t waste time - grab your chances. Have a positive outlook on life. When it’s not fun, move on.”

- Richard Branson (Founder, Virgin Group)

27. “Your work is going to fill a large part of your life, and the only way to be truly satisfied is to do what you believe is great work. And the only way to do great work is to love what you do.”

- Steve Jobs (CEO, Apple)

**"NO MAN
CAN BE
SUCCESSFUL,
UNLESS HE
FIRST LOVES
HIS WORK."**

28. "Balance suggests a perfect equilibrium. There is no such thing. That is a false expectation.... There are going to be priorities and dimensions of your life; how you integrate them is how you find true happiness."

- Denise Morrison (CEO, Campbell Soup)

29. "No man can be successful, unless he first loves his work."

- David Sarnoff (CEO, RCA)

30. "If you're changing the world, you're working on important things. You're excited to get up in the morning."

- Larry Page (CEO, Google)

31. "To me, business isn't about wearing suits or pleasing stockholders. It's about being true to yourself, your ideas and focusing on the essentials."

- Richard Branson (Founder, Virgin Group)

A recent poll by Partners In Leadership confirms that when employees are happier at work, 85% say they take more initiative; 73% say they are better collaborators; and 48% care more about their work. Effective leaders who understand the correlation between higher levels of engagement, happiness, and productivity facilitate movement in the right direction—and have people feel good about it.

SOMETIMES
ALL THE
INSPIRATION
YOU NEED
TO GUIDE
YOUR TEAM
SUCCESSFULLY
CAN BE FOUND
IN A FEW
SIMPLE WORDS
OF WISDOM.

BY JEFF HADEN@JEFF_HADEN

75 Inspiring Motivational Quotes on Leadership

Leadership is lonely. No matter how big your team, sometimes it's just you—which means you sometimes need to look inside yourself for motivation and inspiration.

Or you can find personal inspiration from someone who has been there, done that...and done it well.

Here are some of my favorite leadership quotes. Tweet them, share them, but most important, use them to help you become an even better leader than you already are.

1. “To handle yourself, use your head; to handle others, use your heart.” Eleanor Roosevelt
2. “The mediocre teacher tells. The good teacher explains. The superior teacher demonstrates. The great teacher inspires.”
William Arthur Ward
3. “It's hard to lead a cavalry charge if you think you look funny on a horse.” Adlai E. Stevenson II

“OUR CHIEF
WANT IS
SOMEONE WHO
WILL INSPIRE
US TO BE WHAT
WE KNOW WE
COULD BE.”

4. “Our chief want is someone who will inspire us to be what we know we could be.” Ralph Waldo Emerson
5. “Keep your fears to yourself, but share your courage with others.” Robert Louis Stevenson
6. “The greatest leader is not necessarily the one who does the greatest things. He is the one that gets the people to do the greatest things.” Ronald Reagan
7. “Only one man in a thousand is a leader of men—the other 999 follow women.” Groucho Marx
8. “Don’t waste your energy trying to educate or change opinions; go over, under, through, and opinions will change organically when you’re the boss. Or they won’t. Who cares? Do your thing, and don’t care if they like it.” Tina Fey
9. “Power isn’t control at all—power is strength, and giving that strength to others. A leader isn’t someone who forces others to make him stronger; a leader is someone willing to give his strength to others that they may have the strength to stand on their own.” Beth Revis
10. “Don’t tell people how to do things, tell them what to do and let them surprise you with their results.” George Patton

“LEADERSHIP
IS THE ART
OF GETTING
SOMEONE
ELSE TO DO
SOMETHING
YOU WANT
DONE BECAUSE
HE WANTS TO
DO IT.”

11. “I have three precious things which I hold fast and prize. The first is gentleness; the second is frugality; the third is humility, which keeps me from putting myself before others. Be gentle and you can be bold; be frugal and you can be liberal; avoid putting yourself before others and you can become a leader among men.” Lao Tzu
12. “Leadership is the art of getting someone else to do something you want done because he wants to do it.” Dwight D. Eisenhower
13. “Victory has a hundred fathers and defeat is an orphan. John F. Kennedy
14. “Management is doing things right; leadership is doing the right things.” Peter F. Drucker
15. “You are not here merely to make a living. You are here in order to enable the world to live more amply, with greater vision, with a finer spirit of hope and achievement. You are here to enrich the world, and you impoverish yourself if you forget the errand.” Woodrow Wilson
16. “Example is not the main thing in influencing others. It is the only thing.” Albert Schweitzer
17. “Leaders must be close enough to relate to others, but far enough ahead to motivate them.” John C. Maxwell

“LEADERSHIP
IS NOT ABOUT
TITLES,
POSITIONS, OR
FLOW CHARTS.
IT IS ABOUT
ONE LIFE
INFLUENCING
ANOTHER.”

18. “The mark of a great man is one who knows when to set aside the important things in order to accomplish the vital ones.”
Brandon Sanderson
19. “Leadership is not about titles, positions, or flow charts. It is about one life influencing another.” John C. Maxwell
20. “You have to be burning with an idea, or a problem, or a wrong that you want to right. If you’re not passionate enough from the start, you’ll never stick it out.” Steve Jobs
21. “A leader...is like a shepherd. He stays behind the flock, letting the most nimble go out ahead, whereupon the others follow, not realizing that all along they are being directed from behind.” Nelson Mandela
22. “Being responsible sometimes means pissing people off.” Colin Powell
23. “Do you know that one of the great problems of our age is that we are governed by people who care more about feelings than they do about thoughts and ideas?” Margaret Thatcher
24. “A leader is a dealer in hope.” Napoleon
25. “The best executive is the one who has sense enough to pick good men to do what he wants done, and self-restraint to keep from meddling with them while they do it.” Theodore Roosevelt

"I CANNOT
TRUST A MAN
TO CONTROL
OTHERS WHO
CANNOT
CONTROL
HIMSELF."

26. "I don't see myself being special; I just see myself having more responsibilities than the next man. People look to me to do things for them, to have answers." Tupac Shakur
27. "If you would convince a man that he does wrong, do right. But do not care to convince him. Men will believe what they see. Let them see." Henry David Thoreau
28. "I cannot trust a man to control others who cannot control himself." Robert E. Lee
29. "The day the soldiers stop bringing you their problems is the day you stopped leading them. They have either lost confidence that you can help them or concluded that you do not care. Either case is a failure of leadership." Colin Powell
30. "Consensus: The process of abandoning all beliefs, principles, values, and policies in search of something in which no one believes, but to which no one objects; the process of avoiding the very issues that have to be solved, merely because you cannot get agreement on the way ahead. What great cause would have been fought and won under the banner: 'I stand for consensus?'" Margaret Thatcher
31. "A leader takes people where they want to go. A great leader takes people where they don't necessarily want to go, but ought to be." Rosalynn Carter

**"IF YOU REALLY
WANT THE KEY
TO SUCCESS,
START BY DOING
THE OPPOSITE
OF WHAT
EVERYONE ELSE
IS DOING."**

32. "There is a difference between being a leader and being a boss. Both are based on authority. A boss demands blind obedience; a leader earns his authority through understanding and trust."
Klaus Balkenhol
33. "You get in life what you have the courage to ask for." Nancy D. Solomon
34. "In the end, it is important to remember that we cannot become what we need to be by remaining what we are." Max De Pree
35. "We're here for a reason. I believe a bit of the reason is to throw little torches out to lead people through the dark." Whoopi Goldberg
36. "A leader isn't someone who forces others to make him stronger; a leader is someone willing to give his strength to others so that they may have the strength to stand on their own." Beth Revis
37. "Always remember, Son, the best boss is the one who bosses the least. Whether it's cattle, or horses, or men; the least government is the best government." Ralph Moody
38. "If you really want the key to success, start by doing the opposite of what everyone else is doing." Brad Szollose

**"NO GUTS, NO
STORY."**

39. "‘Give as few orders as possible,’ his father had told him once long ago. ‘Once you’ve given orders on a subject, you must always give orders on that subject.’" Frank Herbert (from Dune)
40. "The art of leadership is saying no, not yes. It is very easy to say yes." Tony Blair
41. "Wisdom equals knowledge plus courage. You have to not only know what to do and when to do it, but you have to also be brave enough to follow through." Jarod Kintz
42. "In a battle between two ideas, the best one doesn’t necessarily win. No, the idea that wins is the one with the most fearless heretic behind it." Seth Godin
43. "If you want to build a ship, don’t drum up the men to gather wood, divide the work, and give orders. Instead, teach them to yearn for the vast and endless sea." Antoine de Saint-Exupéry
44. "Remember, teamwork begins by building trust. And the only way to do that is to overcome our need for invulnerability." Patrick Lencioni
45. "No guts, no story." Chris Brady
46. "Leadership is an action, not a position." Donald McGannon
47. "Surround yourself with great people; delegate authority; get out of the way" Ronald Reagan

QUOTE

48. "I cannot give you a formula for success, but I can give you the formula for failure, which is: try to please everybody." Herbert Bayard Swope
49. "Show me the man you honor and I will know what kind of man you are." Thomas John Carlisle
50. "The challenge of leadership is to be strong but not rude; be kind, but not weak; be bold, but not a bully; be humble, but not timid; be proud, but not arrogant; have humor, but without folly." Jim Rohn
51. "A man always has two reasons for doing anything: a good reason and the real reason." J.P. Morgan
52. "If you spend your life trying to be good at everything, you will never be great at anything." Tom Rath
53. "Average leaders raise the bar on themselves; good leaders raise the bar for others; great leaders inspire others to raise their own bar." Orrin Woodward
54. "Don't blow off another's candle for it won't make yours shine brighter." Jaachynma N.E. Agu
55. "Whenever you see a successful business, someone once made a courageous decision." Peter F. Drucker

**"A GOOD
LEADER LEADS
THE PEOPLE
FROM ABOVE
THEM. A GREAT
LEADER LEADS
THE PEOPLE
FROM WITHIN
THEM."**

56. "When you put together deep knowledge about a subject that intensely matters to you, charisma happens. You gain courage to share your passion, and when you do that, folks follow." Jerry Porras
57. "A good leader leads the people from above them. A great leader leads the people from within them." M.D. Arnold
58. "The ultimate measure of a man is not where he stands in moments of comfort, but where he stands at times of challenge and controversy." Martin Luther King, Jr.
59. "The very essence of leadership is that you have to have vision. You can't blow an uncertain trumpet." Father Theodore M. Hesburgh
60. "It is absolutely necessary...for me to have persons that can think for me, as well as execute orders." George Washington
61. "When eagles are silent, parrots begin to chatter." Winston Churchill
62. "A leader takes people where they would never go on their own." Hans Finzel
63. "You don't lead by pointing and telling people some place to go. You lead by going to that place and making a case." Ken Kesey

“PEOPLE BUY
INTO THE
LEADER BEFORE
THEY BUY INTO
THE VISION.”

64. “A man who wants to lead the orchestra must turn his back on the crowd.” Max Lucado
65. “Become the kind of leader that people would follow voluntarily, even if you had no title or position.” Brian Tracy
66. “I start with the premise that the function of leadership is to produce more leaders, not more followers.” Ralph Nader
67. “Anyone can hold the helm when the sea is calm.” Publilius Syrus
68. “A great person attracts great people and knows how to hold them together.” Johann Wolfgang von Goethe
69. “My job is not to be easy on people. My job is to take these great people we have and to push them and make them even better.” Steve Jobs
70. “People buy into the leader before they buy into the vision.” John Maxwell
71. “To have long-term success as a coach or in any position of leadership, you have to be obsessed in some way.” Pat Riley
72. “A good leader is a person who takes a little more than his share of the blame and a little less than his share of the credit.” John Maxwell
73. “A good plan violently executed now is better than a perfect plan executed next week.” George Patton

**"EARN YOUR
LEADERSHIP
EVERY DAY."**

74. "Earn your leadership every day." Michael Jordan

75. "Success at the highest level comes down to one question: 'Can you make the choice that your happiness can come from someone else's success?' No one has qualities like courage, vision, charisma, adaptability, and decisiveness in equal measure. But every great leader does make the same decision--and so can you." Jeff Haden (sorry, couldn't resist)

JOHN C. MAXWELL IS ONE OF TODAY'S TOP LEADERSHIP THINKERS. HERE'S WHAT HE THINKS ABOUT LEADERSHIP.

BY PETER ECONOMY@BIZZWRITER

44 Inspiring John C. Maxwell Quotes for Leadership Success

Being a great leader is all about having a genuine willingness and a true commitment to lead others to achieve a common vision and goals through positive influence. No leader can ever achieve anything great or long-lasting all alone. Teamwork goes hand in hand with leadership. Leadership is about people-and for people.

John C. Maxwell is widely considered to be one of the world's top leadership thinkers. I have compiled 44 of the best quotations from his books to inspire you to be a great leader, too.

1. "A great leader's courage to fulfill his vision comes from passion, not position." John C. Maxwell
2. "Leadership is not about titles, positions or flowcharts. It is about one life influencing another." John C. Maxwell
3. "A leader is one who knows the way, goes the way, and shows the way." John C. Maxwell
4. "Leaders must be close enough to relate to others, but far enough ahead to motivate them." John C. Maxwell

**"A LEADER WHO
PRODUCES
OTHER LEADERS
MULTIPLIES
THEIR
INFLUENCES."**

5. "A leader who produces other leaders multiplies their influences." John C. Maxwell
6. "A successful person finds the right place for himself. But a successful leader finds the right place for others. John C. Maxwell
7. "Real leadership is being the person others will gladly and confidently follow." John C. Maxwell
8. "When the leader lacks confidence, the followers lack commitment." John C. Maxwell
9. "The leader's Attitude is like a thermostat for the place she works. If her attitude is good, the atmosphere is pleasant, and the environment is easy to work in. But if her attitude is bad, the temperature is insufferable." John C. Maxwell
10. "If you wouldn't follow yourself, why should anyone else?" John C. Maxwell
11. "Great leaders always seem to embody two seemingly disparate qualities. They are both highly visionary and highly practical." John C. Maxwell
12. "The higher you want to climb, the more you need leadership. The greater the impact you want to make, the greater your influence needs to be." John C. Maxwell

**"MANAGERS
WORK WITH
PROCESSES-
LEADERS WORK
WITH PEOPLE."**

13. "If you can't influence people, then they will not follow you.

And if people won't follow, you are not a leader. That's the Law of Influence." John C. Maxwell

14. "Anyone can steer the ship, but it takes a leader to chart the course. Leaders who are good navigators are capable of taking their people just about anywhere." John C. Maxwell

15. "If you are a leader, the true measure of your success is not getting people to work. It's not getting people to work hard. It is getting people to work hard together. That takes commitment." John C. Maxwell

16. "If you want to be a leader, the good news is that you can do it. Everyone has the potential, but it isn't accomplished overnight. It requires perseverance." John C. Maxwell

17. "If you really want to be an uncommon leader, you're going to have to find a way to get much of your vision seen, implemented, and added to by others." John C. Maxwell

18. "Managers work with processes-leaders work with people." John C. Maxwell

19. "Everything rises and falls on leadership." John C. Maxwell

20. "Good leaders know when to display emotions and when to delay them." John C. Maxwell

"MOST GOOD LEADERS WANT THE PERSPECTIVE OF PEOPLE THEY TRUST."

21. "Do you know the difference between leaders, followers, and losers? Leaders stretch with challenges. Followers struggle with challenges. Losers shrink from challenges." John C. Maxwell

22. "Most good leaders want the perspective of people they trust." John C. Maxwell

23. "To lead any way other than by example, we send a fuzzy picture of leadership to others. If we work on improving ourselves first and make that our primary mission, then others are more likely to follow." John C. Maxwell

24. "All true leaders have learned to say no to the good in order to say yes to the best." John C. Maxwell

25. "The best leaders are humble enough to realize their victories depend upon their people." John C. Maxwell

26. "Leaders see everything with a leadership bias. Their focus is on mobilizing people and leveraging resources to achieve their goals rather than on using their own individual efforts. Leaders who want to succeed maximize every asset and resource they have for the benefit of their organization. For that reason, they are continually aware of what they have at their disposal." John C. Maxwell

27. "It's not the position that makes the leader; it's the leader that makes the position." John C. Maxwell

**“LEADERSHIP
HAS LESS TO DO
WITH POSITION
THAN IT DOES
DISPOSITION.”**

28. “When leaders fail to empower others, it is usually due to three main reasons: 1. Desire for Job Security 2. Resistance to Change 3. Lack of SelfWorth.” John C. Maxwell

29. “When people respect you as a person, they admire you. When they respect you as a friend, they love you. When they respect you as a leader, they follow you.” John C. Maxwell

30. “Leadership has less to do with position than it does disposition.” John C. Maxwell

31. “If you want to be the best leader you can possibly be, no matter how much or how little natural leadership talent you possess, you need to become a serving leader.” John C. Maxwell

32. “Success for the leader is a single victory. However, when the protg experiences success, it becomes a double win.” John C. Maxwell

33. “The challenge of leadership is to create change and facilitate growth.” John C. Maxwell

34. “The measure of a leader is not the number of people who serve him but the number of people he serves.” John C. Maxwell

35. “The rewards leaders give are counterbalanced by the results that their people give in return.” John C. Maxwell

“THE BOTTOM
LINE IN
LEADERSHIP
ISN'T HOW FAR
WE ADVANCE
OURSELVES
BUT HOW FAR
WE ADVANCE
OTHERS.”

36. “The bottom line in leadership isn’t how far we advance ourselves but how far we advance others.” John C. Maxwell

37. “A leader with confidence is a leader who brings out positive changes in people.” John C. Maxwell

38. “As a leader, you will never get ahead until your people are behind you.” John C. Maxwell

39. “Leaders who are effective are leaders who are disciplined in their daily lives.” John C. Maxwell

40. “There are five nonnegotiable characteristics that every effective leader must have: a sense of calling, an ability to communicate, creativity in problem solving, generosity, and consistency.” John C. Maxwell

41. “A leader is great, not because of his or her power, but because of his or her ability to empower others.” John C. Maxwell

42. “The respect that leadership must have requires that one’s ethics be without question. A leader not only stays above the line between right and wrong, he stays well clear of the ‘gray areas.’” John C. Maxwell

43. “Your ultimate goal as a leader should be to work hard enough and strategically enough that you have more than enough to give and share with others.” John C. Maxwell

**"A LEADER IS
GREAT, NOT
BECAUSE OF
HIS OR HER
POWER, BUT
BECAUSE OF
HIS OR HER
ABILITY TO
EMPOWER
OTHERS."**

44. "As a leader, you don't earn any points for failing in a noble cause. You don't get credit for being 'right' as you bring the organization to a halt. Your success is measured by your ability to actually take the people where they need to go. But you can do that only if the people first buy into you as a leader. That's the reality of the Law of Buy-In." John C. Maxwell

NO MATTER
WHERE YOU
ARE IN YOUR
CAREER, IT'S
NEVER TOO
LATE TO LEARN
HOW TO BE
AN EFFECTIVE
LEADER.

BY YOUNG ENTREPRENEUR COUNCIL@YEC

8 Tips for Effective Leadership

No matter where you are in your career, it's never too early or too late to start or continue to develop your leadership skills.

Leadership is often described as a set of skills that can be enhanced and trained. Inspired by my work with helping business owners advance, here are eight tips for being an effective leader:

1. Learn to lead by example.

At some point in their careers, everyone has had a boss who has asked them to do something they don't usually do, such as come in early for a meeting, and then the boss was late for it. Having the "do as I say" attitude doesn't make you likable and doesn't earn you the respect of your team. A good leader is one who leads by example and does what they expect everyone else to do. If you expect your team to be hard workers, then you should be a hard worker too. By practicing what you preach, you earn the respect and loyalty of your team, and before long, you'll see that they're following your example.

TAKE RESPONSIBILITY.

2. Be goal-oriented.

Instead of focusing on the problem at hand, an effective leader instead directs attention toward the solution. Instead of worrying and complaining about the issues, they focus on the objectives and then turn their energies toward creating a plan and strategy to achieve those objectives. An effective leader prioritizes so they can get the most important and urgent things done first.

3. Take responsibility.

Instead of pointing fingers and playing the blame game when things go wrong, a good leader takes responsibility for the team's actions and their consequences. By being willing to take responsibility, you prove that you're worthy of trust and respect.

4. Share the glory.

We've probably all had a boss who took all the credit for the team's hard work and success, right? This is not an effective leader. An effective leader is one who is team-oriented and more than happy to share the glory and credit for a job well done with the team. They admit that the success and achievements are due to the team's joint efforts. A leader is only as good as the team behind them.

KNOW HOW TO DEVELOP A TEAM.

By sharing the glory, an effective leader can earn the admiration and respect of the team. After all, no one wants to follow a selfish leader.

5. Know how to develop a team.

One of the primary traits of an effective leader is the ability to develop team members through training, teaching or coaching. The team will not be able to achieve the goals of the organization without this training.

An effective leader can build people up and create a stronger team, which benefits everyone involved. They can do this because they pay attention to the strengths and weaknesses of the team as a whole, as well as those of each team member. They have excellent communication skills, which they can use to build relationships with and among team members. By building good interteam relationships, they create a greater level of productivity.

6. Become a master of communication.

Excellent communication skills are necessary to become an effective leader. However, communication is not just about expressing what you want to happen – it's also about being able to truly listen to others.

**BE
COURAGEOUS
AND ASSERTIVE.**

An effective leader not only expresses their ideas and strategies persuasively and clearly but also truly listens to feedback with an open mind.

7. Be courageous and assertive.

In many cases, the leader of a team has to venture into new territory, which means they have to face the unknown and take risks or break rules. In order to do this, a leader must be able to speak up about the things that truly matter and be assertive about what they need and want from their team and for their team. An effective leader is willing and ready to face any challenges and obstacles so they can achieve their own goals and the goals of the organization.

8. Be confident.

Projecting confidence is probably the most difficult characteristic to develop. Some people are naturals when it comes to this, but you can develop a greater sense of self-assurance. Part of this confidence is having faith and feeling secure in yourself and not needing to be accepted and loved by others, as well as being able to prove that you have the competencies and the skills to be an effective leader and to lead the team to its common goal.



BE CONFIDENT.

No matter where you are in your career, it's never too late to learn how to be an effective leader. These eight tips will help you develop your leadership skills and make you more desirable in the workplace.

Abhi Golhar, nationally syndicated radio host & entrepreneurial steam roller. Helping business owners advance & finish well.
AbhiGolhar.com

TAKE A FEW
TIPS FROM
SOME OF THE
BRAVEST FOLKS
AROUND.

BY PIERRE-YVES HITTELET@PYHITTELET

12 Leadership Lessons to Learn From the Navy SEALs

Forever on the lookout for the keys to leadership, the ability that some people have to guide others to reach their goals and be successful together, I was eager to share with you the 12 keys to leadership from the book *Extreme Ownership*, how US Navy SEALs lead and win by Jocko Willink and Leif Babin.

Jocko and Leif were SEALs (Sea, Air and Land), the US Navy military elite and led American and allied soldiers during the battle of Ramadi in Irak.

The crucial interest in leadership of an elite unit stems from the fact that once on the ground, these professionals have to lead men in an environment where the slightest mistake can have life-threatening consequences. Despite enormous stress and stakes that few would withstand, these men and women work as formidably efficient teams. I bring to you here the 12 keys to the “Extreme Ownership” programme that Jocko and Leif extracted from their highly skilled military experience and adapted to the business world where they now work as leadership consultants.

TAKE FULL RESPONSIBILITY FOR WHAT IS HAPPENING OR HAS HAPPENED.

1. Extreme Ownership

For Jocko and Leif, there is no two ways about it... take full responsibility for what is happening or has happened. If a member of a team has not understood one of his instructions, the team leader cannot blame him. It is his role as a leader to make sure that his team members understand his instructions. Likewise, if he himself doesn't understand the data he has received, he will take responsibility and ask his superiors for explanations rather than say it wasn't properly explained from the beginning. In a business, if a client has decided to change his supplier and has turned to the competition... There is no point in saying it isn't one's fault but what are the lessons to be learned. An employee hasn't understood instructions? He is not to be blamed, as a supervisor, it is my job to check he has understood what is expected of him! My boss doesn't give me enough time to develop my career? It is my responsibility to go up to him and draw his attention to the matter.

The advantage of "Extreme Ownership" is that it generates dynamism. It pushes you to act and it is thus no longer possible to wallow in complaints and criticism.

How to apply "Extreme Ownership?" Count the number of times you put the blame on somebody else or an external circumstance, and instead of complaining, actively look for how you could solve the problem.

THERE IS NO
SUCH THING
AS A BAD TEAM,
JUST BAD LEAD-
ERS

2. There is no such thing as a bad team, just bad leaders

One of the main characteristics of SEALs is their ability to work as a team. Indeed, there is nothing worse for a SEAL than to be individualistic or perceived as such. Lone individuals cannot survive in the extreme conditions of Special Forces operations. This is why when selecting candidates, an enormous amount of energy is used to stimulate teamwork. But as much as it is important to work as a team, it is equally important to have a good leader heading these teams. You have certainly noticed how a good leader can help a team evolve towards success whereas a bad one can make it lose.

Jocko and Leif tell of teams systematically failing the SEALs' rigorous tests of BUDS (Basic Underwater Demolition Seal Training) when led by an incompetent leader. But when a better leader took over, these teams suddenly started winning endurance or speed races.

When a team is malfunctioning, there is no point in blaming the people in it. One must always look to the leader's abilities.

BELIEVING IS THE FIRST STEP

3. Believing is the first step

When they first realised that their SEALs team would have to take barely out of school Iraqi soldiers onto the field, Jocko and Leif were appalled. Not only did it seem ridiculous to pair up elite soldiers with beginner soldiers, it also risked being extremely dangerous. Some of these Iraqi soldiers were known to desert at the first shot fired or even to shoot themselves by accident.

It was thus of course difficult to stand in front of their team and present the plan.

Indeed it is difficult to 'sell' a plan to one's team, if one doesn't first believe in it oneself. The worst thing to say would be 'it isn't me, the order comes from above'. Jocko and Leif took the time to meet with their superior to better understand the context of the decision. The reasoning behind it was simple, the Iraqi army would have to take over in the near future if the SEALs were ever to go home. This explanation gave Jocko and Leif the ability to better convince their team to accept this decision and the extra risks, because their leaders 'believed' in the interest of their mission.

If you want to maintain leadership of your team, never give the impression that you don't understand or don't approve of a decision 'from above.' If you don't understand the reasoning behind a strategy, go find the information so that you too can 'believe' and trust the decision taken by your hierarchy.

BEWARE OF YOUR EGO

4. Beware of your ego

Can you imagine a worse place than a battlefield to be faced with a colleague who is a show off, knows everything and won't take any advice? This unfortunately also exists in the army, the difference being that a soldier or officer who believes they can learn nothing from a man who's been on the field for longer, never mind his grade, risks his own death or that of one of his team. Jocko and Leif have been confronted to a series of individuals who, due to their rank, their experience in the army or their age, believed they had nothing to learn. This put them in dangerous situations that could have been avoided with a bit of wisdom.

Ego can be a dangerous thing. Even in business. Whatever your experience, age or position, if you have the impression you know everything, or feel you don't have to listen to advice, it may be high time for a slice of humble pie. If not, life and circumstances will show you. Contrary to popular belief, you will not lose credit in the eyes of your team if you admit you don't know everything. Indeed, this will only reinforce your position as leader.

5. Cover and move

In SEALs lingo, 'Cover and Move' means that before you move on the field, whether bullets are raining or not, you always have to ensure that part of the team or another team ensures cover for the team that is moving.

KEEP THINGS SIMPLE

Just as, when walking, you wouldn't lift a leg before putting down the other. This, as you can imagine entails being able to work as a team and with other teams with flawless communication and trust. Each team is engaged in the mission either when moving or when covering the moving team. United in the one perspective, accomplishing the mission, the objective being to ensure the security of every member of the operation.

Once again, it is essential here to understand the notion of teamwork and to develop trust in each of its members. And this trust must extend out from the team to the other departments of a business that interact to accomplish its designed mission.

6. Keep things simple

A while ago, I read « complexity is the enemy of execution ». An exceptionally interesting sentence I thought and very true. Indeed, the simpler a plan, an instruction or a strategy is to understand, the more we are inclined to act. Inversely, the more it is complex and obscure, the more suspicion will take over and less one will be inclined to act. It is obvious that in commando operations, everybody has an interest in understanding properly how things are supposed to happen.

SETTING UP PRIORITIES AND ACTING ON THEM

In business, faced with over-complicated processes, cryptic marketing strategies or over-elaborate price charts, it is often best to simplify, even if some precision is lost in the process. At least, the people confronted with the strategy, the process or the chart will be able to make a decision and act.

In the lobby of the Apple designer, John Ive, it is said that there hangs the following slogan: simplicity, simplicity, simplicity.

7. Setting up priorities and acting on them

Be it in business or in Special Forces military operations, there are times when human beings may feel submerged by demands, challenges and uncertainties. The most important thing is to remain focused, calm and to be able to stop to consider the options at hand. Everything cannot always be done or resolved immediately. But rather than remain in uncertainty and indecision or be submerged by challenges, one should be able to take a short break, take a step back and determine the most important priority to be taken into account at this moment, set up a plan to resolve the problem and act until this problem is resolved. Then move on to the next challenge.

DECENTRALIS- ING COMMAND

This simple technique musn't of course replace the ability to keep an overview of the situation but when stress is sky high and that confusion has taken over, it is very efficient to be able to identify and resolve each problem individually and by order of importance.

8. Decentralising command

One of the main characteristics of the SEALs units is to often operate in hostile territory in total secrecy and perfect autonomy. Unlike conventional force units, which move in large numbers and in broad daylight, a mission can be carried out by four to six men moving soundlessly by night

It is then difficult in the case of enemy contact or complications, to communicate swiftly and efficiently with the chain of command to adapt the mission to the new circumstances. Infiltrated men will thus have to make their own decisions. Decentralising command means that the mission and its limits have been formally defined by senior officers who have an overview of the mission, but the details of execution are left to the people on the field who are in contact with its reality. These highly trained men are aware of their responsibilities and have a clear idea of what is expected of them. They are authorised and able to make their own decisions.

THIS METAPHOR OF DECENTRALISED COMMAND PERFECTLY ILLUSTRATES THE NEED TO DEVELOP AN ORGANISATION THAT WORKS TOP-DOWN BUT ALSO BOTTOM-UP.

This metaphor of decentralised command perfectly illustrates the need to develop an organisation that works Top-down but also Bottom-up. As Frédéric Laloux states in his book “Reinventing Organizations.” Even if many organisations are able to set up a structure with leaders who send their instructions downwards, it is rarer to find examples of businesses that are able to let their employees on the field make important decisions for the execution of the global mission. Yet it is often the most efficient way to get concrete results and especially a genuine commitment from collaborators. Indeed, how can one expect an employee on the field to feel motivated and committed if he has no leeway and only gets orders from above.

9. Plan

It is obvious that everything cannot be organised and planned in advance and that the saying “no plan resists the first contact with the enemy,” regularly makes total sense for men in the SEALs units. However, the more precautions are taken to anticipate problems and mishaps, the higher the chances of success. It is thus the leader’s responsibility to plan for a maximum numbers of scenarios and alternative plans so as to adapt to a situation that can change at any moment. “If this happens, then we do that, if that plan doesn’t work, then we move to this other plan”.

ONCE AGAIN,
THE ADVICE
IS NOT TO
COMPLAIN BUT
TO ACT

These plans must be clearly explained to all members of the team and the leader must ensure that everyone understands all aspects of the various options.

10. Leading downwards and upwards

Here is a notion which, I think, has a lot of potential in our organisations and businesses. Close to the concept of “Bottom-up Top-Down” and “Extreme Ownership,” “Leading downwards and upwards” implies that if a plan, a decision or a strategy decided by the senior management doesn’t make sense or cannot work on the field, the people on the field pluck up the courage to contact their leaders or officers requesting to consider the reality they face. All too often, an unpopular decision will be criticised or even mocked by people on the field but little will be done to for the matter to be brought to management for a reality check. Once again, the advice is not to complain but to act, to discuss with the hierarchy and to do everything to establish communication and mutual understanding. As much as the leader must ensure that his employee has understood the aim of the mission and its objectives, the person who carries out the task must just as much make sure that his superior is aware of the various difficulties that can crop up and all this with the greatest mutual respect.

I WISH TO ADD
THAT INDECI-
SIVENESS IS A
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CONFIDENCE.

11. Indecision and uncertainty

For a SEAL, there is nothing worse than indecision. When the situation is beyond tense and people risk their lives, it is not possible to remain paralysed and not take any decisions. It is sometimes possible in everyday life to tell oneself that faced with a lack of information, concrete facts or simply uncertainty, we will wait to see how things pan out. In the Special Forces however, this is rarely possible. There is real danger in letting a situation degenerate due to a lack of firmness and decisiveness.

Jocko and Leif, both well versed in decision making and maximum risk, recommend to make a decision rather than 'wait and see'. Often a situation in everyday life will follow the same pattern and degenerate due to a lack of decision. Sometimes these decisions are difficult to make, such as firing a person who has become toxic for the company and his team. However, the more one waits, the more the situation degenerates and more everybody suffers from it.

I wish to add that indecisiveness is a great friend of lack of confidence. Somebody who can make decisions is not necessarily somebody who knows more than the others. Often he just knows that if he has made the wrong decision, he will find the way to rectify the situation.

DISCIPLINE BRINGS FREEDOM

Singularly, for those who lack self-confidence, the simple fact of getting used to making decisions as often as possible (starting with small things), will enable them to progressively assert themselves. Indeed, most of the time, the decision taken will end up being the right one and if such is not the case, the person will find the way to rectify things while realising that he has more abilities than he or she thought she had.

12. Discipline brings freedom

Here is a notion that seems counter-intuitive to say the least. And yet Jocko and Leif use their elite military experience to put across that the more a plan is studied with discipline and detail, the easier it will be to react faced with an unexpected situation. The more a SEAL trains carrying all his gear, the more easily he will move in a real situation. The more the rules of engagement or the instructions for a mission are known and clear, the more the men on the field will be able to make their own decisions. In another category, musicians would also say that the more they rehearse, the more they know their instrument and the freer they feel to improvise, whatever the context.

Discipline and commitment require personal investment and effort from the onset, but this investment will liberate the person ready to put the hours in.

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No need to say that in the kind of job and conditions that Jocko and Leif have experienced, indiscipline is not tolerated considering the consequences it can lead to.

Indiscipline generally sets in progressively and if it is not stopped, it often degenerates and creates situations that can be costly for people and teams as much in the military as in private life.

I have here tried to put through my understanding of the 12 keys to leadership of the exceptional men that are Jocko Wilinck and Leif Babin. I hope you will also find food for thought and tools that will help you in developing your company or organisation.

IF YOU LIVE
YOUR BELIEFS
YOU CAN TURN
THE WORLD
AROUND.

BY LOLLY DASKAL@LOLLYDASKAL

21 Core Beliefs That Will Take Your Leadership From Good to Great

Great leaders come from all eras, all levels of society, and all cultures—but there are certain beliefs great leaders share. These core beliefs are the foundation of your leadership, the things that will help you become successful. See how many you share:

1. Leading by example. Albert Schweitzer said, “Example is not the main thing in influencing others. It is the only thing.” The people around you are watching your every move and looking to emulate you.
2. Balancing vision and execution. Success requires two interrelated elements: a compelling and clearly articulated vision and the ability to inspire others to work with you in carrying it out.
3. Showing respect. Earning the respect of others is important, but showing respect is the foundation of meaningful relationships—and therefore of leadership.

COMMITTING TO COURAGE.

4. Accepting accountability. Being accountable means that you accept responsibility for the outcomes expected of you, both good and bad. You don't blame others, and you do the right thing even when it's not easy.

5. Committing to courage. Aristotle called courage the first virtue, because it makes all of the other virtues possible. Courage is not the absence of fear but the acquired ability to move beyond the fear when times are tough and challenging, because at the end of the day courage is the commitment to begin without any guarantee of success.

6. Delivering inspiration. If you can inspire a group of people to believe in something, you can motivate them to be in constant state of transformation and to ignore the perceived notion of their limitations. Leadership is about making others better as a result of your presence, and making sure it lasts in your absence.

7. Taking risks and learning from mistakes. There's no reward without risk—but even the worst mistakes should never stop you from taking a chance again. Success is all about taking risks.

8. Exhibiting confidence. Confidence is treated as something we're either born with or not, but it can be practiced and learned. Great leaders understand that you must believe in yourself to have the confidence to lead others.

WELCOMING OPTIMISM.

9. Welcoming Optimism. Optimism is a magnet. If you stay positive and optimistic, good things and good people will be drawn to you.

10. Leading with integrity. Integrity is the consistency of your actions, your words, your values, and your moral principles. It's at the center of every true success.

11. Investing in others. When you make the time to invest in others, they will return great value. When you invest in your people you are investing in the future.

12. Encompassing humility. Great leaders remain humble even after they have acquired great success, money, and power. Confidence is who we are on the outside, and humility is who we are on the inside.

13. Contributing through fairness. If you treat people fairly they will likely treat you back with the same. Leaders who are fair and impartial are the ones who are admired and remembered.

14. Maintaining focus. Great leaders live by the acronym FOCUS- Follow One Course Until Successful. They succeed because a concentrated focus determines reality.

15. Manifesting loyalty. The deepest devotion occurs when loyalty is a two- way street. When you lead you need to give your loyalty and give it daily.

EVERYONE
WANTS TO BE
VALUED AND
APPRECIATED
AND
RECOGNIZED
FOR WHO THEY
ARE AND WHAT
THEY DO.

16. Embodying honesty. Integrity requires that you be true and honest—and the long reach of electronic media makes keeping secrets a risky proposition. People respect true hearts because they produce honest actions.

17. Honoring trust. The first job of a leader is to inspire trust and build it daily, and great leaders know that trust must be given if it's going to be earned. Leadership is an achievement of trust.

18. Exhibiting appreciation. Everyone wants to be valued and appreciated and recognized for who they are and what they do. As a leader, you must find ways to recognize and reward people when they do great work.

19. Embracing communication. Communication is vital—and that means being not only a great speaker but also a great listener. Great leaders engage directly with what's in front of them, and they never underestimate the power of the smallest interaction.

20. Measuring each moment. Great leaders believe that true leadership is measured in moments, not years. What you do every moment today will influence your future.

21. Leading with character. The things that make you different are the things that define your character, and your character is what defines your leadership.

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RELEVANT FOR
GREAT LEADERS
TODAY.

BY LEE COLAN@LEECOLAN

4 Powerful Leadership Lessons From Jesus

Was Jesus Christ a great leader?

Putting religious and spiritual beliefs aside, no one in history has been discussed more, worshipped more, had more songs and books written about and inspired more artwork. He also created one of the world's most sustained organizations (the church). So, Jesus was certainly a leader from whom lessons can be learned and applied in today's world. Here four timeless, powerful leadership lessons.

Great leaders lead from the inside out. Jesus focused on personal leadership first—matters of character. At the core of these matters of character is integrity. Without integrity, no one will follow you, and if no one is following you, you are not leading.

Leadership is truly an inside job. Your leadership skills will only take you as far as your character will allow. Jesus had a pure heart and unfailing character. The more you work on your heart and your character, the more others will want to follow you.

GREAT LEADERS ARE GREAT STORYTELLERS.

Great leaders are great storytellers. Jesus' stories have certainly withstood the test of time. His preferred storytelling style was the parable. Stories are richer, more powerful and longer-lasting than directives or instructions. Look at your own life for stories that have relevant messages for your team... we all have them. Turn your stories into coaching tools for future leaders to build your leadership legacy.

Great leaders are great servants. Jesus washed the feet of his disciples even during his most trying time. Great leaders today see themselves as serving their teams—equipping, encouraging and coaching them to realize their potential. Leadership is about others, not you.

Great leaders balance conviction with compassion. Jesus held strong convictions and values while still showing tremendous compassion to others who did not share these same convictions. Likewise, today's great leaders are clear about their values and expectations while being sensitive to the person behind the employee. This balance engages people's heart and minds, and it motivates them to give their discretionary effort - what I call passionate performance.

Remember, you don't have to be great to get started, but you have to get started to be great.

BY SERVING
YOUR EM-
PLOYEES, YOU
CAN BUILD
A HAPPIER,
MORE-PRODUC-
TIVE BUSINESS
WITH A BETTER
BOTTOM LINE.

BY PETER ECONOMY@BIZZWRITER

7 Secrets of 'Servant Leadership' That Will Lead You to Success

Over the past decade or so, I've heard a new term for leaders come into common usage: servant leader. The idea of servant leadership is that the typical hierarchy where employees are supposed to serve their bosses is turned upside down. Instead, leaders serve their people.

In his book, *The Culture Engine*, organizational consultant S. Chris Edmonds says that servant leadership is the foundation for leading others effectively. According to Edmonds, "I define servant leadership as a person's dedication to helping others be their best selves at home, work, and in their community. Anyone can serve—and lead—from any position or role in a family, workplace, or community."

All servant leaders share two fundamental beliefs about the people they lead, and engage in five practices that put these beliefs into action.

Servant leaders believe that...

LISTEN
INTENTLY
AND OBSERVE
CLOSELY

1. Every person has value and deserves civility, trust, and respect

2. People can accomplish much when inspired by a purpose beyond themselves

According to Edmonds, the five practices of servant leaders include the following...

3. Clarify and reinforce the need for service to others

Servant leaders educate the members of their team through their words and actions, and they encourage their people to set aside self-serving behaviors in favor of serving others.

4. Listen intently and observe closely

Servant leaders really listen to their people, and they actively solicit their participation, their ideas, and their feedback. In time, they get to know the worldview of each one of their employees, and they tailor their leadership approach accordingly.

5. Act as selfless mentors

Servant leaders know that by helping to guide the people who work for them, they will help their employees learn vital skills that will both improve their performance, and improve them as people.

LOVINGLY HOLD
THEMSELVES
AND OTHERS
ACCOUNTABLE
FOR THEIR
COMMITMENTS

6. Demonstrate persistence

Servant leaders realize that one or two conversations may not have the desired change in an employee's assumptions or mindset. So they are tenacious and invest whatever time it takes to educate and inspire servant leadership practices in the members of their team.

7. Lovingly hold themselves and others accountable for their commitments

Servant leaders know that no one is perfect, and everyone makes mistakes—including themselves. With that in mind, they push for high standards of performance, service quality, and alignment of values throughout the team, and they hold themselves and their people accountable for their performance.

“THE ABILITY TO
CONTROL MY
EMOTIONS AND
ACTIONS SETS
ME APART FROM
OTHER MEN.”
-- NAVY SEAL
CREED

BY BRENT GLEESON@BRENTGLEESON

5 Aspects of Emotional Intelligence Required for Effective Leadership

Emotional intelligence is widely known to be a key component of effective leadership. The ability to be perceptively in tune with yourself and your emotions, as well as having sound situational awareness can be a powerful tool for leading a team. The act of knowing, understanding, and responding to emotions, overcoming stress in the moment, and being aware of how your words and actions affect others, is described as emotional intelligence.

Emotional intelligence for leadership can consist of these five attributes: self-awareness, self-management, empathy, relationship management, and effective communication.

As a Navy SEAL veteran, entrepreneur, motivational speaker, and leader of one of the fastest growing digital marketing agencies in the country, I have experienced many emotions and become very aware of how those emotions can have a positive or negative effect on my ability to inspire and lead a team.

MANY
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Many individuals try to shut off their feelings, but as much as we distort, deny, and bury our emotions and memories, we can't ever eliminate them.

You can learn to be emotionally independent and gain the attributes that allow you to have emotional intelligence by connecting to core emotions, accepting them, and being aware of how they affect your decisions and actions.

Being able to relate behaviors and challenges of emotional intelligence on workplace performance is an immense advantage in building an exceptional team. One of the most common factors that leads to retention issues is communication deficiencies that create disengagement and doubt.

A leader lacking in emotional intelligence is not able to effectively gauge the needs, wants and expectations of those they lead.

Leaders who react from their emotions without filtering them can create mistrust amongst their staff and can seriously jeopardize their working relationships. Reacting with erratic emotions can be detrimental to overall culture, attitudes and positive feelings toward the company and the mission. Good leaders must be self-aware and understand how their verbal and non-verbal communication can affect the team.

To help understand the emotional intelligence competencies required for effective leadership, I would recommend determining where you stand on the below elements.

WITHOUT REFLECTION WE CANNOT TRULY UNDERSTAND WHO WE ARE, WHY WE MAKE CERTAIN DECISIONS, WHAT WE ARE GOOD AT, AND WHERE WE FALL SHORT.

Self-Assessment: This can be defined as having the ability to recognize one's own emotions, strengths, weaknesses, values and drivers and understanding their impact on others.

Without reflection we cannot truly understand who we are, why we make certain decisions, what we are good at, and where we fall short. In order to reach your maximum potential, you must be confident in who you are, understanding the good with the bad. Those that have a strong understanding of who they are and what they want to work on, can improve themselves on a regular basis.

Self-regulation: Also known as discipline. This involves controlling or redirecting our disruptive emotions and adapting to change circumstances in order to keep the team moving in a positive direction.

Leaders can't afford to lose their cool. Being calm is contagious, as is panic. When you take on a leadership role you can no longer afford to panic when things get stressful. When you stay calm and positive you can think and communicate more clearly with your team.

Empathy and Compassion: Empathy is the ability to put yourself in someone else's shoes and understand how they may feel or react to a certain situation. When one has empathy, the capacity to feel compassion is open. The emotion that we feel in response to suffering that motivates a desire to help.

YOU MUST HAVE
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The more we can relate to others, the better we will become at understanding what motivates or upsets them.

Relationship Management: You can't make deep connections with others if you're distracted. Many of us have families, other obligations, and a crazy to-do list, but building and maintaining healthy and productive relationships is essential to one's ability to gain higher emotional intelligence.

You must have the ability to communicate effectively and properly manage relationships in order to move a team of people in a desired direction.

Effective Communication: In the SEAL teams you have to do three things flawlessly to be an effective operator and team member: Move, shoot, and communicate. Communication being of the utmost importance. Studies show that effective communication is 7% the words we say and 93% tone and body language.

Misunderstandings and lack of communication are usually the basis of problems between most people. Failing to communicate effectively in a workplace leads to frustration, bitterness, and confusion among employees. Effective communication can eliminate obstacles and encourage stronger workplace relationships. When employees know their role within a company and understand how they benefit the overall direction and vision, there is a sense of value and accomplishment.

GOOD COMMUNICATION
RESULTS IN
ALIGNMENT
AND A SHARED
SENSE OF PURPOSE.

Good communication results in alignment and a shared sense of purpose.

Emotional intelligence is a powerful tool critical for exceeding goals, improving critical work relationships, and creating a healthy, productive workplace and organizational culture.

KOBE BRYANT
TRAGICALLY
PASSED AWAY
SUNDAY, BUT
HE LEAVES
BEHIND A TOW-
ERING LEGACY
IN BASKETBALL
AND LIFE.

BY ROBERT GLAZER@ROBERT_GLAZER

Here Are 3 Key Qualities That Will Define Kobe Bryant's Leadership Legacy

In today's news cycle, it's rare for a story to dominate the entire landscape and capture the focus of many people at once. But when Kobe Bryant was one of nine people to tragically pass away in a helicopter accident Sunday, the news cycle seemed to slow down, and social media became a forum for outpourings of grief and reflection.

This was partly due to the suddenness of Bryant's death—he was just 41, with a full life ahead of him—but also a result of the Bryant's towering stature in the sports world, and beyond it.

Bryant made his name as basketball player but quickly transcended that role. He became a symbol of Hollywood stardom, a guru on leadership and personal development, an Academy Award winning filmmaker and a mythical figure on the court and off it.

KNOW WHAT YOU WANT.

It's difficult to sum up such a legacy, but three things about Bryant truly set him apart his other world-class peers—and demonstrate how to lead a life that can become a legacy.

Know what you want.

One of Bryant's definitive attributes was his singular obsession with basketball. In his retirement-announcing essay, "Dear Basketball," Bryant wrote about falling in love with the sport at the age of six and dedicating his entire young life to reaching the National Basketball Association.

Bryant's passion for basketball created a unique connection to NBA fans, even those who didn't root for the Los Angeles Lakers. For many fans, Bryant's life-long pursuit of basketball greatness and his dedication to conquering the game was a form of validation. Fans who loved the NBA saw Bryant share their passion and devotion to the game, and they loved him even more for it.

It's rare for people to understand what they want most and to unapologetically pursue it, regardless of the many sacrifices along the way. Not only does finding that clarity of vision and purpose help us grow as people, but it also allows us to inspire others to share in our passion and make it their own.

ALWAYS WORK HARDER.

Always work harder.

Bryant was famous for his work-ethic, including fighting through grueling game-day workouts, seeking out the best possible trainers and coaches and studying film of his own games to ensure he wasn't developing any bad habits.

His commitment was perhaps best summarized by former player and ESPN analyst Jay Williams. In 2017, Williams recalled arriving at the arena for game against Bryant's Lakers four hours early to prepare, only to discover Bryant was already there practicing as well at a high intensity.

After the game, when he asked Bryant why he arrived so early, Williams recalls Bryant saying, "I saw you come in and I wanted you to know that it doesn't matter how hard you work, that I'm willing to work harder than you." That lesson stayed with Williams for life.

Bryant wasn't just more talented than many of his opponents, he also outworked them. And while it can be easy to blow off preparing for a presentation or neglect to get up an hour earlier to get some morning exercise, it's crucial to remember that hard work is often what sets great performers apart from good ones.

Ask yourself, are you willing to work harder than the competition?

CONSTANTLY REINVENT YOURSELF.

Constantly reinvent yourself.

As one of the first great sports icons of the digital age, Bryant had a unique sense of his public persona and his place in the world beyond basketball. When Bryant realized his career was coming to an end, he took his obsession with excellence in basketball and transferred it to his other passions in life.

Perhaps the best example of this was when Bryant turned his “Dear Basketball” essay into an Academy Award winning short film. Bryant poured his signature dedication into crafting a poignant artifact of his career, seeking out Disney animator Glen Keane to help bring the film to life and even enlisting legendary composer John Williams to create the music for the film.

One of many tragic facets of Bryant’s untimely death is that he had so much left to give to the world. His ability to reinvent himself beyond basketball into a filmmaker, investor, keynote speaker and mentor to young athletes was a rare quality, and he could’ve shared his gifts beyond basketball for decades.

We must always be ready to reinvent ourselves in life, ideally before we are forced to do so. Bryant realized his basketball career was finite and found other ways to apply his talent and enrich people’s lives. Bryant’s passing serves as a reminder that we can always work harder and use our passions to inspire others. How we impact others may be our most important legacy.

FROM EISENHOWER TO THE FIRST WOMEN TO GRADUATE FROM RANGER SCHOOL TO A 22-YEAR-OLD LIEUTENANT ON THE BRINK OF WAR, HERE'S WHAT TRUE LEADERS IN THE MILITARY HAVE TO SAY.

BY BILL MURPHY JR. @BILLMURPHYJR

17 Inspiring Quotes About Military Leadership for Veterans Day

(It's Veterans Day, so you might also want to check out 150 Companies (at Least) Giving Free Stuff to Veterans Today.)

I'm a veteran of the U.S. Army. My military career wasn't especially exciting or unusual, but I later wrote books about the military and covered the Iraq War and veterans' issues for The Washington Post and the military newspaper Stars and Stripes. It's these experiences that give me some of my most treasured insights into the men and women of the U.S. armed forces.

My 2008 book, *In a Time of War*, involved 600 interviews with soldiers and their families. I always remember a story I heard about one lieutenant who took over his first platoon just hours before he had to lead them in the invasion of Iraq:

"I don't know what awaits us on the other side of that berm," 22-year-old Joe DaSilva told his troops. "But I'll tell you this. If I have to give my life for any of you I will do it in a heartbeat."

**"I AM NOT
AFRAID OF AN
ARMY OF LIONS
LED BY A SHEEP;
I AM AFRAID
OF AN ARMY OF
SHEEP LED BY A
LION."**

With that standard in mind—and with a great thank you to the men and women who wear our nation's uniform—here are 17 quotes about military leadership to inspire you on this important day.

1. "The supreme quality for leadership is unquestionably integrity. Without it, no real success is possible, no matter whether it is on a section gang, a football field, in an army, or in an office."

—General Dwight D. Eisenhower

2. "Any man who may be asked in this century what he did to make his life worthwhile, I think can respond with a good deal of pride and satisfaction: 'I served in the United States Navy.'"

—President John F. Kennedy

3. "I am not afraid of an army of lions led by a sheep; I am afraid of an army of sheep led by a lion."

—Alexander the Great

4. "I can't expect loyalty from the army if I do not give it."

—General George C. Marshall

5. "The Nation that makes a great distinction between its scholars and its warriors will have its thinking done by cowards and its fighting done by fools."

—Thucydides, Greek historian

"THERE'S NO
QUITTING, I
CAN'T HAVE
QUIT IN ME.
THERE WAS
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QUIT."

6. "The most important thing I learned is that soldiers watch what their leaders do. You can give them classes and lecture them forever, but it is your personal example they will follow."

- General Colin Powell

7. "There's no quitting, I can't have quit in me. There was never an option to stop and quit."

-Major Lisa Jaster, third woman to graduate from U.S. Army Ranger School

8. "The troops, the air and the Navy did all that Bravery and devotion to duty could do. If any blame or fault attaches to the attempt it is mine alone."

-Eisenhower's "in case of failure" contingency D-Day message

9. "A passion for life is contagious and uplifting. Passion cuts both ways... I want to create passion in my own life and with those I care for. I want to feel, experience and live every emotion. I will suffer through the bad for the heights of the good."

? Pat Tillman, football star who joined the Army Rangers after 9/11 and was killed in action in Afghanistan

10. "Nearly all men can stand adversity, but if you want to test a man's character, give him power."

-Abraham Lincoln

**"IF EVERYONE
IS THINKING
ALIKE, THEN
SOMEBODY
ISN'T
THINKING."**

11. "I was thinking really of future generations of women that I would like them to have that opportunity so I had that pressure on myself And not letting people down that I knew believed in me, people that were supporting me."

–Capt. Kristen Griest, one of the first two women to graduate from U.S. Army Ranger School

12. "If everyone is thinking alike, then somebody isn't thinking."

–George S. Patton

13. "In the military, you learn the essence of people. You see so many examples of self-sacrifice and moral courage. In the rest of life, you don't get that many opportunities to be sure of your friends."

–Adam Driver, actor and Marine Corps veteran

14. "Bravery is being the only one who knows you're afraid."

–Colonel David Hackworth

15. "Your days are numbered. Use them to throw open the windows of your soul to the sun. If you do not, the sun will soon set, and you with it."

–Marcus Aurelius

“PEOPLE SLEEP
PEACEABLY IN
THEIR BEDS AT
NIGHT ONLY
BECAUSE
ROUGH
MEN STAND
READY TO DO
VIOLENCE ON
THEIR BEHALF.”

16. “People sleep peaceably in their beds at night only because rough men stand ready to do violence on their behalf.”

–George Orwell

17. “Good luck, Godspeed, and come home safe.”

–Me (at the time, Capt. Bill Murphy), at the end of every law of war briefing I gave to deploying soldiers who were flying from Fort Drum, N.Y. to Iraq, during 2003

CHECK OUT
THESE FREE
ONLINE RE-
SOURCES FOR
LEADERSHIP
TRAINING.

BY LARRY KIM@LARRYKIM

9 Places to Learn Leadership Skills for Free

Some leaders are born, but the rest of us are made. If you're too busy running your business to take high-priced and often time-consuming leadership development courses, here are 9 places to build your leadership skills for free.

Some of these courses are graduate-level university courses from institutes such as MIT. If you're thinking of diving into the MBA pool, these free courses will give you a good taste about what the expectations and style of learning would be. The only investment required is your time.

1. Master Class Management

Masterclassmanagement.com offers a free online management course that covers topics such as "How to be a Great Manager through Leadership," "How to Organize and Manage Your Department to Meet Goals," "How to Hire and Retain the Right People," "How to Deal With Conflict, Problems, Difficult Employees, and Firing," and "How to Get your Point Across Through the Art of Business Communications."

OPEN LEARN
HAS A SERIES
OF LEADERSHIP
AND
MANAGEMENT
COURSES
THAT ARE ALL
AVAILABLE
ONLINE AND
FREE.

Each topic has subpoints and a quiz at the end of each section.

2. Building your Leadership Skills via Coursera

Offered via the HEC Paris, this online course focuses on building your leadership skills by first understanding your personal leadership style and interpersonal skill set.

3. Leadership and Management via open.edu

Open Learn has a series of Leadership and Management courses that are all available online and free. Learn about operations management at an introductory level, and study the theory of management perspective and practice. Participants will have the opportunity to take courses on managing people, better decision making, how teams work, and more.

4. Leadership Skills in Business via Alison.com

Geared to entrepreneurs, this course gets you up to speed quickly with topics such as “Leadership in Business,” “Leadership in Entrepreneurial Venture,” “Selecting Your Team,” “Business Ethics,” and “Business Assessment.”

THIS COURSE
IS A GRAD-
UATE-LEVEL
UNIVERSITY
COURSE OF-
FERED BY MAS-
SACHUSETTS
INSTITUTE OF
TECHNOLOGY.

5. Supervising Difficult Behaviors via Latitude U

Do you have a challenging employee whom you have no idea how to handle? This 1.5-hour course is designed to provide insights into what can trigger difficult behavior, as well as common strategies for effectively managing them.

6. Level 5 Leadership

Based on the Ann Arbor SPARK Entrepreneurial Boot Camp Program, this one-hour course provides an overview of how to become a “Level 5 Leader” (a term originally coined by Jim Collins to describe someone who leads with personal humility and professional will to achieve superior results).

7. Organizational Leadership and Change

This course is a graduate-level university course offered by Massachusetts Institute of Technology. Yep, that’s an MIT graduate-level course in leadership—for free. All course materials and lectures are available for free download. If you’re thinking of taking an MBA, this could be a good (re)introduction to academic expectations. The only drawback to this course is the need to purchase some of the course reading material.

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CAN CLICK
YOUR WAY
TO A MORE
EFFECTIVE,
PRODUCTIVE,
AND HAPPY
WORKPLACE.

8. MindTools.com

Less a course than a series of references, the Mindtools.com site lists 57 different skills and techniques to improve your leadership abilities. You can look at them in order, or click and surf. While the goal of the site is to join their “Mind Tools Club” for a fee, many of the articles are available for free and contain helpful nuggets of information on topics like how to be an authentic leader, using emotional intelligence, and choosing the right leadership approach for the situation.

And last but not least...

9. Building and Leading Effective Teams

Another offering from MIT’s Sloan School of Management, this one-week course is an academic boot camp to effective leadership. Some supplementary readings can be purchased, but a couple of hours in the library of any college or university should yield them up for free.

With open source and free leadership training courses at your disposal, you can click your way to a more effective, productive, and happy workplace.

HERE'S THE ES-
SENCE OF TRUE
LEADERSHIP.

BY MARCEL SCHWANTES@MARCELSCHWANTES

31 Inspiring Leadership Quotes You Should Take to Work With You

In an era of high-profile sexual harassment allegations and data-privacy scandals, it's evident this country is faced with a leadership crisis. Question is, how do we go about swiftly challenging the pervasive status quo?

The solution has always been quite simple. It should be every organization's top priority to identify and place true leaders – the kind whereby others will believe in and willingly follow – into influential roles where their character and moral authority are displayed in full view.

31 quotes to inspire and reimagine the essence of true leadership

Perhaps we can start here by painting a picture of what true leadership looks like, as described by great leaders past and present.

Robert K. Greenleaf: “The first and most important choice a leader makes is the choice to serve, without which one's capacity to lead is severely limited.”

**"YOU CAN HAVE
ANYTHING YOU
WANT IN LIFE
IF YOU JUST
HELP ENOUGH
OTHER PEOPLE
GET WHAT THEY
WANT."**

Sheryl Sandberg: "Motivation comes from working on things we care about. It also comes from working with people we care about."

James M. Strock: "In the wired world of the 21st century, advancing shared values creates value."

Zig Ziglar: "You can have anything you want in life if you just help enough other people get what they want."

Winston Churchill: "We make a living by what we get. We make a life by what we give."

Sara Blakely: "Don't be intimidated by what you don't know. That can be your greatest strength and ensure that you do things differently from everyone else."

Warren Buffett: "It takes 20 years to build a reputation and five minutes to ruin it. If you think about that, you'll do things differently."

Steve Jobs: "Technology is nothing. What's important is that you have a faith in people, that they're basically good and smart, and if you give them tools, they'll do wonderful things with them."

Lisa Cash Hanson: "Leadership is the ability to guide others without force into a direction or decision that leaves them still feeling empowered and accomplished."

Doug Conant: "To win in the marketplace you must first win in the workplace."

**"THE GREATEST
ABILITY IN
BUSINESS IS
TO GET ALONG
WITH OTHERS
AND INFLUENCE
THEIR
ACTIONS."**

Sheryl Sandberg: "True leadership stems from individuality that is honestly and sometimes imperfectly expressed... Leaders should strive for authenticity over perfection."

Richard Branson: "From my very first day as an entrepreneur, I've felt the only mission worth pursuing in business is to make people's lives better."

John Hancock: "The greatest ability in business is to get along with others and influence their actions."

Ginni Rometty: "I learned to always take on things I'd never done before. Growth and comfort do not coexist."

Simon Sinek: "When people are financially invested, they want a return. When people are emotionally invested, they want to contribute."

Anita Roddick: "What I have learned is that people become motivated when you guide them to the source of their own power and when you make heroes out of employees who personify what you want to see in the organization."

Tony Hsieh: "We must all learn not only to not fear change, but to embrace it enthusiastically and, perhaps even more important, encourage and drive it."

Stephen R. Covey: "When you listen with empathy to another person, you give that person psychological air."

**"YOUR JOB AS
LEADER IS TO
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IN TOUCH AS
POSSIBLE
WITH THOSE
CLOSEST TO THE
ACTION."**

Sheila Murray Bethel: "If leadership serves only the leader, it will fail. Ego satisfaction, financial gain, and status can all be valuable tools for a leader, but if they become the only motivations, they will eventually destroy a leader. Only when service for a common good is the primary purpose are you truly leading."

Sam Walton: "Appreciate everything your associates do for the business. Nothing else can quite substitute for a few well-chosen, well-timed, sincere words of praise. They're absolutely free and worth a fortune."

Kat Cole: "Your job as leader is to stay as close in touch as possible with those closest to the action."

Phil Jackson: "The strength of the team is each individual member. The strength of each member is the team."

Bob Kelleher: "Some companies don't have an engagement problem, they have a hiring problem."

John C. Maxwell: "People do not care how much you know until they know how much you care."

Warren Buffett: "The difference between successful people and really successful people is that really successful people say no to almost everything."

Indra Nooyi: "If you don't give people a chance to fail, you won't innovate. If you want to be an innovative company, allow people to make mistakes."

**"WHATEVER
IS BEGUN IN
ANGER, ENDS IN
SHAME."**

Benjamin Franklin: "Whatever is begun in anger, ends in shame."

Steve Jobs: "It doesn't make sense to hire smart people and tell them what to do; we hire smart people so they can tell us what to do."

John Wooden: "Be more concerned with your character than your reputation, because your character is what you really are, while your reputation is merely what others think you are."

Lao Tzu: "A leader is best when people barely know he exists, when his work is done, his aim fulfilled, they will say: we did it ourselves."

THE ESSENTIAL
LIBRARY FOR
THOSE WHOSE
SUCCESS DE-
PENDS UPON
THE PEOPLE
THEY MANAGE.

BY GEOFFREY JAMES@SALES_SOURCE

12 Best Books Every Leader Needs to Read

In previous posts, I provided the best motivational books of all time, as well as the favorite books of Steve Jobs and Bill Gates's summer reading list.

However, I've never really listed out the books that every manager should read to become a better one.

Featured below are books that hone your management skills, usually by providing examples, both good and bad. (The final book is a real hoot.)

I've avoided the autobiographical and biographical "how to" management books, because I usually find they're too specific to that individual to be of much general use.

1. The One Minute Manager

Author: Kenneth H. Blanchard and Spencer Johnson

Why It's Worth Reading: This classic not only provides the basics of managing people, but emphasizes that it's not really all that complicated to get people to do what you need them to do.

HOW GREAT
LEADERS
INSPIRE
EVERYONE TO
TAKE ACTION

2. First, Break All the Rules

Subtitle: What the World's Greatest Managers Do Differently

Authors: Marcus Buckingham and Curt Coffman

Why It's Worth Reading: Based on an extensive study of managers in different companies, this book pretends to be iconoclastic (hence the title), but is actually a clear manifesto of what has now become standard management practice.

3. Start With Why

Subtitle: How Great Leaders Inspire Everyone to Take Action

Author: Simon Sinek

Why It's Worth Reading: While the previous book is mostly about hiring the right people and setting them loose, this book is more specifically about providing reasons for people to do what you'd like them to do.

4. Strengths Based Leadership

Subtitle: Great Leaders, Teams, and Why People Follow

Author: Tom Rath and Barry Conchie

Why It's Worth Reading: While I don't know whether the research behind this book (and the online survey it promotes) has been replicated or substantiated, this book's intent to be data-driven rather than opinion-driven is to be applauded.

WHY SOME
COMPANIES
MAKE THE LEAP
... AND OTHERS
DON'T

5. The Art of War

Author: Sun Tzu

Why It's Worth Reading: Although written many centuries ago, this book provides advice about general political strategy and, more important, defeating your enemies without expending a vast amount of effort. Best read alongside The Tao of Pooh (which I almost included in this list.)

6. Good to Great

Subtitle: Why Some Companies Make the Leap ... and Others Don't

Author: Jim Collins

Why It's Worth Reading: Probably the best of the "case study" style of management book. While I often question whether case studies are applicable to real-life situations, Collins is a genius at finding commonalities that make successful companies more successful.

7. The 21 Irrefutable Laws of Leadership

Subtitle: Follow Them and People Will Follow You

Author: John C. Maxwell

Why It's Worth Reading: I don't know about you, but I'm getting pretty tired of the "xxx principles" format.

THE BEST OF
SIXTY YEARS
OF PETER
DRUCKER'S
ESSENTIAL
WRITINGS ON
MANAGEMENT

Nevertheless, this is a classic of that genre and contains a wealth of accessible, easily understood advice.

8. Leadership and Self-Deception

Subtitle: Getting Out of the Box

Authors: The Arbinger Institute

Why It's Worth Reading: Many bosses suffer from confirmation bias, where every fact and event is framed so that it reinforces the boss's preconceived notions. I've watched huge companies topple as the result of self-deception; this book makes you painfully aware of your own tendency toward it.

9. The Essential Drucker

Subtitle: The Best of Sixty Years of Peter Drucker's Essential Writings on Management

Author: Peter F. Drucker

Why It's Worth Reading: Almost everything that's been written about management since the middle of the 20th century is based in one way or another upon Drucker's work. Reading these excerpts gives you a solid understanding of this seminal thinker.

**BUILDING A
CIVILIZED
WORKPLACE
AND SURVIVING
ONE THAT ISN'T**

10. Management and Machiavelli

Subtitle: An Inquiry Into the Politics of Corporate Life

Author: Antony Jay

Why It's Worth Reading: This "classic that you've never heard of" reframes corporate behavior in terms of medieval politics. While the book was written before the PC revolution and many of its corporate stories are hoary, there's a universality to the way Jay presents his arguments that's eye-opening. He later co-authored two classics of political humor, *Yes, Minister* and *Yes, Prime Minister*.

11. The No Asshole Rule

Subtitle: Building a Civilized Workplace and Surviving One That Isn't

Author: Robert I. Sutton

Why It's Worth Reading: All too many bosses tolerate bullying and jerky behaviors, especially from their "star" performers. This book explains why jerks always create more problems than they're worth and suggests ways to either get rid of them or change their behaviors.

12. Crazy Bosses

"WELL, I MAY
NOT BE THE
BEST BOSS IN
THE WORLD,
BUT I'M
CERTAINLY
NOT AS BAD AS
THESE BOZOS."

Author: Stanley Bing

Why It's Worth Reading: Not only is this book wildly entertaining, but after you've read it, you can truly say to yourself, "Well, I may not be the best boss in the world, but I'm certainly not as bad as these bozos."

GUARANTEED
TO ENCOURAGE
AND INSPIRE,
THESE POP-
ULAR POSTS
ON ENTREPRE-
NEURSHIP AND
LEADERSHIP
ARE ABSOLUTE
MUST-READS.

BY LARRY KIM@LARRYKIM

16 Best Entrepreneurship and Business Leadership Articles of the Year

Learn how to transform your life for the better with 16 of the Web's favorite entrepreneurship and leadership articles from this year. Guaranteed to encourage and inspire, these popular posts are absolute must-reads.

1. Mentally Strong People: The 13 Things They Avoid

Mental fortitude is essential for entrepreneurship, and in this wildly popular Forbes article, Cheryl Conner discusses what makes a mental strong individual and the 13 things they avoid at all costs (with tips from psychotherapist extraordinaire Amy Morin).

2. How to Turn Small Talk Into Smart Conversation

In this TED Ideas post, Chris Colin and Rob Baedeker break down how to transform an ordinary conversation into an extraordinary one.

SOMETIMES
YOU JUST HAVE
TO GO FOR IT,
NO MATTER
WHAT OTHERS
DAY.

This pithy piece shares how to substitute one-line answers for stories, swap mundane response mirroring for absurd (but astute) observations, and how to get the most out of the often-mangled art of conversation.

3. Richard Branson to Young Entrepreneurs: 'Just Do It'

In an Inc. piece by Oscar Raymundo, famous entrepreneur Richard Branson, founder of the Virgin empire (Virgin Airlines, Virgin Mobile, etc.) explains why risk is an inherent aspect of entrepreneurship. Sometimes you just have to go for it, no matter what others day. Richard did and I'd say thing are working out pretty well for him.

4. Why Good Leaders Make You Feel Safe

In this powerful TED Talk, Simon Sinek suggests that great leaders are those whom others feel they can trust—good leaders make people feel safe. Learn how to create a secure environment for your co-workers and employees while understanding that, while this undertaking is no easy task, the rewards and trust you'll earn is invaluable. (A transcript is available too, so you don't need to watch the video if you'd rather read.)

INSTEAD, SHOW
EMPLOYEES
THE RESPECT
THEY DESERVE
AND THEY'LL
RETURN THE
FAVOR WITH
SUPERIOR
CUSTOMERS
SERVICE
AND MORE
COMPANY
PRIDE.

5. The Top 5 Reasons Why 'The Customer Is Always Right' Is Wrong

Alex Kjerulf of the Huffington Post explains why this classic maxim is a major mistake. Companies need to be willing to go to bat for their employees, and suggesting that the customer is always right can be detrimental to worker moral. Instead, show employees the respect they deserve and they'll return the favor with superior customers service and more company pride.

6. Why You Hate Work

This New York Times article by Tony Schwartz and Christine Porath explains the modern employee's psychological needs and how they aren't being fulfilled. The article details an interesting study in which workers rated their fulfillment at their workplace, based on several different components (time for creative thinking, opportunities to do what you enjoy, a sense of community, connection to your company's mission, etc.).

This article isn't doom and gloom though—it will help companies understand what they need to do in order to improve their workplace and create happier, more fulfilled employees (who also work better).

JAMES
ALTUCHER
SEES THE
WRITING ON
THE WALL—THE
MIDDLE CLASS
IS VANISHING
AND IT'S TIME
TO TAKE REAL
CONTROL OF
YOUR LIFE.

7. Think You're Too Old to Be an Entrepreneur? Think Again. (Infographic)

Despite the trend in Silicon Valley, entrepreneurship ain't just for the young. Some of the most successful entrepreneurs don't even think about launching a startup until they are in their 30s, 40s, and even 50s, after gaining more work experience. This infographic from Entrepreneur shows successful individuals who took their own sweet time to find their calling. "Not all who wander are lost" indeed!

8. 10 Reasons You Have to Quite Your Job in 2014

James Altucher sees the writing on the wall—the middle class is vanishing and it's time to take real control of your life. James writes, in this philosophical yet painfully acute LinkedIn piece, why your life needs to be more than a paycheck and how to use entrepreneurship to create a better future.

9. 6 Toxic Behaviors That Push People Away: How to Recognize Them in Yourself and Change Them

Kathy Caprino points out several toxic behaviors you may be harboring, sometimes without even realizing it! Adjusting these bad behavioral habits will make life exponentially better for you and for those around you. See if you're guilty of any of these.

THIS SUCCINCT
STORY BY TECH
CRUNCH'S GREG
KUMPARAK IS
A JUST A FEW
SHORT LINES
AND TWEETS.

10. 50 Signs You Might Be an Entrepreneur

Entrepreneurs are a certain kind of individual and they display their aptitude with a number of traits. See if any on this list by John Rampton sound like you—if more than a few ring a bell, you're likely to be an entrepreneur (and if you're not yet, maybe it's time for a career change)!

11. How to Become a Millionaire by Age 30

Dreams do come true—or they can, if you follow advice from Grant Cardone in this Entrepreneur article. Learn what you need to do to make the big bucks before you turn 30.

12. Why Google Doesn't Care About College Degrees

In this article by Venture Beat, Gregory Ferenstein explains why Google cares less about college degrees and more about the quality and character of their hiring candidates.

13. How Things Change

This succinct story by Tech Crunch's Greg Kumparak is a just a few short lines and tweets. Telling the tale of Brian Acton's personal experience (creator of WhatsApp), it sweetly and simply shows how when one door closes, another down the hall opens. And it opens into a swimming pool of Jello, talking zebras, and saxophone-playing dinosaurs. Or something close to that anyway.

QUOTE

14. How Quitting My Corporate Job for My Startup Dream F*cked My Life Up

In this story, Ali Mese reveals the unexpected difficulties that come with abandoning the corporate world for the startup dream. You may have planned on financial burdens, but have you considered the social distancing? The anxious parents? The frustrated fiancé? Mese reminds us that entrepreneurship isn't all sunshine and puppies—but is it worth it all in the end? I won't spoil it.

15. 7 Things Remarkable Happy People Do Often

Inc. magazine's very own Jeff Haden explains in this article why happiness is a choice, and how we can take small actions every day to make ourselves happier. It may not seem like rocket science, but it's all too common for people to overlook the tools and techniques they can use to take joy in the world around them. Get started on these exercises and begin a better outlook.

16. The Day I Stopped Saying 'Hurry Up'

In this touching article (probably considered corny by some), Rachel Stafford shares the day she choose to erase the word “hurry up” from her vocabulary. Whether in the workplace or in family life, this touching Huffington Post piece reminds us that life is something to be enjoyed and savored, not rushed through.

YOU KNOW THE
VALUE OF VAL-
UES IN LEADER-
SHIP (AND LIFE).
BUT ARE YOU
AWARE WHAT
HAPPENS WHEN
YOU DON'T LIVE
UP TO SOME
OF THE MOST
IMPORTANT
ONES?

BY SCOTT MAUTZ@SCOTT_MAUTZ

5 Critical Leadership Values (and What Happens When You Don't Live Them)

Much has been written about the importance of values at the company and individual level. Organizations that clearly define and support their values are proven to outperform organizations that don't; they have higher employee engagement and retention and are more profitable. Period.

At the individual level, values are those little things we do each and every day that exemplify who we are. They aren't trendy business hacks, they're timeless guides that drive everything we do.

We have a choice each and every day to live in support of our values, or in spite of our values.

So what happens in the latter case?

Back to that in a moment.

**INTEGRITY
IS AS CLOSE
TO A NON-
NEGOTIABLE
AS THERE IS IN
THE BUSINESS
WORLD.**

First, let's start with the most critical values that every truly great leader displays. For help with this list, I connected with an organization deeply knowledgeable on the matter—The Foundation for a Better Life. You've probably seen billboards for their award-winning "Pass It On" campaign. Each billboard highlights one important value and encourages the reader to, well, pass it on.

The non-profit organization's mission is to uplift and educate viewers with reminders of important values. So they know a thing or two about the role of values in business. I took their list of the five most important values for leaders and then juxtaposed it with the cost of letting each value slide:

1. Integrity.

Integrity is as close to a non-negotiable as there is in the business world. It requires brutal honesty, selflessness, and a desire to do what's right even at personal cost.

But when you miss - Breaches in integrity make us uncertain about an individual or organization, and that uncertainty is incredibly difficult to dissipate. In Hollywood and on many public stages, people can overcome a lapse in integrity with well-placed, sincere apologies. However, according to research and my personal experience, it's different in the business world—one breach is often all it takes to sever trust forever.

CONFIDENT
LEADERS ARE
ADEPT AT
MAKING TOUGH
DECISIONS,
RALLYING THE
TROOPS AND
INSPIRING
OTHERS TO
ACHIEVE THEIR
POTENTIAL.

2. Confidence.

Confident leaders are adept at making tough decisions, rallying the troops and inspiring others to achieve their potential. Also, employees and stakeholders demand confidence from their leaders, especially during times of uncertainty.

But when you miss - A study by the University of Melbourne showed that there's a correlation between advancement at work and self-confidence levels, even self-confidence levels dating back as early as primary school. Other research shows that the number one characteristic most common among successful leaders is supreme confidence.

So this isn't something you want to do without, and we haven't even gotten to the fact that an organization is never more confident than its leader. The troops will spot bouts of self-confidence loss a mile away and will lose their confidence in the leader to boot.

3. Commitment.

Leaders display the value of commitment when they invest in developing short and long-term plans, clearly articulate their vision and goals, and then stick to it all. Without commitment, promises seem empty and directions lack continuity.

**EMPLOYEES
FOLLOW
LEADERS WHO
DEMONSTRATE
THE VALUE OF
GIVING BACK.**

But when you miss - Chaos. Lack of commitment means inconsistency and uncertainty. Research shows the number one thing employees say they need to perform better at work is clear understanding of what the organization's goals are and what's expected of them in delivering those goals.

As a leader, when you show a lack of commitment to a vision or a set of goals, you won't get commitment in return. Hell, you won't even get compliance.

4. Giving back.

Employees follow leaders who demonstrate the value of giving back. They feel pride working for leaders who care about social good as well as the bottom line.

But when you miss - Companies/leaders demonstrating the ability to have a social impact has become a talent acquisition and retention must. A Stanford study indicated that a whopping 90 percent of millennials strongly prefer working for a company/leaders that have demonstrated social responsibility.

So not visibly giving back won't give you the backing you need from employees.

STRONG LEADERS DEMONSTRATE THE VALUE OF COMMUNICATING CONSISTENTLY.

5. Communication.

Strong leaders demonstrate the value of communicating consistently. They excel at listening, giving clear direction, being open to feedback (even criticism) and absorbing new ideas.

But when you miss - In organizations where communication stinks, it happens because a) people aren't investing the time it takes to communicate effectively, b) they believe communication is happening at a sufficient level when in fact it isn't, or c) no one is listening well enough to each other.

None of this is good—all of it creates uncertainty, inefficiency, and ill-will.

The bottom line is if you value being a forward-thinking leader, you can't leave these values behind.

TO MOTIVATE
YOUR TEAM
TO ACHIEVE
THE HIGHEST
LEVELS OF
PERFORMANCE
(AND CREATE
AN EXTRAOR-
DINARY ORGA-
NIZATION IN
THE PROCESS),
HERE ARE THE
QUALITIES YOU
SHOULD MODEL
EVERY DAY.

BY PETER ECONOMY@BIZZWRITER

The 9 Traits That Define Great Leadership

Many leaders are competent, but few qualify as remarkable. If you want to join the ranks of the best of the best, make sure you embody all these qualities all the time. It isn't easy, but the rewards can be truly phenomenal.

1. Awareness There is a difference between management and employees, bosses and workers. Leaders understand the nature of this difference and accept it; it informs their image, their actions, and their communication. They conduct themselves in a way that sets them apart from their employees—not in a manner that suggests they are better than others, but in a way that permits them to retain an objective perspective on everything that's going on in their organization.

2. Decisiveness All leaders must make tough decisions. It goes with the job. They understand that in certain situations, difficult and timely decisions must be made in the best interests of the entire organization, decisions that require a firmness, authority, and finality that will not please everyone. Extraordinary leaders don't hesitate in such situations.

EMPATHY
EXTRAORDI-
NARY LEADERS
PRAISE IN
PUBLIC AND
ADDRESS
PROBLEMS IN
PRIVATE, WITH
A GENUINE
CONCERN.

They also know when not to act unilaterally but instead foster collaborative decision making.

3. Empathy Extraordinary leaders praise in public and address problems in private, with a genuine concern. The best leaders guide employees through challenges, always on the lookout for solutions to foster the long-term success of the organization.

Rather than making things personal when they encounter problems, or assigning blame to individuals, leaders look for constructive solutions and focus on moving forward.

4. Accountability Extraordinary leaders take responsibility for everyone's performance, including their own. They follow up on all outstanding issues, check in on employees, and monitor the effectiveness of company policies and procedures. When things are going well, they praise. When problems arise, they identify them quickly, seek solutions, and get things back on track.

5. Confidence Not only are the best leaders confident, but their confidence is contagious. Employees are naturally drawn to them, seek their advice, and feel more confident as a result. When challenged, they don't give in too easily, because they know their ideas, opinions, and strategies are well-informed and the result of much hard work. But when proven wrong, they take responsibility and quickly act to improve the situations within their authority.

**HONESTY
STRONG
LEADERS TREAT
PEOPLE THE
WAY THEY
WANT TO BE
TREATED.**

6. Optimism The very best leaders are a source of positive energy. They communicate easily. They are intrinsically helpful and genuinely concerned for other people's welfare. They always seem to have a solution, and always know what to say to inspire and reassure. They avoid personal criticism and pessimistic thinking, and look for ways to gain consensus and get people to work together efficiently and effectively as a team.

7. Honesty Strong leaders treat people the way they want to be treated. They are extremely ethical and believe that honesty, effort, and reliability form the foundation of success. They embody these values so overtly that no employee doubts their integrity for a minute. They share information openly, and avoid spin control.

8. Focus Extraordinary leaders plan ahead, and they are supremely organized. They think through multiple scenarios and the possible impacts of their decisions, while considering viable alternatives and making plans and strategies—all targeted toward success. Once prepared, they establish strategies, processes, and routines so that high performance is tangible, easily defined, and monitored. They communicate their plans to key players and have contingency plans in the event that last-minute changes require a new direction (which they often do).



INSPIRATION
PUT IT ALL
TOGETHER, AND
WHAT EMERGES
IS A PICTURE
OF THE TRULY
INSPIRING
LEADER

9. Inspiration Put it all together, and what emerges is a picture of the truly inspiring leader: someone who communicates clearly, concisely, and often, and by doing so motivates everyone to give his or her best all the time. They challenge their people by setting high but attainable standards and expectations, and then giving them the support, tools, training, and latitude to pursue those goals and become the best employees they can possibly be.

LET THE
WISDOM OF
THE GREATS
INSPIRE, MO-
TIVATE, AND
MOVE YOU TO-
DAY.

BY PARTNERS IN LEADERSHIP@THEOZPRINCIPLE

Red, White, and True: 23 Quotes From Our Founding Fathers to Inspire Greatness

We've been reminiscing on the beginnings of our great nation and the core beliefs the Founding Fathers established that have lead us to where we are today. The Founding Fathers inspired others to unlock their potential and created movement around a vision of self-reliance, collaboration, and innovation. They painted a picture of great leadership and strong culture.

Imagine what greatness they can inspire today. Here are 23 quotes to start. Once you read these, complement these nuggets of wisdom by taking a deeper dive into 7 Principles for Success from our Founding Fathers.

1. "Always stand on principle...even if you stand alone."

?- John Adams

2. "If you want something you've never had, you must be willing to do something you've never done."

- Thomas Jefferson

**"IT IS BETTER
TO OFFER NO
EXCUSE THAN A
BAD ONE."**

3. "Well done is better than well said."

- Benjamin Franklin

4. "The circulation of confidence is better than the circulation of money."

- James Madison

5. "It is better to offer no excuse than a bad one."

- George Washington

6. "Distrust naturally creates distrust, and by nothing is good will and kind conduct more speedily changed."

- John Jay

7. "To succeed, jump as quickly at opportunities as you do at conclusions."

- Benjamin Franklin

8. "Do you want to know who you are? Don't ask. Act! Action will delineate and define you."

- Thomas Jefferson

9. "Learn to think continentally."

- Alexander Hamilton

**"AMBITION
MUST BE
MADE TO
COUNTERACT
AMBITION."**

10. "Dost thou love life? Then do not squander time, for that is the stuff life is made of."

- Benjamin Franklin

11. "Nothing can stop the man with the right mental attitude from achieving his goal; nothing on earth can help the man with the wrong mental attitude."

- Thomas Jefferson

12. "Ambition must be made to counteract ambition."

- James Madison

13. "Without continual growth and progress, such words as improvement, achievement, and success have no meaning"

- Benjamin Franklin

14. "Whenever you do something, act as if all the world were watching."

- Thomas Jefferson

15. "The advancement and diffusion of knowledge is the only guardian of true liberty."

- James Madison

**"THE PEOPLE
ARE THE ONLY
LEGITIMATE
FOUNTAIN OF
POWER."**

16. "Tell me and I forget. Teach me and I remember. Involve me and I learn."

- Benjamin Franklin

17. "The people are the only legitimate fountain of power."

- James Madison

18. "Those who own the country ought to govern it."

- John Jay

19. "Either write something worth reading or do something worth writing."

- Benjamin Franklin

20. "Truth will ultimately prevail where there is pains to bring it to light."

- George Washington

21. "Never leave that till tomorrow which you can do today."

- Benjamin Franklin

22. "Real firmness is good for anything; strut is good for nothing."

- Alexander Hamilton

23. "Energy and persistence conquer all things."

- Benjamin Franklin

IF YOU WORK
FOR SUCH A
MANAGER, IT
MAY BE TIME TO
MOVE ON.

BY MARCEL SCHWANTES@MARCELSCHWANTES

5 Signs That Instantly Identify Someone With Bad Leadership Skills

Whenever I speak at events across the country, I break down leadership to its most basic and practical form: It's about meeting the needs of people and developing them to their fullest potential.

When employees don't get the tools, training, time, development, expectations, vision, or resources they need to do their jobs well, they experience low morale; they stop caring and they stop trying, unfortunately, as early as the first few weeks on the job.

Not every person in a management role is created equal. If I may be candid, some have no business being in the role of influencing others.

When the rubber meets the road, these are five of the most common toxic management behaviors I've encountered over the years.

IN ITS EXTREME
FORM, THIS IS
UNFORTUNATE
FOR BOTH
MANAGER AND
EMPLOYEE.

1. Narcissistic tendencies.

In its extreme form, this is unfortunate for both manager and employee. For the manager, it's an actual mental condition known as narcissistic personality disorder that requires medical attention.

For employees, pathologically narcissistic managers could ruin their careers. Joseph Burgo, author of *The Narcissist You Know: Defending Yourself Against Extreme Narcissists in an All-About-Me Age*, says this person “often relies on contempt to make others feel like losers, proving himself a winner in the process. He will belittle your work product or ridicule you at meetings. When he needs something from you, he may become threatening. At his most toxic, he will make you doubt yourself and your ultimate value to your employer.”

2. Not recognizing their people for good work.

Don't underestimate the power that comes from recognizing high performers who are intrinsically motivated. In fact, Gallup has surveyed more than four million employees worldwide on this topic. They found that people who receive regular recognition and praise:

- increase their individual productivity.
- increase engagement among their colleagues.
- are more likely to stay with their organization.

IN THESE ENVIRONMENTS, THERE'S LITTLE EVIDENCE OF LEADERS' DISPLAYING COMPASSION AND EMPATHY IN SEEING EMPLOYEES AS VALUED HUMAN BEINGS.

- receive higher loyalty and satisfaction scores from customers.
- have better safety records and fewer accidents on the job.

3. Treat people like numbers.

In top-down power structures, employees are viewed as worker bees and considered to be objects or expenses rather than assets; there is little concern for their happiness or well-being, since the motive for hiring them was purely productivity and profit.

In these environments, there's little evidence of leaders' displaying compassion and empathy in seeing employees as valued human beings. As a result, you'll encounter high levels of stress, turnover, absenteeism, and burnout.

4. Too much control.

A manager that micromanages is a control freak. The work environment they create is overbearing and stifling because he or she wants control over all decisions. This manager distrusts the team, so tasks rarely get delegated to others. Typically, you'll find there's hardly room for group discussion or input because the management style is autocratic, which limits creativity and desire to learn new things.

**A LEADING
CAUSE OF
TURNOVER --
WHEN DONE
REPEATEDLY
-- IS HOARDING
INFORMATION,
OR A LACK OF
PERSONAL AND
ORGANIZATION-
AL TRANSPAR-
ENCY ON THE
MANAGER'S
PART.**

Loyal workers trying to find meaning and purpose in their jobs are left with nothing but marching orders. It may be time to update your resume under such conditions.

5. Not sharing information.

A leading cause of turnover – when done repeatedly – is hoarding information, or a lack of personal and organizational transparency on the manager's part. Again, this is the behavior of a manager on a power trip, and it's the kind of leader employees never trust.

If you've read Patrick Lencioni's masterpiece *The Five Dysfunctions of a Team*, you know the foundation for any good relationship is trust – it's the foundation for his pyramid model – and that foundation simply cannot happen without transparency at work.

As a result, employees working for managers who openly share information will work harder for them, respect them more, be more innovative, and solve problems much faster.

Final thoughts.

Retaining your best people and engaging them at a high level comes down to how you treat and serve them. To do this well, it's critical to connect to them in a relational way, help them grow, and give them what they need to succeed.

HERE ARE 10
QUESTIONS
THAT SHOULD
BE USED TO
ASSESS THE
QUALITY OF
THE LEADERS
IN THE PLACE
AND TO HELP IN
THE SELECTION
OF THOSE TO
COME.

BY JAMES KERR@JAMES_M_KERR

Top 10 Leadership Assessment Questions

Business success is a direct reflection of the leaders that oversee the organization. It's in a firm's best interest to put the "right" players in the place to grow and sustain the company. It is essential to recognize that the best person for the job isn't always the one that has been in it the longest or the one that looks best on paper. Here are 10 key questions, based on position-person fit, that can be used to assess your current leaders and assist in the selection of those to come:

1. The leader works to understand their industry and contribute to its evolution through their company's work? You want leaders that are sincerely interested at the work at hand and those can become movers and shakers within their industries.
2. The leader communicates the firm's vision and strategies and helps their team to better understand how they contribute to the achievement of Company goals? You want leaders that understand, buy-into and can communicate the firm's strategies to their people.

THE LEADER IS AN EXCEPTIONAL TRUST-BUILDER

3. The leader demonstrates executive presence and is comfortable working at all levels of an organization? You want leaders that have the poise and confidence to be effective in all circumstances.

4. The leader is an exceptional trust-builder? You want leaders of high integrity that you can be counted on.

5. The leader inspires followership and can build a strong team around them? You want leaders that people want to work for and with.

6. The leader is a thought leader that can introduce new ways of “thinking” and “doing”? You want leaders that are always pushing to be better.

7. The leader is an outstanding communicator, skilled at both listening and messaging? You want leaders that can communicate effectively, so that there is no doubt about what is important.

8. The leader routinely provides feedback and coaching to their team? You want leaders that are always working to make their team better.

9. The leader rewards outstanding performance and knows how to reward the “right” people? You want leaders that recognizes talent and rewards people based on results, and, not on effort or out of favoritism.

THE LEADER
CAN DEMYSTIFY
COMPLEX
CONCEPTS AND
TEACH THEM TO
THEIR TEAMS

10. The leader can demystify complex concepts and teach them to their teams? You want leaders that can teach people how to be the best that they can be.

To close, these 10 questions are essential in the assessment of leaders. However, they are not intended to represent the full suite of questions needed to do a thorough evaluation. I share them here to get you started. These can be leveraged in a variety of ways, including within a “360-evaluation” format, by management team survey, or, simply used as an interview script by a hiring manager / hiring committee. And, of course, a rubric is needed to properly weigh each assessment question and objectively establish a relative leadership score for each person being assessed.

With that, I wish you the best of luck with your leadership assessment work and, remember, that there are firms and automated tools out there that can help you with this critical endeavor - so, there's no need to go it alone!

LEADERSHIP IS
BEST TAUGHT
BY EXAMPLE.
FOLLOW THESE
EIGHT INDIS-
PUTABLE RULES
DIRECTLY FROM
THE PLAYBOOK
OF THE FORMER
HEAD OF GE.

BY DANA SEVERSON@DANEROBERT

The 8 Rules of Leadership by Jack Welch

Leadership is all about growing others. It's about your team and its welfare. It's about your direct reports and their performance.

Leadership is a tough act. It's a daily balancing act. As a leader, you're expected to use your insight, experience, and rigor to balance the conflicting demands of short- and long-term results.

So, what do leaders do? Does leadership have rules? Former General Electric boss Jack Welch says so in his classic 2009 book *Winning*, which he wrote with Suzy Welch.

His rules of leadership are as follows:

1. Leaders relentlessly upgrade their team, using every encounter as an opportunity to evaluate, coach, and build self-confidence.

The team with the best players wins—and leaders should expend their energy and time in evaluating, coaching, and building the self-confidence of team members.

“People development,” Welch writes, “should be a daily event, integrated into every aspect of your regular goings-on.”

“PEOPLE DEVELOPMENT,” WELCH WRITES, “SHOULD BE A DAILY EVENT, INTEGRATED INTO EVERY ASPECT OF YOUR REGULAR GOINGS-ON.”

As a leader, it's important to recognize and acknowledge the good work of your team in order to continue to encourage peak performance, why instilling confidence.

2. Leaders make sure people not only see the vision, but they also live and breathe it.

Good leaders cast the vision of the future and motivate people to buy into it. They constantly talk about their vision and reinforce it with rewards, which may be in the form of a salary, bonus, or significant recognition of some sort.

Even without the rewards, just sharing your vision as a leader can in itself bring about the motivation your team needs to accomplish the most difficult of assignments.

3. Leaders get into everyone's skin, exuding positive energy and optimism.

Effective leaders fight the negative forces of life and encourage their teams with a high level of optimism that keeps members upbeat.

Welch says they do not allow a bad economy or brutal competition to put them down to the extent that their team catches the bug.

Why? “Unhappy tribes have a tough time winning,” Welch writes.

LEADERS ESTABLISH TRUST WITH CANDOR, TRANSPARENCY, AND CREDIT.

Nothing brings down the morale of a team more than an unenthusiastic or disengaged leader. Your job is to be part coach and part cheerleader.

4. Leaders establish trust with candor, transparency, and credit.

Welch decries a situation where leaders hoard information that could benefit direct reports in the performance of their duties. This, he says, drains trust right out of a team. And that, “trust happens when leaders are transparent, candid, and keep their word.”

Leaders, he also says, establish trust by giving credit where it is due. They detest a situation where they’ll take credit for someone else’s idea or work.

If you want your team to be transparent with you, you need to lead by example.

5. Leaders have the courage to make unpopular decisions and gut calls.

Effective leaders listen to their gut, Welch says, regardless of what team members think.

“Obviously,” he writes, “tough calls spawn complaints and resistance. Your job is to listen and explain yourself clearly but move forward. Do not dwell or cajole.”

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Decision making is ultimately what you'll be judged on as a leader, as your choices could determine the overall success of the organization. With transparency, trust and a clear vision, you'll find that your team will stand behind your decisions (right or wrong).

6. Leaders probe and push with a curiosity that borders on skepticism, making sure their questions are answered with action.

To get bigger and better solutions, Welch says leaders probe proposals and presentations by asking questions and stirring up a healthy debate.


He writes:

“When you're a leader, your job is to have all the questions. You have to be incredibly comfortable looking like the dumbest person in the room. Every conversation you have about a decision, a proposal, or a piece of market information has to be filled with you saying, ‘What if?’ and ‘Why not?’ and ‘How come?’”

Challenging your employees is an art, not a science. Each individual requires a unique approach. It's your job as a leader to get their best without diminishing their productivity.

7. Leaders inspire risk taking and learning by setting the example.

“Winning companies,” Welch writes, “embrace risk-taking and learning.” Leaders set the example and encourage team members to experiment without being afraid of making mistakes.



LEADERS CELEBRATE

Experimentation is a major key to growth. Make sure your team feels confident in making mistakes.

8. Leaders celebrate

While noting that leaders don't celebrate enough, the former GE boss advocates that leaders make a big deal out of small wins because "celebrating makes people feel like winners and creates an atmosphere of recognition and positive energy."

Don't be afraid in celebrating early and often. Far too many leaders believe celebrating small victories leads to complacency. Nothing could be further from the truth.