



State of California – Military Department
California Cadet Corps

CURRICULUM ON LEADERSHIP

Strand L6: Profiles in Leadership

Level 11

This Strand is composed of the following components:

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



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

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B. Contemporary Leadership Profiles

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

OBJECTIVES

DESIRED OUTCOME (Followership)

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

1. Identify contemporary leaders, the basics of who they are and what they have accomplished.
2. Explain the leadership lessons we can learn from each of the contemporary leaders.
3. Compare the leadership of contemporary leaders to your own leadership skills, styles, and dynamics.

Introduction:

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

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

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

In each leadership profile, you will find:

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

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

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

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

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

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

B1. Barack Obama

Barack Obama was born in Hawaii in 1961. He is of multiracial descent, with his mother from Germany and Ireland, and his father from Kenya. At 3 years of age, Obama's parents divorced, and his mother remarried an Indonesian student. Three years later, his family had to relocate to Jakarta because of the Indonesian government recalled all overseas Indonesians. He returned to Honolulu in 1971 to stay with his maternal grandparents. From there he completed his education at Columbia University and worked for a year.

Obama was active helping the Illinois community with his active participation in volunteer work and his first entry into politics was in 1996, where he was elected to the Illinois Senate. In 2004, he ran for the US. Senate and won resoundingly with 70% of the votes and in 2005, he was sworn in as a senator on January 4, 2005, becoming the only Senate member of the Congressional Black Caucus. On February 10, 2007, Obama announced his candidacy for President of the United States. He first defeated Hillary Clinton to represent the Democratic Party, who later endorsed him and supported his campaign against John McCain of the Republicans. On November 4, 2008, he became the first African American to be elected president and delivered his victory speech before hundreds of thousands of people. He served as the 44th President of the United States from 2009 to 2017.

**AWARDS AND HONORS:**

- Freedom of the City of Cape Town (jointly with Michelle Obama)
- 2009 Nobel Peace Prize
- Best Spoken Word Album Grammy Awards for abridged audiobook versions of *Dreams from My Father* in February 2006 and for *The Audacity of Hope* in February 2008.
- His concession speech after the New Hampshire primary was set to music by independent artists as the music video "Yes We Can", which was viewed 10 million times on YouTube in its first month and received a Daytime Emmy Award
- Obama received the 2005 NAACP Image Award – Chairman's Award upon his election to the U.S. Senate and the 2007 NAACP Image Award for Outstanding Literary Work, Nonfiction for *Dreams from My Father*.
- 2013 NME Award for Hero of the Year
- 2014 "Ambassador of Humanity" Award from the USC Shoah Foundation Institute for Visual History and Education
- 2011 Transparency Award jointly offered by OMB Watch, the National Security Archive, the Project on Government Oversight, the Reporters' Committee for Freedom of the Press and OpenTheGovernment.org
- 2013 Israeli President's Medal of Distinction
- 2008 Harold Washington Award^[19] from the Congressional Black Caucus as well as the 2008 Phoenix Award from the CBC Foundation, Inc.

LEADERSHIP LESSONS FROM BARACK OBAMA:**1. “Yes, We can” Mindset**

Everyone who has heard of the US elections would have come across this phrase coined by Obama, ‘Yes we can!’. It inspired a whole nation because of the context of the US economy at that time; unemployment was high, and it was the aftermath of the Lehman Crisis of 2008.

This signifies a can-do attitude about Obama, inspiring his followers to believe that all things are possible despite the challenges. As a leader, we need to show this can-do attitude too; to believe that it is possible first before our followers believe; to see the victory before anyone else sees it.

2. Be inclusive

Obama was extremely inclusive in his campaign and people from all backgrounds came out to endorse him ranging from celebrities like Snoop Dogg to Warren Buffet. He sought to ensure that all bases were covered.

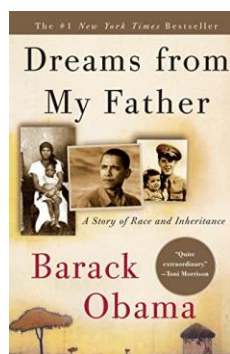
If you want your followers to take ownership of corporate decisions, you have to include them in the decision-making process. People who are isolated from that soon become withdrawn and disinterested, feeling that they can do little to influence outcomes.

Consider how you can include more people in your decision making and find ways to get their input; they might just surprise you.

3. Be clear about the vision

John McCain probably had great policies for reform, but it was Obama that managed to explain his vision in a very simple manner. He constantly used the word ‘change’ in his speech. This word embodied the spirit of his words and it came out through his conviction in his speeches.

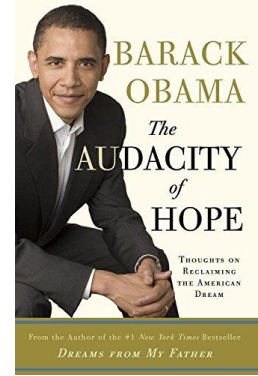
You need to speak to the heart to capture people; speaking to the mind gets them to intellectually agree with you, but it will not necessarily get them to follow you. This is an important skill as a leader.

BOOKS BY OR ABOUT BARACK OBAMA:***Dreams from My Father: A Story of Race and Inheritance***

In this lyrical, unsentimental, and compelling memoir, the son of a black African father and a white American mother searches for a workable meaning to his life as a black American. It begins in New York, where Barack Obama learns that his father—a figure he knows more as a myth than as a man—has been killed in a car accident. This sudden death inspires an emotional odyssey—first to a small town in Kansas, from which he retraces the migration of his mother’s family to Hawaii, and then to Kenya, where he meets the African side of his family, confronts the bitter truth of his father’s life, and at last reconciles his divided inheritance.

The Audacity of Hope: Thoughts on Reclaiming the American Dream

In July 2004, Barack Obama electrified the Democratic National Convention with an address that spoke to Americans across the political spectrum. Now, in *The Audacity of Hope*, Senator Obama calls for a different brand of politics: a politics for those weary of bitter partisanship and alienated by the "endless clash of armies" we see in Congress and on the campaign trail; a politics rooted in the faith, inclusiveness, and nobility of spirit at the heart of "our improbable experiment in democracy". He also speaks, with surprising intimacy and self-deprecating humor, about settling in as a senator, seeking to balance the demands of public service and family life, and his own deepening religious commitment.

***Barack Obama***

This book looks at how Barack Obama's unusual childhood helped to shape the man, and the President, that he would become. It also discusses how Obama used his time as President to try to improve life for the ordinary American. It then, finally, looks at the impact that Obama had on America and his lasting legacy.

QUOTES FROM BARACK OBAMA:

- Americans... still believe in an America where anything's possible – they just don't think their leaders do.
- But what we can do, as flawed as we are, is still see God in other people, and do our best to help them find their own grace. That's what I strive to do, that's what I pray to do every day.
- Change will not come if we wait for some other person or some other time. We are the ones we've been waiting for. We are the change that we seek.
- Contrary to the claims of some of my critics and some of the editorial pages, I am an ardent believer in the free market.
- Focusing your life solely on making a buck shows a certain poverty of ambition. It asks too little of yourself. Because it's only when you hitch your wagon to something larger than yourself that you realize your true potential.
- I don't oppose all wars. What I am opposed to is a dumb war. What I am opposed to is a rash war.
- I think when you spread the wealth around it's good for everybody.
- If you're walking down the right path and you're willing to keep walking, eventually you'll make progress.
- It took a lot of blood, sweat and tears to get to where we are today, but we have just begun. Today we begin in earnest the work of making sure that the world we leave our children is just a little bit better than the one we inhabit today.
- Money is not the only answer, but it makes a difference.
- There's not a liberal America and a conservative America – there's the United States of America.

- This is the moment when we must come together to save this planet. Let us resolve that we will not leave our children a world where the oceans rise and famine spreads and terrible storms devastate our lands.
- Tonight, we gather to affirm the greatness of our nation – not because of the height of our skyscrapers, or the power of our military, or the size of our economy. Our pride is based on a very simple premise, summed up in a declaration made over two hundred years ago.
- We didn't become the most prosperous country in the world just by rewarding greed and recklessness. We didn't come this far by letting the special interests run wild. We didn't do it just by gambling and chasing paper profits on Wall Street. We built this country by making things, by producing goods we could sell.
- We need to internalize this idea of excellence. Not many folks spend a lot of time trying to be excellent.
- We need to steer clear of this poverty of ambition, where people want to drive fancy cars and wear nice clothes and live in nice apartments but don't want to work hard to accomplish these things. Everyone should try to realize their full potential.

VIDEO OF BARACK OBAMA:



OTHER LINKS:Wikipedia: https://en.wikipedia.org/wiki/Barack_Obama
<https://www.whitehouse.gov/about-the-white-house/presidents/barack-obama/>

B2. Tony Blair

Tony Blair is a British Labour Party politician who served as the Prime Minister of the United Kingdom from 2 May 1997 to 27 June 2007. Since leaving the political scene in 2007, he has become a sought-after corporate speaker with his in-depth analysis and approach to the macroeconomic environment.

Tony Blair was born in 1953 in Edinburgh, Scotland. He had an interesting childhood and youth; he was arrested once for being mistaken for being a burglar and he even started a rock band with his friends called Ugly Rumors. His first rise to prominence was when he led the labor party to victory in 1997, and from then he has created many people-centric policies like the Minimum Wage, Human Rights Acts as well as the Freedom of Information Act. His relentless focus on people has helped him lead his Labour Party to 3 consecutive wins in the general elections; an unprecedented record.



Besides just focusing on domestic policies, Blair was hugely involved in the war against terrorism in the Middle East. He supported the US foreign policies by being involved in the invasion and Afghanistan as well as Iraq.

His acts caused a division in opinions domestically, with some being unhappy with his support of the US, and others supportive. He stepped down from the political scene in 2007 and went on to become an envoy in the Middle East during the Israel-Palestine conflicts. Besides being an envoy, Blair is also a highly sought-after corporate speaker and is highly paid to share his insights and give speeches throughout the world.

AWARDS AND HONORS:

Here are some of the awards and honors that Tony Blair has won:

- Privy Councilor
- Congressional Gold Medal
- Presidential Medal of Freedom

LEADERSHIP LESSONS FROM TONY BLAIR:**1. We cannot stand still**

In our world today, the speed of change is so fast that you have to embrace new ideas and innovation and be prepared to adopt and adjust to this change every moment.

2. Change is the hardest thing and it is tough

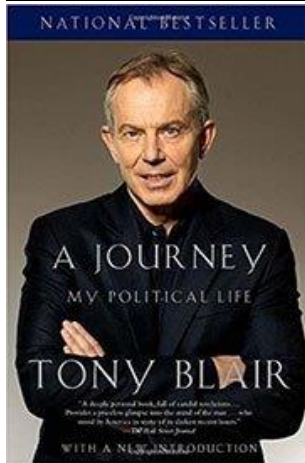
When we make changes in our lives or in an organization, people will say that it is a disaster. And change is going to be difficult. During the period of change, it is about how good you are at building support on your side.

3. Partnership and prejudice are mutually exclusive

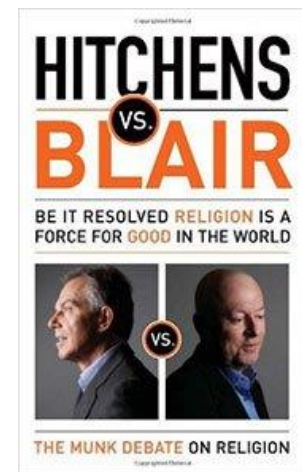
Whether within an organization or a country, people must learn to treat each other with respect. To create a great organization, you must create it on the basis that all humanity is equal.

4. To succeed, there must be optimism and possibility about it

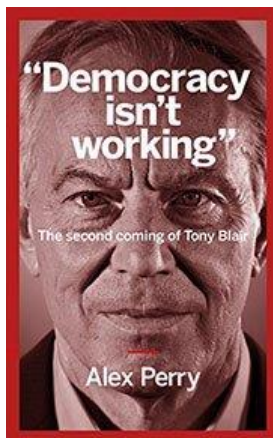
You can never succeed if you're too afraid to fail. You must have the spirit of adventure as you approach life. It is a challenge, but never too hard!

BOOKS ABOUT TONY BLAIR:***A Journey: My Political Life***

This insightful political memoir describes the most pivotal decisions and crucial points in Tony Blair's career. *A Journey: My Political Life* is a personal insight into the life and work of the Prime Minister who made some controversial and difficult decisions.

**Hitchens vs. Blair: Be It Resolved Religion Is a Force for Good in the World (The Munk Debates)**

Tony Blair is a well-known devout political leader who proudly relies on faith, even in politics; Christopher Hitchens is famous as a committed atheist who isn't afraid to speak his mind. For the first time, the heated debate between the two great minds is available in print.

**"Democracy isn't working": The second coming of Tony Blair ***

Alex Perry goes above and beyond to explore the efforts of Tony Blair, finally bringing some answers to the questions behind his controversial political decisions.

QUOTES FROM TONY BLAIR:

- It is not an arrogant government that chooses priorities, it's an irresponsible government that fails to choose.
- However much I dislike the idea of abortion, you should not criminalize a woman who, in very difficult circumstances, makes that choice.

- There is no meeting of minds, no point of understanding with such terror. Just a choice: Defeat it or be defeated by it. And defeat it we must.
- This is not a battle between the United States of America and terrorism, but between the free and democratic world and terrorism.
- I didn't come into politics to change the Labour Party. I came into politics to change the country.
- Conflict is not inevitable, but disarmament is... everyone now accepts that if there is a default by Saddam the international community must act to enforce its will.
- Mine is the first generation able to contemplate the possibility that we may live our entire lives without going to war or sending our children to war.
- Power without principle is barren, but principle without power is futile. This is a party of government, and I will lead it as a party of government.
- The art of leadership is saying no, not saying yes. It is very easy to say yes.

TONY BLAIR LEADERSHIP VIDEO:



OTHER LINKS:

Wikipedia: A detailed account of Tony Blair's life

TonyBlairOffice.org: Tony Blair's Official Site

B3. Aung San Suu Kyi

Aung San Suu Kyi is a Burmese politician known as an advocate for the pro-democratic movement in her country. She currently holds several political offices in Myanmar; among them, she is State Counsellor of Myanmar, Minister of Foreign Affairs and Minister of the President's Office. Aung San Suu Kyi is also an author, having published *Letters from Burma* and *Freedom from Fear* in 1991.

Aung San Suu Kyi was born in a small village outside Yangon on June 19th, 1945. Her parents were politicians and heavily involved in public service. Her father, Aung San, founded the modern Burmese army, fought for Burma's independence from the British Empire and is known as the Father of modern Myanmar. Khin Kyi, her mother, was the first Minister of Social Welfare of the newly independent Burmese state and later ambassador to Nepal and India. During her mother's tenure as ambassador, Aung San Suu Kyi lived in her with New Delhi. She earned three degrees: a degree in Politics, a B.A. in Philosophy, Politics and Economics, and an M.A. in Politics. Thereafter, she lived in New York and worked for three years at the United Nations.



In 1988, she returned to Burma to care for her ailing mother. She became involved with the opposition against military rule in the country and helped form the National League for Democracy (NLD). Inspired by Gandhi, she espoused a non-violent approach in the fight for democracy. The military junta placed Aung San Suu Kyi on house arrest on 20 July 1989; with the military offering her freedom if she were to withdraw from politics and leave the country forever. Aung San Suu Kyi refused, choosing to sacrifice her life for her people. Over a 21-year period, she was under house arrest for a total of 15 years. She continued her pro-democracy efforts even while in detention, garnering much international attention and support for the cause of Burmese democracy and freedom.

In November 2010, Aung San Suu Kyi was released from house arrest for the final time. With the NLD re-registered as a political party, Aung won a seat in Parliament in April 2012. In 2015, NLD won the majority votes in the general elections and on 6 April 2016, Aung San Suu Kyi became State Counsellor (the de facto Prime Minister of the country). Aung San Suu Kyi's nonviolent pro-democracy efforts for Myanmar won her the Nobel Peace Prize in 1991.

Note: Aung San Suu Kyi is under fire for her tacit support of the country's military, responsible for the crisis of murder, rape and violence against Rohingya people, an ethnic minority in Myanmar who are not recognized by the government as citizens, and have been the subject of fighting and violence since 2017. Aung San Suu Kyi's failure to speak out against the military has hurt her international standing as a proponent of nonviolence and peace for her country.

LEADERSHIP LESSONS FROM AUNG SAN SUU KYI:**1. Be assertive.**

From the beginning of her political career, Aung San Suu Kyi was not afraid to stand up for what she believed in and was willing to put herself out there to fight for a higher cause. She spoke up against the military junta and advocated a nonviolent approach in the fight for democracy in Myanmar. In the face of adversity and self-sacrifice during her house arrest, Aung San Suu Kyi remained assertive in her

actions and words, and stayed focused on the bigger goal of securing democracy and human rights in Myanmar. She stood by her convictions, and used the power of words even when she had no other resources.

Assertiveness is a mark of an effective leader. Be bold and unafraid to have a big vision, and then be unwavering in your focus to reach that goal. Don't be swayed by critics or people opposing your views; if you believe in your vision, stay resolute and put in the work to make it come true.

2. Connections matter

In her fight for democracy in Myanmar, Aung San Suu Kyi knew that she couldn't do it on her own. In addition to building up the NLD, she cultivated relationships with leaders and diplomats all over the world as she knew how powerful those connections could be. Indeed, having the international community on her side put considerable pressure on the Burmese military junta to end her house arrest and give in to concessions that would make Myanmar more democratic. Even after her release, Aung San Suu Kyi has continued to build connections with world leaders as she helps her country transition into democracy.

To be successful as a leader, find your 'tribe' — people who have the same beliefs and goals as you. These people may turn out to be more than just professional connections, but personal ones as well. We all need support and encouragement in our lives, especially when we go through tough times, and having a strong network you can rely on can be immensely helpful.

3. Make the most out of a bad situation

Over a period of 21 years, Aung San Suu Kyi spent a total of 15 years under house arrest and endured a long separation from her family. The military junta rejected her husband's appeals for an entry visa and her two sons, who were based in the UK, only managed to visit her in Myanmar in 2011. Aung San Suu Kyi found ways to make her detention a productive time for her. She was not idle; instead she read books, refined her political, philosophical and spiritual stance, and played the piano. Occasionally, she was also allowed visits from foreign diplomats. She did not allow her restricted circumstances to stop her from her goal of a free and open Myanmar. Throughout her time under house arrest, Aung San Suu Kyi made the most out of a bad situation by using her plight to bring international attention and support to what was going on in Myanmar. Pressure from the international community had a huge impact in ending Aung San Suu Kyi's house arrest and putting Myanmar on the path of democracy.

When you're leading a team or an organization, there will be times when you're constrained by resources or faced with a difficult situation. Don't be dragged down when faced with challenges; instead find ways to turn a difficult time into an opportunity and look for creative ways to reach your goals in the face of constraints and limitations.

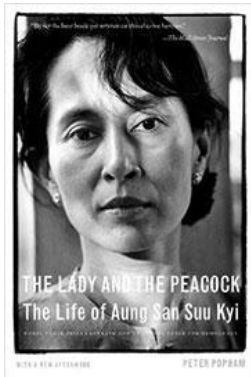
BOOKS ABOUT AUNG SAN SUU KYI:

Freedom from Fear: And Other Writings

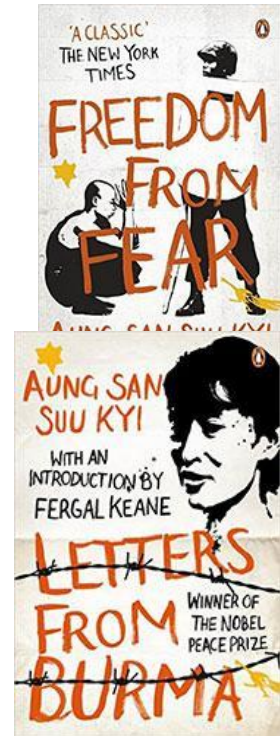
Read about the greatest hopes and fears of an entire nation, as told through the words of a Nobel Peace prize winner Aung San Suu Kyi. Burma's "woman of destiny" remains one of the greatest fighters for freedom and democracy to this day.

Letters from Burma

This astonishing collection of letters by Aung San Suu Kyi paints a horrific and heartbreaking picture of the impact political decisions have on the real people. Yet, amidst all the tragedy and hardship, this heroine became a symbol of hope and a leader of democracy.

***The Lady and the Peacock: The Life of Aung San Suu Kyi***

Leader of the largest popular revolt in history of her country, Aung San Suu Kyi has lived a tumultuous life full of profound triumphs and devastating tragedies. Even the peaceful revolutions come with extreme prices to pay, and here is the story of Burma's "Lady".

**QUOTES FROM AUNG SAN SUU KYI:**

- You should never let your fears prevent you from doing what you know is right.
- If you want to bring an end to long-standing conflict, you have to be prepared to compromise.
- We will surely get to our destination if we join hands.
- I don't believe in people just hoping. We work for what we want. I always say that one has no right to hope without endeavor, so we work to try and bring about the situation that is necessary for the country, and we are confident that we will get to the negotiation table at one time or another.
- My top priority is for people to understand that they have the power to change things themselves.
- Fearlessness may be a gift but perhaps the more precious thing is the courage acquired through endeavor, courage that comes from cultivating the habit of refusing to let fear dictate one's actions, courage that could be described as 'grace under pressure' - grace which is renewed repeatedly in the face of harsh, unrelenting pressure.

AUNG SAN SUU KYI VIDEO:

Aung San Suu Kyi's speech at the University of Oxford in 2012 when she accepted her honorary degree:



B4. Angela Merkel

Angela Merkel is the first female Chancellor of Germany and has served three terms (as of 2020). As a Lutheran divorced woman from East Germany, she defied convention by breaking into, and eventually leading, the traditionally conservative male-dominated Christian Democratic Union party. She is considered the de facto leader of the European Union. In 2015, Time Magazine named her Person of the Year.

Angela Merkel was born on July 17th, 1954 in Hamburg, Germany. Her father was a Lutheran pastor and his vocation led to the family's move to East Germany. In school, Merkel excelled at Russian and Mathematics, and she went on to study Physics at the University of Leipzig. She also earned a doctorate in Quantum Chemistry which led her to seek a career as a research scientist. Merkel's involvement with politics began after the fall of the Berlin Wall when she joined the Democratic Awakening party. When Germany was reunified in October 1990, Merkel contested in the 1990 Federal Election and won a seat on the Bundestag (Germany's national parliament). With Chancellor Helmut Kohl as her mentor, she became a Cabinet member with the portfolio of Minister for Women and Youth. In 1994, she earned a larger appointment as Minister for the Environment and Nuclear Safety.



After the 1998 election when the Christian Democratic Union (CDU) lost power, Merkel was appointed General-Secretary of the party and gained popularity as a politician. In 2002, she became the Leader of the Opposition in the Bundestag. In the 2005 election, neither the CDU nor the Social Democratic Party (SDP) won a clear majority. The CDU successfully negotiated a grand coalition government with the SDP; consequently, Merkel became Chancellor of Germany, the first female to win the position. She has held the chancellery for three terms, and, with no obvious successor in place and no term limits in Germany, it is likely she will contest for a fourth. As Germany is the most populous and richest country in the European Union, Merkel is also known as the de facto leader of the EU.

In 2015, Time Magazine named her Person of the Year. She has also been awarded the U.S. Presidential Medal of Freedom, the highest civilian honor in the United States.

LEADERSHIP LESSONS FROM ANGELA MERKEL:

1. Use your prior life experience to help you lead

Merkel's academic background as a PhD graduate in Quantum Chemistry highlights her preference for gathering information and an almost-scientific way of approaching problems. She is known for moving slowly and taking the time to make calculated decisions based on each specific situation. She is also known for being open to making course corrections when executing plans. Her upbringing in East Germany has also informed her leadership decision-making. As someone who grew up isolated in the Eastern bloc, Merkel is a champion for tearing down walls, openness and inclusivity, and this is evident in her stand on the refugee issue Europe is dealing with. Her approach to the Greek debt crisis also showed how she uses her life experience to navigate a tough issue. She was firm about the austerity measures Greece would have to accept in order to be eligible for a financial bailout. Her resolute position on this issue likely came from her younger years when she experienced the collapse of the East German economy.

Everyone has their own set of life experiences that they can draw upon. As a leader, use your past experiences to help you — perhaps it was a successful approach to a problem, or maybe you learned from a mistake that you now know not to repeat. When you're in a tough spot as a leader, use your unique set of skills and experiences to help you solve the issue.

2. Value cooperation and consensus

One of her strengths is how she values cooperation and consensus. Two of the last three German governments that Merkel has headed during her chancellery were built on a coalition of the Christian and Social Democrats. While it may have been political necessity that precipitated the coalition, its positive effects are clear; their overwhelming majority in the Bundestag has allowed Merkel's government to make economic and social changes that have led to German prosperity and a more prominent place in the global community. Merkel is also known for valuing cooperation between members of the EU. She understands that the success and stability of the EU benefits all members, and is committed to ensuring that member countries continue to cooperate and work well together.

What do you do as a leader to encourage cooperation and build consensus? If you can get others on board with your vision for the organization and galvanize them to work together, you can achieve a lot more.

3. Don't be afraid to make difficult decisions

She once said, "Fear has never been a good adviser, neither in our personal lives nor in our society." In times of crisis, Merkel does not shy away from making difficult decisions. During Syrian refugee crisis, she had the moral courage to allow refugees into Germany, despite the political costs of the decision. Merkel has declined to publicly talk about her decision, and some speculate that her formative years in East Germany and her personal values — freedom and tolerance — were the cornerstones of her position on the issue. Although the outcome of the ongoing refugee crisis in Europe is not certain, we can still admire Merkel's bold move that favored humanity over politics.

As a leader, you will be called upon to make tough decisions. Don't back away from them! Instead, be bold and take a stand based on the information you have about the situation, your personal values as well as the organization's values, and the possible outcomes that can arise from your decision. Make the

best choice you can, and then make course corrections if necessary. Your team will respond well to your decisiveness and it will allow your organization to move forward.

BOOKS ABOUT ANGELA MERKEL:

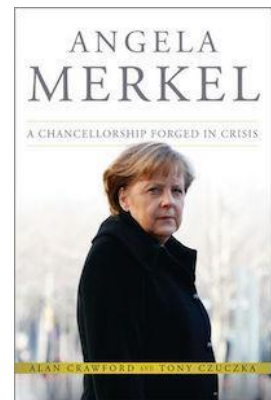


Angela Merkel: The Chancellor and Her World

From an ambitious young girl to one of the most pivotal political leaders in Europe, Angela Merkel rose to prominence as one of the few female figures of immense political influence and power. Stefan Kornelius delves into the persona behind her character, and examines her views of the world.

Angela Merkel: A Chancellorship Forged in Crisis

The new biography of the most powerful woman in Europe, and perhaps even the world. *Angela Merkel: A Chancellorship Forged in Crisis* shows how the German chancellor prevailed several economic and political crises, and emerged even stronger to lead the way to a new direction for Europe.



Angela Merkel: Europe's Most Influential Leader

With exclusive new sources and in-depth research, Matthew Qvortrup sheds light on the captivating political ascent behind Angela Merkel. Read how she propelled Germany into the forefront of Europe, and built one of the strongest economies in the world.

QUOTES FROM ANGELA MERKEL:

- The willingness to learn new skills is very high.
- Whoever decides to dedicate their life to politics knows that earning money isn't the top priority.
- Nobody in Europe will be abandoned. Nobody in Europe will be excluded. Europe only succeeds if we work together.
- The markets want to force us to do certain things. That we won't do. Politicians have to make sure that we're unassailable, that we can make policy for the people.
- Controversial disputes are a part of democratic culture.
- For me, it is always important that I go through all the possible options for a decision.
- It's my duty and obligation to do everything possible for Europe to find a united path.
- The majority of decisions in Europe are done by unanimity. That's why it is important to be to have good relations with all parts.

- You can much better have an influence on the debate when you sit at the bargaining table and you can give input.
- I have a relatively sunny spirit, and I always had the expectation that my path through life would be relatively sunny, no matter what happened. I have never allowed myself to be bitter.
- You could certainly say that I've never underestimated myself, there's nothing wrong with being ambitious.

ANGELA MERKEL LEADERSHIP VIDEO:

Check out this profile of Angela Merkel:

**B5. Oprah Winfrey**

Oprah Winfrey is an iconic American television talk show host, and a mogul in the entertainment industry. From 1986 to 2011, she hosted *The Oprah Winfrey Show*, which was the highest rated talk show of in history. She is currently the Chairman and Chief Executive Officer of Harpo Productions, and Chairman, Chief Executive Officer and Chief Operating Officer of the Oprah Winfrey Network (an American television channel). She is also known for her philanthropy, and is passionate about causes related to education and African Americans in the United States.



Oprah Winfrey was born on January 29th, 1964 in Mississippi to a teenaged unwed mother. She had a difficult childhood; she grew up in poverty and suffered sexual abuse. She had a troubled relationship with her strict mother and was a rebellious teenager. With her mother at her wit's end, Winfrey moved to Nashville, Tennessee to live with Vernon Winfrey, her biological father. Her father encouraged her to do well in school and as a result, Winfrey became an honors student and secured a full scholarship to Tennessee State University by winning a speech contest. She graduated with a degree in communications.

Winfrey started working in the media as a news anchor in Nashville. Her big break came in 1983 when she moved to Chicago to host *AM Chicago*, a morning talk show. With her as host, the show became the highest-rated talk show in Chicago within months. This success led to the creation of *The Oprah Winfrey Show*. *The Oprah Winfrey Show* became a huge success and at height during 1991-1992, attracted 13.1 million viewers each day. Other than the show, Winfrey set up Harpo Productions, published magazines and started the popular Oprah's Book Club. She also acted in and/or produced several films, including the acclaimed *The Color Purple* for which she earned an Academy Award nomination for Best Supporting Actress.

When her talk show ended in 2011, Winfrey moved on to the Oprah Winfrey Network (OWN), a partnership with the Discovery Network. She continues to work at OWN today. As of 2015, Winfrey's estimated net worth was \$3.1 billion. Her charitable contributions include over \$400 million to educational causes, 400 scholarships to Morehouse College in Atlanta, Georgia, \$12 million to the Smithsonian's National Museum of African American History and Culture and \$10 million to help with the aftermath of Hurricane Katrina.

Winfrey is acknowledged as one of the most influential women of her time. She was awarded the Presidential Medal of Freedom in 2013 by President Obama.

AWARDS AND HONORS:

1. Golden Globes' Cecil B. DeMille Award for lifetime achievement (2018)
2. Kennedy Center Honors (2010)
3. Academy Award (2012)
4. Presidential Medal of Freedom (2013)
5. Spingarn Medal from the NAAC (2002)
6. Daytime Emmy (1998)
7. Emmy Award (Outstanding Made for TV Movie) 2000
8. Peabody Award (1995)
9. People's Choice Award (1997, 1998, 2004)
10. Jean Hersholt Humanitarian Award (2011)
11. Presidential Medal of Freedom (2013)

LEADERSHIP LESSONS FROM OPRAH WINFREY:

1. Dream Big

If Winfrey had allowed her humble beginnings to define what she could achieve, she would never have become as successful and influential as she is today. Instead she harnessed the power of her education and found a career that she was passionate about. Even once she found success with *The Oprah Winfrey Show*, she had the courage the dream even bigger. She continued to focus on the talk show as the

linchpin of her brand, but went into other related areas such as publishing and production. This ultimately led to her own television channel, the Oprah Winfrey Network.

Have a bold vision, believe in it and people will believe in you as a leader.

2. Value people

Winfrey knew that it was necessary to value two important sets of people: her team and her audience. Winfrey surrounded herself with the best people based on their skills and compatibility with organizational values. She inspired them with her vision and rewarded them for their hard work and loyalty (she once gave her 1,000+ employees and their families an all-expenses trip to Hawaii to thank them for their service).

For any business, your customers are your #1 priority; Winfrey never forgot this. During the run of *The Oprah Winfrey Show*, she often had lavish giveaways where her studio audience would be gifted with free stuff. During the last year of her show, she famously gave every audience member a free trip to Australia! More than that, Winfrey was known for listening to her audience and even including them in her shows. This demonstrated care for her audience and so they remained engaged with her show and followed her other projects.

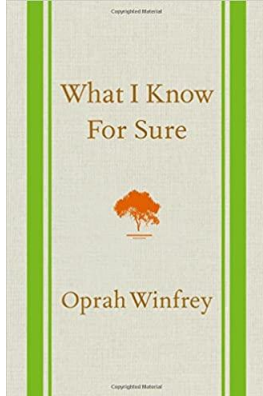
Think about your own business or organization, and the importance of your team and your customers. How can you value them and make them feel appreciated? As a leader, never forget that people are the heart of your business, not profits.

3. Align your dreams with your values

"I had no idea that being your *authentic self* could make me as rich as I've become. If I had, I'd have done it a lot earlier." Winfrey's extraordinary success can be partly attributed to how she has managed to align her values with her dreams. She is a strong proponent of having a positive mindset and being your best self, and she believes that living in alignment with your values will put you on the life path you should be on.

Winfrey also believes in the value of hard work, and has worked tirelessly over the years to build her media empire. At the same time, she values giving back and her charitable works and contributions is testament to her desire to make a difference in the lives of those less privileged. Winfrey walks the talk, and this alignment of her values with her dreams has attracted like-minded people to work in her organization to great success. Her authenticity is also how she has built such a massive audience; people believe her words and ideas because she clearly believes in them. Your audience can sense if you're being "real" versus just saying something to sell more product.

As a leader, if you're able to align your dreams with your values, you can inspire the people around you and move your organization towards success. Your customers will also be able to sense your authenticity and will be more receptive towards you.

BOOKS ABOUT OPRAH WINFREY:***What I Know For Sure***

Learn all about life and every aspect of the human experience from these unique lessons by Oprah Winfrey. After 14 years of sharing wisdom with worldwide audiences, Oprah Winfrey's most beloved and cherished thoughts and words are now carefully compiled, edited and updated in this beautiful book.

Oprah Winfrey: 50 Life and Business Lessons from Oprah Winfrey

Oprah Winfrey is the richest African American in history, and her success was self-made. See how she rose from a poor childhood in rural Mississippi to become one of the nation's most beloved heroines

***The Oprah Winfrey Show: Reflections on an American Legacy***

Rarely has there been such a versatile, eclectic and widely popular celebrity like Oprah Winfrey. Her famous talk show reached unmatched worldwide success making her name synonymous with success in all corners of the world. In this book, Oprah Winfrey reveals the secrets of her success.

QUOTES FROM OPRAH WINFREY:

- Do the one thing you think you cannot do. Fail at it. Try again. Do better the second time. The only people who never tumble are those who never mount the high wire. This is your moment. Own it.
- Where there is no struggle, there is no strength.
- Real integrity is doing the right thing, knowing that nobody's going to know whether you did it or not.
- Surround yourself with only people who are going to lift you higher.
- Doing the best at this moment puts you in the best place for the next moment.
- Passion is energy. Feel the power that comes from focusing on what excites you.
- What I know is, is that if you do work that you love, and the work fulfills you, the rest will come.
- Understand that the right to choose your own path is a sacred privilege. Use it. Dwell in possibility.

- You know you are on the road to success if you would do your job and not be paid for it.
- The big secret in life is that there is no big secret. Whatever your goal, you can get there if you're willing to work.
- The greatest discovery of all time is that a person can change his future by merely changing his attitude.
- Books were my pass to personal freedom. I learned to read at age three, and soon discovered there was a whole world to conquer that went beyond our farm in Mississippi.
- You get in life what you have the courage to ask for.
- Challenges are gifts that force us to search for a new center of gravity. Don't fight them. Just find a new way to stand.
- Create the highest, grandest vision possible for your life because you become what you believe.

OPRAH WINFREY LEADERSHIP VIDEO:



B6. Indra Nooyi

Indra Nooyi was the Chairperson and Chief Executive Officer of PepsiCo, the world's second largest food & beverage manufacturer based on revenue. She was PepsiCo's first female CEO. Nooyi has been consistently included in Forbes' list of the World's 100 Most Powerful Women.

Indra Nooyi was born in Chennai, India on 28 October 1955. After graduating with a MBA from the Indian Institute of Management Calcutta in 1976, she worked as a product manager at Johnson & Johnson and Metturi Beardsell, a textile firm.

Nooyi won a scholarship to the Yale School of Management and moved to the United States to earn a master's degree in Public and Private Management. She went on to work at Boston Consulting Group (BCG), Motorola and Asea Brown Boveri.



In 1994, Nooyi joined PepsiCo as senior vice-president of strategic planning. Over the years, she worked her way up the ranks; in 2001, she became President and Chief Financial Officer. 5 years later, she became the first female CEO of PepsiCo. Since stepping up as CEO, Nooyi has introduced innovations related to environmental sustainability, accelerated the globalization of the company and shifted their product portfolio — moves that have led to a financial recovery for PepsiCo. In 2015, PepsiCo's annual net revenue was US\$63 million compared to US\$35 million in 2006. During her tenure as CEO, the company's sales grew 80%. Nooyi served as CEO for 12 years, 7 years longer than the average CEO tenure at large companies according to an Equilar study.

Since leaving PepsiCo, she has served as a member of the board of directors at Amazon, and on the International Cricket Council Board as the organization's first independent female director.

LEADERSHIP LESSONS FROM INDRA NOOYI:**1. Communication is Key**

Nooyi believes in the Five Cs of leadership: competence, courage, confidence, (moral) compass and communication. According to her, communication is arguably the most important 'C' for a leader to have as without effective communication skills, one would be unable to influence others or articulate what's needed to achieve team or organizational goals. Her commitment to communication is evident in her blog, wherein she posts weekly in order to better communicate with PepsiCo employees of all levels.

Are you an effective communicator? What can you do better when sharing your goals, ideas or strategies? Improving the quality of communication between you and your team can lead to better engagement, more innovation and higher performance.

2. Set a standard for excellence

Nooyi is known for being a perfectionist and is a stickler for getting the details right. To her, attention to detail is what sets PepsiCo apart from its competitors. Whether it's a misaligned logo or misplacement

of products in supermarket aisles, Nooyi has a keen eye for the little things. She is known as a tough boss with exacting standards. Her vision for PepsiCo, “Performance with Purpose”, clearly exemplifies her goal of excellence: not only does she aim for PepsiCo to innovate and lead the food & beverage market, she also wants to minimize the company’s environmental impact and tackle the obesity issue by providing healthier options in the marketplace.

In all things, set a high standard of performance for yourself and your team. As a leader, it’s tempting to only care about the big picture but don’t forget the small stuff too! Attention to detail breeds an attitude of excellence, so motivate your team to care about doing the little things right and the results will follow.

3. Stay abreast of trends

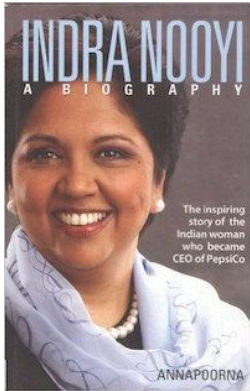
When Nooyi became CEO, she made the bold strategy decision to redirect some of the company’s focus on healthier food and beverage items. For a company that built its revenue and reputation on soda and chips, it seemed like a crazy decision. But Nooyi saw the demand for healthier options from the younger generation and knew that the company had to pivot to meet changing customer preferences. She doubled funding for PepsiCo’s Research & Development team, with the aim of making the company’s existing offerings healthier and creating new healthy drinks and snacks for the brand. Nooyi was right; unlike its competitor Coca-Cola, which didn’t deviate from their product offerings, PepsiCo’s healthier snacks found a large audience and helped the company close the revenue gap with Coca-Cola. In 2009, 18% of PepsiCo’s total revenue came from its healthier-option brands.

It’s important for leaders to stay abreast of the trends and happenings in their industry, and react or change accordingly. Keeping up with trends allows a leader to map out patterns and developments and assess how their organization can better meet the needs of their customers.

AWARDS AND HONORS:

- One of the “Best CEOs in the World” by CEOWORLD Magazine (2018)
- Forbes Magazine lists her as one of the World’s Most Powerful Women (2008-2017)
- Fortune Magazine lists her Number One Most Powerful Women in Business (2006-2010)
- One of America’s Best Leaders by US News & World Report (2008)
- 2009 CEO of the Year by Global Supply Chain Leaders Group
- NDTV – one of 25 Greatest Global Living Legends (2013)
- 2019 American Portrait Gala Honoree by Smithsonian’s National Portrait Gallery
- Bower Award for Business Leadership (2019)
- Connecticut League of Women Voters Outstanding Woman in Business Award (2020)
- Many honorary degrees from universities and colleges
- Class of 1951 Chair for the Study of Leadership at West Point
- Successor Fellow of the Yale Corporation
- Member of the Foundation Board of the World Economic forum, International Rescue Committee, Catalyst, and the Lincoln Center for the Performing Arts

BOOKS ABOUT INDRA NOOYI:

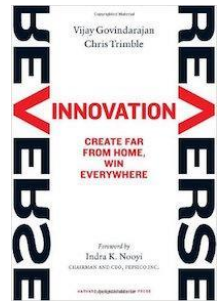


Indra Nooyi – A Biography

A consistent member of the Forbes' list of the World's 100 Most Powerful Women, Indra Nooyi managed to climb the ladders of corporate success against all odds and achieve a rare kind of greatness. Learn how she did it in this biography.

Reverse Innovation: Create Far From Home, Win Everywhere

This innovative and business-redefining book will provide you with the essential concept for improving your business and making it relevant in today's market. With a foreword by Indra Nooyi, *Reverse Innovation: Create Far From Home, Win Everywhere* will help put your success on the global map.



QUOTES FROM INDRA NOOYI:

- We ought to keep pushing the boundaries to get to flawless execution. Flawless is the ultimate goal.
- I wouldn't ask anyone to do anything I wouldn't do myself.
- I pick up the details that drive the organization insane. But sweating the details is more important than anything else.
- Just because you are CEO, don't think you have landed. You must continually increase your learning, the way you think, and the way you approach the organization. I've never forgotten that.
- I'm very honest – brutally honest. I always look at things from their point of view as well as mine. And I know when to walk away.
- The distance between number one and number two is always a constant. If you want to improve the organization, you have to improve yourself and the organization gets pulled up with you. That is a big lesson. I cannot just expect the organization to improve if I don't improve myself and lift the organization, because that distance is a constant.

INDRA NOOYI LEADERSHIP VIDEOS:



OTHER LINKS:

Wikipedia: https://en.wikipedia.org/wiki/Indra_Nooyi

B7. Elon Musk

Elon Musk is a business mogul, engineer and inventor, best known for founding and leading SpaceX (a company that aims to lower the costs of building rockets with the ultimate goal of multi-planetary colonization by humans) and Tesla Motors (a company that produces electric cars). He is considered a visionary business leader who is advancing technology in areas such as space exploration and sustainable energy. As of October 2016, his estimated net worth is US\$11.5 billion.



Elon Musk was born on June 28th, 1971 in South Africa, where he grew up with his father after his parents divorced in 1980. As a child, Musk became interested in computer programming and taught himself to code. He attended private schools and had a tough time as he was severely bullied by his peers. In 1989, Musk moved to Canada and began undergraduate studies at Queen's University in Ontario. After 2 years, he transferred to the University of Pennsylvania. There, he earned two degrees — a Bachelor of Science in physics from the UPenn College of Arts and Sciences, and a Bachelor of Science in economics from the Wharton School of Business. He then moved across the United States to California to pursue a PhD at Stanford; but after two days, he left the program to pursue becoming an entrepreneur.

Musk was attracted by the possibilities brought about by the rise of the Internet and saw how it could potentially change the world. Together with his brother, he founded Zip2 which was an online directory for businesses. After a slow start (businesses considered the Internet and online advertising merely a fad), Zip2 took off and after 4 years, and the Musk brothers sold the company to Compaq. His next venture was X.com, an online banking service he started in 1999. This merged with Confinity to become PayPal. The company was sold to eBay in 2002 and netted Musk US\$180 million in the process. With wealth at his disposal, he reached back into his vision for his life and work; this led him to the aerospace industry and his desire to make humans a multi-planetary species. Using his own money from the sale of PayPal, Musk started SpaceX, a company dedicated to lowering the costs of space travel.

Musk also co-founded Tesla Motors, which aims to build low-cost electric vehicles and revolutionize the automobile industry. He also had a hand in conceptualizing and financing SolarCity, which is now the second largest solar power systems provider in the United States. His other ventures include Hyperloop (his design for a high-speed transportation system that would drastically reduce travel times) and OpenAI (a non-for-profit research company dedicated to artificial intelligence).

Today, Musk is regarded as one of the most revolutionary and visionary entrepreneurs of his generation. His contributions in the fields of aerospace and sustainable energy (among others!) will no doubt profoundly impact our world.

LEADERSHIP LESSONS FROM ELON MUSK:

1. Let your vision guide you

As a young man, Musk discovered that he was keenly interested in a few fields that he thought would have an impact on the world: “the internet; sustainable energy; space exploration, in particular the permanent extension of life beyond Earth; artificial intelligence; and reprogramming the human genetic code.” Throughout his career, he has made decisions and moves that align with this vision and help take him closer to achieving them. After making his mark in the dotcom industry with Zip2 and PayPal, Musk went on to his loftier dreams of space exploration and sustainable energy with his current business ventures. His vision is so strong and compelling that he inspires other like-minded capable individuals to join his companies and work towards those goals.

Musk once said, “If something is important enough, even if the odds are against you, you should still do it”. What is your vision? Do you have a strong belief in it? Do you stand firm in defense of your vision? As a leader, having a vision and communicating it to your team can make a big difference in the success of your organization. Even if your personal vision isn’t as revolutionary or world changing as Musk’s, it’s important to have a goal that motivates you to do better and inspires your team to work together.

2. Set the standard in your industry

Musk is not content with doing what everyone else is doing; he seeks solutions for important, large-scale issues that will change the way we live. Whether it was PayPal where he championed the idea of an online banking institution, or SpaceX which has become the first private company to successfully launch a rocket and dock at the International Space Station, or SolarCity which promotes the use of solar energy as a sustainable energy source, Musk is disrupting large industries by setting a new standard. Just like other visionaries before him such as Steve Jobs, Mark Zuckerberg and Larry Page, Musk is changing the world through following his passion, pursuing his big dreams, having laser-like focus on advancing technology to help humanity.

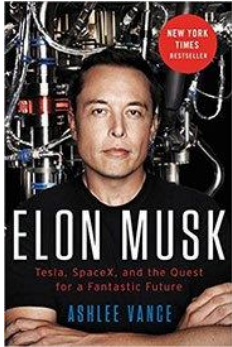
What can you do to set the standard in your industry? What would differentiate you from your competitors? How can you and your organization make a positive difference in the world?

3. Use a feedback loop constructively

“I think it’s very important to have a feedback loop, where you’re constantly thinking about what you’ve done and how you could be doing it better. I think that’s the single best piece of advice: constantly think about how you could be doing things better and questioning yourself.”

Musk is not afraid of failure and sees it as an organic part of any creation process. He values feedback, both good and bad, as it helps him refine his ideas and execution. He also uses the feedback loop as part of his self-reflection and self-improvement — he seeks to always do better than he did before as he knows that every improvement will lead him closer to achieving his goals.

From time to time, take the time to reflect on your own performance as a leader. Ask yourself questions such as, “How would I rate my leadership in the past 2-3months?”, “What could I have done better?” and “What can I do in future in order to perform at a higher level?”. In addition to self-reflection, gather feedback from your colleagues and team, and use any constructive comments to improve processes, relationships and performance in the office.

BOOKS BY ELON MUSK:***Elon Musk: Tesla, SpaceX, and the Quest for a Fantastic Future***

From a turbulent childhood in South Africa, to the forefront of global entrepreneurship and innovation, Elon Musk is attempting to lead the world to a better tomorrow. Explore the amazing adventure he wishes to take us all upon.

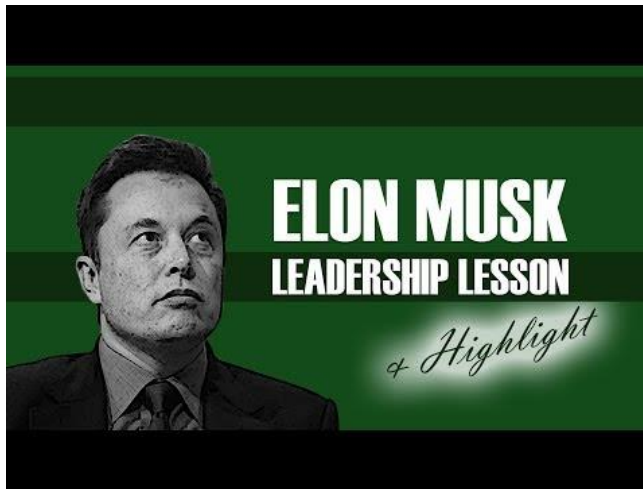
The Elon Musk Blog Series: Wait But Why

After Ashley Vance's book, this is the best piece of writing out there on the man behind Space X and Tesla.

**QUOTES FROM ELON MUSK:**

- When something is important enough, you do it even if the odds are not in your favor.
- Failure is an option here. If things are not failing, you are not innovating enough.
- If you want to grow a giant redwood, you need to make sure the seeds are ok, nurture the sapling, and work out what might potentially stop it from growing all the way along. Anything that breaks it at any point stops that growth.
- Talent is extremely important. It's like a sports team, the team that has the best individual player will often win, but then there's a multiplier from how those players work together and the strategy they employ.
- Work like hell. I mean you just have to put in 80 to 100-hour weeks every week. [This] improves the odds of success. If other people are putting in 40 hour workweeks and you're putting in 100 hour workweeks, then even if you're doing the same thing, you know that you will achieve in four months what it takes them a year to achieve.
- People work better when they know what the goal is and why. It is important that people look forward to coming to work in the morning and enjoy working.
- A company is a group organized to create a product or service, and it is only as good as its people and how excited they are about creating. I do want to recognize a ton of super-talented people. I just happen to be the face of the companies.
- The problem is that at a lot of big companies, process becomes a substitute for thinking. You're encouraged to behave like a little gear in a complex machine. Frankly, it allows you to keep people who aren't that smart, who aren't that creative.
- Some people don't like change, but you need to embrace change if the alternative is disaster.
- My biggest mistake is probably weighing too much on someone's talent and not someone's personality. I think it matters whether someone has a good heart.
- Really pay attention to negative feedback and solicit it, particularly from friends. ... Hardly anyone does that, and it's incredibly helpful.
- If you're co-founder or CEO, you have to do all kinds of tasks you might not want to do... If you don't do your chores, the company won't succeed... No task is too menial.

- People should pursue what they're passionate about. That will make them happier than pretty much anything else.
- I always have optimism, but I'm realistic. It was not with the expectation of great success that I started Tesla or SpaceX... It's just that I thought they were important enough to do anyway.
- It's very important to like the people you work with, otherwise life [and] your job is gonna be quite miserable.

VIDEO ON ELON MUSK:**OTHER LINKS:**

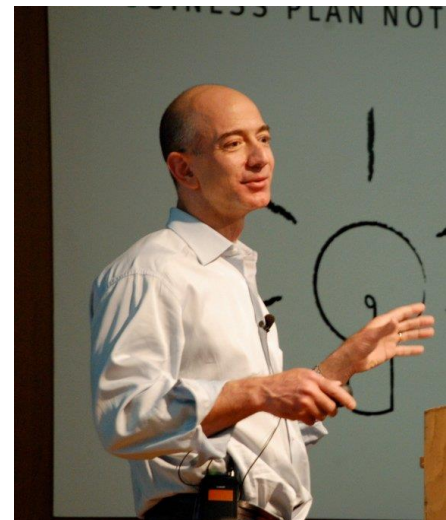
Wikipedia:

https://en.wikipedia.org/wiki/Elon_Musk**B8. Jeff Bezos**

Jeff Bezos is an American entrepreneur and the co-founder, chairman and Chief Executive Officer of Amazon.com. He built Amazon into the largest online retailer in the world and as of May 1st, 2019, the 3rd most valuable public company in the world behind only Microsoft and Apple.

Jeff Bezos was born in Albuquerque, New Mexico on January 12th, 1964. His mother had him when she was a teenager and his parents' marriage lasted barely a year. When he was 4, his mother remarried; his stepfather formally adopted him and Jeff took on his stepfather's last name.

As a child, Bezos was interested in science and technology. He graduated high school as valedictorian and was a National Merit Scholar. He then attended Princeton University where he earned two Bachelor of Science degrees in computer science and electrical engineering. He started his career in Wall Street and worked his way up to Vice-President at global investment management firm, D.E. Shaw & Co. In 1994, during the Internet boom, Bezos made the bold decision to leave his corporate job to join the online revolution. He conceived a business plan for an e-commerce store, and that was the seed for what would become Amazon.com.



Amazon.com was launched on July 16th, 1995, and it initially only sold books. It caught on with consumers very quickly, and within two months, the site was generating \$20,000 in sales per week. The company went public in 1997, and Amazon started diversifying its product offerings and increased its market share in the online shopping space. Since then, Bezos has continued to encourage innovation and diversification of Amazon's products and services. For instance, in 2007, they released the Amazon Kindle, an electronic reader that allows users to browse, buy & download and read eBooks and other digital media. Although Amazon does not publicly release sales figures for the Kindle, it is estimated that Kindle sales amounted to US\$5 billion in 2014.

Today, Amazon is the largest online retailer by total sales. As of 2015, the company employs over 270,000 people and earned a revenue of US\$105 billion. Other than Amazon, Bezos also founded Blue Origin, a company that aims to develop space travel (an aim that is similarly being pursued by other top entrepreneurs such as Elon Musk and Richard Branson). He also bought The Washington Post newspaper in 2013.

Bezos was named TIME Magazine's Person of the Year in 1999, and was ranked the second best CEO in the world (after Steve Jobs) by Harvard Business Review. His personal wealth is currently valued at US\$159 billion, making him the richest person in the United States, ahead of Bill Gates.

LEADERSHIP LESSONS FROM JEFF BEZOS:

1. Focus on the customer

Amazon is known for putting customer service first and this is a direct result of Bezos' philosophy of focusing on customers instead of competitors. Unlike other companies whose innovations and product developments are a direct response to what their industry peers are doing, Amazon is more concerned about how best they can serve their customers so that they keep coming back.

Their insight into consumer buying habits and desire to offer hassle-free services put them in the perfect position to satisfy customers. One example of their customer-centric strategy is Amazon Prime. Initially, the service offered free two-day shipping within the U.S. for a flat annual membership fee. Over time, Amazon Prime has evolved into a membership that also offers other services such as instant downloads of Kindle books and instant streaming of tv shows and movies.

"If you're competitor-focused, you have to wait until there is a competitor doing something. Being customer-focused allows you to be more pioneering." For any business or organization, your customer should be your focal point. It's important to remember why your organization exists and the value it adds to the lives of your customers. As a leader, ask yourself if the work you are doing ultimately adds to the customer experience.

2. Think long-term

One of Bezos' key strengths is how he adopts a long-range view of business. While other entrepreneurs may be tempted to maximize short-term profit, Bezos engages in strategies that ensure Amazon's long-term relevance in an increasingly competitive marketplace. He believes that a long-term view gives the business more room to innovate, experiment, and get over any failures.

Bezos explains the value of long-term thinking in this Harvard Business Review interview. He believes that Amazon's key offerings such as the Kindle, Amazon Prime and Amazon Web Services would not have come to fruition if the company focused on short-term financial gains. These were projects that

required a longer seeding period and time before the company would reap its benefits. With providing the best customer experience as Amazon's core guiding principle, Bezos is also committed to capital spending that will help make Amazon the most customer-centric company in the world. Tactics such as building more fulfillment centers and lowering their profit margins are viewed by Bezos as long-term moves that will help Amazon grow.

Having a long-term view gives you an advantage over your competitors because you put yourself in a different playing field. You're focused more on your vision and building success that is sustainable. Instead of considering where you and your organization will be in 2 – 3 years, look forward further — what would you like to achieve in 5 – 7 years? Give yourself the time and space to explore and experiment with different ways of achieving your vision.

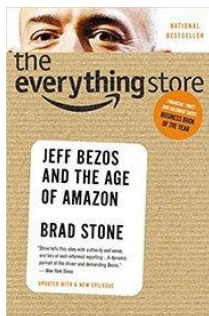
3. Be stubborn and flexible

We are stubborn on vision. We are flexible on details. If you're not stubborn, you'll give up on experiments too soon. And if you're not flexible, you'll pound your head against the wall and you won't see a different solution to a problem you're trying to solve."

This quote from Bezos sums up what makes Amazon a market leader in the online retail space. They are deeply committed to their vision, but take an exploratory approach on how to get there.

Adopt this mix of stubbornness and flexibility in your own leadership style. Once you have set your vision, stay the course regardless of any difficulties and obstacles in your way. Then give yourself and your team enough leeway to innovate and get creative about how you can achieve your goals. Focus on the end goal, not the path to get there!

BOOKS ABOUT JEFF BEZOS:

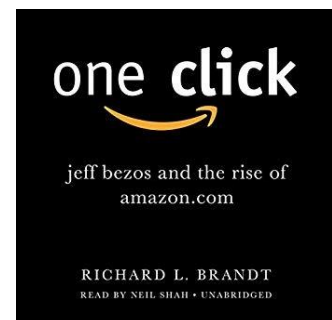


The Everything Store: Jeff Bezos and the Age of Amazon

The innovator, founder and visionary behind Amazon; Jeff Bezos is the man who redefined what corporate culture could be. For the first time, take a peek behind the scenes of one of the largest companies in the world.

One Click: Jeff Bezos and the Rise of Amazon.com (Audiobook)

Out of the financial crisis and the tech bubble emerged one of the most recognized brands today, a company that achieved inimitable success. This book shows us the actions Jeff Bezos took to build Amazon to be one of the world's largest companies.



QUOTES FROM JEFF BEZOS:

- You have to be willing to be misunderstood if you're going to innovate.
- When it's tough, will you give up, or will you be relentless?
- If you never want to be criticized, for goodness' sake don't do anything new.
- In the end, we are our choices. Build yourself a great story.

- Failure and invention are inseparable twins.
- One of the only ways to get out of a tight box is to invent your way out.
- Part of company culture is path-dependent -- it's the lessons you learn along the way.
- A company shouldn't get addicted to being shiny, because shiny doesn't last.
- Cleverness is a gift; kindness is a choice. Gifts are easy -- they're given after all. Choices can be hard
- Life's too short to hang out with people who aren't resourceful.

VIDEO COMPARING THE LEADERSHIP OF ELON MUSK AND JEFF BEZOS:



OTHER LINKS:

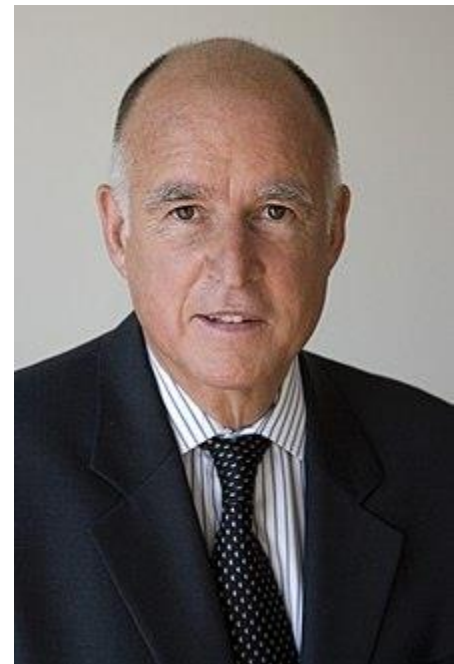
Wikipedia:

https://en.wikipedia.org/wiki/Jeff_Bezos

B9. Jerry Brown

Edmund G. Brown, Jr., known as Jerry, was born in San Francisco on April 7, 1938. He is the son of Pat Brown, who served as the 32nd governor of California (1959-1967). He attended both public and parochial schools, and was a member of the **California Cadet Corps** at Saint Ignatius High School, graduating in 1955. He completed his freshman year at the University of Santa Clara before entering Sacred Heart Novitiate, a Jesuit seminary, in August 1956. In 1960, he left the Society of Jesus and enrolled at the University of California at Berkeley. He received his BA degree in Classics the next year and then entered Yale Law School, where he graduated in 1964. (Brown for Governor, 2014)

Following law school, Brown worked as a law clerk at the California Supreme Court, traveled and studied in Mexico and Latin America and then took up residence in Los Angeles, working for the prestigious law firm, Tuttle & Taylor. In 1969, Brown was elected to the Los Angeles Community College Board of Trustees, placing first in a field of 124. In 1970, he was elected California Secretary of State.



Brown was elected as California's 34th Governor in 1974 and reelected in 1978, by a margin of 21%. During these terms, he curbed the growth of state government, instituted cutting-edge environmental protections that put California in the lead for the US to follow, and protected the California coastline. He signed the first legislation requiring high school students to demonstrate basic proficiency before graduation. He increased funding for higher education, including community colleges. During his first term, he also ran for President of the United States in 1976 and 1980, but was defeated by Jimmy Carter, and then Ted Kennedy, for the Democratic nomination.

Brown ran for Senate in 1982, but lost to San Diego Mayor Pete Wilson. After his governorship, Brown lectured widely, led delegations to China and the Soviet Union, studied Spanish in Mexico, spent six months in Japan studying Japanese culture and Buddhist practice, worked with Mother Teresa in India, and traveled to Bangladesh as a CARE ambassador of good will during the devastating floods of 1987. Of working with Mother Teresa, he said "Politics is a power struggle to get to the top of the heap. Calcutta and Mother Teresa are about working with those who are at the bottom of the heap. And to see them as no different than yourself, and their needs as important as your needs. And you're there to serve them, and doing that you are attaining as great a state of being as you can." (Branfman, 1996)

Brown again practiced law in Los Angeles, and in 1989 became chairman of the state Democratic Party. He resigned that position in 1991 expressing frustration with the growing influence of money in politics, and sought the 1992 Democratic Presidential nomination. Despite limited financial resources, Brown defeated Bill Clinton in Maine, Colorado, Vermont, Connecticut, Utah and Nevada during the 1992 Presidential primaries and was the only candidate other than Clinton to receive enough voter support to continue until the Democratic National Convention.

In 1992, Brown moved to Oakland, living and working in a converted warehouse. He launched a national talk radio show, which he continued to do until 1998. In 1998, Brown ran for mayor of Oakland against 11 other candidates and won in the primary with 59% of the vote. He was reelected in 2002 with 64% of the vote. As Mayor, Brown spearheaded the revitalization of a downtown that had been dormant for decades. He helped create new housing units for more than 10,000 people, reopened the beautiful Fox Theatre (which had been shuttered for 30 years), and attracted many new restaurants, businesses and art galleries to the city. Brown also personally founded the renowned Oakland School for the Arts (housed in the Fox Theatre) and the Oakland Military Institute (a Cadet Corps school). Both schools serve students from the 6th grade through the 12th and are among the best performing schools in Oakland. During his 8 years as Mayor, the number of serious crimes was reduced by over 30% compared to the previous 8-year period.

On June 18, 2005, Brown married Anne Gust in a ceremony officiated by Senator Diane Feinstein. Later the same day, they had a Catholic ceremony at St. Agnes, the San Francisco church where Jerry was baptized, and his parents were married. The marriage is the first for both.

Jerry Brown was elected California's 31st Attorney General on November 6th, 2006. Brown's margin of victory, 18 points, was greater than that of any other candidate for statewide office.

As Attorney General, Brown focused on protecting working families and consumers, pursuing mortgage fraud and real estate scams, championing worker's rights and cracking down on violent crime – working closely with local police and sheriffs to apprehend dangerous criminals, gang members, con artists and major perpetrators of fraud and financial crimes.

Governor Brown was elected for his third gubernatorial term, as California's 39th governor, in 2010, and was reelected in 2014. During these terms, he dramatically cut the state budget deficit, improved California's credit ratings and cut waste and inefficiencies throughout government. He supported environmental legislation, education, and public safety initiatives. He supported the controversial high-speed rail project, creating tunnels to shore up the state's water system, and cutting carbon dioxide emissions.



As a former cadet, Governor Brown officiated at the 100th Anniversary celebrations of the California Cadet Corps in 2011, and supported increased funding for the Cadet Corps in his final years in office.

Governor Brown reengaged as President of the Board of Oakland Military Institute after he left office in 2019, and continues to support the California Cadet Corps as a leadership program in California schools.

LEADERSHIP LESSONS FROM JERRY BROWN:

1. Communication leads to persuasion

"The ability to construct a narrative that communicates a shared identity with their constituencies and articulate a vision of where the leader wants to take everyone is an essential skill." (Parker, 2017) Jerry Brown was effective at the skill of communicating his vision, persuading people to share it, and shaping the dynamics of political systems to accomplish it. Brown's goal to bring California's budget within the state's means and to provide a surplus not to be spent on political handouts but to be saved for later fiscally tight times was a daunting vision for a governor whose state was out of control in fiscal management. Yet Jerry Brown accomplished it – a feat of leadership that was amazing.

Brown communicated his vision, and why it was needed. He built a program, to include new taxes, that he was able to sell to voters who embraced his vision. And he followed through by vetoing project after project that he considered wasteful. Each veto reinforced his message that the state could accomplish his vision of becoming fiscally solvent. He was able to pay down the state's debt and bank reserves against leaner times 'that will surely come.'

You may have a vision that people can theoretically agree with, but you must still persuade your followers that the vision is attainable, and lead them toward attaining it. Your ability to communicate, persuade, and hold fast on steering toward that vision may be the hardest task you have as a leader. Focus on that vision, and steadfast adherence to where the vision leads, takes the skills of a great leader.

2. Build your leadership capital and you can accomplish more

Jerry Brown entered his third and fourth terms as Governor with an agenda to accomplish. His vision to bring the state to fiscal solvency was a priority, and he built great trust among voters, and even legislators, as he accomplished it. He was able to use that success and the trust it built to introduce and accomplish further goals. His accomplishment in the areas of environmental, fiscal, and education reform was successful because of his early successes at reigning in the budget.

Much of leadership is about trust – that’s why integrity is such an important leadership trait. If you can build trust among your followers, you have an opportunity to lead them where you want them to go.

3. Never quit

Leaving office at the age of 80, Jerry Brown still had goals he wanted to accomplish, and fears for where the world is heading if we continue along the paths we’ve chosen. Although he never achieved the office of President of the US, Brown, as California’s Governor, engaged in international politics regarding climate change and immigration. He expanded the impact of the governor’s office, and he contributed to global issues. As a politician emeritus, he has continued to influence our political systems and how people feel about the ideas he’s passionate about.

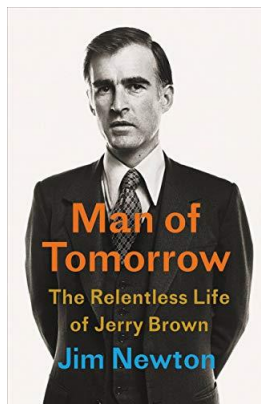
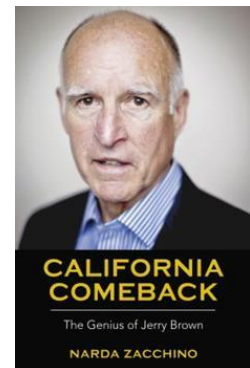
After leaving office, Jerry Brown once again engaged as President of the Board of Oakland Military Institute. He goes where he’s needed and does what’s needed to push his many passions forward. We’re lucky in the Cadet Corps that one of those is OMI and what it has to offer students of Oakland.

What do you stand for? What issues are most important to you? How are you going to impact them? Following the leadership example of Jerry Brown will get you farther than most!

BOOKS ABOUT JERRY BROWN:

California Comeback: The Genius of Jerry Brown

How did a so-called "failed state" manage to revitalize itself as a socioeconomic superpower in just five years? In *California Comeback*, award-winning journalist Narda Zacchino credits four-term governor Edmund G. (Jerry) Brown and his progressive policies with the Golden State's return from the brink of economic collapse. This book gives a resounding answer to the question of how a multicultural, democratic, and postindustrial society endures in the face of devastation.

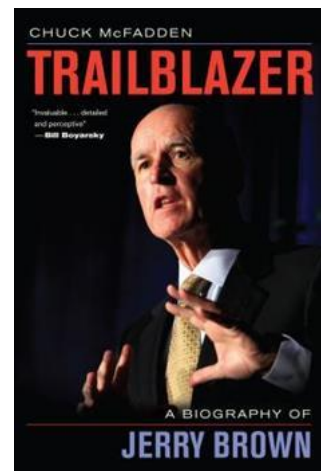


Man of Tomorrow: The Relentless Life of Jerry Brown

Jerry Brown is no ordinary politician. Like his state, he is eclectic, brilliant, unpredictable and sometimes weird. And, as with so much that California invents and exports, Brown's life story reveals a great deal about this country.

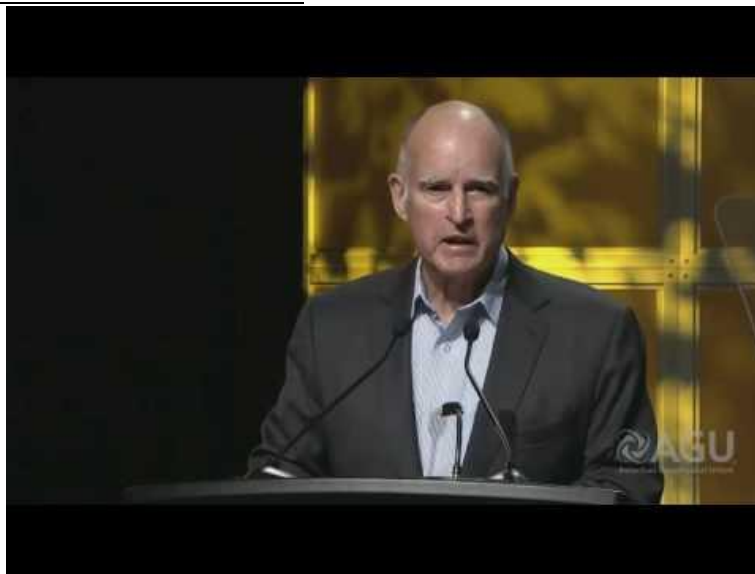
Trailblazer: A Biography of Jerry Brown

In this first biography of Edmund Gerald Brown Jr. in more than thirty years, Chuck McFadden explores the unique persona of one of the most idiosyncratic politicians in California history. Son of California political royalty who forged his own political style against the tumultuous backdrop of a huge, balkanized state--and shoved to and fro by complex currents--Jerry Brown plumbed his visionary impulses as well as his grandiose ambitions. Concise, insightful, and enlivened by the events and personalities that colored the history of California, *Trailblazer* provides an intimate portrait of the pugnacious, adept politician who has bucked national trends to become a leader of one of the largest economies in the world.



QUOTES FROM JERRY BROWN:

- So we are being systematically trained to fear this false 'rising crime' tide. This is all part of a system to lock up more people, and impose more control and surveillance.
- I'd shrink government in a minute, if I could shrink GM, Bank of America, and all these immoral corporations that operate by an undemocratic code, with no soul and no conscience.
- The great danger of humane punishment is that people will come to accept state murder as something sanitary. I don't think bureaucracy should ever be entrusted with that kind of power.
- We have to be realistic about what the state can afford, and put an end to abuses of the system that cost millions.
- Multinational corporations do control. They control the politicians. They control the media. They control the pattern of consumption, entertainment, thinking. They're destroying the planet and laying the foundation for violent outbursts and racial division.
- The Democrats are a big tent with many different points of view. Having said all of that, I think there will be a tendency to passing too many laws and spend too much money. And I would say that the [new] governor is going to have to correct that. But he wouldn't be able to correct it all because in order to govern he's got to please some of these groups enough of the time to still be viable as a political leader.

JERRY BROWN VIDEO ON CLIMATE CHANGE:**OTHER LINKS:**

Wikipedia: https://en.wikipedia.org/wiki/Jerry_Brown

B10. Warren Buffett

Warren Buffett is one of the world's richest men, with assets totaling up to \$86.6 billion as of 2019. His main source of wealth is his company Berkshire Hathaway, a conglomerate holding company headquartered in Omaha, Nebraska. His philosophy of value investing and prudence has influenced many investors worldwide. If you think investing and leadership do not have anything in common, then think again. Warren Buffett, known worldwide as the 'most successful investor of the 20th century,' knows a thing or two about how to become a great leader in the business world. He is also one of the richest people in the world, and pledged to donate 99% of his wealth to charity. From selling newspapers at the age of 11 to where he is now at 86-years-old, he's living proof that sometimes old-school techniques work.



Buffett was born in 1930 to Howard and Leila Buffett. His father was a businessman and politician who served in Congress. From a very young age, Buffett displayed the qualities of an entrepreneur and an investor. As a child, he went door-to-door selling chewing gum, Coca Cola and magazines. In elementary school, he purchased a pinball machine and placed it in a barber store. This was so successful that he ended up owning several pinball machines at different stores.

During his time in college, he continued his entrepreneurial activities such as delivering newspapers, selling golf balls and stamps. By the time he was finished with college, he already had over \$90,000 in savings (adjusted to 2016 USD). Buffett offered to apprentice for free at Graham Partnerships under Benjamin Graham, but was instead hired for a paid position. As his mentor, Graham was a strong influence on Buffett and became his role model for value investing.

Later, Buffett started his own partnerships, which would eventually make him a millionaire through stock ownership. Buffett invested in a textile manufacturing firm called Berkshire Hathaway and eventually took over the firm. He began writing annual letters to the Berkshire shareholders, a habit that continues to this day.

Over time, Buffett made many wise acquisitions — companies like The Washington Post, General Reinsurance, ABC and Salomon Inc. — which eventually made him a billionaire. He is widely recognized as one of the most influential financial thinkers of our time.

LEADERSHIP LESSONS FROM WARREN BUFFETT:**1. Stick to Fundamental Values**

Buffett always believed in the fundamental values of a business. While the financial world is often driven by fear and greed, Buffett stands firm in his investing values. He believes that investing in stocks is like investing directly in the business. If the business can be profitable in the long run, so will its stock.

In an age of so many new management theories and techniques, we should remember the fundamental leadership principles of vision, character and discipline. While new theories and tools can come and go, principles that govern leadership will forever remain the same.

2. Live simply

Although he is one of the richest men in the world, Buffett lives simply. He only owns a single telephone in his house, and cycles to and from work. Many leaders nowadays are distracted by the material possessions they can have as leaders, so much so that their motivation can become clouded. Is this leader in it because he believes in the cause? Or does he merely want to stand out from others; to be recognized and enjoy the status of being a leader?

Buffett demonstrates humility through his frugal spending. Instead of becoming complacent or distracted by riches, Buffett is very clear that his objective is to accumulate wealth; not squander it.

3. Give back

Buffett has committed to give away 99% of his wealth to charity through the Gates Foundation. If his focus on wealth accumulation is admirable, then giving the majority of it away is an even greater feat.

The leaders who leave an impact in the world view material wealth not as an end in itself, but a means to affect positive change in the community. Even as you strive for success for your team or organization, consider how you can give back and contribute to the world, and make a difference in the lives of others.

4. Communicate openly and effectively

Buffett is a firm believer that you should always present non-technical, clear thoughts that gets the message across to your peers. He also believes that “If you can’t communicate and talk to other people and get across your ideas, you’re giving up your potential.” Buffett’s intimate knowledge of the business world along with his effective communication skills warrant him his success in the industry.

Terrified of public speaking? You’re not alone. Even successful personalities had to break down those boundaries to be able to achieve success. Buffett had to enroll in a communication course to overcome his fear of speaking in public.

5. Pick your allies wisely

If you believe in the famous idiom ‘Birds of the same feather, flock together,’ then you’re not yet ready to be a mentor just yet. Buffett suggests that you should surround yourself with better people that will inspire you to improve yourself. He said: “It’s better to hang out with people better than you. Pick out associates whose behavior is better than yours and you’ll drift in that direction.”

Zurich-based author and investor Guy Spier paid \$650,000 just to have lunch with Buffett. In his article on Marketwatch, he documented how he was utterly inspired by the extraordinary entrepreneur. Of course, the money spent for the lunch went to charity, but the lesson learnt will live on forever.

6. Be prepared for any risks

If there’s anything that the business world has taught Buffett, it’s the art of facing risk. He believes that “risk comes from not knowing what you’re doing.” There are two sides of the coin here – either you become a risk taker, or you learn how to minimize your risks. Of course, the latter would be the best approach, but it does not offer instant gratification.

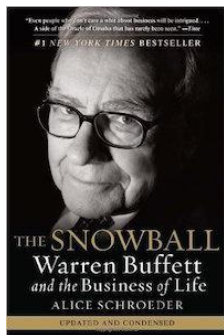
Nowadays, there are tools that can help minimize risk and assist investors in making the most educated moves, such as a market scanner. A market scanner is a research tool for investors gives indicators and timeframes on when to buy or sell. In terms of leadership, there’s no technical tool as such. However,

there are basic principles to abide by in hedging losses and by learning from your mistakes. Buffett said: "I make plenty of mistakes and I'll make plenty more mistakes, too. That's part of the game. You've just got to make sure that the right things overcome the wrong ones."

AWARDS AND HONORS:

- Top money manager of the 20th century in a survey by the Carson Group
- Time's 100 Most Influential People, 2007
- Presidential Medal of Freedom, 2011
- World's most Influential Global Thinker in Foreign Policy's 2010 report

BOOKS ABOUT WARREN BUFFETT:

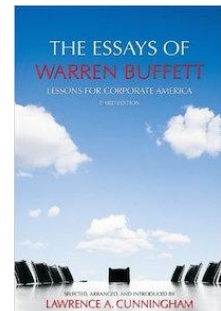


The Snowball: Warren Buffett and the Business of Life

One of the rare instances where the legendary Warren Buffett actually cooperated with the writer to create an intimate and direct book, *The Snowball* will take you deeper into the story of Buffett's evolution and remarkable achievements. This complete biography is full of essential insights into the work and life of Warren Buffett.

The Essays of Warren Buffett: Lessons For Corporate America by Warren Buffett and Lawrence Cunningham

The closest thing you can get to Warren Buffett writing a book about himself would be the unparalleled compilation of his thoughts, gathered and organized by Lawrence Cunningham. *The Essays of Warren Buffett: Lessons For Corporate America* is the best taste of philosophy behind the great Warren Buffett.



QUOTES FROM WARREN BUFFETT:

- We simply attempt to be fearful when others are greedy and to be greedy only when others are fearful.
- It takes 20 years to build a reputation and five minutes to ruin it. If you think about that, you'll do things differently.
- Price is what you pay. Value is what you get.
- Someone's sitting in the shade today because someone planted a tree a long time ago.
- Rule No.1: Never lose money. Rule No.2: Never forget rule No.1.
- Risk comes from not knowing what you're doing.
- It's only when the tide goes out that you discover who's been swimming naked.
- It's far better to buy a wonderful company at a fair price than a fair company at a wonderful price.
- Our favorite holding period is forever.
- It's better to hang out with people better than you. Pick out associates whose behavior is better than yours and you'll drift in that direction.

WARREN BUFFETT LEADERSHIP VIDEO:**OTHER LINKS:**

Warren Buffett: The Authentic Leader: <https://sites.psu.edu/leadership/2017/10/30/warren-buffett-the-authentic-leader/>

Leadership Qualities: Styles, Skills, and Traits of Warren Buffett:

<https://www.thestrategywatch.com/leadership-qualities-styles-skills-traits-warren-buffett/>

B11. Sheryl Sandberg

Sheryl Sandberg is the current Chief Operating Officer of Facebook, and one of the top women leaders in the technology industry. *Fortune* magazine has named her one of the 50 Most Powerful Women in Business (#10 in 2014). She authored a book titled "Lean In", which examines why there are so few women leaders and provides solutions for women to fulfill their potential. Sandberg also founded the Lean In Foundation, an organization that aims to empower women to reach their goals through education and providing support.



Sheryl Sandberg was born on August 26 1969 in Washington D.C. and is the oldest of three siblings. As a young girl, Sandberg excelled in school and graduated from high school as the ninth in her class. She went on to study economics at Harvard College and was the top graduating economics student. During this time, she connected with Larry Summers, who was a professor, and she interned for him at the World Bank. In 1995, she received her MBA from Harvard Business School. Her first job was as a management consultant with McKinsey & Company. Then she reconnected with Larry Summers, who was the U.S. Secretary of the Treasury at the time, and Sandberg worked at the Treasury from 1996 to 2001.

Following that, Sandberg joined the tech industry when she became Vice President of Global Online Sales and Operations at Google. A meeting with Mark Zuckerberg at a Christmas party resulted in a move to Facebook in March 2008 as Chief Operating Officer. She joined the Facebook board of directors in 2012 and is the first female board member. Thanks to her Facebook stock options, Sandberg is one of the 172 female billionaires in the world today.

AWARDS AND HONORS:

Here are some of the honors that Sandberg has won:

- Ranked one of the 50 “Most Powerful Women in Business” by *Fortune Magazine* (2007-2018)
- Named by *Business Week* as one of the “25 Most Influential People on the Web” (2009)
- Listed as one of the world’s most powerful women by *Forbes* (#9 in 2014, #4 in 2017)
- Named in *Time 100*, an annual list of the 100 most influential people in the world (2012)
- Ranked #8 on “The World’s 50 Most Influential Jews” by The Jerusalem Post (2013)

LEADERSHIP LESSONS FROM SHERYL SANDBERG:

1. Be open to opportunities

One of the key takeaways from “Lean In” is Sandberg’s view of her career not as a linear progression but as a jungle gym. “I always thought I would run a social movement, which meant basically work at a nonprofit. I never thought I’d work in the corporate sector.” So how did she end up at Google and then Facebook? Sandberg was open to opportunities, and recognized how working in technology would align with her sense of social justice. She saw how Facebook had the potential to change the way we connect and communicate, and she wanted to be a part of it.

While it is important to have goals, things sometimes unfold in surprising ways so don’t be closed off to possibilities! In your leadership journey, stay open to opportunities that align with your personal values and build your own ‘jungle gym’ path!

2. Desire to have a positive impact on the world

Sandberg grew up in a family that believed in helping others and making a difference in the world; they were actively involved in helping Jews in the Soviet Union during the refusenik era wherein Jews were refused the right to emigrate. Sandberg’s experience interning for Larry Summer at the World Bank, where she worked on health-related projects in India, only reinforced this desire to have a positive impact on the world.

As Sandberg moved up the corporate ladder, she realized how women are underrepresented in leadership positions. She then used her stature as the COO of Facebook to highlight this issue, first with her TED talk “Why We Have Too Few Women Leaders”, and then with her book “Lean In”. The book not only addresses some of the reasons why so few women are in top positions but also provides support and encouragement for women to aim high and reach their goals. Her advocacy for more women leaders has shaped her impact on the world. To help empower women, she created the Lean In Foundation to educate, inspire and support women to overcome challenges and achieve their goals.

Being a leader is more than just leading an organization well or making profits; leaders with a desire and vision to make a difference in the world are the ones who leave a lasting impact.

3. Ability to deal with criticism

The release of her book “Lean In” came with backlash. Among other criticism, Sandberg came under fire for being too elitist and was accused of being out of touch with the career struggles of the average woman. Sandberg’s thesis that having more female leaders would improve the workplace for all women was also criticized as a naive point that would not eradicate the structural barriers that impede women in the workplace.

Instead of being defensive, Sandberg acknowledged the privileges of her life and that she is “acutely aware that the vast majority of women are struggling to make ends meet and take care of their families”. She focused on how she wanted the book to inspire women from all walks of life to overcome their internal struggles regarding their career.

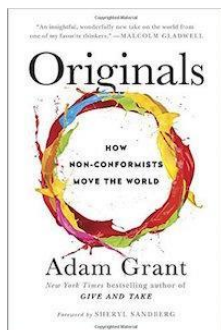
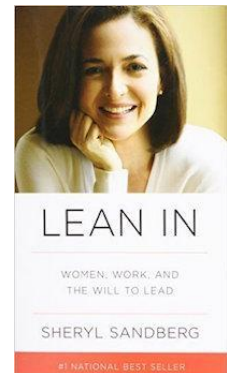
When you have a big vision, there will be people who will be against you or criticize what you are doing. However, the criticism doesn’t matter if your ideas and actions can lead to a positive change. Sandberg’s views have brought the issue of women in the office and female leadership into the spotlight and the work of the Lean In Foundation provides resources and support for women to make practical changes in their life — that is what matters.

As a leader, you must learn to deal with criticism. Take in any constructive comments, but if you truly believe in your vision, don’t let the naysayers derail you.

BOOKS ABOUT SHERYL SANDBERG:

Lean In for Graduates: With New Chapters by Experts, Including Find Your First Job, Negotiate Your Salary, and Own Who You Are

Carefully updated and elaborated to address the graduates just making their start in the working world, this expanded edition of Lean In will empower, inspire and boost confidence in young readers.



Originals: How Non-Conformists Move the World

Whether in business, politics, sports, sales, entertainment, or even personal life, a great idea can shine through and blossom as long as it’s recognized and brought to light. Written by Adam Grant and with a captivating foreword by Sheryl Sandberg, this book makes you rethink your entire view of innovation and how the world changes.

QUOTES FROM SHERYL SANDBERG:

- The traditional metaphor for careers is a ladder, but I no longer think that metaphor holds. It doesn’t make sense in a less hierarchical world. ... Build your skills, not your resume. Evaluate what you can do, not the title they’re going to give you. Do real work. Take a sales quota, a line role, an ops job, don’t plan too much, and don’t expect a direct climb. If I had mapped out my career when I was sitting where you are, I would have missed my career.
- All of us, and especially leaders, need to speak and hear the truth. The workplace is an especially difficult place for anyone to tell the truth, because no matter how flat we want our

organizations to be, all organizations have some form of hierarchy. What that means is that one person's performance is assessed by someone else's perception. This is not a setup for honesty.

- Your life's course will not be determined by doing the things that you are certain you can do. Those are the easy things. It will be determined by whether you try the things that are hard.
- Leadership is not bullying, and leadership is not aggression. Leadership is the expectation that you can use your voice for good. That you can make the world a better place.
- Work hard, stick with what you like, and don't let go.
- So, if you find yourself on one path but you long for something else, keep trying. And if that path isn't right, try again. Keep trying and trying until you find something that stirs your passion, a job that matters to you and others. It is a luxury to combine passion and contribution, and it is also the clearest path to happiness.
- I believe that if more women lean in, we can change the power structure of our world and expand opportunities for all. More female leadership will lead to fairer treatment for all women.
- Every woman I know, particularly the senior ones, has been called too aggressive at work. We know in gender blind studies that men are more aggressive in their offices than women. We know that. Yet we're busy telling all the women that they're too aggressive. That's the issue.

SHERYL SANDBERG LEADERSHIP VIDEOS:



B12. Kamala Harris

Kamala Harris is a politician who was elected to the U.S. Senate as a Democrat in 2016 and began her first term representing California in that body the following year. She was the first Indian American as well as the second African American woman to serve as a U.S. senator. Harris previously was the state's attorney general (2011–17). As this text is being written, Harris is the Vice-Presidential candidate, with Joe Biden, in the 2020 election. We'll update this after the election!

Harris was born October 20, 1964 in Oakland, CA. Her father, from Jamaica, was a Stanford University professor and her mother was a cancer researcher and the daughter of an Indian diplomat. Kamala grew up in Berkeley and Palo Alto, and then Montreal and Westmount in Quebec, Canada. She attended Howard University in Washington DC and obtained a degree in political science and economics. She then got a law degree at UC Hastings College of the Law in San Francisco, graduating in 1989.



Harris worked as an Assistant District Attorney in Alameda County, and worked for the San Francisco City Attorney running the Family and Children's Services Division. In 2004, she became the District Attorney in San Francisco, where she dramatically increased conviction rates and held firm against imposing the death penalty, which she opposes.

Harris ran for and won the office of California Attorney General in November 2010, and served from 2011 to 2017. Her accomplishments in office include major victories in fraud suits against the mortgage industry, the SCAN healthcare network, Corinthian Colleges, and JP Morgan Chase. She fought for privacy rights with the tech industry. She pushed the courts to overturn California's Proposition 8, which held that only marriages between a man and a woman are valid. She championed environmental issues and collection of DNA samples from all adults arrested for a felony. She worked against human trafficking in California, and went after gangs involved in it.

In 2016, Harris ran for the US Senate seat being vacated by Senator Barbara Boxer, and won. In the Senate from 2017 to 2020, she served on the Select Committee on Intelligence and on the Judiciary Committee, the Budget Committee, and the Committee on Homeland Security and Governmental Affairs. She's a member of the Congressional Black Caucus, the Congressional Asian Pacific American Caucus, and the Congressional Caucus for Women's Issues.

As the junior Senator from California, Harris has been busy in the senate. She opposed many of President Trump's nominations for major office and was active in the probes against Russian interference in the 2016 election, Facebook data issue, immigration policy, and Supreme Court appointments. Before the opening of the impeachment trial of Donald Trump in January 2020, Harris delivered remarks on the floor of the Senate, stating her views on the integrity of the American justice system and the principle that nobody, including an incumbent president, is above the law.

Harris initially ran for the Democratic presidential nomination in 2019, but dropped out of the race in December. She was chosen by Joe Biden to be his vice-presidential candidate in August. She is the first black woman to appear on a major party's national ticket. (Encyclopaedia Britannica Editors, 2020)

AWARDS AND HONORS:

- Thurgood Marshall Award (2005) from National Black Prosecutors Association
- On list of 20 of America's Most Powerful Women (2005)
- Vice President of the National District Attorneys Association Board of Directors and Co-Chair of its Corrections and Re-Entry Committee
- Co-Chair of the California District Attorneys Association's sex crimes committee
- Outstanding Alumni Award, Howard University (2006)
- One of 34 Attorneys of the Year by California Lawyer Magazine (2008)
- Listed by The Daily Journal as one of the top 5 women litigators in California (2010)
- Named by Time Magazine as one of the "100 Most Influential People in the World" (2013)
- Bipartisan Justice Award from the 20/20 Bipartisan Justice Center (2016)
- ECOS Environmental Award (2018)

LEADERSHIP LESSONS FROM KAMALA HARRIS:

1. Sweat the small stuff

The leader Harris likes to emulate is Bill Gates. While recognizing the need for big vision, she (and Gates) believe a leader needs to pay attention to the detail that will actually accomplish the vision. As an example, when she won a \$1.1 Billion lawsuit against Corinthian Colleges for defrauding students, it was clear that the process of students actually getting their money back would be difficult. Harris got into the details of the complicated process to ensure it worked well enough to benefit the students she had represented. (Scipioni, 2020)

If your goal is to implement your vision, you must have a plan on how you're going to do that, and you must remain involved in making that plan work. Your ability to understand and pay attention to detail, and to work with your subordinates to put the solution in place will determine your success.

2. Master the art of communication

Harris is known for her 'prosecutorial style.' She is able to get to the point, and elicit the information she wants, in the intense atmosphere of congressional hearings. We can attribute this to being able to set the tone – through how you dress, your vocal presence, and your bearing. It's clear watching Harris that she's a force to be reckoned with, emitting confidence and authority. She is able to stand her ground, not allowing anything or anyone derail her message, or prevent her from getting the information she seeks. In senate hearings involving Attorney General Jeff Sessions, Harris was able to appropriately react when he interrupted her or didn't answer her questions. Finally, Harris is able to stay composed. Even when she feels she's being disrespected, she doesn't get nasty, rude, or unprofessional. She's able to maintain her bearing, displaying grace under fire. (Harris A. , 201)

3. Display a collegial style

Kamala Harris has a collegial, directive leadership style. 'Collegiality' suggests openness to group-wide mediation efforts and consensus-building to manage crises. A collegial leader acknowledges constraints, takes into account information gained during the decision-making process and cultivates relationships. Harris's 'directive' style suggests that when confronted with real political constraints, she sometimes challenges constraints in order to improve her position vis-à-vis third parties. (Soker, 2020)

In almost every leadership situation you face, you need to be able to work with people, some of whom may not like your style or vision. Being able to work with a diverse group of people to accomplish your mission is a skill that will ensure your success.

BOOKS ON KAMALA HARRIS:



The Truths We Hold – An American Journey

Through the arc of her own life Harris communicates a vision of shared struggle purpose and values and grapples with complex issues that affect America and the world at large from health care and the new economy to immigration national security the opioid crisis and accelerating inequality.

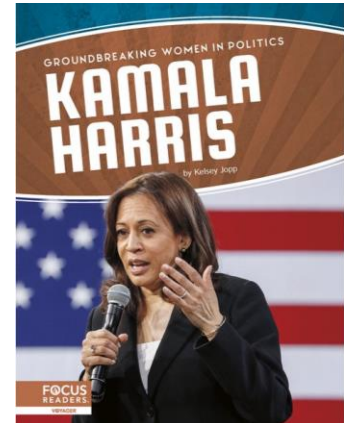


Kamala Harris: Rooted in Justice

Discover the incredible story of a young daughter of immigrants who would grow up to defend the rights of people everywhere and be named the Democratic vice-presidential candidate by Joe Biden in this moving picture book biography of Senator Kamala Harris.

Kamala Harris

This book introduces readers to the political career of Kamala Harris. Concise text, thought-provoking discussion questions, and compelling photos give the reader an insightful look into the impacts Harris has had on the urgent issues of today.



QUOTES FROM KAMALA HARRIS: (Harris K. , 2020)

- I believe that a child going without an education is a crime.
- Doing nothing while the middle class is hurting. That's not leadership. Loose regulations and lax enforcement. That's not leadership. That's abandoning our middle class.
- These days, children can text on their cell phone all night long, and no one else is seeing that phone. You don't know who is calling that child.
- The American dream belongs to all of us.
- I want to use my position of leadership to help move along at a faster pace what I believe and know the Obama administration wants to do around the urgency of climate change.
- I was raised to be an independent woman, not the victim of anything.

- What's important for my daughter to know is that... if you are fortunate to have opportunity, it is your duty to make sure other people have those opportunities as well.
- My mother had a saying: 'Kamala, you may be the first to do many things, but make sure you're not the last.'
- I love being in a courtroom.
- What we all want is public safety. We don't want rhetoric that's framed through ideology.
- My mother was and will always remain my greatest hero.
- I remember when my mother, Shyamala Harris, bought our first home. I was thirteen. She was so proud, and my sister and I were so excited. Millions of Americans know that feeling of walking through the front door of their own home for the first time - the feeling of reaching for opportunity and finding it.
- I believe in that old adage that 'as goes California, so goes the country.'

KAMALA HARRIS LEADERSHIP VIDEO:**OTHER LINKS:**

Wikipedia: https://en.wikipedia.org/wiki/Kamala_Harris

Some “Firsts” in the US Military

Someone always has to be first. These four officers were the first to make the rank of General (four stars); the first African American, the first Hispanic American, the first Asian American, and the first woman. A couple of these leaders are deceased, a couple still contemporary.

B13. Daniel “Chappie” James Jr.

Chappie James was the first African American to achieve 4-star rank in the US military. He was promoted to General in the Air Force in 1975.

James was born in Pensacola, Fla., on Feb. 11, 1920. He attended Tuskegee Institute and was one of the famed "Tuskegee Airmen." The unit was part of the government-sponsored Civilian Pilot Training Program, an all-black unit whose members were kept separated from their white counterparts. (Patrick, 2020)

In 1940, the government converted the civil program into one designed to train Blacks for segregated flying units in the Army Air Force. By the time it ended in 1946, the Tuskegee program created an elite group of just under 1,000 black pilots, and James was one of them. He proved to be a remarkably skilled airman, and his first assignment, in 1943, was to train more pilots. He was then deployed to an Army Air Force unit in Ohio. James' final World War II assignment was with a unit stationed in the Philippines.

President Truman signed an order integrating the armed forces in 1948. While this marked the end of the black flying units, it did not mean the end for black pilots in the military. The Air Force (no longer a branch of the Army) put James in charge of an integrated fighter-bomber squadron in the Philippines.

James flew his first mission as a combat fighter pilot in Korea. Between 1950 and 1951, he completed 101 missions, first in the legendary F-51 Mustang and then in the Air Force's first jet, the F-80. When the Korean War ended in 1951, James was deployed to Otis Air Force Base in Massachusetts as an interceptor pilot, operations officer, and squadron commander. At Otis, James earned the rank of Major and had a chance to exhibit abilities beyond piloting. Sent out into the civilian world to perform community relations work, he was named "Young Man of the Year" for 1954 by the Massachusetts Junior Chamber of Commerce.

James next made a career decision to attend the Air Force Air Command and Staff College in Alabama. Graduating in 1957, he was assigned to Air Force Headquarters in Washington, where he remained until 1960, when he was sent to an Air Force unit at the Royal Air Force base in Bentwaters, England. There, he rose from wing operations director to squadron commander, and then to deputy wing commander. In 1964, James was assigned to Davis-Monthan Air Force Base in Arizona, serving as director of operations training and deputy commander for operations.

Meanwhile, a new war had begun in Vietnam, and it was escalating in intensity. In 1966, James was stationed at Ubon Royal Thai Air Force Base in Thailand, serving first as deputy commander for operations and then as wing vice commander. These were not desk jobs: he would fly 78 combat missions from Ubon.



A signal event in James' Vietnam tour of duty took place on January 2, 1967, when he served as a flight leader for Operation Bolo, a secret mission designed to trick North Vietnamese fighters into engaging the F-4 Phantoms they had learned to avoid. Seven North Vietnamese jets were shot down, the most in a single mission during the war.

Late in 1967, his tour in southeast Asia completed, James was deployed to Elgin Air Force Base in Florida as vice wing commander. While at Elgin, James ventured into the public realm once more, giving presentations on the war and describing the Air Force's success in providing opportunities for minorities. His career then took a giant leap forward in 1969 when the Air Force promoted him to the rank of Brigadier General and put him in command of Wheelus Air Force Base in Libya. There, James showed yet another side of his abilities. Faced with a demand from Libya to shut down base operations, he handled the affair like a seasoned diplomat.

In 1970, James returned to the Pentagon where he was given a succession of ever more prestigious positions. In March 1974, he became a Major General, but not for long. Just seven months later, he was elevated to the rank of lieutenant general and named Vice Commander of the Military Airlift Command, the huge, far-flung organization responsible for flying U.S. forces, equipment, supplies, and materials around the world. James' career reached its peak in 1977 when he became the first black military officer to attain the rank of four-star general, and was put in charge of NORAD, the North American Air Defense Command, in Colorado Springs, Colorado.

During this period, James began to experience increasingly serious heart problems. After serving briefly as a special assistant to the Air Force Chief of Staff, he had no choice but to retire. He passed away in Colorado Springs in 1978 at the age of 58. Although his life was cut tragically short, his career in the Air Force was long and distinguished. In addition to the Distinguished Service Medal, his honors included the Legion of Merit, the Distinguished Flying Cross, a Presidential Unit Citation, and several honorary degrees. Daniel "Chappie" James blazed a trail of distinction for African Americans in the military. (BHS, 2011)

AWARDS AND HONORS:

- Defense Distinguished Service Medal
- Air Force Distinguished Service Medal (2)
- Legion of Merit (2)
- Distinguished Flying Cross (3)
- Meritorious Service Medal
- Air Medal (13)
- Army Commendation Medal
- Air Force Presidential Unit Citation (5)
- Air Force Outstanding Unit Award (4)
- Combat Readiness Medal
- George Washington Freedom Foundation Medal (1967, 1968)
- Arnold Air Society Eugene M. Zuckert Award (1970)

LEADERSHIP LESSONS FROM CHAPPIE JAMES:

1. Be a patriot

Chappie James loved his country, and served in the military for 35 years – all his adult life. In a time of racial inequality, he refused to accept second-class status. He achieved greatness by being great; he

wasn't given anything – he earned it. He believed in America, and willingly defended and stood up for his country.

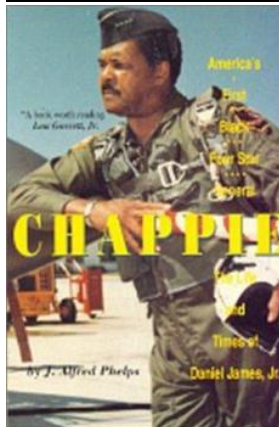
2. Be a communicator

Though General James was an outstanding pilot with thousands of flying hours, he accomplished some of his best career moves in public speaking. In addition to flying, he was an accomplished public affairs officer. He was assigned to the Pentagon as Deputy Assistant Secretary of Defense, Public Affairs, and later designated Principal Deputy Assistant Secretary of Defense, Public Affairs. These jobs came with promotions to Brigadier, Major, and Lieutenant General.

3. Preparation and Persistence

"I shall not quit" was a family motto in the James house (Grier, 2018). He worked hard at whatever he did, never quitting until he achieved excellence. He believed in being ready when opportunity knocks – prepare yourself for the opportunities, and when you get them, work hard and never quit.

BOOKS ON CHAPPIE JAMES:

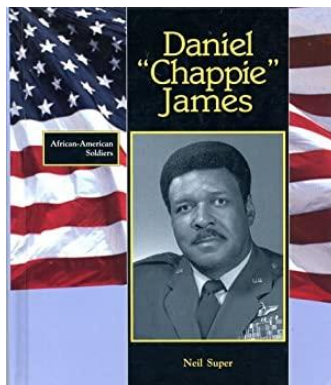
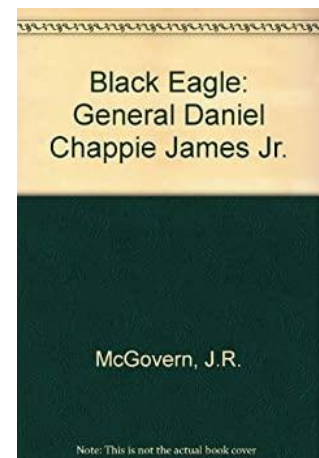


Chappie, America's First Black Four-Star General: The Life and Times of Daniel James, Jr.

James' inspiring life, from his days as a pioneering Tuskegee airman to the stratosphere of command of NORAD.

Black Eagle: General Daniel Chappie James, Jr

The success story of a much-decorated fighter pilot who overcame poverty and racism to become America's first African-American four-star general.



Daniel "Chappie" James

Follows the life of America's first black four-star general.

QUOTES FROM CHAPPIE JAMES:

- The power of excellence is overwhelming. It is always in demand, and nobody cares about its color.
- The Marines don't have any race problems. They treat everybody like they're black.
- I'm not disgusted. I'm a citizen of the United States of America and I'm no second-class citizen either and no man here is, unless he thinks like one and reasons like one and performs like one. This is my country and I believe in her, and I will serve her, and I'll contribute to her welfare whenever and however I can. If she has any ills, I'll stand by her until in God's given time, through her wisdom and her consideration for the welfare of the entire nation, she will put them right.

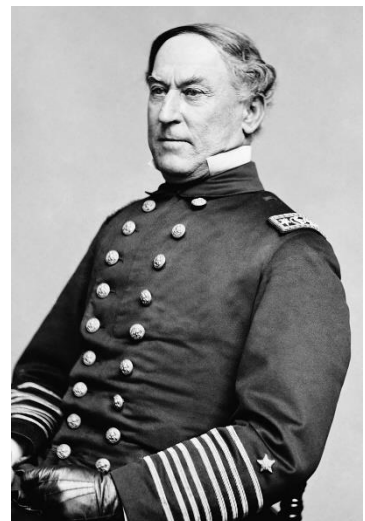
CHAPPIE JAMES BIOGRAPHICAL VIDEO:**OTHER LINKS:**

Wikipedia: https://en.wikipedia.org/wiki/Daniel_James_Jr.

B14. David Glasgow Farragut

The first Hispanic 4-star served in the US Navy 1810-1869 – Admiral David G. Farragut. Born near Knoxville, TN in 1801 of a Spanish father and Scotch-Irish American mother, he was raised by David Porter, a sort of foster father, because his father wasn't able to care for him after his mother died of yellow fever. Farragut's given name was James, but he took on the name David in honor of his foster father.

David was appointed as a midshipman in 1810, at the age of 9, as a midshipman. He would continue to serve, through three wars and almost 60 years, as one of the US Navy's most prominent leaders.



In the years before the US Naval Academy was founded in 1845, commissions came based on experience and position. Farragut had lots of experience, starting on the frigate Essex in 1811, he sailed on ships down the coasts of North and South America and into the Mediterranean when he was still in his teens. He was commissioned as a lieutenant in 1825, after he'd already commanded his first ship (the schooner Ferret).

Farragut attained the rank of Commander in 1841, and was commissioned as a rear admiral in 1862. The rank of vice admiral was created for him by President Lincoln in 1864, and in 1866, by an act of Congress, he was commissioned Admiral – the first officer of the US Navy to hold that rank.

Farragut served in California from 1854 to 1859, establishing the navy yard at Mare Island (in Vallejo, near San Francisco). At the outbreak of the Civil War, he declared his allegiance to the Union, and commanded the blockade of the western Gulf of Mexico. He defeated the defenses of New Orleans and Mobile Bay. It was during the battle of Mobile Bay when Union ships came up against mines (also known as torpedoes at the time) when he gave his famous order: "Damn the torpedoes, Full speed ahead!"

LEADERSHIP LESSONS FROM DAVID FARRAGUT:

1. First be sure you're right, then go ahead

Admiral Farragut was known for straight thinking and determined action. This is best captured by his actions during the Battle of Mobile Bay. He knew his ships could avoid the mines, and he accomplished what for the time was a brilliant victory – overcoming the power of guns at Fort Morgan and Fort Gaines to capture Mobile Bay.

As a leader, you must have confidence in yourself, and you must act forthrightly with that confidence. Once you know what you want to do is the right thing, then act aggressively and do it!

2. A tolerant disposition is not incompatible with inflexibility in discipline or greatness as a warrior

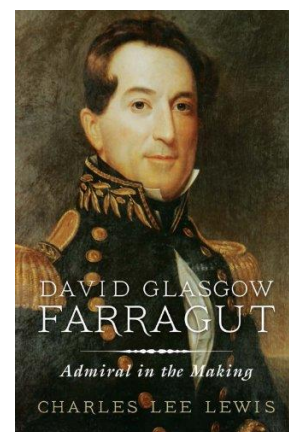
David Farragut was known to be a kind man, to whom character and honor were important. He showed great love for friends and family. Yet as a naval commander, he was quite competent and ran a tight ship. He was able to develop a command climate on his ships that valued the discipline needed. (US Navy, 2009)

A leader doesn't have to act like a jerk to influence his subordinates. Be an authentic, servant leader, and you can be more effective than those who are blowhards but don't exhibit care for their followers.

BOOKS ABOUT DAVID FARRAGUT:

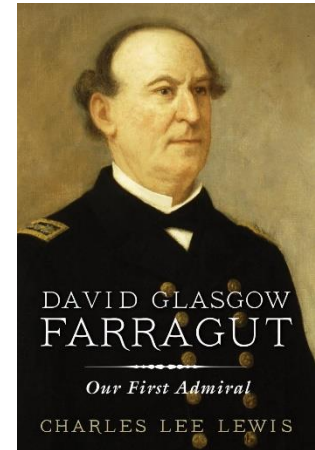
David Glasgow Farragut: Admiral in the Making

This biography covers David Glasgow Farragut's long career in the navy before the Civil War. He was about sixty years old when that war began, and had accordingly lived through that long transitional period from sail to steam.



David Glasgow Farragut: Our First Admiral

The second volume of this authoritative biography examines the last ten years of David Glasgow Farragut's life, focusing on the Civil War. Farragut's courage was tried as much as the Confederate Navy as by gross inefficiency and waste in the conduct of war, lukewarm support of the Federal government, lack of cooperation between the Army and Navy, and poor morale caused by war weariness and disease. In the face of these challenges Farragut proved to be a resourceful leader and fighter whose loyalty to the Navy and his country proved him worthy of being America's first admiral.

**QUOTES FROM DAVID FARRAGUT:**

- Damn the torpedoes! Full speed ahead! (this is a paraphrase of his actual words)
- The best defense is a well-directed fire from your own guns.
- Conquer or be conquered.

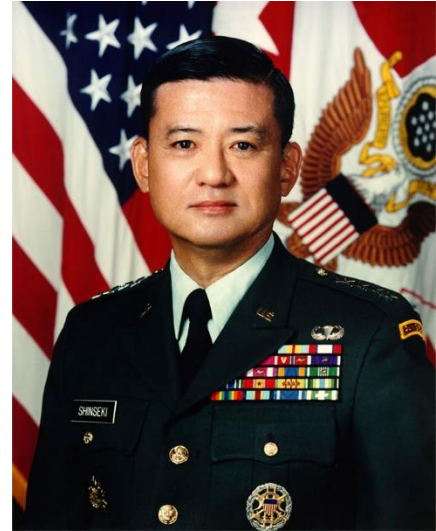
(A-Z Quotes, Accessed in 2020)

DAVID FARRAGUT LEADERSHIP VIDEO:**OTHER LINKS:**

Wikipedia: https://en.wikipedia.org/wiki/David_Farragut

B15. Eric Shinseki

Eric K. Shinseki, born November 28, 1942 in Lihue, Hawaii, was a U.S. Army officer who was the first Asian American to achieve the rank of four-star general. He commanded North Atlantic Treaty Organization (NATO) land forces in Europe (1997–98), served as Army Chief of Staff (1999–2003), and was Secretary of Veterans Affairs (2009–14) in the administration of Pres. Barack Obama. (Encyclopaedia Britannica Editors, 2020)



Shinseki was born less than a year after the Japanese attack on Pearl Harbor, and his parents, like other Japanese Americans at the time, were classified by the U.S. government as “enemy aliens.” To prove their loyalty to their adopted country, three of his uncles enlisted in the army, and they served in Europe in the all-Japanese 100th Battalion and 442nd Regimental Combat Team. In spite of early misgivings about the use of Nisei (second-generation Japanese American) troops, the soldiers established a reputation for unmatched bravery, and Nisei units went on to become some of the most decorated in U.S. armed forces history. Shinseki was inspired by his uncles’ service, and he entered the U.S. Military Academy at West Point, New York, where he earned a B.A. in engineering and a second lieutenant’s commission in 1965. Later that year, he began the first of two combat tours in Vietnam. He was awarded three Bronze Stars for valor and a Purple Heart with an Oak Leaf Cluster—he received the latter honor for a combat injury that cost him part of his right foot. He spent almost a year recovering from his wounds, but he returned to active duty in 1971.

Shinseki earned an M.A. in English from Duke University (1976) before taking a position as an instructor at West Point. He continued to advance along the officer career track, with extended postings at the Pentagon and with the 3rd Infantry Division in West Germany, and in 1991 he was promoted to brigadier general. He received his first division command when he was named commanding general of the 1st Cavalry Division in 1994, and he earned his second star later that year. Shinseki added a third star in 1996, and he was named Commander in Chief of U.S. Army forces in Europe the following year. During this time, he also served as commander of NATO land forces in central Europe, as well as commander of the NATO stabilization mission in Bosnia-Herzegovina. He earned his fourth star in August 1997, and Pres. Bill Clinton nominated him to the post of Army Chief of Staff in April 1999. Shinseki remained on as Army Chief of Staff during the administration of Pres. George W. Bush, but his tenure was marked by increasing tension with civilian leaders in the Pentagon. Shinseki subscribed to Secretary of State Colin Powell’s doctrine that military force, if used, should be overwhelming in size, speed, and power. This conflicted with the “small footprint” strategy espoused by Secretary of Defense Donald Rumsfeld and his assistant, Paul Wolfowitz, who believed that advanced battlefield technology and precision weapons made large bodies of traditional infantry obsolete. In the days leading up to the Iraq War, this doctrinal clash became public, when Shinseki testified before Congress in 2003 that an invasion of Iraq would require “several hundred thousand soldiers” and that a post-war occupation could awaken “ethnic tensions that could lead to other problems.” These statements were immediately refuted by Rumsfeld and Wolfowitz, and Shinseki retired a few months later. In 2008 Obama nominated Shinseki to serve as Secretary of the Department of Veterans Affairs (VA), the second largest agency in the federal government. He was approved by the Senate in January 2009.

Although long wait times for veterans seeking treatment at VA medical facilities had been reported for years, in 2014 evidence emerged that some facilities had covered up and misrepresented those wait times and that some veterans had died before they received care. Amid intensifying allegations of systemic misconduct at the VA, Shinseki resigned in May 2014.

AWARDS AND HONORS:

- Defense Distinguished Service Medal (2)
- Coast Guard Distinguished Service Medal
- Army Distinguished Service Medal
- Legion of Merit (2)
- Bronze Star (with “V” device and two oak leaf clusters)
- Purple Heart (2)
- Defense Meritorious Service Medal
- Meritorious Service Medal (3)
- Air Medal
- Army Commendation Medal (2)
- Army Achievement Medal
- Yugoslavia Service Medal
- Vietnam Campaign Medal
- Parachutist Badge
- Ranger Tab
- Office of the Secretary of Defense Identification Badge
- Joint Chiefs of Staff Identification Badge
- Army Staff Identification Badge

LEADERSHIP LESSONS FROM ERIC SHINSEKI:

1. Integrity

General Shinseki is well known for his integrity. The situation that probably led to the abrupt culmination of his Army career – his public disagreement with Secretary Rumsfeld about the size of the force needed to invade Iraq – was one of the best examples. General Shinseki is a quiet man, and was known for his behind-the-scenes leadership and avoidance of public affairs and the news media. However, it was important enough to him to both privately and publicly state his conviction that invading and administering a country the size of Iraq, if there was any pushback at all from the Iraqis, would take a lot more troops than the Secretary of Defense planned to send. He had the moral courage to do what was right, and paid for it with his retirement. Looking back, it’s clear he WAS right, and the small presence of US troops in Iraq cost lives, billions of dollars, and eventually the failure of the mission.

2. There are positive and negative effects of low-key, behind-the-scenes leadership

Shinseki is a low-key, quiet leader. You may think that an anomaly in the Army, especially if your idea of a general is more like George Patton or Douglas MacArthur. Aren’t all generals loud and aggressive? Not really. It’s actually more common than you’d think for introverts to rise to the top in the Army (though, admittedly, they are in the minority). In today’s world, leadership is more than yelling orders at your subordinates – it’s about motivating them, providing a purpose for what you want them to do, and caring for them as individuals. Shinseki was extremely effective as a leader throughout his Army career (he wouldn’t have been the Chief of Staff if he wasn’t). But it wasn’t enough when he encountered the issues within the Veterans Administration. The situation called for someone who would be more public, more vocal, and more aggressive. Though Shinseki identified many of the problems within the VA

system, and was successful at solving many of them, his failure in the end was his leadership style not matching what was needed by a political administrator in Washington DC.

QUOTES FROM ERIC SHINSEKI:

- It's tough never being right.
- Well, let's assume the world is linear. If we required a certain amount of troops per 25,000 population in the Balkans, if the world is not radically different, something of the same extent is going to be needed in Iraq.
- An army that fought and won a war decisively finds it even more difficult to undergo change
- The magnificent army that fought in Desert Storm is a great army, and it still is a magnificent army today. But it was one we designed for the Cold War, and the Cold War has been over for ten years now.
- In the army, we do two things every day. We train our soldiers, and then we grow them into leaders, because frankly, we don't hire out. We grow our own leaders.
- I have spent a lifetime watching kids make mistakes because they were not trained or well led or properly motivated to do well. I never faulted the kids; rather, I saw opportunity to train, to motivate, to improve leadership – not to punish the individual.
- You don't get many do-overs in life.
- If you are going to make a change, make it big and bold. Walk up to the biggest guy on the block, stand in his face and get it started. Then go around, brigade by brigade, making it make sense.
- It's important in any organization that if visions have any reality at all, it's because the organization believes that the vision is right and that they share in it. Otherwise, it becomes the good idea of one person, and that even more importantly contributes to the sense that it will not survive the departure of that individual.
- You must love those you lead before you can be an effective leader.
- Without leadership, command is a hollow experience, a vacuum often filled with mistrust and arrogance.

LEADERSHIP VIDEO OF ERIC SHINSEKI:

This is long, but it contains great information on Army leadership.



B16. Ann Dunwoody

Born January 1953 at Fort Belvoir, VA, Ann Dunwoody became the first woman to reach four-star status in the US Military in November, 2008.

Dunwoody's father was a career army officer and a decorated veteran, and her childhood was spent traveling with her family from post to post. Though she had planned on a career in physical education, she joined the army during her senior year at the State University of New York at Cortland. After graduating in 1975, she received a two-year commission as a second lieutenant at Fort Sill, Oklahoma. She later earned two master's degrees during her service—in logistics management from the Florida Institute of Technology (1988) and in national resource strategy from the Industrial College of the Armed Forces (1995).



Having found that she enjoyed army life, Dunwoody continued to serve after her first commission ended. She became the first female battalion commander for the 82nd Airborne Division in 1992 and the first female general at Fort Bragg, North Carolina, in 2000—a position she ascended to from her first assignment there, as division property-book officer. For her service she was decorated a number of times, receiving the Distinguished Service Medal and the Defense Superior Service Medal, among other awards. Army Chief of Staff General Raymond Odierno declared her to be “quite simply the best logistician the Army has ever had.” (Daigle, 2013)

On November 14, 2008, after 33 years of service, Dunwoody was promoted to four-star general—the first American woman to be so honored. That day she was also sworn in as head of the U.S. Army Materiel Command at Fort Belvoir, Virginia. Shortly after stepping down from that post in August 2012, Dunwoody retired from the army. In 2015 she published *A Higher Standard: Leadership Strategies from America's First Female Four-Star General*. (Albert, 2020)

AWARDS AND HONORS:

- Master Parachutist Badge
- Parachute Rigger Badge
- Army Staff Identification Badge
- 82nd Infantry Division Combat Service Identification Badge
- Silver German Parachutist Badge
- Army Distinguished Service Medal (2)
- Defense Superior Service Medal
- Legion of Merit (3)
- Defense Meritorious Service Medal
- Meritorious Service Medal (7)
- Army Commendation Medal
- Army Achievement Medal (3)
- Joint Meritorious Unit Award
- Meritorious Unit Commendation (5)
- 1998 Recipient of the Military Distinguished Order of Saint Martin (Army Quartermaster Corps).
- 2001 Distinguished Alumna for Cortland State SUNY.

- 2002 Inducted as a Distinguished Member of the Quartermaster Regiment. 2004 Recipient of the National Defense Transportation Association's DoD Distinguished Service Award.
- 2007 Recipient of Military Order of the World Wars (MOWW) Distinguished Service Award.
- 2008 First female four-star general in the United States Armed Services.
- 2012 Inducted into the Quartermaster Hall of Fame
- 2012 Recipient Ancient Order of Saint Martin (Army Quartermaster Corps)
- 2009 Recipient of the Association of the Industrial College of the Armed Forces Eisenhower Award
- 2011 Recipient of the National Collegiate Athletic Association's Theodore Roosevelt Award
- 2011 Recipient of the French National Order of Merit
- 2013 Inducted into the U.S. Army Women's Foundation Hall of Fame
- Keys to Madison County, Huntsville city and Madison city
- USO Woman of the Year
- 2018 Honorary Doctorate of Humanities. Michigan State University
- 2019 Recipient of the Sylvanus Thayer Award

LEADERSHIP LESSONS FROM ANN DUNWOODY:

1. Never walk by a mistake

"If you walk by a mistake, you just set a new lower standard." Even something as simple as a cadet in uniform walking around campus with his uniform shirt untucked – a big uniform no-no – must be addressed in order to maintain excellence. If you let it go without correcting it, you've signaled (as a leader, no less) that it's okay to walk around with your shirt untucked.

2. Make every person on your team count

Everybody has something to contribute. And if you can bring the best out in each of your team members then you're going to have a great team, but that also requires you to reward good behavior. So, when you have those folks who are exceeding the standards and doing a great job for your team, it's important that you acknowledge that, that you pat them on the back, you shake their hand, you give them the t-shirt, you give them the bonus, whatever.

And likewise, the harder part of that equation is when you have people that aren't meeting the standard, who are dragging the team down, you have to deal with them as well. Either corrective counseling, or try get them on board, or something to make sure they don't drag the team down.

People want to be part of a high performing organization. They want to make a difference, but they want to be appreciated. And so, when you give recognition, those people are going to get on that side of the team, they want to be part of those who are getting the handshake and the pat on the back; no one wants to be told that they're not doing well. (Kruse, 2018)

3. Hold yourself to a higher standard

General Dunwoody assumed early in her career that she would have to exceed the standards in the "man's world" that the military was in the 1970's and 1980's in order to be accepted as an equal. So that's what she tried to do. As she continued her leadership journey, she discovered that all the good leaders that she worked for and respected held themselves to a higher standard, and they encouraged their subordinates to do the same.

In General Dunwoody's words, if you exceed the standard you're an A student, and if you meet the standard, you're a C student. If you have a team of C students that are okay with just meeting the standard, you're probably going to have an average team. But if you have a team full of A students that are always trying to exceed the standard, do the best for the organization, you're going to have a high performing organization. (Kruse, 2018)

QUOTES FROM ANN DUNWOODY:

- If you don't know where you're going, any road will take you there.
- I have to laugh when people ask, "How's retired life?" I'm as busy as I've ever been, except now I make my own schedule.
- If you compromise your integrity and principles on minor issues, it gets easier to make bad choices on the big issues.

VIDEO OF ANN DUNWOODY:



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