



The Art of Leadership

By [Harrison Barnes](#)

Through this book, Eric Garner explains the art of leadership through a selection of 500 quotes written by Confucius, I Ching, Burt Reynolds, Paul McCartney and many more thinkers and visionaries. Some of the oldest quotes will surprise you with their relevance in today's world. Garner has a knack for bringing the best out of individuals and teams, and this compilation of quotes is a way in which the management trainer aims to help readers skyrocket their professional and personal success.

--Harrison

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Preface

Introduction to "The Art of Leadership".

We all love a good quote. A good quote can do many things. It can sum up in just a few words what it takes a whole day to learn. It can deliver something that has taken someone a lifetime of experience to discover. It can make us smile with its accuracy and wisdom. It can delight us with its turn of phrase. And it can hit the spot in encapsulating something we've come to understand ourselves. When asked for their favourite quotations, ones that mean something to them or ones that they were given and have used throughout their lives to help them gain some insight, most people can usually quote a quote.

In this collection, you'll find around 500 quotes on the theme of Leadership. They range from quotes by Confucius in around 500 BC and the I Ching in 1000 BC to Burt Reynolds and Paul McCartney in the 20th century. Some of the oldest quotes will surprise you with their relevance to some of today's methods of leadership. You'll discover insights into how to manage change, whether at work or not. You'll learn how to be a facilitative leader to others. You'll uncover some excellent tips on how to get others to follow you. You'll get a primer on delegating and empowering. And you'll learn some of the secrets of what turns ordinary groups into extraordinary teams. This book is a delightful way to learn. When your training is finished, you'll still be leafing through these gems for the sheer pleasure of reading them.

Profile of Author Eric Garner

Eric Garner is an experienced management trainer with a knack for bringing the best out of individuals and teams. Eric founded ManageTrainLearn in 1995 as a corporate training company in the UK specialising in the 20 skills that people need for professional and personal success today. Since 2002, as part of KSA Training Ltd, ManageTrainLearn has been a major player in the e-learning market. Eric has a simple mission: to turn ManageTrainLearn into the best company in the world for producing and delivering quality online management products.

Profile of ManageTrainLearn

ManageTrainLearn is one of the top companies on the Internet for management training products, materials, and resources. Products range from training course plans to online courses, manuals to teambuilder exercises, mobile management apps to one-page skill summaries and a whole lot more. Whether you're a manager, trainer, or learner, you'll find just what you need at ManageTrainLearn to skyrocket your professional and personal success.

1) Change Management

"The one unchangeable certainty is that nothing is unchangeable or certain." (John Kennedy 1917 -63)

"All human life has its seasons and cycles, and no one's personal chaos can be permanent. Winter, after all, gives way to spring and summer, though sometimes when branches stay dark and the earth cracks with ice, one thinks they will never come, but they do, and always." (Truman Capote 1924 - 64)

"You have to recognize that every out-front manouevre you make is going to be lonely, but if you feel entirely comfortable, then you're not far enough ahead to do any good. That warm sense of everything going well is usually the body temperature at the center of the herd." (John Masters)

"It is between the two polarizing aspects of manifestation - the supernal father and the supernal mother - that the web of life is woven; souls going back and forth between them like a weaver's shuttle. In our individual lives, in our physiological rhythms, and in the history of the rise and fall of nations, we observe the same rhythmic periodicity." (Kabbalah 1200 BC)

"Take a chance! All of life is a chance. The person who goes furthest is the one willing to do and dare. The sure-thing boat never gets far from shore." (Dale Carnegie)

"The only thing that makes life possible is permanent, intolerable uncertainty: not knowing what comes next." (Ursula K. Leguin)

"Everybody talks about wanting to change things and help and fix, but ultimately all you can do is fix yourself and that's a lot. Because if you can fix yourself, it has a ripple effect." (Rob Reiner)

"The laws of nature are such that things at their peak must decline and those at their lowest point must rise up, just as the sun and moon follow one another ceaselessly through the skies. Man must also follow these laws." (I Ching 1150BC)

"The thing that lies at the foundation of positive change, the way I see it, is service to a fellow human being." (Lech Walesa)

"The art of progress is to preserve order amid change and to preserve change amid order." (Alfred North Whitehead 1861 - 1947)

"Everything changes, nothing remains without change." (The Buddha 568 - 488BC)

"Every phase of evolution commences by being in a state of unstable force and proceeds through organisation to equilibrium. Equilibrium having been achieved, no further development is possible without once more upsetting the stability and passing through a phase of contending forces." (Kabbalah 1200 BC)

"You cannot step twice into the same river, for other waters are always flowing on to you." Heraclitus 535 - 475 BC)

"We tend not to choose the unknown, which might be a shock or a disappointment or simply a little difficult to cope with. And yet it is the unknown with all its disappointments and surprises that is the most enriching." (Anne Morrow Lindbergh)

"There is timing in the whole life of the warrior, in his thriving and declining, in his harmony and discord. Similarly, there is timing in the Way of the merchant, in the rise and fall of capital. All things entail rising and falling timing. You must be able to discern this." (Miyamoto Musashi 1584 - 1645)

"We must adjust to changing times and still hold on to unchanging principles." (Jimmy Carter)

"There is certainly a historical perspective that shows humans are slow to change. It took 1.5 million years after the invention of tools to control fire." (Jack Deal)

"We must all obey the great law of change; it is the most powerful law of nature." (Edmund Burke 1729 - 97)

"That little packet of responsibility (the job description), rewarded in accordance with a fixed formula (pay level), and a single reporting relationship (place in the chain of command) is a roadblock on the highway of change." (William Bridges)

"One change leaves the way open to the introduction of others." (Niccolo Machiavelli 1469 - 1527)

"Two basic rules of life: 1. change is inevitable 2. everyone resists change. Remember this: when you are through changing, you're through." (Source Unknown)

"It isn't the incompetent who destroy an organisation. It is those who have achieved something and want to rest upon their achievements who are forever clogging things up." (Charles Sorenson)

"If you always do what you've always done, you'll always get what you've always got." (Ed Foreman)

"Though I might travel afar, I will meet only what I carry with me, for every man is a mirror. We see only ourselves reflected in those around us. Their attitudes and actions are only a reflection of our own. The whole world and its condition lies its counter parts within us all. Turn the gaze inward. Correct yourself and the world will change." (Kirsten Zambucka)

"The psychic task which a person can and must set for himself is not to feel secure, but to be able to tolerate insecurity." (Erich Fromm)

"In human life there is constant change of fortune; and it is unreasonable to expect an exemption from the common fate. Life itself decays, and all things are changing." (Plutarch 46 - 120)

"Some people change their ways when they see the light, others when they feel the heat." (Caroline Schroeder)

"It is the greatest mistake to think that man is always one and the same. A man is never the same for long. He is constantly changing. He seldom remains the same even for half an hour." (George Gurdieff 1873 - 1949)

"Security is mostly superstition. It does not exist in nature, nor do the children of men as a whole experience it. Avoidance of danger is not safer in the long run than outright exposure. Life is either a daring adventure or nothing." (Helen Keller 1880-1968)

"The definition of 'great' is mostly the imagination and zeal to re-create yourself daily." (Tom Peters)

"When the rate of change outside is greater than the rate of change inside, the end is in sight." (Jack Welch)

"You must be the change that you want to see in the world." (Mahatma Gandhi 1869 - 1948)

"If we want everything to remain as it is, it will be necessary to change everything." (Giuseppe Tomasi Di Lampedusa)

"Change does not take time - it takes commitment." (Thomas Crum)

"Sometimes the answer to prayer is not that it changes life, but that it changes you." (James Dillet Freeman)

"They are the weakest-minded and the hardest hearted men that most love change." (John Ruskin 1819 - 1900)

"The search for static security - in the law and elsewhere - is misguided. The fact is security can only be achieved through constant change, adapting old ideas that have outlived their usefulness to current facts." (William O. Douglas 1898 - 1980)

"To live is to change and to be perfect is to have changed often." (John Henry Newman 1801 - 90)

"Humanity is moving in a circle. In one century it destroys everything it creates in another and the progress in mechanical things of the past hundred years has proceeded at the cost of losing many other things which were much more important for it." (George Gurdieff 1873 - 1949)

"To act and act wisely when the time for action comes, to wait and wait patiently when it is time for repose, put man in accord with the rising and falling tides of affairs, so that with nature and law at his back and truth and beneficence as his beacon light, he may accomplish wonders." (Helena Blavatsky 1831 - 91)

"Nature gives to every time and season some beauties of its own; and from morning to night, as from the cradle to the grave, it is but a succession of changes so gentle and easy that we can scarcely mark their progress." (Charles Dickens 1812 - 70)

"Look abroad through Nature's range; Nature's mighty law is change." (Robert Burns 1759 - 96)

"God grant me the serenity to accept the things I cannot change; courage to change the things I can; and wisdom to know the difference." (St Francis of Assisi 1182 - 1226)

"There is nothing more difficult to carry out nor more doubtful of success nor more dangerous to handle than to initiate a new

order of things." (Niccolo Machiavelli 1469 - 1527)

"When you're green, you grow; when you're ripe, you rot." (Ray Kroc, founder of Macdonalds)

"Change occurs when you become what you are, not when you try to become what you are not. Change does not occur by resolves To "do better" by "trying", or by demands from authority figures, or by pleading, persuasion, or interpretations from Important Others." (Janette Rainwater: "Self Therapy")

"All good iortune is a gift of the gods and you don't win the favour of the gods by being good, but by being bold." (Anita Brookner)

"We cannot change, we cannot move away from what we are, until we thoroughly accept what we are. Then change seems to come about almost unnoticed." (Carl Rogers)

"Every new adjustment is a crisis in self-esteem." (Eric Hoffer 1902 -83)

"We can only change others by changing ourselves. No one can persuade another to change. Each of us guards a gate of change that can only be opened from the inside. We cannot open the gate of another, either by argument, or emotional appeal." (Marilyn Ferguson)

"Change is exciting, fun and not too difficult it we see it as learning in a way that we want. I am more and more sure that those who are in love with learning are in love with life. For them, change is never a problem, never a threat, just another exciting opportunity." (Charles Handy)

"The industrial landscape is littered with the remains of once successful companies that could not adapt their strategic vision to altered conditions of competition." (Abernethy)

"It is often the failure who is the pioneer of new lands, new undertakings and new forms of expression." (Eric Hoffer 1902 - 83)

"If you are sure you understand everything that is going on, you are hopelessly confused." (Walter F.Mondale)

"Paradoxically, change seems to happen when you have abandoned the chase after what you wTant to be (or think you should be) and have accepted and fully experienced what you are." (Janette Rainwater: "Sell Therapy")

"We must not, in trying to think about how we can make a big difference, ignore the small daily differences we can make which, over time, add up to big differences that we often cannot foresee." (Marian Wrights Edelman)

"Education is the most powerful weapon you can use to change the world." (Nelson Mandela)

"In a time of drastic change, it is the learners who inherit the future. The learned usually find themselves equipped to live in a world that no longer exists." (Eric Hoffer 1902 -83)

"Change is not merely necessary to life - it is life." (Alvin Toffler)

"People wish to learn to swim and at the same time to keep one foot on the ground." (Marcel Proust 1871 - 1970)

"Sometimes you just have to take a leap, and build your wings on the way down." (Kobi Yamada)

"Be daring, be different, be impractical, be anything that will assert integrity of purpose and imaginative vision against the play-it-safers, the creatures of the commonplace, the slaves of the ordinary." (Cecil Beaton)

"We've got to learn to live with chaos and uncertainty, to try to be comfortable with it and not to look for certainty where we won't get it." (Charles Handy)

"It is not the strongest of the species that survive nor the most intelligent, but the ones most responsive to change." (Charles Darwin 1809 - 82)

"When the wind blows, some people build walls, others build windmills." (Peter Hawkins)

"If money is your hope for independence you will never have it. The only real security that a man will have in this world is a reserve of knowledge, experience and ability." (Henry Ford 1863 - 1947)

"Continuity gives us roots; change gives us branches, letting us stretch and grow and reach new heights." (Pauline R. Kezer)

"We spend our time searching for security and hate it when we get it." (John Steinbeck)

"If you would attain to what you are not yet, you must always be displeased by what you are. For where you are pleased with yourself there you have remained. Keep adding, keep walking, keep advancing." (Saint Augustine)

"Nowadays change is around every corner; in my day it was only around the expected ones." (V.L. Allineare)

"If nothing ever changed, there'd be no butterflies." (Source Unknown)

"The birds are moulting. If only man could moult also - his mind once a year of its errors, his heart once a year of its useless passions." (James Allen)

"You can avoid having ulcers by adapting to the situation: If you fall in the mud puddle, check your pockets for fish." (Source Unknown)

"There is a certain relief in change, even though it be from bad to worse! As I have often found in travelling in a stagecoach, that it is often a comfort to shift one's position, and be bruised in a new place." (Washington Irving)

"All changes, even the most longed for, have their melancholy; for what we leave behind us is a part of ourselves; we must die to one life before we can enter another." (Anatole France)

"The key to change is to let go of fear." (Rosanne Cash)

"Life can either be accepted or changed. If it is not accepted, it must be changed. If it cannot be changed, then it must be accepted." (Source Unknown)

"We always overestimate the change that will occur in the next two years and underestimate the change that will occur in the next ten. Don't let yourself be lulled into inaction." (Bill Gates)

"Unless you are prepared to give up something valuable you will never be able to truly change at all, because you'll be forever in the control of things you can't give up." (Andy Law)

"Your success in life isn't based on your ability to simply change. It is based on your ability to change faster than your competition, customers and business." (Mark Sanborn)

"Everybody has accepted by now that change is unavoidable. But that still implies that change is like death and taxes - it

should be postponed as long as possible and no change would be vastly preferable. But in a period of upheaval, such as the one we are living in, change is the norm." (Peter Drucker)

"The most successful businessman is the man who holds onto the old just as long as it is good, and grabs the new just as soon as it is better." (Robert P. Vanderpoel)

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

"An important scientific innovation sorely makes its way rapidly winning over and converting its opponents; it rarely happens that Saul becomes Paul. What does happen is that its opponents gradually die out and that the growing generation is familiarized with the idea from the beginning." (Max Planck)

"Ten years ago, Peter Senge introduced the idea of the 'learning organization' Now he says that for big companies to change, we need to stop thinking like mechanics and to start acting like gardeners." (Alan M. Webber)

"Keep in mind that you cannot control your own future. Your destiny is not in your hands; it is in the hands of the irrational consumer and society. The changes in their needs, desires, and demands will tell you where you must go. All this means that managers must themselves feel the pulse of change on a daily, continuous basis. They should have intense curiosity, observe events, analyze trends, seek the clues of change, and translate those clues into opportunities." (Michael J. Kami)

"If you don't like something change it. If you can't change it, change your attitude. Don't complain." (Maya Angelou) "Risk more than others think is safe. Care more than others think is wise. Dream more than others think is realistic. Expect more than others think is possible." (Cadet Maxim)

"I must tell you, I take terrible risks. Because my playing is very clear, when I make a mistake you hear it. If you want me to play only the notes without any specific dynamics, I will never make one mistake. Never be afraid to dare." (Vladimir Horowitz, pianist)

"When we see the need for deep change, we usually see it as something that needs to take place in someone else. In our roles of authority, such as parent, teacher, or boss, we are particularly quick to direct others to change. Such directives often fail, and we respond to the resistance by increasing our efforts. The power struggle that follows seldom results in change or brings about excellence. One of the most important insights about the need to bring about deep change in others has to do with where deep change actually starts." (Robert E. Quinn)

"We don't want people who are satisfied with the way things are. We want people who are curious, impatient, and who are constantly trying to buck the trend of received wisdom." (C. K. Prahalad)

"People don't resist change, they resist being changed." (Peter Scholtes)

"Being willing to change allows you to move from a point of view to a viewing point - a higher, more expansive place, from which you can see both sides." (Thomas Cram)

"People can't live with change if there's not a changeless core inside them. The key to the ability to change is a changeless sense of who you are, what you are about, and what you value." (Stephen Covey)

"How does one become a butterfly?" she asked pensively. "You must want to fly so much that you are willing to give up being a caterpillar." (Trina Paulus)

"You cannot be wimpy out there on the dream seeking trail. Dare to break through barriers, to find your own path." (Les Brown)

"It is hard to let old beliefs go. They are familiar. We are comfortable with them and have spent years building systems and developing habits that depend on them. Like a man who has worn eyeglasses so long that he forgets he has them on, we forget that the world looks to us the way it does because we have become used to seeing it that way through a particular set of lenses. Today, however, we need new lenses. And we need to throw the old ones away." (Kenichi Ohmae)

"To stay ahead, you must have your new idea waiting in the wings." (Rosabeth Moss Kanter)

"In life, changing is like being in a ship on the sea: you must build a new boat with material from the old one you're travelling in. You can't go on shore to destroy the old one first and then build a new one - but you have to re-construct while sailing." (Otto Neurath)

2) Delegation and Empowerment

"What government is best? That which Teaches us to govern ourselves." (Goethe 1749 - 1832)

"Empowerment: recognizing that people already have power through their knowledge, experience and motivation, and then creating an environment that encourages letting that power out." (Source Unknown)

"Giving people self-confidence is by far the most important thing I can do. Because then they will act." (Jack Welch)

"Oh those words! Empowerment? Nonsense! People just need to know what their jobs are." (W. Edwards Deming)

"For twenty years you have paid me for my hands and you could have had my head for free. But you didn't ask." (A retiring employee)

"Not one of us knows what effect his life produces, and what he gives to others; that is hidden from us and must remain so, though we are often allowed to see a little traction of it, so that we may not lose courage. The way in which power works is a mystery" (Albert Schweitzer 1875 -1965)

"The best executive is the one who has sense enough to pick good men to do what he wants done, and self-restraint enough to keep from meddling with them while they do it." (Theodore Roosevelt 1855 - 1919)

"You can't hold a man down without staying down with him." (Booker T. Washington 1856 - 1915)

"Don't tell people how to do things. Tell them what to do and let them surprise you with the results." (George Patton 1885 - 1945)

"When we walk to the edge of the light and have to take a step into the darkness of the unknown, we must believe that one of Two things will happen: there will be something solid for us to stand on or we will be taught how to fly." (Patrick Overton)

"Identify your highest skill and devote your time to performing it. Delegate all other skills." (Ronald Brown)

"Governing a large organisation requires timely activity and discreet inactivity on the part of the leader. One must be particularly sensitive to promising circumstances, talented men and the right objectives." (I Ching 1150 BC)

"He who has great power should use it lightly." (Seneca 3 BC - AD 65)

"Surround yourself with the best people you can find, delegate authority and don't interfere." (Ronald Reagan)

"When you are labouring for others, let it be with the same zeal as if it were for yourself." (Confucius 551 - 479 BC)

"I don't know about management techniques as such. I only know about engineering and people. The most important thing is the respect for people within the corporation and so it is incumbent on the managers to create an environment within a corporation in which all employees are encouraged to take initiatives in carrying out the work and doing the work with pleasure." (Soichiro Honda)

"We should all do what in the long run gives us joy, even if it is only picking grapes or sorting the laundry." (E.B.White)

"The chief lesson I have learned in a long life is that the only way to make a man trustworthy is to trust him." (Harry Stimson 1867 - 1950)

"Work is about a search for daily meaning as well as daily bread, for recognition as well as cash, for astonishment rather than torpor, in short for a sort of life rather than a Monday-to-Friday sort of dying." (Studs Terkel)

"The beaver is very skilled at its craft. It knows exactly what to do To fix a dam. The last thing it needs is someone on the bank shouting out dam instructions." (Source Unknown)

"There is dignity in work only when it is work freely accepted." (Albert Camus 1913 -60)

"As the walls come down, we can master change by sharing a common set of goals and purposes, by giving people the data they need so they can guide and direct their own actions." (Rosabeth Moss Kanter)

"Work divided is in that manner shortened." (Martial 43 - 104)

"I'm slowly becoming a convert to the principle that you can't motivate people to do things, you can only de-motivate them. The primary job of the manager is not to empower but to remove obstacles." (Scott Adams)

"Leaders in the new organisation use different tools from those of traditional corporate bureaucrats. The new rewards are based not on status but on contribution and they consist not of regular promotion but of excitement about mission and a share of the glory." (Rosabeth Moss Kanter)

"If you pick the right people and give them the opportunity to spread their wings and put compensation as a carrier behind it, you almost don't have to manage them." (Jack Welch)

"Every person is a manager and, from a very early age, as we form our earliest precepts, so we begin to manage ourselves and our environment." (John Heywood)

"Trust is mandatory for the optimisation of any system. Without trust, there can be no co-operation between people and departments. Without trust, each component will protect its own immediate interests to the long-term detriment of the entire system." (W Edwards Deming)

"My main job was developing talent. I was a gardener providing water and other nourishment to our top 750 people. Of course, I had to pull out some weeds too." (Jack Welch)

"Tell us what you want to do and why. Then let us get on with it. If we make a mess of it, tell us and Talk us through it. But please don't fuss." (The Supervisors' Prayer)

"Flatter me and I may not believe you. Criticise me and I may not like you. Ignore me and I may not forgive you. Encourage me and I will never forget you." (William Ward)

"Since managers are no longer the guardians of the knowledge base, we do not need the command-control type of executive." (ShoshanaZuboff)

"There's no reason that work has to be suffused with seriousness. Professionalism can be worn lightly. Fun is a stimulant to people. They enjoy their work more and work more productively." (Herb Kelleher)

"The assets of most businesses walk out the door at the end of each day. The challenge to management is to create an environment which will motivate them to want to return the next day." (Lynn Yates)

"Managers should ask themselves the question: "How many people do I report to?" If the answer is not equal to the total number of people in their department, they don't understand the new environment." (Source Unknown)

"The term "span of control" no longer makes sense. What we're looking for is a span of support wherein managers understand that they are there to help, coach, and create learning, not to control." (Ralph Stayer)

"Empowering means helping teams develop their skills and knowledge and supporting them to use their talents." (Kenneth Blanchard)

"We do not produce excellence when we feel uninvolved, insignificant, and threatened." (Jim Kouzes and Barry Posner)

"Giving someone the freedom to take responsibility releases resources that would otherwise remain concealed."(Jan Carlzon)

"People only respond negatively to controls when they are inappropriate for the situation." (William Byham)

"Everything in the world we want to do or get done, we must do with and through people." (Earl Nightingale)

"Employees are most motivated to make a business successful when they understand and have ongoing information about it, have the power to make decisions and are rewarded according to its success." (Ed Lawler)

"Competitive advantage will be gained only when employees trust their company, when their aspirations match the company's strategy and when their hopes stand a chance of being met." (Lynda Gratton)

"The ultimate motivational empowerment question: "Could you show me how to do that?"" (David Firth)

"I try to keep in touch with the details - you can't keep in touch with them all, but you've got to have a feel for what's going on. I also look at the product daily. That doesn't mean interfering, but it's important occasionally to show the ability to be involved. It shows you understand what's happening." (Rupert Murdoch)

"Nothing is denied to well-directed labour, and nothing is ever to be attained without it." (Joshua Reynolds 1723 - 92)

"In order that people are happy in their work, these three things are needed: they must be fit for it; they must not do too much of it; and they must have a sense of success in it. Not a doubtful success, such as needs some testimony of others for confirmation, but a sure sense, or rather, knowledge, that so much work has been done well and fruitfully done, whatever the

"world may say or think about it." (W.H.Auden 1907 - 73)

"I do believe that a person, a human being, without his or her work, is like a peapod where the peas have shrivelled before they have come to full growth." (Maya Angelou)

"There are two kinds of people: those who do the work and those who take the credit, join the first group; there's more room there." (Indira Gandhi 1917 -84)

"You make a living by what you get; you make a life by what you give." (Arthur Ashe 1943 - 93)

"When work is a pleasure, life is a joy; when work is a duty, life is slavery." (Maxim Gorky)

"Always you put more of yourself into your work, until one day, you never know which day it happens, you are your work." (Pablo Picasso 1881 - 1973)

"I don't like work, no man does. But I like what is in work: the chance to find yourself, your own reality, for yourself, not others, what no other man can ever know." (Joseph Conrad)

"Of course, we all have our limits, but how can you possibly find your boundaries unless you explore as far and as wide as you possibly can? I would rather fail in an attempt at something new and uncharted than safely succeed in a repeat of something I have done." (Aaron Hotchner)

"More will be accomplished, and better, and with more ease, if every man does what he is best fitted to do, and nothing else." (Plato 427 - 347 BC)

"Empowering others is essentially the process of turning followers into leaders." (Source Unknown)

"Fires can't be made with dead embers, nor can enthusiasm be stirred by spiritless men. Enthusiasm in our daily work lightens effort and turns labour into pleasant tasks." (Stanley Baldwin 1867 - 1947)

"Nothing is impossible for the man who doesn't have to do it himself." (A.H.Weiler)

"Here lies a man who knew how to enlist the service of better men than himself." (The tombstone of Andrew Carnegie)

"I only speak to the "A" in people and I set as the goal the maximum capacity that people have. I settle for no less. I make myself a relentless architect of the possibilities of human beings." (Benjamin Zander)

"The more I want to get something done, the less I call it work." (Richard Bach)

"Hierarchies just get in the way of business, cutting off managers from their customers, insulating them from the market and creating slow bureaucracies." (Percy Barnevik)

"The micro-division of labour has fostered a basic distrust of human beings. People weren't allowed to put the whole puzzle together. Instead they were given small parts because companies feared what people would do if they saw the whole puzzle. Human assets shouldn't be misused." (Charles Handy)

"Change is always a threat when done to people, but it's embraced as an opportunity when done by people." (Rosabeth Moss Kanter)

"You can buy a person's hand but you can't buy his heart. You can buy his back but you can't buy his brains." (Stephen Covey)

"Set your expectations high; find men and women whose integrity and values you respect; get their agreement on a course of action; and give them your ultimate trust." (John Akers)

"You cannot mandate productivity; you must provide the tools to let people become their best." (Steve Jobs)

"Proper leadership empowers the workforce. An empowered workforce means one that's committed, that feels they're learning, that they're competent. They have a sense of human bond, a sense of community, a sense of meaning in their work." (Warren Bennis)

"Nearly all men can stand adversity; but if you want to test a man's character, give him power." (Abraham Lincoln 1809 - 65)

"It is not a question of how much power you can hoard for yourself, but how much you can give away." (Benjamin Zander)

"People have changed. They know more, they want to know more, they expect more, they want to be more, they want to fill up their lives with work that has meaning. There's no time to worry about keeping everybody in line. Control is an illusion only achieved when people are controlling themselves." (David Firth)

"We act as though comfort and luxury were the chief requirements of life, when all that we need to make us happy is something to be enthusiastic about." (Charles Kingsley 1819 - 79)

"The world is full of willing people, some willing to work, the rest willing to let them." (Robert Frost 1874 - 1963)

"Be the best. If others don't see it, who cares?" (Oprah Winfrey)

"A man who works with his hands is a labourer. A man who works with his hands and his brains is a craftsman. But a man who works with his hands and his brain and his heart is an artist." (Louis Nizer 1902 - 94)

"Listen, Moses. You've got too many people reporting to you. We're never going to get to the Promised Land if you don't delegate some power!" (Jethro, very loosely paraphrased by William Bridges, author of Managing Transitions)

"The essence of competitiveness is liberated when we make people believe that what they think and do is important - and then get out of their way while they do it." (Jack Welch)

"An individual without information can't take responsibility. An individual with information can't help but take responsibility." (Jan Carlzon)

"What we must decide is perhaps how we are valuable, rather than how valuable we are." (Edgar Z. Friedenberg)

"Understanding and accepting diversity enables us to see that each of us is needed. It also enables us to begin to think about being abandoned to the strengths of others, and admitting that we cannot know or do everything." (Max DePree)

"Trust is the lubrication that makes it possible for organizations to work." (Warren Bennis)

"The only person I control in the entire world is me. People work in their own best interests, not mine. It used to be that my people were responsible to me. Now I am responsible to them." (Ralph Stayer, owner Johnsonville Foods)

"When people go to work, they shouldn't have to leave their hearts at home." (Betty Bender)

"Trust each other again and again. When the trust level gets high enough, people transcend apparent limits, discovering new

and awesome abilities for which they were previously unaware." (David Armistead)

"Never criticize until the person is convinced of your unconditional confidence in their abilities." (Coach John Robinson)

"Motivation is everything. You can do the work of two people, but you can't be two people. Instead, you have to inspire the next guy down the line and get him to inspire his people." (Lee Iacocca)

"Hire the best. Pay them fairly. Communicate frequently. Provide challenges and rewards. Believe in them. Get out of their way and they'll knock your socks off." (Mary Ann Allison)

"Being a star may not be your destiny, but being the best that you can be is a goal that you can set for yourself." (Bryan Lindsay)

"The aim of any organisation is to enable ordinary people to do extraordinary things." (Peter Drucker)

"Management's job is to see the company not as it is, but as it can become." (John W. Teets)

"As a manager, the important thing is not what happens when you are there, but what happens when you are not there." (Kenneth Blanchard)

"The greatest good we can do for others is not to share our riches, but to reveal theirs." (Source Unknown)

"I take pride in the quality of my work and, because of that, I have scanned and verified that this order contains 2 units." (Packing list receipt from Dell, signed by Salina Jensen)

"The deepest principle of human nature is the craving to be appreciated." (William James)

"Give responsibility for the results. Managers frequently assign a task to someone without giving up responsibility for the results. This allows the manager to criticize the results. Teach your people how to do the job, assign the task giving clear instructions and then leave the employee to do the job." (George Whalin)

"The greatest manager has a knack for making ballplayers think they are better than they think they are." (Reggie Jackson)

"A good manager is a man who isn't worried about his own career but rather the careers of those who work for him. My advice: Don't worry about yourself. Take care of those who work for you and you'll float to greatness on their achievements." (H. S. M. Burns)

3) Facilitation Skills

"The good man is the Teacher of the bad, and the bad is the material from which the good may 3 earn. He who does not value the teacher, or greatly care for the material, is greatly deluded although he may be learned. Such is the essential mystery." (Lao Tzu 600 BC)

"There are two ways of being creative. One can sing and dance. Or one can create an environment in which singers and dancers flourish." (Warren Bennis)

"The great teacher who skilfully waits to be questioned may be compared to a bell when it is struck. Struck with a small hammer, it gives a small sound; struck with a great one, it gives a great sound. But let it be struck leisurely and properly, and it gives out all the sound of which it is capable." (Confucius 551 - 479 BC)

"I believe we shall soon think of the leader as one who organizes the experience of the group." (Mary Parker Follett)

"In leaving something unsaid, the beholder is given a chance to complete the idea and thus a great masterpiece irresistibly rivets your attention until you seem to become actually part of it." (Okakura Kakuzo)

"The secret of education is respecting the pupil." (Ralph Waldo Emerson 1803 - 82)

"Without problems, there can be no personal growth, no group achievement and no progress for humanity. Without difficulties, life would be like a stream without rocks or curves, without torrents or dams, without stillpools and eddies." (Source Unknown)

"To know how to suggest is the great art of teaching." (Henri Frederic Amiel 1821 - 81)

"It would be grossly inaccurate to suppose that the organism operates smoothly in the direction of self-enhancement and growth. It would perhaps be more correct to say that the organism moves through struggle and pain towards enhancement and growth." (Carl Rogers)

"The true teacher defends his pupils against his own personal influence." (Amos Bronson Alcott 1799 - 1888)

"Teach a highly intelligent person that it is not a disgrace to fail and that, he must analyse every failure to find its cause. He must learn how to fail intelligently, for failing is one of the greatest arts in the world." (Charles Kettering 1876 - 1958)

"Suffering is but another name for the teaching of experience, which is the parent of instruction and the schoolmaster of life." (Horace 65 - 8BC)

"Being able to stay in a state of confusion until clarity arrives is the height of intellectual ability. It is what we call wisdom." (Trevor Bentley)

"There may be difficulty at the moment, but 1 will not lose the Virtue that 1 possess. It is when the ice and snow are on them that we see the strength of the cypress and the pine. I am grateful for this trouble around me, because it gives me the opportunity to realise how fortunate I am." (Confucius 551 - 479 BC)

"The leader who knows when to listen, when to act and when to withdraw can work effectively with everyone." (John Heider)

"Somehow we should learn to know that our problems are our most priceless possessions. They are the raw materials of our salvation; no problem, no redemption." (Laurens van der Post 1900 - 97)

"There is a moment just before success when, if we hesitate or try too hard, we will fail," (Source Unknown)

"In this age, which believes there is a short cut to everything, the greatest lesson to be learned is that the most difficult way is, in the long run, the easiest." (Henry Miller 1891 - 1980)

"Getting over a painful experience is much like crossing monkey bars. You have to let go at some point in order to move forward." (Source Unknown)

"Your pain is the breaking shell that encloses your understanding." (Kahlil Gibran 1883 - 1931)

"A teacher affects eternity. He can never tell where his influence stops." (Henry Adams 1838 - 1918)

"Every man who rises above the common level has received two educations: the first from his teachers; the second, more

personal and important, from himself." (Edward Gibbon 1737 - 94)

"No man is great enough or wise enough for any of us to surrender our destiny to. The only way in which anyone can lead is to restore to us the belief in our own guidance." (Henry Miller)

"No man can reveal to you aught but that which already lies half asleep in the dawning of your knowledge. If he is indeed wise, he does not bid you enter the house of his wisdom, but rather leads you to the threshold of your own mind." (Kahlil Gibran 1883 - 1931)

"If you have come here to do something for me, you are wasting your time; but if you have come here because your transformation is directly involved with mine, let's get to work." (Australian aborigine to social worker, quoted by David Williams)

"If you happen to be one of the fretful minority who can do creative work, never force an idea; you'll abort it if you do. Be patient and you'll give birth to it when the time is right. Learn to wait." (Robert Heinlein)

"Allow time for silent reflection. Turn inward and digest what has happened. Let the senses rest and grow still." (John Heider)

"Golf without bunkers or hazards would be tame and monotonous. So would life." (B. C. Forbes)

"The most important choice you make is what you choose to make important" (Michael Neill)

"The greatest gift you can give another is the purity of your attention." (Richard Moss)

"Saying smart things and giving smart answers are important. Learning to listen to others and to ask smart questions is more important." (Bob Sutton)

"The greatest compliment that was ever paid me was when one asked me what I thought, and attended to my answer." (Henry David Thoreau)

"Perplexity is the beginning of knowledge." (Kahlil Gibran)

"Your behaviour influences others through a ripple effect. A ripple effect works because everyone influences everyone else. Powerful people are powerful influences." (John Heider)

"Confusion is a word we have invented for an order which is not yet understood" (Henry Miller)

"The true test of character is not how much we know how to do, but how we behave when we don't know what to do." (John Holt)

"The wise facilitator's ability does not rest on Techniques or gimmicks or set exercises. Become aware of process - and when you see this clearly, you can shed light on the process for others." (The Tao TeChing)

"This is the age of the group." (Bernard Lievegoed)

"I have always believed, and I still believe, that whatever good or bad fortune may come our way, we can always give it meaning and transform it into something of value." (Hermann Hesse 1877 - 1962)

"We become ourselves through others." (Lev Vygotsky)

"What we call leadership consists mainly of knowing how to follow. The wise leader stays in the background and facilitates other people's processes." (John Heider)

"One looks back with appreciation to the brilliant teachers, but with gratitude to those who touched our human feeling." (Carl Jung 1876- 1961)

"Silence is the element in which great things fashion themselves together, that at length they may emerge, full-formed and majestic, into the daylight of life." (Kahlil Gibran 1881 - 1931)

"A man of character finds a special attractiveness in difficulty, since it is only by coming to grips with difficulty that he can realise his own potentialities." (Charles de Gaulle 1890 - 1970)

"Most people's lives are ruled by the fear of losing what they have now or might have in the future. We need to move from the fear of losing to the joy of doing. Only then will anxiety be transformed into positive energy." (Jagdish Parikh)

"The leader judges no one and is attentive to both good and bad people." (John Heider)

"Before asking someone to do something, you have to help them to be someone." (The Service Company)

"A good listener tries to understand what the other person is saying. In the end he may disagree sharply, but because he disagrees, he wants to know exactly what it is he is disagreeing with." (Kenneth A. Wells)

"The only thing that makes life possible is permanent, intolerable uncertainty; not knowing what comes next." (Ursula LeGuin)

"Making people do what you think they ought to do does not lead to clarity and consciousness. While they may do what you tell them to at any time, they will inwardly cringe, grow confused and plot revenge." (Erving and Miriam Polster)

"If it works, use it. If it doesn't work, use that too." (Jarlath Benson)

"Do not force others, including children, by any means whatsoever, to adopt your views, whether by authority, threat, money, propaganda, or even education. However, through compassionate dialogue, help others to renounce fanaticism and narrowness." (ThichNhat Hahn)

"Sometimes the best management is no management at all -- first do no harm!" (Bob Sutton)

"Gentle interventions, if they are clear, overcome rigid resistance. If gentleness fails, try yielding or stepping back altogether. When the leader yields, resistance fails." (John Heider)

"Underlying virtually all our attempts to bring agreement is the assumption that agreement is brought about by changing other people's minds." (S. I. Hayakawa)

"The bad is raw material for the good." (Lao Tzu)

"The biggest obstacle to learning something new is the belief that you already know it." (Zen saying)

"My father used to say to me, 'Whenever you get into a jam, whenever you get into a crisis or an emergency become the calmest person in the room and you'll be able to figure your way out of it.'" (Rudolph Giuliani)

"No man is wise enough by himself." (Plautus 254 - 184 BC)

"Never explain - your friends do not need it, and your enemies will not believe you anyway." (Elbert Hubbard)

"Like people without worrying if they are going to like you in return." (Burt Reynolds)

"The greatest danger a team faces isn't that it won't become successful, but that it will, and then cease to improve." (Mark Sanborn)

"The great leaders are like the best conductors - they reach beyond the notes to reach the magic in the players." (Blaine Lee)

"There are no problem people, only problem facilitators, who can't cope with energy and creativity." (Stephen Covey)

"Interdependent people combine their own efforts with the efforts of others to achieve their greatest success." (Trevor Bentley)

"A group is a bunch of people in an elevator. A team is also a bunch of people in an elevator, but the elevator is broken!" (Bonnie Edelstein)

"We never get to the bottom of ourselves on our own. We discover who we are face to face and side by side with others in work, love and learning." (Robert Bellah)

"It is wrong to coerce people into opinions, but it is our duty to impel them into experiences." (Kurt Hahn)

"Leadership is about creating an alignment of strengths - making people's weaknesses irrelevant." (Peter Drucker)

"The best single question for testing an organisation's character is: what happens when people make mistakes?" (Bob Sutton)

"It is the province of knowledge to speak, and it is the privilege of wisdom to listen." (Sally Murfitt)

"WAIT is a good reminder about being discerning in facilitating. It stands for: Why Am I Talking?" (Paula Bettgens)

"We do not know what we have said until we know what they have heard." (Bishop of Armagh)

"If you ask people for their wisdom, and you really listen, they think YOU are wise. The real secret is that if you ask people for their wisdom, and you really listen, you become wise." (Jo Nelson)

"Real change begins with the simple act of people talking about what they care about." (Margaret J. Wheatley)

"There are no problem people, only problem facilitators, who can't cope with energy and creativity." (Trevor Bentley)

"The best test of a person's character is how he or she treats those with less power." (Bob Sutton)

"Problems are only opportunities in work clothes." (Henry J. Kaiser)

The more opera I am to others and myself, the less I want to rush in and fix things." (Carl Rogers)

"His thoughts were few And rarely formed to glisten. But he was a joy to all his friends. You should have heard him listen!" (Source Unknown)

"When I let go of what I am, I become what I might be." (John Heider)

"To be a catalyst is the ambition most appropriate for those who see the world as being in constant change, and who, without thinking that they can control it, wish to influence its direction." (Theodore Zeldin)

"Run an honest, open group. The fewer rules the better. Every law creates an outlaw. Good facilitation means doing less and being more." (The Tao TeChing)

"Life is difficult. This is a great truth, one of the greatest truths. It is a great truth because once we truly see this truth, we transcend it. Once we truly know that life is difficult - once we truly understand and accept it - then life is no longer difficult. Because once it is accepted, the fact that life is difficult no longer matters." (M. Scott Peck)

"Few facilitators realise how much how little will do." (Source Unknown)

"There are no paths. Paths are made by walking." (Antonio Machado 1875 -1939)

"Do you want to be a positive influence in the world? First, get your own life in order. Ground yourself in the single principle so that your behaviour is wholesome and effective. If you do that, you will earn respect and be a powerful influence." (John Heider)

"The kind of conversation I like is one in which you are prepared to emerge a slightly different person," (Theodore Zeldin)

"A green light means, "Yes, we want you to feel free to open up, ask questions, take charge, find new ways." A red light means, "No, we don't want that." High productivity comes when people are allowed to be productive, take initiative, develop creative solutions and produce results." (Bob Basso)

"When you cannot see what is happening in a group, do not stare harder. Relax and look gently with your inner eye." (John Heider)

"Once an event is fully energized and formed, stand back as much as possible. Pay attention to the natural unfolding of events. Don't do too much. Don't be too helpful" (John Heider)

"All the art of living lies in a fine mingling of letting go and holding on." (Havelock Ellis)

"Sometimes being a friend means mastering the art of timing. There is a time for silence. A time to let go and allow people to hurl themselves into their own destiny. And a time to prepare to pick up the pieces when it's all over." (Gloria Naylor)

"When I give up trying to impress the group, I become very impressive. Let go in order to achieve. The wise facilitator speaks rarely and briefly, teaching more through being than doing." (The Tao TeChing)

"Creativity can be described as letting go of certainties." (Gail Sheehy)

"Can you remain open and receptive, no matter what issues arise? Can you know what is emerging, yet keep your peace while others discover it for themselves?" (John Heider)

"Tolerance is the positive and cordial effort to understand another's beliefs, practices, and habits without necessarily sharing or accepting them." (Joshua Liebman)

"All growth is a leap in the dark, a spontaneous, unpremeditated act without benefit of experience." (Henry Miller)

"Life's fulfillment finds constant obstacles in its path; but those are necessary for the sake of its own advance. The stream is saved from the sluggishness of its current by the perpetual opposition of the soil through which it must cut its way. The spirit of fight belongs to the genius of life." (Rabindranath Tagore)

4) Leadership Skills

"The great rivers and seas are kings of all mountain streams because they skilfully stay below them. That is why they can be their kings. Therefore, in order to be the superior of the people, one must, in the use of words, place himself below them, and in order to be ahead of the people, one must, in one's own person, follow them." (Lao Tzu 600 BC)

"A leader should be out in front clearing the way for the rest of the team. Similar to the game of curling, played on ice with big stones. You get out in front of the stone and sweep to help the stone get where you want it to go." (Source Unknown)

"I think the leader on the dogsled is the lead dog, not the guy on the back with the whip." (John Chambers) "Leadership is not magnetic personality-that can just as well be a glib tongue. It is not "making friends and influencing people"-that is flattery. Leadership is lifting a person's vision to higher sights, the raising of a person's performance to a higher standard, the building of a personality beyond its normal limitations." (Peter Drucker)

"If you want to build a ship, don't drum up people together to collect wood and don't assign them tasks and work, but rather teach them to long for the endless immensity of the sea." (Antoine de Saint-Exupery)

"The way to make people shine is to let them be the gems that they are, and just provide a good setting and a little polish." (Source Unknown)

"The leaders who work most effectively, it seems to me, never say "I." And that's not because they have trained themselves not to say "I," They don't think "I," they think "we"; they think "team." They understand their job to be to make the team function. They accept responsibility and don't sidestep it, but "we" gets the credit.... This is what creates trust, what enables you to get the task done." (Peter Drucker)

"The new model of leadership is partially a result of the decline of the command-and-control style organization. It is a learn-and-lead model, in which leaders are continuous learners. They are open and always listening as they develop a vision and then motivate their staff to turn that vision into business reality. Companies that develop leaders at all levels are going to reap the benefits while those that lag behind will be forced to play catch-up." (Edward Wakin)

"The mediocre leader tells. The good leader explains. The superior leader demonstrates. The great leader inspires." (Steve Buchholz and Thomas Roth) "Management is efficiency in climbing the ladder of success. Leadership determines whether the ladder is leaning against the right wall." (Stephen Covey)

"The essence of leadership is the capacity to build and develop the self-esteem of the workers." (Irwin Federman)

"Leaders need to strike a balance between action and patience." (Doug Smith)

"Leadership is not the private reserve of a few charismatic men and women. It is a process ordinary managers use when they are bringing forth the best from themselves and others." (Source Unknown)

"Truly great leaders spend as much time collecting and acting upon feedback as they do providing it." (Alexander Lucia)

"Coaching isn't an addition to a leader's job. It's an integral part of it." (George S. Odiorne)

"In a period of rapid change, something stable is needed in organizations. That's what culture is for. It's the stick-gum that holds the group together because it tells everybody involved, "this is how we like to operate."" (Tom McDonald)

"If you're in charge and you stop rowing, don't be surprised if the rest of your crew stops too." (Source Unknown)

"If you're ridin' ahead of the herd, take a look back every now and then to make sure it's still there." (The Cowboy's Guide To Life)

"The boss drives people; the leader coaches them. The boss depends on authority; the leader on good will. The boss inspires fear; the leader inspires enthusiasm. The boss says "I"; the leader says "We" The boss fixes the blame for the breakdown; the leader fixes the breakdown. The boss says "Go"; the leader says "Let's go"" (H. Gordon Selfridge)

"We herd sheep, we drive cattle, we lead people. Lead me, follow me, or get out of my way." (George S. Patton)

"The challenge of leadership is to be strong, but not rude; be kind, but not weak; be bold, but not bully; be thoughtful, but not lazy; be humble, but not timid; be proud, but not arrogant; have humour, but without folly." (Jim Rohn)

"I'm their leader. I've got to follow them." (AlexandreLedru-Rollin)

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

"A boss creates fear, a leader confidence. A boss fixes blame, a leader corrects mistakes. A boss knows all, a leader asks questions. A boss makes work drudgery, a leader makes it interesting. A boss is interested in himself or herself. A leader is interested in the group." (Russell H. Ewing)

"There is great force hidden in a gentle command." (George Herbert)

"No institution can possibly survive if it needs geniuses or supermen to manage it. It must be organized in such a way as to be able to get along under a leadership composed of average human beings." (Peter Drucker)

"In really good companies, you have to lead. You have to come up with big ideas and express them forcefully. I have always been encouraged, or sometimes forced, to confront the very natural fear of being wrong. I was constantly pushed to find out what I really thought and then to speak up. Over time, I came to see that waiting to discover which way the wind was blowing is an excellent way to learn how to be a follower." (Roger Enrico, CEO of Pepsico and then Dreamworks)

"A man who wants to lead the orchestra must turn his back on the crowd." (R. S. Donnell)

"The first task of a leader is to keep hope alive." (Joe Batten)

"The chief executive who knows his strengths and weaknesses as a leader is likely to be far more effective than the one who remains blind to them. He also is on the road to humility - that priceless attitude of openness to life that can help a manager absorb mistakes, failures, or personal shortcomings." (John Adair)

"Thoroughness characterizes all successful men. Genius is the art of taking infinite pains. All great achievement has been characterized by extreme care, infinite painstaking, even to the minutest detail." (Elbert Hubbard)

"There is a great man who makes every man feel small. But the real great man is the man who makes every man tee] great." (G. K. Chesterton)

"One doesn't discover new lands without consenting to lose sight of the shore for a very long time." (Andre Gide)

"If you can only give your son or daughter one gift, let it be enthusiasm." (Bruce Barton)

"To be trusted is a greater compliment than to be loved." (George McDonald)

"To handle yourself, use your head. To handle others, use your heart." (Donald Laird)

"If you wish your merit to be known, acknowledge that of other people." (Oriental Proverb)

"It's not my job to motivate players. They already bring extraordinary motivation to our programme. It's my job not to demotivate them." (Lou Holtz, American Football Coach)

"The true leader is always led." (Carl Jung 1876- 1961)

"It is better to have a lion at the head of an army of sheep, than a sheep at the head of an army of lions." (Daniel Defoe 1660-1731)

"The great rulers: the people do not notice their existence; the lesser ones: they love and praise them; the lesser ones: they fear them; the still lesser ones: they despise them. (Lao Tzu 600 BC)

"There are two ways to get the tallest building in town. Tear everyone else's down or build your own up." (Source Unknown)

"Treat a man as he is and he will remain as he is. Treat a man as he can and should be and he will become as he can and should be." (Goethe 1749 - 1832)

"A skilful commander is not overbearing; a skilful fighter does not become angry; a skilful conqueror does not compete with people. One who is skilful in using men puts himself below them. This is called the virtue of non-competing. This is called the strength to use men. This is called matching Heaven. The highest principle of old." (Lao Tzu 600 BC)

"There is required for the composition of a great commander not only massive common sense and reasoning power, not only imagination, but also an element of legerdemain, an original and sinister touch which leaves the enemy puzzled as well as beaten." (Winston Churchill 1874 - 1965)

"Don't confuse charisma with a loud voice." (Harvey Mackay)

"The important thing I have learned over the years is the difference between taking one's work seriously and taking oneself seriously. The first is imperative and the second is disastrous." (Margot Fonteyn)

"Leadership is Relationship." (Benjamin Zander)

"The most successful leader of all is one who sees another picture not yet actualized." (Mary Parker Follett)

"A person must be adaptable and serve others in order to rule. Willing followers are not acquired by force or cunning but through consistency in doing what is human and proper." (I Ching 1150 BC)

"He that would govern others first should be master of himself, richly endowed with depth of understanding and height of knowledge." (Phillip Massinger 1538 -1640)

"When the great leader is finished with his work, the people say it happened naturally" (Lao Tzu 600 BC)

"You do not lead by hitting people over the head. That's assault, not leadership." (Dwight D.Eisenhower 1890 - 1969)

"Leadership is about taking an organisation to a place it would not otherwise have gone without you, in a value-adding, measurable way." (George Fisher)

"A true leader always keeps an element of surprise up his sleeve, which others cannot grasp but which keeps his public breathless and excited." (Charles de Gaulle 1890 - 1970)

"I have three precious things which I hold fast and prize. The first is gentleness; the second is frugality; the third is humility, which keeps me from putting myself before others. Be gentle and you can be bold; be frugal and you can be liberal; avoid putting yourself before others, and you can become a leader among men." (Lao Tzu 600 BC)

"Courage is the main quality of leadership, in my opinion: courage to initiate something and keep it going - pioneering an adventurous spirit to blaze new ways." (Walt Disney 1901 -66)

"The vision must be followed by the venture. It is not enough to stare up the steps. We must step up the stairs." (Vance Hepner)

"To be humble to superiors is duty; to equals, courtesy; to inferiors, nobleness." (Benjamin Franklin 1706 - 90)

"Do not follow where the path may lead. Go instead where there is no path and leave a trail." (Muriel Strode)

"You can achieve anything in life if you are willing to see the credit go to others." (Source Unknown)

"The manager is like a conductor of a symphony orchestra, through whose effort, vision and leadership individual instrumental parts that are so much noise by themselves become the living whole of music. The conductor is only interpreter; the manager is both composer and conductor." (Peter Drucker)

"Leadership is leaving zest in your wake." (Tom Peters)

"Governing a large enterprise requires timely activity and discreet activity on the part of those in charge. One must be particularly sensitive to promising circumstances, talented men and the right objectives." (The Buddha 568 - 488 BC)

"You've got to enthuse the people who do the work. You can't light a bonfire at the top. It only happens when you light the fire at the bottom." (Alistair Cummings)

"I am personally convinced that one person can be a change catalyst, a transformer in any situation, any organization. Such an individual is yeast that can leaven an entire loaf. It requires vision, initiative, patience, respect, persistence, courage, and faith to be a transforming leader." (Stephen Covey)

"A boss creates fear, a leader confidence. A boss fixes blame, a leader corrects mistakes. A boss knows all, a leader asks questions. A boss makes work drudgery, a leader makes it interesting. A boss is interested in himself or herself, a leader is interested in the group." (Russell H. Ewing)

"Fail to honour people, they fail to honour you. But of a good leader, who talks little, when his work is done, his aim fulfilled, they will all say: "We did this ourselves"" (Lao Tzu 600 BC)

"The job of leadership is not to put greatness into humanity but to elicit it for it is already there." (Source Unknown)

"The entrepreneur is essentially a visualiser and an actualiser. He can visualises something, and when he visualises it he sees exactly how to make it happen." (Robert Schwartz)

"When the team does badly, it's because of me; when the team does so-so, it's because of us; when the team does well, it's because of them." (Source Unknown)

"It is the capacity to link the values and beliefs of the leader with the needs, goals, values and beliefs of the followers that is the magic of leadership." (John Hunt)

"The business of the samurai consists in reflecting on his own station in life, in discharging loyal service To his master if he has one, in deepening his fidelity in association with his friends and, with due consideration of his own position, in devoting himself to duty above all." (YamagaSoko)

"No leader sets out to be a leader. People set out to live their lives, expressing themselves fully. When their expression is of value, they become leaders." (Warren Bennis)

"A leader has a vision and conviction that a dream can be achieved. He inspires the power and the energy to get it done." (Ralph Lauren)

"The bravest are surely those who have the clearest vision of what is before them, glory and danger alike, and yet notwithstanding, go out and meet it." (Pericles 495 - 429 BC)

"When written in Chinese, the word "crisis" is composed of two characters. One represents danger and the other represents opportunity." (John F. Kennedy 1917 - 63)

"Make a careful list of all the things done to you that you abhorred. Don't do them to others, ever. Make another list of things done to you that you loved. Do them to others always." (Dee Hock)

"Character is doing what's right when nobody's looking." (J.C.Watts)

"The real leader has no need to lead - he is content to point the way." (Henry Miller)

"Leadership consists not in degrees of technique but in traits of character; it requires moral rather than athletic or intellectual effort, and it imposes on both leader and follower alike the burdens of self-restraint." (Lewis H. Lapham)

"Effective leadership is putting first things first. Effective management is discipline, carrying it out," (Stephen Covey)

"People ask the difference between a leader and a boss. The leader works in the open, and the boss in covert. The leader leads, and the boss drives." (Theodore Roosevelt)

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

"The leader must know, must know that he knows, and must be able to make it abundantly clear to those around him that he knows." (Clarence Randall)

"Now there are five matters to which a general must pay strict heed. The first of these is administration; the second, preparedness; the third, determination; the fourth, prudence; and the fifth, economy." (Wu Ch'i 430-381 BC)

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

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

"Before you are a leader, success is all about growing yourself. When you become a leader, success is all about growing others." (Jack Welch)

"The manager asks how and when; the leader asks what and why." (Warren Bennis)

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

"We know not where our dreams will take us, but we can probably see quite clearly where we'll go without them." (Marilyn Grey)

"In war, three quarters turns on personal character and relations; the balance of manpower and materials counts only for the remaining quarter." (Napoleon I)

"Jingshen is the Mandarin word for spirit and vivacity. It is an important word for those who would lead, because above all things, spirit and vivacity set effective organizations apart from those that will decline and die." (James L. Hayes)

"The art of leading, in operations large or small, is the art of dealing with humanity, of working diligently on behalf of men, of being sympathetic with them, but equally, of insisting that they make a square facing toward their own problems." (S. L. A. Marshall)

"In matters of style, swim with the current; In matters of principle, stand like a rock." (Thomas Jefferson)

"The only real training for leadership is leadership." (Antony Jay)

"Our chief want is someone who will inspire us to be what we know we could be." (Ralph Waldo Emerson)

5) Teambuilding

"Unity requires a collective moral force, together with a great leader." (I Ching 1150 BC)

"When many work together for a goal, great things may be accomplished. It is said a lion cub was killed by a single colony of ants." (SaskyaPandita 1182 - 1251)

"We are all angels with only one wing; we can only fly while embracing each other," (Luciano de Crescenzo)

"Where there is unity, there is always victory." (PubliusSyrus 42 BC)

"We must, indeed, all hang together, or most assuredly, we shall hang separately." (Benjamin Franklin 1706 - 90)

"If your group doesn't laugh at least four out of five days, you have a real challenge on your hands. Attack it fast because productivity goes up when people love what they do. It goes down when they are not having fun. Small children laugh 400 times daily and adults do so only 15 times a day." (William Blades)

"In the long history of humankind (and animalkind too) those who learned to collaborate and improvise most effectively have

prevailed." (Charles Darwin 1809 - 82)

"Individual commitment to a group effort - that is what makes a team work, a company work, a society work, a civilization work." (Vince Lombardi 1913 - 70)

"We are born for co-operation, as are the feet, the hands, the eye-lids, and the upper and lower jaws." (Marcus Aurelius)

"When team members regard each other with mutual respect, differences are utilized and are considered strengths rather than weaknesses. The role of the leader is to foster mutual respect and build a complementary team where each strength is made productive and each weakness irrelevant." (Stephen Covey)

"I asked, "Why doesn't somebody do something?" Then I realized, I was somebody." (Source Unknown)

"Work and self-worth are the two factors in pride that interact with each other and that tend to increase the strong sense of pride found in superior work teams. When people do something of obvious worth, they feel a strong sense of personal worth." (Dennis Kinlaw)

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

"When a team outgrows individual performance and learns team confidence, excellence becomes a reality." (Joe Paterno)

"You will be most effective when you can compliment each other without embarrassment and disagree without fear." (Source Unknown)

"The key elements in the art of working together are how to deal with change, how to deal with conflict, and how to reach our potential. The needs of the team are best met when we meet the needs of the individual persons." (Max DePree)

"Do you want a collection of brilliant minds or a brilliant collection of minds?" (R. Meredith Belbin)

"Synergy is the highest activity of life; it creates new untapped alternatives; it values and exploits the mental, emotional, and psychological differences between people." (Stephen Covey)

"The ratio of We's to I's is the best indicator of the development of a team." (Lewis B. Ergen)

"Just because we are all equal doesn't mean we're all the same." (Source Unknown) "The really good team is more than the sum of its players. On an ordinary team, one plus one is two, but on the best teams it's three. Rather than having one star, the whole team stars." (Takashi Osada)

"The main ingredient of stardom is the rest of the team." (John Wooden)

"We regard our living together not as an unfortunate mishap warranting endless competition among us, but as a deliberate act of God to make us a community of brothers and sisters jointly involved in the quest for a composite answer to the varied problems of life." (Steven Biko)

"Everyone is needed but no one is necessary." (Bruce Coslet)

"No one can whistle a symphony. It takes an orchestra to play it." (H. E. Luccock)

"We are not put on this earth for ourselves, but are placed here for each other. If you are there always for others, then in time of need, someone will be there for you." (Jeff Warner)

"Tell everyone what you want to do and someone will want to help you do it." (W Clement Stone)

"I love to hear a choir. I love the humanity, to see the faces of real people devoting themselves to a piece of music. I like the teamwork. It makes me feel optimistic about the human race when I see them co-operating like that." (Paul McCartney)

"The world basically and fundamentally is constituted on the basis of harmony. Everything works in co-operation with something else." (Preston Bradley)

"When he took the time to help the man up the mountain, lo, he scaled it himself." (Source Unknown)

"When your team is winning, be ready to be tough, because winning can make you soft. On the other hand, when your team is losing, stick by them. Keep believing." (Bo Schembechler)

"We have always found that people are most productive in small teams with tight budgets, timelines, and the freedom to solve their own problems." (John Rollwagen)

"Fun is only real and sustainable if it feeds off" the team's purpose and performance aspirations." (Jon Katzenbach and Douglas Smith)

"No problem is insurmountable. With a little courage, teamwork and determination a person can overcome anything." (B. Dodge)

"The nice thing about teamwork is that you always have others on your side." (Margaret Carty)

"A well-run restaurant is like a winning baseball team. It makes the most of every crew member's talent and takes advantage of every split-second opportunity to speed up service." (David Ogilvy)

"Many hands make light work." (Old proverb)

"Pleasure usually takes the form of me and now; joy is us and always." (Marvin J. Ashton)

"What makes a multitude of individuals a society rather than a crowd is a commonly held ideal." (Melvin Lyon)

"Love does not consist in gazing at each other but in looking outward together in the same direction." (Antoine de Saint-Exupery)

"Not the cry, but the flight of the wild duck, leads the flock to fly and follow." (Chinese Proverb)

"The best morale exists when you never hear the word mentioned. When you hear a lot of talk about it, it's usually lousy." (Dwight D. Eisenhower 1890 - 1969)

"Union does everything when it is perfect. It satisfies desires, simplifies needs, foresees the wishes, and becomes a constant fortune." (Etienne Senancour 1770 - 1846)

"Champions aren't made in gyms. Champions are made from something they have deep in them - a desire, a dream, a vision. They have to have the skill and the will. But the will must be stronger than the skill." (Muhammad Ali)

"Coming together is a beginning. Keeping together is progress. Working together is success." (Henry Ford 1863 - 1947)

"Great discoveries and improvements invariably involve the co-operation of many minds." (Alexander Graham Bell 1847 - 1922)

"A good marriage is that in which each appoints the other guardian of his solitude. Once the realization is accepted that even between the closest human beings infinite distances continue to exist, a wonderful living side by side can grow up, if they succeed in seeing the distance between them which makes it possible for each to see the other whole and against a wide sky." (Rainer Maria Rilke 1875 - 1926)

"The miracle is this: the more we share, the more we have." (Leonard Nimoy)

"The speed of the boss is the speed of the team." (Lee Iacocca)

"Few great players make the transition into management. The reason is that great players are normally like soloists in an orchestra. They perform alone and tend to look down on team-mates with lesser ability" (Bob Paisley 1919 - 96)

"Let there be spaces in your togetherness." (Kahlil Gibran 1883 - 1931)

"Teamwork represents a set of values that encourage behaviours such as listening and constructively responding to points of view expressed by others, giving others the benefit of the doubt, providing support to those who need it, and recognizing the interests and achievements of others." (Jon Katzenbach and Douglas Smith)

"None of us is as smart as all of us." (Japanese company slogan)

"The rule of friendship between friends means there should be mutual sympathy between them, each supplying what the other lacks and trying to benefit the other, always using friendly and sincere words." (The Buddha 568 - 488 BC)

"Two persons cannot long be friends if they cannot forgive each others' little failings." (La Bruyere 1645 - 96)

"Then come the wild weather, come sleet or come snow; we will stand by each other, however it blow." (Simon Dach 1605 - 59)

"I not only use all the brains I have, but all I can borrow." (Woodrow Wilson 1856 - 1924)

"If a friend is in trouble, don't annoy him by asking if there is anything you can do. Think up something appropriate and do it." (Edgar Howe 1853 - 1937)

"I take as my guide the words of a saint: in crucial things, unity; in important things, diversity; in all things, generosity." (George Bush)

"Teams should be like wild ducks: individually autonomous, but when something needs done, they fly in formation, giving warm air and uplift to each other." (Source Unknown)

"It is not so much our friends' help that helps as the confidence of their help." (Epicurus 341 - 270 BC)

"If you have eleven workmen, you will never win. If you have eleven artists, you will never win. It is important that the team complements each other and we have that. We have the same vision of football and victory." (Eric Cantona)

"Reprove your friends in secret; praise them openly." (PubliusSyrus 42 BC)

"If one is intelligent and applies himself well, what can he not accomplish? Even small bands of armies, I have heard, have defeated whole armies." (SaskyaPandita 1182 - 1251)

"One person with a belief is equal to a force of 99 who have only interests." (John Stuart Mill)

"Upon the conduct of each depends the fate of all." (Alexander the Great 356 - 323 BC)

"It's been my experience that the people who gain trust, loyalty, excitement and energy fast are the ones who pass on the credit to the people who really have done the work. A leader doesn't need any credit; he's already in the top slot." (Robert Townsend 1920 - 98)

"I start with the premise that the function of leadership is to produce more leaders, not more followers." (Ralph Nader)

"The ultimate leader is the one who is willing to develop people to the point that they surpass him or her in knowledge and ability." (Fred A. Manske)

"A key characteristic of transformational leaders is that they motivate people to do more than they originally expected to." (Elizabeth Chell)

"A leader must not only be willing to give opportunity to others, but must be in the business of creating opportunity for Others." (William Hodges)

"Many ideas grow better when transplanted into another mind than in the one where they sprang up." (Oliver Wendell Holmes 1809 - 94)

"The next time you're in a meeting, look around and identify the yes-buffers, the not-knowers and the why-notters. Why-notters move the world." (Louise Pierson)

"The goal is not to have a team but to increase productivity and employee satisfaction." (Source Unknown)

"A self-reinforcing upward spiral: performance stimulating pride stimulating performance." (Rosabeth Moss Kanter)

"A group becomes a team when each member is sure enough of himself and his contribution to praise the skills of the others." (Norman Shidle)

"Teamwork is the fuel that allows common people to attain uncommon results." (Source Unknown)

"Real teams don't emerge unless individuals in them take risks involving conflict, trust, interdependence, and hard work." (Jon Katzenbach and Douglas Smith)

"Just because we are all equal doesn't mean we are all the same." (Source Unknown)

"The really good Team is more than the sum of its players. On an ordinary Team, one plus one is two, but on the best teams it is three. Rather than having one star, the whole team stars." (Takashi Osada)

"Teamplayer: one who unites others towards a shared destiny through sharing information and ideas, empowering others and developing trust." (Dennis Kinlaw)

"Call it a clan, call it a network, call it a tribe, call it a family. Whatever you call it, whoever you are, you need one." (Jane Howard)

"Share our similarities, celebrate our differences." (M. Scott Peck)

"There is no such thing as a self-made man. You will reach your goals only with the help of others." (George Shinn)

"No one lives long enough to learn everything they need to learn starting from scratch. To be successful, we absolutely,

positively have to find people who have already paid the price to learn the things that we need to learn to achieve our goals." (Brian Tracy)

"Always try to do something for the other fellow and you will be agreeably surprised how things come your way, how many pleasing things are done for you." (Claude M. Bristol)

"There can only be one state of mind as you approach any profound test: total concentration, a spirit of togetherness, and strength." (Pat Riley)

"A team which has become a winner has done so by individuals setting and reaching goals for themselves." (Source Unknown)

"When spiders unite, they can tie down a lion." (African proverb)

"Teamwork is working together - even when apart." (Source Unknown)

"You can buy someone's time, you can buy someone's physical presence at a given place, you can even buy a measured number of skilled muscular motions per hour or day. But you cannot buy enthusiasm, you cannot buy initiative, you cannot buy loyalty, you cannot buy devotion of hearts, minds and souls. You have to earn these things." (Clarence Francis)

"Teamwork is what the Green Bay Packers were all about. They didn't do it for individual glory. They did it because they loved one another." (Vince Lombardi)

"It is amazing what can be accomplished when nobody cares about who gets the credit." (Robert Yates)

"In a large family, you learn to share the bathroom, the babysitting, and the last bit of ice cream...everyone wins." (Laura Benjamin)

"Members of groups that do not meet regularly usually do not feel a strong sense of belonging and do not take ownership for the success of the group." (Source Unknown)

"Teams are successful when they are focused, have a short cycle time, and are supported by the executives." (Tom Bouchard)

"If I could solve all the problems myself, I would." (Tom Watson, when asked why he had a team of 21 assistants)

"We're like blind men on a corner. We have to learn to trust people or we'll never cross the street." (George Foreman)

6) Web Resources on "The Art of Leadership"

The following instantly-accessible website resources provide more in depth information on some of the tips, techniques, and features in this book.

For the full range of Change Management products from ManageTrainLearn, click here:

<http://www.managetrainlearn.com/products/change-management/>

For the full range of Delegation and Empowerment products from Manage TrainLearn, click here:

<http://www.managetrainlearn.com/products/delegation-and-empowerment/>

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