**Leadership**

**I lead in the way of righteousness,**

**in the midst of the paths of justice.**

***(Proverbs 8:20)***

**Leadership is action, not position. *(Donald H. McGannon)***

**If your actions inspire others to dream more, learn more, do more, and become more, you are a leader. *(John Quincy Adams)***

**To say America can have strong leadership without strong character is to say we can get water without the wet. *(J. C. Watts)***

**One of them told us: “If I have an art form of leadership, it is to make as many mistakes as quickly as I can in order to learn. *(Warren Bennis & Burt Nanus, in Reader’s Digest)***

**Good leaders are like baseball umpires: they go practically unnoticed when doing their jobs right. *(Byrd Baggett, in Taking Charge)***

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**A good boss is someone who takes a little more than his share of the blame and a little less than his share of the credit. *(Bits & Pieces)***

**The boss drives his men; the leader coaches them. The boss depends upon authority; the leader on goodwill. The boss inspires fear; the leader inspires enthusiasm. The boss says “I”; the leader, “we.” The boss fixes the blame for the breakdown; the leader fixes the breakdown. The boss knows how it is done; the leader shows how. The boss says “Go”; the leader says “Let’s go!” *(H. Gordon Selfridge)***

**My favorite saying: A good boss is one who can step on your toes without spoiling your shine. *(Carl May, in Reminisce magazine)***

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**The business of leaders, of heroes, is tricky. Leadership is not something that is done to people, like fixing your teeth. Leadership is unlocking people’s potential to become better. *(Bill Bradley, retiring U. S. Senator)***

**The test of leadership is not to put greatness into humanity, but to elicit it, for the greatness is already there. *(James Buchanan)***

**Leadership to me means duty, honor, country. It means character, and it means listening from time to time. *(George W. Bush)***

**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)***

**A C-suite clash of the sexes: Are women better managers than men? asked The Economist. Some management scholars think so. Two widely cited McKinsey studies found that women show several important leadership behaviors more often than their male counterparts do, including people development, setting expectations and rewards, and participative decision making. Women are also claimed to be better at "androgynous" management, a style that combines supposedly male and female characteristics. American companies with women CEOs lay off significantly fewer workers than those run by men, and donate more to charity. Dig deeper, though, and the picture isn't so simple. First, lumping all female bosses together obscures their individual differences. Second, both men and women are able to adapt their leadership styles to different circumstances. A 2013 study in Norway, a leader in female-friendly corporate policies, found no difference in leadership styles between the sexes. Finally, further research has cast doubt on claims that women leaders improve a business's performance. Those arguing the superiority of female leadership "may have the best intentions," but it's "politically correct hokum." We need to pick leaders solely on individual merit. "Anything else is just prejudice in disguise." *(The Week magazine, June 19, 2015)***

**It is better to have a lion at the head of an army of sheep than a sheep at the head of an army of lions. *(Confucius)***

**The man says to Blondie: “I’m going to go to a seminar on corporate leadership. The featured speaker is leading a discussion on how to create a relaxed atmosphere in the workplace – but I’m going anyway.” (*Dean Young, in Blondie comic strip)***

**A leader must have the courage to act against an expert’s advice. *(Jim Callaghan, former British Prime Minister)***

**Excellent company leaders create environments in which people can blossom, develop self-esteem, and be excited participants in their business. *(In Search of Excellence)***

**People in positions of authority have to find fault with their associates from time to time. It’s part of the job of leadership to help people recognize how they can improve. But much as the job needs doing, it’s also important to know how to do it correctly. The reason is obvious. Most of us resent being told that our work may need improving – especially if the person who does the criticizing is direct, tactless, and forceful. Harsh criticism can hurt morale, damage egos, and sometimes create lasting resentment. How, then, should you go about it? In the first place, be sure of your facts. Be certain that you’re not making a mountain out of a molehill. If the mistake is important and has upset you, cool off first. Let things settle down a bit so you don’t say things you’ll be sorry for later. Pick your time carefully. It can be very upsetting to a person to be censured just before tackling an important piece of work. And, of course, always discuss the situation in private. No one likes to be criticized in front of others, especially fellow workers. Ask questions first – don’t accuse. Be sure people have a chance to state their side of the case first before you blame anyone. If they know they’re at fault, they may admit it willingly. That makes the situation easier all the way around. Before you criticize, let people know you appreciate some of the good things they’ve done. They will accept your criticism much more gracefully if you do. *(Bits & Pieces)***

**Leadership depends on the ability to make people want to follow – voluntarily. *(Bits & Pieces)***

**Good leadership requires you to surround yourself with people of diverse perspectives who can disagree with you without fear of retaliation. *(Doris Kearns Goodwin)***

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**Effective leaders know that they get the best efforts out of people by working with them . . . by helping them to do their best . . . by showing them how to be more productive. *(Bits & Pieces)***

**Effective leaders know that you first have to touch peoples’ hearts before you ask them for their hand. *(Frederick Douglass)***

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**A sense of humor is part of the art of leadership, of getting along with people, of getting things done. *(Dwight D. Eisenhower)***

**General Eisenhower used to demonstrate the art of leadership with a simple piece of string. He’d put it on a table and say: Pull it and it’ll follow wherever you wish. Push it and it will go nowhere at all. It’s just that way when it comes to leading people. *(Bits & Pieces)***

**Leadership: the art of getting someone else to do something you want done because he wants to do it. *(Dwight D. Eisenhower)***

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**Only 13 percent of top executives at big companies say that strong ethical values are the most important leadership trait for CEOs, down from 20 percent in 2003. *(BusinessWeek, as it appeared in The Week magazine, September 16, 2005)***

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**Leaders can let you fail and yet not let you be a failure. *(Stanley McChrystal, retired U.S. Army four-star general)***

**For many people, the word “failure” carries with it a sense of finality. But for the successful leader, failure is a beginning, the springboard to renewed efforts. Leaders simply don’t think about failure. This became clear to us after we had interviewed and studied 90 successful men and women – executives, Senators, coaches and others – for our book on leadership. Indeed, those who lead don’t even use the word, relying on such synonyms as “mistake,” “false start” and “setback.” *(Warren Bennis & Burt Nanus, in Reader’s Digest)***

**In a study of 90 leaders in business, politics, sports and the arts, many spoke of “false starts" but never of “failure." Disappointments spur greater resolve, growth or change. *(Charles A. Garfield, in Reader's Digest)***

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**There go the people. I must follow them. I am their leader. *(Alexandre Ledru Rollin)***

**In the future, there will be no female leaders. There will just be leaders. *(Sheryl Sandberg, COO of Facebook)***

**Leadership is getting someone to do something that they wouldn't have done until you encouraged them to do it. *(Submitted by Guideposts reader Jeff Rebraca)***

**“As a good example of how top management can set an agenda,” says American television correspondent Charles Osgood, “business school professors sometimes point to John F. Kennedy’s call in the early 1960s that America should put a man on the moon by the end of the decade. There were lots of problems that would have to be solved – technical, political, and money problems – but Kennedy didn’t try to solve them all in advance. All he did was set a definite timetable. He left it to others to work out how it was going to be done.” And it was done. Neil Armstrong took his “giant leap for mankind” before the decade was over. No matter what your industry, give your employees the leadership they need to get started – a goal and a timetable – and you have a good chance of obtaining your objective. Like reaching the moon, tell them what they’re aiming for and when it’s supposed to be done. Then let them get to it. *(Bits & Pieces)***

**Good leadership is knowing how much of the future can be introduced into the present. *(Bits & Pieces)***

**Ordinary leaders believe governing is about meetings, conferences, phone calls, rules and decisions. Extraordinary leaders know it is about a higher calling to the people. *(Ken Adelman, Tribune Media Services)***

***\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\**A great leader is the one who can show people that their self-interest is different from that which they perceived. *(Barney Frank, in Time magazine)***

**The greatest leaders are those who know when it’s time to change direction. *(Ashleigh Brilliant, in Pot Shots)***

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**Leaders have two important characteristics: first, they are going somewhere; second, they are able to persuade other people to go with them. *(Bits & Pieces)***

**It is simply impossible to lead, without the aid of prayer, a virtuous life. *(St. John Chrysostom)***

**A good leader inspires other men with confidence in him; a great leader inspires them with confidence in themselves. *(American Opinion)***

**Do jerks make better leaders? In business today, it often pays to be a jerk, said Geoffrey Nunberg. The success of Michael Eisner, Larry Ellison, and Martha Stewart – not to mention Donald Trump – suggests that “a swollen ego and indifference to the feelings of others” can work wonders in the C-suite. Some bosses rationalize their bad behavior by insisting that their “underlings can’t appreciate their vision.” That template was cast by Gen. George S. Patton, who has inspired countless books on leadership. A brilliant tactician widely known as “an abusive jerk,” Patton insulted subordinates out of the firm belief that it was “for their own good.” Steve Jobs displayed a similar “capacity for abusiveness and petulance,” maintaining that cruel criticism inspires employees to live up to their potential. In reality, being a jerk is not an essential quality of the modern business titan: “The leadership shelves are brimming with wisdom drawn” from nice guys like Gandhi. But in an age when “people acting like jerks to one another has become a reliable business model for reality TV, talk radio, and cable “news,” abusive types inevitably become the leaders “whose names we’re most likely to know.” *(The Week magazine, September 21, 2012)***

**A true leader is always led. (*Carl Jung)***

**A genuine leader is not a searcher for consensus but a molder of consensus. *(Martin Luther King Jr.)***

**Knowledge cannot make us all leaders, but it can help us decide which leader to follow. (*Management Digest)***

**The person who knows “How” will always have a job. The person who knows “why” will always be his boss. *(Diane Ravitch)***

**To lead the people, walk behind them. *(Lao-Tzu, Chinese philosopher)***

**What makes a leader – intelligence, integrity, imagination, skill: in brief, statecraft? Not at all. It is the fact that the man has a following. *(Gerald W. Johnson, American journalist)***

**When there is danger, a good leader takes the front line; but when there is celebration, a good leader stays in the back of the room. *(Nelson Mandela, in O magazine, 2001)***

**Leaders inspire. They aren’t assigned leadership. They command it. *(Phil McGraw, on “The Dr. Phil Show”)***

**One measure of leadership is the caliber of people who choose to follow you. *(Dennis A. Peer, in National Enquirer)***

**Mountains appear more lofty the nearer they are approached, but great leaders resemble them not in this particular. *(Lady Marguerite Blessington, Irish writer)***

**It is better for a leader to make a mistake in forgiving than to make a mistake in punishing. *(Muhammad)***

**The best way to lead a parade is to find a group of people going in your direction, and get in front. *(The Friday Letter)***

**Don’t tell a man how to do a thing. Tell him what you want done, and he’ll surprise you by his ingenuity. *(General George Patton)***

**You don’t manage people; you manage things. You lead people. *(Admiral Grace Hooper)***

**Inventories can be managed, but people must be led. *(H. Ross Perot)***

**Sometimes leadership is planting trees under whose shade you’ll never sit. *(Gov. Jennifer M. Granholm of Michigan)***

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**Great leaders are almost always great simplifiers, who can cut through argument, debate, and doubt to offer a solution everybody can understand. *(General Colin Powell)***

**You have achieved excellence as a leader when people will follow you anywhere, if only out of curiosity. *(Colin Powell, four-star general, former chairman, Joint Chiefs of Staff)***

**Leadership is the art of accomplishing more than the science of management says is possible. *(Colin Powell)***

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**James Autrey, in his book For Love and Profit, credits one of his staff members with teaching him a key leadership principle: the presumption of goodwill. He states that he watched her bring calm to warring parties and develop creative solutions to problems between people by opening her meetings with this sentence: “Now, let’s presume that everyone here has goodwill toward each other, and proceed from there.” *(Laurie Beth Jones, in Jesus, CEO, p. 268)***

**A prime function of the leader is to keep hope alive. *(John Gardner)***

**Reason and judgment are the qualities of a leader. *(Tacitus)***

**The role of a leader is to help people realize who they really are. *(Dr. Jack Holland)***

**The best executive is the one with sense enough to pick good people to do what needs to be done, and self-restraint enough to keep from meddling with them while they do it. *(Teddy Roosevelt)***

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**I hope you will teach being a leader isn’t always easy and isn’t always fun. I hope you teach that it’s OK to dare to care, to be emotional, to feel your leadership, to cry, to be passionate. *(Retired Gen. H. Norman Schwartzkopf, at the University of Richmond’s Jepson School of Leadership Studies)***

**Leadership is a potent combination of strategy and character. But if you must be without one, be without the strategy. (*Gen. H. Norman Schwartzkopf)***

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**What you cannot enforce, do not command. *(Sophocles)***

**It’s important that people who work for you know what you stand for. It’s equally important that they know what you won’t stand for. *(Bits & Pieces)***

**It’s hard to lead a cavalry charge if you think you look funny on a horse. *(Adlai Stevenson)***

**No person can be a great leader unless he takes genuine joy in the successes of those under him. *(W. A. Nance, in Holiday Inn magazine)***

**A good leader doesn’t always lead; he teaches others to lead. *(Country magazine)***

**“Leadership, it turns out, is a team sport,” said Stefan Stern in the Financial Times. Investors and business analysts tend to attribute every corporate triumph or setback to the skills or incompetence of a single leader. But “there is new evidence that it is top teams rather than top bosses that matter most.” A study from British management consultant Cognosis found that while CEOs may formulate strategy, putting that strategy into operation depends on “what senior executives succeed in conveying to the rest of the organization.” That makes it imperative for CEOs to assemble a top team that can get the message out to the troops and energize them. The best teams, Cognosis found, combine the talents of four distinct personality types – “those who are predominately creative, collaborative, rational, or practical.” But in the real world, few CEOs actually manage to yoke those disparate types together. More often, teams consist of “people who have got on in their careers by trying to be as much like the boss as possible.” Such teams may gratify the boss’ ego, but they might not get the job done. *(The Week magazine, June 13, 2008)***

**The real test of authenticity in leadership is the willingness of politicians to tell the truth to the American people whether they want to hear it or not. *(Travis Smiley, in Accountable)***

**You can’t lead from the crowd. *(Margaret Thatcher)***

**How far would Moses have gone if he had taken a poll in Egypt? What would Jesus Christ have preached if he had taken a poll in the land of Israel? What would have happened to the Reformation if Martin Luther had taken a poll? It isn’t polls or public opinion of the moment that counts. It is right and wrong and leadership. *(Harry S. Truman)***

**The leader is one who, out of madness or goodness, volunteers to take upon himself the woe of the people. There are few men so foolish, hence the erratic quality of leadership. *(John Updike)***

**The day was cold and bleak. George Washington, starting out from his headquarters, drew on his greatcoat, turned up the collar, and pulled his hat down to shield his face from the biting wind. As he walked down the road to where the soldiers were fortifying a camp, no one would have known that the tall, muffled figure was the Commander-in-Chief of the Army. As he came near the camp he stopped to watch a small company of soldiers, under the command of a corporal, building a breastwork of logs. The men were tugging at a heavy log. The corporal, important and superior, stood at one side giving orders. “Up with it!” he cried. “Now all together! Push. Up with it, I say!” The men gathered new strength. A great push and the log was nearly in its place, but it was too heavy. Just before it reached the top of the pile it slipped and fell back. The corporal shouted again. “Up with it! What ails you? Up with it!” The men tugged and strained again. The log nearly reached the top, slipped, and once more rolled back. “Heave hard!” cried the corporal. “One, two, three – now push!” Another struggle and then, just as the log was about to roll back for the third time, Washington ran forward, pushed with all his strength, and the log rolled into place on top of the breastwork. The men, panting and perspiring, sought to thank him, but he turned toward the corporal. “Why don’t you help your men with this heavy lifting, when they need another hand?” he asked. “Why don’t I?” asked the man. “Don’t you see I am a corporal?” “Indeed,” replied Washington, throwing open his greatcoat and showing his uniform.. “I am only the Commander-in-Chief. Next time you have a log too heavy for your men to lift, send for me!” *(Bits & Pieces) 1115909***

**When things go wrong in your command, start searching for the reason in increasing large circles around your own two feet. *(Gen. Bruce Clarke)***

**Stop calling women "bossy": "Call it the other B-word," said Sheryl Sandberg and Anna Marie Chavez. Despite growing up with vastly different backgrounds, we both heard the same put-down as kids: "You're bossy." And whether it is said directly or simply implied, girls today get the same message: "Keep your voices down. Don't raise your hand too much. Don't lead." Words have meaning, and even subtle messages can have an immense impact on childhood aspirations. Studies have shown that by middle school, girls have less interest in leadership roles than boys do. In the catalog of priorities presented to girls, being seen as "competent" and "independent" just doesn't stack up against being "popular." And terms like bossy are just the beginning. "As girls mature, the words may change, but their meaning and impact remain the same." Bossy becomes "aggressive," "angry," "shrill," and "overly ambitious." This kind of gendered speech -- and the stereotypes that come with it -- "become self-fulfilling prophecies," undermining girls' ability to see themselves as leaders and discouraging the very traits that are meant to level the playing field. That's ironic, seeing that "so-called bossy women make great leaders." So let's ban "She's bossy." Instead, let's try, "She has executive leadership skills." *(The Week magazine, March 21, 2014)***

**You don't lead by pointing and telling people someplace to go. You lead by going to that place and making a case. *(Ken Kesey)***

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