



State of California – Military Department  
California Cadet Corps

# CURRICULUM ON LEADERSHIP

Strand L6: Profiles in Leadership

Level 11

This Strand is composed of the following components:

- A. Historical Leadership Profiles**
- B. Contemporary Leadership Profiles
- C. Leaders Who Inspire You



“Learn from Leaders who have forged the way before us.”

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## A. Historical Leadership Profiles

**Standard #3: Cadets emerge as experienced leaders ready to succeed in college and career.**

### OBJECTIVES

#### **DESIRED OUTCOME (Self-Mastery)**

*Cadets learn about successful historical leaders, the reasons for their success, and what their experience added to the study of leadership. Cadets will be able to:*

1. Identify historical leaders, the basics of who they were and what they did.
2. Explain the leadership lessons we learned from each of the historical leaders.
3. Compare the leadership of historical leaders to your own leadership skills, styles, and dynamics.

**Introduction:**

Most of the content and the model for looking at profiles of leaders in this lesson is taken from the website [www.LeadershipGeeks.com](http://www.LeadershipGeeks.com). (LeadershipGeeks.com, 2019) Where material from other sites is inserted, it is cited.

To be an effective, inspiring leader, learn from the best. Role modelling and learning from successful people is one way of improving your leadership skills.

We feature leaders from business, the military, politics, and sports who have had an impact in the areas they lead. We take a closer look at men and women who have made an impact with their leadership, and even changed the course of history. As a commandant teaching lessons, or as a cadet wanting to know more about leaders, you're welcome to pick and choose those you want to study!

In each leadership profile, you will find:

- A Brief Biography
- Leadership Lessons
- Quotes from the Leader
- Related Books
- Related Videos
- Related Links

We hope that the profiles help you understand these leaders in a deeper way and provide useful lessons on how to emulate their success in leadership and life.

For each leader you study, try to answer these questions:

- What did the leader accomplish?
- What leadership lessons can we take away?
- What traits did he/she exhibit?
- What do you admire about him/her?
- Is there anything about the leader that you dislike and don't want to emulate?
- What did you learn that you can use to improve your own leadership?

Commandants are encouraged to assign one of these leaders to a cadet or to a group, and have them conduct their own research about the leader. There is much more to most of these leaders than what's presented here in these brief lessons.

Please note that our purpose here is looking at leaders, not heroes. We often try to set up leaders as heroes, and assume some unobtainable type of perfection. Heroes aren't perfect; no one is. And we shouldn't expect them to be. And some of these leaders are heroes in some way. But we're really just looking at their leadership, how they led others to the goals they wanted to achieve. And we're looking at examples of how leadership can change the world – or at least your little part of it – and how others traits and actions and passions helped them be a leader in their world.

**A1. Nelson Mandela**

Nelson Mandela was the first black President of South Africa and was an instrumental figure in ending apartheid. After his term as president, Nelson Mandela went on to become an advocate for social and human rights organizations.

Nelson Mandela was born in Mvezo, a small village in South Africa. He was the first in his family to attend school and it was there that his English teacher gave him the name 'Nelson'. His involvement in politics started when the National Party, which supported the apartheid policy of racial segregation, won the elections. Mandela joined the African National Congress party and began actively campaigning against the National Party's policies using nonviolent methods, as inspired by Mahatma Gandhi.



However, as time went on and he was no closer to ending apartheid, he changed his philosophy and began organizing more guerrilla warfare-like sabotage tactics to further his cause. After being on the run for 17 months, Mandela was finally captured and imprisoned in 1962. His imprisonment lasted 27 years. In the late 1980s, there was mounting pressure from the international and local community for the South African government to release Mandela. He was finally released on February 11th, 1990. Mandela was awarded the Nobel Peace Prize in 1993 for "for [his]work for the peaceful termination of the apartheid regime, and for laying the foundations for a new democratic South Africa." South Africa's first multiracial elections, in which all adults were allowed to vote, were held on April 27th, 1994. Mandela's party won the election and he became the first black president of South Africa. As president, Mandela presided over the transition from minority rule and apartheid, winning international respect for his advocacy of national and international reconciliation. Mandela retired from the presidency in June 1999 and devoted himself to social activism.

On December 5th, 2013, Nelson Mandela passed away at the age of 95. Tributes from all over the world poured in. U.S. President Barack Obama said that Mandela had achieved more than could be expected of any man, while British Prime Minister David Cameron said that "a great light had gone out of this world".

**AWARDS AND HONORS:**

1. Nobel Peace Prize 1993
2. Amnesty International's Ambassador of Conscience Award
3. Honorary citizen of Belgrade, Serbia
4. Listed as one of the 100 most influential people of 2004 by Time magazine
5. and over a 100 more...

**LEADERSHIP LESSONS FROM NELSON MANDELA:****1. Have a vision that is for the greater good**

Mandela envisioned a South Africa without apartheid, where every man would be free and equal in the eyes of the nation. It was this vision that sustained him through his darkest days in prison.

We're often taught that wanting success means wanting a big house, a fancy car and a luxurious lifestyle. And there's nothing wrong with that. But when the going gets tough, you'll give up easily

because the desire for material possessions won't be strong enough to sustain you. However, if your vision is to have a positive impact on the world, you can draw on that to persevere, even when faced with the toughest challenges.

### **2. You need to fight for your vision**

Your journey to achieving your vision won't be a walk in the park. You're going to face many obstacles along the way and individuals who oppose your progress. Before Mandela successfully abolished apartheid in South Africa, he faced opposition from individuals and organizations all over the world. During the early years of his anti-apartheid movement, he was imprisoned and declared a terrorist by the United States. Mandela spent 27 years in prison before he was elected President of South Africa. Even faced with such a huge setback, he never gave up on his vision.

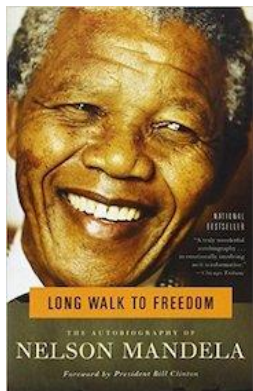
You will face setbacks in your life too. Don't give up and keep pressing on. Do not get discouraged at the first obstacle! Fight for what you believe in, and remember your purpose every time you feel like giving up. No matter how ideal your vision, it means change for some people. Not everyone is willing to change because it is uncomfortable and sometimes outright painful. Don't expect everyone to rally behind you. Have conviction in your goals and stay committed to them. Your steadfastness will influence and inspire others to join you over time.

### **3. Leadership is not tied to a position**

Mandela is a great example of how leadership is not tied to a position. Winning the South African presidency formalized his position as a leader and enlarged the scope of his influence and impact. However, Mandela held a considerable amount of influence even before his presidency, and continued to use his political and social capital after he retired.

His ability to unite people and galvanize support for the abolishment of the apartheid, even while he was imprisoned, shows that leadership can thrive without formal authority. After he retired from his presidency, Mandela continued to use his influence in a positive way through supporting social causes. You don't need a formal title to display leadership qualities. Being a leader is about having the capability to influence and motivate others to move towards a goal, and this can be done at any level. Regardless of whether you are currently leading a team, cultivate your skills and look for opportunities to showcase your leadership potential when working with others. Someone will notice the positive impact you're having on the organization!

### **BOOKS ABOUT NELSON MANDELA:**



#### **Long Walk to Freedom: The Autobiography of Nelson Mandela**

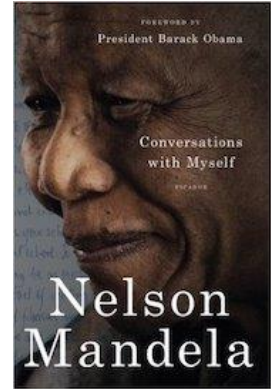
Nelson Mandela is a name people associate with heroism, fighting against racism, and spiritual leadership. *Long Walk to Freedom: The Autobiography of Nelson Mandela* is the book which inspired the successful motion picture with the same name, and brings us closer to one of the greatest people to have walked the Earth.

**Conversations with Myself**

The remarkable life of Nelson Mandela, one of the world's most prominent and inspiring figures, is now available for exploration in a highly praised book by Mandela himself; titled *Conversations with Myself*, and with a foreword by Barack Obama.

**Nelson Mandela**

Feast your eyes on the astonishing work of award-winning author and illustrator Kadir Nelson as he recounts the life of Nelson Mandela in mesmerizing illustrations and touching free verse.

**QUOTES FROM NELSON MANDELA:**

- *"A good head and a good heart are always a formidable combination."*
- *"After climbing a great hill, one only finds that there are many more hills to climb."*
- *"I learned that courage was not the absence of fear, but the triumph over it. The brave man is not he who does not feel afraid, but he who conquers that fear."*
- *"If you talk to a man in a language he understands, that goes to his head. If you talk to him in his language, that goes to his heart."*
- *"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."*
- *"There is no passion to be found playing small – in settling for a life that is less than the one you are capable of living."*
- *"We must use time wisely and forever realize that the time is always ripe to do right."*

**VIDEO OF NELSON MANDELA:****OTHER LINKS:**

Wikipedia: A highly detailed account of Nelson Mandela's life

Nelson Mandela.org: The Official Site for Nelson Mandela

**A2. Martin Luther King, Jr.**

Martin Luther King Jr. was an American Baptist preacher, activist and prominent leader in the American Civil Rights Movement. Today, he is identified as an icon of human rights, and his famous “I Have a Dream” speech is still much admired and quoted.

Martin Luther King Jr. was born on January 15th, 1929 in Atlanta, Georgia. He was named Michael King Jr., but changed it to Martin Luther King Jr. in honor of the Protestant preacher. He studied at Morehouse College and graduated with a Bachelor of Arts in sociology. King went on to study systematic theology after his graduation and received a Doctorate of Philosophy in 1955.

His first involvement in the American Civil Rights Movement was the Montgomery bus boycott in 1955. He started the Southern Christian Leadership Conference, a group created by combining black churches, which organized nonviolent demonstrations for civil rights reform. King applied Gandhi’s nonviolent protest methods in all his demonstrations. It was extremely successful, and helped sway public opinion in favor of the movement. In 1963, the Big Six, a group of six organizations all with the same purpose of ending racial segregation, organized the March on Washington to bring focus to important issues including the Civil Rights Movement. The march was a resounding success: a quarter million people of all ethnicities attended the event. It was here that King made his famous “I Have a Dream” speech. For his contributions to the American Civil Rights movement, King was awarded the Nobel Peace Prize in 1964. He was assassinated in 1968 while on a trip to Memphis. While standing outside his motel lobby, he was shot and was pronounced dead that same night.

**AWARDS AND HONORS:**

Here are some of the awards and honors that Martin Luther King Jr has won:

- Presidential Medal of Freedom in 1977
- Congressional Gold Medal in 2004
- Martin Luther King, Jr. Day established as a U.S. national holiday

**LEADERSHIP LESSONS FROM MARTIN LUTHER KING, JR.****1. Be a proactive leader**

King held the view that passivity was a way of perpetuating evil. He was more gravely affected by the silence of his friends than the voice of his enemy.

As a leader, you simply cannot be passive. When there’s conflict going on between your team members, you should resolve it. When there’s a major challenge facing your organization, you cannot hide. You have to be proactive in initiating communication, facing challenges and solving problems. This is what makes you stand out as an excellent leader.



**2. Creative leadership is necessary for change**

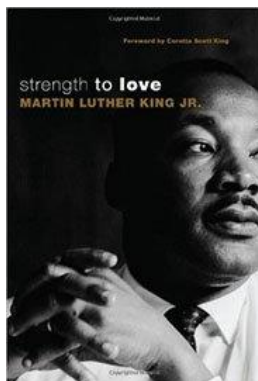
King recognized the power of unity, that a group of disciplined and organized individuals who seek positive change in the world could make a difference. With that revelation, he led the Civil Rights Movement to achieve its purpose.

An effective leader always challenges the status quo. He does not allow social norms to define his methods or objectives, but he looks to his values and sees the world through his own lens.

**3. Stick to your principles**

King believed that nonviolence was a more powerful weapon than violence and hatred in effecting change. With that, he used nonviolence as the means to attain equal rights for his people. He stuck to his beliefs and principles, even when it might have been easier to go another route.

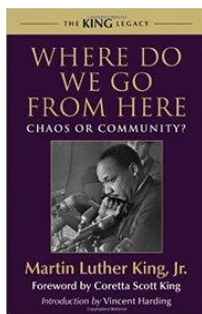
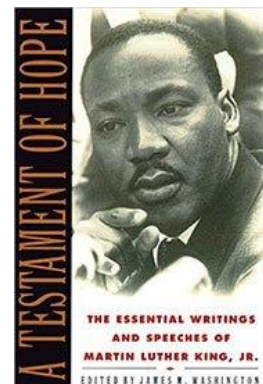
As a leader, let your principles guide your actions and decisions. Don't fall prey to making decisions that go against what you believe for short-term gain. Doing so erodes your credibility as a leader.

**BOOKS ABOUT MARTIN LUTHER KING JR.****Strength to Love**

Strength to Love is a true life-changing read that will guide you through Martin Luther King Jr.'s philosophy and view of life. It is a book that will stay with you long after the first reading.

**A Testament of Hope: The Essential Writings and Speeches of Martin Luther King, Jr.**

This single-volume collection of speeches, writings, interviews and thoughts by Martin Luther King, Jr. brings us a priceless view of the man. His legacy remains ever so relevant in today's society, ushering people to unite in equality.

**Where Do We Go from Here: Chaos or Community? (King Legacy)**

In an isolated location in Jamaica, Dr. Martin Luther King, Jr. went away from the world to find solace in which he gathered his thoughts and created his final manuscript. Have we managed to build a better world he dreamed about, or could we not be farther away from it?

**QUOTES FROM MARTIN LUTHER KING, JR.**

- *A genuine leader is not a searcher for consensus but a molder of consensus.*
- *Love is the only force capable of transforming an enemy into friend.*
- *Man must evolve for all human conflict a method which rejects revenge, aggression and retaliation. The foundation of such a method is love.*
- *Never succumb to the temptation of bitterness.*
- *Nonviolence is a powerful and just weapon which cuts without wounding and ennoble the man who wields it. It is a sword that heals.*

- *Our lives begin to end the day we become silent about things that matter.*
- *Rarely do we find men who willingly engage in hard, solid thinking. There is an almost universal quest for easy answers and half-baked solutions. Nothing pains some people more than having to think.*
- *The art of acceptance is the art of making someone who has just done you a small favor wish that he might have done you a greater one.*
- *A man who won't die for something is not fit to live.*
- *All labor that uplifts humanity has dignity and importance and should be undertaken with painstaking excellence.*
- *The question is not whether we will be extremists, but what kind of extremists we will be... The nation and the world are in dire need of creative extremists.*
- *The time is always right to do what is right.*
- *Almost always, the creative dedicated minority has made the world better.*
- *I have a dream that my four little children will one day live in a nation where they will not be judged by the color of their skin, but by the content of their character.*
- *An individual has not started living until he can rise above the narrow confines of his individualistic concerns to the broader concerns of all humanity.*
- *History will have to record that the greatest tragedy of this period of social transition was not the strident clamor of the bad people, but the appalling silence of the good people.*
- *At the center of non-violence stands the principle of love. .*
- *Darkness cannot drive out darkness; only light can do that. Hate cannot drive out hate; only love can do that.*
- *Every man must decide whether he will walk in the light of creative altruism or in the darkness of destructive selfishness.*
- *Faith is taking the first step even when you don't see the whole staircase.*
- *He who passively accepts evil is as much involved in it as he who helps to perpetrate it. He who accepts evil without protesting against it is really cooperating with it.*
- *I am not interested in power for power's sake, but I'm interested in power that is moral, that is right and that is good.*
- *The ultimate measure of a man is not where he stands in moments of comfort and convenience, but where he stands at times of challenge and controversy.*
- *There is nothing more tragic than to find an individual bogged down in the length of life, devoid of breadth.*
- *We must accept finite disappointment, but never lose infinite hope.*
- *I believe that unarmed truth and unconditional love will have the final word in reality. This is why right, temporarily defeated, is stronger than evil triumphant.*
- *I have a dream that one day every valley shall be exalted, every hill and mountain shall be made low, the rough places will be made straight and the glory of the Lord shall be revealed and all flesh shall see it together.*
- *I have a dream that one day on the red hills of Georgia, the sons of former slaves and the sons of former slave owners will be able to sit together at the table of brotherhood.*
- *The hottest place in Hell is reserved for those who remain neutral in times of great moral conflict.*
- *We must develop and maintain the capacity to forgive. He who is devoid of the power to forgive is devoid of the power to love. There is some good in the worst of us and some evil in the best of us. When we discover this, we are less prone to hate our enemies.*
- *If we are to go forward, we must go back and rediscover those precious values – that all reality hinges on moral foundations and that all reality has spiritual control.*

- *In the End, we will remember not the words of our enemies, but the silence of our friends.*
- *Life's most persistent and urgent question is, 'What are you doing for others?'*
- *The first question which the priest and the Levite asked was: "If I stop to help this man, what will happen to me?" But... the good Samaritan reversed the question: "If I do not stop to help this man, what will happen to him?"*
- *The function of education is to teach one to think intensively and to think critically. Intelligence plus character – that is the goal of true education.*
- *The quality, not the longevity, of one's life is what is important.*
- *Take the first step in faith. You don't have to see the whole staircase, just take the first step.*
- *The hope of a secure and liveable world lies with disciplined nonconformists who are dedicated to justice, peace and brotherhood.*
- *We must learn to live together as brothers or perish together as fools.*
- *If physical death is the price that I must pay to free my white brothers and sisters from a permanent death of the spirit, then nothing can be more redemptive.*
- *When you are right you cannot be too radical; when you are wrong, you cannot be too conservative.*

#### **MARTIN LUTHER KING JR. VIDEO**

His iconic "I Have a Dream" speech is considered one of the greatest speeches in history. Watch it here:



#### **OTHER LINKS:**

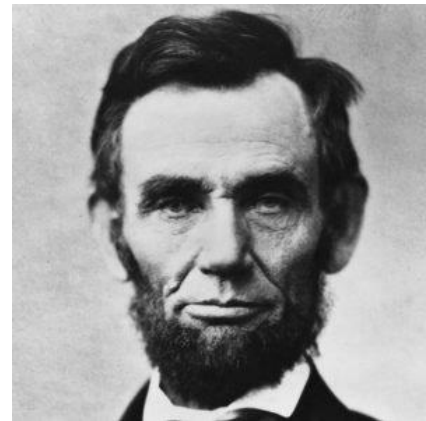
Wikipedia: A highly detailed account of Martin Luther King Jr's life

Nobelprize.org: Martin Luther King Jr's biography from Nobelprize.org

### **A3. Abraham Lincoln**

Abraham Lincoln was the 16th President of the United States. He is credited with preserving the Union during the Civil War and abolishing slavery within the Confederacy.

Abraham Lincoln was born on February 12th, 1809 to Thomas Lincoln and Nancy Hanks in a small town in Kentucky. When he was a child, his family was forced to move to Indiana after losing the rights to their land in Kentucky. He only spent 18 months in formal school but continued to learn through self-education and reading. Lincoln had many talents; he was a good wrestler and a skilled axe wielder. He was also a great storyteller and often entertained his friends in meetings.



Lincoln began his political career at the young age of 23. Five years later, he began his first protest against slavery. He also protested against the war in Mexico, stating that President Polk was doing it for his own glory. Criticizing the president caused him to temporarily lose his footing in the political scene, but he continued to spend the next few years speaking against slavery as a citizen.

Twice, Lincoln was an unsuccessful candidate for election to the U.S. Senate before he became the 16th President of the United States in 1860. Upon his appointment as President, the states that disapproved of his appointment made it clear they would leave the Union. These states became the Confederate States of America.

The dispute between the Union and the Confederates led to the American Civil War, with the abolishment of slavery as the core issue between the two opposing sides. During this period, Lincoln displayed his exceptional leadership through his war strategy, his political rhetoric and his deft handling of the difficult political issues of the time.

The war lasted four years, and ended with the surrender of General Lee and the Confederate armies. At the end of the war, Lincoln spent his time rebuilding the United States and rallying the American people together through his speeches. In April 1865, while attending a play, Lincoln was assassinated by an actor and Confederate spy named John Wilkes Booth.

Lincoln is greatly admired and respected as the president who preserved the Union and abolished slavery.

#### **LEADERSHIP LESSONS FROM ABRAHAM LINCOLN:**

##### **1. Allow room for strong opinions on your team**

Lincoln is known for surrounding himself with a 'team of rivals'. He was a confident leader who surrounded himself with bright and capable people on his cabinet. He was unafraid of soliciting feedback and advice from them, and allowed room for them to express their opinions even if they didn't agree with him.

Lincoln viewed differing perspectives as a tool for reflection and encouraging debate to arrive at the best solution.

As a leader, be aware of the tendency to surround yourself with 'yes' men. Adopt Lincoln's attitude and build a team that is willing to collaborate with you to move the organization forward. Hire men and women who are skilled and capable and trust in their expertise to steer the team in the right direction. Create an environment where your staff feel comfortable expressing their opinions. In this way, you can best utilize their individual strengths to achieve your goals.

##### **2. Have the desire to learn**

Although Lincoln did not have much formal schooling, he had a strong desire to learn. This desire showed in his prolific reading habits and, during the war, his study of military strategy. His commitment to learning made him a great public speaker and also one of the most quoted persons in history.

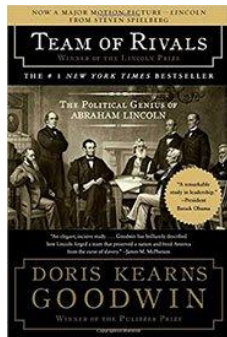
Don't allow a lack of formal schooling to be a barrier to your success. Having a desire to learn is more important to your continued growth as a person and a leader. With knowledge comes creativity, wit, and wisdom to engage and influence your world. If you want to increase your sphere of influence, develop a commitment to learning.

### **3. Having character is important**

Most of Abraham Lincoln's most memorable quotes revolve around the development of a person's character: having persistence, developing core values, displaying courage. This is very different from the culture we live in today. In our culture of personality, celebrities with exorbitant lifestyles are exalted and idolized. They are constantly in the media, upheld as role models for us to follow.

Become a leader who values people of character as Abraham Lincoln did. Develop your own character and seek to surround yourself with like-minded people who can join you on your journey to becoming a better person and leader.

### **BOOKS ABOUT ABRAHAM LINCOLN:**

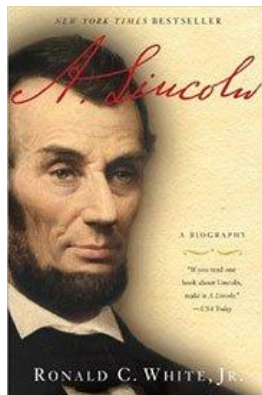
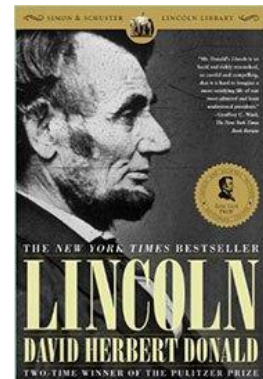


#### ***Team of Rivals: The Political Genius of Abraham Lincoln***

Abraham Lincoln's unparalleled ability to put himself in other people's shoes and provide a wider perspective on any matter gave him the edge over experienced and more experienced political opponents. This book shows that character can triumph over political matters, even in times of conflict.

#### ***Lincoln***

Guiding a country torn by a vicious civil war is a challenge not many could endure. Abraham Lincoln not only became a president in the most dire of times, but an irreplaceable moral leader who made ground-breaking changes for the entire nation.



#### ***Lincoln: A Biography***

This New York Times bestseller and winner of numerous awards is an essential overview of philosophy and life behind one of the greatest moral leaders of America: Abraham Lincoln.

### **QUOTES FROM ABRAHAM LINCOLN:**

- *A friend is one who has the same enemies as you have.*
- *A house divided against itself cannot stand. All my life I have tried to pluck a thistle and plant a flower wherever the flower would grow in thought and mind.*
- *Always bear in mind that your own resolution to succeed is more important than any other.*
- *Am I not destroying my enemies when I make friends of them?*
- *America will never be destroyed from the outside. If we falter and lose our freedoms, it will be because we destroyed ourselves.*
- *Any people anywhere, being inclined and having the power, have the right to rise up, and shake off the existing government, and form a new one that suits them better. This is a most valuable – a most sacred right – a right, which we hope and believe, is to liberate the world.*

- *As I would not be a slave, so I would not be a master. This expresses my idea of democracy.*
- *As our case is new, we must think and act anew.*
- *Be sure you put your feet in the right place, then stand firm.*
- *Character is like a tree and reputation like a shadow. The shadow is what we think of it; the tree is the real thing.*
- *Don't worry when you are not recognized, but strive to be worthy of recognition.*
- *Everybody likes a compliment.*
- *Fourscore and seven years ago our fathers brought forth on this continent, a new nation, conceived in Liberty, and dedicated to the proposition that all men are created equal.*
- *Give me six hours to chop down a tree and I will spend the first four sharpening the axe.*
- *Government of the people, by the people, for the people, shall not perish from the Earth.*
- *He has a right to criticize, who has a heart to help.*
- *I care not much for a man's religion whose dog and cat are not the better for it.*
- *I do not think much of a man who is not wiser today than he was yesterday.*
- *I do the very best I know how – the very best I can; and I mean to keep on doing so until the end.*
- *I don't like that man. I must get to know him better.*
- *I have always found that mercy bears richer fruits than strict justice.*
- *I hope to stand firm enough to not go backward, and yet not go forward fast enough to wreck the country's cause.*
- *I like to see a man proud of the place in which he lives. I like to see a man live so that his place will be proud of him.*
- *I walk slowly, but I never walk backward.*
- *I will prepare and some day my chance will come.*
- *If there is anything that a man can do well, I say let him do it. Give him a chance.*
- *If you look for the bad in people expecting to find it, you surely will.*
- *Important principles may, and must, be inflexible.*
- *In the end, it's not the years in your life that count. It's the life in your years.*
- *It is better to remain silent and be thought a fool than to open one's mouth and remove all doubt.*
- *Lets have faith that right makes might; and in that faith let us, to the end, dare to do our duty as we understand it.*
- *Most folks are as happy as they make up their minds to be.*
- *My great concern is not whether you have failed, but whether you are content with your failure.*
- *Nearly all men can stand adversity, but if you want to test a man's character, give him power.*
- *Some single mind must be master, else there will be no agreement in anything.*
- *Tact is the ability to describe others as they see themselves.*
- *That some achieve great success, is proof to all that others can achieve it as well.*
- *The way for a young man to rise is to improve himself in every way he can, never suspecting that anybody wishes to hinder him.*
- *These men ask for just the same thing, fairness, and fairness only. This, so far as in my power, they, and all others, shall have.*
- *Towering genius disdains a beaten path. It seeks regions hitherto unexplored.*
- *Whatever you are, be a good one.*
- *When I am getting ready to reason with a man, I spend one-third of my time thinking about myself and what I am going to say and two-thirds about him and what he is going to say.*



- *You can fool all the people some of the time, and some of the people all the time, but you cannot fool all the people all the time.*
- *You cannot build character and courage by taking away a man's initiative and independence.*
- *You cannot escape the responsibility of tomorrow by evading it today.*

**ABRAHAM LINCOLN LEADERSHIP VIDEO:**

This is a video of a reading of the famous Gettysburg Address.

**OTHER LINKS:**

Wikipedia: A highly detailed account of Abraham Lincoln's life

Whitehouse.gov: A biography of the life of Abraham Lincoln

**A4. Lee Kuan Yew**

Lee Kuan Yew was the first and longest serving Prime Minister of Singapore. It was his leadership that transformed Singapore from a third world country into a thriving metropolitan city in just three decades.

Lee Kuan Yew was born in 1923 as the eldest child of Lee Chin Koon. He studied in the top schools in Singapore and went to the London School of Economics briefly for his university education before moving to Cambridge where he obtained his Law degree. He returned to Singapore, where he became a legal advisor to student and trade unions. Here he made many connections that would aid him in his political career later on.



Lee started his political career under a Pro-British Progressive Party as an election agent. Soon after, he co-founded the People's Action Party (PAP) with the aim of ending British colonial rule and attaining self-governance for Singapore. On 5 June 1959, Lee became the first Prime Minister of Singapore when PAP won the most seats in the legislative assembly. To end British colonial rule, Lee pushed for a merger with Malaysia. The Federation of Malaysia was formed on 16 September 1963, but the integration proved to be unsuitable for both sides. Just two years later, the then-Malaysian Prime Minister decided that Singapore should leave the federation.

This was the lowest point of Lee's life, but also the turning point for Singapore's success. Although Lee was in anguish at that point, he never gave up on his vision for Singapore. With Lee at the helm, an independent Singapore developed into the thriving metropolitan city it is today.

After stepping down as Prime Minister in 1990, Lee served as Senior Minister and then Minister Mentor in the government, advising the country's new generation of leaders on national issues. He passed away on March 23rd, 2015 from pneumonia.

Singapore is one of the world's success stories and Lee is the man behind it. Although many critics question his style of leadership and describe it as autocratic and dictatorial, Singapore's meteoric rise as a city-state is undeniable.

#### **AWARDS AND HONORS:**

1. Order of the Companions of Honour
2. Woodrow Wilson Award for Public Service

#### **LEADERSHIP LESSONS FROM LEE KUAN YEW:**

##### **1. Say it as it is**

One of Lee's most obvious qualities was his straightforwardness. He was not afraid to be blunt about what he saw as the truth. This approach came across as too abrasive for some. Still, the ability to be honest is key for a leader. The best thing you can do for your team is to acknowledge and speak the truth. It might ruffle a few feathers, but to allow your team to face the truth is probably the best thing you can do for them. Although some might be offended or feel uncomfortable, you will gain a lot of respect for doing so. People know that they can trust you.

##### **2. Plan your leadership succession**

Lee planned for succession years before he actually stepped down as Prime Minister. He saw the importance of grooming the next generation to lead the nation. As the saying goes, there is no success without a successor.

Your organization must transcend you and you must be humble enough to acknowledge that. Strive to build an organization centered around a mission or purpose instead of an organization centered around you. Be generous with sharing your experiences and advice with the next generation of leaders that you are grooming. Equip them with the information and knowledge they'll need to continue growing the organization. A great leader will ensure that those that step into his shoes have the best chance of success.

##### **3. Stay tenacious**

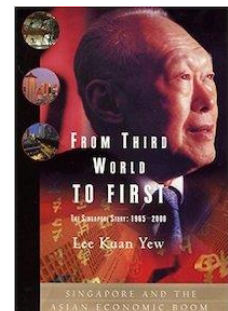
Lee went through his toughest period during the separation of Malaysia and Singapore. Him shedding tears on public television marked one of Singapore's most historic moments. However, even with this setback Lee never gave up. He strengthened his resolve and continued to believe that he could develop Singapore into what he envisioned it to be.

A leader must have this resolve to press on no matter how difficult the circumstances. In fact, it is this quality that separates the good from the great. Anyone can lead well when circumstances are favorable, but it is your conduct in times of adversity that distinguishes you as an excellent leader. Moreover, when you continually choose to press on, you will develop a tenacity and persistence that will help you throughout your leadership journey.

#### **BOOKS ABOUT LEE KUAN YEW:**

##### ***From Third World to First: The Singapore Story – 1965-2000***

From a struggling country with almost no prospects, to a thriving Asian metropolis and one of the busiest business centers of the world; Singapore has come a long way since its independence in 1965. Lee Kuan Yew is the founding father of

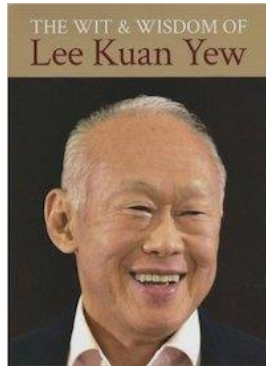




Singapore as we know it today, and with this book you can learn all about his amazing achievements in his own words.

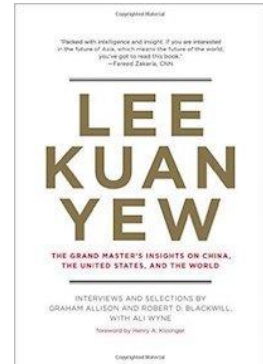
**Lee Kuan Yew: The Grand Master's Insights on China, the United States, and the World**

For more than fifty years, Lee Kuan Yew made a stand on the world stage, highly revered and respected for the words of wisdom he brings with every speech. Read about his profoundly moving perspective on the geopolitics of both the East and West.



***The Wit and Wisdom of Lee Kuan Yew***

Lee Kuan Yew almost single-handedly propelled Singapore to its admirable position in today's world, while establishing himself as one of the most influential and prominent leaders in modern geopolitics. Read through almost 600 quotations by this wise, memorable and profound leader.



**QUOTES FROM LEE KUAN YEW:**

- *"Between being loved and being feared, I have always believed Machiavelli was right. If nobody is afraid of me, I'm meaningless."*
- *"If you can't force or are unwilling to force your people to follow you, with or without threats, you are not a leader."*
- *"What I fear is complacency. When things always become better, people tend to want more for less work."*
- *"If you think you can hurt me more than I can hurt you, try. There is no other way you can govern a Chinese society."*
- *"I do not yet know of a man who became a leader as a result of having undergone a leadership course."*
- *"I always tried to be correct, not politically correct."*
- *"Low salaries will draw in the hypocrites who sweet talk their way into power in the name of public service, but once in charge will show their true color, and ruin the country."*
- *"If you deprive yourself of outsourcing and your competitors do not, you're putting yourself out of business."*
- *"When you're Singapore and your existence depends on performance – extraordinary performance, better than your competitors – when that performance disappears because the system on which it's been based becomes eroded, then you've lost everything... I try to tell the younger generation that and they say the old man is playing the same record, we've heard it all before. I happen to know how we got here and I know how we can unscramble it."*

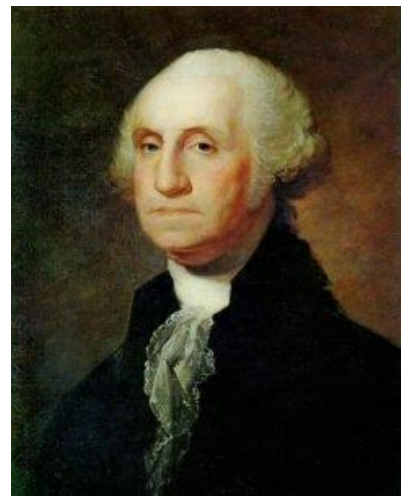
**LEE KUAN YEW VIDEO:****OTHER LINKS:**

Wikipedia: A highly detailed account of Lee Kuan Yew's Life

**A5. George Washington**

George Washington was the first President of the United States and was known as the 'father of his country.' Before his appointment as President of the United States, he was the Commander-in-Chief of the Continental Army who drove out the British from America, and helped establish an independent United States of America. Washington was known for his character and his commitment to his soldiers' welfare and discipline.

George Washington was born in February of 1732, the third son of Augustine Washington. In his youth, Washington worked as a surveyor, an experience that deepened his understanding of his native Virginia. This is knowledge that became useful to him during the American Revolution.



His first brush with the military was when he applied for and obtained command of a small militia army at the age of 20. He was later tasked with several military campaigns to drive out the French. He experienced his share of successes and failures as a military leader. He learned a lot about military strategy, training and how to deal with organization and logistical problems. Washington retired from active military service in 1758. However, soon after, the American Revolution began and Washington was called upon to lead the American army to drive out the British forces. So began his stint as Commander-in-Chief. His excellent leadership was evident during this period. He won over many of his soldiers and gained the admiration and support of strong allies.

Eventually, with the help of the French, the Americans successfully drove out the British. Although he was reluctant, Washington was unanimously elected as the first President of the United States. He was an effective leader and administrator, bringing his country from a post-war state to unity, and put it on its first steps toward becoming the United States of today.

**AWARDS AND HONORS:**

1. Congressional Gold Medal
2. Thanks of Congress
3. General of the Armies of the United States
4. The first President of the United States

**LEADERSHIP LESSONS FROM GEORGE WASHINGTON:****1. Character builds credibility like nothing else**

Washington worked hard to build an impeccable character. This won him a lot of support during his military career, the American Revolution and his tenure as President. Your character and actions speak louder than your words. Some people believe that great leadership is about being vocal and speaking your mind, but your character is the true anchor to your leadership.

When you have great character, people trust you and they want you to lead them. You don't have to try to find an audience or a team; you will attract them naturally. This happened with Washington, who was reluctant to take on the presidency but was unanimously elected to the position.

So wherever you are in your life, focus on developing character because it builds your credibility like nothing else. Aim to be a leader that people can trust, respect and like. This can mean taking responsibility for your words and actions, treating others with respect (no matter their position) or putting the wellbeing of your team ahead of your own.

**2. Take care of your people**

One reason Washington was much loved was because he was known to care for the welfare of those under his leadership. For instance, during the winter of 1777–78 at Valley Forge, in spite of the harsh conditions, he did his best to take care of his soldiers' welfare and petitioned Congress for funding and urgent supplies. His caring attitude won over his army and allies, as they viewed him as a leader who respected his people as individuals and not just as a means to an end. This attitude aided him in his future endeavors as Commander-in-Chief and even as President.

The saying goes: people don't care how much you know, until they know how much you care. Make it a point to care for your team and look out for their welfare. By genuinely caring for each individual, you win them over and create an environment of camaraderie and mutual trust.

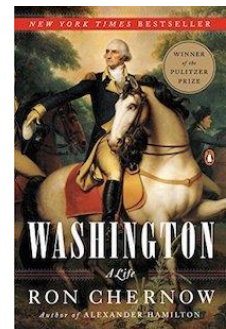
**3. Model the behavior you wish to see**

As the first President of the United States, Washington was acutely aware of his responsibility in shaping the future of the young nation. He knew that his values, actions and behaviors would set the standard for future leaders of the country and what the United States of America would stand for.

When you lead a team or organization, know that you set the standard for everyone to follow. Your character and conduct will shape the culture of your organization so be sure to model the values and behavior you'd like to see! A leader with integrity, respect for others and commitment to the cause will inspire the same in his team.

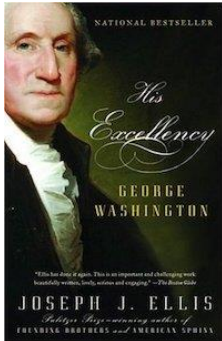
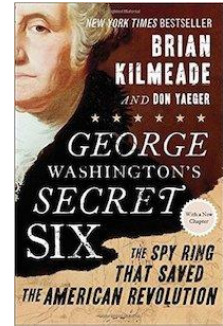
**BOOKS ABOUT GEORGE WASHINGTON:*****Washington: A Life***

This New York Times bestselling biography by the famous Ron Chernow presents a captivating portrait of the first president of the United States. Shattering stereotypes and introducing a completely new, well-researched look into the life of George Washington, this book will take you on an adventurous ride full of heroic acts, and offer a glimpse of the true character behind the father of America.



***George Washington's Secret Six: The Spy Ring That Saved the American Revolution***

For anyone familiar with the early American history, this book provides a dramatic outlook on the pivotal events that shaped the American Revolution. George Washington is a well known spy master, and Brian Kilmeade sheds light on the top secret group of the Culper Spy Ring that saved the American Revolution.

***His Excellency: George Washington***

It takes a true virtuoso to present someone's life in a book that genuinely captures the essence of one's character and their life. Joseph J. Ellis, the acclaimed author, provides the readers with a thorough, exact, and vivid depiction of life and work of George Washington.

**QUOTES FROM GEORGE WASHINGTON:**

- Associate with men of good quality if you esteem your own reputation; for it is better to be alone than in bad company.
- Laws made by common consent must not be trampled on by individuals.
- I hope I shall possess firmness and virtue enough to maintain what I consider the most enviable of all titles, the character of an honest man.
- My first wish is to see this plague of mankind
- If we desire to avoid insult, we must be able to repel it; if we desire to secure peace, one of the most powerful instruments of our rising prosperity, it must be known, that we are at all times ready for War.
- Discipline is the soul of an army. It makes small numbers formidable; procures success to the weak, and esteem to all.
- When we assumed the Soldier, we did not lay aside the Citizen.
- If the freedom of speech is taken away then dumb and silent we may be led, like sheep to the slaughter.
- It is better to offer no excuse than a bad one.
- We should not look back unless it is to derive useful lessons from past errors, and for the purpose of profiting by dearly bought experience.

**GEORGE WASHINGTON VIDEO:**

and since the preservation of the sacred fire of liberty and the destiny of the republican model of government are justly considered, perhaps, as deeply, as finally, staked on the experiment entrusted to the hands of the American people.

*Geo. Washington: 1st Inaugural Address*

**OTHER LINKS:**

Wikipedia: A highly detailed account of George Washington

White House.gov: A short biography of George Washington

**A6. Eleanor Roosevelt**

Eleanor Roosevelt was the longest serving First Lady of the United States, holding the position during Franklin D. Roosevelt's four terms as U.S. President from 1933 to 1945. She redefined the role of the First Lady by being more active in political and civic life, instead of the traditionally accepted 'domestic hostess' role. She was also a diplomat, social activist and humanitarian.

Anna Eleanor Roosevelt was born on October 11th, 1884 to a prominent family in New York. She lost her parents and a younger brother when she was still a child, and was brought up in her grandmother's household. She attended a finishing school in England for several years, where she gained self-confidence and learned to be an independent thinker.



In 1902, she returned to America to make her social debut. A chance meeting on a train with a fifth cousin once removed, Franklin D Roosevelt, led to romance and the pair were married in March 1905 despite objections from Franklin's mother. The difficult relationship between Franklin's mother and Eleanor continued to plague the couple throughout their marriage.

Eleanor's discovery in 1918 that her husband was cheating on her with her social secretary spurred her to seek a more active role in public life. Due to political expediency and pressure from Franklin's mother, the couple remained married; however, their relationship became more of a political partnership. When Franklin was diagnosed with polio in 1921, it was Eleanor who convinced him to ignore his mother's dictate to retire to a quiet country life and remain in politics.

Franklin became the President of the United States in 1933, making Eleanor the First Lady. Initially, Eleanor was disenchanted with the traditional domestic role of the position she found herself in. With her husband's support, she began to redefine and enlarge the role of the First Lady by becoming more



involved in political and civic duties. Among other duties, she took on speaking engagements, wrote a daily newspaper column, and attended labor meetings in her husband's place. In 1940, Eleanor became the first presidential spouse to speak at a national party convention. She was also a strong proponent of the American Civil Rights Movement, and supported women's issues and the empowerment of women. After Franklin's death in 1945, Eleanor continued in public service when she was appointed by President Truman as a delegate to the United Nations General Assembly. As a supporter of human rights, she played a pivotal role in drafting the Universal Declaration of Human Rights which was eventually adopted by the UN in 1948. She also continued to write; over her lifetime, she authored 2 books and more than 8,000 columns.

Eleanor died in 1962 due to heart failure. She is still much admired for reinventing the role of First Lady and her numerous contributions to political and social causes.

**AWARDS AND HONORS:**

- 48 honorary degrees
- Nominated three times for a Nobel Peace Prize
- US postage stamp
- National Women's Hall of Fame

**LEADERSHIP LESSONS FROM ELEANOR ROOSEVELT****1. Define your own role as a leader**

Upon becoming First Lady, Eleanor didn't change herself in order to fit the mold; instead, she defined the position on her own terms. She transformed the traditional limited role of a First Lady as a hostess into one that was more actively involved in her spouse's administration. Part of the change was to suit her own personality and ambitions, and part of it was done to accommodate her husband's illness and limited mobility. Regardless of the reasons, Eleanor enlarged the scope of duties of a First Lady and made it a more impactful role. Her legacy is seen in how the First Ladies who came after her (such as Rosalynn Carter, Hillary Clinton and Michelle Obama) have become highly involved in public life during their tenures.

Think of how you can define the role of a leader for yourself. What can you do differently that would have a larger impact? How can you better use your skills and experience to lead your team and achieve your goals? Don't let what your predecessor did or the established limits of your role stop you from maximizing your impact as a leader.

**2. Use your position to advance your goals**

Eleanor very wisely used the formal authority of her position to fight for what she believed in. She saw the position of First Lady as a channel to expand on the work she was already passionate about. For instance, to support the empowerment of women, she instituted a women-only rule for her press conferences. This forced the newspapers of the day to keep female reporters on staff so they could cover those events.

Are you using your position as a leader in a meaningful way? To become a leader that is respected and admired, stand up for beliefs and causes that are important to you, and use your position in a positive way to bring about change.

### **3. Mentors are important to your growth**

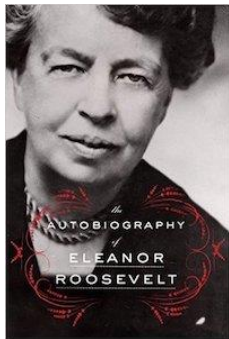
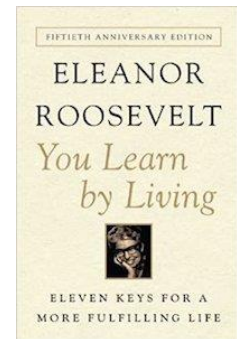
As a teenager, Eleanor spent time at a private English finishing school run by Marie Souvestre who was known for cultivating independent thinking in the young girls she taught. Her 3 years there bolstered her self-confidence and shaped her into an independent thinking woman with intellectual curiosity and a passion for social justice. After Eleanor left the school, she and Souvestre corresponded until Souvestre's death in 1905. Souvestre's influence and mentoring had a profound impact on Eleanor's development as a young woman.

Having a mentor to guide and advise you can be invaluable to your growth as a leader. The best mentoring relationships develop organically so build relationships with other successful people whose work and character you admire. Connect with them, learn from them, and let their advice guide you in your quest to be a better leader.

#### **BOOKS ABOUT ELEANOR ROOSEVELT:**

##### **You Learn by Living: Eleven Keys for a More Fulfilling Life**

How can we change our own lives and be our best selves? Eleanor shares her own journey to becoming her best self, and offers some advice on how we might do the same.

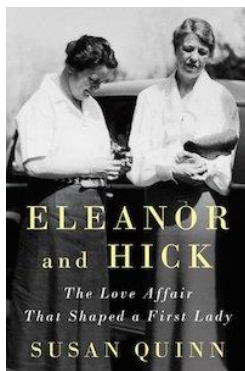
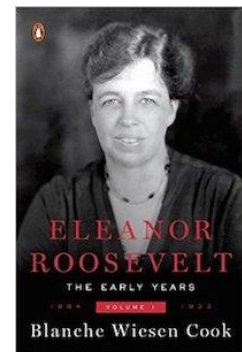


##### **The Autobiography of Eleanor Roosevelt**

First Lady, humanitarian, daughter of one of the most influential families, civil rights fighter, outspoken leader and an activist, there are so many titles to be associated with Eleanor Roosevelt and her astonishing lifework. This autobiography allows us to peer into the world of one of the most remarkable female figures in American history, reliving some of the crucial moments in American history through her own words.

##### **Eleanor Roosevelt, Vol. 1: 1884-1933**

This candid and insightful portrait of a woman who greatly influenced the twentieth century America brings us closer to the captivating life of Eleanor Roosevelt. Through hardships and debilitating struggles she managed to overcome all of the challenges and rise up to become a strong political leader, making some true changes in the world.

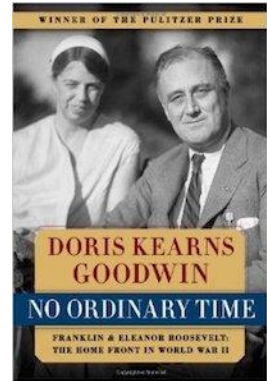


##### **Eleanor and Hick: The Love Affair That Shaped a First Lady**

This dual biography recounts the lives of Eleanor Roosevelt and Lorena Hickok, two women whose 30-year relationship significantly altered their path in life, as well as the path of many others. It is a true testimony of how love can grow and overcome all the barriers, inspiring both women to make some historic decisions.

**No Ordinary Time: Franklin and Eleanor Roosevelt: The Home Front in World War II**

A fascinating history of two remarkable people during the war, this book won the Pulitzer Prize for History writing.

**QUOTES FROM ELEANOR ROOSEVELT:**

- *"No one can make you feel inferior without your consent."*
- *"You must do the things you think you cannot do."*
- *"The future belongs to those who believe in the beauty of their dreams."*
- *"Great minds discuss ideas; average minds discuss events; small minds discuss people."*
- *"You gain strength, courage, and confidence by every experience in which you really stop to look fear in the face. You are able to say to yourself, 'I lived through this horror. I can take the next thing that comes along.'"*
- *"In the long run, we shape our lives, and we shape ourselves. The process never ends until we die. And the choices we make are ultimately our own responsibility."*
- *"It is not fair to ask of others what you are not willing to do yourself."*
- *"Do what you feel in your heart to be right- for you'll be criticized anyway. You'll be damned if you do, and damned if you don't."*
- *"Life must be lived and curiosity kept alive. One must never, for any reason, turn his back of life."*
- *"You can often change your circumstances by changing your attitude."*
- *"Happiness is not a goal; it is a by-product."*

**ELEANOR ROOSEVELT LEADERSHIP VIDEO:**

Watch this documentary on Eleanor Roosevelt's life:

**OTHER LINKS:**

Wikipedia:

[https://en.wikipedia.org/wiki/Eleanor\\_Roosevelt](https://en.wikipedia.org/wiki/Eleanor_Roosevelt)





## A7. Napoleon Bonaparte

Napoleon was one of the greatest conquerors in the history of the modern world. Napoleon's rise came in a time of chaos, during the French Revolution. During his peak of his reign, he conquered almost the whole of continental Europe with a mix of military ingenuity, ambition and cold-bloodedness.

Napoleon was born second into a family of seven in the island of Corsica on 15 August 1769. During his youth, he had an uncanny interest in warfare and mathematics. He attended a military college in France to graduate as 2nd Lieutenant in the artillery division. During this time, France was in a period of unrest as the people were unhappy with the monarchy. It would soon turn into the French Revolution where the people of France fought for Democracy. Napoleon took these opportunities and through a series of victories over the riots and against the British, he rose to the top of the government quickly and became a brigadier general at 24. His ambition would soon take him to attack the neighboring countries, Italy, Austria, Russia and Great Britain.



Through a series of military victories, he would eventually capture the whole of continental Europe. However, he was not able to annex Great Britain or Russia. His downfall began when in a campaign to Moscow. While he managed to raze 2/3 of the city, he was defeated by the Russian Army in his journey back to Austria. This defeat marked the beginning of the end of Napoleon. He would surrender his nation, but returned from exile in a last bid to restore France to its original glory. However, in the famous battle of Waterloo, he would suffer a defeat that would end his military career. He was exiled to the island of St. Helena and kept prisoner till his death on 5 May 1821, supposedly by stomach cancer, but suspected by many as death by poisoning.

### **LEADERSHIP LESSONS FROM NAPOLEON:**

#### **1. Vision and Imagination**

Napoleon was a man of great vision and imagination. During his reign as emperor, he would win his men over with his visions of great glory. Also he would devise revolutionary military tactics that was well ahead of any military leader in his time.

Once again, we see that leadership with vision is extremely important. Before you can lead people, people also need to know where you are leading them. Be ready to share your organizational vision at all times, because it inspires people to go another mile with you.

#### **2. Know your people**

Unlike the monarchy that was ruling France during that time, Napoleon understood the importance of winning people over to himself. He would know his soldiers by name and he would call them as he walked through the camps.

Sometimes when we work in organization, it is tempting to hide behind the desk and manage your whole organization by email or phone calls. But ultimately, organizations are built upon people

relationships and it is your relationships that will ensure your continual success and leadership. Take time to get to know your team. Instead of telling someone over email, perhaps walking over to their table will do far more than achieve the task, it will bond you and your team member.

### ***3. Persistence is key for your success***

Napoleon saw the importance in persistence in attaining victory. We would see that most evidently in his coming back to take the throne of France even after he was exiled.

Whatever you do, remember that consistent effort will be the key of your success. You can start off failing a few times, but it is your ability to come back and try again that will ensure your success in the long run.

#### **BEST QUOTES FROM NAPOLEON:**

- One should never forbid what one lacks the power to prevent.
- Riches do not consist in the possession of treasures, but in the use made of them.
- The word impossible is not in my dictionary.
- There are only two forces in the world, the sword and the spirit. In the long run the sword will always be conquered by the spirit.
- A picture is worth a thousand words.
- Nothing is more difficult, and therefore more precious, than to be able to decide.
- One must change one's tactics every ten years if one wishes to maintain one's superiority.
- The truest wisdom is a resolute determination.
- A leader is a dealer in hope.
- There is one kind of robber whom the law does not strike at, and who steals what is most precious to men: time.
- There is only one step from the sublime to the ridiculous.
- Victory belongs to the most persevering.
- It requires more courage to suffer than to die.
- Let the path be open to talent.
- Music is the voice that tells us that the human race is greater than it knows.
- Take time to deliberate, but when the time for action has arrived, stop thinking and go in.
- When small men attempt great enterprises, they always end by reducing them to the level of their mediocrity.
- With audacity one can undertake anything, but not do everything.
- You must not fear death, my lads; defy him, and you drive him into the enemy's ranks.
- The best cure for the body is a quiet mind.
- The best way to keep one's word is not to give it.
- Death is nothing, but to live defeated and inglorious is to die daily.
- Four hostile newspapers are more to be feared than a thousand bayonets.
- Great ambition is the passion of a great character. Those endowed with it may perform very good or very bad acts. All depends on the principles which direct them.
- Imagination rules the world.
- Impossible is a word to be found only in the dictionary of fools.
- A true man hates no one.
- You must not fight too often with one enemy, or you will teach him all your art of war.

- Courage is like love; it must have hope for nourishment.
- Ability is nothing without opportunity.
- The first virtue in a soldier is endurance of fatigue; courage is only the second virtue.
- It is the cause, not the death that makes the martyr.
- Ten people who speak make more noise than ten thousand who are silent.

**VIDEO ON NAPOLEON'S LEADERSHIP:**

Leadership Concept and Skills: Napoleon Bonaparte

**OTHER LINKS:**

[Wikipedia](#): A highly detailed account of Napoleon's life

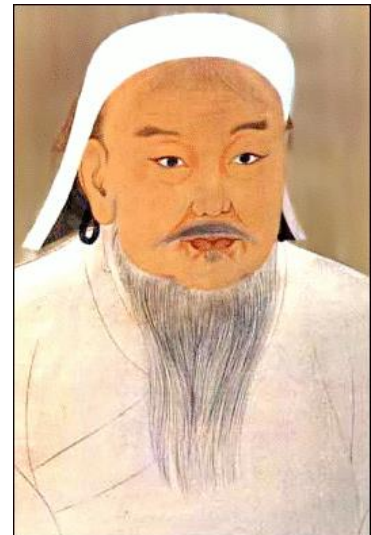
[Napoleon.org](#): Official Site of Napoleon

**A8. Genghis Khan**

Genghis Khan, first known as Temujin, was the son of a Mongolian tribal leader. He was brought up in a time of warring tribes and factions. He was taken away from a world of innocence when his father was poisoned by a rival tribe, and his first brush with war began.

In his time, tribes formed strategic alliances through marriage. Khan followed this tradition and married at a young age to strengthen his tribe. However, things took a turn when a rival tribe, the Merkits, invaded his home and stole his wife. With the help of his blood brother, Jamukha, he was able to recover his wife and destroy the Merkits. After this successful campaign, Khan began to unite the smaller Mongol tribes to form a confederation. Khan had an innovative way of integrating the smaller rival tribes: he would allow them to come under his protection after he had defeated them. This helped Khan consolidate his power.

Not long after, he attacked China, and in one campaign he managed to conquer Beijing, forcing the Chinese to retreat southward.



Khan wished to establish trade routes with the Persian Empire to the west but the Persian Empire declined. On one occasion, they returned the head of Khan's ambassador. This greatly angered Khan and he began his westward campaign. He brought carnage to the Persian cities, destroying everything in his path. Khan fought his way to the eastern edges of Europe. However, an important domestic leadership issue came up, causing Khan to return to his homeland, and Europe was spared.

Khan died in 1227 and left his kingdom to his son, Ogedei Khan. His descendants further expanded his empire after his death.

### **LEADERSHIP LESSONS FROM GENGHIS KHAN:**

#### **1. Be a great student**

Although Genghis Khan was a great conqueror, he never stopped being open to new cultures. He was very open to learn the technologies, practices and even religions of the different territories he conquered. For instance, he learnt new siege techniques from the Chinese and incorporated them into his own military strategies.

Leaders never stop learning. Be humble enough to realize that you can learn from anyone, anywhere. No matter how far you have come as a leader, there's always something you can improve on. This attitude helps you to become better with each day, aiding the growth of your organization.

#### **2. Cultivate discipline in your team**

Khan's success as a military leader shows the importance of discipline. It was the strict training and discipline of his army that almost conquered the entire known world. He put his troops through vigorous and strict military training, teaching his men to shoot deadly accurate arrows while riding on horses. With that discipline, he managed to vanquish most of his opponents.

If you want to excel against your competition today, the same principle applies. Instill a level of discipline within your organization such that you will do much better than your industry peers. No management technique or framework can replace the power of simple discipline.

#### **3. Preparation is key**

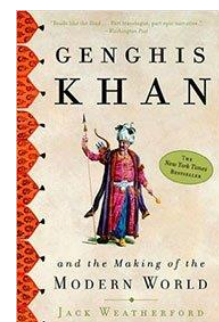
When battling the nomadic tribes of Mongolia, Khan prepared several military tactics and traps before facing off with his enemy. He was meticulous and planned his attacks very carefully. As a result, he managed to defeat several other factions, and eventually even capture the great city of Beijing. Similarly, whatever business or project you enter into, you should always take time to prepare mentally and strategically for success.

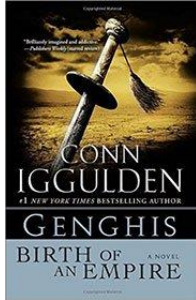
The saying goes: Good luck is when preparation meets opportunity. When you prepare everyone for the task or project ahead, you are positioning your team for victory.

### **BOOKS ABOUT GENGHIS KHAN:**

#### ***Genghis Khan and the Making of the Modern World***

Not only did the Mongols conquer and subjugate an astounding number of lands and people, but they also elevated the trading, and brought a cultural upheaval in each country he reigned over. With Genghis Khan as the one man at the head, his majestic empire soared to greatness.





### ***Genghis: Birth of an Empire: A Novel (The Khan Dynasty)***

He rose from nothingness and despair to face some of the greatest adversaries in the world, and defeat each one with courage, strength and fervour. Genghis Khan was one of the greatest conquerors in history; here is the story behind the name that made nations tremble with fear, awe and respect.



### ***Khan***

A brutal and merciless warlord who slaughtered countless lives and dominated with fear over vast lands; or an inspiring leader who brought modernization, change and progress to numerous nations? There is much to be discovered about the character of Genghis Khan.

### **QUOTES FROM GENGHIS KHAN:**

- *With Heaven's aid I have conquered for you a huge empire. But my life was too short to achieve the conquest of the world. That task is left for you.*
- *A leader can never be happy until his people are happy.*
- *An action committed in anger is an action doomed to failure.*
- *Be of one mind and one faith, that you may conquer your enemies and lead long and happy lives.*
- *The strength of a wall is neither greater nor less than the courage of the men who defend it.*
- *It is not sufficient that I succeed – all others must fail.*
- *Conquering the world on horseback is easy; it is dismounting and governing that is hard.*
- *There is no good in anything until it is finished.*
- *One arrow alone can easily be broken but many arrows are indestructible.*
- *If my body dies, let my body die, but do not let my country die.*

### **GENGHIS KHAN VIDEO**



### **OTHER LINKS:**

Wikipedia: A highly detailed account of the life of Genghis Khan

## A9. Winston Churchill

Sir Winston Churchill was a British political leader known for his leadership of the United Kingdom during World War II. He was the man who gave hope to Britain during the darkest days of World War II, and was instrumental in turning the tide of battle against the Axis Forces in Europe.

Winston Churchill was born on November 30th, 1874 to the family of the Dukes of Marlborough. His father, Lord Randolph Churchill, was the third son of the 7th Duke of Marlborough; he was a politician who married an American heiress. As a child, Churchill hated school and did not do well academically, although he did develop a love for the English language. After graduating from Harrow, he applied to the Royal Military College, Sandhurst. He was finally accepted after three failed applications, and graduated in December of 1894.



Before playing a pivotal role in World War II as Prime Minister, Winston Churchill had a long career in the military, starting with the cavalry in 1895. His time in the military took him to many countries including Cuba, Sudan and South Africa and he experienced both successes and failures. During this period, he also worked as a war correspondent for several newspapers and wrote books about his military campaigns.

Churchill's career as a politician started when he won the seat at Oldham in 1900. He experienced some early success in the political arena. One of his achievements was the passing of the People's Budget which taxed the rich and provided funding for social welfare programs. His political career had its ups and downs, from his post as Chancellor of the Exchequer in 1927 to his exile from the political scene in 1931.

Churchill really began to shine when he returned to politics at the start of World War II. He was appointed First Lord of the Admiralty, and then was made Prime Minister when Neville Chamberlain stepped down. As Prime Minister, he led Britain in fighting back against the advancing Germans, in a time when most of Europe was under Axis control.

He spent 50 years in public service and served two terms as Prime Minister of the United Kingdom. Besides being a politician, Churchill was also an artist, historian and writer. His writing won him the Nobel Prize in Literature in 1953.

### **AWARDS AND HONORS:**

Here are some honors that Churchill was given:

- Honorary Citizen of the United States
- Nobel Prize in Literature
- 100 Greatest Britons in a 2002 Poll
- One of the most influential leaders by Time Magazine



**LEADERSHIP LESSONS FROM WINSTON CHURCHILL:****1. Strengthen your weaknesses**

In his youth, Churchill had a speech impediment which took several years to overcome. Churchill never accepted that he couldn't overcome this obstacle and worked diligently to improve himself. In his later years he became a great public speaker, inspiring hope in millions through his speeches, and rallying many more during his political campaigns.

If you have a weakness in your personality or skillset, remember that it only takes perseverance and effort to overcome it. If you are afraid to speak to large crowds, you can take a training course to improve your public speaking. If you are afraid of conflict, you can learn conflict management techniques so that you are better equipped to deal with such situations. Remember that it took Churchill time and effort to strengthen his weaknesses. Persevere and continue working to improve yourself!

**2. Your words can have a great impact**

During the darkest hours of World War II, Churchill's speech rekindled the belief that Britain could win the war despite most of Europe being under the control of the Axis forces. Remember that Churchill had no hard facts or basis for his statement — it was his simple faith and inspiring words that moved a whole nation to fight back.

As a leader, remember that what you say to your team or organization can have an important impact. It can raise morale. It can inspire and motivate. It can instill courage to fight harder to reach your goals. You too can become a leader who makes an impact — first by having faith in your vision, and then using the right words to instill that same faith in your team.

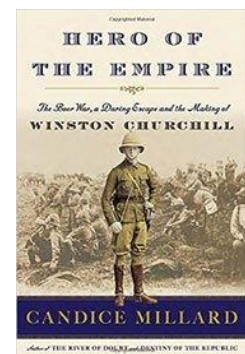
**3. Great leaders never stop learning**

Churchill was always working on some aspect of himself, be it his writing, his oratory skills, or even his painting (he was an amateur painter). Although he was not formally educated beyond high school, Churchill nonetheless saw the importance of constant, self-directed learning. As a result of his self-education, he often looked at problems from a different perspective than his formally-educated colleagues.

In your own leadership journey, don't forget the importance of continuous learning. Whether it's reading the biographies of great leaders, practicing new presentation techniques, or studying new developments in your field, aim to learn something new every day.

**BOOKS ABOUT WINSTON CHURCHILL:*****Hero of the Empire: The Boer War, a Daring Escape, and the Making of Winston Churchill***

Winston Churchill firmly believed in his destiny to become a fearless leader of a nation; it was through epic accomplishments on the battlefield that he sought greatness. After a miraculous escape from imprisonment by the enemy forces, his incredible journey only began to unfold.

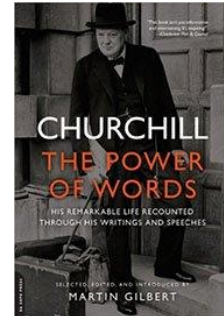


***The Last Lion: Winston Spencer Churchill: Defender of the Realm, 1940-1965***

The man who inspired an entire nation, in fact, the world to “never surrender” and prevail in the face of adversity; Winston Churchill stood his ground when it was needed the most. *The Last Lion: Winston Spencer Churchill: Defender of the Realm, 1940-1965* brilliantly retells the final period of his dramatic career.

***Churchill: The Power of Words***

Rarely do someone’s words resonate so deeply with nations throughout the world, inspiring the generations to come. Winston Churchill knew just how much power a few words hold, and we hear their echo still to this day.

**QUOTES FROM WINSTON CHURCHILL:**

- *All the great things are simple, and many can be expressed in a single word: freedom, justice, honor, duty, mercy, hope.*
- *Never, never, never give up.*
- *Attitude is a little thing that makes a big difference.*
- *Courage is rightly esteemed the first of human qualities... because it is the quality which guarantees all others.*
- *I am easily satisfied with the very best.*
- *I have nothing to offer but blood, toil, tears and sweat.*
- *If you are going through hell, keep going.*
- *It is no use saying, 'We are doing our best.' You have got to succeed in doing what is necessary.*
- *Success is going from failure to failure without a loss of enthusiasm.*
- *Success is not final, failure is not fatal: it is the courage to continue that counts.*
- *The pessimist sees difficulty in every opportunity. The optimist sees the opportunity in every difficulty.*
- *The price of greatness is responsibility.*
- *We are masters of the unsaid words, but slaves of those we let slip out.*
- *We make a living by what we get, but we make a life by what we give.*
- *You have enemies? Good. That means you’ve stood up for something, sometime in your life.*

**WINSTON CHURCHILL LEADERSHIP VIDEO:**

This video is Winston Churchill’s speech lauding the Dunkirk relief, and promising never to surrender.





**OTHER LINKS:**

[Wikipedia](#): A highly detailed account of Churchill's life

[Winston Churchill.org](#): Churchill's official site

**A10. Alexander the Great**

Alexander the Great was one of history's greatest conquerors. Born as heir to the Macedonian King, his great ambition led him to take on the great Persian Empire. At its height, Alexander's empire stretched all the way from modern day Greece to the Himalayas.

Alexander was born in 356 BC in Pella, a city in the Kingdom of Macedonia. He was the son of Philip II, King of Macedon. Alexander was raised as a noble Macedonian youth. He learned to read, play the lyre, ride, fight, and hunt. As he got older, his father had the famous Aristotle tutor his son. Aristotle educated Alexander and his companions in various disciplines such as medicine, philosophy, morality, religion, logic, and art. Many of his study companions would later become generals in his army.



When King Philip was assassinated, Alexander ascended to the throne at the young age of 20. After quelling small uprisings and rebellions after his father's death, Alexander began his campaign against the Persian Empire. Crossing into Asia with over 100,000 men, he began his war against Persia which lasted over 7 years. Alexander displayed tactical brilliance in the fight against the Persian army, remaining undefeated despite having less soldiers. His successes took him to the very edge of India, to the banks of the Ganges River. His armies feared the might of the Indian empires and mutinied, which marked the end of his campaign to the East. He had intended to march further into India, but he was persuaded against it because his soldiers wanted to return to their families.

Alexander died unexpectedly after his return to Babylon. Because his death was sudden and he did not name a successor to his throne, his empire fell into chaos as generals fought to take control.

Today, Alexander the Great is still considered one of the most successful military leaders in history. His conquests shaped not just eastern and western culture but also the history of the world.

**LEADERSHIP LESSONS FROM ALEXANDER THE GREAT:****1. Believe in yourself**

From a very young age, his parents instilled in Alexander a belief that it was his destiny to conquer the Persian Empire. This belief would stay with Alexander until his deathbed. At a few points in his life, Alexander even believed that he was the Son of Zeus and was to be worshiped. This demonstrates the depth of his self-belief.

Although such extreme egoism is harmful, it is important to believe in yourself. To lead successfully, you need to have a considerable amount of self-belief to inspire the same level of faith in your team. Do you truly believe in your own ability to succeed? If you can't give an outright 'yes,' take a closer look at what beliefs are holding you back.

## **2. Leverage your team's strengths**

Alexander was a brilliant and cunning tactician in battle. He knew that the disorganized Persian army would not be able to withstand his phalanxes (a body of troops in formation). So he used them to their best effect each time, breaking through enemy ranks and forcing the Persians to retreat.

A good leader understands the strengths and weaknesses of his team and he puts them in positions where they are more likely to succeed. You might liken it to being a chess player. You have a variety of resources at your disposal: people of differing skills and abilities. The key is to always learn how to position each person in a role that leverages their strengths.

## **3. Make yourself an unnecessary part of the team**

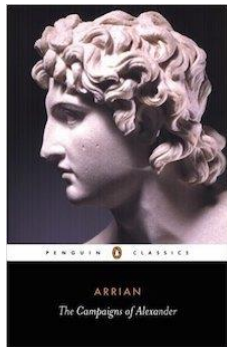
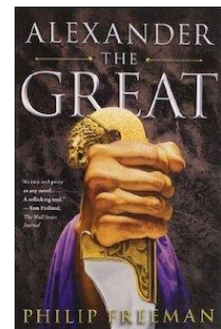
Although Alexander conquered much of the known world during his time, his empire never survived him. His strength when he was alive became a weakness after his death.

After Alexander passed away, no one had the charisma or leadership to rule such a huge empire. Civil war soon broke out, and what Alexander built in one generation was destroyed in the next. A good leader makes himself indispensable to the team, but a great leader makes himself fully dispensable! He is able to step out of the team and still have them perform at full capacity. So find a way to position your team such that you become an unnecessary part of it. When your team is still able to perform at a high level even when you remove yourself from the equation, you have done your part as a leader.

### **BOOKS ABOUT ALEXANDER THE GREAT:**

#### ***Alexander the Great***

For two thousand years, generals, great leaders and strategists have studied the ways of Alexander the Great; a man who left an indelible mark on the world in a short time. Aimed at a general audience, this biography delves into the life of the great conqueror, revealing everything you need to know about Alexander the Great.

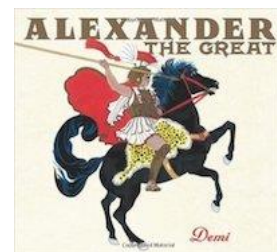


#### ***The Campaigns of Alexander***

The author a military commander himself, *The Campaigns of Alexander* truly digs deep into the unparalleled skills and thirst for conquer of Alexander the Great, exploring in vivid details some of the greatest military campaigns in history.

#### ***Alexander the Great***

The unmatched military strategy and tactics brought him most of the known Ancient Greek world, but it was the insatiable ambition that drove him from within and made him reach for the stars. Read all about Alexander the Great in this beautifully illustrated book.



### **QUOTES FROM ALEXANDER THE GREAT:**

- *A tomb now suffices him for whom the whole world was not sufficient.*
- *I had rather excel others in the knowledge of what is excellent, than in the extent of my power and dominion.*
- *Remember upon the conduct of each depends the fate of all.*
- *I am indebted to my father for living, but to my teacher for living well.*

- *There is nothing impossible to him who will try.*
- *Heaven cannot brook two suns, nor earth two masters.*
- *I am not afraid of an army of lions led by a sheep; I am afraid of an army of sheep led by a lion.*
- *How great are the dangers I face to win a good name in Athens.*
- *I am dying with the help of too many physicians.*

**ALEXANDER THE GREAT LEADERSHIP VIDEO:**

A feature on the true story of  
Alexander the Great:

**OTHER LINKS:**

Wikipedia: A short account of Alexander's life

HistoryofMacdonia.org: Biography of Alexander the Great

**A11. Dwight D. Eisenhower**

Dwight D. Eisenhower was the World War II Allied Forces Supreme Commander in Europe who commanded the Allied Forces in the invasion against the Nazis. It was his superb leadership, planning and commanding ability that contributed to Allied success in World War II. He was also the 34th President of the United States, serving two terms of office from 1953 to 1961.

Dwight D Eisenhower was born in Texas on October 14th, 1890. He was the third of seven sons in the family. At the age of 20, he applied to the Naval Academy but was rejected for being over the acceptable age of entry. Instead, he went to the military academy at West Point, and graduated in 1915. During World War I, he served as the number three leader of the new tank corps. He was promoted to Major after the war and was posted to Maryland where he remained until 1922.



When America started to take action against the Axis Forces during World War II, Eisenhower was assigned to design war plans against Japan and Germany. He was promoted to senior command very quickly because of his outstanding administrative and organizational ability. On December 20th, 1944, Eisenhower was promoted to General of the Army. He exhibited outstanding leadership abilities during this appointment, winning the respect of the men serving under him as well as the admiration of his ally, Winston Churchill.

After the war, he took on the office of President of the United States from 1953 to 1961. During his two terms, his many notable achievements include championing the development of the Interstate Highway System, the Eisenhower Doctrine, and ending the Korean War. In September of 1955, Eisenhower

experienced his first health scare, suffering a heart attack that required several weeks of hospitalization. Eisenhower died of congestive heart failure on March 28th, 1969 in Washington D.C. He is considered by many contemporary Western scholars to be one of the greatest U.S. Presidents.

**AWARDS AND HONORS:**

Here are some of the awards that Eisenhower has won:

- National Defense Service Medal
- Army of Occupation Medal
- World War II Victory Medal
- Argentine Order of the Liberator San Martin, Great Cross
- French Legion of Honor
- Civitan International's World Citizenship Award

And over 50 other awards...

**LEADERSHIP LESSONS FROM DWIGHT EISENHOWER:****1. Planning is part of success**

As a military leader, Eisenhower never underestimated the importance of planning and preparation. His experience taught him that war is chaotic and unpredictable, and that the way to victory was to be prepared for as many eventualities as possible.

If you want to succeed in what you do, planning is crucial. Plan schedules, deadlines and contingencies so that you will always be focused and purposeful in your execution. Your team will be more willing to trust and respect you if you have a well-thought out plan.

**2. Lead by persuasion**

Eisenhower won the respect of his subordinates and allies because of the diplomatic nature of his leadership. He led by persuasion instead of using his position to force people to do things out of fear. Using persuasion can be a very effective style of leadership. People follow and help you because they *want* to, not because they *have* to.

Ask yourself what the other person can get by helping you achieve your goal, and help them realize this conclusion. Your team will achieve common goals thanks to their passion and sense of responsibility, and you will reap far better results.

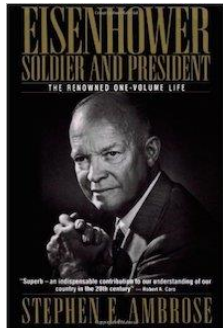
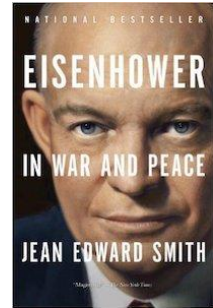
**3. Don't let anger cloud your judgement**

Eisenhower famously said, "Anger cannot win. It cannot even think clearly." It was his mother that changed the way he looked at anger, after an outburst he had as a ten-year old child. His mother told him that hating or being angry at someone only hurt one's self; that often the other person didn't care or even know about the anger. After reflecting on this, Eisenhower resolved to rid himself of this useless vice, and save his energy for thinking clearly.

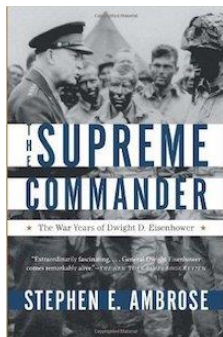
If your decisions are clouded with anger or negative thoughts, it might help to try one of Eisenhower's anger management techniques, such as 'the drawer': "I used to follow a practice—somewhat contrived, I admit—to write the man's name on a piece of paper, drop it into the lowest drawer of my desk, and say to myself: 'That finishes the incident, and so far as I'm concerned, that fellow.'" Books about Dwight Eisenhower

**BOOKS ABOUT DWIGHT EISENHOWER:*****Eisenhower in War and Peace***

Read about the man who forged the path to Allied victory in World War II. This comprehensive biography of Dwight Eisenhower reveals the determination, skillfulness, and dedicated leadership necessary in dire times.

**Eisenhower: Soldier and President (The Renowned One-Volume Life)**

The soldier who became president, Dwight Eisenhower led the nation through one of its greatest struggles and did so with impeccable leadership. Stephen E. Ambrose brings us a detailed, extensive and well-researched account of life of the 34th President of America.

**The Supreme Commander: The War Years of Dwight D. Eisenhower**

It is in the times of utter adversity that true heroes and leaders shine through, and Dwight Eisenhower commanded the Allied troops through one of the greatest hardships the world has ever seen. Witness the drama of World War II as experienced by one of the greatest generals in history.

**QUOTES FROM DWIGHT EISENHOWER:**

- *A people that values its privileges above its principles soon loses both.*
- *An intellectual is a man who takes more words than necessary to tell more than he knows.*
- *Farming looks mighty easy when your plow is a pencil and you're a thousand miles from the corn field.*
- *History does not long entrust the care of freedom to the weak or the timid.*
- *Humility must always be the portion of any man who receives acclaim earned in the blood of his followers and the sacrifices of his friends.*
- *I hate war as only a soldier who has lived it can, only as one who has seen its brutality, its futility, its stupidity.*
- *I have one yardstick by which I test every major problem – and that yardstick is: Is it good for America?*
- *I would rather try to persuade a man to go along, because once I have persuaded him, he will stick. If I scare him, he will stay just as long as he is scared, and then he is gone.*
- *If a problem cannot be solved, enlarge it.*



- *In preparing for battle I have always found that plans are useless, but planning is indispensable.*
- *Leadership is the art of getting someone else to do something you want done because he wants to do it.*
- *Motivation is the art of getting people to do what you want them to do because they want to do it.*
- *Only our individual faith in freedom can keep us free.*
- *Only strength can cooperate. Weakness can only beg.*
- *Our real problem, then, is not our strength today; it is rather the vital necessity of action today to ensure our strength tomorrow.*
- *Peace and justice are two sides of the same coin.*
- *Pessimism never won any battle.*
- *Politics is a profession; a serious, complicated and, in its true sense, a noble one.*
- *The clearest way to show what the rule of law means to us in everyday life is to recall what has happened when there is no rule of law.*
- *The history of free men is never really written by chance but by choice; their choice!*
- *The spirit of man is more important than mere physical strength, and the spiritual fiber of a nation than its wealth.*
- *The supreme quality for leadership is unquestionably integrity. Without it, no real success is possible, no matter whether it is on a section gang, a football field, in an army, or in an office.*
- *There is no victory at bargain basement prices.*
- *We will bankrupt ourselves in the vain search for absolute security.*
- *What counts is not necessarily the size of the dog in the fight – it's the size of the fight in the dog.*
- *Whatever America hopes to bring to pass in the world must first come to pass in the heart of America.*
- *'Worry' is a word that I don't allow myself to use.*
- *You don't lead by hitting people over the head – that's assault, not leadership.*

**DWIGHT EISENHOWER VIDEO:****OTHER LINKS:**

[Wikipedia](#): A highly detailed account of Eisenhower's life

[Eisenhower.Archives.org](#): The Eisenhower Presidential Library

**A12. George S. Patton**

George Smith Patton, Jr. was a United States Army officer best known for his leadership as a general during World War II. He successfully defeated Nazi Germany on many battle fronts through his unique blitzkrieg military strategies.

George S Patton was born in 1885, in San Gabriel, California. He was born into a lineage of military leaders; many of his ancestors have stood in top military leadership positions. Not surprisingly, he had an interest in the military from a very young age. In his early years, he attended Virginia Military Institute for one year. He then left VMI and enrolled in the United States Military Academy.

George S Patton's first military assignment was the Punitive expedition into Mexico in 1916, where he successfully killed two top Mexican leaders in retaliation of an attack. He would be involved in WWI as well as a captain leading a small regiment of tanks. He was injured in World War I and was awarded the Purple Heart. After the World War, he came up with several new strategies and tactics for the use of armored vehicles, but to the rejection by the top commanders in the military. He also prophetically wrote a defense plan anticipating an air raid against Pearl Harbor—10 years before the attack by the Imperial Japanese Navy. It was also during these inter-war years that George S Patton would become acquainted with Dwight D Eisenhower, which would later play a huge part in his life during the Second World War.

George S Patton's military prowess was truly shown during the Second World War. During his African campaign, he greatly impressed the Sultan of Morocco with his military tactics. In his European campaign, he constantly defeated and surprised the Germans with his military prowess, and covered huge expanse of land in just a short period of time. His greatest military achievement came in the Battle of the Bulge, where his logistical genius had helped him turn around his main forces to drive back the German's final counter-offensive.

On December 9, 1945, Patton was severely injured in a road accident. He was rushed to a hospital where quadriplegia was diagnosed. Patton died of a pulmonary embolism on December 21, 1945.

**AWARDS AND HONORS:**

George S Patton received many military and civilian honors for his courageous war efforts, including:

- World War II Victory Medal
- American Campaign Medal
- Czechoslovakian War Cross
- French Croix de Guerre
- The Patton series of tanks is named after him.



**LEADERSHIP LESSONS FROM GEORGE S. PATTON:****1. Courage**

George S Patton exemplifies courage in his military strategies. Fear leads to paralysis in anybody, including leaders. Patton overcame his fear of the German army by making decisive, swift actions that surprised and crushed the enemy.

Decisiveness and action in the face of uncertain and perilous situations will make you an outstanding leader. Where others are paralyzed by fear or uncertainty, making a decision to give your team a direction to focus will provide them much needed leadership in that moment.

**2. Discipline**

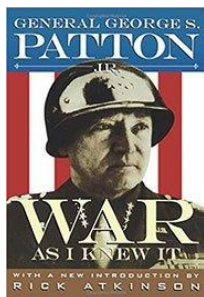
During the Second World War, it was his implementation of discipline through the ranks of the soldiers that turned the morale of the soldiers around. He implemented strict rules like wearing helmets at all times, and making sure every soldier shaved.

Although these things did not gain him popularity, it gained him respect and his men began to trust him. Instilling discipline might mean that your followers might not like you; because it seems you're making life hard for them, but they will begin to respect you if you practice what you preach. In the same way George S Patton's regimental methods of discipline turned the tide of battle for the Allies, having discipline in your organization will ensure that everyone becomes successful and productive as well.

**3. Persistence**

Patton was tenacious in battle. He prepared his units for all eventualities, then was ready to react depending on what the enemy did. He pushed his units to lean forward, be aggressive, push ahead, and drive until they reached victory.

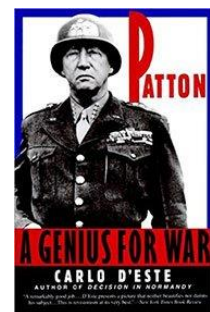
When you have a goal or mission, focus on its accomplishment. Never give up. If you fail, find another way you might be able to accomplish it.

**BOOKS ABOUT GEORGE PATTON:*****War As I Knew It***

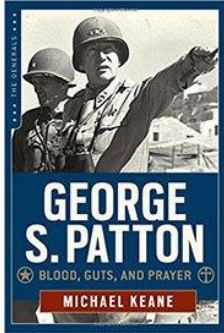
Experience the horrors, triumphs, tragedies, victories and heart-breaking stories from World War II as seen from the perspective of one of the pivotal figures in the conflict: George S. Patton.

***Patton: A Genius for War***

This detailed, yet enthralling biography by Carlo D'Este brings us an extraordinary look into the life of the American general who left his mark on the history of the world.





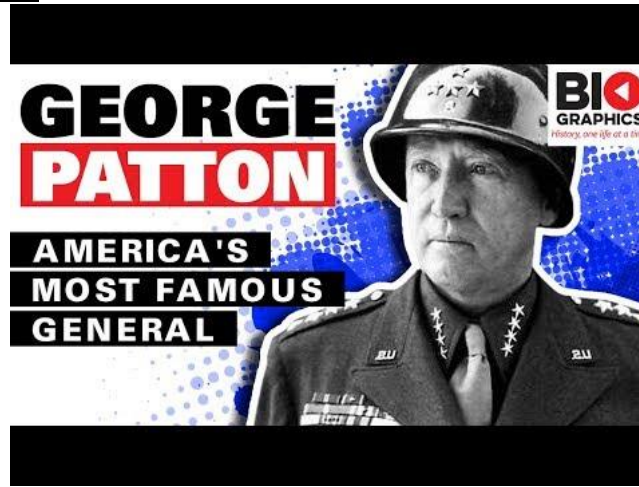


### ***George S. Patton: Blood, Guts, and Prayer (The Generals)***

A true general and a passionate leader until the very end, George S. Patton inspired bravery and virtue in his men. Behind this immense military figure was a man of passion, ambition and faith.

#### **QUOTES FROM GEORGE S. PATTON:**

- *Always do everything you ask of those you command.*
- *If we take the generally accepted definition of bravery as a quality which knows no fear, I have never seen a brave man. All men are frightened. The more intelligent they are, the more they are frightened.*
- *Watch what people are cynical about, and one can often discover what they lack.*
- *You need to overcome the tug of people against you as you reach for high goals.*
- *Battle is the most magnificent competition in which a human being can indulge. It brings out all that is best; it removes all that is base. All men are afraid in battle. The coward is the one who lets his fear overcome his sense of duty. Duty is the essence of manhood.*
- *A good plan violently executed now is better than a perfect plan executed next week.*
- *The test of success is not what you do when you are on top. Success is how high you bounce when you hit bottom.*
- *There is a time to take counsel of your fears, and there is a time to never listen to any fear.*
- *A pint of sweat, saves a gallon of blood.*
- *If a man does his best, what else is there?*
- *If everyone is thinking alike, then somebody isn't thinking.*
- *It is foolish and wrong to mourn the men who died. Rather we should thank God that such men lived.*
- *Accept the challenges so that you can feel the exhilaration of victory.*
- *Nobody ever defended anything successfully, there is only attack and attack and attack some more.*
- *Prepare for the unknown by studying how others in the past have coped with the unforeseeable and the unpredictable.*
- *There is only one sort of discipline, perfect discipline.*
- *Better to fight for something than live for nothing.*
- *Courage is fear holding on a minute longer.*
- *Never tell people how to do things. Tell them what to do and they will surprise you with their ingenuity.*
- *Untutored courage is useless in the face of educated bullets.*
- *Wars may be fought with weapons, but they are won by men. It is the spirit of men who follow and of the man who leads that gains the victory.*
- *Take calculated risks. That is quite different from being rash.*
- *The object of war is not to die for your country but to make the other bastard die for his.*

**GEORGE S. PATTON VIDEO:****QUOTES FROM GEORGE S. PATTON:**

Wikipedia: A short account of George S Patton's life

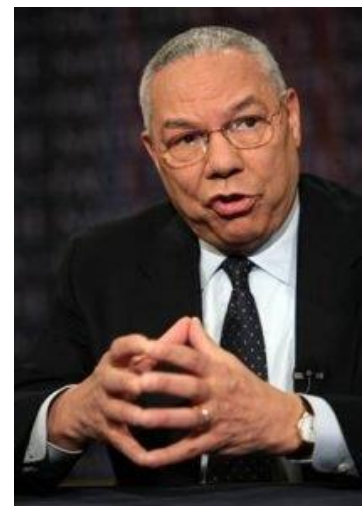
GeneralPatton.com: George S. Patton's official site

**A13. Colin Powell**

Colin Powell is an American statesman and a retired four-star general in the United States Army. He was the 65th United States Secretary of State serving under President George W. Bush. He also served as the Chairman of the Joint Chiefs of Staff during the Gulf War.

Colin Powell was born in 1937 in New York City. He is the son of two Jamaican parents with Scottish descent as well. While he received his degree from the City college of New York for geology, he was never really a good student, obtaining a C-average.

Colin Powell describes his first entrance into the military, the ROTC, to be the happiest experience of his life. He was a professional soldier for 35 years of his life, with his rank rising all the way to general. During his military career, he was involved in the Vietnam war as a military adviser in 1962. Much later, he would be involved in the invasion of Grenada in 1983 and the air strike in Libya in 1986. In April 1989, Powell was promoted to General and briefly served as the Commander in Chief, Forces Command, and later that year, he would be promoted to be the Joint Chief of Staff by George H. W Bush. He served in this position during the First Gulf War in 1990-1991.



In 2000, he would become the 65th Secretary of State for the US as George W Bush won the Presidential Election. As Secretary of State, he would have a huge influence in the Senate with his oratorical skills, notably convincing the invasion of Iraq, which later led to huge controversies and embarrassment. After his retirement in 2005, he went around the world in various speaking engagements, becoming a speaker at motivational events and a spokesperson for National Mentoring Month, a campaign held each January to recruit volunteer mentors for at-risk youth.

**AWARDS AND HONORS:**

Colin Powell has won countless military and civilian awards in his life, and a few of his honors are:

- Defense, Army, Navy, Air Force & Coast Guard Distinguished Service Medals
- Legion of Merit (2 awards)
- Soldier's Medal
- Bronze Star Medal
- Purple Heart
- Air Medal
- Joint Service Commendation Medal
- Army Commendation Medal
- Presidential Medal of Freedom by President George H. W. Bush in 1991
- Liberty Medal was awarded to Colin Powell on July 4 2002.
- Coat of Arms of Colin Powell was granted by the Lord Lyon in Edinburgh on February 4, 2004
- Bishop John T. Walker Distinguished Humanitarian Service Award for his contributions to Africa
- Silver Buffalo Award
- Honorary Knight Commander of the Order of the Bath (KCB)(United Kingdom)
- Legion d'honneur, Grand Cross (France)
- Medals from Canada, Albania, & Bulgaria

**LEADERSHIP LESSONS FROM COLIN POWELL:****1. Leadership by experience**

The people loved Colin Powell as a military leader because they knew of his experiences and honors for bravery in the military. His exploits have earned him the respect of people who would follow him.

The best thing you can do as a leader is to walk the walk; and people trust a man or a woman who has proven and achieved in the arena he/she is leading in.

If you want to become a leader that people follow, you just got to be willing to go the extra mile, fight the battles no one else wants to fight, step out in courage when others are shrinking back. Do that enough and people begin to recognize you as a true leader with experience.

**2. Convey a sense of purpose**

The one thing that binds men together is the sense of purpose. Organizations are formed with a purpose and they must maintain this sense of purpose through continual and repetitive reminders by the leader. If a leader stops communicating purpose, it is often because organization has lost its direction and focus and ultimately this will cause followers to leave the organization. And people are forgetful; a leader has to do this again and again so that people's focus are renewed continually. Call people to a higher purpose and remind them again and again why they're there!

**3. Give your followers resources**

A good leader equips his followers well for the task ahead. He provides the necessary resources like equipment, knowledge, skills and connections so that the followers are able to achieve their goals.

Most people can thrive if a leader creates the environment in work where the gifts and abilities of each individual are maximized, and everyone is equipped for what they have to do. You're not going to know exactly what everyone needs to do his/her job; this is a process that you go through as a leader through practicing active listening and observation skills.

**QUOTES FROM COLIN POWELL:**

- *Don't bother people for help without first trying to solve the problem yourself.*
- *Experts often possess more data than judgment.*
- *If you are going to achieve excellence in big things, you develop the habit in little matters. Excellence is not an exception, it is a prevailing attitude.*
- *Perpetual optimism is a force multiplier.*
- *Success is the result of perfection, hard work, learning from failure, loyalty, and persistence.*
- *Fit no stereotypes. Don't chase the latest management fads. The situation dictates which approach best accomplishes the team's mission.*
- *Get mad, then get over it.*
- *Giving back involves a certain amount of giving up.*
- *90 percent of my time is spent on 10 percent of the world.*
- *A dream doesn't become reality through magic; it takes sweat, determination and hard work.*
- *Avoid having your ego so close to your position that when your position falls, your ego goes with it.*
- *Don't be afraid to challenge the pros, even in their own backyard.*
- *Great leaders are almost always great simplifiers, who can cut through argument, debate and doubt, to offer a solution everybody can understand.*
- *Leadership is solving problems. The day soldiers stop bringing you their problems is the day you have stopped leading them. They have either lost confidence that you can help or concluded you do not care. Either case is a failure of leadership.*
- *Never neglect details. When everyone's mind is dulled or distracted the leader must be doubly vigilant.*
- *Have fun in your command. Don't always run at a breakneck pace. Take leave when you've earned it, spend time with your families.*
- *Surround yourself with people who take their work seriously, but not themselves, those who work hard and play hard.*
- *The chief condition on which, life, health and vigor depend on, is action. It is by action that an organism develops its faculties, increases its energy, and attains the fulfillment of its destiny.*
- *The healthiest competition occurs when average people win by putting above average effort.*

**COLIN POWELL LEADERSHIP VIDEO:**

This is Colin Powell speaking about leadership in Sanford Field House to an audience of about 4,500 people.



**OTHER LINKS:**

Wikipedia: A detailed account of Tony Blair's life

Academy of Achievement: A Biography of Colin Powell

**A14. Sun Tzu**

Sun Tzu's birthplace has been disputed by many scholars, but it is generally agreed that he lived somewhere from 722 – 481 BCE. He served under the King of Wu, King Helu. His victories on the war front have inspired him to write his famous book, the Sun Tzu Art of War. One of his famous victories was against the forces of Chu, in the battle of Boju, where he defeated his enemy through the effective use of deception. One of his more well-known stories from the Shiji was about how he trained 180 concubines of the King to be soldiers. Because the King's two favored concubines refused to obey his orders, he had them executed much to the protest of the king. After the execution, the rest of the company obeyed his commands flawlessly. Such was the temperament of General Sun Tzu. There is great debate of the historical reality of Sun Tzu, when and where he served, as his name doesn't appear in chronicles of the battles he supposedly served in. Even if he didn't exist, the wisdom in The Art of War has been studied for over two thousand years, and is as relevant today as it ever was.

**LEADERSHIP LESSONS FROM SUN TZU:**

Although Sun Tzu's leadership and strategy lessons can be learnt from much of the literature written about him today, here are some of his more famous teachings:

**1. Know thyself**

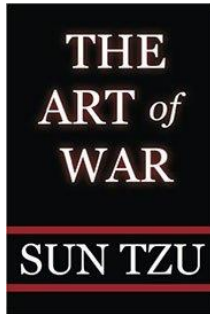
Sun Tzu believed deeply in the importance of knowing oneself and the enemy. He believed that if both could be achieved, one could attain perfect victories.

Good leaders know themselves very well; they understand their own strengths and weaknesses and they build a team around that understanding. Your team should consist of people that are good at what you aren't. And of course, if you can understand your competitor's strengths and weakness and play to them, it will be as Sun Tzu says: you will achieve a hundred victories in a hundred battles.

**2. The use of deception**

In warfare, Sun Tzu believed that the use of deception was essential to throw off the enemy. He knew that if the enemy was given false information, it would give Sun Tzu the element of surprise and first strike.

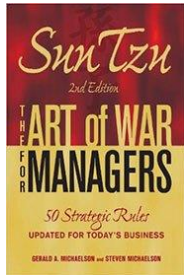
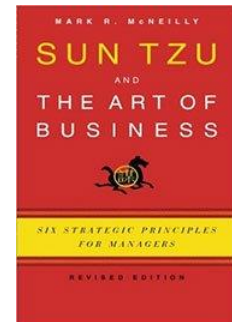
This knowledge will be useful to you if you are a business leader in a competitive industry. There is a lot of literature written about how you can use this principle to outsmart your competitors in the field of business by employing shrewd and cunning using the Art of War.

**BOOKS ABOUT SUN TZU:*****The Art Of War***

This classic piece of Chinese philosophy resonates through time, transcending generations, leaving an echo of relevance no matter what the surroundings. Sun Tzu's Art of War remains one of the most influential texts of all time.

***Sun Tzu and the Art of Business: Six Strategic Principles for Managers***

The 2000-years-old masterpiece by Sun Tzu can be translated into all spheres of life. Mark McNeilly highlights the application of this ancient philosophy to modern day business strategy.

***Sun Tzu – The Art of War for Managers: 50 Strategic Rules Updated for Today's Business***

Getting ahead and succeeding in business can often be compared to the military tactics and war strategies used in great battlefields. Gerald A. Michaelson brings forth the wisdom of Sun Tzu that you can use to achieve success in today's business world.

**QUOTES FROM SUN TZU:**

- All men can see these tactics whereby I conquer, but what none can see is the strategy out of which victory is evolved.
- All war is based on deception.
- Be extremely subtle, even to the point of formlessness. Be extremely mysterious, even to the point of soundlessness. Thereby you can be the director of the opponent's fate.
- Confront them with annihilation, and they will then survive; plunge them into a deadly situation, and they will then live. When people fall into danger, they are then able to strive for victory.
- For them to perceive the advantage of defeating the enemy, they must also have their rewards.
- For to win one hundred victories in one hundred battles is not the acme of skill. To subdue the enemy without fighting is the acme of skill.
- He who is prudent and lies in wait for an enemy who is not, will be victorious.
- Hence that general is skillful in attack whose opponent does not know what to defend; and he is skillful in defense whose opponent does not know what to attack.
- If ignorant both of your enemy and yourself, you are certain to be in peril.
- The general who wins the battle makes many calculations in his temple before the battle is fought. The general who loses makes but few calculations beforehand.
- Pretend inferiority and encourage his arrogance.
- Strategy without tactics is the slowest route to victory. Tactics without strategy is the noise before defeat.
- Supreme excellence consists in breaking the enemy's resistance without fighting.



- The good fighters of old first put themselves beyond the possibility of defeat, and then waited for an opportunity of defeating the enemy.
- The opportunity to secure ourselves against defeat lies in our own hands, but the opportunity of defeating the enemy is provided by the enemy himself.
- If our soldiers are not overburdened with money, it is not because they have a distaste for riches; if their lives are not unduly long, it is not because they are disinclined to longevity.
- If you are far from the enemy, make him believe you are near.
- In the practical art of war, the best thing of all is to take the enemy's country whole and intact; to shatter and destroy it is not so good.
- Prohibit the taking of omens, and do away with superstitious doubts. Then, until death itself comes, no calamity need be feared.
- Regard your soldiers as your children, and they will follow you into the deepest valleys; look on them as your own beloved sons, and they will stand by you even unto death.
- Secret operations are essential in war; upon them the army relies to make its every move.
- Invincibility lies in the defense, the possibility of victory in the attack.
- It is only the enlightened ruler and the wise general who will use the highest intelligence of the army for the purposes of spying, and thereby they achieve great results.
- Know thy self, know thy enemy. A thousand battles, a thousand victories.
- The general who advances without coveting fame and retreats without fearing disgrace, whose only thought is to protect his country and do good service for his sovereign, is the jewel of the kingdom.
- The quality of decision is like the well-timed swoop of a falcon which enables it to strike and destroy its victim.
- The skilful employer of men will employ the wise man, the brave man, the covetous man, and the stupid man.
- Of all those in the army close to the commander none is more intimate than the secret agent; of all rewards none more liberal than those given to secret agents; of all matters none is more confidential than those relating to secret operations.
- Opportunities multiply as they are seized.
- The enlightened ruler is heedful, and the good general full of caution.
- The supreme art of war is to subdue the enemy without fighting.

**SUN TZU LEADERSHIP VIDEO:**

A feature on Sun Tzu and the Art of War:



**OTHER LINKS:**

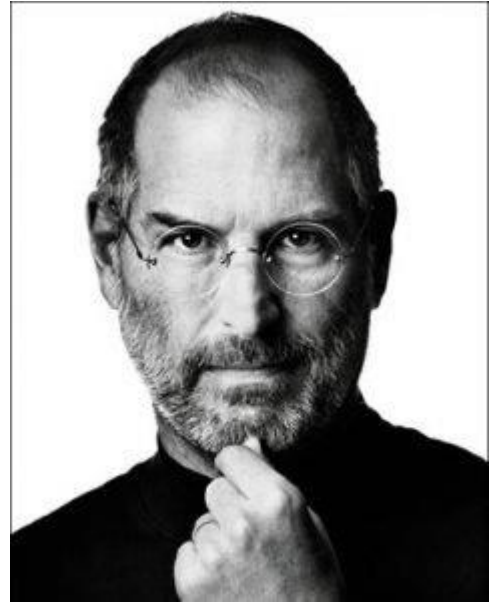
Wikipedia: A short account of Sun Tzu's life

Wikipedia (Art of War): A Description of Sun Tzu's famous work the Art of War

**A15. Steve Jobs**

Steve Jobs left behind an incredible legacy: From computers and technology, to music and movies, his influence and innovations revolutionized industries. They continue to shape how we consume information and entertainment, achieve productivity, and communicate with each other in modern times. With his success in leading Apple, NeXT, and Pixar, there is much we can learn from Steve Jobs as a leader and trailblazer.

Steve Jobs was an incredible individual who revolutionized the digital world. His ideas will continue to influence several generations of innovators across the world. His ideology, charisma, vision, and dynamic nature have managed to revolutionize the way technology has been integrated into our daily life. He was not only a great innovator, but also an exceptional leader. He was the founder of Apple, one of the most successful companies in the world, and was also able to lead Pixar and several other organizations to success. Jobs truly believed that passion is that one thing that has the power to change the world.



More significantly, Jobs recognized the sobering, but all-important truth, of the preciousness of time and the urgency of leaving a positive impact on the world. In a public speech, he once declared, "Everyone here has the sense that right now is one of those moments when we are influencing the future." You may not think of it much, but your actions as a leader now have a ripple effect on the lives of people around you for years to come.

The people who have made the most impact in our world are the ones who were looking beyond what they can see with their own eyes, to a future that was better and greater than what they could have imagined. This is what ignited their passion to invent automobiles, airplanes, electric lighting, telephones, wireless communications, printing presses, industrial equipment, vaccines and computers. Their legacy lives on to this day because what they focused on were ideas that transcended the physical limitations of their time.

Steve Jobs was an inspirational leader who managed to influence everyone around him with his confidence, adaptability, vision, and ability to think outside the box. After reading this article, we hope you find yourself inspired to be a better leader. Follow the lessons in these posts and you'll be one step closer to unlocking your true leadership potential.

Remember: becoming a great leader isn't something that can be done overnight; it takes constant daily practice. As Jobs said, "Stay Hungry. Stay Foolish." – keep challenging yourself, take risks and remember that the only limits that exist are those you place on yourself.

**AWARDS AND HONORS:**

- 1985: National Medal of Technology (with Steve Wozniak), awarded by US President Ronald
- 1987: Jefferson Award for Public Service
- 1989: Entrepreneur of the Decade by Inc. Magazine
- 1991: Howard Vollum Award from Reed College
- 2007: Named the most powerful person in business by Fortune Magazine
- 2007: Inducted into the California Hall of Fame
- 2012: Received the Grammy Trustees Award for influencing the music industry
- 2012: Posthumously honored with an Edison Achievement Award for his commitment to innovation throughout his career
- 2013: Posthumously inducted as a Disney Legend

**LEADERSHIP LESSONS FROM STEVE JOBS:****1. Don't Do it for the Money**

Our materialistic society places a premium on financial success. The bigger your salary, the nicer things you can afford, and the more successful you will be considered in your chosen field. While it is not wrong to aim for material success (Steve Jobs, after all, was himself a very wealthy man), doing everything primarily for monetary gain often creates a lifestyle characterized by greed, loss of ideals, and a lack of real fulfillment.

If there is anyone who knows exactly what material success feels like, it is Jobs. He was already a millionaire at the age of twenty-three. His net worth was about ten million dollars at age twenty-four, and this had grown exponentially to a hundred million dollars by the following year. Jobs was one of the youngest ever to make it to Forbes' list of the richest people. Even more impressive is the fact that he did this without any inherited wealth. By the time he passed away in 2011, his net worth was around \$10.2 billion.

So many people give up their passion or real interests in exchange for a chance to land a more lucrative job or an established career, too often doing work that hardly gives any real fulfillment. The paycheck may be fat, the bank account may be full, but the soul becomes dry, and the spirit soon becomes exhausted from the tedium of it all. On the outside, it may seem like the idealized success story, but a closer look reveals a life that lacks real substance.

Steve Jobs had a passion for the wonders of technology and how it can change the world positively. He found a way to channel this passion into a moneymaking venture. Soon, his ideas became reality. Money was pouring in, but he never lost the passion or excitement he had from the very beginning. In fact, it is reported that even when he was very ill and lying in a hospital bed, he was thinking up devices to hold up an iPad in a hospital bed, and proposing ways the oxygen monitors could be better designed. This leadership trait focuses on the invaluable importance of passion, talent, and creativity over the prospect of a quick buck.

People and relationships are ultimately more important than any other material returns. However, too often we get so enamored by the promise of wealth and social status that we become willing to give up the more important things in life. As a leader, your mindset must be one that places a premium on the person rather than production. Let your passion and natural inclinations lead you to a career path that is truly suited to who you are as a person instead of mapping out a path with only financial rewards as

motivation. In the end, the happiness of seeing your achievements come to life will bring you more satisfaction, beyond anything money can purchase.

### **2. Set Impossibly High Standards**

Whether it is the people he worked with, the products he designed, or his goals for his various ventures, Steve Jobs always raised the bar so high that it often seemed impossible to achieve. While modern culture celebrated mediocrity by accepting the status quo, Jobs strove for something more and the market loved him for it. They knew they were getting more than what the competition could give. The high standards Jobs set for himself became the benchmark for every company he led – Apple, NeXT, Pixar – and the results were obvious.

Instead of just giving directives, exceptional leaders promote a high standard of excellence by ‘walking the talk.’ The reason why Jobs’ insistence on excellence became part of the culture in his companies is because he also endeavored to live up to these ideals. People working with him knew he wasn’t exempt from his own high expectations.

### **3. Hire the Best**

In any field, securing the top talent for your team is a factor that can determine whether or not the venture will succeed. Steve Jobs recognized the necessity of working with staff who are the best at what they do. These are people who can contribute not just skills and experience, but *ideas* that will push the organization forward and keep them ahead of the competition.

Jobs once famously quipped, “It doesn’t make sense to hire smart people and tell them what to do; we hire smart people so they can tell us what to do”. He understood that in order to get the most out of his employees’ potential, he needed them to not just perform a role, but also to actively share their opinions, feedback, and vision for improving the company. “I’ve learned over the years that, when you have really good people, you don’t have to baby them. By expecting them to do great things, you can get them to do great things. The original Mac team taught me that A-plus players like to work together, and they don’t like it if you tolerate B-grade work.”

A great leader recognizes the invaluable contributions the people around him can give towards the success of the company or organization. He will work to select the best person for each job, and won’t surround himself with “yes men” who parrot what they think he wants to hear. Having talented people with diverse opinions makes an organization stronger, and keeps it on the path to success

### **QUOTES FROM STEVE JOBS:**

- The people who are crazy enough to think they can change the world are the ones who do.
- For the past 33 years, I have looked in the mirror every morning and asked myself: ‘If today were the last day of my life, would I want to do what I am about to do today?’ And whenever the answer has been ‘No’ for too many days in a row, I know I need to change something.
- Your work is going to fill a large part of your life, and the only way to be truly satisfied is to do what you believe is great work. And the only way to do great work is to love what you do. If you haven’t found it yet, keep looking. Don’t settle. As with all matters of the heart, you’ll know when you find it.
- Remembering that you are going to die is the best way I know to avoid the trap of thinking you have something to lose. You are already naked. There is no reason not to follow your heart.

- Getting fired from Apple was the best thing that could have ever happened to me. The heaviness of being successful was replaced by the lightness of being a beginner again. It freed me to enter one of the most creative periods of my life.
- I'm convinced that about half of what separates successful entrepreneurs from the non-successful ones is pure perseverance.
- Innovation distinguishes between a leader and a follower.
- My favorite things in life don't cost any money. It's really clear that the most precious resource we all have is time.
- Have the courage to follow your heart and intuition. They somehow know what you truly want to become.
- *We don't get a chance to do that many things, and every one should be really excellent. Because this is our life. Life is brief, and then you die, you know? And we've all chosen to do this with our lives. So, it better be damn good. It better be worth it.*

**VIDEO OF STEVE JOBS LIFE LESSONS:****OTHER LINKS:**

Steve Jobs on what it takes to achieve great success:

<https://www.cnbc.com/2019/10/05/apple-ceo-steve-jobs-technology-is-nothing-heres-what-it-takes-to-achieve-great-success.html>

**A16. Ray Kroc**

Ray Kroc is the man behind the multimillion-dollar fast food empire, MacDonald's. In his life, he has built the fast food chain from a simple hamburger restaurant to a multi-billion-dollar franchise that has reached almost every part of the world today.

Ray Kroc was born in 1902 in the city of Illinois. He had grown up to be a brash, enthusiastic young man who was a visionary and a salesman. During World War I, although he was underage, he still signed up to be trained as an ambulance driver, but he never made to the front lines as the war ended before his training did.

After the war, he worked in many professions as a paper cup salesman, a pianist, a musician as well as at the Chicago Radio Station. His breakthrough came with his fascination with the multi-mixers. He saw the potential in the McDonald's brothers' hamburger restaurant in churning out burgers after burgers like clockwork.

He suggested expansion to the brothers and volunteered to be the person to expand the restaurant chain. He saw great potential in the concept that the brothers did not. Eventually he would buy over the restaurant from the brothers at \$2.7 million. Ray Kroc would revolutionize the dining industry by created an assembly line method of selling his burgers that would be standardized throughout the world.

By 1963, McDonald's would have sold its 1 billionth burger and open its 500th restaurant.

At the end of his life in 1984, Ray Kroc amassed a personal fortune of \$500 million, and in 2007, the McDonald's Corporation that he founded had achieved a revenue of \$22 billion.

**AWARDS AND HONORS:**

These are some awards that Ray Kroc has been noted for:

1. Time 100: The Most Important People of the Century
2. The Ray Kroc Award, an award given to Macdonald's top 1% managers, is named after him.

**LEADERSHIP LESSONS FROM RAY KROC:****1. Having a big vision**

While the McDonald's brothers only saw a small restaurant business, Ray Kroc had much bigger plans in his mind. He had a great vision for what McDonald's could become. With that vision, he spoke to the McDonald's brothers to buy shares of the company.

He first envisioned 8 of these restaurants churning out burgers and making a steady stream of cash immediately. Today, the McDonald's arch is one of the most recognized logos in the world. Through his vision, he became one of the foremost business leaders of the world. While others see limitations, a leader sees opportunity and possibility.

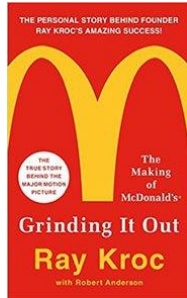
**2. Commitment to Excellence**

Ray Kroc had an obsession for cleanliness in his restaurants and he is known for being extremely particular about every corner of his restaurants. He expected every employee to be as committed to the cleanliness and excellence in his restaurant as he was. This is a great leadership trait: to be committed to every single detail in your plans, your events and so on. Your commitment to these details is your commitment to excellence and it will set you one notch above your competition. What's more, having a



commitment to excellence will also compel your followers to live up to that same standard as you. When you set the standard with your personal example, you can expect to build a great organization.

### **BOOKS ABOUT RAY KROC:**

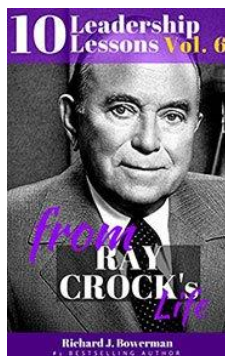
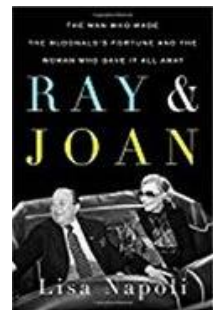


#### **Grinding It Out: The Making of McDonald's**

As the man behind the multi-billion dollar franchise that most of us recognize (and some of us love), Ray Kroc is an outstanding businessman, entrepreneur and a great storyteller as well. Here, we meet the passionate visionary as he retells the story of his stellar success.

#### **Ray & Joan: The Man Who Made the McDonald's Fortune and the Woman Who Gave It All Away**

As they say: *behind every great man, there's a great woman...* But, was that the case of Ray and Joan Kroc? Take a look behind the intriguing, passionate and controversial relationship that went on behind the scenes.



#### **Ray Kroc: 10 Leadership Lessons from Ray Kroc's Life \***

Other than being an immensely successful businessman, inspiring leader and a beloved man, Ray Kroc was a great humanitarian as well. The founder of one of the largest food empires in the world gives us 10 lessons on how to improve your business venture, connect with your employees, reach higher levels and much more.

### **QUOTES FROM RAY KROC:**

- *Luck is a dividend of sweat. The more you sweat, the luckier you get.*
- *The two most important requirements for major success are: first, being in the right place at the right time, and second, doing something about it.*
- *All money means to me is a pride in accomplishment.*
- *We take the hamburger business more seriously than anyone else.*
- *When you're green, you're growing. When you're ripe, you rot.*
- *While formal schooling is an important advantage, it is not a guarantee of success nor is its absence a fatal handicap.*
- *You're only as good as the people you hire.*
- *The quality of a leader is reflected in the standards they set for themselves.*
- *It's easy to have principles when you're rich. The important thing is to have principles when you're poor.*
- *Creativity is a highfalutin word for the work I have to do between now and Tuesday.*
- *If you work just for money, you'll never make it, but if you love what you're doing and you always put the customer first, success will be yours.*

- *If you're not a risk taker, you should get the hell out of business.*
- *None of us is as good as all of us.*

**RAY KROC LEADERSHIP VIDEO:**

This is a video on the history of Macdonald's.

**OTHER LINKS:**

Wikipedia: A highly detailed account of Ray Kroc's life

Time.com: Time's profile of Ray Kroc

**A17. Walt Disney**

Walt Disney was the co-founder of Walt Disney Productions, one of the most influential motion picture production companies in the world. He was also the creator of the world-famous Disneyland, which attracts over 15 million visitors a year.

Born on December 5<sup>th</sup>, 1901, Walt Disney was the fourth son of Elias and Flora Disney. He developed a love for drawing at a very young age when he was paid to draw a neighbor's horse. In high school, he was the cartoonist for the school newspaper. He dropped out of high school at 16 and joined the Army where he was an ambulance driver. At 19, he started his first commercial company called Iwerks-Disney Commercial Artists. He experienced a rough start with this venture, prompting Disney to leave for another ad company.

In 1921, Disney started his first animation business and made his first-ever animated series called "Newman Laugh-O Grams". However, the income from the cartoons was not enough to save his young company from bankruptcy. Unfazed by setbacks, Walt moved to Hollywood to continue pursuing his dream of creating a successful cartoon series. He faced many failures and challenges before he finally created the Mickey Mouse character in the late 1920s. Mickey Mouse was very well received by the public and even overshadowed the then-popular Felix the Cat. Mickey served as a springboard for



Disney's early career, which included successful movies like "Snow White and the Seven Dwarfs" and "The Three Little Pigs".

In the late 1940's, Disney began envisioning a plan for an amusement park. Disneyland opened in 1955 with the goal of becoming a source of joy and inspiration to the world. Today Disneyland directly employs more than 20,000 employees and receives over 15 million visitors per year.

### **AWARDS AND HONORS:**

These are some of the awards and honors that Walt Disney has received:

- Inaugural recipient of a star on the Anaheim walk of stars
- Congressional Gold Medal on May 24, 1968
- Minor planet, 4017 Disney is named after him
- Irving G. Thalberg Memorial Award in 1949
- And many Best Short Subject Awards...

### **LEADERSHIP LESSONS FROM WALT DISNEY:**

#### **1. Never stop dreaming**

Walt Disney was a dreamer. Even after he achieved success, he never stopped pursuing new ideas and creating new cartoons. He didn't become complacent and continued to innovate.

Never stop innovating and dreaming. The possibilities are only limited by your imagination! The desire for innovation translates into the desire to continuously learn and grow in order to be better at what you do.

#### **2. Keep on keepin' on**

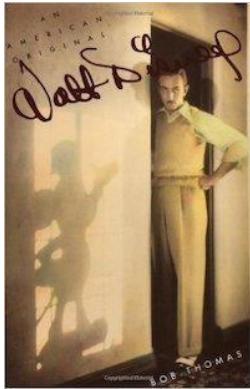
Disney suffered many setbacks throughout his career. Mickey Mouse wasn't created in a day, and Disney certainly wasn't an overnight success! A closer look at Walt Disney's story shows he went through a difficult 10-year period between starting his first business and achieving success with Mickey Mouse.

Tenacity and persistence are key to success in any difficult venture. Everyone goes through tough times, especially while chasing a larger-than-life dream. But it is your commitment and persistence that helps you stand out from the crowd and attracts people to follow your vision.

#### **3. Storytelling is powerful**

Human beings naturally think in stories, not in abstract concepts. To say Walt Disney understood this is an understatement, as he built his Disney empire on storytelling. But what many people don't know is that Disney often used storytelling in his meetings with executives and team members to illustrate his company vision.

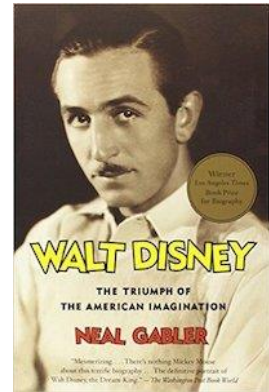
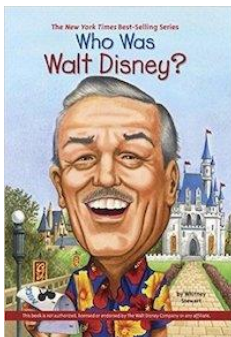
When you need your team to learn a new concept or strategy, don't forget the importance of telling a compelling story. It will help them solidify what they've learned, make better decisions and communicate the vision to their own teams.

**BOOKS ABOUT WALT DISNEY:*****Walt Disney: An American Original (Disney Editions Deluxe)***

Explore the fascinating story behind one of the most recognized symbols of the American culture, the man who created Mickey Mouse and influenced the childhoods of so many generations. *Walt Disney: An American Original* comes with a collection of rare photographs, exclusive research, and fascinating tales from Disney.

***Walt Disney: The Triumph of the American Imagination***

How did an unschooled cartoonist from Kansas City rise to a status of a legend and transcend boundaries of imagination, technology, and creativity to form a worldwide empire? This revelatory portrait shows the hidden life and unwavering passion that led Walt Disney to stardom.

***Who Was Walt Disney?***

The mesmerizing magic of Disney has never been replicated no matter how many times it was attempted. The soul, hard work and care were the key elements behind its immense success. But what kind of life did the creator have? Was it happiness and joy, or hardships and struggle that inspired him to change the American culture forever?

**QUOTES FROM WALT DISNEY:**

- *The more you like yourself, the less you are like anyone else, which makes you unique.*
- *The way to get started is to quit talking and begin doing.*
- *There is more treasure in books than in all the pirate's loot on Treasure Island.*
- *We allow no geniuses around our Studio.*
- *A man should never neglect his family for business.*
- *Of all the things I've done, the most vital is coordinating those who work with me and aiming their efforts at a certain goal.*
- *Our heritage and ideals, our code and standards – the things we live by and teach our children – are preserved or diminished by how freely we exchange ideas and feelings.*
- *We are not trying to entertain the critics. I'll take my chances with the public.*
- *We keep moving forward, opening new doors, and doing new things, because we're curious and curiosity keeps leading us down new paths.*
- *You reach a point where you don't work for money.*
- *Disneyland is a work of love. We didn't go into Disneyland just with the idea of making money.*
- *Disneyland will never be completed. It will continue to grow as long as there is imagination left in the world.*

- *I always like to look on the optimistic side of life, but I am realistic enough to know that life is a complex matter.*
- *I believe in being an innovator.*
- *When you believe in a thing, believe in it all the way, implicitly and unquestionable.*
- *When you're curious, you find lots of interesting things to do.*
- *I do not like to repeat successes, I like to go on to other things.*
- *I have been up against tough competition all my life. I wouldn't know how to get along without it.*
- *I'd say it's been my biggest problem all my life... it's money. It takes a lot of money to make these dreams come true.*
- *If you can dream it, you can do it.*
- *All our dreams can come true, if we have the courage to pursue them.*
- *All the adversity I've had in my life, all my troubles and obstacles, have strengthened me... You may not realize it when it happens, but a kick in the teeth may be the best thing in the world for you.*
- *It's kind of fun to do the impossible.*
- *Of all of our inventions for mass communication, pictures still speak the most universally understood language.*

**WALT DISNEY LEADERSHIP VIDEO:****OTHER LINKS:**

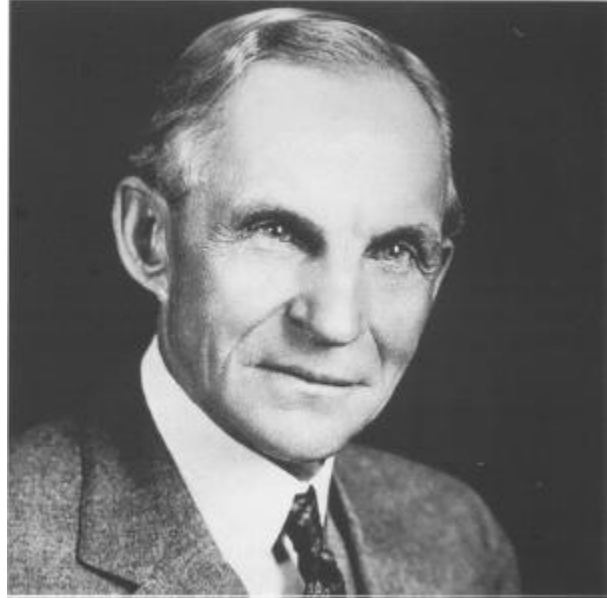
Wikipedia: A highly detailed account of Disney's Life

Justdisney.com: Disney's biography from his site



**A18. Henry Ford**

Henry Ford was the founder of the Ford Motor Company. He revolutionized the modern-day assembly-line method of production for his Model T cars. He was also an inventor credited with over 100 patents. During his time, he was one of the richest people in the world.



Henry Ford was born on July 30th, 1863 into a family of six on a farm in Detroit, Michigan. In his youth, he showed an extraordinary capability to take things apart and put them back together. He learned to repair and dismantle a pocket watch that his father gave to him, which earned him a reputation as a watch repairman. Although he lived on a farm, his passion was always elsewhere. At 16, he moved to Detroit to start work as a machinist.

He started the Detroit Automobile Company in 1899 in a bid to create automobiles for the masses. However, this venture failed, and the company shut down in 1901. In 1903, he started the Ford Motor Company with several other investors. His first model, the '999', was the car that rocketed the Ford brand throughout the United States. His company also paid its workers extraordinarily high wages for its time, drawing much talent and skills to his company's operations. His breakthrough came when he designed the Ford Model T. This model was priced low (around \$21,000 in today's dollars) and attracted millions of buyers who had never driven before. In its first 20 years of production, total output amounted to over 15 million cars.

Ford also founded the Ford Airplane Company, which was set up during World War I to support the United States in their aircraft production. It was eventually shut down during the Great Depression due to poor sales. In September of 1945, with his health declining, Ford handed over the company to his grandson. Henry Ford passed away in 1947, at age 83. Today Ford Motor Company is one of the largest car manufacturers in the world with over 11,000 dealerships worldwide.

**LEADERSHIP LESSONS FROM HENRY FORD:****1. Value your workers**

Henry Ford valued his workers highly and exemplified that by paying them handsomely. He raised the wages of his employees so that they could afford the cars they were building. As a result, he drew talent from all over the region to work in his company and lowered the turnover rate.

Providing your staff with remuneration that is commensurate to their skills and experience is the first step to showing that you value them. However, don't forget that people want to work for more than just a salary. They want to work in an environment where they feel appreciated and like an essential part of the organization. If you can show that you value each person on your team, you will attract talent. Strive to give your team members the feeling they are valued, whether by means of salary or by recognition and in the long run, you'll attract strong people to your organization.



## **2. Self-Belief is essential**

Ford believed in himself. He knew that he needed to surround himself with like-minded people, so he hired workers who were willing to push the limits of their imagination.

Your belief in yourself as a leader is infectious as well. What do you believe about yourself? What do you believe about your ability? What is possible and what is impossible? Your willingness to try the 'impossible' will inspire your team to push their limits as well.

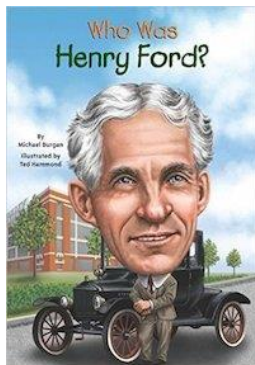
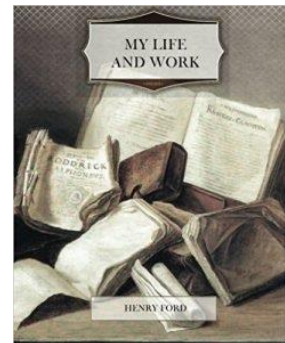
## **3. Be a service leader**

A service leader focuses on solving the needs of his/her customers, employees, and community. Ford was an adamant believer in the service leadership philosophy and famously proclaimed, "A business absolutely devoted to service will have only one worry about profits. They will be embarrassingly large." Indeed, Ford was paid handsomely for his service, and sold upwards of 20 million cars in his lifetime. Instead of focusing on what you can *get* as a leader, focus instead on what value and service you can *give* to your team. Help your team members grow, and they will help you achieve your vision. This is also called *Servant Leadership*.

## **BOOKS ABOUT HENRY FORD:**

### ***My Life and Work***

Many books written about Henry Ford blatantly attack the man, while others praise his lifework and accomplishments. *My Life and Work* is written by Henry Ford and offers his own perspective, going into great detail about the most important decisions made by this greatly influential man.

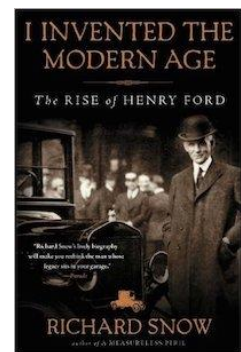


### ***Who Was Henry Ford?***

Follow the path of one of the greatest industrialists and see how he went from a small farm as merely a mechanically inclined youth, all the way to becoming an iconic car designer and manufacturer who shaped American industry. This is the story of the genius behind the assembly line.

### ***I Invented the Modern Age: The Rise of Henry Ford***

A social visionary, industrial innovator, and a figure of controversial character, Henry Ford invented the machine that would irrevocably define twentieth-century America. *I Invented the Modern Age: The Rise of Henry Ford* is a thorough and entertaining overview of his indelible success.



## **QUOTES FROM HENRY FORD:**

- *A business that makes nothing but money is a poor business.*
- *If there is any one secret of success, it lies in the ability to get the other person's point of view and see things from that person's angle as well as from your own.*
- *If you think you can do a thing or think you can't do a thing, you're right.*
- *Life is a series of experiences, each one of which makes us bigger, even though sometimes it is hard to realize this. For the world was built to develop character, and we must learn that the setbacks and grieves which we endure help us in our marching onward.*

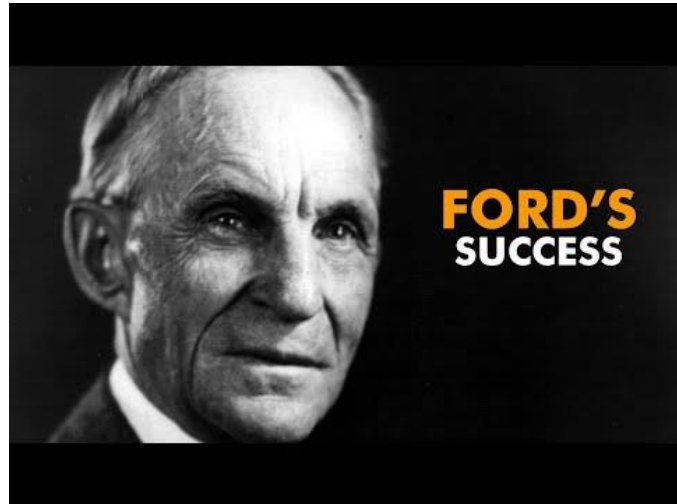
- *A market is never saturated with a good product, but it is very quickly saturated with a bad one.*
- *There is joy in work. There is no happiness except in the realization that we have accomplished something.*
- *You will find men who want to be carried on the shoulders of others, who think that the world owes them a living. They don't seem to see that we must all lift together and pull together.*
- *An idealist is a person who helps other people to be prosperous.*
- *Anyone who stops learning is old, whether at twenty or eighty. Anyone who keeps learning stays young. The greatest thing in life is to keep your mind young.*
- *There is no man living that cannot do more than he thinks he can.*
- *There is one rule for the industrialist and that is: Make the best quality of goods possible at the lowest cost possible, paying the highest wages possible.*
- *I cannot discover that anyone knows enough to say definitely what is and what is not possible.*
- *I do not believe a man can ever leave his business. He ought to think of it by day and dream of it by night.*
- *Money is like an arm or leg – use it or lose it.*
- *The man who will use his skill and constructive imagination to see how much he can give for a dollar, instead of how little he can give for a dollar, is bound to succeed.*
- *There are no big problems, there are just a lot of little problems.*
- *Thinking is the hardest work there is, which is probably the reason why so few engage in it.*
- *Wealth, like happiness, is never attained when sought after directly. It comes as a by-product of providing a useful service.*
- *When everything seems to be going against you, remember that the airplane takes off against the wind, not with it.*
- *Whether you believe you can do a thing or not, you are right.*
- *It has been my observation that most people get ahead during the time that others waste.*
- *It is not the employer who pays the wages. Employers only handle the money. It is the customer who pays the wages.*
- *Before everything else, getting ready is the secret of success.*
- *Coming together is a beginning; keeping together is progress; working together is success.*
- *Competition is the keen cutting edge of business, always shaving away at costs.*
- *Don't find fault, find a remedy.*
- *Failure is simply the opportunity to begin again, this time more intelligently.*
- *I am looking for a lot of men who have an infinite capacity to not know what can't be done.*

**HENRY FORD LEADERSHIP VIDEO**

Watch a short documentary on Henry Ford:

**OTHER LINKS:**

Wikipedia: A highly detailed account of Henry Ford's life

**A19. James Doolittle**

James Doolittle was best known as an innovative leader within the Army Air Corps leader during and after World War II. He conceived and led a surprise raid over Tokyo in April 1942, right at the beginning of the war in the Pacific – showing the Japanese that America hadn't been vanquished by the raid on Pearl Harbor, and that we were able to strike into the very heart of the Japanese Empire.

Jimmy Doolittle was born in Alameda, California in 1896, and grew up in Nome, Alaska. He graduated high school in Los Angeles, and attended both LA City College and UC Berkeley. He became an Army aviator and lieutenant in 1918. He served as a flight instructor during World War I. He stayed in the Army after the war, and was an aviation pioneer, involved in many aviation 'firsts,' including involvement in instrument flight and the study of the physiological effects of flying on the human body. In 1930, he resigned his regular Army commission and became a Major in the Air Reserve Corps. He continued to fly and work on aviation related projects.



In 1940, Major Doolittle rejoined the Army Air Corps in 1940 as the US worked to improve its air power capabilities; the war in Europe was intense, and US military leaders knew they needed to improve the Army Air Corps. After Pearl Harbor, Doolittle, then a Lieutenant Colonel, proposed the attack on Tokyo. He led a group of 16 B-25 bombers off an aircraft carrier in the Pacific, bombed Tokyo, and flew on to China. Doolittle and many of the crewmembers made it out of China with assistance from Chinese guerrillas, and he returned to the US a hero. Doolittle received the Medal of Honor from President Franklin Roosevelt for his actions, and was promoted to Brigadier General.

Doolittle went on to command the 12<sup>th</sup> Air Force in North Africa, the 15<sup>th</sup> and 8<sup>th</sup> Air Forces in Europe, commanding 42,000 combat aircraft in the fight against Nazi Germany. (History.com Editors, 2020) Doolittle ended the war as a Lieutenant General, and retired from the Army in 1946. He continued to work for Shell Oil Company, and also worked special projects for the US Government. In 1985, he was appointed to 4-star general on the US Air Force retired list. He died in California in 1993.

**HONORS AND AWARDS:**

- Congressional Medal of Honor for the Tokyo Raid
- Presidential Medal of Freedom
- Two Distinguished Service Medals
- Silver Star
- Three Distinguished Flying Crosses
- Bronze Star Medal
- Four Air Medals
- Decorations from Belgium, China, Ecuador, France, Great Britain, Poland, Bolivia, and Morocco
- Honorary Knight Commander of the Bath (Great Britain)
- Tony Jannus Award for distinguished contributions to commercial aviation
- Public Welfare Medal from the National Academy of Sciences
- US Military Academy's Sylvanus Thayer Award
- Motor Sports Hall of Fame of America (air racing)
- Aerospace Walk of Honor
- Numerous buildings named after him
- A town in Missouri named after him
- Horatio Alger Award
- Honorary Naval Aviator Wings

**LEADERSHIP LESSONS FROM GENERAL DOOLITTLE:****1. Be an innovator**

Jimmy Doolittle helped develop instrument flying, showing that instrument flying let you fly in all weather more efficiently. He was an innovator in aviation physiology. His plan to conduct a raid on Tokyo when America was still reeling from the attack on Pearl Harbor showed Americans and the world that America could and would strike back at the Japanese Empire. As commander of the Eighth Air Force in Europe, he embraced new bombing escort tactics that freed fighters to go after attacking German planes. (Strube, Accessed 2020).

**2. Courage and determination.**

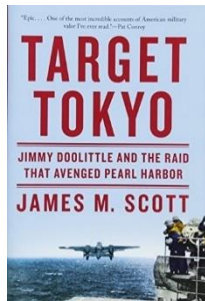
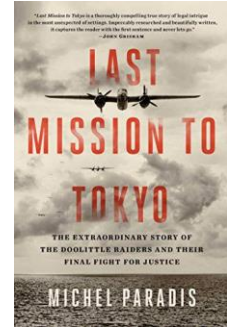
In both the Tokyo Raid and in his bombing tactics over Europe, Doolittle exhibited personal bravery and the determination to continue the fight with the enemy no matter what it took. He wasn't put off by the difficulties these missions presented, and persevered through every obstacle to get the mission accomplished.

**3. Lead by example.**

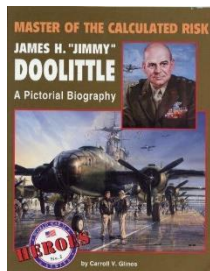
Doolittle was a role model. He didn't sit in an office and issue edicts – he planned, prepared, and flew alongside his men, risking his life to accomplish the mission, even when the likelihood of success was low. (Henman, 2019)

**BOOKS ABOUT JAMES DOOLITTLE:*****Last Mission to Tokyo: The Extraordinary Story of the Doolittle Raiders and their Final Flight for Justice***

A thrilling narrative that recounts the dramatic aftermath of the Doolittle Raid, which involved two lost crews captured, tried, and tortured at the hands of the Japanese; the dramatic rescue of the survivors in the last weeks of the war, the international manhunt that followed, and the war crimes trial in which two dynamic young lawyers faced off over what constitutes a fair trial, when we should show mercy to our enemies, and right and wrong in the fog of war.

***Target Tokyo***

In December 1941, as American forces tallied the dead at Pearl Harbor, President Franklin Roosevelt gathered with his senior military counselors to plan an ambitious counterstrike against the heart of the Japanese Empire: Tokyo. Four months later, on April 18, 1942, sixteen U.S. Army bombers under the command of daredevil pilot Jimmy Doolittle lifted off from the deck of the USS Hornet on a one-way mission to pummel the enemy's factories, refineries, and dockyards and then escape to Free China.

***Master of the the Calculated Risk: James H. "Jimmy" Doolittle, A Pictorial Biography*****QUOTES FROM JAMES DOOLITTLE:** (AZ Quotes, Accessed in 2020)

- *Nothing is as strong as the heart of a volunteer*
- *The first lesson is that you can't lose a war if you have command of the air, and you can't win a war if you haven't*
- *If we should have to fight, we should be prepared to do so from the neck up instead of from the neck down.*
- *I am not a very timid type. It's very important to some people, but not to me. I have a simple philosophy: worry about those things you can fix. If you can't fix it, don't worry about it; accept it and do the best you can.*
- *Just try to make the world a better place for your having been here.*
- *Hitherto acceptable norms of human conduct do not apply. If the United States is to survive, long-standing American concepts of 'fair play' must be reconsidered. We must develop effective espionage and counterespionage services and must learn to subvert, sabotage and destroy our enemies by more clever, more sophisticated, and more effective methods than those used against us. It may become necessary that the American people be made acquainted with, understand and support this fundamentally repugnant philosophy.*



- *To become an ace a fighter must have extraordinary eyesight, strength, and agility, a huntsman's eye, coolness in a pinch, calculated recklessness, a full measure of courage and occasional luck!*
- *I have been luckier than the law of averages should allow. I could never be so lucky again.*
- *Adolf Galland said that the day we took our fighters off the bombers and put them against the German fighters, that is, went from defensive to offensive, Germany lost the air war. I made that decision and it was my most important decision during World War II. As you can imagine, the bomber crews were upset. The fighter pilots were ecstatic.*

**JIMMY DOOLITTLE VIDEO:****OTHER LINKS:****Wikipedia:**

[https://en.wikipedia.org/wiki/Jimmy\\_Doolittle](https://en.wikipedia.org/wiki/Jimmy_Doolittle)

**Congressional Medal of Honor Society:**

<https://www.cmohs.org/recipients/james-h-doolittle>

**A20. Chester Nimitz**

Chester Nimitz was born in Texas in 1885. He graduated from the Naval Academy in 1905, and entered what was to be a successful career on naval ships as a mariner and engineer. He became an expert on submarines, underway replenishment and refueling. When the United States entered World War II, Nimitz was selected by President Roosevelt to be the Commander-in-Chief of the US Pacific Fleet, and later the CinC, Pacific Ocean Areas – a portion of the Pacific encompassing the Pacific north of New Guinea to the Aleutian Islands.

Nimitz embraced the island-hopping tactic that would allow allied forces to bypass Japanese strong points and gain the ability to strike the Japanese home islands. He led US forces through all the major battles in the Pacific area of operations. In 1944, Congress established the rank of Fleet Admiral – the highest rank in the Navy (5-stars), and President Roosevelt promoted Nimitz to that rank. He accepted the surrender of the Japanese military on board the USS Missouri in Tokyo Bay on Sep 2, 1945. Nimitz was presented a second Gold Star for his third award of the Navy Distinguished Service Medal by President Harry Truman “for exceptionally meritorious service as Commander in Chief, US Pacific Fleet and Pacific Ocean Areas, from June 1944 to August 1945.”



Nimitz served as Chief of Naval Operations from 1945 until 1947, overseeing the huge reduction in size and power of the postwar Navy. During his reign as CNO, he approved the proposed construction of a nuclear powered submarine, which led eventually to conversion of the US submarine fleet to nuclear power. He was the United States' last surviving officer who served in the rank of fleet admiral. He retired as the CNO in 1947, but continued to serve as a Goodwill



Ambassador to the United Nations in improving relations with the Japanese and with Pakistan and India. He served as a regent of the University of California from 1948 to 1956. He died in 1966 and is buried at the Golden Gate National Cemetery in San Bruno, CA.

**HONORS AND AWARDS:**

- Navy Distinguished Service Medal (4 awards)
- Army Distinguished Service Medal
- Knight Grand Cross of the Order of the Bath (United Kingdom)
- Legion of Honor (France)
- Philippine Medal of Valor

**LEADERSHIP LESSONS FROM ADMIRAL NIMITZ:****1. Select able subordinates and allow them to do their jobs without interference**

At strategic levels, leadership is not about micromanagement. A strategic leader needs to be able to assess the abilities of subordinates, put the right people in the right jobs, and leave them to it. The strategic leader doesn't ignore his subordinates, but he trusts them. Nimitz did this. Appointed as Commander in Chief of the Pacific Fleet after Pearl Harbor, he rebuilt the confidence of the staff without laying blame for what they had missed. He rightly realized that what happened could have happened to anyone – even himself. (PBS, Accessed 2020)

**2. Lead by example.**

Nimitz was a servant leader. Even in extreme situations, he kept a cool head and reacted with calm, confident leadership. His reaction to the aftermath of Pearl Harbor ensured that the staff of the Pacific Fleet was able to regain its confidence and get to the matter at hand – recovering from the disaster and bringing the war back to the Japanese. Nimitz set the example and often let his actions compel others to aspire to his level of excellence. (The Road of Trials, 2019)

**3. Find the positive.**

Nimitz emphasized optimism, which his subordinates desperately needed at a time when all seemed lost. With his positive attitude, he rebuilt the Pacific Fleet and slowly but surely proceeded to turn the tide of the war. He showed this trait after the war as well, when he was Chief of Naval Operations tasked with drastically reducing the size of the Navy to pre-war levels. Instead of just gutting the naval power, he emphasized new technologies like nuclear power, and set the stage for the modernization of the Navy for decades to come.

**QUOTES FROM ADMIRAL NIMITZ:**

- God grant me the courage not to give up what I think is right even though I think it is hopeless.
- They fought together as brothers in arms; they died together and now they sleep side by side. To them we have a solemn obligation.
- Leadership consists of picking good men and helping them do their best.
- When you're in command, command.
- If you're not making waves, you're not underway.
- Luck can be attributed to a well-conceived plan carried out by a well-trained and indoctrinated task group.
- Some of the best advice I've had comes from junior officers and enlisted men.
- The US's major strength factor and weapon is economy. If you cripple it, you cripple the military.

- The best that science can devise, and that naval organization can provide must be regarded only as an aid, and never as a substitute for good seamanship.
- Hindsight is notably cleverer than foresight.
- Among the men who fought on Iwo Jima, uncommon valor was a common virtue.
- I felt that it was an unnecessary loss of civilian life... We had them beaten. They hadn't enough food, they couldn't do anything. (regarding dropping atomic bombs on Japan)
- We shall never forget that it was our submarines that held the lines against the enemy while our fleets replaced losses and repaired wounds.
- Our present control of the sea is so absolute that it is sometimes taken for granted.
- The enemy of our games was always Japan, and the courses so thorough that after the start of World War II, nothing that happened in the Pacific was strange or unexpected.
- We must not again underestimate the Japanese.

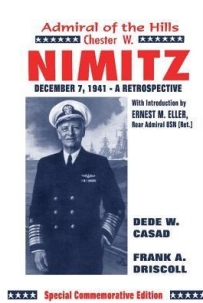
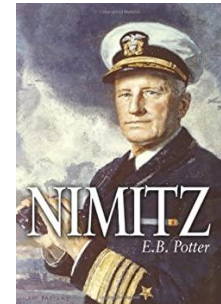
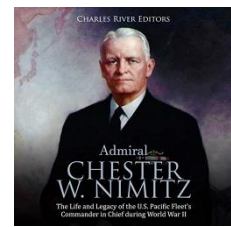
### **BOOKS ABOUT ADMIRAL NIMITZ:**

#### ***Admiral Chester W. Nimitz: The Life and Legacy of the US Pacific Fleet's Commander in Chief During World War II***

A chronicle of Nimitz' life and examination of the decisions he made during history's deadliest war.

#### **Nimitz**

A great book worthy of a great man, this definitive biography of the commander in chief of the Pacific Fleet in World War II, first published in 1976, continues to be considered the best book ever written about Adm Chester W. Nimitz. Potter's lively and authoritative style fleshes out Adm Nimitz' personality to help readers appreciate the contributions he made as the principal architect of Japan's defeat.



#### **Chester W. Nimitz: Admiral of the Hills**

From his boyhood days in the Hill Country of Central Texas to the apogee of his career as Commander-in-Chief of the Pacific, Chester W. Nimitz reflected the best qualities of his German-European heritage and the frontier society of his native land. These two Texas authors bring out the influences that profoundly shaped the man Nimitz from his boyhood days, through his years as a cadet and finally to the development of the officer that subordinates would come to love and respect.

### **ADMIRAL NIMITZ VIDEO:**



**OTHER LINKS:**

Wikipedia: [https://en.wikipedia.org/wiki/Chester\\_W.\\_Nimitz](https://en.wikipedia.org/wiki/Chester_W._Nimitz)

The Strategic Leadership of Admiral Chester W. Nimitz:

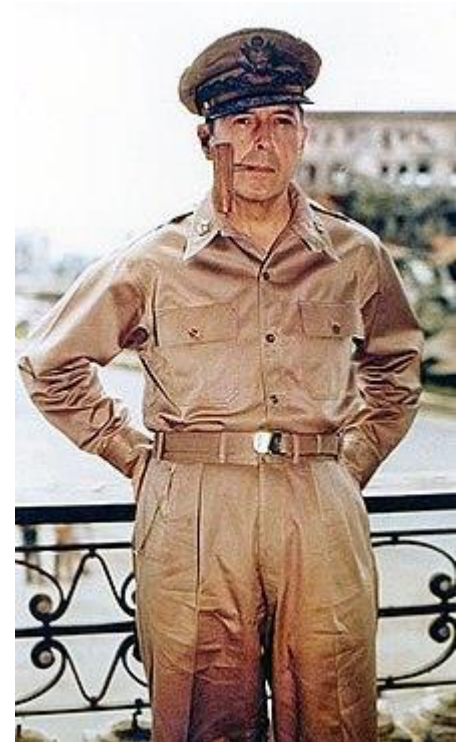
<https://apps.dtic.mil/dtic/tr/fulltext/u2/a561569.pdf>

**A21. Douglas MacArthur**

Douglas MacArthur was born in Arkansas in 1880, and died in Washington DC in 1964. The son of Lieutenant General Arthur MacArthur, he was raised in Texas, and graduated from West Point at the top of his class in 1903.

MacArthur's military career was marked by success, promotions, and assignments around the world. In World War I, he was promoted from Major to Colonel, then Brigadier General. He was awarded several times for bravery during the war, and served for a brief 12 days as Commander of the 42<sup>nd</sup> "Rainbow Division".

In 1919, MacArthur became the Superintendent of the US Military Academy at West Point, where he started making reforms. He returned the school to a four-year course of study (during WWI it had reduced to two years), and modernized the system, expanding the concept of military character to include bearing, leadership, efficiency and athletic performance. He formalized the Cadet Honor Code and attempted to end hazing. His many reforms took a while to be accepted, but many eventually were.



In the 1920's, MacArthur was stationed in the Philippines, where he was instrumental in quelling a mutiny of the Philippine Scouts.

In 1930, MacArthur was named Chief of Staff of the US Army, and promoted to General. After this assignment, he was tasked with creating an armed force for the Philippines, then a commonwealth of the United States. He embraced that role, and retired from the Army in 1937, remaining in the Philippines, where he served as a civilian advisor to the president. He was appointed as a Field Marshal of the Philippines. (History.com, 2019)

In 1941, with the threat of war with the Japanese looming, MacArthur was recalled to active duty as the commander of US Army forces in the Far East. In December, Japanese forces attacked Pearl Harbor and the Philippines. Forces in the Philippines withdrew to the Bataan Peninsula and Corregidor Island, where they fought hard and held out until overwhelmed by Japanese forces in April. MacArthur, his family, and some of his staff escaped from Corregidor by PT boat at the order of President Roosevelt in March 1942. It was when he reached Australia that he made his famous quote: "I came through and I shall return." MacArthur was awarded the Medal of Honor for his leadership throughout the Philippines campaign. This was extraordinary, as the medal is supposed to be awarded for gallantry, and there was no specific act of bravery attached to it (MacArthur had been nominated to receive the Medal of Honor twice before, in the occupation of Veracruz in 1914 and during World War I). MacArthur accepted the award

“not so much for me personally as it is a recognition of the indomitable courage of the gallant army which it was my honor to command.” (James, *The Years of MacArthur*, Volume 1, 1880-1941, 1970). This became the first time a father and son had both been awarded the Medal of Honor; Arthur MacArthur had received the medal during the Civil War.

MacArthur commanded allied forces in the Southwest Pacific Theater for the remainder of the war, leading campaigns in Papua New Guinea, the Solomon Islands, and the Philippines, which MacArthur returned to in October 1944.

MacArthur was promoted to General of the Army in December 1944, and was appointed commander of all US Army forces in the Pacific four months later. He was in charge of the surrender ceremony in Tokyo Bay on September 2, 1945. (James, *Douglas MacArthur*, 2020)

MacArthur was the Allied commander of the occupation of Japan from 1945 to 1951, and had significant impact on the course of the occupation and conversion of Japan into the modern democracy that it became after the war. He worked with and protected Emperor Hirohito from accountability and responsibility for the country's actions, which were blamed on the military. As Supreme Commander for the Allied Powers (SCAP) in Japan, MacArthur and his staff helped Japan rebuild itself, eradicate militarism and ultra-nationalism, promote political civil liberties, institute democratic government, and chart a new course that ultimately made Japan one of the world's leading industrial powers. The U.S. was firmly in control of Japan to oversee its reconstruction, and MacArthur was effectively the interim leader of Japan from 1945 until 1948. (James, *The Years of MacArthur*, Volume 3, *Triumph and Disaster*, 1945-1964 pp 39-139, 1985)

In June 1950, North Korea invaded South Korea, and MacArthur was named the Commander in Chief of the United Nations Command for the defense of South Korea. After initial setbacks – neither South Korean nor American forces in Korea were prepared for war – MacArthur led the brilliant landings at Inchon in September 1950, which turned the tide of the war. Fighting continued, with allied forces pushing up into North Korea. MacArthur fell out of favor with President Harry Truman over the actions that might pull the Chinese into the war, and Truman relieved MacArthur of his command in April 1951.

MacArthur made a significant farewell address to Congress, and remained popular in the public eye. He made a small attempt to get the Republican nomination for the presidency in 1952, but refused to campaign. He spent the last 12 years of his life in New York, and was elected chairman of the board of the Remington Rand Corporation. In 1962, West Point honored him with the Sylvanus Thayer Award for outstanding service to the nation. MacArthur's speech to the cadets in accepting the award had as its theme “Duty, Honor, Country:”

*The shadows are lengthening for me. The twilight is here. My days of old have vanished, tone and tint. They have gone glimmering through the dreams of things that were. Their memory is one of wondrous beauty, watered by tears, and coaxed and caressed by the smiles of yesterday. I listen vainly, but with thirsty ears, for the witching melody of faint bugles blowing reveille, of far drums beating the long roll. In my dreams I hear again the crash of guns, the rattle of musketry, the strange, mournful mutter of the battlefield. But in the evening of my memory, always I come back to West Point. Always there echoes and re-echoes: Duty, Honor, Country. Today marks my final roll call with you, but I want you to know that when I cross the river my last conscious thoughts will be of The Corps, and The Corps, and The Corps. I bid you farewell.* (MacArthur, Retrieved August 2020)

Douglas MacArthur died at Walter Reed Army Medical Center on 5 April 1964 of biliary cirrhosis. He lay in state in New York City and at the US Capitol rotunda, and received a state funeral “with all the honor a grateful nation can bestow on a departed hero.” (Mossman & Stark, 1991)

In personality MacArthur was enigmatic and contradictory. To many he seemed imperious, aloof, egotistical, and pretentious. To others, especially his headquarters staff, he appeared warm, courageous, unostentatious, and even humble. Most authorities agree that he possessed superior intelligence, rare command ability, and zealous dedication to duty, honour, and country. (James, Douglas MacArthur, 2020)

#### **HONORS AND AWARDS:**

- Medal of Honor
- Distinguished Service Cross (3 awards)
- Distinguished Service Medal (5 awards)
- Distinguished Service Medal (Navy)
- Silver Star (7 awards)
- Distinguished Flying Cross
- Bronze Star Medal with “V” Device
- Air Medal
- Purple Heart (2 awards)
- Awards from Philippines, Belgium, China, Czechoslovakia, Ecuador, Guatemala, Republic of Korea, Italy, Netherlands, Australia, Poland, Romania, Greece, France, and Japan
- Streets, buildings, tunnels, bridges, etc. named after him
- General Douglas MacArthur Leadership Awards and MacArthur Cadet Awards programs
- United Kingdom Order of the Bath

#### **LEADERSHIP LESSONS FROM DOUGLAS MACARTHUR:** (Moore, 2019)

##### **1. Learn from History and look to the future.**

It would have been easy for MacArthur, when chosen to lead the American occupation of Japan at the close of World War 2, to enact punitive measures on the Japanese populace. The Japanese had committed serious atrocities against American soldiers, prisoners of war, and non-combatant civilians of nations they attacked. Understandably, there was a desire for revenge on the part of the victims and their countrymen. And make no mistake: nobody was more disgusted by the Japanese actions in World War 2 than MacArthur himself.

But MacArthur knew better. To this day, his prudence shines like a beacon of light. Instead of revenge, MacArthur’s goal was to transform the fascistic, imperial nation into a democratic powerhouse that respects the rights of individuals and freedom. Instead of harsh war reparations and other humiliating measures, MacArthur created liberalized institutions of education, a constitution that stressed the rights of individuals as paramount, and drastically enhanced the rights of Japanese women.

“MacArthur was determined not to repeat the mistakes that had been made in Germany after World War One; his goal was not just occupation of a defeated nation, but the transformation of its entire culture and society,” Herman writes.

MacArthur himself once remarked “all occupations are failures.” In that sense, he was entirely wrong, because his was a total success. Today, Japan is the world’s third largest economy and a responsible actor on the world stage. Thanks to MacArthur’s vision, Japan became, and remains, The USA’s biggest ally in the Pacific.

### **2. Be Optimistic.**

Even in his darkest hours, and there were many, MacArthur always maintained a sense of optimism. It’s easy to be negative. Optimism, however, requires vision, courage, and no small amount of hard work. Forced to flee the Philippines in 1942 after heroically battling the Japanese, MacArthur made the statement for which is, perhaps, best known, stating “I shall return”. At that time, with the Japanese at the apex of their military might and looking indestructible, it seemed like a foolhardy statement. Yet MacArthur knew that focusing on the possible was an essential element of success.

“MacArthur’s confidence was like a boost of Vitamin D, making ordinary people believe they could do extraordinary things, even the impossible...” Herman writes.

“No one else in the army had the kind of personality that would allow him to take a job that any other officer would say was impossible and then say not only that it could be done, but that it *will* be done—and then devote every atom of energy and determination toward completing the task.”

### **3. Break Rules.**

Like most extremely talented individuals, MacArthur, despite his long, decorated career in the Military, was surprisingly not a fan of following rigid rules. Throughout Herman’s biography, the reader gets a sense that MacArthur was more interested in achievement and solving problems than adhering to the letter of, often useless, rules.

“Rules are mostly made for the lazy to hide behind..Some little thing goes wrong. Instead of mending the situation on the spot, we make a rule,” MacArthur said while serving as Superintendent of West Point immediately after returning from World War 1.

### **4. Lead by Example.**

There’s no better way to improve morale and instill a sense of teamwork in one’s subordinates than to lead by example. MacArthur understood, and was a big proponent of this truth. During World War 1, despite his position as Division Commander, he would often accompany the soldiers at the front of the line. It would expose himself to great harm, but placing himself in solidarity with his men gained him tremendous respect and he emerged as one of America’s most decorated World War 1 heroes.

In the Philippines, he was criticized by President Manuel Quezon, for remaining out in the open during a Japanese air raid. “Of course, I understand what you mean, and I have no right to gamble with my life,” MacArthur said. But he pointed out that when soldiers “see men at the top risking his life, the man at the bottom says, ‘I guess if that old man can take it, I can too’.”

### **5. Listen to Subordinates.**

MacArthur was no stranger to controversy throughout his life. But the most controversial moment of his career came at its end, when he was leading the war effort to liberate Korea from communism. After overcoming criticism from others in the Military, the UN forces, led by the USA and MacArthur landed in Inchon, Korea, and wiped out the Communist forces and drew them back towards the border with China. Then Chinese then acted, sending hundreds of thousands of men into Korea to fight against



the US and its allies. Faced with overwhelming numbers of opposing troops, MacArthur beckoned President Harry Truman to allow him to escalate the conflict. The goal, was total victory and liberation of Korea. Truman refused. MacArthur criticized him, and was relieved of command (fired).

The stalemate that ensued in Korea has led to a series of despotic North Korean dictators who constantly threaten the lives of their peace-loving neighbors (like Japan) and even the US itself. Furthermore, China was buoyed by their tactical victory in the conflict and remains a human rights violator and largely a menace on the world stage.

"History teaches with unmistakable emphasis that appeasement begets new and bloodier wars...like blackmail, (appeasement) lays the basis for new and successive greater demands, until, as in blackmail, violence becomes the only alternative," MacArthur stated during his farewell address to Congress in 1951.

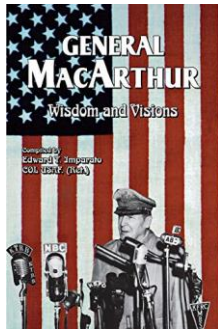
Had Truman listened to his MacArthur, and allowed him to rectify the situation by allotting him the means to achieve victory, the USA would be a safer nation than it is today. (Moore, 2019)

#### **QUOTES FROM DOUGLAS MACARTHUR:**

- A true leader has the confidence to stand alone, the courage to make tough decisions, and the compassion to listen to the needs of others. He does not set out to be a leader, but becomes one by the equality of his actions and the integrity of his intent.
- The soldier, above all other people, prays for peace, for he must suffer and bear the deepest wounds and scars of war.
- I am concerned for the security of our great Nation; not so much because of any threat from without, but because of the insidious forces working from within.
- Nobody grows old by merely living a number of years. People grow old only by deserting their ideals. Years may wrinkle the skin, but to give up interest wrinkles the soul. Worry, doubt, self-distrust, fear and despair; these are the long, long years that bow the head and turn the growing spirit back to dust. Whatever your years, there is in every being's heart the love of wonder, the undaunted challenge of events, the unfailing childlike appetite for what next, and the joy and the game of life.
- History fails to record a single precedent in which nations subject to moral decay have not passed into political and economic decline. There has been either a spiritual awakening to overcome the moral lapse or a progressive deterioration leading to ultimate national disaster.
- Whoever said the pen is mightier than the sword obviously never encountered automatic weapons.
- Even when opportunity knocks, a man still has to get up off his seat and open the door.
- "Duty, Honor, Country" - those three hallowed words reverently dictate what you ought to be, what you can be, what you will be. They are your rallying point to build courage when courage seems to fail, to regain faith when there seems to be little cause for faith, to create hope when hope becomes forlorn.
- Have a good plan, execute it violently, and do it today.
- For those to whom much is given, much is required. It is not whether you get knocked down, it's whether you get up. There is no substitute for victory.
- No man is entitled to the blessings of freedom unless he be vigilant in its preservation.
- Give me ten thousand Filipino soldiers and I will conquer the world.
- Preparedness is the key to success and victory.

- The enemy is in front of us, the enemy is behind us, the enemy is to the right and to the left of us. They can't get away this time!
- Rules are mostly made to be broken and are too often for the lazy to hide behind.
- We are not retreating - we are advancing in another direction.
- There is no security on this earth; there is only opportunity.

### **BOOKS ABOUT GENERAL DOUGLAS MACARTHUR:**

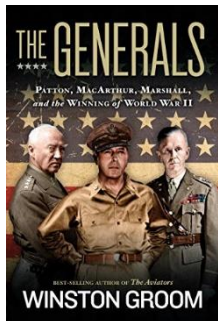
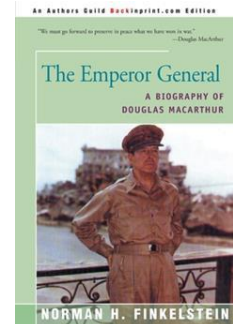


#### ***General MacArthur Wisdom and Visions***

This work on the wisdom and sayings of MacArthur is presented as a new-classicist document in that almost every item listed came from the mouth of General MacArthur and from his writings. He wrote almost all of his own speeches with eloquence in all of them. These speeches stand out as note-worthy because they were made immediately after periods of great historical significance. In these speeches he seemed to be speaking strictly from his heart. Regardless of the individual's attitude toward politics, religion, military or civilian service, his words sound spiritual and practical.

#### ***The Emperor General: A Biography of Douglas MacArthur***

Covers the life and career of the US Army five-star general from his early life in various military outposts to a career in two World Wars.



#### ***The Generals: Patton, MacArthur, Marshall, and the Winning of World War II***

Celebrated historian Winston Groom tells the uniquely American tales of George Patton, Douglas MacArthur, and George Marshall, from World War I to World War II. These three remarkable men-of-arms who rose from the gruesome hell of the First World War to become the finest generals of their generation during World War II redefined America's ideas of military leadership and brought forth a new generation of American soldier. Their efforts revealed to the world the grit and determination that would become synonymous with America in the post-war years.

### **VIDEO OF GENERAL DOUGLAS MACARTHUR:**

#### **OTHER LINKS:**

Wikipedia:

[https://en.wikipedia.org/wiki/Douglas\\_MacArthur](https://en.wikipedia.org/wiki/Douglas_MacArthur)



**A22. Chesty Puller**

Lieutenant General Lewis B. "Chesty" Puller was a colorful veteran of the Korean War, four World War II campaigns, and expeditionary service in China, Nicaragua, and Haiti. He was the only Marine to win the Navy Cross five times for heroism and gallantry in combat. A Marine officer and enlisted man for 37 years, General Puller served at sea or overseas for all but ten of those years. Excluding medals from foreign governments, he won a total of 14 personal decorations in combat, plus a long list of campaign medals, unit citation ribbons and other awards. In addition to the Navy Crosses, the highest honor the Navy can bestow, he holds its Army equivalent, the Distinguished Service Cross.



Born 26 June 1898, at West Point, Virginia, Puller attended Virginia Military Institute until enlisting in the Marine Corps in August 1918. He was appointed a Marine Reserve second lieutenant 16 June 1919, but due to force reductions after World War I, was placed on inactive duty ten days later. He rejoined the Marines as an enlisted man to serve with the Gendarmerie d'Haiti, a military force in that country under a treaty with the United States. Most of its officers were U. S. Marines, while its enlisted personnel were Haitians. After almost five years in Haiti, Puller returned in March 1924 to the United States. He was commissioned a Marine second lieutenant, and during the next two years, served at the Marine Barracks, Norfolk, Virginia, completed the Basic School and served with the 10th Marine Regiment at Quantico, Virginia.

In July of 1926, Puller embarked for a two-year tour at Pearl Harbor, then in San Diego in 1928. He was assigned to the Nicaraguan National Guard Detachment in December 1928, and was awarded his first Navy Cross in 1930. He returned to the U.S. in July 1931 to enter the Company Officer's Course, then returned to Nicaragua to begin the tour of duty that brought him a second Navy Cross.

Between 1933 and 1940, Puller commanded a detachment of Marines in Beijing, China, served on the USS Augusta for a couple tours, was an instructor at the Marines Basic School in Philadelphia, and commanded 2<sup>nd</sup> Battalion, 4<sup>th</sup> Marines in Shanghai.

Just before World War II broke out, he took command of the 1st Bn, 7th Marines, 1st Marine Division, at Camp Lejeune. That Regiment was detached from the 1st Division in March 1942 and the following month, as part of the 3rd Marine Brigade, sailed for the Pacific theater. The 7th Regiment rejoined the 1st Marine Division in September 1942, and Puller, still commanding its 1st Battalion, went on to earn his third Navy Cross at Guadalcanal. The action that brought him that medal occurred on the night of October 24-25 1942: For a desperate three hours his battalion and an Army battalion, stretched over a mile-long front, were the only defense between vital Henderson Airfield and a regiment of seasoned Japanese troops. In pouring jungle rain, the Japanese smashed repeatedly at the thin US line, as Puller moved up and down its length to encourage his men and direct the defense. After reinforcements arrived, he commanded the augmented force until late the next afternoon. The defending Marines and Soldiers suffered less than 70 casualties in the engagement while 1400 of the enemy were killed and 17 truckloads of Japanese equipment were recovered by the Americans.

After Guadalcanal, Puller became XO of the 7th Marines. He was fighting in that capacity when he won his fourth Navy Cross at Cape Gloucester in January 1944. There, when the commanders of the two battalions were wounded, he took over their units and moved through heavy machine-gun and mortar

fire to reorganize them for attack, then led them in taking a strongly fortified enemy position. In February 1944, Puller took command of the 1st Marines at Cape Gloucester and sailed with them for the Russell Islands in April 1944. He went on to command them at Peleliu in September and October 1944. Puller returned to the US in November 1944, was named XO and later CO of the Infantry Training Regiment at Camp Lejeune.

Puller landed with the 1st Marines at Inchon, Korea, in September 1950, and continued to head that regiment until January 1951, when he was promoted to brigadier general and named Assistant Commander of the 1st Marine Division. He was promoted to major general in September 1953, and in July 1954, assumed command of the 2nd Marine Division at Camp Lejeune. Despite a serious illness, he retained that command until February 1955, when he was appointed Deputy Camp Commander. He served in that capacity until August, when he entered the U. S. Naval Hospital at Camp Lejeune prior to retirement. He was promoted to Lieutenant General upon his retirement in 1955.

In 1966, General Puller requested to return to active duty to serve in Vietnam, but was turned down because of his age. He died 11 October 1971 in Hampton, Virginia, after a long illness. He was 73.

#### **AWARDS AND HONORS:**

- Navy Cross (5 awards)
- Distinguished Service Cross
- Silver Star
- Legion of Merit with Comat "V" device
- Bronze Star with Combat "V" device
- Air Medal with two stars
- Purple Heart
- Campaign and service medals for World War I (West Indies clasp), Haiti, Nicaragua, China, World War II, Korean, and UN Service (MilitaryMedals.com, Accessed in AUG 2020)

#### **LEADERSHIP LESSONS FROM CHESTY PULLER:**

##### **1. Find a way to win.** (The Road of Trials, 2019)

Time and time again, Chesty Puller found himself and his unit in an impossible situation. He never gave up, but pushed forward, and encouraged his unit to persevere. Whether in Nicaragua, Guadalcanal, or Korea, his spirit was indomitable, and he never gave up.

##### **2. Make your team's welfare a priority** (King, 2010)

Throughout his career, Puller was known for looking after his Marines. They loved and respected him for it – for having been an enlisted Marine and working his way up the ladder, for leading by example and putting them first, and for refusing luxury if his Marines couldn't benefit from it too.

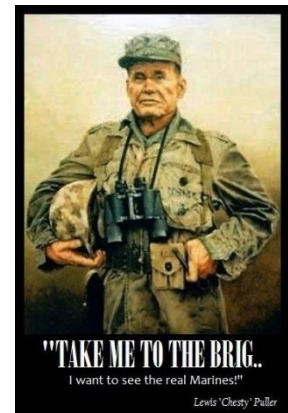
##### **3. Share the tough times** (King, 2010)

Chesty Puller was a Marine's Marine. He was known for 'getting down into the foxholes' and embracing the discomfort a combat Marine gets used to. He would not ask his subordinates to do something he wouldn't do himself. He led from the front, and inspired his men to follow.

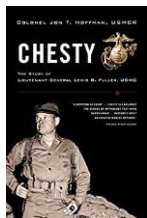
#### **QUOTES FROM CHESTY PULLER**

- Old breed? New breed? There's not a damn bit of difference so long as it's the Marine breed.

- Don't forget that you're First Marines! Not all the Communists in hell can overrun you!
- You don't hurt 'em if you don't hit 'em.
- The mail service has been excellent out here, and in my opinion, this is all that the Air Force has accomplished during the war.
- Hit hard, hit fast, hit often.
- Where the Hell do you put the bayonet? (Said at a flamethrower demonstration)
- All right. They're on our left, they're on our right, they're in front of us, they're behind us . . they can't get away this time.
- Great. Now we can shoot at those bastards from every direction.
- Alright you bastards. Try and shoot me!
- They are a damn site better than the US Army, at least we know that they will be there in the morning.
- We make generals today on the basis of their ability to writ a damned letter. Those kinds of men can't get us ready for war.
- Son, when the Marine Corps wants you to have a wife, you will be issued one.
- If you want to get the most out of your men, give them a break! Don't make them work completely in the dark. If you do, they won't do a bit more than they have to. But if they comprehend, they'll work like mad.
- My definition, the definition that I've always believed in, is that esprit de corps means love for one's own military legion - in my case, the United States Marine Corps. It means more than self-preservation, religion, or patriotism. I've also learned that this loyalty to one's corps travels both ways: up and down.
- I've always believed that no officer's life, regardless of rank, is of such great value to his country that he should seek safety in the rear... Officers should be forward with their men at the point of impact.
- In the Marine Corps, your buddy is not only your classmate or fellow officer, but he is also the Marine under your command. If you don't prepare yourself to properly train him, lead him, and support him on the battlefield, then you're going to let him down. That is unforgivable in the Marine Corps.



### **BOOKS ABOUT CHESTY PULLER:**

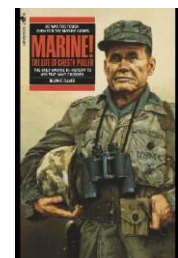


#### ***Chesty: The Story of Lieutenant General Lewis B. Puller, USMC***

Featured on the Commandant of the Marine Corps' Reading List and the Chief of Naval Operation's "Naval Power" Reading List. The Marine Corps is known for its heroes, and Lieutenant General Lewis B. Puller has long been considered the greatest of them all. His assignments and activities covered an extraordinary spectrum of warfare. Jon Hoffman has been given special access to Puller's personal papers as well as his personnel record. The result will unquestionably stand as the last word about Chesty Puller.

#### ***Marine! The Life of Chesty Puller***

Davis offers a no-holds-barred biography of the only Marine in history ever to win five Navy Crosses.

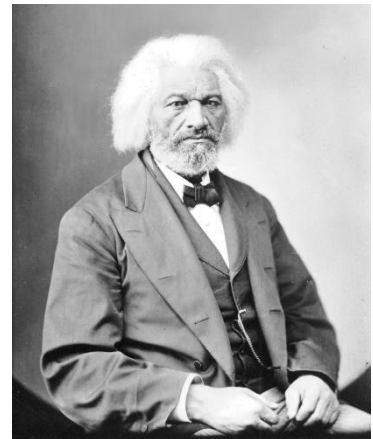


**VIDEO OF CHESTY PULLER:****OTHER LINKS:**

Wikipedia: [https://en.wikipedia.org/wiki/Chesty\\_Puller](https://en.wikipedia.org/wiki/Chesty_Puller)

**A23. Frederick Douglass**

Frederick Douglass, original name Frederick Augustus Washington Bailey, was born in 1818. He was an African American man who was one of the most eminent human rights leaders of the 19th century. His oratorical and literary brilliance thrust him into the forefront of the U.S. abolition movement, and he became the first Black citizen to hold high rank in the U.S. government. Douglass was born a slave in 1818 in Maryland. Separated from his mother as an infant, he was raised by his grandparents, seeing his mother (who had been moved to another part of the plantation) only infrequently. He was separated from his grandparents at the age of eight, and sent to Baltimore as a servant. Douglass escaped from enslavement in 1838, fleeing to New York City, then New Bedford, Massachusetts.



At a Nantucket, Massachusetts, antislavery convention in 1841, Douglass was invited to describe his feelings and experiences under slavery. These extemporaneous remarks were so poignant and eloquent that he was unexpectedly catapulted into a new career as agent for the Massachusetts Anti-Slavery Society. From then on, despite heckling and mockery, insult, and violent personal attack, Douglass never flagged in his devotion to the abolitionist cause.

To counter skeptics who doubted that such an articulate spokesman could ever have been a slave, Douglass felt impelled to write his autobiography in 1845, revised and completed in 1882 as *Life and Times of Frederick Douglass*. Douglass's account became a classic in American literature as well as a primary source about slavery from the bondman's viewpoint. To avoid recapture by his former owner, whose name and location he had given in the narrative, Douglass left on a two-year speaking tour of Great Britain and Ireland. Abroad, Douglass helped to win many new friends for the abolition movement and to cement the bonds of humanitarian reform between the continents. Douglass



returned with funds to purchase his freedom and also to start his own antislavery newspaper, the *North Star* (later *Frederick Douglass's Paper*), which he published from 1847 to 1860 in Rochester, New York. (Encyclopaedia Britannica Editors, 2020). Douglass directed the local underground railroad in Rochester, which smuggled escaped slaves into Canada.

During the Civil War (1861–65) Douglass became a consultant to Pres. Abraham Lincoln, advocating that former slaves be armed for the North and that the war be made a direct confrontation against slavery. Throughout Reconstruction (1865–77), he fought for full civil rights for freedmen and vigorously supported the women's rights movement. After Reconstruction, Douglass served as assistant secretary of the Santo Domingo Commission (1871), and in the District of Columbia he was marshal (1877–81) and recorder of deeds (1881–86). Finally, he was appointed U.S. minister and consul general to Haiti (1889–91). His books, *Narrative of the Life of Frederick Douglass*, (1845) and *My Bondage and My Freedom* (1855), were bestsellers, and he also wrote *Life and Times of Frederick Douglass* (1881). (Derven, 2017) Douglass died in 1895 in Washington, D.C.

**AWARDS AND HONORS:** (Weebly.com editors, Accessed AUG 2020)

- Honorary member of the Alpha Phi Alpha fraternity (first African American fraternity)
- Frederick Douglass Circle in Central Park, New York City
- Frederick Douglass Memorial Bridge, south of the US Capitol, Washington DC
- Frederick Douglass National Historic Site (his former home), Washington DC
- US Postal Service, 25 cent stamp in 1965
- Frederick Douglass Book Prize at Yale University
- Named to list of 100 Greatest African Americans by Professor Molefi Kete Asante
- Frederick Douglass-Susan B. Anthony Memorial Bridge over the Genesee River
- Rochester Airport named after him
- Numerous statues, schools, buildings, streets named after him

**LEADERSHIP LESSONS FROM FREDERICK DOUGLASS** (Derven, 2017):

**1. Demonstrate Moral Courage.**

At great personal risk, Douglass persisted in the fight against slavery. A dramatic example of his courage was his July 4 speech in 1852, a time when 4 million people were being held as slaves. Leading Rochester citizens had invited Douglass to give a speech as part of their fourth of July festivities. Douglass used the occasion as a platform to deliver a fiery rebuke against slavery. His speech said in part: "Your high independence only reveals the immeasurable distance between us. The blessings in which you this day rejoice are not enjoyed in common. The rich inheritance of justice, liberty, prosperity, and independence bequeathed by your fathers is shared by you, not by me. The sunlight that brought life and healing to you has brought stripes and death to me. This fourth of July is yours, not mine. You may rejoice, I must mourn."

**2. Lead Others with Vision.**

With his great communication gifts, Douglass inspired others to see the necessity of ending slavery and was a widely admired leader for his ability to define the need for change, as he said here: "The feeling of the nation must be quickened; the conscience of the nation must be roused; the propriety of the nation must be startled; the hypocrisy of the nation must be exposed; and its crimes against God and man must be denounced."

**3. Value Learning.**

Despite grave risk, Douglass displayed a desire for learning at an early age. He was taught the alphabet by Sophia Auld, the wife of one of his slave owners, and continued his education by asking poor white children in the area to teach him in exchange for bread. He carried the *Webster's* spelling book everywhere and practiced writing on fences, brick walls, and other surfaces available to him, lacking access to paper.

His mother, Harriet Bailey, was likely an early influence to him in his quest for knowledge; she was the only African American woman in the area who could read. Douglass only saw her four or five times in his life—she had to travel 12 miles on foot at night to see him. When he was about 12 years old, Douglass bought the *Columbian Orator* with money he earned polishing boots; this publication inspired him to fight for freedom for himself and others.

He was an education advocate for the advancement of African Americans and mobilized for the end of racial segregation in Rochester's public schools after the Civil War.

**4. Recognize Others**

Douglass was humble, and despite his prominence and tremendous achievements, he celebrated the efforts of others to make change happen, as illustrated in this quote: "It must in truth be said though it may not accord well with self-conscious individuality and self-conceit, that no possible native force of character, and no depth or wealth of originality, can lift a man into absolute independence of his fellow-men, and no generation of men can be independent of the preceding generation."

To paraphrase James Baldwin in the powerful recently released documentary, *I Am Not Your Negro*, African American history is American history, and American history is African American history. Frederick Douglass is one of our greatest American heroes and leaders, helping this nation progress toward our principles of liberty and justice for all.

**QUOTES FROM FREDERICK DOUGLASS:**

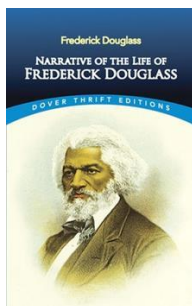
- I prefer to be true to myself, even at the hazard of incurring the ridicule of others, rather than to be false, and to incur my own abhorrence.
- It is easier to build strong children than to repair broken men.
- If there is no struggle, there is no progress. Those who profess to favor freedom, and yet depreciate agitation, are men who want crops without plowing up the ground. They want rain without thunder and lightning. They want the ocean without the awful roar of its many waters. This struggle may be a moral one; or it may be a physical one; or it may be both moral and physical; but it must be a struggle.
- Liberty is meaningless where the right to utter one's thoughts and opinions has ceased to exist. That, of all rights, is the dread of tyrants. It is the right which they first of all strike down. They know its power. Thrones, dominions, principalities, and powers, founded in injustice and wrong, are sure to tremble, if men are allowed to reason... Equally clear is the right to hear. To suppress free speech is a double wrong. It violates the rights of the hearer as well as those of the speaker.
- You are not judged by the height you have risen, but from the depth you have climbed.
- Where justice is denied, where poverty is enforced, where ignorance prevails, and where any one class is made to feel that society is an organized conspiracy to oppress, rob and degrade them, neither persons nor property will be safe.

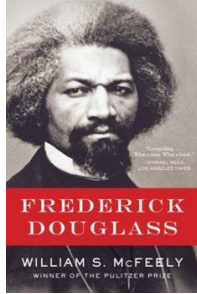
- Education means emancipation. It means light and liberty. It means the uplifting of the soul of man into the glorious light of truth, the light by which men can only be made free.
- Everybody has asked the question, ... 'What shall we do with the Negro?' I have had but one answer from the beginning. Do nothing with us! You're doing with us has already played the mischief with us. Do nothing with us! If the apples will not remain on the tree of their own strength, ... let them fall! I am not for tying or fastening them on the tree in any way, except by nature's plan, and if they will not stay there, let them fall. And if the Negro cannot stand on his own legs, let him fall also.
- A man's rights rest in three boxes: the ballot box, the jury box, and the cartridge box.
- Power and those in control concede nothing ... without a demand. Hey never have and never will... Each and every one of us must keep demanding, must keep fighting, must keep thundering, must keep plowing, must keep on keeping things struggling, must speak out and speak up until justice is served because where there is no justice there is no peace.
- In a composite Nation like ours, made up of almost every variety of the human family, there should be, as before the Law, no rich, no poor, no high, no low, no black, no white, but one country, one citizenship equal rights and a common destiny for all.  
A government that cannot or does not protect the humblest citizen in his right to life, Liberty and the pursuit of happiness, should be reformed or overthrown, without delay.
- A slave is someone who sits down, and waits for someone to free them.
- Liberty is meaningless where the right to utter one's thoughts and opinions has ceased to exist. That, of all rights, is the dread of tyrants. It is the right which they first of all strike down.
- Once you learn to read, you will be forever free.
- Mr. Lincoln was not only a great President, but a great man - too great to be small in anything. In his company I was never in any way reminded of my humble origin, or of my unpopular color.
- The man who will get up will be helped up; and the man who will not get up will be allowed to stay down.
- Knowledge makes a man unfit to be a slave.
- One by one I have seen obstacles removed, errors corrected, prejudices softened, proscriptions relinquished, and my people advancing in all the elements that go to make up the sum of the general welfare. And I remember that God reigns in eternity, and that whatever delays, whatever disappointments and discouragements may come, truth, justice, liberty and humanity will ultimately prevail.
- I know of no rights of race superior to the rights of humanity...
- The opposite of compromise is character.

#### **BOOKS ABOUT FREDERICK DOUGLASS:**

##### ***Narrative of the Life of Frederick Douglass: An American Slave***

Former slave, impassioned abolitionist, brilliant writer, newspaper editor and eloquent orator whose speeches fired the abolitionist cause, Frederick Douglass (1818-1895) led an astounding life. In this, the first and most frequently read of his three autobiographies, Douglass provides graphic descriptions of his childhood and horrifying experiences as a slave as well as a harrowing record of his dramatic escape to the North and eventual freedom. Published in 1845 to quell doubts about his origins -- since few slaves of that period could write -- the Narrative is admired today for its extraordinary passion, sensitive and vivid descriptions and storytelling power.



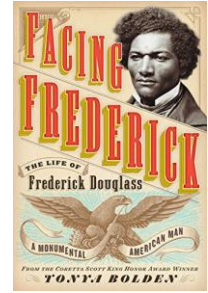


### **Frederick Douglass**

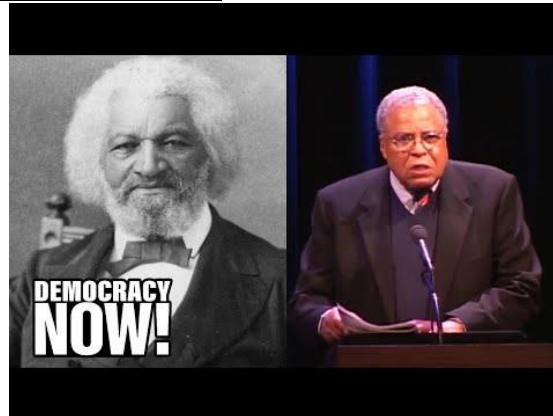
A former slave, orator, journalist, autobiographer, and revolutionary on behalf of a just America, Douglass was a towering figure, at once consummately charismatic and flawed. In this biography, fresh and incisive in its research and interpretation, Freeley captures the many sides of this great and complex American, and recreates the high drama of a turbulent era.

### ***Facing Frederick: The Life of Frederick Douglass, a Monumental American Man***

Teacher. Self-emancipator. Orator. Author. Man. Frederick Douglass (1818–1895) is one of the most important African American figures in US history, best known, perhaps, for his own emancipation. But there is much more to Douglass's story than his time spent in slavery and his famous autobiography. Delving into his family life and travel abroad, this book captures the whole complicated, and at times perplexing, person that he was. As a statesman, suffragist, writer, newspaperman, and lover of the arts, Douglass the man, rather than the historical icon, is the focus in *Facing Frederick*.



### **VIDEO REPRESENTING FREDERICK DOUGLASS:**



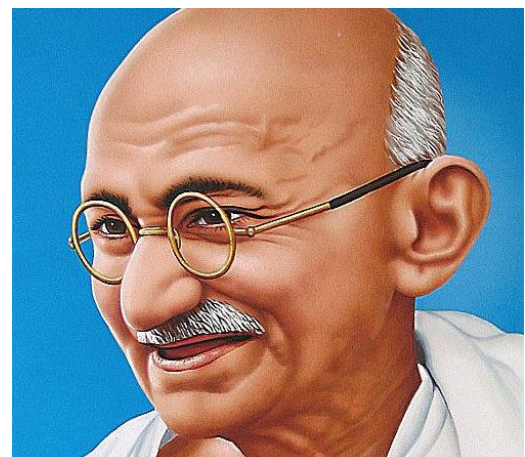
### **OTHER LINKS:**

Wikipedia: [https://en.wikipedia.org/wiki/Frederick\\_Douglass](https://en.wikipedia.org/wiki/Frederick_Douglass)

### **A24. Mohandas Gandhi**

Mahatma Gandhi was the primary leader of India's independence movement and also the architect of a form of non-violent civil disobedience that would influence the world. His life and teachings inspired activists including Martin Luther King Jr. and Nelson Mandela. (Biography.com Editors, 2019)

Mohandes Karamchand Gandhi was born in India in 1869, a time when India was part of and administered by the British Empire. He studied law in England and became a



lawyer in India. He studied religion, and became increasingly more religious, strictly adhering to non-violence, fasting, meditation, and vegetarianism.

Gandhi went to South Africa to practice law, and was deeply affected by the anti-Indian discrimination he found there. This inspired his passion to fight for civil rights. Though supporting the government during the Boer War, he continued to advocate for civil rights for Indians in South Africa, and was put in prison for this in 1913. He was able to engineer a compromise with the South African government that improved rights for Indians. When he left South Africa the following year, General Jan Smuts (with whom he had negotiated) wrote "The saint has left our shores, I sincerely hope forever." In India, Gandhi founded an ashram (a religious retreat) that was open to all castes (rare in India at that time). He lived an austere life devoted to prayer, fasting and meditation, and became known as "Mahatma," which means "great soul." (Biography.com Editors, 2019)

In 1919, reacting to atrocities committed by British government forces, he became increasingly involved in the Indian Civil Rights movement, and the struggle for "home rule," the fight for Indians to govern themselves and for the British to leave India. Adhering to his belief in non-violence, he led mass boycotts against working for the government, government sponsored schools, taxes, and the purchase of British goods. Rather than purchase British-manufactured clothes, he used a spinning wheel to produce his own cloth, and wore Indian-style clothes. The spinning wheel became a symbol of Indian independence and self-reliance.

Gandhi inspired his followers through his piety and resolve to live as a common Indian, eschewing any kind of luxury. He maintained his stance against violence, and he would gain support by fasting. Though sometimes imprisoned by the authorities, he continued to live by his beliefs and argue for the British to leave India. He had such adoration and support from large numbers of Indians that he often won concessions from the British, who remained determined to keep their empire intact.

During World War II, Gandhi founded the "Quit India" movement calling for the British to withdraw from India. He was imprisoned again, but released after 19 months due to ill health. At the end of the war, the British Labor Party gained power in England, and they began negotiating for Indian independence. Gandhi argued for a unified independent India, but the plan to divide the country into two countries – a Hindu India and a Muslim Pakistan – won out.

There was a lot of violence between the Hindus and the Muslims, both before and after independence. Gandhi argued against the violence, and fasted to try to get people to compromise. Fearing his death from his self-induced hunger strike, he was able to persuade a lot of people to see things his way, but some Hindus viewed him as a traitor for expressing sympathy towards Muslims. On January 30, 1948, Gandhi was assassinated by a Hindu extremist.

Even after Gandhi's assassination, his commitment to nonviolence and his belief in simple living — making his own clothes, eating a vegetarian diet and using fasts for self-purification as well as a means of protest — have been a beacon of hope for oppressed and marginalized people throughout the world. Satyagraha – passive political resistance - remains one of the most potent philosophies in freedom struggles throughout the world today. (Biography.com Editors, 2019)

#### **AWARDS AND HONORS:**

- Time Magazine Man of the Year – 1930
- Runner-up to Albert Einstein as "Person of the Century" in 1999

- Nominated five times for the Nobel Peace Prize

### **LEADERSHIP LESSONS FROM MAHATMA GANDHI:**

**Transformational Leadership** consists of four components, which Gandhi exemplified (LaFond, 2011):

**1. Individual Consideration** is where the leader develops people. He treats people as individuals who are their own unique person, and mentors them. Gandhi respected his followers and significantly influenced the people around him. He caused people to believe in themselves and he was open to new ideas and opinions from his followers.

**2. Intellectual Stimulation** requires the leader to challenge followers to really think. Gandhi proposed simple concepts and challenged the world to embrace them. His arguments for the rights of the common people in both India and South Africa, and his willingness to endure hardship to get people to follow him opened both his adherents and his opponents to new ideas.

**3. Inspirational Motivation** calls on the leader to express confidence in the team and encourage its members to become better than they think they can be. Gandhi inspired followers and his enemies alike to be better people. His virtue frustrated his opponents because it's difficult to oppose a "saint." He inspired millions of Indians toward independence and unity, though he failed to overcome the hatred and fear that existed between the Hindus and Muslims. For his followers, Gandhi was an inspiration, and they would have done anything for him.

**4. Idealized Influence** is another way to say "leadership by example." Gandhi certainly evidenced this most important of all leadership characteristics. He followed a simple regimen of non-violence, fasting, meditation, and vegetarianism, and he was enormously disciplined in sticking to his beliefs. He was also a great advocate, and was often able to convince his opponents by the weight of his argument alone. He talked the talk, and he walked the walk.

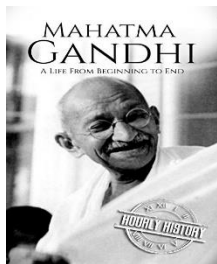
There are specific characteristics a person must show in order to be a transformational leader, and Gandhi possessed them. "Transformational leaders are inspirational, trustworthy, and charismatic role models who lead by example" (The Pachamama Alliance). They are those who inspire team members to give their best, which greatly motivates them, and increases the chances of succeeding. Finally, they have a strong vision, which guides them in the process of making a change. Gandhi led his followers greatly by example, and being humble: by living in poor conditions, just like millions of people in India. They could relate to him, and this inspired them to give their best effort in order to make a difference. (Reynafarje, Accessed AUG 2020)

A transformational leader makes other people feel confident and powerful, which wasn't the case of the Indians, since they were under the rule of the British. Gandhi empowered all these people to believe in themselves and feel influential in the change they were trying to create. India's independence couldn't have happened with one person; everyone had to be a part of it. Gandhi encouraged them to believe in themselves in order to cause this great change in their country. At the same time, he was open to new ideas and opinions from his followers, and some of these were implemented in his campaigns. Without being humble and empowering, Gandhi's change wouldn't have been that influential. Transformational leaders are those who work together with a group of people, to make a difference, as well as leaving a legacy of that change. (Reynafarje, Accessed AUG 2020)



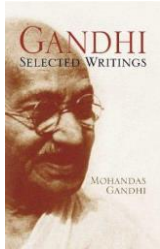
**QUOTES FROM MAHATMA GANDHI:**

- Nobody can hurt me without my permission.
- Whatever you do may seem insignificant, but it is most important that you do it.
- You must be the change you wish to see in the world.
- If you don't ask, you don't get.
- Cowards can never be moral.
- Hatred can be overcome only by love.
- Fear has its use but cowardice has none.
- Where there is love there is life.
- Purity of mind and idleness are incompatible.
- Morality is contraband in war.
- Live as if you were to die tomorrow. Learn as if you were to live forever.
- An eye for an eye will only make the whole world blind.
- Happiness is when what you think, what you say, and what you do are in harmony.
- The weak can never forgive. Forgiveness is the attribute of the strong.
- Prayer is not asking. It is a longing of the soul. It is daily admission of one's weakness. It is better in prayer to have a heart without words than words without a heart.
- I like your Christ, I do not like your Christians. Your Christians are so unlike your Christ.
- Freedom is not worth having if it does not include the freedom to make mistakes.
- God has no religion.
- Hate the sin, love the sinner.
- You must not lose faith in humanity. Humanity is like an ocean; if a few drops of the ocean are dirty, the ocean does not become dirty.
- The best way to find yourself is in the service of others.
- The future depends on what you do today.
- The greatness of a nation and its moral progress can be judged by the way its animals are treated.
- Earth provides enough to satisfy every man's needs, but not every man's greed.
- What difference does it make to the dead, the orphans and the homeless, whether the mad destruction is wrought under the name of totalitarianism or in the holy name of liberty or democracy?
- To believe in something, and not to live it, is dishonest.
- There are people in the world so hungry, that God cannot appear to them except in the form of bread.

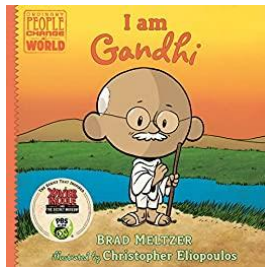
**BOOKS ABOUT MAHATMA GANDHI:*****Mahatma Gandhi: A Life from Beginning to End***

Gandhi. The name conjures the image of a man, unimpressive in appearance, simple in his lifestyle, who spent his life pursuing independence for India. Months after the country achieved that independence from Great Britain, Gandhi's life ended when an assassin killed him. But Gandhi's legacy lives on. Gandhi's rise to political and spiritual leadership is the incredible saga of a man who, in his youth, showed no signs of greatness but who became one of the most influential men of all time. The civil rights movement that was led by Martin Luther King Jr. owes its inspiration to

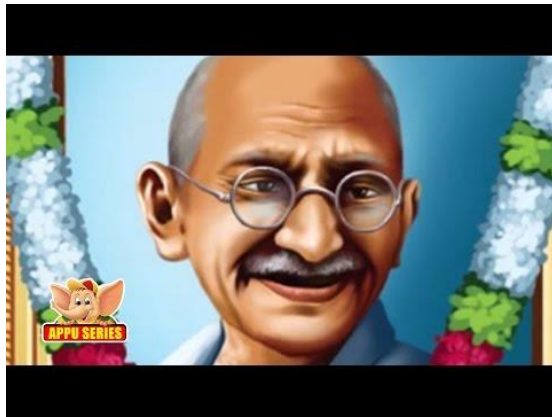
Gandhi; the patient suffering of Nelson Mandela in his fight against apartheid grew out of the civil disobedience of Gandhi.

**Gandhi: Selected Writings**

This anthology of the Mahatma's writings offers a revealing look at his life and philosophy. Editor Ronald Duncan provides a lengthy introduction in which he recounts his personal association with Gandhi. "In making this selection," he notes, "I have tried to bear three things in mind: firstly, my intention to present material of permanent interest as opposed to comments on day-to-day political matters; also to show the development and to give the essence of Mahatma Gandhi's philosophy of Satyagraha defense of and by the truth], and its basis in the religious teachings of the Gita; and thirdly, I have tried to emphasize those ideas which, though they may not seem immediately applicable to Western life, should be of considerable relevance to contemporary thought." Also features Gandhi's speeches.

***I am Gandhi (Ordinary People Change the World)***

Gandhi's peaceful revolution is the focus of this picture book, part of the inspiring *New York Times* bestselling biography series about heroes.

**VIDEOS ON MAHATMA GANDHI:****OTHER LINKS:**

Wikipedia: [https://en.wikipedia.org/wiki/Mahatma\\_Gandhi](https://en.wikipedia.org/wiki/Mahatma_Gandhi)

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