



LEADERSHIP by Example 2011 Global Conversation Series
The NEXT Leader of the FUTURE with Frances Hesselbein
ONLINE EVENT at the Global Dialogue Center

At registration, we asked everyone two questions – first, to share the DEFINING MOMENT that inspired and guided their leadership, and second, to pass along the BEST ADVICE they were given. Below is a summary of the responses received.

We encourage you to read through them. They will help you extend this ONLINE learning experience. Together, they represent a global peer-to-peer knowledge exchange from leaders and innovators from over 20 countries. You'll find the responses, insightful, validating, and inspiring.

How would you describe your DEFINING MOMENT as leader in your own right? (Consider a moment, an influence, or an experience that set your direction to be a leader.)

1. An 8th grade leadership opportunity as host for a citywide conference for youth
2. A couple of mentors at IBM
3. A defining moment of Leadership was when I started my "re-invention" of myself (return to a career/calling while juggling life and family responsibilities).
4. A leader does the right thing. A leader is not just focused on improving and succeeding but also makes sure that the people/team around them improv and succeed right along with them.
5. A mentor told me to stop waiting for someone else to show me how to lead. He told me to BE the leader.
6. A pivotal moment in second grade, playing the Witch in HANSEL and GRETEL:
<http://bit.ly/cdNKHH> (Includes a limerick I wrote about it!)
7. Although I consider myself a leader, I do not consider a certain defining moment but rather, a journey and evolving into my current situations.

8. Appointed role by upper leadership. Created dynamic empowered and capable team of individuals with strong processes and performance. Have been able to successfully duplicate in three very different lines of business.
9. Arrow Leadership program
10. As a student exchange student realizing what it feels like to be in a completely unfamiliar environment-I make an effort to ensure those new to situations are welcomed and included.
11. As early as sixth grade, I became involved in student leader opportunities, which developed my role as a contributor to my school and my community. The most influential moment was developing the STAND program, which encouraged students to do the right thin
12. As I child I always led the pack
13. Assignment of new job.
14. Assuming leadership during a a chaotic time during a technical deployment.
15. Being asked to speak at an international conference to my peers and share my success story with them.
16. Being of service to others and causing chain reactions
17. Being part of a leadership team that enabled an organization achieve a step change in performance setting a new industry benchmark. How? By successfully "pointing the way, modeling the way, clearing the way and getting out of the way".
18. Being part of the 21st International Youth Leadership Conference (IYLC) in Prague this January, where I was given the opportunity to interact with student leaders from more than 30 different countries.
19. Bell choir director at church
20. Bringing forth the pass knowledge that I have experienced in a different position. Giving advices, talking to individuals. If someone that is on the executive board doesn't step up or slack, I take in and step up and or help out.
21. Caring
22. Choosing to live a life of my own vs. following the path set for me by family or society.
23. Completed my Master's in Strategic Leadership
24. Completing a local civic leadership program
25. Completion of Circle of Latina Leadership curriculum allowed me to see the value of Servant Leadership.
26. Completion of MBA
27. Courage to stand up for what was right even when it meant taking the risk to breakaway from business relationships that just were not working anymore. Courage to stop covering up and fixing mistakes from a fellow colleague's poor performance.
28. Culmination of experiences; each experience has helped to prepare me for the next step.
29. Defining moments for me as a leader have typically been those times that I move into new organizations and have had to "establish" myself as a leader.
30. Delivering a keynote speech that was well received
31. Democracy demands Leadership. The corporate CEO should try to become the Leader of the nation; Chief Executive of America
32. Developing a strategic plan for senior military leaders for a state, and being a strategic outreach member for leadership at the Army War College
33. During and following college graduation, I was asked to volunteer and lead several initiatives.
34. During the qualification process for an office's career in the military, my performance in a very competitive testing process became a defining moment to aspire for leadership roles in my future endeavors.

35. Each Thanksgiving, my Mom would invite the whole neighborhood, friends of friends, colleagues and strangers. "Why can't we just celebrate with our own family?" I asked one year. My mom responded, "Some people don't have families. Why wouldn't we invite the
36. Each time that one of my reports is promoted and embraces greater responsibility.
37. Effective collaboration with others
38. Evaluating and approving custom account benefit requests identified me as SME and lead for product area.
39. Experience saving myself and my daughter from abusive husband/father - - cleaving with nothing, taking care of everything myself, and doing just fine.
40. First time I spoke a crowd, third grade, funeral of a classmate.
41. Focusing on my gifts
42. Gain knowledge and then to share that knowledge
43. Given a large project to complete with total control over all aspects. Project was critical to efficient operation of the entire department and was completed on time, within budget and obtained the desired results.
44. Globalization initiatives 10 years ago in IBM, I had the possibility to choose either to be led or to be part of the design of the game.
45. Growing up in Girl Scouting I had many opportunities to be a leader, make decisions, be responsible. I thrived on those opportunities. As I grew older, the level of opportunities and responsibility grew with me and empowered me to be the leader I am today.
46. Haven't had a defining moment yet.
47. Having a skill-set to step up to the plate and do a task which I was totally able to perform whereas there was no one else performing the life changing events related to small business development for those Southeast Asians who came as refugees to the U.S.
48. Having to make an unpleasant decision
49. Hearing God speak through me in the preaching moment.
50. Helping to aid the development of others ; improving process and strategy to drive change
51. Hired as Manager in my organization
52. How would you describe your DEFINING MOMENT as leader in your own right? (Consider a moment, an influence, an experience that set your direction to be a leader)
53. I believe my defining moment came at the time I realized that responsibility for subordinates is not so much of a task as it is an opportunity to be of help by providing a positive role model.
54. I can't think of a single defining moment. It is a lot of small but significant events building over time.
55. I discovered through a tough experience that above all else I must CULTIVATE and TRUST my inner knowing. That each of us has inside a genuine true guide; the sound of our uniqueness..that responds to something the world needs. Do the work and look inward.
56. I do things because I think it's the right thing to do because I want to inspire others to make a difference in their own lives and those around them. The most recent was a 10 day 1,380km cycling ride to raise money for Parkinson's.
57. I don't know that I would describe myself as a leader. I lack the creative vision that I think separates leadership from management.
58. I experienced a moment of failure that inspired me to climb over the wall of adversity. I learned that failure isn't necessarily a bad thing. I resolved to help others overcome this proverbial wall and truly gain success.
59. I grew up surrounded by strong women from a young age. As cliché as it may sound, these women taught me to lead and never to be a follower. Through experience, I have learned that I can progress ONLY by leading myself and the groups that I represent.

60. I have always been a leader, even as a child. Teachers always selected me to take on additional responsibilities and as I grew older, classmates and work colleagues similarly looked to be for direction, advice, and leadership.
61. I have become very observant of the specific needs of my organization. I've noticed that morale has been low, some of my colleagues appear to be disengaged and uninspired. I went to my supervisor and requested we have a retreat. In turn, I planned the retr
62. I have studied the DARK SIDE of leadership because I think that is what most people don't understand. When you can control the ego, then other things go so much better. So understanding ego development is critical.
63. In 2004 I acquired a struggling company with 14 employees. I remember the day I was introduced as the new owner and fielded their questions. I had to articulate a clear vision for the future in order to calm their nerves and keep the best employees.
64. I like to influence others and contribute to a better organization, world
65. I organized and facilitated parent leadership training for families who have children who are deaf/blind in New York State
66. I saw the need of leadership everywhere. Since I was a child. I was aware of the difference between a "chaotic" setting vs a "structured" setting and who it could impact my outcome/perform. Therefore, I volunteer to lead activities, lectures, etc
67. I think I'm tired of waiting for someone else to lead. I should not expect someone else to do what I think should be done. I should not be afraid to be out front leading.
68. I think it is one thing to recognize a challenge that is not being met constructively by your organization and another thing to help others arrive at how to move in a better direction. When I can make that step happen then feel I am a leader.
69. I think the defining moment was when one of my direct reports told me that she trusted me to advocate for her. That told me that she saw me a leader and I started in my job as her peer so this was a big step.
70. I was a frequent speaker at data mining conferences when I realized what companies needed was a new way to look at business. So I started doing research and wrote Business Intelligence Success Factors (Wiley/SAS 2009) which makes a fiscal argument for trea
71. I was passionate about what I was doing, I was engaged in my work, the work I was doing was innovative and very collaborative, I found joy and excitement in the project
72. I went to a conference on negotiating public-private partnerships and learned about consensus approached to conflict resolution and decision-making.
73. If we want to achieve something in life which we never achieved before, we have to do something we never did.
74. In a blocking moment, due to company context
75. In my current job it was when I took on the project lead position for a major initiative that entailed standing up a corporate university. I was able to effectively lead the project and get it done on time and within scope.
76. In the stakeholder problem-solving work that I do, I realized that I am able to hold open a space in which the gifts and talents of others can emerge in a manner that allows the best solution set to be developed by all.
77. Indian Boys State - during High School
78. I've always been a "change agent" since Junior High (that dates me). I like to think about better ways to do things. So I found a way to communicate my vision and get people on board to make good things happen.
79. I've always doubted my abilities even though management above me has said I have talent. Working in a dept where I moved up the ranks has presented challenges with maintaining support from individuals who are much older than I am. It wasn't until a person

80. Joining the speech team in high school. Once I knew how to use my voice, I realized I could help bring about change for the benefit of others.
81. Kept a state agency from being eliminated
82. Leading a team of 7 people into combat for a year and returning all of those people alive and well.
83. Leading Soldiers and chaplains in combat. Development and implementation of a strategic plan.
84. Learning how to cultivate buy-in to not just motivate but have a team own the process and results.
85. Learning that I define myself as a leader.....no one or anyone else.
86. Learning to deal with difficult & disruptive people in my first roles in HR for a large manufacturing company.
87. Meeting Frances 15 years ago.
88. Meeting indigenous activist and Nobel Peace Prize recipient, Rigoberta Menchu Tum, listening to her story, passion, and vision.
89. Mentoring someone else and realizing they trusted me to lead.
90. My defining moment as leader in my own right was when I realized that the reason for my past failure was that I was busy working hard and not spending time learning from the the success and experience of other women in higher position.
91. My defining moment as leader was when I became a freshman mentor in my high school. I developed my public speaking skills and I learned that I am capable of guiding a group through the right path.
92. My defining moment came from the lunch table. I had lunch with three respected leaders during the time I was visiting the US. The first leader asked me what is your mission while doing your PhD and after PhD? The second leader told me that you need to be
93. My defining moment is on-going. I see that some people in my organization (with low org power) buy into my abilities as a leader and some do not (with high org power). The outcome is TBD.
94. My defining moment is the realization that more people are willing to cross racial barriers to create and advance change, and I am open to learn from these experiences to collaborate on new solutions.
95. My defining moment was being thrust into a key role and reporting results to executives
96. My defining moment would be attending the University of Pittsburgh's Hesselbein Global Academy for Student Leadership and Civic Engagement. This experience was eye opening and life changing. I was so motivated by the students and leaders around me that it pushed me.
97. My defining moments are when people surprise me by telling me that I helped them make a decision or I influenced their lives in some way...very rewarding.
98. My first directorship of the YWCA River Bend Nature Center in Racine, Wisconsin - I was hired and mentored by Mavis Kryzanek, who is an inspired and inspiring leader. Mavis demystified leadership with pragmatism, humor, trust, heart and wisdom.
99. My Junior year in my predominately white high school, I took the initiative to start a club of diverse students, AHANA (African Hispanic Asian Native American). We all came together from different backgrounds and realized were not so different after all.
100. My parents' influence on me
101. No one defining moment set my direction to be a leader. Multiple influences/life experiences. Harvey Mackay sent me his box of books as a gift - arrived home one day to a delivery slip - never ordered - his example showed me how leaders become leaders.
102. One of my employees (who was also a personal friend) told me the fellow employees were taking advantage of my good nature at work.

103. Presence in all it*s qualities, listening, wisdom, sharing knowledge making this world a better place to live for all human beings.
104. Private thanks from customers (internal and external) about their delight with the team service and product.
105. Realizing I had followers and the need to manage them as such.
106. Realizing that it actually helped to pray "please make me a better leader today than I was yesterday" and bringing that focus with me to the day's challenges.
107. Realizing that leaders can look like anyone. I set out to become the leader that I wish I had, instead of putting up with the poor leadership prevalent in my industry.
108. Recognition that people need to control their environment and actions.
109. Recognized a problem and believed in my solution - never submitted to criticism and aligned with senior people who supported me.
110. Responding to an internal call to take over/lead a meeting that appointed leaders lost control over when attendees engaged in heated debate. Brought calm to the situation, provided space for everyone to be heard, and encouraged consensus for next steps.
111. Running travel logistics for Internet World Trade Shows in the late 90's and accomplishing the impossible to coaching, directing, cheerleading a team of almost 100 employees dedicated to the task.
112. Seeing effective leaders in action
113. Seeing the level of poverty and wars. Being in a poor community realizing that they daily fight for food.
114. Serve and sustain to our country
115. Setting the stage for major change in pain management at a medical center when I had no experience in that area
116. Shocking I had unrealized influence
117. Spearheading a paperless procedure project.
118. Suddenly being thrust in charge of a business with 25 employees at the age of 24 with no business or leadership training.
119. Taking on a difficult assignment that could not be successfully done.
120. The day I realized that leadership is about empowering others.
121. The defining moment was when I asked for funding to participate in an expensive professional development program, and I was granted the funds.
122. The group step embraced the needed change and over came several obstacles as a group
123. The moment when I finally had the courage to take the mask off and be exactly who I was created to be.
124. The most recent situation happened when two VP executives approached me to start up a non-for-profit with them. They considered me a partner in the organization. At that moment I was humbled to think that may the route I am on is just a pit stop.
125. The realization at an early age that my thinking diverged from the crowd
126. Through volunteer work I was able to lead, organize and be responsible for the raising of large sums of money for my charity of choice
127. Throughout my career I have had the opportunity to work with some outstanding manager. But none were more influential than Robert Green at Oracle.
128. Took the decisions when situation was tough
129. Trustee - to be able to work with and co-ordinate Attorney, Accountant and Bankers.
130. Understanding importance of involving all stakeholders in creating a shared vision.
131. US Army
132. Vision proposition

133. When a college professor in graduate school told me that someday I could be teaching the course.
134. When confronted with difficult times
135. When Frances Hesselbein was CEO, I was honored to be Director of the first Girl Scout National Center for Innovation: for every girl, everywhere, to increase pluralism in Girl Scouting.
136. When I achieved unanimous approval by the Board of Directors of a state professional organization to create a new voting seat for my constituency. It was an empowering moment that also proved to me that I could effect change and had now created an opportunity.
137. When I became a principal of a k-12 school, I was a leader only in the sense of title. That entire ten-year experience, prior to entering the field of higher education, was a defining moment, in terms of preparing me as a professor of leadership studies.
138. When I chose to run for class treasurer in high school.
139. When I decided to embark on MBA program and met my community of Practice, realized have all it takes to be one.
140. When I established a student organization at the University of Texas - Austin that succeeded in raising funds and producing programs that served our mission.
141. When I fully accepted the responsibility to act on my vision without the permission of others
142. When I organized the first TeenScreen site in North Carolina.
143. When I realized my thoughts, actions and vision could positively influences people lives.
144. When I realized that my leadership behaviors and tactics MUST align with who I am as a person or the behaviors will be, at best, unsustainable and at worst, actually harmful!
145. When I realized that the things I thought I had to hide about myself were actually the fodder for my leadership.
146. When I realized the power of communication and perceptions and to what degree the play into how you need to frame your leadership approach and implementation.
147. When I realized, at an early age, that it was important to and that I was not afraid to speak up about things in which I believed.
148. When I was acknowledged as the leader of a volunteer team which became the defining reason Soviet Leaders became agreed to a major consulting project with Werner Erhard to work in the Soviet Union before and perhaps contributing to the iron curtain falling
149. When I was offered a considerable promotion within my first year of employment.
150. When I was promoted after completing a global project 2 months early that increased market share by 8%
151. When my desire became to train up other leaders.
152. when my peers elected me to lead them out of a crisis
153. when you are convince that this is the right thing to do.
154. While in college I was the President of a historically Black Women's Service Sorority and was left as the only member after other members graduated and I was able to build the organization back up through recruitment and programming.
155. While leading a research team for NIH trial at Maimonides Medical Center (MMC), I was first intimidated directing the Orthopedic team, but in a short period of time was highly valued by them as expert in geriatrics and as a core investigator on the trial.
156. Working as Chief-of-Staff in Company that does not have that as an official position.
157. Working for the DOD schools.

What is the best LEADERSHIP ADVICE you ever received that you think is relevant for the NEXT leader of the future?

1. Always question the status quo. - Believe in yourself and that you can create change despite what other people may say. - Stay focused.
2. A boss who told his leadership team: "Let us think this through very carefully as we make this decision. Our credibility is all we have. Once gone, it is seldom reclaimed"
3. A leader is an individual who has followers.
4. A leader must always be a team player and must be open to constructive criticism.
5. Accept change as an expected, needed, normal part of the business day.
6. Accept that you are a leader and people want to follow. Make a positive impact on their careers.
7. Accountability
8. Action with Vision
9. Actions speak louder than advice - the next leader in the future will understand global cultures, share knowledge, never be too busy to care, focus on new ideas and continual learning and instill leadership qualities in others and serve our world.
10. Admit when you have made a mistake... own it and immediately start action to correct the mishap.
11. Always be inclusive.
12. Always hire people who you believe have more potential and talent than you. Then help them realize those abilities to the fullest.
13. Always keep thinking about the next 15 years and preparing for it.
14. Always listen, to others AND yourself.
15. Always surround yourself with good people and then delegate the responsibility to do the necessary tasks. Also do a follow-up and hold those assigned to account for the completion of the assignment and then acknowledge these accomplishments.
16. Always take the initiative, even when it may seem that there is no opportunity to do so. Speak for those who can't or don't know how to speak.
17. Appreciate people. Create an environment that nurtures engagement and you'll be rewarded with creativity.
18. As a leader: 1) The "hero leadership" model is not sustainable....so stop trying to be like (fill in the blank). Be who you are and what you want to achieve...authenticity is sustainable. 2) when in doubt about how to approach an issue, consult Drucker.
19. Ask not tell!
20. Ask them what they want and give it to them
21. Asked the question, by a mentor: what are the results you want from this encounter? And, in class with Peter Drucker: on whom do I depend for information? and who depends on me?
22. At the Hesselbein Global Academy, I told Frances I wanted to be President of the U.S. and I had some doubts. She told me not to be afraid to dream big. She believed that I could be President. Leaders are big dreamers.
23. Be a good listener to others and do not be quick to 'judge others'
24. Be a guide from the side rather than a sage on stage.
25. Be a leader with the people not just of the people.
26. Be a multiplier, not a *diminisher*. To think abundance, not scarcity.

27. Be able to articulate your unique "relational" competencies that are otherwise invisible, unarticulated, and unvalued--to bring them visible, articulated and valued, to make a difference in the world.
28. Be authentic, be caring and inspire those around you to be greater than they think they can be
29. Be fair and consistent
30. Be flexible!
31. Be flexible, listen, but be also firm
32. Be inspirational
33. Be loyal to your own joy
34. Be passionate
35. Be persistent
36. Be the change you want to see. (paraphrased from Gandhi)
37. Be yourself but learn from the leaders and improve or customize to suit yourself with the help and guidance of Almighty God.
38. Be yourself.
39. Be yourself. People respond to authenticity.
40. Be yourself. Tap into your own God-given abilities. Surround yourself with the best people in the organization. Have an accountability group and partner that will always tell you the truth.
41. being a servant leader.
42. Believe in my inner voice.....for the goods of all.
43. Challenge, challenge yourself at every opportunity
44. Commit to personal growth and letting go of the need for control.
45. Confidence from my mentor in my abilities and talents
46. Consider all the stakeholders in each decision.
47. Continue to red, learn and develop for the future. People are people regardless of the industry or level within an organization.
48. Determine your corporate culture (in my case, Quality) which sets your mission, which becomes your passion as soon as you start your leadership within the company.
49. Do what you do best and work on something you are passionate about. Manage your employees with "Love", for their individuality and the Company's Mission
50. Do you want to be RIGHT? Or do you want to get what you want?
51. Document your goals and keep them in front of you, so you don't go off track.
52. Don't accept playing in too small a sandbox
53. Don't have one.
54. Don't pay too much attention to critique and negative comments about yourself.
55. Don't try to fix everyone's problems. Coach them to fix the problems on their own.
56. Don't try to make any significant (big) changes in your first year as leader in a new role/organization. Get to know the culture of the organization, its people, its history first-- then consider changes, if any.
57. Educate yourself to be an equal partner
58. Embrace change as opportunity!
59. Excellence is a form of deviance, doing things that are not normal.
60. Figure out what motivates each staff member, align it to the strategic plan and then get out of the way.
61. Find wise people who have your best interest at heart who will encourage you to celebrate the small and big wins and challenge you to your excellence.
62. Find your own voice and be true to it.
63. Focus - pick 3 things and put your energy into them

64. Focus on your gifts
65. For myself, saying less than I think. Followed by increasing my awareness of the needs of my team in collaboration with the companies vision and mission.
66. Frances' definition of leadership: to *be* rather than to do
67. God gave us dreams to fulfill.
68. Help others get what they desire and my desires will follow
69. Help stakeholders shape their own solutions
70. Hold steady when there's pressure to provide an answer
71. Honesty and passion overcomes fear and scarcity
72. Honor Code
73. I am ALWAYS in charge of whether my behaviors and actions are aligned with my personal values regardless of my work situation or environment.
74. I happen to be a clinical psychologist and though it was not meant as advice for leadership I recall my supervisor in grad school telling me that "context is more important than content" and in both my clinical and leadership work I find that is so true.
75. I have never really had a mentor; however, the leadership model I have developed focuses on leading from the intersection of competence, character, and creativity.
76. I know nothing except what I learn from the field.
77. I still look back to words of a professor, who told me not to envy someone who is doing something interesting, but to become qualified and do it!
78. Identify who you are and what is your passion.
79. If everyone is doing something, do the opposite or try to discover another way to do it better by using your strengths and your teams strengths.
80. If you can't change something, then change the way you look at it.
81. I'm very positive and that I keep my word. I'm always there for them, even if im busy with other things. I keep in touch and keep everyone updated.
82. In a leadership conference, I was educated about "diversity swagger." The best advice I've gained was to always remember that everyone is different. One method of communication may work for you and not for another. One response you give may be understood d
83. In order to be a leader you must be willing to serve and develop other leaders. The true measure of a leader who how many other leaders they have developed in the course of their career.
84. In times like this, always be looking over the horizon and always be open to new thinking and new ways of doing things...
85. Instead of trying to change people, find their strengths and try to tailor their job to play to these strengths.
86. Integrity, dedication, magnanimity, humility, openness, and creativity -- or, more succinctly, vision and virtue -- are in all of us, however rusty or dormant they may be. -Warren Bennis from his book "Managing People is like Herding Cats".
87. It is not personal.
88. It's not about you, it's about those you lead.
89. It's OK to learn about other leaders' styles and "secrets for success," but a real leader is authentic, that is, he or she doesn't try to copy others, but rather develops his or her own personal style by leveraging his or her own strengths.
90. Know people to serve them and you will lead them more effectively
91. Know the troops
92. Known is the past; past means dead. Known is burden. Free yourselves from the Known. Welcome the unknown. Unknown is the future.
93. "Lead by example" and "Perseverance".

94. Lead with confidence. Know what you know; Admit what you don't know. Be honest and gracious about sharing credit for success. Park your ego at the door. It's not about you. The only "I" you should be worried about is the one in "Integrity."
95. Leaders are born not made but be humble and listen and learn from those you lead
96. Leadership is a matter of how to be, not how to do.
97. Leadership is about building relationship, role modeling behavior and focusing everyone on vision.
98. Leadership is about relationships. You must develop the relationships with people in order to persuade them to follow the vision!
99. Leadership is not what you do, it is who you are! (Being, not Doing)
100. Learn how to be the best team member -- the one everyone wants on their team -- and you will be a better leader.
101. Learn that leaders influence others and learn to make tough decisions
102. Learning from Deans Hennig & Jardim to carefully analyze the context of any leadership situation, to complete a thorough situation assessment.
103. Learning how to listen and learning how to make collaborative decisions.
104. Listen
105. Listen and Communicate
106. Listen and learn
107. Listen and rely on your best people
108. Listen more than you speak.
109. Listen well to what others are saying, verify information, and be ready to act when needed.
110. Listening to what staff of all levels have to say. Full Engagement.
111. Look 3 levels beyond your world.
112. Make a decision with proper research and input, and STAND BY IT, even if it does not go as planned.
113. Mission focused, Value based and Diversity driven. I think this short statement has most powerful insight and will help next generation to grow with responsibility.
114. Never give up.
115. Never lie and you won't have to remember everything you said.
116. Never, ever give up and develop a strong sense of self before taking on the challenge!
117. Obstacles are those frightening things that become visible when we take our eyes off our goals.
118. One cannot work in "silo" but needs a dedicated group of people to pursue a common goal thus creating a change (collaborative leadership)
119. People who do the job know the job best (Peters/Waterman book quote)
120. play hard, work hard and have fun.
121. "Perfectionists go to great pains; and share them with others." -- Mavis Kryzanek's reminder to me
122. Put your own oxygen mask on first, then help those around you!
123. Real leaders are not people who can point out what is wrong. Almost anyone can do that. Real leaders are people who can make things better.
124. relationships
125. 'Re-spect' means to look again and see better: 're'(again)&'spect'(to look and see.)
Respect is the essence of being inclusive...
126. Seek Possibilities.
127. Selflessness
128. Speak and act with confidence and trust your team.

129. Stand by your convictions, but listen to others' as well.
130. Stay on top of things
131. Stay vision focused
132. Strength from diversity
133. Surround yourself with people who share the same vision and who are committed to work as a team.
134. Surround yourself with positive, proactive people and work as a team, capitalizing on everyone's strengths.
135. Take the time to share your knowledge with your team and keep them informed of business initiatives. This enables a better understanding of our mission and business direction and achieves buy-in, resulting in better performance results.
136. Take the time to talk to your employees and to get to know them as people.
137. That what makes a leader is knowing when to lead and when to be a follower. That the majority of the time, leaders try to balance their thinking when it come to decision making.
138. The best gift you can give your children is a good example.
139. The best leadership advise I ever received was to keep in mind that people want to be involved. People want to be included in the work that needs to be dome. I used to do everything myself in order to save others from additional work. Big mistake.
140. The best problem-solving approach begins with defining the appropriate question and staying in inquiry long enough to transcend the patterns of the past by looking toward what may be possible. From my wise teachers/mentors.
141. "The leader of the past tells; the leader of the future asks." -- Frances Hesselbein
142. The need for a leader to inspire others is the best advice I received.
143. The primary responsibility of a leader is to raise up other leaders.
144. The very best leaders I have seen are passionately devoted to bringing out the best in everyone they touch.
145. Think big
146. Thinking in terms of a system rather than one responsible person.
147. Three advices, 1. Like change. Be comfortable with the consequences of taking risks. Be resilient 2. Be flexible and adaptable to play different roles and work in different cultures 3. Enjoy the journey more than the results of the journey
148. To be a good leader one must be a better follower.
149. To be INTERESTED rather than focusing on being INTERESTING.
150. To lead by example and not just words.
151. To set aside your thoughts and perceptions and keep and open mind as you truly listen to the voices of those you are working with so that you might find a way to help everyone move ahead or overcome an obstacle.
152. Trust and accountability are paramount.
153. Trust your instinct (still small voice inside)
154. Trust yourself and follow your own heart
155. Walk the talk. Set appropriate expectations and lead by example.
156. We are what we repeatedly do. Excellence, then, is not an act, but a habit.-Aristotle
157. We can find a deeper meaning for everything in our lives. Even for downgrading and re-qualifying for low-level-job.
158. "We can't solve problems by using the same kind of thinking we used when we created them. " - Albert Einstein
159. What is the best LEADERSHIP ADVICE you ever received that you think is relevant for the NEXT leader of the future?

- 160. What the people of an organization want from their leader are answers to the following: Where are we going? How are we going to get there? What is my role? The more clarity, the better the results.
- 161. Whatever one ardently desires, can vividly imagine and acts upon will come to life.
- 162. When climbing the corporate ladder, always reach down to pull people up.
- 163. When initiating change, start with people who are receptive to trying something new and who want to accomplish something -- not with those who resist.
- 164. You are capable of doing anything.
- 165. You are not your title or position and don't fall in love with your title. If you fail your phone will stop ringing, so be authentic.
- 166. You will be able to do whatever needs to be done/decided.
- 167. You will have five problems in your career the size of an elephant and the rest will be minor inconveniences. Pick your battles and know when to use the five "elephant bullets" in your arsenal. Wasting them on the small issues is counter-productive.