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The ResourcefulManager's Guide To LEADERSHIP



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What Is Leadership?

Leadership means different things to different people at different times, depending on the situation.

But at its core, leadership really is just one single thing.

Inspiring others to pursue a common vision with you.

It's very simple. The execution is what makes it so challenging.

It's sometimes said that managers do things right, and leaders do the right thing. Another popular notion is that you manage things, but you lead people.

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What Does Leadership Mean To You?

Your own approach to leadership will depend on whether you perceive it as a noun (a thing to observe), or a verb (an action you take).

So, where do you stand? What does leadership mean to you?

When that same question was put to five astonishingly successful leaders, here's what they said:

"The ability to take a team of average people and transform them into superstars."

– Jonas Falk, OrganicLife, Chicago

"When others follow in word and deed without being coerced or feeling obligated."

– Sonny Newman, EE Technologies, Reno

"The art of getting someone else to do something you want done because that person wants to do it."

– Dwight D. Eisenhower, U.S. President

"Helping others rise to their full potential while accomplishing the mission and the goals."

– Bob Mason, RLM Planning and Leadership, Albuquerque

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Leadership Is Not The Same As Power

It's insightful to see that none of these quotes say anything about firing off high-powered memos, or being a genius, or having a boatload of charisma.

Nor do they mention power, position or authority as a key to successful leadership.

What that confirms is that leadership isn't limited to just a chosen few at the top, and it is not a birthright, either.

Leadership Can Come From Anywhere

In fact, what happens most often is that a good deal of leadership comes from the ground up, and from the middle out, in all directions.

Think about an area in your organization that runs and performs very well, and you'll see an example of this: people at all levels challenging one another and taking charge.

These day-to-day leaders are the people who are truly excited about their work and share that excitement with the people around them. Their energy is contagious and feeds into a higher level of performance by everyone.

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There Is A Leadership Recipe

Leadership skills are like anything else, they take practice and effort to do them well. There are many ingredients that go into being a great leader, like focus, commitment, energy, communication, honesty, inspiration, awareness, accountability, etc.

The key to the recipe is to blend and mix those traits while following this basic, four-step process:

1. **Create a Vision:** The vision doesn't always have to be large and over-arching, like becoming the best automaker on the planet. It could be becoming the best customer-service unit or sales team your company has ever had – even if just for that one quarter.
2. **Motive and Inspire:** Why would others want to do this with you? Do they care about their work? Do they care about themselves? What is their personal/professional stake to want to do better?
3. **Manage the Vision:** Once you have sold the people around you on the idea that the effort is worthwhile, you must prove that to them, each step of the way, as you make progress. Also, show those not directly involved in the effort why what you are doing matters to them, too.
4. **Coaching the Team:** Leaders do not create followers, they create more leaders. When you build up the individual, the team takes care of itself.

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Which Leadership Style Should You Choose?

When you take a hard look at successful leaders, you'll notice not all have become successful the same way. The truth is there are lots of different leadership styles. And no single one of those styles is the "correct" style. In fact, most of the leaders you admire meld several styles to lead. Sometimes they are charismatic. Other times they are participative, and from time to time circumstances will force them into using a situational leadership style.

So which leadership style is right for you?

Here are the primary styles most people use, plus some of the iconic leaders who have used those styles successfully.



Charisma Examples:

Oprah Winfrey uses a charismatic style of leadership to build a global media empire

Others:
Dolly Parton
John F. Kennedy

Charisma

If you're looking for an example of a charismatic leader, here is a one word hint: Oprah.

She has won over her following so thoroughly that she is known across the globe by a single name.

Charismatic leaders connect at a personal level and they can convey an extraordinary sensitivity to people's needs.

Research says that charisma is not an always-on aura that only special people possess. Everyone has some degree of it, and when you can identify the traits that make you charismatic, the traits that draw other people to you, you can develop those traits further.

Charisma can be dangerous and some leaders over-use it or rely on it too heavily.

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PARTICIPATIVE

Participative Examples:

Carlos Ghosn
is the CEO of Renault-Nissan. One company is based in France, the other in Japan

Other:
Eleanor Roosevelt

How would you like to lead an organization where employees are fully engaged and regularly bring new ideas to the table, then chomp at the bit until you give them the go-ahead to run with it?

If so, you might want to spend some time practicing something called participative leadership.

This is a style of leadership in which the leader involves subordinates in goal setting, problem solving, team building, etc., but retains the final decision making authority.

Some refer to it as democracy in the workplace. Call it what you will, participative leadership values the input of team members and peers, while the ultimate responsibility of making the final decision rests with the participative leader.

This style is a natural morale booster because employees make contributions to the decision-making process, which helps make them feel their opinions matter. The downside: too many cooks can spoil the soup.

Still, this participative leadership style helps employees accept changes because they play a role in the process. It's especially effective when decisions must be made and implemented fairly quickly.

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Authoritarian Examples:

Margaret Thatcher: The British Prime Minister known as the "Iron Lady" relied on this style

Others:
Napoleon
Bill Gates

AUTHORITARIAN

Ever wonder what would happen if you tried to lead by yelling and screaming and stomping? How about threats? It worked for Napoleon. It's working right now for Kim Jong-un in North Korea.

It seems to work for Donald Trump, at least on TV.

In a nutshell, that's the authoritarian leadership style, and while it has its shortcomings, it also has a long history of success, even if only short-lived success.

Which is its short-coming.

Authoritarian leaders, also known as autocratic, provide clear expectations for what needs to be done, when it should be done, and how it should be done. Got it!

There is also a clear division between the leader and the followers. Authoritarian leaders make decisions independently with little or no input from the rest of the group. Got it!

COACHING

Coaching is a leadership style that develops people by offering hands-on advice to problem solving. If this style were summed up in a phrase, it would be "Try this."

The coaching style works best when the leader wants to help staff build lasting personal and professional strengths that make them more successful overall.

To rely on a coaching style requires a strong leadership mindset in that you have to believe in yourself first, and sell it.

The coaching style adheres to the theory that to be successful, you must understand that people come before spreadsheets.

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Coaching Examples:

Barbara Walters: Mentored Oprah Winfrey. "If there had not been you, there would have not been me," says Oprah Winfrey

Others:
Andrew Carnegie aided U.S. Steel's Charles Schwab

In other words, if the coach successfully puts the professional growth of the team first, the spread sheet results will follow.

Coaching has become so popular in the business world because it:

- levels the playing field
- builds confidence and competence
- promotes individual and team excellence
- develops strong commitment to common goals
- produces valuable leaders

AFFILIATIVE



Affiliative Examples:

Joe Torre, Former NY Yankees Manager, won 4 World Series by using this style to manage the egos of talented players.

Others:
Maharishi Mahesh Yogi, guru to the Beatles

An affiliative leader builds harmony among his or her followers with a strong eye toward solving interpersonal conflicts.

This type of leader will also build teams that make sure that their followers feel connected to each other. This leader is a master at establishing positive relationships. Because the followers really like their leader, they are loyal, share information, and have high trust, all of which helps climate.

The affiliative leader gives frequent positive feedback, helping to keep everyone on course. Typically the followers will receive much praise from this style of leader, however poor performance tends to go unchecked.

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TRANSFORMATIONAL

"Good leadership consists of showing average people how to do the work of superior people."
– John D. Rockefeller

Now there's a guy who knew what he was talking about.

And for anyone interested in this Rockefeller-style approach of raising people up to higher performance, consider putting the words "transformational leadership" on your to-do list.

Transformational Examples:



Dalai Lama, doesn't seek power over others, but seeks to inspire others to join the cause to restore Tibet's freedom.

Others:
Teddy Roosevelt
John D. Rockefeller

Transformational leadership boosts morale, motivation, and performance by creating a singular sense of identity and purpose for a project, and getting people to embrace it and partake of it. Think e pluribus unum – "from many, one."

A transformational leader is a role model who inspires others and makes them want to take greater ownership for their work. As such, it requires a heightened understanding of the strengths and weaknesses of people, so the leader can align staff with tasks that enhance each individual's own performance.

BUREAUCRATIC

Bureaucratic leadership is most commonly on display in large, classically-corporate organizations. Think U.S. Army, actor R. Lee Ermey in "Full Metal Jacket."

The bureaucratic style is born out of a mandatory obedience to authority that is both ingrained and enforced over time. "Followers" simply do as they are told because it is both easier and safer to follow the chain of command.

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Bureaucratic Examples:

Gunnery Sergeant Hartman, played by R. Lee Ermey in "Full Metal Jacket", was the ultimage Bureaucratic leader

Others:
No one wants to admit to being a bureaucratic leader.

In these types of very-defined structures, influence and authority is based on position. It is more a management style, than a true leadership style. But because the bureaucratic approach can leverage a great deal of influence to move lots of people in a certain direction, it is undeniable an effective leadership tool.

EMERGENT

When someone begins taking on tasks voluntarily, helping others do their jobs better and encouraging consensus among co-workers, this person is an emergent leader.

This type of leadership is distinguished by the leader stepping up before being formally given a leadership title. Emergent leaders make it clear by their actions they are ready for the next promotion.



Emergent Examples:

Sergey Brin, co-founder of Google, wasn't looking to build a company. But he emerged as a leader as Google grew

Others:
Mark Zuckerberg, co-founder of Facebook

This type of leadership can also garner the leader respect among colleagues who know the person has shown the ability to work hard. The key element of emergent leadership is that it emerges over a period of time from a highly respected person not initially meant to lead.

Co-workers actually come to expect this type of leader to demonstrate more empathy for the employee than the employer. This can be a real pitfall in cases where the emergent leader sides with management on a touchy issue, leaving co-workers to feel betrayed.

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Laissez-faire Examples:

Warren Buffet takes a hands off approach and his managers are motivated by the great latitude he gives them.

Others:
Richard Branson of Virgin Group
Herbert Hoover

LAISSEZ-FAIRE

Laissez-faire leaders steer clear of sweeping policies. Instead, groups or individuals are left to be responsible for decision-making and problem solving. Successful laissez-faire leadership is built on trust, and works best when the leader oversees a highly trained and reliable group of people. Laissez-faire leadership is appropriate in particular settings such as science laboratories or established companies with long-term employees and a strong company culture of support.

Laissez-faire leadership is not suited to environments in which the members require feedback, direction, oversight, flexibility, or lots of pats on the back.



Situational Examples:

Abraham Lincoln used more than one style, but slavery and the Civil War dictated he be a situational leader.

Others:
Winston Churchhill
Gen. George Patton

SITUATIONAL

Situation leadership is what you do when you practice every style of leadership mentioned on these pages as the situation requires.

Situational leaders have no single style but adapt their leadership style as needed. They not only adapt themselves and their personal styles, they may need to adopt the goals, responsibilities and tasks based on the experience and performance of the group.

Effective situational leadership varies person to person and group to group depending on the functions that need to be accomplished.

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Pacesetters Examples:

Elon Musk, co-founder of PayPal and CEO of startups SpaceX and Tesla, is always pushing to grow

Others:
George Washington
Jack Welch of GE

PACESETTER

Pacesetters are obsessed with getting things done faster and better. On the surface, there is a lot to admire about that quality. But when you look beneath, there can be a lot of baggage that comes with being a Pacesetter.

These folks set the bar high for themselves and others. What's more, they'd never ask others to do something they wouldn't do. Sounds great, for a while.

But there is little room for niceties with this style, as pacesetters are stingy with praise and quick to criticize. Employees are often overwhelmed by the pacesetter's demands for excellence, and morale soon drops.

One reason pacesetters tend to get their own hands dirty is they fail to communicate goals clearly.



Servant Examples:

Herb Kelleher, founder of Southwest Airlines, who said, "The business of business is people."

Others:
Sister Teresa
Albert Schweitzer

SERVANT LEADERSHIP

A servant leader is someone, regardless of level, who leads simply by meeting the needs of the team. The term sometimes describes a person without formal recognition as a leader.

These people often lead by example. They have a high level of integrity and lead with generosity. Their approach can create a positive corporate culture, and it can lead to high morale among team members. Supporters of the servant leadership model suggest that it's a good way to move ahead in a world where values are increasingly important, and where servant leaders can achieve power because of their values and ethics.

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However, others believe that people who practice servant leadership can find themselves left behind by other leaders, particularly in competitive situations.

This style also takes time to apply correctly: it's ill-suited to situations where you have to make quick decisions or meet tight deadlines.



COERCIVE LEADERSHIP

This person rules by fear.

"My way or the highway!" They take charge and invite no contrary opinions.

This style had the most detrimental impact on people, but it is often the style of choice when a company is in crisis. Many organizations in serious trouble have gone to this style as a last resort.

A big downside is that once the crisis resolves itself, if the coercive style goes on unchecked, it will create other problems of its own.

Coercive Examples:

Sheldon Cooper, played by actor Jim Parsons in "The Big Bang Theory." With him, the only right way is Sheldon's way.

Others:
Joseph Stalin, former leader of the Soviet Union

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7 Leadership Skills You Need To Succeed

Just because you've been given a title and put in charge doesn't mean you are a leader. You need a number of leadership skills. These seven skills are essential. The good news is that they are not skills you are born with. Every leader has had to learn and develop them to be successful.

TRANSPARENCY

Transparent leaders can be described in single word, WYSIWYG. In tech-speak, it means What You See Is What You Get.

Could there be a clearer definition of a transparent leadership than that? No. So go ahead, expose yourself.

While transparency is closely related to honesty, there is a major distinction: A leader's honesty rests in the eyes of those observing. But transparency is a skill you develop on your own, from within.

Transparency is the ability to see (and manage) the relationship between yourself, the organization you serve, and the people in it.

Successful leaders know their strengths and weakness. They pay close attention to who they are and how their decisions and actions impact others.

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"I find that when you open the door to openness and transparency, a lot of people will follow you through"

-Kirsten Gillibrand

Transparency does not mean disclosing every little detail of every situation. Rather, transparency can be accomplished simply by NOT disguising events and acts as they unfold. Successful leaders know their strengths and weakness. They pay close attention to who they are and how their decisions and actions impact others.

A manager's tendency to secrecy is often reflexive, whereas transparency is strategic, targeted and purposeful.

Five things happen when leaders are transparent:

1. Problems are solved faster

2. Teams are put together more effectively

3. Relationships are stronger

4. Trust is greater

5. High-level performance is common

DELEGATING EFFECTIVELY

If you want something done right, do it yourself, right? Maybe not.

True as it may sound, no one can handle everything all the time, and all at once. For most managers, there are just way too many balls to juggle.

Even so, some resist delegating for reasons such as:

- It'll take too long to explain the task to someone else, so they decide to do it themselves.
- They don't trust anyone enough to handle such an important task.
- They attempted to delegate in the past with disappointing results, and want to avoid a similar situation in the future.

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- They worry that if they delegate too much, their boss will take notice and wonder if they're really needed.
- They think delegation is a sign of weakness, reserved only for people who can't handle multiple responsibilities at once, or
- They lack the time to delegate.

But these are myths. Delegation is an essential ingredient of good management. Managers can make themselves and their team more effective when they know what to delegate, and when.

"I'm going from doing all the work to delegating the work – which is almost harder for me than doing the work myself. I'm a lousy delegator, but I'm learning."

-Alton Brown

Once you've decided to delegate a task, remember: How you delegate is just as important as what you delegate.

Here are the five keys to delegating effectively:

1) Tell Them Where They Need To Be But Not How To Get There

It's better to explain the desired outcome of a task, but let your employees figure out for themselves how to get it done.

People have their own work styles and preferences, and you want to encourage creativity and innovation in how they go about getting the work done.

When you let them choose the best way of completing a task, staffers feel more ownership and take more pride in the end product.

Even if employees don't do the work the same way you would, that's not a negative thing at all. In fact, you could discover some valuable hidden talents and skills – and employees might end up doing a better job than you would have!

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2) Keep An Eye On Progress

At the same time, you don't want to hand off a task and not see or hear another thing about it until it's complete, or worse, too late to do anything to correct it.

Ask for periodic progress reports so you can catch any errors before a project gets seriously off track. Are they on schedule? Do they have the resources they need? Have they run up against any unforeseen obstacles? Do they still understand the requirements?

Make sure to give feedback in a positive, constructive way. It helps to ask open-ended questions such as, "How are you coming along on ...?" or "What's the status of the project since we last talked?"

If a problem has come up, brainstorm with staffers on possible solutions. Ask them how improvements could be made or if they need additional resources to complete the task successfully.

3) Give Them A Leash

If you've made the call that Tom is capable of doing this job, let him. Making him run back to you every 45 minutes for routine approvals will cause more harm than good. After all, by delegating work to a certain employee, you're expressing confidence in his or her abilities.

Sure, questions and concerns might come up along the way, but you want employees to exercise their own decision-making skills, too.

Your best bet is to keep your eye on the prize: what you want your company to achieve.

Get too bogged down in the problem-solving aspect of your job, and you won't have any time for the bigger picture thinking you're now being paid to do. Also, you'll need to get comfortable with the fact that people will make mistakes.

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Could many mistakes be avoided if you took a more active role in the task? Most likely. But your staffers will never learn from their mistakes and their self-confidence stands to take a real hit.

4) Spread The Wealth

Be careful about finding a go-to person who gets all the delegated work. Are there other team members who can get the job done? Give them a crack at it.

You never know what people will excel at if they never get a chance to try something outside the normal, day-to-day work.

To get a sense of what tasks staffers might be interested in, take some time to ask them about themselves and what they enjoy doing, as well as what they value.

For instance, if someone says they value being part of a team, you could delegate an assignment to him or her by saying, "We need you to pitch in for the sake of the team."

5) Give Them An Out

The next time you have to delegate something, add this phrase to the end of your request: "If you can't do it, I'll understand." This little phrase technically gives employees an out, so they are less likely to feel angry about having the work forced on them.

At the same time, the wording makes it difficult to flat out refuse – so staffers will only pass if they have a very legitimate reason.

Result: Employees will likely put forth their best effort in completing the task.

Whether it's a large project or a minor, mundane task, giving up responsibility is a necessary part of leadership. There's no denying that teaching a staffer something new will require a time commitment – especially if it's a detailed task.

In the long-term, however, this investment will probably save a tremendous amount of time.

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When you delegate effectively, you'll find that you have more time for the most pressing matters on your plate. As a bonus, your staffers will get to develop their skill sets and contribute as productive, valuable members of the team.

COMMUNICATION

It is simply not possible to be an effective leader without being a good communicator.

Not a great talker. Just a good, solid communicator.

> ***"Leadership is a way of acting and, most importantly, a way of communicating."***
>
> -Simon Sinek

Most people agree that communication is the single most important leadership skill of all.

People who communicate effectively recognize that if they don't deliver their message in a way that it takes root, then it won't flourish.

Every moment a manager spends in the company of others, he or she is communicating something. A leader's professional credibility can rise or fall depending on how others are reading and seeing him or her.

If there is one thing all great communicators have in common. It's that they possess a heightened sense of the situations they are in, and the contexts that got them there.

What's more, the best communicators are accomplished listeners – and more. Since up to 60% of all communication is non-verbal, leaders develop the skill of reading a person – or a group – by sensing moods, dynamics, attitudes, values and concerns. Along with reading their environment well, they practice the skill of adapting their message to the environment in a way to make it most effective.

Politicians call this "working the room."

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Strong leaders know their message is not about them. In fact, it has little to do with the messenger at all.

It is, instead, 100% about meeting the needs and the expectations of those you're communicating with.

Great business communicators leave others feeling empowered, and even special.

To turn communication into a great leadership skill, managers should strive to be able to:

- Create a great first impression and build rapport.
- Read other people and change their communication style accordingly.
- Convey a broad range of non-verbal techniques to influence and persuade others.
- Write more effectively.
- Handle conflict effectively.
- Communicate across a broad spectrum of cultures and people.

LISTENING

Along with being one of the most important leadership skills, listening is also one of the most overlooked.

To become a better listener is the first step toward getting others to really hear you. Great listening is the gateway to great communication.

For business, polished listening skills lead to improved customer satisfaction, fewer errors, greater productivity and a fun and innovative workplace.

The ability to listen well is a skill that is developed over time – and then practiced each day thereafter.

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Good listening requires paying close attention and making a conscious effort to process what is being said. It's said people retain less than half of what they are told. So good listeners must be discriminating, prioritizing information as it is told to them.

One way to prioritize is to put yourself in the speaker's shoes.

Whether you agree with the speaker or even have an interest in what's being said, what they are saying is important to them. Imagine yourself in their situation, wanting only to have someone listen to them.

When they are speaking, make an effort to think of where they are coming from and why. Imagine what their life is like and what struggles they might be facing. People will appreciate that you made the effort to understand and really hear them.

Good listeners train themselves to:

- Give your full attention to the person speaking.
- Stay focused on what is being said and avoid distraction, or letting your mind wander.
- Let the speaker finish without interuption.
- Listen for main ideas and highlights. As speakers ramble, good listeners remember their points.
- Ask good questions.
- Provide feedback.

INSPIRING

Leaders know they are constantly being watched by those around them, and so they recognize that virtually every interaction is an opportunity to inspire others. And when opportunity presents itself, they take advantage.

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Sometimes, leaders inspire others by the bold actions they take. For instance, a leader dives into a difficult challenge, rolls up her sleeves and gets to work. Other see this, and follow suit.

Then there are the times the leader says something that motivates and inspires, something complimentary and challenging. For instance: "This project can't move forward without you. Come and help us make this happen." Good people respond well to that.

Mark Twain said it best: "I can live for two months on a good compliment."

Here are three effective ways leaders inspire.

"Inspirational leaders must have a winning mentality in order to inspire respect. It is hard to trust in the leadership of someone who is half-hearted about their purpose, or only sporadic in focus or enthusiasm."

-Sebastian Coe

1) They Face Challenges

If it scares you, it just might be a good idea to try. And if you can get others to venture along with you, that's leadership! One of the greatest pleasures in leadership is doing things no one thought you could, or helping others to do things they didn't know they could.

Six key steps to facing any challenge are:

1. Accept that the challenge is real and isn't going away.
2. Evaluate the facts and gather the details.
3. Take account of your strengths and weaknesses.
4. Explore solutions and pick the best one.
5. Tap a mentor on the shoulder.
6. Keep going until there is an acceptable resolution.

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2) They Win Trust

A *Harvard Business Review* study found half of all managers don't trust their leaders. One out of two!

That's why transparency, which fosters trust, is such a key leadership skill. Clarity, compassion, commitment, communication and character are the Five-Cs of trust- building.

To win trust, do as you say and honor your promises.

There are many examples of this in military history, where soldiers rode into battle behind their trusted commanders. Moreover, concert-hall musicians trust their conductors, players trust their coaches, travelers trust their pilots, children trust their parents.

Trust is an enormous asset in any meaningful and productive relationship.

3) They Show Passion

Steve Jobs didn't simply want to create computers, he sold others on the idea of creating a product that would fundamentally change the way the world does work, and the way people spend their time. That was an enormous vision.

The early Apple computers, in particular, were meant to help people discover and release their inner creativity.

That's where Steve Job's passion came from, as he told stories about how his computer would fundamentally change the way we live.

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CONTINUOUS LEARNING

Continuous learning keeps the mind fertile, introduces new ideas and expands your ability to get things done and contribute more.

Most great leaders are naturally curious about the world around them, and how things work, so an inclination toward constant learning is somewhat natural to them.

> ***"Never become so much of an expert that you stop gaining expertise. View life as a continuous learning experience."***
>
> -Denis Waitley

For business, continuous learning refers to a planned and on-going development and improvement of job skills and knowledge in order to perform most effectively, and to adapt to changes.

Constant learning requires a dedication to staying up to date on the research, information and technology in your field, and identifying and pursuing areas for development and training that will enhance job performance.

Two important techniques closely aligned with continuous learning are:

1) Get Out of Your Comfort Zone

One of the most effective ways to continually improve as a leader is to accomplish things outside of your normal routine.

2) Learn From The Competition

Staying aware of what your competition is doing is also one of the essential functions of leadership. Sometimes, that may even include partnering with them in order to find creative solutions to mutual problems.

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"Sweat equity is the most valuable equity there is. Know your business and industry better than anyone else in the world. Love what you do or don't do it."

-Mark Cuban

EXPERTISE

Whether you lead a small group of customer service reps or a Fortune 100 organization, leadership means knowing your business. Having a broad and deep knowledge of the field is essential to coordinating the work of others.

Having the right knowledge helps leaders confront and direct people by using only the good, reliable information.

The knowledge needed can be broken down into these areas.

1) Strategic Knowledge

This is the information about the industry, the company, and business units. It requires keeping pace with trends; technologies; business principles; organizational roles and responsibilities; culture; missions, visions, and objectives.

2) Technical Knowledge

This covers specific processes and technologies. It is understanding the day-to-day steps of the business, how they are executed, measured, verified, etc., and what logic is used to keep track of the processes.

3) People Skills

This involves how to lead, manage and motivate people.

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Leadership Qualities: The Key Traits Of Great Leaders

Exactly what qualities and characteristics make an effective leader?

Some leadership coaches stand by the idea that there are perhaps five – and no more. Others say 25.

The actual number is probably somewhere in that spread. But what's most important is to be able to do at least several of these things very well.

Some skills overlap, like honesty and integrity. Other skills are dependent on one another, like engagement and collaboration, or humility and self-awareness. You can't have one without the other.

But all these skills can be practiced and used in combination to build lasting leadership qualities.

"The best measure of a man's honesty isn't his tax return. It's the zero adjust on his bathroom scale"

-Arthur C. Clarke

HONESTY/INTEGRITY

Good people come to understand honesty, even if they don't like the decision you made. They know it's honest, and they know where you stand. They expect you to do the right things, even when no one is watching.

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FOCUS

If you don't know what your mission is, your people won't know either. Create your own mission statement, then stay the course.

PASSION

Ignite your passion to do things well, then own it, live it and breathe it.

"I'm not concerned with your liking or disliking me... all that I ask is that you respect me as a human being."

-Jackie Robinson

RESPECT

This does NOT mean treating all people the same. You can't. Some people have more value to your organization than others. But everyone has something that is good, valuable and important. Find it, highlight it, value it.

CARING

Close to passion is caring. Care about your business and the people in it. Do this through actions and words.

"If you want others to be happy, practice compassion. If you want to be happy, practice compassion."

-Dalia Lama

COMPASSION

It's easy to manage with the balance sheet, often at the expense of employees, products and long-term customer relationships. Employees can get that anywhere. But truly talented people want to work for organizations that prove they have compassion for their employees as well as the communities in which they operate.

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PERSUASION

People want to believe in what they do, your product, your mission, your reputation. This rarely happens on its own. You have to persuade people of this.

CONFIDENCE

For others to believe in you, you must believe in yourself first. It's best to be a bit overconfident, without being arrogant. Good people want to know what you know for sure — and what you don't. Saying "I don't know" is actually a pretty powerful confidence booster.

"Celebrate what you want to see more of."

-Tom Peters

CELEBRATION

No matter the schedule or how busy they are, people want the opportunity to celebrate their successes and recharge their batteries. Failing to celebrate success is a recipe for burnout down the road.

CLARITY

Great leaders become extremely clear about what's most important. Managers struggle when they try to become all things to all people, or try to do too much out of their area of excellence. Clarity means saying "yes" to the right things – and "no" to others.

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ENGAGEMENT

Great business leaders are able to get all members of their teams engaged. They do this by offering them challenges, seeking their ideas and contributions and providing them with recognition for their contributions and rewards commensurate with their efforts.

"Knowing how to think empowers you far beyond those who only know what to think."

-Neil deGrasse Tyson

EMPOWERING

At its simplest and most effective, empowering others means making sure they have the skills, resources and tools they need to succeed. Sure, you must teach them to fish. But you should also direct them to a well-stocked lake!

HUMILITY

Leaders who plan to be in it for the long haul know the difference between confidence and hubris. It's a day-to-day check and balance. Practice confidence that is inclusive.

COLLABORATION

The best leaders create more leaders, not more followers. Collaborating with people pulls them into the process so they can own it, too.

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"The single biggest problem in communication is the illusion that it has taken place."

-George Bernard Shaw

COMMUNICATION

Sharing the vision is essential. Sharing the vision in a manner people embrace is a talent. First, people must hear your story. And it has to be the right story, and told the right way, at the right time. That's inspiring.

COURAGE

Successful leaders are not afraid to take risks or make mistakes. They are also not afraid to hire people smarter than them!

"I think self-awareness is probably the most important thing towards being a champion."

-Billie Jean King

SELF-AWARENESS

A common mistake leaders make is to surround themselves with people like them. This will get you blindsided every time. Self-awareness means knowing your strengths, and what complementary strengths you need from others.

GENUINENESS

Everybody's human, and good people know when you are walking the talk, and living by the values you espouse. Lost values may be one of the biggest causes of downfalls.

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11 Great Leaders: How They Achieved Success

Great leaders come from all walks of life. Seldom do they follow some predetermined path to leadership. While a few of them may have been "born leaders," in most cases great leaders weren't even picked to be "Most Likely to Succeed" in their high school yearbooks.

Almost all great leaders overcome obstacles and failures along the way. For many, that's what defines their leadership style and drives them.

What follows is NOT a list of the greatest leaders of all time, though a few of these might make such a list. But each is a great leader in his or her own way. And while many people see them as extraordinary now, at some point in their past they were viewed as just ordinary by the people around them.

Also, this is NOT a ranking. In fact, ranking great leaders is foolish. Not only does it take away from the accomplishments of so many, but it leads to a never-ending debate. In this case, we only used numbers to help you navigate the list and to prove we really listed 10.

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BILL GATES

Bill Gates appears on everyone's list of the Top 10 most admired U.S. business leaders – ever. That's pretty lofty company.

When he retired from Microsoft in 2008, Gates left a legacy as a demanding and, at times, abrasive boss.

Yet he encouraged and nurtured enormous creativity and innovation from people, and made a point of recognizing achievements.

The programmers, engineers, designers, MBAs and others who regularly attended Gates' development meetings said he frequently interrupted to question and challenge assumptions.

Given those details, there's little doubt Gates relied heavily on an authoritarian leadership style.

He took charge and let everyone know he was in charge. But like so many successful people, he relied on a blend of other styles as well.

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

-Bill Gates, former CEO of Microsoft



He was aware that his authoritarian style was not conducive to innovation. Control freaks hinder creativity. (It's said Gates required so much control in his early years that he even signed off on the expenses of his second-in-command, Steve Ballmer.)

The authoritarian style is very effective in fast-changing situations, where quick decisions are required. Much of Microsoft's success can be attributed to Gates willingness to make decisions on the run.

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MARTIN LUTHER KING, JR.

Martin Luther King used a variety of styles to establish and lead a movement that was fundamental to the success of ending legal segregation in the United States.

"I have a dream"

-Martin Luther King, Jr.



He was a servant leader. He was transformational, but he also could be authoritarian.

He was a coach and mentor.

But in winning the hearts of minds of the American public, as creating a worldwide following, King was foremost a practitioner of the art of Charisma leadership.

His "I Have A Dream" speech brought awareness and humanity to the national consciousness about civil rights.

An important lesson for leaders is that this speech was not meant to win the hearts and minds of his followers. They were already on board.

What his speech did do – with a power that is still reverberating today – was to win the hearts and minds of public opinion.

It is not widely known that King was born in a comfortable middle-class family and steeped in the tradition of the Southern black ministry. He was never thrust into his leadership role, but chose it.

During his struggle for equality he was arrested more than 25 times and assaulted at least four reported times, not counting his assassination.

His life was a textbook of insightful lessons for those aspiring to leadership. One of the most indelible: Disrupting the status quo is essential for change.

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WINSTON CHURCHILL

Winston Churchill was the lion that roared when an empire needed him most, and it was due to his bold leadership that he was able to create for himself a permanent seat of honor at the table of modern history. Churchill relied on many styles. When it came to working with other world leaders who were his allies, he was largely collaborative. But his public leadership image was more transformational. Building morale, motivation and a singular sense of identity were essential to his success.

"Kites rise highest against the wind, not with it."

-Winston Churchill, former Prime Minister of the United Kingdom



When in the public Churchill exuded enthusiasm, determination, and optimism. He regularly visited bombed towns and bustling war factories, standing side-by-side with English citizens as if to say "I am one of you." He had no choice. Germany already had defeated much of Western Europe, so Churchill needed to rally his countrymen and stand fast.

He used words as weapons, and it's said his many memorable utterings were more powerful than a thousand cannons.

Churchill's planning and decision-making – both political and military – is said to have been simple and efficient. His engaging and forceful personality helped to cement the 'Big Three' Alliance between Britain, Russia and the United States, which went on to win the biggest war the world has ever known.

It also should be noted that Churchill was an artist, a historian and a writer — his works winning him a Nobel Prize in Literature.

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DOLLY PARTON

She's been dubbed the Oprah of Appalachia, a backwoods Barbie who built a music and entertainment empire on grit, homespun values and a brilliant smile that turned rain into rainbows.

She also knows a bit about leadership.

Dolly Parton connected with her audience right from the outset; a young singer fresh from a childhood in the foothills of the Great Smoky Mountains. She held out hope that the future could be better than the present, and then she put forth the emotional power to make it so.

Among her favorite sayings is: "If you want the rainbow, you gotta put up with the rain!"

Three leadership traits that help make her the icon she is were best described by the **Harvard Business Review:**



"If your actions create a legacy that inspires others to dream more, learn more, do more and become more, then you are an excellent leader."

-Dolly Parton, entertainer, businesswoman

Giving. Leaders give of themselves so others can succeed. That means you spend time coaching and developing your people. Pull them aside when they are high-falutin' and give them a shoulder to cry on when times are tough.

Forgiving. People make mistakes. If they acknowledge them and seek to make amends, move forward. Get over it. A leader cannot afford grudges; it rubs off negatively on others and drains energy from the team.

Loving. Apply this to your work. Have a passion for what you do; it will rub off on the entire team. A leader who enjoys his work and the people with whom he works is one that encourages people to follow his lead.

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WALT DISNEY

The founder of the world's most prolific and profitable entertainment company adopted many leadership styles over the years.

"Whatever we accomplish belongs to our entire group, a tribute to our combined effort."

-Walt Disney, founder, Walt Disney Company



But during his formative years, in the lead up to World War II, Disney built the beginnings of his empire based mostly on Participative leadership.

It is a leadership style that values the input of team members and peers, though the ultimate responsibility of making the final decision rests with the leader.

In the late 1930s, for instance, after the tremendous success of Snow White, Disney was building an enormous studio complex in Burbank, CA. He needed to find and hire more than 700 skilled artists, often traveling the country to recruit them. As an incentive, he even offered to pay their schooling to help improve their skills.

The very nature of full-length animated story productions required groups of people focusing with extraordinary attention to detail and continuity. This kind of entertainment had never been done before. Disney needed to create the model.

In the many vintage photographs from that era, Disney is seen most often sitting around a drawing table or story board, with a dozen other artists — sometimes as many as 40 — meticulously plotting and crafting scenes and characters.

Disney knew too many cooks could spoil the soup, so he made sure people understood the vision he had for stories, and how he wanted them told.

To create a single story required tens of thousands of hours of artistic input, and that meant mastering the job of Participative leadership.

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ARIANNA HUFFINGTON

There was a time that Arianna Huffington was dubbed "the most upwardly mobile Greek since Icarus," an Athens-born and Cambridge-educated powerbroker and media savant.

"Treat people like family, and they will be loyal and give their all."

-Arianna Huffington, founder, Huffington Post



But time has a way of rounding off the edges, and Huffington's leadership style these days is very different from when she first rose to prominence a generation ago.

Back when she was fighting for a foothold in an industry dominated by mega-corporations, she was the Pacesetter-style of leader, obsessed with getting everything done as efficiently as possible.

As she carefully crafted the Huffington Post, a national online political news and blogging site, she worked 18 hour days, 7 days a week, and it all felt so natural to a woman who'd spent most of her adult life in the political spotlight.

Then one day in 2007 she literally collapsed from exhaustion, and her world view changed.

She continued to build the Huffington Post into the success it is today (it was purchased by AOL in 2011 for $315 million) but she also morphed into a national campaigner for work-LIFE balance, with a heavy emphasis on life. With that came a conversion more to the Servant leadership style, where a positive corporate culture is built around integrity, generosity and group morale, "Both my own leadership style, and that of the other leaders at HuffPost, is very much like being in the middle of the circle, rather than at the top of the mountain shouting down," she told Director magazine. "I'm also looking for people who aren't too reactive and easily affected by the challenges the business faces every day."

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COLIN POWELL

It's said that even the best battle plans go out the window the moment the shooting starts.



"It ain't as bad as you think. It will look better in the morning."

-Colin Powell, former Secretary of State, retired general

That's how unpredictable and disruptive war really is.

It also explains, in large measure, why Colin Powell grew to be an excellent example of Situational leadership.

He remains one of America's most admired figures, a man whose prestige transcended party lines and political ideology.

The situational leader holds to no single style, but adapts as needed, as the situation requires. This was particularly crucial to Powell's extraordinary career. As he rose through the ranks, this Harlem-born general-to-be needed to adapt to military bureaucracy and political reality.

Before long he found himself working side-by-side with presidents, dating back to Richard Nixon's second term. That required a whole different set of leadership skills and principles.

In his book, "It Worked for Me: In Life and Leadership", Powell takes the reader through a series of work-life realities. For instance, not everyone gets promoted, he says, because there simply aren't that many slots at the top. And for those who chose to work nonstop long hours, those he affectionately calls "busy bastards," they need to prioritize better and get some rest.

He is also fond of saying that "With some people you spend an evening: with others you invest it." In other words, if you flock with eagles, you'll learn to fly high.

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MARTHA STEWART

In her business, as in her life, she is the ultimate perfectionist, whether cooking, gardening, entertaining, writing books – or creating multi-channel media operations that are the envy of marketers.

"I try to seek out and surround myself with people who just percolate fresh, original and creative ideas."

-Martha Stewart, founder, Martha Stewart Living



Martha Stewart, the founder of Martha Stewart Living Omnimedia, is an entrepreneur who was always focused on every excruciating detail. It paid off. She went on to become one of the world's most recognizable brands.

Whether you admire her or not, she is meticulous, demanding and successful. A big reason she has been so resilient is her Autocratic management style.

Those close to her say that demanding style seemed to naturally be part of her.

Others suggest that even more success might have awaited her if she had not relied so heavily on such a potentially damaging style.

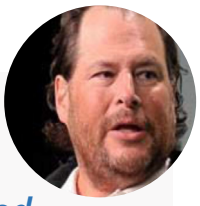
It's often said the Autocratic style works, until it fails.

That may be true, but so far, Martha Stewart has had more influence on how Americans eat, entertain, and decorate their homes than probably any other person.

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MARC BENIOFF

Marc Russell Benioff, the founder, chairman and CEO of Salesforce, Inc. has turned the software industry on its head.



"To be truly successful, companies need to have a corporate mission that is bigger than making a profit."

-Marc Benioff, founder, CEO of salesforce.com

His company, simply called salesforce.com, is a global cloud computing operation headquartered in San Francisco. Forbes magazine called Salesforce, Inc. the most innovative company in America every year since 2011. It provides a broad range of internet-based customer-relationship and customer-management services.

Though he's been called frumpy, often sporting a perpetual 5 o'clock shadow, Benioff exudes a genuine passion for his work. His mission is so clear he trademarked it: "The End of Software."

With salesforce, companies no longer need to buy their own software, or in many cases even have an IT infrastructure. For a price, you simply plug into salesforce.com's cloud, and it does it all customized for you.

Benioff has been lauded as one of the Smartest 50 People in Tech as well as one of the Top 50 People in Business, in part because salesforce achieved its greatest growth strides while the world's economy was experiencing one of its most difficult downturns.

Benioff also pioneered the 1/1/1 integrated philanthropic model, by which companies contribute 1 percent of profits, 1 percent of equity, and 1 percent of employee hours back to the communities it serves.

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TEDDY ROOSEVELT

Teddy Roosevelt lived his life larger than life, and in so doing, left his mark on history.

"Believe you can and you're halfway there."

-Theodore Roosevelt, former President, Rough Rider



He was a doer, the founder of the famed, volunteer cavalry unit called the "Rough Riders" and the first sitting president to the travel outside the United States while still in office.

He was foremast a master at capturing a moment. For example, as Congress dilly-dallied over building the Panama Canal and the public's interest wanted, Roosevelt had his picture taken at the controls of a 95-ton steam shovel digging a trench through the Panamanian jungle, and the project won the public's imagination.

To solidify America's position as world military power, he ordered that 16 large vessels be painted white before they departed Hampton Roads, and thus was born the Great White Fleet. In still another iconic moment, Roosevelt refused to shoot a bear cub that had already been trapped by hunters. He called the practice unsportsmanlike. The American public called him a Teddy bear, and thus the term for a stuffed animal came into popular use.

Roosevelt prepared the country for the rapid change ahead as the Industrial Revolution kicked into high gear. He beat up on corporate welfare goons, where he earned the nickname Trust Buster, and he turned the relatively weak president's position into a "bully pulpit."

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MARY KAY ASH

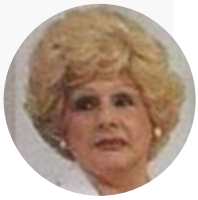
Mary Kay Ash, founder of Mary Kay Cosmetics, set out to level the playing field by creating an entirely new generation of saleswomen.

She mastered sales by selling books door-to-door. In 1963, she retired from a home products company after being passed over for a promotion in favor of a man that she had trained.

But she was only getting started.

"Sandwich every bit of criticism between two layers of praise."

-Mary Kay Ash, founder of Mary Kay Cosmetics



Ash went on to create a company for working women to make sure they are treated equally and promoted based on merit.

Business success came from encouraging her sales force to focus on products that were not necessarily the most profitable, but that they felt they could sell well.

A core principle was to encourage both the corporate staff and the independent sales force to act as if each person they met was wearing a sign around his or her neck that read “Make me feel important.”

As a coach, she put forth a strong leadership mindset. She believed in herself and others.

She put the individual success of each member of her sales team first, and so, the success of her company soon followed.

Ash believed it was important to reward the hard workers, so she gave away vacations, jewelry, and pink Cadillacs to her top performers.

Through it all, her company’s success came from well-coached and confident team members.

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101 Inspiring Leadership Quotes

Sometimes you need a little inspiration. Here are 101 quotes from some of the best leaders who have been in your shoes and have succeeded.

1. *"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.

2. *"To handle yourself, use your head; to handle others, use your heart."*

   – Eleanor Roosevelt

3. *"All organizations are perfectly designed to get the results they are now getting. If we want different results, we must change the way we do things."*

   – Tom Northup

4. *"My job is not to be easy on people. My job is to make them better."*

   – Steve Jobs

5. *"Our chief want is someone who will inspire us to be what we know we could be."*

   – Ralph Waldo Emerson

6. *"He that thinketh he leadeth and hath no one following him is only taking a walk."*

   – John C. Maxwell

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7. *"Being responsible sometimes means pissing people off."*

   – Colin Powell

8. *"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

9. *"Management is doing things right; leadership is doing the right things."*

   – Peter F. Drucker

10. *"Leadership and learning are indispensable to each other."*

    – John F. Kennedy

11. *"It's not about you. It's about them."*

    – Clint Eastwood

12. *"The greatest leaders mobilize others by coalescing people around a shared vision."*

    – Ken Blanchard

13. *"To do great things is difficult; but to command great things is more difficult."*

    – Friedrich Nietzsche

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14. *"A man can only lead when others accept him as their leader, and he has only as much authority as his subjects give to him. All of the brilliant ideas in the world cannot save your kingdom if no one will listen to them."*

    – Brandon Sanderson

15. *"Example is not the main thing in influencing others. It is the only thing."*

    – Albert Schweitzer

16. *"Leadership is the art of getting someone else to do something you want done because he wants to do it."*

    – Dwight D. Eisenhower

17. *"A leader is a dealer in hope."*

    – Napoleon Bonaparte

18. *"He who cannot be a good follower cannot be a good leader."*

    – Aristotle

19. *"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

20. *"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

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21. ***"I am endlessly fascinated that playing football is considered a training ground for leadership, but raising children isn't."***

– Dee Dee Myers

22. ***"A cowardly leader is the most dangerous of men."***

– Stephen King

23. ***"You do not lead by hitting people over the head – that's assault, not leadership."***

– Dwight D. Eisenhower

24. ***"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

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

– Bill Bradley

26. ***"Never give an order that can't be obeyed."***

– Douglas MacArthur

27. ***"Lead me, follow me, or get the hell out of my way."***

– George S. Patton, Jr.

28. ***"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

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29. ***"True leaders understand that leadership is not about them but about those they serve. It is not about exalting themselves but about lifting others up."***

– Sheri L. Dew

30. ***"He who has great power should use it lightly."***

– Seneca

31. ***Leadership is not about titles, positions or flowcharts. It is about one life influencing another."***

– John C. Maxwell

32. ***"Don't necessarily avoid sharp edges. Occasionally they are necessary to leadership."***

– Donald Rumsfeld

33. ***"I am more afraid of an army of 100 sheep led by a lion than an army of 100 lions led by a sheep."***

– Talleyrand

34. ***"One person with commitment accomplishes more than a thousand with an opinion."***

– Orrin Woodward

35. ***"When eagles are silent, parrots begin to chatter."***

– Winston S. Churchill

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36. ***"Leading people is like cooking. Don't stir too much. It annoys the ingredients. And spoils the food."***

– Rick Julian

37. ***"In matters of style, swim with the current; in matters of principle, stand like a rock."***

– Thomas Jefferson

38. ***"Leaders must be close enough to relate to others, but far enough ahead to motivate them."***

– John C. Maxwell

39. ***"Leadership is the art of giving people a platform for spreading ideas that work."***

– Seth Godin

40. ***"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

41. ***"What you do has far greater impact than what you say."***

– Stephen Covey

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42. ***"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

43. ***"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

44. ***"Leadership is diving for a loose ball, getting the crowd involved, getting other players involved. It's being able to take it as well as dish it out. That's the only way you're going to get respect from the players."***

– Larry Bird

45. ***"A man who wants to lead the orchestra must turn his back on the crowd."***

– Max Lucado

46. ***"Without initiative, leaders are simply workers in leadership positions."***

– Bo Bennett

47. ***"People who enjoy meetings should not be in charge of anything."***

– Thomas Sowell

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48. ***"Earn your leadership every day."***

– Michael Jordan

49. ***"Lead and inspire people. Don't try to manage and manipulate people. Inventories can be managed but people must be led."***

– Ross Perot

50. ***"The growth and development of people is the highest calling of leadership."***

– Harvey S. Firestone

51. ***"The function of leadership is to produce more leaders, not more followers."***

– Ralph Nader

52. ***"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

53. ***"Great leaders are not defined by the absence of weakness, but rather by the presence of clear strengths."***

– John Zenger

54. ***"Leadership is a choice, not a position."***

– Stephen Covey

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55. ***"Leadership comes in small acts as well as bold strokes."***

– Carly Fiorina

56. ***"Leadership can't be fabricated. If it is fabricated and rehearsed, you can't fool the guys in the locker room. So when you talk about leadership, it comes with performance. Leadership comes with consistency."***

– Junior Seau

57. ***"To have long term success as a coach or in any position of leadership, you have to be obsessed in some way."***

– Pat Riley

58. ***"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

59. ***"Leaders think and talk about the solutions. Followers think and talk about the problems."***

– Brian Tracy

60. ***"As we look ahead into the next century, leaders will be those who empower others."***

– Bill Gates

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61. ***"Do what you feel in your heart to be right — for you'll be criticized anyway."***

– Eleanor Roosevelt

62. ***"Leadership is all about taking people on a journey. The challenge is that most of the time, we are asking people to follow us to places we ourselves have never been."***

– Andy Stanley

63. ***"Sometimes leadership is planting trees under whose shade you'll never sit."***

– Jennifer Granholm

64. ***"Leadership does not always wear the harness of compromise."***

– Woodrow Wilson

65. ***"There is a difference between listening and waiting for your turn to speak."***

– Simon Sinek

66. ***"I never saw myself as an individual who had any particular leadership powers."***

– Angela Davis

67. ***"Management is efficiency in climbing the ladder of success; leadership determines whether the ladder is leaning against the right wall."***

– Stephen Covey

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68. *"Leadership is a potent combination of strategy and character. But if you must be without one, be without the strategy."*

– Gen. Norman Schwarzkopf

69. *"Every time you have to speak, you are auditioning for leadership."*

– James Humes

70. *"I'm all for ambition and stretch goals. I set them for myself. But leadership isn't the same as cheerleading. Believing in something is a necessary but absolutely insufficient condition for making it come true."*

– Margaret Heffernan

71. *"I think that my leadership style is to get people to fear staying in place, to fear not changing."*

– Louis V. Gerstner, Jr.

72. *"I must follow the people. Am I not their leader?"*

– Benjamin Disraeli

73. *"You manage things; you lead people."*

– Grace Murray Hopper

74. *"Great leaders are willing to sacrifice the numbers to save the people. Poor leaders sacrifice the people to save the numbers."*

– Simon Sinek

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75. *"A competent leader can get efficient service from poor troops, while on the contrary an incapable leader can demoralize the best of troops."*

– John J. Pershing

76. *"The nation will find it very hard to look up to the leaders who are keeping their ears to the ground."*

– Winston Churchill

77. *"A throne is only a bench covered with velvet."*

– Napoleon Bonaparte

78. *"Outstanding leaders go out of their way to boost the self-esteem of their personnel. If people believe in themselves, it's amazing what they can accomplish."*

– Sam Walton

79. *"Effective leadership is not about making speeches or being liked; leadership is defined by results not attributes."*

– Peter Drucker

80. *"Where there is no vision, there is no hope."*

– George Washington Carver

81. *"Failure is simply the opportunity to begin again, this time more intelligently."*

– Henry Ford

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82. ***"Effective leadership is putting first things first. Effective management is discipline, carrying it out."***

– Stephen Covey

83. ***"Great leaders are almost always great simplifiers, who can cut through argument, debate, and doubt to offer a solution everybody can understand."***

– Colin Powell

84. ***"If one is lucky, a solitary fantasy can totally transform one million realities."***

– Maya Angelou

85. ***"Leadership cannot just go along to get along. Leadership must meet the moral challenge of the day."***

– Jesse Jackson

86. ***"Leadership is the key to 99 percent of all successful efforts."***

– Erskine Bowles

87. ***"Blessed are the people whose leaders can look destiny in the eye without flinching but also without attempting to play God."***

– Henry Kissinger

88. ***"Leadership is a two-way street, loyalty up and loyalty down."***

– Grace Murray Hopper

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89. ***"No man is good enough to govern another man without that other's consent."***

– Abraham Lincoln

90. ***"The final test of a leader is that he leaves behind him in other men, the conviction and the will to carry on."***

– Walter Lippman

91. ***"The key to successful leadership is influence, not authority."***

– Kenneth H. Blanchard

92. ***"Efficiency is doing the thing right. Effectiveness is doing the right thing."***

– Peter F. Drucker

93. ***"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

94. ***"Whatever you are, be a good one."***

– Abraham Lincoln

95. ***"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

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96. ***"The employer generally gets the employees he deserves."***

– J. Paul Getty

97. ***"A good plan violently executed now is better than a perfect plan executed next week."***

– George S. Patton, Jr.

98. ***"Leadership is your ability to hide your panic from others."***

– Lao Tzu

99. ***"The greatest leaders build organizations that in the end, don't need them."***

– Jim Collins

100. ***"If you cannot allow people to do their jobs – nobody with substance and creativity will work for you."***

– Condoleezza Rice

101. ***"Example is not the main thing in influencing others. It is the only thing."***

– Albert Schweitzer

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