



**WHAT
IS**

A LEADER?

**Profiles in Leadership
for the Modern Era**

LIV MONTGOMERY



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What Is A Leader? Profiles In Leadership for the Modern Era

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Table of Contents

Introduction

Leadership and Its Requirements

Transformational Leadership Defined

Inspiration

Ignite Passion

Initiate

Involve

Impart

Inter-depend

Conclusion

Introduction

What does it take to be a Transformational Leader?

You know what I'm talking about - that one in a million, riveting presence. I'm talking about the kind of person who enters the room and the very air around them scintillates with excitement. Heads turn. People are drawn in as if by some gravitational force, and this leader doesn't need to lift a finger - just smile, nod, and say hello - and it's clear to everyone in the room who's got control of the situation.

So what is that? Is it natural born charisma? Is it a refinement honed in finishing school? Do they pass it around in certain zip codes along with the gold-plated pacifier and the silver baby rattle?

Is it won in a knock-down, drag-out fight in some back alley, as unspoken as an illicit game of craps?

Does it dwell in a natural spring, deep within the craggy peaks of a distant mountain range, guarded by monks in saffron robes?

How do you get to be a leader?

Before we answer that, we need to look at the qualities that the most influential people of our time share. Once we know that, you'll see how you can adopt those qualities.

The good news is, success leaves tracks. You can take a look at how others have succeeded in setting themselves apart to make the very air around them vibrate with excitement. When you learn that, you can infuse Transformational Leadership into your own sphere of influence.

Leadership and Its Requirements

Some would say that in order to be a great leader, a person first has to be a great follower. But there's evidence to suggest that some of the world's greatest leaders have been terrible followers, at least in some respects, from their earliest childhood. So leadership is not dependent on social influence.

Some would say that leadership requires mental refinement, a world-class education, and wholesome, discerning social influences from an early age - the right neighborhood, the right friends, the right mentors. The saying goes, if you have nine broke friends, odds are you're the tenth. Yet again, we find that some of the greatest leaders the world has ever known have come from the most humble environments imaginable. So leadership is not dependent on education.

Some would say that inspired leadership comes from the clarity of mind that can only be the result of peak physical conditioning - that without freedom from the distraction of ill health, true greatness is elusive. But that's not really the case either. In fact, sometimes overcoming fearsome pain serves to sharpen the resolve.

So what is it? What's the greatest, most significant factor common to the great leaders of our modern era? This book presents a survey of more than a dozen of the greatest leaders in modern times - those born with privilege, and those born without... those who were given every advantage, and those who suffered long... those who led great nations, and those who believed they were entirely alone in the world and without influence.

Leadership is a choice, and being a good leader is a skill that anyone can learn. That includes you and me. It takes the right model. It takes analysis. It takes a system. And above all, it takes action.

In this book, we're going to cover the common traits of exceptional leaders in the modern era. You'll learn my 7 steps for structuring your daily activities so you can achieve Transformational Leadership. We'll talk about how to strengthen your commitment to service, and how you can communicate your values, whether it's to an audience of one or a million and one.

When you apply yourself to this material, you'll understand clearly when it's necessary to make sacrifices and when to stand your ground. By closely examining the strengths of pivotal leaders like Nelson Mandela, Oprah Winfrey, Lance Armstrong, J.K. Rowling and Steve Jobs, you will gain a grasp of how these leaders rose to prominence, ignited passion in the masses, captivated the collective imagination, and overcame the most exacting challenges to leave a legacy for our time.

The system I'm offering you here is designed for anyone who wants to answer the question, "What Is A Leader?" This material will help you gain a clear understanding of yourself, define your vision, and shape your own personal profile of leadership. Let's get started.

Transformational Leadership Defined

Transformational Leadership can be defined as the amalgam of vision, influence, and strength. This isn't the total picture of great leadership, but it's a place to start. First, let's define these terms.

Vision involves seeing the big picture. Now, a lot of people think this means looking toward the future, having an idea of what it looks like, and driving toward it with laser-like focus. I say vision also involves a clear perception of the past as well - a knowledge of history and how it impacts the present. Having vision means understanding the lay of the land, what things look like today to clearly map the best route to that future destination.

Influence is a tricky one. It means clearly communicating your desires and intent in such a way that others agree with your assessment about the action you believe is required. Now, this is not to be confused with manipulation, yet all too often it is. In fact, there are courses widely available in the marketplace today that teach mental manipulation in the guise of sales and leadership tactics.

But unless you connect with the hearts and minds of those you'd like to influence, any

psychological manipulation is going to wear off. Trust is earned, not coaxed. That's the kind of influence we're talking about in this book, and it's more closely aligned with evangelism. It's also more potent than any temporary persuasion tactics could hope to be. Influence needs rapport.

Strength comes into play during the times you least suspect you'll need it. As a leader, inner strength is something you must loan not only to those who would follow you, but to yourself as well. It comes from, not mere interest, but from a conviction deep in your soul that the road you're on is the right path. In fact, it's the only path.

What will help to build this strength as a leader is being clear on what some people call your *Why* - your reason, your goal, your motivation. What's driving you? Make it clear and tangible. Make it concrete. Make it real. Believe it.

Vision... influence... strength: these are the bedrock qualities of a Transformational Leader. When you have these, what comes after seems inevitable.

The Creature With Seven Eyes

What is a leader? A leader is a creature with seven eyes. I'm serious! You probably think I'm talking about some mythical beast, spotted as it crests the surface of a lake in northern Scotland. Nobody's ever seen it except for a few grainy black and white photos. Right?

Wrong. What I want to offer you right now is what I call my Seven Steps to Transformational Leadership. And every step begins with the letter "I". See? Seven I's. Now it makes sense, right? Here's what that looks like:

1. Influence
2. Inspire
3. Ignite passion
4. Initiate
5. Involve
6. Impart
7. Inter-depend

Each of these steps can be illustrated by a different area of leadership. I'm talking about arenas where a leader might hold sway over a large number of people. For the purposes of this book, we're going to talk about Politics, Royalty, Entertainment, Technology, Competition, Social Infrastructure, and Culture.

Let's take a look at these elements one by one and see how they tie in with our 7-Steps for Transformational Leadership.

1. Influence

Nelson Mandela

Our first “I” is Influence. Let's use the topic of politics as a way to discover how you can use influence to become a stronger leader. First, I want to tell you a story.

I'll never forget the day that I went to that ticker-tape parade. We closed the recording studio where I worked in SoHo, a handwritten sign taped to the door. “Closed for the parade.” The entire staff giggled like little kids with excitement, as if we were playing hooky. We went as a group down toward the parade route near Wall Street.

The day had dawned crystal clear, and the skyscrapers in Lower Manhattan cast long shadows in the crisp morning atmosphere. There wasn't a cloud in the sky and the air was delicious. It was as if heaven had smiled on the event for the handful of souls lucky enough to make the trip to the Canyon of Heroes, to stand six deep on the sidewalk under the rain of shredded paper where hoards had stood for the hundred years before, watching the heroes of bygone eras parade through the streets in celebration as the world watched.

But this was no ordinary homecoming, nor a sportsman's holiday, nor a triumphant return after a space flight - all worthy fodder, I'm sure, for a ticker-tape parade. This parade was for a man who had just spent some 27 years in prison in a foreign country - hard labor, no less - a man with white hair who had pleaded guilty to the charges levied against him as a young man. This parade was for a man who'd just been released from that prison, a man that the CIA considered a terrorist. He was forbidden to travel freely in the United States except to the United Nations headquarters in Manhattan, where he was headed on this day. Even until recent times, just a few years ago, long after the end of his term as president of a sovereign nation, he could not come and go at will in the U.S.

But in 1990, on the day I'm talking about, this parade was for a man of noble birth, yet a man who held no office, a man who had captivated the hearts and minds of not just a nation, but the entire world through his vision, his influence and his strength.

On that morning, as I stood at the curb on Lower Broadway, I felt the swelling hearts of a million people find a million throats and the sound overcame me like a wave of tingling excitement, joy and pure love. All race was put aside by the rainbow of faces in the crowd. There was no religion, no political affiliation, no recrimination. There was only the profound sense that sometimes things go right. And as the parade float transporting Nelson Mandela inched up the boulevard, my ears rang with the roar of that crowd in the most powerful display of public passion I've ever witnessed. It vibrated in my very bones.

Nelson Mandela's release from prison was orchestrated in part by the leader of the sitting government of South Africa, Willem de Klerk. If you're not familiar with the story, Nelson Mandela is black and Willem de Klerk is white... to eyes that see such things. At the time, the policy of Apartheid was the rule of law in South Africa, and it meant a policy of segregation, oppression and degradation for the majority of the population based on culture and skin tone.

Nelson Mandela was elected President of South Africa in the country's first multi-racial election ever. He served admirably for 5 years, and that's not all that surprising, once you get over the shock that this man was actually let out of prison. But here's the thing that astonishes me and makes Nelson Mandela our first stop on our tour of Transformational Leaders: Willem de Klerk went on to be Mandela's deputy in the new government. In spite of a long history of social oppression, Mandela was determined not to seek retaliation for the policies of Apartheid. He continued to hold that vision aloft when took office, and the reforms that he made in the country of South Africa are testament to his deserved influence on people around the world.

Here are a few of the policies enacted during his term as president:

- ⤴ Introducing free health care for all children under the age of six, along with upgrading or constructing 500 health clinics.
- ⤴ Providing grants to alleviate child poverty.
- ⤴ Passing a series of laws to improve working conditions, provide opportunity and legally ensure equality in the workplace.
- ⤴ Connecting 3 million people to telephone lines, a technology that we've taken for granted for a hundred years.
- ⤴ Bringing 1.5 million children into the education system.
- ⤴ Connecting 2 million people to the electricity grid.
- ⤴ Constructing 750,000 homes, housing nearly 3 million people in the process.
- ⤴ Extending water access to 3 million people.
- ⤴ Introducing compulsory schooling for children between the ages of six and fourteen.

And so many more, too many reforms to list here. All of this success - starting with his release from prison, right down to the last school lunch served while he was in office - can be attributed to his ability to influence the hearts and minds of people around the world whom he had never met. It was social pressure from the world at large that compelled his freedom.

Nelson Mandela retired after one term as president at the age of 80. He had his critics - he still does. But his influence is indisputable.

Mahatma Gandhi

While we're looking at politics in South Africa, let's take a look at the story of a man from India who influenced Nelson Mandela, decades before Mandela's imprisonment.

Mohandas Gandhi was a lawyer educated in England and a subject of the British crown. His career at first was fairly mediocre, and he found little opportunity or success in India. Upon arriving in South Africa, he was continuing on the same path of mediocrity when something happened he did not expect. As an Indian national, Gandhi was repeatedly singled out and discriminated against, even beaten.

This hardship and deliberate injustice honed something within him, refined his resolve and pushed him in an activist direction he might not otherwise have taken. This is when he

became known as Mahatma Gandhi. Mahatma means Great Soul.

He'd achieved a certain amount of influence in South Africa then went home to India. But his eyes were open now, and for thirty years, from 1915 to 1945, he devoted himself to political activism and leadership through non-violent protest.

This came to a head as the British Empire entered World War II. While Britain fought a war against Germany's occupation of Poland, Britain itself occupied India, with harsh consequences for native farmers and members of the lower casts. India won its independence from Great Britain in August, 1947. Gandhi's influence was felt not only throughout India, but his ideologies and his policy of non-violent resistance resounded with people around the world for generations to come. This includes Nelson Mandela and the Rev. Dr. Martin Luther King.

The Dalai Lama

Some 12 years after India's independence from Britain, a young leader from the remote neighboring country of Tibet took refuge in the southern Himalayas of India, along with the government in exile of his country. **Tenzin Gyatso**, His Holiness the 14th Dalai Lama is the spiritual leader of Tibet. He and his government chose to leave Tibet when China claimed the country as a possession in 1959. China's claims on Tibet are in dispute, depending on where you happen to live. But His Holiness has been awarded the Nobel Prize for Peace and won the hearts of people all over the world for his peaceful work on behalf of the people he leads.

Think about that. To continue to lead a population from the soil of another country - or even when traveling around the world to win world governments to his cause - requires a kind of influence that is seldom seen on this planet, grounded in the spirituality of a monk and the tact of a true politician.

His Holiness is also an accomplished speaker and author of several books, and they make for excellent reading. The Dalai Lama is a truly one of the world's great models for influential leadership.

2. Inspiration

Diana, Princess of Wales

Now let's turn our attention to the next leadership arena, Royalty.

Royalty may seem to be in the same realm as political leadership, but these are distinctly different. In this age of democracy, it may seem strange to be discussing kings and queens, but in fact it's very relevant.

The concept of royalty stems from an assumption of divine right and heredity. The concept of nobility is alive and well in the royal strata. Whether we're talking about a tribal chief or a modern-day princess, there is a kind of public worship involved that simply doesn't enter the picture during a partisan local election. I'm sorry, it just doesn't happen.

Case in point, Lady Diana Spencer, a young school teacher whose sister had enjoyed some social attention from Prince Charles of the United Kingdom. Diana was only 19 at the time, and her fairy tale wedding to Charles was watched by 750 million people around the world when she would not have been of age to drink or vote in many parts of the Western world. But she was the envy and idol of every romantic young woman around the globe as she took the title Her Royal Highness, Diana, Princess of Wales.

Diana was known in the press at first as Shy Di, and it took her sometime to come out of her shell and assert her public personality. The way she fulfilled her royal duties at first was perfunctory at best, but in time she grew into the role, gaining confidence and charisma - and a stunning wardrobe at the same time. She was truly an iconic inspiration.

In spite of her personal difficulties, including her widely publicized affliction with bulimia and a notoriously unfaithful marriage on both sides, Diana became a powerful advocate for international charities. She was the voice for dozens of organizations, and a strong leader for the international banning of land mines.

Diana endured a great deal of unhappiness, but she always came across in the press as a brilliant, powerful, self-possessed leader. In the final year of her young life, she seemed finally to find peace and strength. She truly remains an inspiration.

Queen Noor

Another romantic figure and powerful leader who rose to royal prominence is a Syrian-American woman formerly named Lisa Najeeb Halaby. The world knows her as Queen Noor al-Hussein of Jordan. She ruled beside King Hussein from 1978 until his death in 1999.

Queen Noor met the King on a trip to Jordan with her father, who was in the king's confidence as the head of the U.S. Federal Aviation Administration.

Noor was raised in Washington D.C. with a powerful civic consciousness and a strong devotion to public service, even before her introduction to the King of Jordan. They truly enjoyed a fairy tale romance, and they married for love. But their like minds, their goals and dreams for all societies - not just in the Arab world - made their union truly inspirational.

3. Ignite Passion

Oprah Winfrey

In our quest to achieve Transformational Leadership, it's not enough to influence and inspire. To truly make a lasting impact means to ignite passion. The profiles in leadership we've already discussed certainly demonstrate that. But the ability to ignite passion is more clearly seen in the area of entertainment.

Let's take a look at three wildly popular entertainers with everything to show for it. All three of them have distinguished themselves as leaders who've helped define the spirit our time.

Let's start with Oprah Winfrey. Oprah's childhood was the very definition of disadvantaged. Not only was she born in rural Mississippi during the 1950's to a single black woman in her teens, but Oprah's name itself was an unfortunate accident. Originally her name was spelled O-R-P-A-H, Orpah, after the Biblical character in the Book of Ruth. But her family didn't know how to pronounce it, so they called her Oprah. These days while many people may never have heard the name Orpah, the one and only Oprah is one of the most renowned and powerful women in the world, and she doesn't even need a last name.

Oprah was born in abject poverty in the South during a racially turbulent time, and she shuffled from relative to relative and back again. She was sexually abused by people who should have cared for her. As a child she was disparaged, and disbelieved for the truths she told. As a teenager she took some very wrong turns indeed, including lying and stealing from her mother in order to keep up with her wealthy schoolmates. She ran away from home, she became pregnant at the age of 14, and ultimately lost the young child soon after his birth.

But it seems that fate had a design for Oprah, and the trouble she caused eventually landed her in Nashville, where she first began to blossom. Here high school grades were exceptional, and she held down a job at a local radio station before she even graduated. She won the Miss Black Tennessee beauty pageant and a scholarship to Tennessee State.

She went on to prominence in media, first in Nashville, then in Baltimore, and finally Chicago, where in 1983 she took on Phil Donahue, the reigning king of the morning talk show. She held court every morning on WLS-TV, beginning with a low-rent venue called *AM Chicago*. It was only a matter of months before it was repackaged as the Oprah Winfrey Show.

Here's what *Time Magazine* had to say in those early days about the much publicized television rivalry between Phil Donahue and Oprah:

Few people would have bet on Oprah Winfrey's swift rise to host of the most popular talk show on TV. In a field dominated by white males, she is a black female of ample bulk. As interviewers go, she is no match for, say, Phil Donahue [...] What she lacks in journalistic toughness, she makes up for in plainspoken curiosity, robust humor and, above all empathy.

In other words, Oprah Winfrey rocked the house. In 1983, Oprah was 29 years old, and she was done. By the age of 32, she became a millionaire when her talk show went national.

To call her a long shot would be to underestimate her enormous talent, her big heart, and

her savvy. The fact that in such a short time she went from total obscurity to unchallenged success as the queen of daytime talk could only be possible by inspiring passion through her leadership. To quote that same article in *Time Magazine*, “Guests with sad stories to tell are apt to rouse a tear in Oprah's eye. They, in turn, often find themselves revealing things they would not imagine telling anyone, much less a national TV audience. It is the talk show as a group therapy session.”

Today, Oprah Winfrey is a force to be reckoned with in media, publishing and online, touching the lives of millions upon millions of people. Her talk show alone, during its tenure, launched the careers of countless experts, and her book recommendations created what is known today as The Oprah Effect. The power of her opinions and endorsements has had tremendous sway on public opinion and their buying habits.

Oprah's achievements and accolades are too many to list here, but I will add that her philanthropy is legion. As a celebrity billionaire, she has the opportunity and the rare power to be a force for good in the world, including by means of her 22-acre Oprah Winfrey Leadership Academy for Girls outside of Johannesburg, South Africa.

J.K. Rowling

Another rags to riches, billionaire celebrity who ignites the passion of the masses is an unassuming English writer named Joanne Murray.

Jo had a four-hour delay on a train trip, when the idea of an unusual boy named Harry suddenly came to her, with the story fully formed. She immediately began writing it down, and the words just flowed. But the tragic death of her mother, a brief and turbulent marriage, and the birth of her daughter all distracted her from finishing the book.

It wasn't until a few years later, when she was diagnosed with clinical depression, reeling from her failed marriage, and living on welfare that Jo made the decision to finish the one thing she truly felt she had control over.

Today, J.K. Rowling is internationally famous as the author of the universally acclaimed Harry Potter series. She won so many awards for her books about the now-famous boy wizard that she decided not to compete for the awards any more, to give other authors a fair chance.

In 2000, she started the Volant Charitable Trust. The annual budget of £5.1 million is used to combat poverty and social inequality. She's also active in supporting aid to children, helping one parent families, and helping people with multiple sclerosis, the disease which took her mother's life.

But Rowling's influence doesn't stop there. When Coca-Cola won the right for product tie-in for Harry Potter, Rowling demanded in her contract with Warner that Coca-Cola donate \$18 million to the American non-profit Reading is Fundamental, RIF, along with a number of community programs.

The public response to the 7 Harry Potter books that Rowling penned and the 8 films that resulted from them is nothing short of passion set on fire like a lightning bolt from a wizard's wand. From out of that single 4-hour train delay, came not just a cast of beloved characters, but a whole world peopled by delightful eccentrics, magical possibilities, and very human struggles with life and death.

Paul Newman

Our third candidate for celebrity leadership was a movie star in life and a legend in death. Paul Newman used his fame as one of the hottest stars in Hollywood as a force for good, long after he gave up acting as a career. He's known as an Academy Award winner, philanthropist and activist. What a lot of people don't know is that he was naturally courageous, pursuing his passion of auto racing beginning in mid-life, and serving as a young man in the U.S. Armed forces as a gunner during World War II in the Pacific theater.

Paul Newman got his start as an actor on Broadway when he was 27 years old. His calm maturity combined with confidence gave him what would later become his signature style as a performer. It's natural that we associate him with leadership for this quality alone, but that's not the whole story. The food label Newman's Own began with a single product, salad dressing, and the company made the choice to donate all post-tax revenues to charity.

When the brand took off, Newman and his partner later expanded the line to include popcorn, pasta sauce, lemonade and a few other high quality basics. The company later went on to sponsor a \$25,000 annual grant for the promotion of Freedom of Speech.

Newman started the Hole In the Wall Gang, a Connecticut summer camp for kids who are seriously ill. He himself donated millions upon millions of dollars to support a variety of causes, from aid for refugees to scholarship funds. He was also instrumental in founding the Committee Encouraging Corporate Philanthropy, an organization of corporate CEOs to encourage corporate giving.

Paul Newman himself was a low-key, confident character in life, a charismatic award-winning actor, and a Transformational Leader who continues to ignite passion long after he's left us.

4. Initiate

Steve Jobs

The technology revolution that began in the late 20th century has spawned an industry and a way of life that generations of the past centuries could not have even dreamed about. For one thing, the sum of mankind's knowledge and achievement is available to everyone with an Internet connection.

The technology revolution has also spawned a new kind of leader, where initiative is rewarded to the tune of not just billions of dollars, but billions of repeat customers.

When we think of initiative in connection with Transformational Leadership, our thoughts immediately turn to the late Steve Jobs, co-founder of Apple Computer, Next Computing and Pixar. We have him to thank for the computer mouse and a graphical user interface - not to mention the iPhone and the movie *Toy Story*. How cool is that?

Jobs' stated intention was to revolutionize the way we live our lives. It's a fair bet to say he succeeded, and while he left us all too young, he left a high-water mark that will not be touched for a good century or two to come. When he lost his long battle with cancer, there was public mourning around the world most often reserved for beloved royalty. Spontaneous memorials sprang up in Apple stores from Tokyo to Manhattan.

So why is that? What did Steve Jobs have that made him such a universally popular leader? Well, he had a vision of what the world could look like, and he took the initiative to make it a reality. Now, like all leaders, Jobs had his critics. But there's no arguing with the drifts of flowers and piles of lit candles that honored his passing and his contribution.

Bill Gates

Rival techno CEO Bill Gates who started Microsoft has similarly had profound influence on our modern way of life. For one thing, his choice to license software instead of selling it outright back in the very early 1980s set an industry precedent that turned him and his core team of about 30 original employees into billionaires. This initiative - this cutting edge idea - changed the course of business in the modern world forever. Like Jobs, Bill Gates has his critics. And also like Jobs, Gates has used his tremendous influence and finances to effect positive change in the world that extends far beyond the realm of technology.

Jeff Bezos

In 1994, Jeff Bezos had a vision and took the initiative to put it into action. He wanted to become the largest retailer on the planet. On a road trip from New York to Seattle, he drafted up a business plan and put it into action.

The company he started, Amazon.com, has become the industry standard for online sales, pioneering catalog sales online, contributing materially to the security of Internet transactions, and spoiling millions of shoppers with one-click convenience during the holiday season.

At a time of global economic downturn, Amazon's stock price has "defied gravity" according to Forbes Magazine.

Larry Page

In the late 1990's, Larry Page and fellow Stanford University doctoral candidate Sergey Brin, came up with a series of mathematical probabilities about the Worldwide Web. In August 1996, the initial version of their algorithm was made available, and it's still used on the Stanford University Web site.

This algorithm, the self-titled PageRank, became the basis and the cornerstone for the company the two of them founded in 1998, Google, Inc.

As a company, Google has seen some shuffling about of CEO's - first Brin, then Eric Schmidt, then Page himself. Both Brin and Page have received some of the highest engineering awards and honors on the planet for their innovative technology.

You would think that the guys who practically invented *relevance* on the Internet and pay-per-click advertising would be handsomely rewarded for their indisputable initiative. But each of them receive as compensation for their roles at Google a mere \$1 a year. That's what I call leadership. (To be fair, I'm guessing they did all right when the company's stock went public. You think?)

5. Involve

Mark Magwire & Sammy Sosa

All of these technological leaders played some kind of hand during the Dot Com era of the 1990's. Those were booming times, full of optimism and opportunity. Let's take a look at the 5th "I", Involvement and how it can be illustrated in the arena of competition.

Nowhere else is competition as overtly keen as it is in professional sports. Back in the late '90s, not one but three controversial pro athletes were each chasing a record and a dream. As a fan of the game of baseball, I can tell you at that time I didn't care about team politics - or even about supporting a home team, because what was going on in the world of baseball was a truly once in a lifetime event.

During 1998, Mark Magwire and Sammy Sosa set the world on fire by competing to break a decades-old record of 61 home runs in a single season set by Roger Maris back in 1961. Like most people, by 1998 I'd become disillusioned with the game during an old baseball strike years earlier, when we didn't even have a World Series that year.

But the energy that Magwire and Sosa brought to the sport - the personal involvement that I felt along with everyone in my town elevated us all to the level of Community. Eventually Magwire pulled ahead and broke the record with 70 home runs. What a triumph.

Barry Bonds

This spirit of competition and personal involvement was heightened a couple of years later when Barry Bonds of the San Francisco Giants took center stage, slugging it out on the ball field to break the record for the most home runs in a single season. He succeeded in breaking Magwire's record during the 2001 season, with a season total of 73. Barry Bonds today holds the record to this day for the most home runs in a lifetime, along with records for walks, stolen bases and runs batted in.

I lived in the San Francisco Bay Area at the time, and I'll never forget the feeling of being part of history as it unfolded - I was *involved*, taking a ferry across the Bay to the brand new ball park, sitting high in the bleachers with a view of every city for 30 miles around, watching sail boats and freighters drift by the stadium, the salty scent in the air mingling with the smell of roasted peanuts.

And when Bonds came to bat, no seat in that huge arena was occupied. Everyone was on their feet, cheering and stamping so loudly that Bonds could scarcely concentrate. The noise was like a freight train. You'd think it couldn't get any louder. And then it's the wind up... the pitch... the swing and the crack of the bat, and that ball would fly like it had wings, high into the 1:00 o'clock sky, up and over the heads of the small children standing under the bleachers in the outfield to catch a glimpse of the game for free, and the ball hung suspended in mid-air for just a moment and then dropped back to earth and splashed into San Francisco Bay. The big board would flash with a new number, racking up the home runs of the season like the meter on a gas pump, as Barry Bonds trotted around the bases, one more time.

It was magic, and I felt a piece of that every time I got my morning paper and looked for the makeshift baseball cards that the San Francisco *Chronicle* printed all that season, every

time a new number was added to the count.

It didn't last. The record was broken, sure, with a taint of sorrow for the one who'd held it before. And all three of these players - Sosa, Magwire and Bonds - suffered some kind of indignity under the scrutiny of steroid use and other allegations.

In spite of reality setting in, each of these leaders imparted a sense of inspiration, gave their own brand of leadership through their vision, influence and strength, involving us all in their quest and letting us celebrate their victory just for a little awhile.

Lance Armstrong

Along these lines and on the subject of victory, another athlete captured the collective imagination at about the same time. In a very public personal battle with a virulent cancer, Lance Armstrong fought his way back to health and on to championship in the Tour de France, the annual bicycle race that covers more than 2,000 miles of central Europe.

Lance Armstrong not only fought his way back to life, but he went on to become the only rider in the history of the race ever to win it 7 times, and he won it 7 times consecutively. Like the baseball players I've mentioned here, at least one of Armstrong's victories was clouded in innuendo about doping, though he was never charged.

I don't know about you, but if I were riding a bike 2200 miles or trying hit a baseball traveling straight at me at 95 miles an hour, I have no idea how I'd hold up without at least a belt of tequila. Hats off, guys - way to go. Thanks for the ride.

6. Impart

Rudy Giuliani

The next leadership quality I want to discuss with you is the idea that we need to Impart. We're talking about imparting a vision, sharing the idea of what's possible, taking things a step beyond business-as-usual.

One of the most tangible ways to illustrate this concept is the arena of Social Infrastructure. I'm talking about the way our society functions in good times and bad, about the systems we have in place for dealing with calamity, and the systems we're putting into place for guiding the direction of our human society.

We have a couple of really terrific examples to illustrate this concept, two strong leaders with outsized vision, with scope beyond the now that transcends national borders.

If you've followed my work at all, you may know that I've lived a lot of different places. But my family is in New York City, and I call it my second home. The city meanders in and out of my life like a seasonal stream.

Back in June of 1991, I lived in New York, and I made it a point to enjoy the city as much as possible - take in the museums and concerts, the Staten Island ferry, the Circle Line, the Cloisters, and the towers of the World Trade Center. All of these places have felt like home to me since I was a little girl.

So on a Friday night in June of 1991, I sat on a bench with my knees touching the glass of the window in the Observation Deck of the World Trade Center. The sun was setting, and the street 106 stories below was already in shadow. As I took a sip from my beer, I relaxed and shook off the hurried pace of the previous week. I joked to my friend that you could see all the way to California from there, and the land we were looking at was in a different time zone. I took a picture with my Yashika point-and-shoot camera, and in my haste I didn't realize that my sneakers were reflected in the glass. I still have that picture.

Fast forward this story one full decade, to June of 2001 as I sat in the same spot exactly 10 years later, drank the same brand of beer, but this time I curled my fingers around the top of a brown paper sack. I'd just bought a t-shirt, dove gray with an embroidered logo, "New York - World Trade Center Observation Deck."

On this particular trip, I joked to my friend about how things don't change. But inside I felt an odd nostalgia. Somehow I knew I would never sit in that spot again, and that I could never return to the World Trade Center.

On this particular trip, we had to cut short our visit to the towers because we were meeting my folks. I remember saying to them how surprised I was at the clean conditions in the city, about how safe I felt in areas that used to be off limits even in the daytime. My folks gave the credit to the mayor, Rudolf Giuliani. "You know, he's not such a bad guy," they said. I didn't give it much thought.

What I didn't know at that time was Rudy Giuliani was writing a book called, *Leadership*. True story! He had been gathering material for it for six months at the time of my visit to New York City in June of 2001.

What is so astonishing and what he couldn't know is that his thoughts about leadership combined with his emergency preparedness plan for the City of New York would be tested

in a way that no leader ever hopes to see.

Because on September 11 of 2001 at a quarter to nine in the morning, Rudy Giuliani was about as close to Ground Zero in Lower Manhattan as a person could get and still live to tell the tale. In the hours and months that followed, in spite of personal grief and chaos and blood stains, lack of sleep and the glare of the international media, Rudy Giuliani imparted a vision to this city, this nation, this world of calm, competent leadership. He was a rock where others leaders only stood by and mumbled rhetoric. *Time Magazine* later named him Person of the Year, and he was called Mayor of the World.

His plans for an emergency command center involved the use of Number 7 World Trade Center. What he hadn't counted on was that the site would be the victim of a terrorist attack.

From the moment of the attacks on the World Trade Center, the guy had 30 people following him around with nowhere to go. He had to think on his feet, come up with a new command center amid the rubble, set up lines of communication, and coordinate the rescue teams, security details and clean-up crew for one of the world's great centers of trade.

There was gold in a bank vault in the basement of one of the towers that had come down. There were paper documents and computers containing information vital to national security. There were people trapped in commuter trains at rush hour because the tunnels had collapsed.

And in spite of the disaster drills that Rudy had insisted on, in spite of the clear communication at his daily staff meetings, and in spite of the best laid plans of the people of New York City, there was simply no anticipating the extent of this catastrophe. It required vision at the most refined level to provide leadership under such significant strain, and it required Transformational Leadership to impart that vision to the people who could carry it out.

Somehow I believe that as hard as it has been to recover from this devastating loss, not just in Manhattan, and not just where lives were lost on that day, the path was made just a little more smooth by a man - the mayor of New York - who just happened to be writing a book on leadership.

Today at Ground Zero in Lower Manhattan there are 2 fountains in the footprints where the towers used to be, and the planet spins.

Sir Richard Branson

Another leader I want to talk about with you as he relates to our topic of imparting vision is possibly the most unlikely of visionaries, Sir Richard Branson.

Now I have to admit that until I began writing this book, I have ignored the many accomplishments of this billionaire bad-boy. I used to work in the music industry - in fact, it's one reason I lived in New York City - and I have a certain preconceived notion of people involved in the music scene. I will admit to you here and now that I prejudged this man, and with your help, inspiration and a little research - in fact, by means of your leadership - I have come to admire this guy. To use a term from grandmother's day, *he's got sand*. That is, he's a bit daring.

Richard Branson started his adult life during the psychedelic '60s in swinging London. Okay, it was 1970. Same thing. The Beatles were still together, Jim Morrison was alive and so was Jimi Hendrix... Janis... Elvis - the world hadn't lost any of them yet. Richard was 20 years old, and he started a record label in the crypt of a Catholic church where he'd started his first business, a music magazine.

Now, for those of you who don't know what a record is, music used to be pressed onto vinyl disks through an electromagnetic process into grooves, creating a "record" of the song. This technique was actually originated more than a hundred years ago when cylinders were the medium of choice, only to be replaced by the gramophone in the 1920s. But I'm dating myself.

So this is how Sir Richard Branson got his start - he published a magazine, and he used it to advertise records for sale. In time, he advanced his fledgling business to include a record label, which he called Virgin Records. He signed groups that were so cutting edge that they were alienating to the establishment - groups like the Sex Pistols, Culture Club, Genesis, Devo, Keith Richards, Lenny Kravitz, The Smashing Pumpkins and a whole lot more.

What's so interesting is that This Branson leveraged the success of this record label to launch other businesses and eventually form the Virgin Group of Companies, comprising more than 400 ventures. They cover the gauntlet, everything from train travel to space flight. He's even established a \$25 million award for anyone who successfully devises a way to strategically and safely reduce greenhouse gases on planet earth.

You've got to tip your hat to this guy. Space travel for ordinary people? Who does he think he is, Zephram Cochran? (If you're a Trekkie, you'll get that.)

I love it that this guy is not only thinking of the future, but putting his ample billions behind his ideas. Plus, he's networking with other billionaires and thought-leaders to come up with some truly mind-blowing projects that we mere mortals can only guess at. His personal motto: "Screw it. Let's do it." Somehow I'm not surprised.

7. Inter-depend

Benjamin Franklin

Our final “I” in our look at leadership qualities is Inter-dependence. Some people call it teamwork. For others it's networking. Whatever you want to call it, Inter-dependence is wonderfully illustrated when we look at the arena of Culture. Many leaders throughout history have addressed this topic.

Let's illustrate it this way. Benjamin Franklin lived in the city of Philadelphia when it was still a rude frontier town. Can you imagine? If you take into consideration the fact that the main method of transportation was horseback, the need for street sweeping was crucial.

Franklin advocated that each resident was responsible for sweeping the street in front of his house. In time, Franklin proposed a tax from each resident so that one street sweeper could be hired to manage the sanitation for the entire street.

This is what I'm talking about. No man is an island, and we all need to work together for the success of the greater good.

The unfortunate thing is, not everybody plays well with others. This is where the topic of personal development comes in really handy. If you'll make the effort to work on yourself twice as much as you work on your craft, whatever that may be, your results will be amplified tenfold.

Tony Robbins

One of the leaders I feel best gives us a vision of how we can get better at inter-dependence is none other than Tony Robbins. As a young man, he studied under one of my personal favorites, Jim Rohn. In fact Tony Robbins sold seminars for Rohn's company and then later went on to form a seminar company of his own.

In fact I can trace my own journey of personal development back to the early '90s when Tony Robbin's first book “Awaken the Giant Within” became a bestseller. Somehow it leaped off the bookstore shelf into my hands, and it stirred something in me.

I think it was then that I decided to make the effort to be the best person I could be. One of the difficulties I've had with this path is being around others who haven't made that same choice. It's tough, isn't it? And that difficulty is exactly what I'm addressing here with this topic of inter-dependence. We need each other! We all have to get along, regardless of our race, color, creed, gender, national origin, intelligence... or level of personal development.

A leader who can cross that divide, who can set aside judgment and bring out the best in every person we connect with is truly a Transformational Leader. Tony Robbins brings that to his works. Whether it's an audio, a video, a book or a website, viewers not only get the sense of their own limitless power, but a sense of their completion in the present moment.

We get a feeling from Tony that whatever our foibles and failings - and we all have them - they can be overcome, and until they are, we're still magnificent.

What a marvelous way to be, and what a great attitude for engendering inter-dependence in our culture.

Rhonda Byrne

Another leader in the cultural arena who has helped shift the thinking of a generation is Rhonda Byrne, executive producer of the hit movie *The Secret*. Byrne is an Australian who hails from the realm of television production, and the people she brought together to create this movie share a common belief, which is the subject of *The Secret*. That philosophy is the Law of Attraction.

There are a few things about this topic that I want to cover with you, not to persuade you one way or the other about the validity of the Law of Attraction. But I do want to talk to you about thought leadership and how Rhonda Byrne contributed to shifting the minds of a lot of people, helping them to discover their inter-dependence with each and with the world around them.

It's misconception that Rhonda Byrne came up with the Law of Attraction all by herself. I've heard tirades against her from some misinformed people for proposing these ideas. I think that Byrne herself contributed to this misconception, first of all by calling the Law of Attraction a secret, and secondly for saying that she wanted to give the secret to the world.

But in reality, the Law of Attraction is part of a broader vision called the New Thought Movement, which has a very specific ideology.

In its most recognizable form, the New Thought Movement is said to have begun officially with a man named Phineas Parkhurst Quimby, who was born in 1802. Quimby suffered from a disease called consumption, and he also had extreme tooth decay. As a child, and this kept him out of school. As a young man, he found that there appeared to be a link between his mind and his body's ability to heal itself. Quimby later became an inventor and a mesmerist - what we now call a hypnotist.

There are hoards of New Thought writers whose works were published in subsequent years, and hundreds of thousands of others have embraced and taught New Thought. In fact, the so-called Secret was the subject of the International New Thought Alliance held at the San Francisco world's fair in 1915. The organizers of the world's fair were so impressed with these ideas that they declared an international New Thought Day some hundred years ago at the world's fair. What's even more interesting is that many of these principles are taught in the Bible, the Upanishads, and other religious texts that are thousands of years old and not exactly secret.

With that said, it's tough to make a case for Rhonda Byrne as being the one to give the Secret to the world.

So what did she do? Why am I talking about her, and why do you know who she is? How did she and all the other speakers in this now-classic movie, make such an impact that the term *The Secret* is synonymous with New Thought?

Well, they did a good job. They made it visually stunning. They used rich production values. They communicated clearly. And they had a great distribution system. It went viral, meaning friends referred their friends, regardless of religious denomination, country or other background.

This is a great example of Transformational Leadership in the realm of cultural inter-

dependence. Rhonda Byrne made a documentary so compelling that people believe she did give this concept to the world. And in a sense, that's true. Millions of people would not be talking about the Law of Attraction unless they'd watched the movie *The Secret*, and that is leadership success.

Dick Proenneke

In our final example of cultural inter-dependence, I want to take a look Dick Proenneke, the man who made the documentary *Alone In the Wilderness*. You may have seen this on public television, or maybe you found snippets of it on YouTube. The story goes like this.

When Alaska was a very young state, less than 10 years old, Dick Proenneke had a float plane drop him off on the edge of a lake in the Alaskan bush one late spring. His gear included a handful of tools, most of which had no handle; he had to fashion them himself. He had some raw sheet metal, clothes and some canned goods, plus a few other camping odds and ends.

Also in his equipment was a tripod and a home movie camera. Throughout the rest of the summer and into the winter, Proenneke filmed himself as he built a log cabin, fashioned a stove and cookware, snowshoes and a food cache, and he lived alone in the wilderness. It's a riveting story, and I don't want to spoil it for you, but I will say he was a resounding success. Except for one thing - he wasn't alone.

What do I mean by that? Am I talking about the bears and the caribou who were his neighbors? No, not at all. Do I mean he had spirits or angels around him. That's up for debate, and it's not really our topic. Then were there natives living nearby? No, not that I know of.

Dick Proenneke was not alone for two reasons. In the first place, he was inter-dependent on the bush pilot, the store keeper, the mailman, the tax man and all the other elements of society that make up our modern world.

You see, even in the remote wilderness of the Alaskan bush, he needed that contact with the outside world to manage his financial affairs, his dealings with the government, his need for new equipment, his need to get his film developed, and his need for first aid and over the counter medicines. He also kept in touch with his family in the Lower 48.

Dick Proenneke enjoyed robust health and long life - there were no colds to catch - but he never really was alone. He just enjoyed a great deal of privacy.

The other thing is that by filming himself as he practiced his daily disciplines, cooked food, chopped wood, rowed a canoe, he bestowed profound leadership on the thousands, perhaps millions of people who enjoyed and marveled at the tremendous feat he accomplished while seemingly alone in the wilderness. You see, by means of his film and his leadership, we're there with him still.

Conclusion

What is a leader?

Influence - A leader is someone who transforms, who models, who makes use of the amalgam of vision, influence, and strength. Like Nelson Mandela, a leader uses influence to shape opinion and win the hearts and minds of the broader world. A leader can see the sunrise, even when it's too dark to see the stars. You can do this. Ask yourself, if not you, who? If not now, when?

Inspire - A leader is someone who inspires, like Princess Diana, the most photographed woman in the world, whose personal struggles could not dim light leadership in her eyes. You can do this by becoming clear on your own values, and keeping in touch with what's important to you. Take some quiet time on a regular basis for those touchstones of yours. Keep in touch with what inspires you.

Ignite passion - A leader is someone who ignites passion, like Oprah Winfrey. Her emotional engagement in her work and the people she connected with not only helped coin a whole new lexicon and shape a new media format, her ability to ignite passion built an empire. You can do this by having a clear idea of the great goals you want to achieve in the time that's given to you. Take some time every day to review and reset your one-year, five-year, ten-year and twenty-year goals - the things that ignite passion for you. Break them down into manageable tasks, and work on them consistently.

Initiate - A leader is someone like Steve Jobs who initiates, who forges change, whose ideas are on the cutting edge, and whose selfless acts leave a legacy and shape a whole new world. You can do this. Look around you. What are you discontent with enough to change it? When will you begin? Ask yourself, if not you, who? If not now, when?

Involve - A leader is someone who involves others in their quest to conquer a mountain, someone like Lance Armstrong, or Sammy Sosa, Mark Magwire and Barry Bonds. You can do this by reaching out to others, to attract like minds and build a team of people who believe in you, people you can believe in.

Impart - A leader is someone like Rudy Giuliani who imparts a vision, someone who sees the future for the sake of the greater good. You can do this for the people you care about. It doesn't take much. The next time you're feeling especially in touch with your special vision, take a snapshot of it with your mind. Then haul it now and then to look at, and pass it around.

Inter-depend - What is a leader? A leader is someone like Tony Robbins, who teaches us inter-dependence, even when we'd rather be alone. Or like Dick Proenneke who teaches us that we're never alone, even in the heart of the wilderness.

Modeling Leadership For the Grand Task at Hand

If war represents the failure of leaders to lead, then peace represents the success of the individual to govern himself. For it's not up to our government, our politicians, our

sovereigns, our pastors and rabbis, our entertainers and professors, or our sports heroes to show us right conduct in our daily lives.

It's up to us to model that for ourselves, to seek out and find models in our environment, and to conduct ourselves according to the dictates of our conscience.

And if we can do that with integrity - with vision, influence and strength - then we truly can be transformation leaders for modern era.

The Story That's Written On Your Face

I was riding the ferry from San Francisco back to Larkspur at twilight under an indigo sky, dotted with just a few tiny white stars. The lights of the city came on and shone in the wake of the ferry.

I sat on the sun deck, bundled up, and I read the last paragraph of novel by Thomas Hardy, *The Return of the Native*. The Native in this case was a man named Yeobright.

Without giving away the plot of the book, I can let you know that Yeobright suffered a great loss in life. But as you'll see in the passage I'm about to share with you - that same paragraph I first read under the stars looking at the San Francisco skyline - Yeobright chose to be inspired by the events of his life. He used difficulty as fuel to fire the furnace of leadership.

Here's how that paragraph goes:

Yeobright had, in fact, found his vocation in the career of an itinerant open-air preacher and lecturer on morally unimpeachable subjects; and from this day he laboured incessantly in that office, speaking not only in simple language on Rainbarrow and in the hamlets round, but in a more cultivated strain elsewhere—from the steps and porticoes of town halls, from market-crosses, from conduits, on esplanades and on wharves, from the parapets of bridges, in barns and outhouses, and all other such places in the neighbouring Wessex towns and villages.

He left alone creeds and systems of philosophy, finding enough and more than enough to occupy his tongue in the opinions and actions common to all good men. Some believed him, and some believed not; some said that his words were commonplace, others complained of his want of theological doctrine; while others again remarked that it was well enough for a man to take to preaching who could not see to do anything else. But everywhere he was kindly received, for the story of his life had become generally known.

What Is A Leader?

A leader is someone who makes the story of his life generally known, by the naked face of his actions, by the kindness he bestows, by his vision, by his generosity of spirit and his commitment to something larger than himself.

A leader is at once self-possessed and selfless, overflowing with the richness of his infinite spirit. A leader is himself, a model for his fellows, his culture and his era.

The spark of leadership rests within us all. Don't wait for your inner genius to be forged in the fires of life. Let it be kindled by the world around you and burn brightly in the fires you see reflected in the eyes of everyone around you.

What is a leader?

A leader is us. A leader is you.

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