

A FORGIVING PERSON: GENERAL RICARDO EMILIO CIFUENTES

General Ricardo Emilio Cifuentes was a well known general in the Columbian army during the administration of President Ernesto Samper (1994–1998). Samper involved the country in narco-trafficking, drug cartels, and incredible violence. As the facts became more apparent, General Cifuentes announced he was resigning because he felt Mr. Samper was “not worthy of the presidency.” He said, “I love my country and would give my life to defend it, but I will not lead men to serve your causes” (Executive Intelligence Review, April 4, 1997, Volume 24, No. 15).

Samper would not let go of his stranglehold on the country, and he delivered a lethal warning. Just eight days after General Cifuentes resigned, his beloved son, Dr. German Cifuentes, was killed in a drive-by gangland style killing. Brokenhearted, the general retired to the country with his family to live quietly and raise horses. But his enemies found him anyway. When Samper’s chosen candidate was defeated in an election, the assassins returned and shot Cifuentes eight times. He survived the attack, but for days he hovered between life and death.

In 2002, the new president of the nation asked Cifuentes to come out of retirement to reform the corrupt prison system. The prisons were filled with left-wing guerrilla group members, right-wing para-military, and legitimate military prisoners—all in the same prisons. Murders among inmates and staff suicides were common. The pressures were so great that a number of men who had held the position previously had died or committed suicide. One of the prisons averaged a murder a day in the inmate population and a suicide per month in the staff.

The men who tried to kill Cifuentes and who murdered his son had been captured and were in the prison system. Cifuentes issued the order that these men were never to be identified to him. He said, “We have forgiven

them, and I want nothing to change that." When asked how he was still able to forgive when he had the power to take vengeance, he replied, "Because it is the right thing to do. Forgiveness is not an emotion we feel. It is a choice we make. How can we stop the cycle of anger and violence if someone doesn't start forgiving? God was with us. He helped us. He knows what it is like to have a son be murdered." Sustained by this faith and the peace gained through forgiveness, General Cifuentes treated prisoners with dignity and improved the prison system. The powerful story of his forgiveness became famous and motivates others to follow his example.

A COMPASSIONATE PERSON: AGNES GONXHA BOJAXHIU, MOTHER TERESA

Agnes Bojaxhiu, born in Albania in 1910, lost her father when she was 8, but she became extraordinarily close to her compassionate mother, Drana Bojaxhiu. Though far from wealthy, Drana issued a standing invitation to the destitute people to eat with them in their family home. She said repeatedly, "These are not all our relatives, but they are our people."

At 12, Agnes felt a calling to a life of service. At 18, she confirmed it by entering a convent, taking the name Sister Mary Teresa. She was assigned to Calcutta where she taught the daughters of the city's poorest families. She became devoted to alleviating poverty through education and took the customary title, "Mother."

Years later Mother Theresa had another calling, this time to leave teaching and dedicate her life to the poorest of the poor in Calcutta. She entered Calcutta's slums with the simple goal to aid "the unwanted, the unloved, the uncared for."

Mother Teresa began an outdoor school for unschooled children, and she made a home for the dying destitute, giving them care, comfort, and human presence during their final hours. She founded the Missionaries of Charity with 12 members (this grew to more than 4,000 at the time of her death) and established a leper colony, an orphanage, a nursing home, a family clinic, and numerous mobile health clinics in Calcutta. Eventually she opened works in the U.S. and other nations.

The author of this bulletin, Brenda Mason Young, was privileged to serve at Mother Teresa's Calcutta Center in 2013. To ensure that all service is born of compassion and not self-serving motives, the Center does not permit pictures, and each volunteer is first assigned humble work. Brenda

mopped stone floors with a rag mop for some time before she was assigned to work in the orphanage. The orphanage cares for disabled, sick children who have been abandoned and have little hope of being adopted. But the Sisters of Charity there have the compassion of Mother Teresa and give these little ones a loving home.

For her unwavering commitment to the needy, Mother Teresa stands as one of the greatest humanitarians of the 20th century. Combining profound empathy and fervent personal commitment with incredible organizational and managerial skills, she developed a vast, effective organization that is still helping the poorest of the poor all around the globe.

A COURAGEOUS PERSON: FATHER MAXIMILIAN KOLBE

Father Maximilian Kolbe was 45 years old when he was arrested and taken to Auschwitz, where the life expectancy of priests was about one month. Though the monk nearly died from back-breaking work, he ministered to his fellow inmates while living in brutal conditions. He heard their confessions, prayed with them, and consoled their spirits. This service to his fellow prisoners ended one July morning when an inmate escaped. The angry commandant in charge decided that as punishment, ten inmates would die in the starvation bunker—a place with no food or water. In that terrible place, people suffered unspeakable pain and lost their minds on the way to death. Even the gas chamber was better than the starvation bunker.

A death lottery determined who would be punished, and a Polish farmer named Franciszek Gajowniczek was among those selected. “My wife and children!” he wailed. “What will they do?”

While these agonized sobs still hung in the air, Father Kolbe calmly and boldly stepped before the commandant. “I would like to die in place of one of these men,” he said.

“Which one?” the Nazi barked.

“That one,” Father Kolbe said, pointing at the weeping farmer.

Kolbe and nine other men were thrown into the starvation bunker. Prisoners there typically spent their last days like animals, howling, clawing, and attacking. But this time there was no frenzy of despair; the courageous shepherd led his last flock in singing and praying through the valley of the shadow of death. When the SS soldiers descended to carry out the bodies, Father Kolbe was still living, propped against the wall with a slight smile on

his face and his eyes fixed on a faraway place the soldiers could not see. He was resolute as they walked toward him and pushed a needle into his arm. In a moment, courageous Father Kolbe was dead.

Franciszek Gajowniczek lived to be 94 years old and spent much of his life after World War II bearing witness to the courageous sacrifice made for him by Father Kolbe.

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A PERSON OF ACCOUNTABILITY: BILL PARCELLS

Bill Parcells is one of the most successful coaches in National Football League history. Although he was first drafted by the Detroit Lions as a linebacker, Parcells realized he was suited for coaching and began working toward an NFL head coaching job.

Parcells was able to rise through the highly competitive field of professional coaching, a career where failures typically can spell finality for a coach. But Parcells was accountable to the organization and his players, and he led the players to do the same. He never made excuses or placed blame, and he shouldered the responsibility for losses. This sense of accountability and responsibility led to great success. In 19 seasons as a head coach in the NFL, Parcells experienced just five losing seasons. He was the key to reversing the fortunes of four NFL teams, and he led teams to two Super Bowl titles. He was the first coach to lead four different teams into the playoffs, and was chosen as NFL Coach of the year in both 1986 and 1994. In 2013, Parcells was inducted into the Pro Football Hall of Fame.

The impact of Parcells' leadership and model of accountability is evident in how his players quote his perspectives on life and the game: "You don't get a medal for trying. You get a medal for results." "I'm not really in the excuse business." "Accept false starts as opportunities to learn. It's one thing to hate failure. It's another thing to fear it." It is all about accountability.

TWO PATIENT PEOPLE: THE WRIGHT BROTHERS

Wilbur and Orville Wright are the reason we can travel the world quickly. They did more than anyone else to advance the art and science of aviation. Patience was necessary for the brothers as they worked and dreamed of a flying machine.

Practical changes had to be made in every design they tried. They built a wind tunnel to discover how changes in air pressure would affect a glider or plane, and they designed a cardboard box with a fan blowing air through it to study the effect of wind on paper wings. The brothers demonstrated patience as they made and tested more than 200 pairs of paper wings.

When failures damaged their equipment, they had to rebuild. Their patience allowed them to continue trying after every failure, even when skeptics laughed at their attempts to do what had never been done.

The brothers built their first glider in 1899, and in 1900, they flew it at Kitty Hawk, North Carolina. The first successful flight of their airplane was also at Kitty Hawk on December 17, 1903. The flight lasted 59 seconds and was witnessed by five onlookers. By 1909, the brothers had established an aircraft manufacturing company in Dayton, Ohio.

Wilbur was hesitant to talk about their adventures, preferring to work patiently behind the scenes on their next design. He was asked to make a speech at a dinner in Paris, and he responded, "I only know of one bird—the parrot—that talks, and it doesn't fly very high." After his brother's death, Orville continued on with the dreams they shared. Patience contributed to the Wright Brothers' success, and it helped them change the way we travel today.

A DILIGENT PERSON: GEORGE WASHINGTON CARVER

George Washington Carver was born into slavery in Missouri as the Civil War was beginning. Early in his life, Carver learned that diligence was the path to satisfaction.

After the war, Carver left his hometown to pursue an education. He became a hired hand to pay his way through schools for black children. He obtained a high school diploma by age 19, but he was not accepted into a college until age 25. When the college discovered that he was black, they withdrew the acceptance. He was diligent, and he did not give up. Carver traveled by wagon and homesteaded a claim in Kansas. He manually plowed 17 acres, and he planted rice, corn, garden produce, fruit trees, forest trees, and shrubs. Carver saved his money by doing odd jobs and serving as a ranch hand for neighbors. In 1891, he became the first black student at Iowa State Agricultural College, and he quickly excelled as the best student on campus. Carver paid for his schooling and living expenses by doing many daily jobs, such as cooking and ironing clothes for classmates.

Carver's perseverance led him to become a professor, and he was recognized for his careful, diligent research. Because he pursued an education to serve himself and mankind, no sacrifice seemed too big as long as it moved him in that direction. He distinguished himself by his capable and consistent efforts. Carver said there was treasure in the most ordinary elements of creation, if one was diligent enough to look. He proved this to be true with the little brown peanut, discovering more than 300 uses, including plastics, gasoline, dyes, cosmetics, and paints.

In over 44 years as a professor, Carver's diligence led to the development of thousands of products, using ordinary vegetables and nuts. It is likely

that you used at least one of the items developed from Carver's research in your ordinary activities today.

A MAN OF INITIATIVE: WALT DISNEY

Walter Elias “Walt” Disney was born on December 5, 1901, in Chicago, Illinois. He lived most of his childhood in Missouri, where he began drawing and painting pictures and cartoons to sell to neighbors and family friends. When Walt was 10, his family moved to Kansas City, where Disney developed a fascination with trains. When he became a little older, he spent time at the station, selling snacks and newspapers to travelers.

Walt was a self-motivated individual. In high school, he enrolled in art and photography classes and became a contributing cartoonist for the school paper. At night he took courses at the Chicago Art Institute. When Walt was 16, he dropped out of school to join the army but was rejected for being underage. Undefeated, he joined the Red Cross and was sent to France to drive an ambulance for a year. Upon his return, Walt moved back to Kansas City to pursue a career as a newspaper artist. Soon his brother Roy found Walt a job at an art studio, and his true love was born. Walt met a skilled cartoonist and began making commercials based on cutout animation. He began experimenting with a camera, doing hand-drawn cel animation, and decided to open his own animation business. Soon the cartoonist who taught Walt became one of Walt’s employees. The company made widely popular cartoons, but the studio became burdened with debt. Walt had to declare bankruptcy.

Undaunted, Walt and his brother Roy pooled their resources and moved to Hollywood. They hired a New York distributor to manage the cartoons they developed, including cartoons of Walt’s original character, Oswald the Lucky Rabbit. The distributor stole the rights to Oswald, and Walt lost all but one employee from his animation staff. Instead of wallowing in the situation, Walt went to work on developing an idea that had been running around in his mind: a mouse named Mickey. When sound was added to the Mickey animation, it became an instant hit.

Despite the conditions during the Depression, Walt's creativity and personal initiative empowered his company to succeed. *Snow White and the Seven Dwarfs* premiered as the first full-length animated film. The film grossed \$8 million at the box office and is considered one of the greatest animated films of all time. A strike by Disney animators in 1941 caused a serious setback for the company, but Walt stayed focused on full-length animations and was among the first to move into television. He took advantage of the opportunity to mix animation and live action, capturing imaginations with *The Mickey Mouse Club*, *Mary Poppins*, and Sunday night's *Walt Disney's Wonderful World of Color*. He used *Walt Disney's Wonderful World of Color* to promote his new theme park, Disneyland. It opened in 1955 for children and their families to explore, allowing them to ride fanciful amusement rides and meet the Disney characters. The investment quickly multiplied ten-fold, as tourists came from all over the world for this one-of-a-kind experience.

Many people speak about Walt Disney, referring to "the man and his magic." Personal initiative was part of his magic.

A MAN OF INTEGRITY: ABRAHAM LINCOLN

In 1982, forty-nine historians and political scientists were asked by the Chicago Tribune to rate all the presidents through Jimmy Carter in five categories: leadership qualities, accomplishments/crisis management, political skills, appointments, and character/integrity. Abraham Lincoln topped the list in every area, and his integrity was the foundation of his success. While popularity may rise and fall with the circumstances and culture of the day, integrity stands the test of time. A person who consistently does the right thing for the right reason will find honor, whether or not there is an audience.

In March 1861, Abraham Lincoln began his term as the 16th President of the United States. He successfully led his country through the American Civil War, preserving the Union and ending slavery. Before his election in 1860, Lincoln was a country lawyer, an Illinois legislator, and a member of the United States House of Representatives. He was an outspoken opponent of slavery, and he never altered his stance to meet the climate of a crowd. At every level of public service, Lincoln introduced concepts that led to the abolition of slavery. He issued the Emancipation Proclamation in 1863 and promoted the passage of the 13th Amendment to the Constitution, which outlawed slavery and involuntary servitude, except as punishment for a crime. Six days after the surrender of Confederate forces under General Robert E. Lee, Lincoln became the first American president to be assassinated.

Legends about Lincoln's honesty have developed from the time he was a boy. Lincoln lived by his values, and he matured to be a character-driven man. He was the most activist president in history and was committed to preserving the Union and democracy, no matter the costs to himself. Because he understood that ending slavery required patience, careful timing, shrewd calculations, and an iron resolve to never give up, slavery

was indeed abolished. In the process, Lincoln also created a more perfect Union in terms of liberty and economic equality. His purposeful and visionary leadership led him to take many courageous risks. He operated with candor and honored his political enemies. Though he was challenged and criticized, Lincoln left behind a United States that was both whole and free. Pollsters say Lincoln ranks as the greatest president ever.

A POSITIVE ATTITUDE: JONI EARECKSON TADA

Joni Eareckson Tada was an active child, and she grew up in a loving family. Her four older sisters taught her to ride horses, play tennis, and swim, and the entire family enjoyed hiking.

One bright morning in July 1967, Tada happily dove into the Chesapeake Bay, misjudging the depth of the shallow water. Everything changed in that instant. She suffered a spine fracture, making her a lifetime quadriplegic. During two years of rehabilitation, Tada raged between anger, depression, suicidal thoughts, and spiritual doubts. Eventually she decided to accept her situation and alter her attitude, relying on the pillars of faith, family, friendship, and personal fortitude. She learned to paint with a brush held between her teeth and began selling artwork with exquisite details. As she optimistically tried new skills, Tada's accomplishments surpassed those of many others.

Tada has written over forty books, recorded musical albums, starred in a movie, and founded Joni and Friends to advocate and support people with special needs. Tada also founded and directs camps for children and their families, hosts a daily radio show, has been interviewed repeatedly on national television networks, and encourages hope internationally.

Tada faces challenges such as her 2010 diagnosis of breast cancer with grace and optimism. In 2014, the Academy of Motion Picture Arts and Sciences rescinded the Oscar nomination for Tada's song, "Alone Yet Not Alone." Her response typified her attitude: "the rescinding...in no way detracts from either the song's beauty or its message. I was humbled and honored to have been asked to sing it...I was grateful for the attention the nomination brought to this worthy song and the inspirational film behind it, as well as to the ongoing work of Joni and Friends to people affected by disabilities. The decision...may well bring even further attention, and I only hope it helps to further extend the message and impact of the

song" (Christianity Today, 1/2014). Tada demonstrates how a positive perspective can change the entire direction and outcome of a life.

A PERSON OF INFLUENCE: WINSTON CHURCHILL

Winston Churchill was one of the most heroic and influential figures of the 20th century. He was a frontline soldier in World War I, and then he became an international leader during World War II. He was one of the few men who recognized the threat Germany posed to the world.

At age 66, Churchill became Prime Minister of Great Britain. He was faced with Hitler advancing and the looming possibility of a world war. Churchill said of that time, "I felt as if I were walking with destiny, and that all my past life had been but a preparation for this hour and for this trial." He was courageous and inspiring as he declared in the midst of unprecedented attack and risk, "If you will not fight for right when you can easily win without bloodshed; if you will not fight when your victory is sure and not too costly; you may come to the moment when you will have to fight with all the odds against you and only a precarious chance of survival. There may even be a worse case. You may have to fight when there is no hope of victory, because it is better to perish than to live as slaves."

Churchill forged powerful partnerships to accomplish his goals. The premier defender of democracy, he had many meetings with Franklin Delano Roosevelt, strategizing to win the war against the Axis Powers. He took to the airwaves to persuade a nation to support the war effort. He went to the front lines and inspired the men hours before the Normandy invasion. One World War II 101st Airborne veteran, wounded in the liberation of France, reported that he "stood close enough to that great man to untie his shoes." Churchill sent paratroopers to the planes, convinced they would save the free world.

Churchill's accomplishments did not go unrecognized. He became "Sir Winston Churchill" in the highest order of British knighthood, and he won the Nobel Prize for Literature. In 1963, the United States Congress made him an honorary citizen of the United States. Churchill's influence truly saved the world.

A PERSON OF PRODUCTIVITY: HENRY FORD

Henry Ford changed our world by thinking differently about productivity and how creativity could be harnessed to help the process of work. Seeing opportunities to do more in better ways, Ford brought together many innovative ideas that helped revolutionize work and mass production. This helped to establish the United States as a world leader.

Ford grew up on a farm and observed that there was too much hard work with far too few results. He said, “Even when I was very young, I suspected that much more might be done in a far better way.” When Ford was still a teenager, he was making watches and building working models of railroad engines. Married at 25, he found a job as a machinist and worked in his spare time on the gasoline engine, testing it on his kitchen table. By 33, Ford had created his own four-wheel carriage. Motor vehicles were being produced in Europe, but they all were built by hand. Ford knew it could be done better, faster, and at less cost. By 1905, he formed the Ford Motor Company and produced enough demand to employ 4,000 people in his factory. Increased demand required increased productivity. So he created the moving assembly belt, and by 1924, Ford had produced 24 million Model T automobiles.

Later, Ford led his company in an effort to develop aircraft for the U.S. after the attack at Pearl Harbor. The first bomber rolled off the line in May 1942. His plant continued to roll out the bombers at the rate of one plane per hour. By the end of the war, Ford produced 86,865 complete aircraft, 57,851 engines, and thousands of superchargers, generators, and military gliders. He also produced tanks, armored cars, jeeps, and engines for robot bombs. Ford loved to be around other productive people and was well known for his frequent motor outings with Harvey Firestone and Thomas Edison. Even at age 81, Ford still visited his factories, looking for

ways to improve efficiency and produce more. Ford passed away in 1947, but his contributions have a lasting impact today.

A STORY ABOUT AN EMPATHETIC PERSON

Claiborne P. Ellis grew up in poverty in Durham, North Carolina. Despite working two jobs, Ellis could rarely pay his bills. “I worked my butt off and never seemed to break even. They say abide by the law, go to church, do right and live for the Lord—and everything will work out. It didn’t work out. It kept gettin’ worse and worse. I began to get bitter,” Ellis said.

Ellis' bitterness and frustration in life manifested itself as blame and hatred toward African Americans. Ellis became the Exalted Cyclops of Durham's Ku Klux Klan, and town leaders were largely receptive to his message.

Meanwhile, Ann Atwater lived across the Durham railroad tracks in a black neighborhood equally as destitute as Ellis’ community. Like Ellis, Atwater faced similar bitterness and frustration in life. As an African American, she found her voice as a militant activist for housing reform, railing—sometimes peacefully and sometimes more violently—against repressive and reprehensible policies toward African Americans. Ellis and Atwater were both fiercely dedicated to improving the lives of “their own” people and became such bitter foes that she pulled a knife on him at a City Council meeting, and he brought a machine gun to a discussion.

By 1971, the city situation was so volatile that the leaders had to take action. Atwater and Ellis were named reluctant co-chairs for a series of long and intense meetings about desegregation. The animosity between them was strong, but during this series of meetings, Ellis began to change. After sitting down with his enemy, he realized that they shared a fundamental experience. “During those days it became clear to me that she had some of the identical problems that I had, and that I’d suffered like she had and why had I spent all my life fighting people like Ann for?” Ellis questioned.

Community change did not come easily or suddenly. The two faced

ostracism, even death threats. Ellis had an especially difficult time with those who had previously supported him. But the friendship Ellis and Atwater established endured, as did Ellis' change in attitude. He repudiated his position and membership in the Klan and went home to organize labor unions for both blacks and whites. Ellis and Atwater spoke together about their experience at events around the country, and at Ellis' funeral in 2005, Atwater delivered his eulogy. Having empathy for one another changed their perspectives and allowed them to make a positive difference in their city.

A MAN OF RESTRAINT: GEORGE WASHINGTON

As the first president of the United States, George Washington demonstrated a calm, restrained approach that laid a foundation for future presidents and the nation as a whole. Long before becoming president, he learned restraint, self-control, and patience as a military man and as a manager of a large plantation.

Washington retired after the Revolutionary War, but he was called out of retirement to lead the first Continental Congress. Washington was elected for president, and he carefully weighed decisions because he knew that his conduct would set the standard for the future of the office. Washington appointed Thomas Jefferson and Alexander Hamilton to his cabinet. They quarreled over various issues, but Washington calmly mediated the group.

At the end of the war, emotions were high as the leaders of the nation maneuvered for personal power. In 1783, senior leaders proposed to make Washington king. Many men would have jumped at the chance for such authority, but Washington knew that being king would disintegrate the ideals for which they fought. He preempted these leaders by calling a meeting of his own. The leaders came ready to fight, but Washington's spirit and self-control convinced the others to oppose the development of a monarchy.

Washington wanted to retire at the conclusion of his first term in 1792. The peaceful quiet of Mount Vernon drew him, but many crucial issues remained. His advisers warned that the times were too volatile to risk surrendering the presidency to someone lacking his popularity, integrity, and restraint. Washington won the election with another unanimous vote. When his second term was finished, Washington could have served a third term, but his example made the two-term limit an unwritten rule.

Although Washington disliked politics, he tolerated dissent, vicious personal attacks, and a slanderous press in the interest of freedom. Washington's presidential stance, justice, and restraint created a presidential dignity that dominates the office even today. Washington was the man who could have been king, but he refused the crown and saved the republic.

A WOMAN OF SINCERITY: FLORENCE NIGHTINGALE

Florence Nightingale was named after Florence, Italy, the city where she was born in 1820. Her parents were very wealthy landowners, and although most girls did not receive education, Nightingale's father believed that women should be educated. He took personal responsibility for teaching Nightingale and her sister.

As Nightingale grew up, she developed a sincere interest in helping others. She took care of sick pets and servants, and she never expected anything in return. She felt the best use of her life would be "to do something toward lifting the load of suffering from the helpless and miserable," so Nightingale chose to become a nurse.

Nightingale's parents fought her choice because they did not feel nursing was an appropriate profession for a well-educated woman. Nightingale respected her parents' opinion, but her desire was not a passing fancy. Nightingale's care for others was deep and sincere. When she was 31 years old, her father finally gave his approval for her becoming a nurse, and she went to Germany for training.

Nightingale did so well that in two short years she became the director of the Hospital for Invalid Gentlewomen in London. When the Crimean War broke out, she went to Turkey to manage the care of wounded British soldiers. Hospital conditions were deplorable, and the death rate was high. Typhus, cholera, and dysentery were rampant, and five out of six patients died from infections. Nightingale and her nurses changed these conditions. They set up a kitchen, fed the wounded with their own supplies, dug latrines for sanitation, and sought help from the wives of the wounded.

Nightingale was dedicated and sincere. She visited the soldiers at night to make sure they were safe and comforted. She was known as "The Lady of the Lamp" because she rarely took time off to sleep. She did not make a lot of money, but Nightingale became a true hero to the soldiers and to the English people. Even today, "Florence Nightingale" is a nickname given to people who sacrificially and sincerely work to help others.

A MAN OF DEVELOPMENT: ZIG ZIGLAR

Zig Ziglar is known as the world's foremost authority on motivation. The tenth of twelve children, he was born to humble beginnings in southeastern Alabama. His father and a younger sister died two days apart when he was only six. He watched his mother develop herself into an amazing woman, despite the obstacles she faced. He picked up her spirit, and the "can do" attitude was born in him. He became a salesman out of need; he became a top salesman out of hard work and personal development.

Zig developed into an internationally renowned speaker and authority on high-level performance. As a sales trainer, he lifted the careers of thousands with effective strategies to not just make a sale but to create a sales professional. He said his career was transformed when he became convinced that selling was not something you do TO someone, but FOR someone. He believed anyone could do the same thing. His training series, "Secrets of Closing the Sale", is a classic must-have in the profession. His I CAN course has been taught in thousands of schools, and hundreds of organizations use his CDs, books and DVDs to develop their employees effectively.

Because he knew the results of setting and following through with goals, Zig Ziglar walked away from a record-setting sales career to help other people become more successful in their personal and professional lives. Though he died in 2012, his name is still synonymous with confidence, motivation and success. He was one of the world's best known and most enthusiastically received motivational speakers, a best-selling author of several dozen books, and head of the Zig Ziglar Corporation, which is committed to helping people develop themselves physically, mentally, vocationally and spiritually. For over 30 years, he traveled more than 3 million miles, sharing his message, "You were born to win, but to be a

winner, you must plan to win, prepare to win, and expect to win." Zig could share this with confidence because he knew where he started and what it took to develop into the man he became.

A MAN OF DISCERNMENT: DARWIN E. SMITH

In 1971, an apparently ordinary man named Darwin E. Smith was named chief executive of Kimberly-Clark. This was a stuffy, ingrown, old paper company whose stock had fallen 36% behind the market during the previous 20 years. Smith was employed as a mild-mannered in-house lawyer, and he and was reluctant to serve as CEO. He wasn't sure that the board made the right choice. All of Smith's doubts were multiplied when one of the directors "helpfully" pulled him aside and shared his observation that Smith lacked several critical qualifications for the leadership position.

Despite the doubts, Smith was successful. He turned out to be a Level 5 leader. In "How the Mighty Fall," Jim Collins describes this type of leader as one who blends personal humility with intense personal will, which enables discernment and good decision making.

Smith held the CEO position for 20 years. In that time period, a stunning transformation occurred at Kimberly-Clark, and it became the leading consumer paper products company in the world. Kimberly-Clark surpassed the rivals in the market, including Scott Paper Products and Procter & Gamble. Along the way, Kimberly-Clark generated cumulative stock returns that were 4.1 times greater than those of the general market. Remarkably, this old paper company outperformed other giants in the marketplace, including Hewlett-Packard, 3M, Coca-Cola, and General Electric.

Collins says his team's research shows that Smith's turnaround of Kimberly-Clark is one of the best 20th-century examples of a leader taking a company from merely good to truly great. Smith is an example of a person with the patience, humility, and maturity needed to cultivate discernment.

Smith's courage enabled him to transform a good company into a great one.

A WOMAN OF FAIRNESS: SUSAN B. ANTHONY

Many people don't know the name Susan B. Anthony, or if they do, they identify her with a dollar coin in U.S. currency, first put into circulation in 1979. But every woman and every minority in the United States has been affected by her work, even if they don't recognize her name.

Anthony was born to an abolitionist father in 1820, a time when there was no fairness or equality for women or minorities in the U.S. Her father instilled in her a sense of justice that would fire her passion for fairness for women in education and pay. She was also intensely moved by the impact of alcohol consumption on the family and the disadvantaged. When Anthony was not permitted to speak at a temperance rally because she was a woman, she left and formed the Women's Temperance Union. She fought for the rights of black Americans, and when she learned black men had been given the right to vote, but women had not been given the right, she took up that fight as well. Her slogan was the epitome of fairness: "The true republic—men, their rights and nothing more; women, their rights and nothing less."

In 1871, Anthony and more than fifty other women managed to cast votes in an election, and they were promptly arrested. The judge found them guilty and charged Anthony with a fine of \$100. She refused to pay it saying, "May it please your honor, I will never pay one dollar of an unjust penalty." Her stance created a national sensation, and the fine remains unpaid to this day.

She endured obstacle after obstacle in her pursuit of fair treatment for all people. But she was a reformer in every sense of the word and saw the transformation of society. She saw the emancipation of slaves, black men gaining the right to vote, the proliferation of alcohol slowed, and 14 years after her death, women were legally given the right to vote. She believed

in fair, impartial treatment of all humans, and she lived her life to see it become reality in several key areas.

A WOMAN OF KINDNESS: CORRIE TEN BOOM

Corrie Ten Boom was a Dutch contemporary of Oskar Schindler, the German businessman who saved more than a thousand Polish Jews during the Holocaust by hiring them in his factory. Ten Boom and her family were non-Jews with Jewish neighbors and friends. Her heart was developed in a home where kindness was a prized virtue.

When the Nazis invaded the Netherlands in 1940, Ten Boom was running a club for needy young women. She and her entire family became deeply involved in hiding and protecting Jews in the Dutch underground, provided kosher food for the Jewish refugees to eat, and even honored the Jewish Sabbath. They assisted many Jews to safety, and when the Gestapo raided their home in February 1944, six Jews were in “the hiding place.” Those six were not found by the Gestapo, but the entire Ten Boom family was taken away. Ten Boom’s father died within 10 days, and her sister Betsie died in the infamous Ravensbruck, Germany concentration camp in December. Ten Boom was released through a clerical error two weeks later.

Ten Boom’s horrendous experiences and loss of family members did not cause her tender, kind heart to harden. She still believed in people and still had a great desire to help others. After the war, Ten Boom returned to the Netherlands to set up a rehabilitation center. The refuge residents consisted of concentration camp survivors and sheltered the jobless Dutch who previously collaborated with Germans during the occupation. She also cared for foster children in her home, founded and ran an organization for mentally disabled people, and worked endlessly for other charitable causes. The nation of Israel recognized her with the “Righteous Among the Nations” award.

A PERSON OF LOYALTY: ANNE M. MULCAHY

Ms. Anne M. Mulcahy is considered one of the best leaders in American business. In addition to holding various other high-level positions, Mulcahy served as the Executive Chairman of Xerox Corp. from January 1, 2002 to May 20, 2010.

Leaders who demonstrate organizational loyalty are committed to building sustainability. Mulcahy exhibited loyalty to her company by having the resolve to do whatever it required to make the company great, no matter how hard the decisions or how difficult the task. When she was asked by the board to take on the role of CEO, Xerox was in financial crisis with a \$17.1 billion debt and only \$154 million in cash.

After 24 years with Xerox, Mulcahy had an excellent reputation within the company, but she had no prior CEO experience. Despite the frightening financial position of the company, the board recognized that Mulcahy was straightforward, hardworking, disciplined, and fiercely loyal to the company. She accepted their request to fill the CEO role, basing her decision on a great sense of duty and loyalty. Mulcahy did not have an encouraging start. Stock dropped from \$63.69 a share to \$4.43 a share.

Mulcahy refused when Xerox's financial advisors suggested filing for bankruptcy, the easiest and most common way out. According to Joe Mancini, Xerox's Director of Corporate Financial Analysis at the time, the company's financial advisors didn't think Mulcahy had the courage to make the excruciatingly painful but necessary changes to save the company.

However, Mulcahy did have what it took to help the company. Xerox sources said that in her efforts to achieve the extraordinary corporate turnaround, Mulcahy did not take a single weekend off in two years. A spokesman reported, "She was leading by example. Everybody at Xerox

knew she was working hard and that she was working hard for them.” The whole company fell in line with her reliable example. She was relentlessly loyal to herself, to the company, and to the entire organization, and everyone benefited.

A MAN OF ORDERLINESS: WILLIAM PAUL YOUNG

William Paul Young is best known for the runaway best seller, “The Shack.” Authors are creative people, and creativity is generally viewed as being at odds with orderliness. Young’s life and writing success demonstrate the positive benefits of orderliness.

Young paid his own way through Bible College by working as a radio disc jockey, a lifeguard, and an oil field worker in the fields of northern Alberta, Canada. Young spent one summer in the Philippines and another touring with a drama troupe before working in Washington D.C. at Fellowship House, an international guest house. Despite his busy schedule, Young maintained order in his life, allowing him to graduate summa cum laude from Warner Pacific College in Portland, Oregon.

Young was always a writer and made time for his writing between family responsibilities and many jobs. He worked on staff at a large suburban church while attending seminary. He owned businesses and worked for others in diverse industries, from insurance to construction, venture capital companies to telecom, and contract work to food processing. He did whatever was needed to help feed and house his growing family. Much of his writing was business writing, web content, and white papers, with poems and personal essays in the mix. While many writers devote most of their time to their craft, Young organized his life so that he could keep up with his responsibilities as a husband, father, and grandfather and as a general manager, janitor, and inside salesman for a small company.

After experiencing a huge financial loss, Young wrote “The Shack” as a Christmas gift for his family. He made 15 copies at Office Depot and delivered them to family and friends. The rest is history. After more than 20 million copies and 41 languages later, “The Shack” is a testimony to many fine personal qualities, including orderliness.

A WOMAN OF MOTIVATION: JUDITH RESNIK

Judith Resnik has a permanent place in American history and in the hearts of many Americans. She was the second female NASA astronaut, but she died at age 37 in the 1986 Challenger Space Shuttle explosion. Resnik was a self-motivated person who had clear goals and worked on the things she valued with remarkable dedication.

Resnik was a classical pianist, attended Hebrew School as well as public high school, and excelled academically. She achieved a perfect SAT score in high school and went on to earn a PhD in Electrical Engineering.

In 1978, Resnik saw a report that NASA was accepting applications for astronauts. The opportunity piqued her interest, so she applied along with 8000 other applicants. NASA accepted just thirty-five applicants, and Resnick was one of six women. She faced rigorous training, but she was always up to a challenge, expecting more from herself than anyone else. In August 1979, Resnik graduated from the space program. Her first mission was as a specialist on the first flight of the orbiter Discovery in 1984. Resnik was in space seven days, charming the world when she flashed a sign that read, "Hi Dad."

Resnik was so highly motivated that she achieved success in widely varying arenas, living her brief life as a truly satisfying adventure.

A PERSON OF BOLDNESS: PATRICK HENRY

During his lifetime, many people called Patrick Henry the “Lion of Liberty.” Henry was known for speaking boldly and fearlessly in defense of freedom. He was a well-educated, eloquent speaker, and the power of his leadership came from his boldness. He spoke with a clarity and confidence that disarmed opponents and galvanized followers.

When he was only 29 years old and newly elected to the Virginia House of Burgesses, Henry rose in opposition to the Stamp Act, calmly defending his point despite shouts of “Treason!” As one of the first of the Founding Fathers to call for independence, he was also one of the first to face the threats and repercussions of that choice. Henry remained undaunted in his defense of the human right to be self-governing, and he was the trumpet for freedom from the oppression of tyrants.

His most famous speech was the call that encouraged the colonies to fight for American independence. Standing among the greatest men of his day, Henry boldly took the stand and passionately urged action:

“No man thinks more highly than I do of the patriotism, as well as abilities, of the very worthy gentlemen who have just addressed the House. But different men often see the same subject in different lights; and, therefore, I hope that it will not be thought disrespectful to those gentlemen, if, entertaining as I do opinions of a character very opposite to theirs, I shall speak forth my sentiments freely and without reserve....Mr. President, it is natural to man to indulge in the illusions of hope. We are apt to shut our eyes against a painful truth, and listen to the song of that siren, till she transforms us into beasts.... Gentlemen may cry, “Peace! Peace!”—but there is no peace...Why stand we here idle? What is it that gentlemen wish? What would they have? Is life so dear, or peace so sweet, as to be purchased at the price of chains and slavery? Forbid it, Almighty God! I

know not what course others may take; but as for me, give me liberty, or give me death!”

Henry’s courage was and is a clarion call to would-be leaders of every generation—there is no future without boldness.

A PERSON OF WISDOM: ROALD AMUNDSEN

Explorers Roald Amundsen and Robert Falcon Scott competed to be the first to lead their team on an expedition to the South Pole in October 1911.

The 1,400 mile trip was challenging, and temperatures often reached 20 degrees below zero even during the summer. The terrain was uncertain and unforgiving. The modern communication we rely upon was nonexistent. If things went badly, rescue was very unlikely. Amundsen led his explorers to safety and victory, but Scott's expedition led to defeat. The difference in the leaders' expeditions was wisdom.

Amundsen spent years rigorously preparing for the journey. He learned how to handle polar conditions, and he lived with Eskimos to learn how they survived, what they wore, and how they moved. He studied every possible scenario. Amundsen designed the entire journey to reduce the likelihood of chance events. He carried enough extra supplies to be able to miss every single supply depot and still go another 100 miles, but Scott risked running low on supplies. Amundsen stored three tons of supplies for five men; Scott had only one ton for 17 men. Amundsen brought four thermometers, but Scott brought only one. Amundsen used sled dogs, based on the wisdom of the Eskimos. Scott used unproven motor sledges and ponies, and the sleds failed and the ponies died. Amundsen was famous for his "20 Mile March" wisdom, having a set distance the team had to travel daily no matter the circumstances. Scott let the weather determine when his team moved. Amundsen trained his body and mind with rigorous discipline, but Scott's preparation was limited. He made plans based on his own intuition and opinions, not on direct research of the environment he was entering.

On December 15, 1911, Amundsen and his team reached the South Pole. They planted the flag and went right back to work. They reached home base on January 25th, the exact day he planned. Eight months later, a British reconnaissance party found the frozen bodies of Scott and his last two teammates in a snow covered tent just eleven miles short of his supply station. The entire team had perished. Scott's lack of wisdom led to defeat.

A PERSON OF OWNERSHIP: HARRY TRUMAN

History indicates that Harry S. Truman, the 33rd President of the United States (1945–1953), is a strong example of ownership. One of his key phrases was, “The Buck Stops Here.” An essential quality of leadership at any level is the acceptance of responsibility for the outcomes and results of the team or organization. A person who exhibits ownership takes responsibility, refuses to blame, and shares the credit.

During his few weeks as vice president, Truman rarely saw President Roosevelt, and he received no briefing on the development of the atomic bomb or the growing difficulties with Soviet Russia. When Truman became president, suddenly these and a multitude of other problems became his responsibilities. He told reporters, “I felt like the moon, the stars, and all the planets had fallen on me.” But Truman did not run from his duties.

Truman asked all the members of Roosevelt’s Cabinet to continue in office. He told them that while he was open to their advice, he knew where his responsibilities were, and he would make policy decisions around the Cabinet table. Once he considered everyone’s input and made a decision, he expected that every Cabinet member would support his choice. He made many tough decisions, such as authorizing the use of the atomic bomb, but he never passed blame to others and always shared the credit.

President Truman’s desk sign, “The Buck Stops Here,” epitomized his sense of ownership. In an address at the National War College on December 19, 1952, Truman acknowledged the challenges of ownership: “You know, it’s easy for the Monday morning quarterback to say what the coach should have done after the game is over. But when the decision is up before you—and on my desk I have a motto which says ‘the buck stops here’—the decision has to be made.”

A LIKABLE PERSON: RONALD REAGAN

Ronald Reagan (1911–2004) served as the 40th U.S. president from 1981 to 1989. Raised in small-town Illinois, he took an unusual path to the presidency. He was a Hollywood actor in his 20s and later served as the Republican governor of California. Dubbed the Great Communicator, the affable Reagan was popular as an actor and a governor, and then he became a well-liked two-term president.

Reagan was a highly effective president even though he came to the presidency in uncertain times. Unemployment was high, and both inflation and interest rates were soaring. Yet, under his leadership, the political parties worked with unusual cooperation, and the nation faced the difficulties with positive, consistent policies and decisions. Problems became opportunities, and as a result striking air traffic controllers were fired, the aviation industry thrived, and unemployment fell, as did the Berlin Wall in Germany. Historians tell us that the Reagan likability factor was invaluable in those difficult times.

Most people, regardless of their political affiliation, found Reagan's humor irresistible and his optimism magnetic. His ability to converse respectfully allowed him to forge strong diplomatic relationships, and his skill at telling stories engaged and connected him to the American public, giving him latitude to lead. In 1984, Reagan ran for a second term. He carried 49 out of 50 states in the election, receiving 525 out of 538 electoral votes, the largest number ever won by an American presidential candidate.

In November 1994, the former president called on his communication skills to address the American people again. Reagan revealed in a handwritten letter to the nation that he had been diagnosed with Alzheimer's disease. He called it "the long good-bye," and with the grace and likability that had defined his life of leadership and public service, he left the limelight

still connecting the hearts of the people. When Reagan passed nearly a decade later, his popularity was undiminished.

A PERSON OF PASSION: MARTIN LUTHER KING

Martin Luther King Jr. was a social movement leader whose passion for civil rights and justice fueled the nation's change. His passion made such an impact that he now has a memorial in Washington, D.C. and a national holiday in his honor—privileges usually reserved for presidents.

MLK, as he has come to be known, translated his emotions and passion into fiery and emotional speeches and actions. Because of his courageous and tireless effort for human dignity and rights for all, he was awarded the Nobel Peace Prize at the age of 35.

The content of Dr. King's speeches and his fervent intelligence continue to inspire today. His "I Have a Dream" speech, delivered to a crowd of 250,000 Americans on the Washington Mall in D.C., galvanized his followers. He was able to describe and harness his own emotions in a way that inspired respect, empathy, and intensity in others.

Dr. King's passion continually put him in harm's way, yet he carried on. After his death, his dream continues on in the lives of Americans who work tirelessly to see "justice roll down like rivers."

"Let us not wallow in the valley of despair, I say to you today, my friends... even though we face the difficulties of today and tomorrow, I still have a dream. It is a dream deeply rooted in the American dream...I have a dream that one day this nation will rise up and live out the true meaning of its creed: 'We hold these truths to be self-evident, that all men are created equal.'

...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. I have a dream today!"

-Dr. Martin Luther King

A SELF-AWARE PERSON: SOCRATES

The ancient philosopher Socrates was born circa 470 BC, in Athens, Greece. His "Socratic method," a dialogue of asking questions to stimulate critical thinking, laid the groundwork for Western systems of logic and philosophy.

For Socrates, Athens was a classroom. He asked questions of the elite and common man alike, seeking to arrive at political and ethical truths. Socrates did not lecture about what he knew. In fact, he claimed to be wise only because he recognized his own ignorance. Socrates believed true wisdom came only from knowing oneself. According to Socrates, the "unexamined life is not worth living."

During Socrates' life, Athens was transitioning through a period of instability. Doubting their identity, the people of the nation focused on past glories, notions of wealth, and a fixation with physical beauty. But Socrates clashed with these values, emphasizing the importance of the mind. While some supported Socrates' philosophy, others felt it threatened their way of life, and a jury sentenced Socrates to death.

Before Socrates' execution, friends offered to bribe the guards and rescue him so he could flee into exile. He declined, stating he was not afraid of death and was still a loyal citizen of Athens, willing to abide by its laws. Socrates' life exemplifies living and dying with self-awareness of personal values and beliefs.

A PERSON OF STEWARDSHIP: DAVE RAMSEY

Dave Ramsey is one of America's most trusted voices on money and business. He is an accomplished author with several bestsellers, and his talk show is heard by more than 3.5 million people weekly. Ramsey has always been a highly motivated, industrious man, and he knows firsthand the benefits of stewardship in his own life. By age 26, he had established a four-million-dollar real estate portfolio, making \$250,000 per year. But he lost everything by the time he was 30.

Ramsey took a hard look at his stewardship and realized that short-term debt and ineffective stewardship had caused him and his wife to go broke in every possible way. Ramsey's personal loss sent him on a quest to find out how stewardship really works, leading led him to a really uncomfortable place: his mirror. He says, "I realized that if I could learn to manage the character I shaved with every morning, I would win."

After implementing effective stewardship to help rebuild his life, Ramsey devoted himself to helping people understand the forces and impulses behind their financial distress. He helps them get on a path to set things right, starting with managing the stewardship of the person in the mirror.

A TEACHABLE PERSON: JOHN CALVIN MAXWELL

John C. Maxwell is a #1 *New York Times* bestselling author, coach, and speaker who has sold more than 25 million books in 50 different languages. He has been applauded as one of the greatest leaders and developers of leaders in modern times. In 2014, he was identified as the #1 leader in business by the American Management Association[®] and the most influential leadership expert in the world by *Business Insider* and *Inc.* magazine. He has also been voted the top leadership professional in the world on LeadershipGurus.net for six consecutive years. As the founder of The John Maxwell Company, The John Maxwell Team, EQUIP, and The John Maxwell Leadership Foundation, he has trained more than 5 million leaders. By 2015, he had trained leaders from every country of the world. In addition to many other awards and accolades, John received the Mother Teresa Prize for Global Peace and Leadership from the Luminary Leadership Network. John speaks each year to *Fortune* 500 companies, presidents of nations, many of the world's top business leaders, and hundreds of thousands more through his writings, blogs, and social media posts.

One characteristic that distinguishes Maxwell is his teachability. He is willing and anxious to learn from anyone, anywhere. It has been a lifelong discipline to carry a notecard in his pocket, which he uses to write down the insights he gleans from experiences and conversations. He has determined since his college days to ask for short appointments with people he believes could benefit him. He prepares questions on a card before every engagement so that he does not waste a minute of the time they offer.

Maxwell is the first to recognize that his teachable spirit is key to his success. He says, "When I teach and mentor leaders, I remind them that if

they stop learning, they stop leading. But if they remain teachable and keep learning, they will be able to keep making an impact as leaders. Whatever your talent happens to be—whether it's leadership, craftsmanship, entrepreneurship, or something else—you will expand it if you keep expecting and striving to learn.”

A PERSON OF TRANSPARENCY: RAND FISHKIN

Transparency is something many leaders fear; the repercussions of people discovering secrets and inside stories could be detrimental to their companies. Nevertheless, there are leaders who make an effort to create a high level of trust with clients, employees, and investors by being as transparent as possible with the “inside scoop.” In 2012, Forbes magazine reported that if there was a president in the world of transparency, it would be Rand Fishkin. He is the founder and former CEO of Moz, an online marketing software. The importance of transparency to people at Moz (formerly SEOmoz) is apparent in their story: “Moz started up in 2004, and we’ve been on an epic ride ever since. From our beginnings as an SEO consulting company to launching the first Pro app in 2007, we’ve tried to stay true to our core beliefs—TAGFEE—and to deliver an exceptional experience for our community and subscribers.” TAGFEE is an acronym for their values, the first of which is transparency.

Rand Fishkin leads the pack in transparency. He posts his own performance reviews and challenges himself in areas he knows he needs to grow. Moz made its funding decks open to the public, which is very rare in the business world. Fishkin shared all of the business failures and successes with the world so others could learn from their experiences. His blog post about the early years of funding read, “As our core values dictate, this post is going to be lengthy and extremely transparent about our progress to date, the financing process, our new investor, and the road ahead.”

Fishkin’s transparency has developed a growing core of loyal employees and followers who stretch their own creativity and make bold attempts due in part to the transparency modeled by their leader.

A PERSON OF GENEROSITY: BILL GATES

William "Bill" Gates III is an American business magnate, entrepreneur, investor, and programmer. In 1975, Gates and Paul Allen cofounded Microsoft, which became the world's largest PC software company. Because of his business ability and success, Bill and his wife, Melinda, have consistently ranked among the world's wealthiest people. For a string of years in the late 1990s and the early 2000s, he was the wealthiest person on the planet.

In 2013, Gates earned the title of the world's most generous person from Forbes. Through the Bill and Melinda Gates Foundation alone, he and his wife have given away nearly 30 billion dollars. The Foundation's goal is to ultimately do away with specifically 15 infectious deadly diseases such as polio and malaria. Gates is focused on education and nutrition and working in poverty stricken nations, and he believes that if everyone does what they can, there will be essentially no poor nations in the world by 2035.

Given the scale of his wealth, Gates' lifestyle is modest. He does not have a yacht or other expensive paraphernalia generally associated with the wealthy. Gates dresses casually, and he and his wife enjoy ordinary entertainment such as bridge tournaments. "I'm certainly well taken care of in terms of food and clothes," Gates has said. "Money has no utility to me beyond a certain point. Its utility is entirely in building an organization and getting the resources out to the poorest in the world."

Gates and his wife have ensured that the Foundation will be funded even after they are gone: they have directed that the vast majority of the wealth—over 95 percent—goes to the foundation, which will spend all that money within 20 years. Beyond his work with the Foundation, Gates has also been trying to convince other billionaires to sign the Giving Pledge.

Those who sign agree to donate the majority of their wealth to philanthropic causes when they die. Gates' generosity is truly an inspiration.

*"I believe the returns on investment in the poor are just as exciting as successes achieved in the business arena, and they are even more meaningful! – **Bill Gates***

A STORY ABOUT HUMILITY: BENJAMIN FRANKLIN

Benjamin Franklin was one of the major influencers during the early days of the United States. Before he became one of America's prominent leaders, Franklin assessed his life and realized that his lack of productivity was causing moral mediocrity. He began a quest for significant moral improvement, making a list of 12 areas of attitude and action he knew needed an upgrade. Then he asked a close and honest friend to look over his list.

His friend was direct and helpful. Franklin wrote in his *Autobiography*, the man "kindly informed me that I was generally thought proud; that my pride showed itself frequently in conversation." So the project increased to 13 goals, with the final goal being humility.

For Franklin, the elusive quality of humility proved worth the pursuit. Even though his quest for "perfection" failed, he felt he improved in many ways. Later in life, he reported that he was less quick with a harsh word and more ready to listen. Others noted his humility and strength in leadership.

Franklin was 81 years old by the time the 1787 Constitutional Convention met in Philadelphia. As the oldest delegate, he was also among the most respected. Franklin supported the overall work of the Congress, but he was well aware that it was imperfect. On the last day of the Congress, he told the delegates, "The opinions I have had of its errors I sacrifice to the public good." He appealed for a unanimous vote in approval of the Constitution. He said this would be possible if everyone would "doubt a little of his own infallibility."

In discovering his own fallibility and becoming humble, Franklin found a wider imagination and a much clearer vision for his future and the future of the people. In discovering humility, he helped build a nation.

A STORY ABOUT FLEXIBILITY: ARON RALSTON

On April 26, 2003, Aron Ralston was hiking alone through Blue John Canyon in Utah. While he was descending a slot canyon, a suspended boulder became dislodged and crushed his right arm and hand against the canyon wall. Ralston had not informed anyone of his hiking plans, so it was unlikely that anyone would search for him.

Assuming that he would die without intervention, he spent five days slowly sipping his small amount of remaining water while trying to extricate his arm. His efforts were futile. He could not free his arm from the 800 lb. stone. After three days of trying, Ralston prepared to amputate his trapped right arm at a point on the mid-forearm. He experimented with tourniquets and made some exploratory superficial cuts to his forearm in the first few days. He realized his tools were inadequate to cut through the bone.

When he ran out of food and water on the fifth day, he was forced to drink his own urine. He carved his name, date of birth and presumed date of death into the sandstone canyon wall, and videotaped his last goodbyes to his family. He did not expect to survive the night. After waking at dawn he had an epiphany that he could break his bones. He did so, then performed the amputation, which took about one hour with a dull two-inch knife.

After freeing himself, Ralston still had to get back to his truck. He climbed out of the slot canyon in which he had been trapped, rappelled down a 65-foot sheer wall one-handed, then hiked out of the canyon in the hot midday sun. He was 8 miles from his van. Ralston was found by a family on the road and rescued six hours after amputating his arm.

Ralston continues to hike and climb, and he has learned to use a prosthesis. He writes and speaks, has been the subject of a documentary, and is a father and husband. Ralston's flexibility saved his life and enabled him to rebuild a new one.

A PERSON OF GRATEFULNESS: RONALD REAGAN

Ronald Reagan (1911–2004) first caught the public eye as an actor, and he later served as the governor of California from 1967–1975. As the 1970s were coming to a close, the United States was in a state of turmoil. Iran held 52 U.S. hostages, and a crippling recession paralyzed the economy. In 1981, Reagan was elected President of the United States. His bright smile, humor, optimism, and gratefulness were a breath of fresh air.

Reagan was a combination of tough and tender, raised by a mother he described as a “tornado of goodness” and a father who taught his boys to be “responsible for putting good things into the world.” Reagan absorbed those lessons well, consistently and continually expressing respect, love, and gratefulness to family, friends, hard-working Americans, and contributors everywhere.

Those who cared for President Reagan in his last days commented on his gratefulness. In his book, *How Ronald Reagan Changed My Life*, Peter Robinson shares that when Reagan lost the ability to speak, he would reach for caregivers' hands in a spirit of gratitude and silently kiss them. In his last speech to the public, he thanked the American people, telling them it was his honor to be their president.

"In closing, let me thank you, the American people for giving me the great honor of allowing me to serve as your President. When the Lord calls me home whenever that may be, I will leave with the greatest love for this country of ours and eternal optimism for its future." -Ronald Reagan

A RESOURCEFUL PERSON: SAM WALTON

Samuel “Sam” Walton was born in 1918 with very humble beginnings, but his resourcefulness allowed him to found Wal-Mart, one of the largest retail empires in the world. Growing up during the Great Depression, Walton helped make ends meet by milking the family cow and selling the surplus milk. After he was released from the military at the end of WWII, Walton’s father-in-law loaned him \$20,000 to open a Ben Franklin store.

Walton approached his new business with energy and enthusiasm, discovering ways to cut costs that are still practiced in the Wal-Mart empire today. He implemented new ways to check out with cash registers available only near the entrances and exits, and he was determined to only carry merchandise the average customer could afford.

Walton acknowledged he was not as smart as many others. But he believed if he used what he had, worked hard, and persevered, he could succeed. Walton became the second-richest man in the world by using his resourcefulness to improve the large retail experience. He believed the customer was always right and deserved as much courtesy as possible, so he began the practice of employing greeters at the doorways, hiring senior citizens to do the job. Through these and other changes, Walton grew an empire and changed the way the nation shops.

A PERSON OF THOROUGHNESS: MADAME MARIE CURIE

Marie Curie was a revolutionary scientist whose thoroughness helped her to become one of the most famous female scientists. Together with her husband Pierre, Curie researched radioactivity, and their efforts helped lead to the discovery of polonium and radium. In 1903, Curie became the first woman to win a Nobel Prize in Physics. She shared the award with her husband and Professor Henri Becquerel for their research on “radiation phenomena.” In 1911, Curie won the Nobel Prize in Chemistry entirely on her own merits.

Marie and Pierre Curie’s discoveries totally transformed the world. Although the Curies’ work in radioactive substances took a toll on their physical well-being and caused their premature deaths, they did not think of themselves as victims or martyrs. They were deeply committed scientists, committed to thorough research no matter the personal cost. The Curies left a legacy of relieving suffering that will be forever cherished. Almost everyone who has been treated for cancer owes a debt to the Curies and their thoroughness.

In a field where thoroughness is paramount and the future depends on it, Marie Curie left a lasting legacy of scientific achievements and became admired around the world because all the little details mattered to her.

A PERSON OF DEPENDABILITY: PAUL REVERE

American revolutionary Paul Revere was born in 1735 in Boston, Massachusetts. Revere became a serious and committed artisan, taking over his father's business at the age of 19. Following the death of his father, Revere's dependability was the hope of his family. He became the sole support for his mother and siblings.

Revere married and had eight children with his first wife. After her death, he remarried, and fathered another eight children. He was a faithful and reliable father. Although Revere was a master goldsmith, he earned extra income to care for his large family by becoming an engraver and dentist. He later joined the Freemasons and befriended other colonial activists.

As tensions between the colonies and the British escalated, Revere became increasingly involved in the Revolution movement. He was tapped to spy on British soldiers and report on their movement, he participated in the Boston Tea Party, and he worked as a courier for the Boston Committee of Correspondence, the Massachusetts Committee of Safety, and the Sons of Liberty.

As the most dependable and respected courier among the Sons of Liberty, Revere had made many rides from Boston to Lexington and back, delivering important messages to the principal leaders of the colonies.

On April 18, 1775, Paul Revere devised a system of lanterns to warn the minutemen of the British invasion. Revere's dependability on that famous midnight ride etched his name in American history.

A PERSON OF SELF-CONTROL: HARRIET TUBMAN

Harriet Tubman was born into slavery on a Maryland plantation in the 1820s. In her early teens, Harriet was hit in the head by an overseer, causing her to experience blackouts throughout her life. Despite these obstacles, Harriet was smart, strong-willed and self-controlled, and she overcame her struggles because with determination.

In 1844, Harriet married John Tubman, a free black man. Despite her husband's freedom, Harriet was still enslaved. When her owner died, Harriet feared she would be sold into even harsher conditions, so she escaped, making her way on foot to Pennsylvania.

The year after making it to freedom, Harriet decided to return to Maryland for her sister and her sister's family. Soon Harriet was making regular trips, each one riskier than the last. Harriet had to act quietly and secretly to avoid being caught on her dangerous trips. She controlled her emotions and actions so she would not arouse suspicion. She had shrewd planning skills, chose different routes, and used disguises to avoid being caught. She knew when to speak and when to be silent, when to move and when to stay still. There were rewards offered for her arrest, but she was never caught. By her extraordinary courage, ingenuity, persistence, and self-control, Tubman became the Underground Railroad's most famous conductor and was known as the "Moses of her people."

During the Civil War, Harriet also worked as a nurse, spy, and scout for the North. In her later years, she continued to serve others by establishing a home for the elderly in upstate New York, where she died in 1913. Harriet's life is a testament to the power of determination, patience, and self-control.

A PERSON OF DECISIVENESS: JACK WELCH

Jack Welch served as chairman and CEO of General Electric from 1981 to 2001. His leadership there resulted in an unparalleled record of earnings growth, sustained profitability, and growth in market capitalization that stretched for more than two decades. He has attributed his success to focus, execution, people, and relentless communication. But one of his greatest leadership skills is his personal commitment to decisiveness.

Welch has said that a leader embraces change and does not accept the status quo. He believed complacency is the enemy of progress and that a leader must aggressively and generously make decisions to move forward. Welch's expectations for people and the organization were always high, so he communicated the expectations with clarity and frequency. He decisively promoted capable people to positions where they could contribute and succeed. Many of these people became CEO's themselves later in their careers.

During his time at General Electric, Welch never backed off from making a decision, and he expected his leaders to be decisive as well. He implemented "Work-Out" sessions, in which managers worked with their people to determine strategies and tactics. Senior leaders would present the issues and assign teams to "work out" solutions; the boss could reject or accept these solutions on the spot or ask for more information—but always with a timetable. Once the decision was made, Welch followed with immediate action and expected everyone else to do the same.

Jack Welch believed it was vital to decisively live your message. His personal ability to lead stemmed from his ability to see the issues clearly,

make the decision, and help people feel confident to take the journey with him.

HONESTY – 40

A PERSON OF HONESTY: Aleksandr Solzhenitsyn

Russian novelist and historian Aleksandr Solzhenitsyn was born in Kislovodsk, Russia in 1918. As a child, Solzhenitsyn wanted to be a writer, and by the 1930s, he was unsuccessfully attempting to be published. He graduated from university in mathematics and physics, and then he went to fight in World War II. He was arrested in 1945 for writing letters to a friend that criticized Joseph Stalin. Because of his honest criticism of Stalin, Solzhenitsyn spent 8 years in prisons and labor camps and 3 years in exile.

In 1956, Solzhenitsyn was permitted to settle in central Russia, where he taught mathematics and began writing in earnest. Government control gradually relaxed, and in the early 1960's he published *One Day in the Life of Ivan Denisovich*, a short novel of unflinching honesty. It was the first uncensored work on the Stalin era, describing a day in the life of a Stalin-era inmate with an authenticity that struck a chord with readers. In 1964, the political tide turned again, and Solzhenitsyn began the dangerous work of publishing honest works underground. Although his homeland was very oppressive, he was acclaimed internationally. He won the 1970 Nobel Prize in Literature, but he did not leave his country to accept it, because he was afraid he would not be permitted to return.

In 1973, Solzhenitsyn published *The Gulag Archipelago*, a literary historical record of the Soviet prison/labor camp system. The KGB seized the manuscript and charged him with treason. Exiled from the Soviet Union, Solzhenitsyn eventually settled in the United States. He continued to publish honestly regardless personal cost in an effort to educate the world and protect it from fiendish dictators and systems. He said, "I am of course confident that I will fulfill my tasks as a writer in all circumstances—from my

grave even more successfully and more irrefutably than in my lifetime. No one can bar the road to truth, and to advance its cause I am prepared to accept even death. But may it be that repeated lessons will finally teach us not to stop the writer's pen during his lifetime? At no time has this ennobled our history."

Solzhenitsyn's courageous, unwavering honesty dominated his published works and exposed Stalin-era Soviet oppression.

PUNCTUALITY – 41

A PUNCTUAL PERSON: GEORGE W. BUSH

There are those who think, “on time is when I get there,” and those who believe punctuality is a central virtue. George W. Bush, 43rd President of the United States, was the latter. He started meetings on time, ended them on time, came and went on a regular schedule, and expected everyone around him to follow his example. Whether he was in the White House or traveling through a variety of states, he was known to arrive on time, start on time, and end on time.

Bush demanded respect for others and did not tolerate inefficiency. He insisted on valuing others’ time by respecting the schedule and keeping to the clear purpose of each meeting. Bush didn’t want repetition, and he did not allow cell phones in his meetings.

Bush maintained an efficient schedule. He was up early and in the Oval Office by 6:45am and was in bed by 9:30 or 10pm. He was disciplined in following his schedule, leaving meetings that were running long so that he would be on time to his next appointment. Bush’s punctuality allowed him to have a clear head during times of turmoil.

“I could never think well of a man's intellectual or moral character, if he was habitually unfaithful to his appointments.” -Nathaniel Emmons

A PERSON OF TRUSTWORTHINESS

Corrie ten Boom would never have dreamed that she would be honored as a 20th-century heroine or that her life story would be told in books and film. When she was young, she lived quietly in Holland with her family in a small apartment over the shop where they made and fixed watches to sell. They were a family with deep love for each other and for the people around them. They built a reputation of integrity and trustworthiness and became quiet figures of stability.

During the Nazi occupation, Corrie ten Boom and her family became leaders in the Dutch Underground, hiding Jewish people in their home and helping them escape from the Nazis. In 1943–44, several refugees were at the ten Boom residence, entrusting their lives and destinies to people they found completely trustworthy.

The ten Booms were willing to sacrifice their own lives rather than betray one of the people they helped. In February 1944, the Gestapo raided their home and arrested the ten Booms, but the Jews that the police were seeking were never found: they were hiding in a tiny secret room built for just that purpose. All of the ten Booms were placed in concentration camps, and all but Corrie died there.

Corrie ten Boom lived to be 91, receiving many awards and tributes during her lifetime, being knighted by the Queen of Holland in 1962. She remained adamant, however, that her greatest reward was the knowledge that she had been trustworthy of the indescribable faith that countless vulnerable men, women, and children had placed in her, an ordinary woman.

“Worry is a cycle of inefficient thoughts whirling around a center of fear.”
Corrie Ten Boom

A PERSON OF DETERMINATION: THOMAS EDISON

Thomas Edison is responsible for many of the inventions we use today. Born in 1847 to working-class parents, Edison was characterized by passion and determination. His creativity and willingness to stick with a process of trial and error led to 1093 patents held in his name.

Edison's early teachers did not expect him to be successful; one told him he was "too stupid to learn." But Edison's mother modeled determination. She withdrew Edison from public school and homeschooled him because she was determined that he would learn and have many opportunities.

Edison believed negative results were just as important as positive ones because they taught him many lessons. Because he looked at each negative outcome as invaluable, today we are able to read by electric light instead of candlelight. Edison said most people miss their great opportunities because they come in work clothes and "genius is 1% inspiration and 99% perspiration." His determination was a result of those values.

Edison's perspective is inspiring to those who want to build their own determination. "Nearly every man who has an idea works it up to the point where it looks impossible, and then he gets discouraged. That's not the place to become discouraged." Edison believed that character would never be developed through ease and quiet and that the determination to push through obstacles would inspire courage, vision, and success. Edison did just that and ended up changing the world.

A PERSON OF DISCRETION: FIRST SPOUSE'S PERSONAL ASSISTANTS

Ever since Martha Washington was a First Lady, the spouse of each President of the United States has been considered one of the most intriguing people in the country. The general public has a fascination with what goes on in their personal lives, from children, to purchases, to their health. All aspects of their lives become fuel for conversation, fodder for the press, and criticism for the officeholder to whom they are related.

For that reason, discretion is one of the essential character traits for a personal assistant to a first spouse: their access to personal details and correspondence presents many opportunities to reveal confidential information. Leaks of these details could not only cause political issues for the chief executive, but their children may also be critiqued and held up to public scrutiny.

Occasionally a personal assistant may be loyal during the paid term of service, but yield to the temptation to cash in after employment has ended. Exposés of “life in the White House,” personal stories, or other titillating information have been known to fly off the shelves. Regardless of whether a person was a fan of the elected official or not, a person of integrity is stopped by their conscience before sharing personal stories about an official or family who trusted them to be discreet.

Discretion is a valued characteristic in people close to leaders at any level.

A PERSON OF INNOVATION: LEONARDO DA VINCI

Many people regard Leonardo da Vinci (1452-1519) as simply an artist, but he was actually skilled in many areas—a prime example of a “Renaissance man.” Da Vinci had an insatiable curiosity and a powerful imagination. Though he is most famous for his paintings of *The Last Supper* and *Mona Lisa*, his imagination and technological pursuits made him innovative far beyond his time in history.

Da Vinci conceived flying machines, imagined harvesting solar power, and designed an armored military vehicle, and he is widely credited with the first designs of the parachute and helicopter. Few of his designs were feasible during his lifetime because the technology and science were more limited. Other inventions such as a machine to test the tensile strength of wire and an automatic bobbin winder became widely used in manufacturing during da Vinci’s lifetime. The Museum of Vinci in Florence, Italy displays a number of working models of da Vinci’s inventions.

Da Vinci’s discoveries included forays into anatomy, civil engineering, optics, and hydrodynamics. He compiled more than 13,000 pages of notes and drawings reflecting his diverse interests and thoughts. Many of his anatomical drawings survive, including an extremely accurate drawing and explanation of a fetus in a womb from 1510.

Da Vinci’s intrinsic curiosity and motivation has earned him a position among the finest innovators of all time.

A PERSON OF JOY: CONDOLEEZA RICE

In 2001, Condoleezza Rice was the first African American woman to be selected for the position of National Security Advisor. Appointed by George W. Bush during his first term as President of the United States, some referred to Rice as the “Warrior Princess.” In 2005, Rice went on to become the first African American woman to serve as Secretary of State. She managed all the incredible responsibilities with a calm and cool demeanor. She handled disagreements and personal attacks with grace, and her responses were always poised and well-spoken.

Growing up during the extreme racial tension of the 1950s and 1960s in the Southern United States, Rice forged the ability to embrace and display joyfulness regardless of the circumstances. She knew well the sting of bullying and personal hatred, but her parents built deep within her character that her attitude towards life was hers to choose—that the power within her would be greater than any force outside of her. Rice decided to choose joyfulness as a premier quality in her life.

She used her different way of thinking to her advantage as a public figure. Rice designed “Transformational Diplomacy” because of her compassion for the oppressed of the world and her belief that people can change and grow. Her impact was so great, TIME magazine listed her as one of the most influential people in the world on four separate occasions.

In a speech to the National Prayer Breakfast in the mid 2000’s, Rice summed up her perspective of joyfulness: “...it is a privilege to struggle. A privilege to struggle for what is right and true. A privilege to struggle for freedom over tyranny. A privilege, even, to struggle with the most difficult and profound moral choices...American slaves used to sing, ‘Nobody knows the trouble I’ve seen - Glory, Hallelujah!’ Growing up, I would often

wonder at the seeming contradiction contained in this line. But as I grew older, I came to learn that there is no contradiction at all.”

This is her manifesto and the way she lives her life—and the reason she chooses joyfulness regardless of circumstance.

A PERSON OF FOCUS: WINSTON CHURCHILL

In the late 1930's and early 1940's, Allied leaders anxiously considered how World War II would ever come to an end. Victory could only be achieved with extreme focus, educated assessment, flexible planning, and unprecedented cooperation between governments and military forces. Fortunately, a leader emerged who was prepared to lead the way. Winston Churchill, Britain's prime minister, was an inspiring and motivating presence who had the ability to anticipate the course of events. He was keenly focused on victory and never lost faith.

The fall of France in 1940 was a severe blow to the Allied forces, and much of Europe despaired as the Axis seemed to easily win one victory after another. Britain stood alone as the skies darkened. Many predicted a dire end for Britain, but Churchill's focus was resolute. He never considered the cause lost, and though he knew the war would likely drag on another four or five years, he was convinced Britain would emerge on top.

When America finally entered the war, Churchill was ready. With American support, the strategy began to develop very quickly, and by 1943, the war was beginning to go the Allies' way. The success of Operation Overlord in June 1944 caused many to believe that the war would end rapidly, but Churchill urged everyone not to lose focus. He said he believed Hitler would continue to fight. He was right.

Despite several setbacks in early 1945, Churchill remained focused on the resilient Allied effort. The tide turned to the Allies' favor when Hitler committed suicide during the Battle of Berlin on April 29, 1945, and the fighting ceased in Europe on May 7, 1945.

Winston Churchill's extreme focus and his incredible capacity for concentration shaped the disciplined effort of the Allies. His focus encouraged and empowered the Allies to win.

A PERSON OF RESPECT: JACKIE ROBINSON

In April 1947, Jackie Robinson, a rookie for the Brooklyn Dodgers, stepped onto Ebbets Field and changed baseball forever. Growing up, Robinson excelled at many sports, and he became the first athlete to earn four varsity letters at UCLA in baseball, basketball, football, and track. He left college due to financial struggles and joined the U.S. Army where he became second lieutenant. Robinson left the Army with an honorable discharge after being court-martialed for his objections to racial inequality.

After leaving the Army, Robinson played one season in the Negro Baseball League with the Kansas City Monarchs. His skills attracted the attention of professional baseball, and he joined the Brooklyn Dodgers in 1947. He made his way by respecting himself, approaching others with respect, and only asking for respect from them. He wanted to receive the respect that he gave others. In a statement to his Brooklyn Dodger teammates in 1947, Robinson said, "I'm not concerned with your liking or disliking me. All I ask is that you respect me as a human being."

Robinson became a legend in a world poised to reject him due to his character, dignity, and respect. He gave and expected respect, and his respect helped him break baseball's color barrier.