

# THE ENCOURAGING LEADER

Providing  
insight and  
encouragement  
to educational  
leaders

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“Do or do not...there is no try” the Jedi Master, Yoda, said to the young Luke Skywalker. I was a youngster when The Empire Strikes Back was in theaters. I loved that line then and I love it today. It can be used in a variety of settings. However, as I have been thinking about leadership the last few weeks, it has become apparent that some of us get stagnant and don't really commit to growth as leaders. We say we'll try, but we don't really. I recently gave a copy of a leadership book by Doug Dickerson “Leaders Without Borders” to my boss. He is quite busy, yet he read the book within the next week. He didn't even say he'd “try”...if said that he'd read it on his next trip while he was flying.



If we have committed to being leaders then that is a lifelong commitment that requires lifelong learning. Because I read a John Maxwell book years ago or earned a leadership award or received a promotion does not mean I am growing as a leader. You never arrive as a leader. Fortunately, we do not have to reinvent the wheel. Leadership growth, leadership models and leadership examples exist nearly everywhere we look. You may have role models. You might have a mentor. You may just soak in the readings, videos, and seminars of those that can provide insights. Regardless, I encourage you to avoid complacency and instead, latch on a lifelong habit of continual learning. Do you care enough to grow today...tomorrow...and in the future?



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issue:

All articles contained in this issue provide a glimpse into what makes some of the best leaders so good at what they do and why people follow them.

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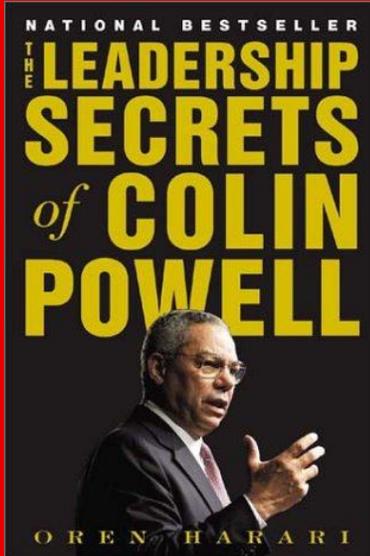
Pg. 5-Billy Graham

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## CLIFF NOTES



- Know When to Piss People off:** “Being responsible sometimes means pissing people off.”
- Promote a Clash of Ideas:** “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 them or concluded that you do not care. Either case is a failure of leadership.”
- The Ego Trap:** “Never let your ego get so close to your position that when your position goes, your ego goes with it.”
- Don’t Go Looking for No:** “You don’t know what you can get away with until you try.”
- The Chief Dis-Organizer:** “Keep looking below surface appearances. Don’t shrink from doing so just because you might not like what you find.”
- When to Challenge the Pros:** “Every organization should tolerate rebels who tell the emperor he has no clothes.”
- Close with the Enemy:** “We had to make sure that we took the new mission and drove it down to the last private in the ranks. Whoever came in and emptied the trash can at night had to understand the vision.”
- People Over Plans:** “Plans don’t accomplish work. Goal charts on walls don’t accomplish work....It is people who get things done.”
- Vigilance in Details:** “If you are going to achieve excellence in big things, you develop the habit in little matters. Excellent is not an exception, it is a prevailing attitude.”
- Situation Dictates Strategy:** “Fit no stereotypes. Don’t chase the latest management fads. The situation dictates which approach best accomplishes the team’s mission.”
- Powell’s Rules for Picking People:** “Look for intelligence and judgment and, most critically, a capacity to anticipate, to see around corners.”
- Trust Those in the Trenches:** “The people in the field are closest to the problems, closest to the situation, therefore that is where real wisdom is.”
- The Powell Way:** “The leader sets an example. Whether in the Army or in civilian life, the other people in the organization take their cue from the leader—not from what the leader says, but what the leader does.”
- Optimism is a Force Multiplier:** “Don’t let adverse facts stand in the way of a good decision...Never stop on enthusiasm.”
- Take Leave When You’ve Earned It:** “Never become so consumed by your career that nothing is left that belongs only to you and your family. Don’t allow your profession to become the whole of your existence.”
- Prepare for Loneliness:** “Command is lonely”



## 5 Lessons That We Can Learn From Herb Kelleher About Entrepreneurship & Leadership

Herb Kelleher is the co-founder of SouthWest Airlines. From its inception and first flight in 1971 Herb has put his personal stamp and values on the company to make it one of the most respected airlines in the world. Here are five lessons that we can learn from the example that Herb has set.

### **1. People first – “The business of business is people.”**

By focusing on getting the right employees in the right positions, Herb Kelleher has succeeded in making SouthWest Airlines the number one airline in the US

when it comes to customer service. It is in most people’s nature to want to be helpful and when employees feel valued and empowered a natural outcome is that they take care of their customers.

When SouthWest was still struggling in its infancy it faced the choice of selling one of its four planes or letting some employees go. The decided to keep the employees and sold the plane. This earned them their employees’ loyalty and led to the improved efficiency of the 15-minute turn around.

### **2. Be humble**

When Herb was consulted during the construction of the SouthWest offices, he asked for an interior office without a window. This ensured that he doesn’t cause envy and bureaucratic office maneuvering (for an office with a window) as he believes it is much more important what happens in your head space than your office space.

And be humble enough to listen to people and engage them in conversation. He said that if you need a suggestions box for employees to write suggestions for your company, then you aren’t talking to your employees enough. So start talking to your employees and really listen as they often know much more about what is going on in the business and might have some great ideas for improving it.

### **3. Work harder than anyone else and keep at it**

In 1967 Herb Kelleher and Texas business man Rollin W. King started SouthWest airlines. But competitor kept their planes grounded through litigation for three and a half years. It was only through hard work and persistence that SouthWest finally took to the skies in 1971. The easy way out might have been to look at the lawsuits and say its not worth it, but they believed in their business and persevered through the rough times just to get their business of the ground.

If you are willing to work hard not only at your own job, but are also willing to do others work, it sets a great example for your employees and your customers. Always be willing to serve harder and longer than you’d expect from anyone else.

### **4. Goodwill is sometimes worth more than winning**

SouthWest was once running an ad campaign with the slogan ‘Just Plane Smart.’ which was also used by Stevens Aviation at the time. To resolve the issue, Herb Kelleher challenged Kurt Herwald of Stevens Aviation to a arm-wrestling contest. A lot of good-natured hype was built around this ‘Malice in Dallas’ in aid of local charity.

In the end, Herb lost the arm-wrestling contest, but Kurt allowed SouthWest to continue using the tag line. Herb and SouthWest could have sued or pursued a number of other serious options, but instead chose to view this as an opportunity. They succeeded in creating goodwill and raising the profile of both companies and aided local charities in the process.

### **5. Continued learning**

Tying in with the lesson about humility is to know that you don’t know everything and to be willing to learn more. There will never be a point where you know everything or where you can’t learn something new. Keep learning from your mistakes. Keep reading books on a wide variety of topics and you will keep growing as a person and be inspired with ideas from all sorts of people for all sorts of concerns. In 2008 Herb Kelleher stepped down as Chairman of SouthWest but in true subservient leader style, continues on as an employee and adviser for at least 5 more years.

**Leon van der Walt** wrote this article and the link can be found at:

<http://EzineArticles.com/?5-Lessons-That-We-Can-Learn-From-Herb-Kelleher-About-Entrepreneurship-and-Leadership&id=3567241>

## Q&A with Jeremy Foley

<http://www.gatorzone.com/carter/blog/751>

By Scott Carter on March 9, 2012



If you've checked out GatorZone.com today, you probably know that today marks the 20-year anniversary of Florida hiring Jeremy Foley as athletic director. Foley is

now the third-longest tenured AD in the country behind DeLoss Dodds at Texas and Utah's Chris Hill.

### **Did you ever seriously contemplate leaving UF once you got here in 1976?**

I forget what year it was. I think it was the mid-'80s. Bill Carr was the AD and Richard Gianinni was the Senior Associate AD and they were obviously good friends and very talented and were relatively young then. I felt that maybe I couldn't go any higher in this organization. I went and took an interview at the University of Minnesota. That's the only job I ever applied for besides this one. Obviously that's a great place but the minute I got off the airplane I knew it wasn't for me. I came back here and I just went back to work. I've had opportunities and I've had people call me to apply for some other AD jobs, but I like being a part of the Gator Nation. I like being a Gator. I never took another interview the rest of my life except when this job came open.

### **Who do you think you took most of your leadership skills from, your father, who was a U.S. diplomat overseas?**

My mom and dad were divorced, so I didn't grow up with my dad. I grew up with my mom. I think probably a little bit from my mom, a little bit from my dad. I played for a lacrosse coach at Hobart named Jerry Schmidt. I got some from him. Marshall Criser, he was the president [at UF] when I was working my way up during some tough times. I watched how he handled some things and some decisions he made. Also, leadership style evolves over a period of time. You make a ton of mistakes and you realize what works and what doesn't. I made all those. And I'm not being humble – it's just the freaking truth. I made them. It's probably a culmination of a lot of things – learning from some people and learning from my mistakes and just trying to do what is right for the Gators.

### **What do you see as the biggest difference in the landscape of UF athletics since you took over in 1992?**

When I first started here this program had some success in certain sports and obviously hadn't achieved in football what it has achieved today. Obviously hadn't achieved in basketball what it has achieved today. We obviously still have a lot of work to do in a lot of sports, but there is no doubt if you want to – back then you could not do this but today, if you want to get a

bunch of people in the room to write on the board which is the best athletic program in America – there could be 10 different schools, 15 different schools, 20 different schools. But Florida would have to be one of them. I don't care if you like the Gators or not. You have to write their name on there. The fact that we became a program that really, really was maybe an underachiever [to the one we are today] – I've been part of that journey. That's been the most fun. Hopefully regardless of what the future holds, we'll always be considered that. I'm very proud that we – so many different people – have elevated this program to where it is nationally. Our institution deserves it, the state of Florida deserves it, our fans deserve it. Obviously we're not where we need to be.

### **How important was keeping the program clean and protecting the Florida brand when you took over considering some of the NCAA issues in the late 1980s?**

That's hugely important in that point in time and this point in time. Those are difficult times. Looking back on it now ... NCAA probation twice, can't go to bowl games, coaches getting terminated, the media all over this place, and investigative reporting, NCAA issues left and right, I can remember going, 'Wow.' What I saw most of all is what it did to the institution. Obviously the athletic program took a hit, but this institution took a hit. I mean everybody associated with this institution took a hit. The reputation of this institution took a hit because of athletics. It was obviously a very difficult learning lesson for everybody. We never want to be there again. You sit there and you never know when someone is going to jump out of the bushes – so I'm not sitting here saying we are never going to have any issues – but I can tell you we talk about integrity and compliance and ethics and honesty and doing things the right way – we talk about it every day. I talked about it in the staff meeting this morning. A) You can never stop talking about it, B) you can never think that it can't happen to you – that's the head-in-the-sand mentality, and C) you don't want it because you look at these high-profile situations that are happening or have happened, the institution is the one taking the hit. This institution has 300,000 alumni, it has 48,000 students, it has a lot of people who take pride in this place, and to have this part of the organization have a detrimental effect on it as we did back in the '80s, that's the type of stuff that keeps you up at night. You don't want that stuff to happen. It is supremely important. You want to be a program that does things the right way."

### **How have you changed the most in your time as AD here?**

I think anybody will tell you if you want to do some ugly research that back when I first got into a leadership role – not as AD but right before that – that I didn't really understand the value of treating people well. I think I understood the value of their commitments, but all I cared about back then was just getting the job done. I didn't really care who I ran over to get it done. I don't think that's a very effective leadership trait. People are your most valuable resource. You read it, you hear it, but it's the flat-

out truth. We have no success around here without talented people and we have a lot of talented people. I think the value of understanding people and dealing with people and trying to motivate them in a different way than I used to is probably the biggest change I've had. It was a style that wasn't effective. It was effective in the short-term but would have never been effective in the long-term.

### **Can you pinpoint your favorite moment?**

Obviously every championship we've won here has been tremendously important. The national championships are hard to do. Certainly the first [football] one in '96. The first SEC [football] title in '91. When I first got here, that's all anybody wanted, was one. That world has changed and we get that. I remember walking back to my hotel after we won that ballgame [in New Orleans]. When we hired Billy Donovan. People told him not to come to Florida – you can't win in basketball at Florida because they don't care about basketball. Those are favorite events. Buddy Alexander getting his first one [in men's golf]. Andy Brandt tried and tried and then he finally got his first one [in women's tennis]. Anytime you see a coach or athletes work extremely hard to achieve a goal and reach the ultimate goal, it's pretty special.

### **What has been most difficult challenge in your 20 years?**

Certainly when [football player] Eraste Autin passed away. You don't prepare for that. That's the toughest thing that any of us have been through. As I've said often, it certainly pales in comparison to what his family went through. That one right there was the most difficult thin we've ever had to deal with there."

### **What has been probably the biggest change in the job since you took over?**

We've raised the bar here but we have no problem with that. We all got into this business to be successful. I would think the instant information, the technology, the rumor mills – you feel like sometimes you are trying to battle those things – that's the way the world is for everyone. That is the biggest difference. The positive in that is that it's a different way for us to communicate with our fans. We can get information out there. You get to tell your message. It cuts both ways.

### **What do you see as your most significant move in 20 years as AD?**

If you ask me the favorite part about my job, what you enjoy the most and what you'll miss the most, I'll miss working with the people inside these walls. Good people. The success we have here is as much theirs as mine. The Billy Donovan hire was significant just like when Bill Arnsperger hired Steve Spurrier because it changed the face of Florida football forever. Billy has changed the face of Gator basketball forever. Hopefully [Kevin O'Sullivan] Sully is changing it in baseball forever. I've said it often: Urban Meyer wouldn't have coached here if Steve Spurrier hadn't built this program to where it was. Steve is the one who set the tone here. Hopefully those impacts will last a long time.

## Billy Graham's Fiscal Leadership

### Nine 'money musts' for ministries

We respect Billy Graham for many things, including his financial integrity. Yet we can easily think that was more or less automatic for him—that he just handed off the responsibilities to businesspeople with a charge to be honest. But financial integrity is never simply a given. It is hard fought and hard won, and in today's wrenching economy, dangers and temptations loom larger than ever.

Early in his ministry, Billy was concerned about integrity in all areas. In Modesto, California, he and his team discussed the issues that were often the downfall of evangelists, and made a series of resolutions. The very first on the list was to maintain financial integrity. Billy knew that for many evangelists at the time, "there was little or no accountability for finances. In Modesto we determined to do all we could to avoid financial abuses."

Billy's team then structured the ministry to reinforce guidelines and hold themselves accountable, giving the board authority and accepting its supervision.

In *The Leadership Secrets of Billy Graham*, which I had the privilege of coauthoring with Marshall Shelley, we devoted a whole chapter to Billy's "Mobilizing Money," leading off with his observation, "If a person gets his attitude toward money straight, it will help straighten out almost any other area of his life."

#### 1. You've got to care about money.

In writing *Leadership Secrets*, Marshall and I heard contrasting comments about Billy and finances. His brother Melvin told me, "I've never seen a man in my life that cares as little about money as Billy Frank does." Yet colleagues and trustees emphasized Billy's personal, constant vigilance over organizational finances. Melvin was referring to personal money, and clearly Billy, in giving away much of his royalties and living on a relatively modest salary, was not out to enrich himself. When it came to his organization, he handed over fiscal responsibility to businesspersons, but he did not disengage from the core responsibilities. He led while staying accountable to the board. Bob Cooley, who served as president of Gordon-Conwell Theological Seminary when Billy chaired the school's board, said that Billy "understood the interface between mission and economic vitality. That was critical to his leadership." Mission and economic vitality—the two go together. Some leaders delegate financial matters and believe they can simply concentrate on making the mission happen. But Billy knew that financial matters have huge implications and that senior leadership must lead.

#### 2. Set expectations of high integrity.

Graeme Keith, chair of Billy's audit committee and his longtime financial counselor, told me, "We all felt his charge. After Billy gives you a responsibility, you feel that sense of trust he has in you. Integrity is critical." A ministry's board of trustees must hear and sense from senior leadership an intense determination to be transparent and fully honest. That same determination must resonate throughout the organization. A culture of integrity starts with clear communication of expectations.

#### 3. Be realistic.

Graeme described Billy as having great vision for what God was

leading him to do but also a pragmatic approach to what was feasible. He quoted Billy as saying, "Whatever God provides, we will live within the budget." Obviously, that's not always easy. Sometimes responding to tough economics can be harrowing, and Billy was known to conclude that the ministry had to cut back 10 percent. Melvin said that sometimes Billy "would cut projects way down. He was just conscious of God's money." Yet Billy also envisioned ministry initiatives that required very large budgets, such as the Lausanne and Amsterdam conferences.

#### 4. Focus on the vision.

Billy's constant focus on vision for the ministry, including special initiatives, clarified his allocation of funds and generated enthusiasm to raise those funds.

#### 5. Listen carefully.

Billy's colleagues told us he listened intently to his advisers. One adviser commented, "He listens so loud you can hear him." Sometimes, as he pondered complex situations, he would go with his own gut. Other times he would go with his counselors. Always, though, Billy was probing for facts and insights.

#### 6. Be sensitive to appearances.

Billy sensed that although some expenditures might have been legitimate, they also might have been misunderstood. Melvin, in telling stories of Billy's refusing gift cars, commented, "Unless he was with somebody like President Kennedy, he wouldn't even want to use a limousine." Billy had an intuitive sense of how ordinary people would react to symbols of wealth. In these very hard times, it's especially important to ramp up sensitivity not only to the way money is spent, but also to how people perceive it.

#### 7. Make sure the right people are in the right seats.

The analogy in Jim Collins's *Good to Great* of getting the right people in the right seats on the bus is quoted often. Billy did that instinctively as he identified and recruited outstanding trustees and key staff members. George Bennett, treasurer of both Harvard University and the Billy Graham Evangelistic Association (BGEA), told me, "Billy had an outstanding ability to pick people. He picked the right people. They had outstanding financial control."

#### 8. Embrace accountability and mutual respect.

With the right staff and trustees on the bus, cultivating a combination of accountability and mutual respect produces energy and wise decisions. Senior management is accountable to the board, yet both are accountable to each other to forge the very best decisions and action in the heat of battle.

#### 9. Utilize the resources.

In light of nonprofit scandals at the time, in 1979 Billy and his team took the lead in founding the Evangelical Council for Financial Accountability (ECFA). The information that now flows to its members is enormously helpful in the complex quest for fiscal integrity in troubled times. Key staff and at least some trustees should not only read but also study this information to avoid getting blindsided. And, of course, Christian Leadership Alliance provides all sorts of essential help.

**HAROLD MYRA** wrote this piece in 2009. For 32 years CEO of Christianity Today International. Under his leadership the organization grew from one magazine to a communications company with a dozen magazines, co-published books, and a major Internet ministry. The link to the article is at: <http://www.christianleadershipalliance.org/?page=billygrahamleader>

## SUPERINTENDENT DONATES SALARY

When U.S. Secretary of Education Arne Duncan heard of the news, she phoned Powell Monday to thank him for his generosity. "Larry Powell's leadership is an absolute inspiration."

By his own admission, the notable George Carlin used to root for society to destroy itself before his death, feeling that its demise was already in the process and pretty much completed. By Carlin's own thinking, humanity was deeply plunged into the abyss of eternal damnation...focusing on government, racism, religion and business.

His comedy focused on how society destroyed its environment; allowed itself to be led astray by businesses and religions; mireed itself in senseless belief systems, unworkable governmental and religious structures; and then had blinded itself with piety, greed and nonsense to the point where its eyes can see everything but its own inevitable free fall...in George Carlin's personal interview with Bank Rate.com.

But then...George Carlin had never met 63-year old Fresno County School Superintendent Larry Powell, a life-long educator who had been diagnosed with polio in his early years.

And neither had Congress until quite recently, who could take lessons from this wonderful man on getting along with one another and caring deeply for humanity, more than lining the inside pocket.

Setting the scene with California's deep budget cuts and high tax rates

Superintendent Larry Powell lives in a region of the nation where the highest rates of unemployment exist, surrounded by California's deep budget cuts and high tax rates. He lives four hours from the city of Bell, California, where according to Neighborhood Effects, City Administrative Officer Robert Rizzo earned \$787,637 last year... twice the salary of the President of the United States. When Rizzo retires, he will collect a pension of \$650,000 a year.

The Los Angeles Times reported that in

2005 that the Bell City Council had exempted themselves from the state salary limits by placing Measure A on the 2005 ballot--a little-noticed special election to "skirt state salary limits." The California Legislature had previously limited the pay of council members throughout the entire state. With a population of 40,000 people, only 400 people voted on the measure, which fixed the problem for Bell's council members.

Part-time salaries of Bell council members immediately jumped over 50 percent or approximately \$100,000 a year, with the Los Angeles County district attorney currently opening an inquiry into whether the salaries are lawful.

Salary limits were not just for serving on city councils. It was also imposed on Bell's boards and commissions. Each City Council member would receive \$150 a month for council service and \$7,873.25 a month for being on the Solid Waste Recycling Authority, the Planning Commission and the Surplus Property Authority. In comparison, the median household income for Bell in 2009 was \$37,483 and \$58,931 for California--with an estimated per capita income of \$12,544.

### Restoring faith in the government

Fresno County School Superintendent Larry Powell and his wife were asking themselves what they could do to restore faith in a system that would allow such a thing to happen to communities and average people who were struggling to make a living.

"A part of me has chafed at what they did in Bell," Powell said, "It's hard to believe that someone in the public trust would do that to the public. My wife and I asked ourselves, 'What can we do that might restore confidence in government?' ... according to Huffington Post.

Larry Powell and his wife's answer was to return the \$288,241 dollar annual salary for each of the next 3 ½ years of his term. Officially, his six-figure pension was safe and he needed no insurance as he was covered by his wife's insurance. So...he retired....but agreed to the school board to be hired back to do the same job for

\$31,000 a year with no benefits. Powell would now be earning \$10,000 less than a first-year teacher in his own multi-school system of 325 schools, 35 school districts and 195,000 students.

Powell's salary will pay for programs for preschool and kindergarten children; a much-needed arts project; and a vital project that steers students with B and C grades into college by teaching them to take notes and develop strategy skills.

Additionally, Superintendent Powell has decided to donate his new salary of \$31,000 toward at-risk educational programs, living on his retirement alone of \$200,000 a year. The monies will remain in the school's general funding. By retiring early, he will receive \$28,000 less from his pension but will be saving the district from paying another superintendent's salary with him staying on. His early retirement will cost him a total of \$900,000 in reduced pension funds plus the \$200,000 earnings he has given up...according to an update at Huffington Post.

An unassuming and humble man, it took four days for Fresno's community to receive word about what Superintendent Powell had done for the budget-strapped schools.

"Things like this are what America is all about," said Alan Autry in Huffington Post, a friend of Larry Powell. "America is as much about overcoming obstacles in difficult times as it is opulence." (AP News) When U.S. Secretary of Education Arne Duncan heard of the news, she phoned Powell Monday to thank him for his generosity.

"Larry Powell's leadership is an absolute inspiration," Duncan said in a statement.

Yes, Congress could take a few lessons from Superintendent Larry Powell. As Superintendent Powell said, how much does he need to make him happy and supply his family's needs?

**NANCY HOUSER** wrote this piece on August 30, 2011. The link is <http://news.helium.com/news/14385-superintendent-larry-powell-donates-800-000-in-salary-to-struggling-fresno-schools-and-31-000-for-at-risk-school-children>

## How To Lead Like Oprah

In the last season of Oprah Winfrey's 25-year-long television program, *The Oprah Winfrey Show*, the queen of media has been looking back with nostalgia on what she's built—a global audience and a \$2.7 billion net worth—and forward with excitement to what lays ahead. She transitions from network TV to cable in January to cut the ribbon on the Oprah Winfrey Network (OWN), which is arguably the pinnacle of her career. She didn't get here by chance, of course. She led the way. "She's the ultimate self-made business leader," says Scott Testa, a professor of business administration at Cabrini College in Philadelphia, Penn. "Her basic leadership style is unparalleled and incredibly effective." Experts agree that Oprah is a leader to emulate. She is uniquely able to inspire her team and execute her vision while maintaining mass appeal. "She is a remarkable businesswoman," says Srini Pillay, CEO of executive coaching company NeuroBusiness Group and professor of psychiatry at Harvard University. But how does she do it? "When deconstructed, Oprah's success is built on a platform of many factors that came together to form the person she is," Pillay says. Her basic philosophy extends to three branches of leadership: Her team, vision and values. Over thirty years she rose from nothing to a media tycoon. ForbesWoman breaks down how she did it.

### OPRAH'S PEOPLE

"You can't build a business by yourself," says Testa. "She really knows how to motivate people." Oprah's people strategy is simple. She invests in top talent, seeks out smart mentors, values her customer and consistently nourishes each relationship. Like every great leader, Oprah has become the best by surrounding herself with the best. She carefully selects her top team to assure competence and compatibly, and then stands by them. Success stories like Rachael Ray and Dr. Phil remain under her management. She also seeks out mentors that she admires who will offer her guidance. Early in her career, attorney Jeff Jacobs advised crucial contract deals and helped her launch her company, Harpo, which has been the key to her wealth. Moreover, Oprah allies herself with other power players, from celebrities like Julia Roberts to politicians like the Obamas. Oprah is similarly smart not to take her audience for granted. This is her consumer, and without them, success is impossible. She often incorporates the audience into her content, signaling to them that she is listening. She notoriously shows her appreciation with gifts. "Oprah's Big Give" is a dedicated show in which she gives her favorite things to the entire studio audience. Very recently, she offered everyone a paid trip to Australia. Most importantly, she speaks to them as equals who she cares about greatly. When she announced she'd be moving to the new network, she said: "I want you all to know that my relationship with you is one that I hold very dear. Your trust in me, the sharing of your precious time every day with me has brought me the greatest joy I have ever known."

Not only does the nurturing of each of these relationships inform her success in the present, it sets up her future suc-

cess. Investing in loyal mentors, peers, employees and consumers means she has a massive team that will follow her anywhere.

### OPRAH'S VISION

"What are the chances that a poor girl from rural Mississippi can become the richest African-American of the 20th century?" asks Pillay. "If she had believed in what *was* she would never have known what *could be*." One of Oprah's principal strengths as a leader has been creating a vision of her success, communicating that vision to those around her and being resolute in its execution. She's been brave enough to dream big and smart enough to climb step by step. Oprah crafted a focused brand and then slowly built it out by diversifying its distribution. Her underpinning was the television show. Next came her company, the production of movies and subsidiary TV shows, multiple charitable foundations, a magazine, a radio channel and a website. The top tier builds on everything she's accomplished and requires another epic vision: OWN will fill 24 hours a day with programming inspired and approved by Oprah. Pillay believes her clearly defined vision and her ability to inspire it in her people enabled "the continuous creation of new growth platforms upon which to build families of businesses."

### OPRAH'S VALUES

To accomplish what Oprah has takes "insatiable ambition, drive and focus. It takes an iron stomach of stamina," says biographer Kitty Kelley. Oprah's personal values and those that she's injected into each arm of her business represent the foundation of her success. Her message and example of positivity—to "live your best life"—endears her to everyone around her. Leaders who are viewed as selfish or unethical are quickly dethroned. Oprah continuously is held in the highest esteem because her humor, relatability, optimism and generosity associate her with a greater good. "She became a billionaire by spreading the wealth," says Testa. Not only did she often spontaneously give to people in need who came on her show, she established several philanthropic efforts that bettered the world. Her motivations were at times questioned by the press, but giving back allowed her the credibility to continue growing her wealth. She launched the Oprah Winfrey Foundation, a school in South Africa and an audience-mobilizing effort, Oprah's Angel Network. Finally, a personal dedication to continued reinvention and resilience has kept her brand strong over the decades. "Oprah learns from her mistakes, forgives herself and moves on," says Warren Cassell, author of *O'Habits: 40 Success Habits of Oprah Winfrey*. A great leader cannot hope to achieve perfection. Like Oprah, a great leader hopes to be the one left standing.

By **JENNA GOUDREAU** at <http://www.forbes.com/sites/jennagoudreau/2010/10/22/how-to-lead-like-oprah-winfrey-own-rachael-ray-dr-oz-phil/print/>

## 10 Qualities that Made Abraham Lincoln a Great Leader

President Abraham Lincoln appointed the best and brightest to his Cabinet, individuals who were also some of his greatest political rivals. He demonstrated his leadership by pulling this group together into a unique team that represented the greatest minds of his time, according to historian Doris Kearns Goodwin. Lincoln demonstrated an ability to withstand adversity and to move forward in the face of frustration, said Kearns Goodwin, a keynote speaker at SHRM's 2008 Annual Conference in Chicago. She identified 10 qualities that made Lincoln a great leader. Ten qualities Kearns Goodwin believes we should look for in our present day leaders.

### Capacity to Listen to Different Points of View

While researching her Pulitzer Prize winning book, *Team of Rivals: The Political Genius of Abraham Lincoln*, Kearns Goodwin learned that Lincoln had the capacity to listen to different points of view. He created a climate where Cabinet members were free to disagree without fear of retaliation. At the same time, he knew when to stop the discussion and after listening to the various opinions, make a final decision.

### Ability to Learn on the Job

Lincoln was able to acknowledge errors, learn from them, and then move. In this way, he established a culture of learning in his administration, said Kearns Goodwin.

### Ready Willingness to Share Credit for Success

In response to concerns expressed by friends about the actions of some of his Cabinet members, Lincoln stated that the "path to success and ambition is broad enough for two" said Kearns Goodwin. When there was success, Lincoln shared the credit with all of those involved.

### Ready Willingness to Share Blame for Failure

When mistakes were made by members of his Cabinet, Lincoln stood up for them said Kearns Goodwin. When contracts related to the war effort raised serious questions about a member of his administration, Lincoln spoke up and indicated that he and his entire Cabinet were to blame.

### Awareness of Own Weaknesses

Kearns Goodwin noted that one of the weaknesses acknowledged by Lincoln was his tendency to give people too many chances and because he was aware, he was able to compensate for that weakness. As an example, she stated that George McClellan, Commander in Chief of the Union Army, refused to follow directives about the war effort. Lincoln eventually set a deadline and eventually removed McClellan from the position.

### Ability to Control Emotions

According to Kearns Goodwin, Lincoln treated those he worked with well. However, he did get angry and frustrated, so he found a way to

channel those emotions. He was known to sit down and write what he referred to as a "hot letter" to the individual he was angry with and then he would set the letter aside and not send it. If he did lose his temper, Lincoln would follow up with a kind gesture or letter to let the individual know he was not holding a grudge, said Kearns Goodwin. She noted that one of the letters was released as part of Lincoln's Presidential papers with a notation that it was never signed nor sent.

### Know How to Relax and Replenish

Lincoln understood the importance of relaxation and humor to shake off the stress of the day and to replenish himself for the challenges of the next day. According to Kearns Goodwin, Lincoln had a wonderful sense of humor and loved to tell funny stories. He encouraged a healthy atmosphere of laughter and fun in his administration. He also enjoyed going to the theater and spending time with friends.

### Go Out into the Field and Manage Directly

During the Civil War, many soldiers died and there were many ups and downs. Lincoln established lasting connections with the troops by visiting the battlefield and hospitals, which also helped bolster morale. Lincoln also spent time talking with members of the public, taking 'public opinion baths' according to Kearns Goodwin. He held public receptions and made a point of shaking everyone's hand and speaking to each individual.



### Strength to Adhere to Fundamental Goals

In the summer of 1964, said Kearns Goodwin, the war was not going well for the North. Members of his political party came to Lincoln and said that there was no way to win the war and he might need to compromise on slavery. Lincoln held firm on the issue of slavery and turned away from this advice.

### Ability to Communicate Goals and Vision

Kearns Goodwin stated that Lincoln had a "remarkable ability to communicate his goals to his countrymen." He made concepts simple and communicated with an understanding of the concerns of the citizens. When the war ended and he won reelection, Lincoln did not focus on his achievements said Kearns Goodwin. Rather, in his second inaugural speech, Lincoln focused on bringing the country together as expressed in the following excerpt. "With malice toward none, with charity for all, let us strive on to finish the work we are in, to bind up the nation's wounds, to care for him who shall have borne the battle and for his widow and his orphan, to do all which may achieve and cherish a just and lasting peace among ourselves and with all nations." Kearns Goodwin ended her keynote address with the following words from Leo Tolstoy about Abraham Lincoln. His greatness consisted of the "integrity of his character and moral fiber of his being."

CATHERINE L. MORETON wrote this piece and the link is located at: <http://hr.blr.com/whitepapers/Staffing-Training/Leadership/10-Qualities-that-Made-Abraham-Lincoln-a-Great-Lea/>

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