

ON LEADERSHIP

The following quotations are a continuing compendium of leadership quotes. They are drawn from many sources and provide differing set of opinions on leadership, what it means, and how to exercise it. Note the differences as well as the similarities.

Harry S. Truman: The buck stops here.

Tony Blair: The art of leadership is saying no, not yes. It is very easy to say yes.

Horatio Nelson: 21 October is Trafalgar Day, the anniversary of the battle of Trafalgar, 1805, in which a British fleet defeated the combined fleets of France and Spain, and Admiral Nelson was killed. Trafalgar, and Nelson, caught the public imagination: Southey in his *Life of Nelson* (1813) records that when the news of the Admiral's death reached England, "Men started at the intelligence, and turned pale, as if they had heard of the loss of a dear friend." Nelson was conscious, too, of his own style of leadership, telling Lady Hamilton shortly before Trafalgar that, "I believe my arrival was most welcome, not only to the Commander of the Fleet but almost to every individual in it; and when I came to explain to them the "*the Nelson touch*", it was like an electric shock. Some shed tears, all approved -- It was new -- it was singular -- and it was simple!" From this, a masterly or sympathetic approach to a problem may be designated, "the Nelson touch".

Aguayo: Real profits are generated by loyal customers – not just satisfied customers.

Ogilvy: In the best institutions, promises are kept no matter what the cost in agony and overtime.

Stanly Marcus (Neiman-Marcus): Consumers are statistics. Customers are people.

Peter Drucker: "What is our business?" is not determined by the producer but by the customer.

Aguayo: When quality is viewed as being the number of products that conform to specifications, a company is already behind the eight ball.

W. Somerset Maugham: It's a funny think about life; if you refuse to accept anything but the best, you very often get it.

Davidow and Uttal: Despite the veneration business people express for their customers, horror stories about customer service have become a conversational staple, right up there with sex and real estate.

Lao-tzu (father of Taoism):
I hear and I forget,
I see and I remember,
I do and I understand.

Francis Bacon: Crafty men condemn studies; simple men admire them; and wise men use them.

Lee Iacocca: When it comes to making the place run, motivation is everything.

Philip Caldwell (Ford): The real “bottom line” is the sense of pride and personal satisfaction that comes to people who know they’ve done a good job.

Italian Proverb: By asking for the impossible we obtain the best possible.

John Gardner: Man is a stubborn seeker of meaning.

Hewlett and Packard: I feel that in general terms [the HP way] is the policies and actions that flow from the belief that men and women want to do a good job, a creative job, and that if they are provided with the proper environment, they will do so.

Katzenbach and Smith: No team arises without a performance challenge that is meaningful to those involved.

McGregor: We have learned that there is no direct correlation between employee satisfaction and motivation.

Bill O’Brien (Hanover Insurance): My vision is not what’s important to you. The only vision that motivates you is your vision.

Katzenbach and Smith: Teams thrive on performance challenges; they flounder without them.

Buchholz and Roth: In essence, people do things because they want to, not just because they have to.

Glasser: Any system of rewards that is perceived by the workers as unfair will create bitterness and resentment.

McCormack: The deepest principle in human nature is the craving to be appreciated.

Stratton: The people don’t need to change, the process needs to be changed.

Scherkenbach: The problem is not the people, it is the system.

Crosby: Objectivity comes with not placing the blame for problems on individuals. Aim the questions and probing at the job. The job is what failed, not the individual.

Harrington: It is not the employees who cause the majority of errors; they are just unwilling pawns who operate in the environment often controlled by obsolete and cumbersome operating systems.

Ken Blanchard: Somewhere in every organization's literature, it says that its people are its most important resource. And yet, when I ask people how they like the way their performance is evaluated, everybody laughs.

Henry Ford: If you think you can't, you're right, you can't

Robert Fritz: It's not what the vision is, it's what the vision does.

Senge: It is our experience that, 90 percent of the time, what passes for commitment is compliance.

Juran Institute, Inc.: Humans are organisms, not machines. We cannot speed up their responses beyond some irreducible minimum by simply increasing pressure or using clever techniques. Some things simply require time.

Forsha: Quality is simple; people are complicated.

Harvard Business Review: Good companies tell you how they collect employee suggestions. Great companies tell you how they use them.

Townsend and Gebhardt: A "problem" is the distance between where you are now and where you could be – no matter how good you are now.

Crosby: Problems breed problems, and the lack of a disciplined method of openly attacking them breeds more problems.

Imai: Progress is impossible without the ability to admit mistakes.

Waterman: A manager's informed side of things is fed from two sources: left-brain analysis and right-brain intuition.

Jiddu Krishnamurti: If we can really understand the problem, the answer will come out of it, because the answer is not separate from the problem.

General Johnson (Johnson & Johnson): If I wasn't making mistakes, I wasn't making decisions.

Charles Knight (Emerson Electric): You need the ability to fail. You cannot innovate unless you are willing to accept mistakes.

Stratton: In my thirty years of business experience, when a defect occurred we usually looked for “who” did it and we usually found someone to take the blame even though that person may have been working in an inefficient process.

Henry Ford: Don’t find fault, find a remedy.

Hosotani: True problem solving is impossible with the type of behaviour that tries to shift the responsibility on to others.

Peter Drucker: The most common source of mistakes in management decisions is the emphasis on finding the right answer rather than the right question.

Senge: The easy way out usually leads back in.

H. L. Mencken: For every complex question there is a simple answer, and it is wrong.

Abraham Maslow: If the only tool you have is a hammer, everything starts to look like a nail to you.

Allan Sayle: [Good quality systems] provide people with the “freedom to fail” which enables them to learn from mistakes and accept the responsibility for their results and for preventing repetition of errors: they do not negatively sanction people and they remove fear from the workplace.

Abraham Zaleznick: Managers may prefer working with people; but leaders stir emotion.

Henry Kissinger: The task of the leader is to get his people from where they are to where they have not yet been.

Chang, Labovitz, and Rosansky: But if great [quality system] leaders lead with passion, they also lead with compassion. They balance their insistence that everyone get involved with “permission to fail.”

Burns: Most important by far, leaders address themselves to followers’ wants, needs and other motivations, as well as to their own, and thus they serve as an independent force in changing the makeup of the followers’ motive base through gratifying their motives.

Glasser: To be a successful lead-manager, you will have to develop your own style; it is the only style that will work for you.

John D. Rockefeller: The ability to deal with people is as purchaseable a commodity as sugar or coffee. And I will pay more for that ability than any other under the sun.

Confucius: What the superior man seeks is in himself: what the small man seeks is in others.

Gitlow and Gitlow: No other company asset improves with age like an employee.

Juran Institute, Inc.: Quality depends on good data. It also depends on leadership using that data.

Peter Drucker: Whenever anything is being accomplished, it is being done, I have learned, by a monomaniac with a mission.

Peter Drucker: Trees die from the top.

Robbins: The meeting of *preparedness* and *opportunity* generates the offspring we commonly call *Luck*.

Seneca: *Luck* is what happens when *preparation* meets *opportunity*.

Harrington: The reason we don't have the time to fix it today is that we didn't take the time to do it right yesterday.

Jane Kaczmer: I always tell clients that there are three ways of doing work for them: they can get it done right, they can get it done cheaply, and they can get it done quickly. They get to pick two out of three.

Kondo: It is clear that when workers are responsible only for following the established [procedure] manual, their responsibility for quality becomes obscure.

Wheatley: To many managers, autonomy is just one small step away from anarchy.

Peters and Waterman: Autonomy is a product of discipline.

John D. Rockefeller: I believe that every right implies a responsibility; every opportunity, an obligation; every possession, a duty.

George Santayana: Fanaticism consists of redoubling your efforts when you have forgotten the original aim.

Albert Einstein: Everything should be made as simple as possible, but not simpler.

Lawrence Peter (Yogi) Berra: If you don't know where you are going, you might end up someplace else.

William Ouchi: The evidence strongly suggests that a consensus approach yields more creative decisions and more effective implementation than does individual decision making.

Aguayo: A striker (soccer team forward) who leads the attack places himself in the right position, receives a pass from one of his teammates, and in midair kicks the ball and scores. The fans go wild. Who scored that goal? Most people would say the striker scored that goal. A good coach would say the team scored that goal.

Italian Proverb: The Pope and a peasant know more between them than the Pope alone.

Gitlow and Gitlow: Just putting a bunch of people in a room together does not a team make!

Wynn and Guditus: Voting has no place in the consensus-building process. Voting is a convenient way of disposing of an issue with dispatch, but it commonly suppresses conflict rather than resolves it.

Juran Institute, Inc.: Quality leaders do not work longer hours. They do different things during the hours that they do work.

Lee Iacocca: Any supervisor worth his salt would rather deal with people who attempt too much than with those who try too little.

George Bernard Shaw: The reasonable man adapts himself to the world; the unreasonable one persists in trying to adapt the world to himself. Therefore all progress depends on the unreasonable man.

C.G. Jung: Everything that irritates us about others can lead us to an understanding of ourselves.

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

Andrew Carnegie: Take away my people, but leave my factories, and soon grass will grow on the factory floors. Take away my factories, but leave my people, and soon we will have a new and better factory.

Henry Ford: You can take my factories, burn up my buildings, but give me my people and I'll build the business right back again.