

SPECIAL EDITION | January 2019

THE EPOCH TIMES *on*

Leadership

LEADING
WITH WISDOM



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From the Editor



We may be inclined to think that great leaders belong in a category altogether different than that of us mere mortals.

When we look at the deeds and thoughts of men such as America's Founding Fathers, we find some admirable hallmarks of their leadership (see p. 6): their grand vision for the United States, won through sacrifice; their high regard for the link between liberty and virtue, so strong as to be unbreakable; and, through it all, their remarkable humility, reflected in their reluctant answer to the call to leadership.

Much of their wisdom, as is the case for many great leaders, was forged in



LANCE CPL. CHRISTIAN GARCIA

circumstances where matters of life and death were at stake. Although leadership isn't just about leading nations or commanding armies, this hard-won wisdom can be just as applicable to the public sphere as it is to private life, to the battlefield as to oneself.

Indeed, the choices that we make on a small scale in the end might just dictate the shape of our world.

As Confucius said, "To put the world in order, we must first put the

nation in order; to put the nation in order, we must first put the family in order; to put the family in order, we must first cultivate our personal life; we must first set our hearts right."

This special edition highlights not so much the nuts-and-bolts or techniques of leadership, but the heart and wisdom of it. May it prove an inspiration to you in this new year.

Jasper Fakkert
Editor-in-Chief

FRONT COVER "WASHINGTON CROSSING THE DELAWARE" BY EMANUEL LEUTZE (1851); THE METROPOLITAN MUSEUM OF ART

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Stephen Gregory, Publisher
Jasper Fakkert, Editor-in-Chief
Channaly Philipp, At Home, Travel Editor
Chrisy Trudeau, Mind & Body Editor
Crystal Shi, Food Editor
Sharon Kilarski, Arts & Culture Editor

CONTACT US

Epoch Times Inc.
229 W. 28th St., Floor 5
New York, NY 10001
212-239-2808

Advertising
advertisenow@epochtimes.com

Subscriptions
subscribe@epochtimes.com

General Inquiries
inquiries@epochtimes.com

Letters to the Editor
lettertoeditor@epochtimes.com



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We endeavor to educate readers about today's most important topics, seeking to broaden and uplift minds. We believe that rational,

balanced debate is key for fostering a healthy democracy and a compassionate society.

As an independent media outlet, we use our freedom to investigate issues overlooked—or avoided—by other media outlets. We seek to highlight solutions and what's good in society rather than what divides us.

We report respectfully, compassionately, and rigorously.

We stand against the destruction wrought by communism, including the harm done to cultures

around the world.

We are inspired in this by our own experience. The Epoch Times was founded in 2000 to bring honest and uncensored news to people oppressed by the lies and violence in communist China.

We still believe journalism is a noble vocation, but only when it genuinely seeks to serve its communities and help them to flourish. In all that we do, we will hold ourselves to the highest standards of integrity.

This is our promise to you.

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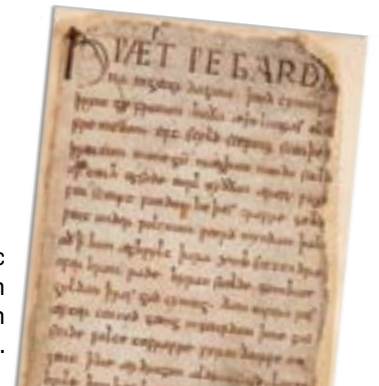
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THE EPOCH TIMES

REPORTING THE IMPORTANT NEWS AVOIDED BY OTHER MEDIA

Leading reporting on the Chinese communist threat for the past 18 years

See what our readers say on p. 24.

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“The Peacemakers” by George Peter Alexander Healy (1868), depicting (L–R) Maj. Gen. William Sherman, Gen. Ulysses Grant, President Abraham Lincoln, and Rear Adm. David Porter.

Good Leaders Should Love the People They Lead

JOSHUA PHILIPP

When I was a teenager, my grandfather, a captain in the Marines, told me a story about a general he met during the Vietnam War. When my grandfather went to meet this general, he found him making calls to save a group of Marines, after a rescue mission had turned into a full-scale battle.

The Marines have a creed to never abandon a fellow Marine, dead or alive. A group of Marines had been ambushed while trying to recover the bodies of another unit, and the next group that was sent in as reinforcements was also ambushed.

The general was desperately trying to save these young men. He turned to my grandfather with tears running down his cheeks and said, “My boys are dying out there.”

When my grandfather spoke of good leaders, this was often the anecdote he used.

A core trait of a good leader is to love the people you're in charge of. The Han Dynasty text "Guiguzi" states, "One with talent but no kindness cannot command an army."

How a leader regarded those in his charge was among the key traits that separated sage kings from tyrants. It was the virtue that determined whether a military leader cared about how his choices affected the well-being of his men, and whether a ruler cared about how a policy affected the everyday lives of his people.

In this same light, a boss can run an efficient and well-ordered company and still be hated by his employees. A man can have a well-ordered home and still be despised by his wife.

The reason is that being able to lead does not necessarily make someone a good leader. Efficiency, order, and even tangible results are not always the mark of a good leader. History is filled with great leaders who weren't necessarily good men, and while their accomplishments might have been far-reaching, they left tainted legacies.

A Leader's Compassion

In the early 1700s, Yamamoto Tsunetomo wrote in the "Hagakure," a manual for the samurai, that "the reason why people still revere the sages of the three ancient kingdoms is because of the vastness and extent of their compassion."

Tsunetomo said that he was aware of what constituted valor and wisdom, but he had only recently come to grasp what compassion was. He cited Tokugawa Ieyasu, the founder of the first Tokugawa shogunate of Japan, who stated: "If the ruler loves his retainers and the people as his children, they, in turn, will think of the ruler as their parent. The principle underlying governance of a peaceful realm is compassion."

The ancient Greek philosopher Aristotle had similar views on leadership. In his "Nicomachean Ethics" from the mid-300s B.C., he referred to politics as the "supreme and most authoritative art" in the aspiration toward goodness.

Cultivation of Virtue

His views were based on the idea that moral goodness and the cultivation of virtue were the true sources of joy; and that in the context of politics, a true leader would embody traits of goodness and virtue, and would, in turn, nurture these values in his people. Politics was something done for the benefit of others, through the pursuit of virtue.

"The deviation from monarchy is tyranny, for both are forms of one-man rule, but there is the greatest difference between them: The tyrant looks to his own advantage; the king, to that of his subjects," Aristotle wrote.

Jiang Ziya is regarded as one of the greatest strategists in Chinese history.



Thus, one who excels at administering a state governs the people as parents govern their beloved children or as an older brother acts toward his beloved younger brother. When they see their hunger and cold, they are troubled for them. When they see their labors and suffering, they grieve for them.

*Jiang Ziya,
"Tai Gong
Six Secret Teachings"*

蓮池/CC BY-SA 4.0



"For a man is not a king unless he is sufficient to himself and excels his subjects in all good things, and such a man needs nothing further. Therefore, he will not look to his own interests but to those of his subjects, for a king who is not like that would be a mere titular king."

Aristotle added that tyranny was the opposite of this principle, since "the tyrant pursues his own good."

As an example, we can look to the Chinese military classic "Tai Gong Six Secret Teachings" by Jiang Ziya. In it, King Wen, who founded the Zhou Dynasty, asks him how to administer a state where the ruler is honored and the people are content.

Jiang Ziya replied, "Just love the people."

King Wen responded by asking what this meant in practice, and was given an explanation of principles that included protecting jobs, keeping taxes low, and, as a leader, avoiding acting out of self-interest and corruption.

"Thus, one who excels at administering a state governs the people as parents govern their beloved children or as an older brother acts towards his beloved younger brother," Jiang Ziya said. "When they see their hunger and cold, they are troubled for them. When they see their labors and suffering, they grieve for them."

Emperor T'ang of ancient China was said to embody these virtues. The ancient text "Huainanzi" described him thusly: "His virtue and kindness flowed everywhere, so that the oppressed and poor were relieved. He comforted those who mourned for the dead; he inquired after the sick and fed the orphan and the widow. The people clung to him with affection; his commands were readily obeyed in the country."

Broadness of Mind

Benevolent leaders also possess a broadness of mind—the ability to see the bigger picture and to guide people along a road that leads them to the best outcome. This requires the consideration of multiple viewpoints, not taking the easy and

comfortable path, while being thoughtful of the needs and wants of others.

Benevolence was seen as going hand in hand with governance, and this was a common theme across many cultures. Guidance on how to achieve this was outlined in many classic texts for leaders. "The Warrior's Rule" by Tsugaru Kodo-shi states this plainly: "Civil administration consists of two things only: benevolence and governance. Benefits are bestowed by virtue of benevolence; regulations are established by governance. Then government is right."

On Micromanaging

The ancients also warned against micromanagement and tyrannical control of individuals down to individual actions. In ancient China, the powers of the state didn't stretch below the county level, and good leaders looked to the wisdom and insights of those around them to develop a broadness of mind.

The Confucian text "Kung Tzu Chia Yu" ("The School Sayings of Confucius") states that "fish avoid streams with clear water; a man too judicious amasses no followers." In this same light, those who micromanage and who are overly judgmental of minor flaws often find themselves without the loyalty and respect of those they're in charge of.

American President and former Union Gen. Ulysses S. Grant showed his ability to leverage the individual insights of his men and their ability to improvise in strategy as the situation demanded. He stated, "I do not propose to lay down for you a plan of campaign, but simply to lay down the work it is desirable to have done and leave you free to exercise it in your own way."

Wise Advice

It was also understood that to attract wise counsel, leaders needed to exercise good values and a love for their own people. The "Three Strategies" by Huang Shigong states: "If your benevolence extends to the people, then wise men will take to you; if your benevolence reaches all creatures, then sages will take to you. If wise men take to you, your country will be strong; if sages take to you, the whole world will be united."

The purpose of wise counsel wasn't for selfish aims, however. The "Three Strategies" notes that the goal is the goodness of the society itself.

It states: "Those who can help the world when in danger can thus establish peace in the world. Those who can eliminate the world's anxieties can thus experience the world's pleasures. Those who can save the world from calamity can thus obtain the blessings of the world."

Joshua Philipp is a senior investigative reporter for The Epoch Times.

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“Scene at the Signing of the Constitution of the United States,” detail, by Howard Chandler Christy (1940).

Lessons on Leadership From the Founding Fathers

JOSHUA CHARLES

It isn't every day that human beings succeed in creating a new nation—let alone one as physically massive as the United States. For that reason alone, some of the leadership principles implemented by the Founding Fathers should be contemplated.

While the Founders made good on numerous principles, I would like to focus on four in particular, drawing from their own words: vision, character and virtue, sacrifice, and humility.

Vision

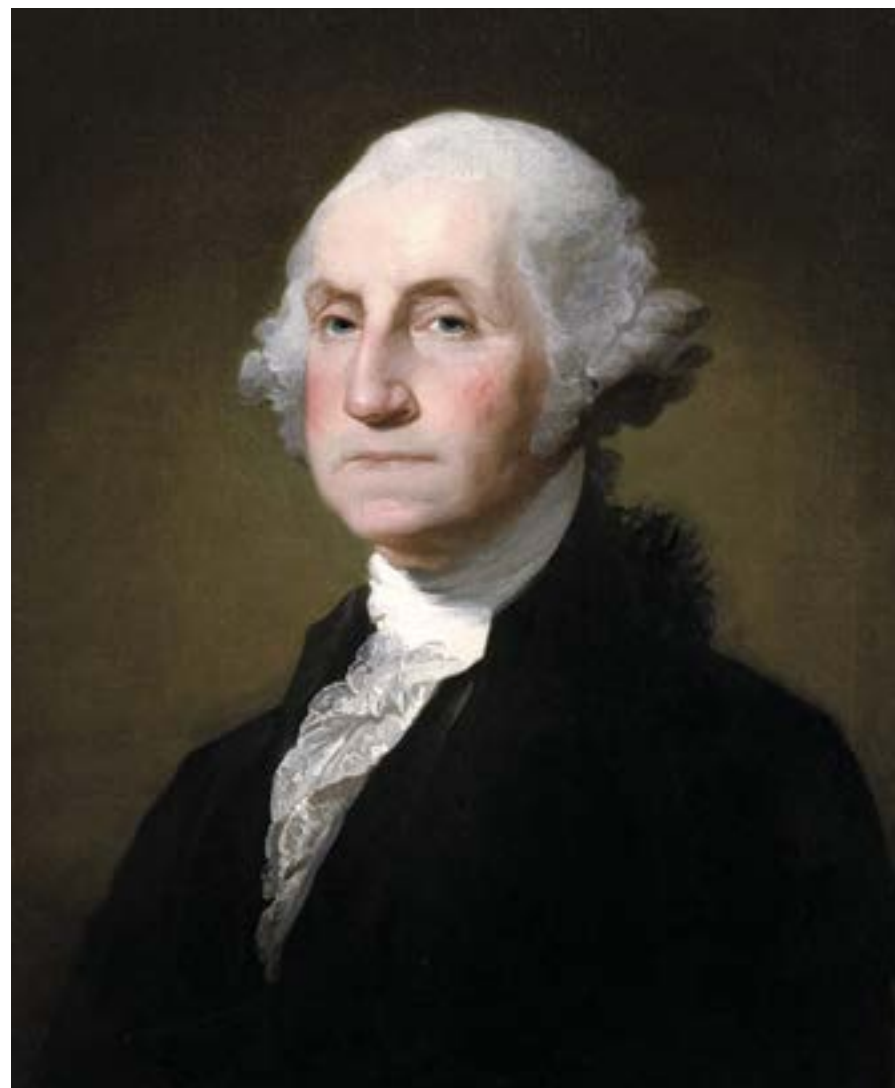
Leaders are bearers of vision. They are responsible for painting a picture of what an organization, a people, a nation can be that the average member of that group may not be able to see or articulate themselves. A people must have a direction, a focus, a telos, a *raison d'être* ["reason for being"]. Without it, their energies cannot be directed, which means they will languish in non-use.

That's why the Founders constantly articulated a vision of what America could be, both before the signing of the Declaration of Independence, and once victory in the Revolutionary War was achieved and the new Constitution ratified.

One of my favorite examples, pre-Declaration, comes from John Adams. In a widely distributed essay called "Thoughts on Government," written just months before the Declaration was signed, Adams articulated a stirring American vision for the colonists—a vision that put America in the context of world history:

"You and I, my dear Friend, have been sent into life, at a time when the greatest law-givers of antiquity would have wished to have lived. How few of the human race have ever enjoyed an opportunity of making an election of government more than of air, soil, or climate, for themselves or their children. When! Before the present epocha, had three millions of people full power and a fair opportunity to form and establish the wisest and happiest govern-

The Founders were not moved by the utopian schemes that have so often taken in lesser men.



Portrait of George Washington by Gilbert Stuart (1803).

ment that human wisdom can contrive? I hope you will avail yourself and your country of that extensive learning and indefatigable industry which you possess, to assist her in the formations of the happiest governments, and the best character of a great People."

Once the Declaration was signed, and with the British on the point of taking Philadelphia itself, Samuel Adams (John's cousin) gave a speech after the public proclamation of the document:

"We have this day restored the Sovereign to whom all men alone ought to be obedient. He reigns in Heaven, and with a propitious eye beholds his subjects assuming that freedom of thought, and dignity of self-direction which He bestowed on them. From the rising to the setting sun, may His kingdom come." [Psalm 113:3, et al]

Likewise, in his first inaugural address as the nation's new president, George Washington articulated a vision for the United States as the standard bearer of the "sacred fire of liberty"—a metaphor and a vision that continues to stick with us to this very day:

"Since we ought to be no less persuaded

that the propitious smiles of Heaven, can never be expected on a nation that disregards the eternal rules of order and right, which Heaven itself has ordained: And since the preservation of the sacred fire of liberty, and the destiny of the Republican model of Government, are justly considered as deeply, perhaps as finally staked, on the experiment entrusted to the hands of the American people."

When it came to a vision for America, the Founders articulated a unique mission. They differentiated America from other nations and times, they pointed in a certain direction, and they called on their countrymen to follow. Clearly, they succeeded.

Character and Virtue

Another principle of leadership many of the Founders lived by was that of character. Were they all perfect? Far from it. But each offered powerful words, to their countrymen, as well as their individual families, encouraging the development of personal character. The Founders knew that liberty and virtue were indissolubly linked. A non-virtuous people could not be free. Thus, to lead the nation →

toward the vision they articulated, they constantly emphasized the importance of character and virtue.

John Adams wrote movingly to his son on this topic. John Quincy Adams had joined him on his journey to Europe as one of America's first diplomats. Adams Sr. was intentionally preparing his son for a life of public service—which he would go on to do in the capacity of an ambassador, a secretary of state, a congressman, and a president of the United States. The father wrote to the son as follows:

“But, my dear Boy, above all Things, preserve your Innocence, and a pure Conscience. Your morals are of more importance, both to yourself and the World than all Languages and all Sciences. The least Stain upon your Character will do more harm to your Happiness than all Accomplishments will do it good.”

Washington wrote in a similar way to his nephew:

“[A] good moral character is the first essential in a man, and that the habits contracted at your age are generally indelible, and your conduct here may stamp your character through life. It is therefore highly important that you should endeavor not only to be learned but virtuous. Much more might be added to shew the necessity of application and regularity, but, when you must know that without them, you can never be qualified to render service to your country, assistance to your friends, or consolation to your retired moments, nothing further need be said to prove their utility.”

As for public conduct, Washington was



You and I, my dear Friend, have been sent into life, at a time when the greatest law-givers of antiquity would have wished to have lived. How few of the human race have ever enjoyed an opportunity of making an election of government more than of air, soil, or climate, for themselves or their children. When!

*John Adams,
“Thoughts on
Government”*

just as firm. Writing to one of his closest friends, Henry Knox, as he traveled to his first inauguration as president of the United States, Washington spoke of his dread of assuming the office, saying the only thing he could promise his country was integrity in his conduct:

“I am sensible, that I am embarking the voice of my Countrymen and a good name of my own, on this voyage, but what returns will be made for them—Heaven alone can foretell. Integrity and firmness is all I can promise—these, be the voyage long or short; never shall forsake me although I may be deserted by all men. For of the consolations which are to be derived from these (under any circumstances) the world cannot deprive me.”

Countless such examples from the Founders' writings could be cited to support the assertion that they viewed character and virtue as essential, particularly for those engaged in public affairs.

Sacrifice

An essential principle of leadership is that a leader never asks others to do things they are not willing to do themselves. This necessarily involves the notion of sacrifice, as virtually any long-term goal worth achieving involves giving up something in the present to achieve something greater in the future. This applies everywhere—ask any employee how they feel toward a boss who, when business is rough, takes a cut in pay themselves. They feel greater loyalty to that boss because they know they are willing to sacrifice with those he leads.

Leaders must, therefore, be willing to



Portrait of John Adams by Gilbert Stuart (circa 1815).

personally sacrifice and have skin in the game to accomplish their vision—never expecting from others what they themselves are not willing to give.

The American Founders exhibited this trait in abundance. Some of them sacrificed their lives in pursuit of American freedom. Others sacrificed time with their families, their financial fortunes, or simply the pursuit of their own interests in retirement.

Washington, in particular, longed for little more than working on his farm in a peaceful, quiet retirement. Nonetheless, his sense of duty to his country informed him that sacrificing this personal desire for the greater good was what was required of him. He did this several times, most notably when he became commander-in-chief of the Continental Army; when he was asked to preside over the Constitutional Convention; and when he was unanimously elected president—twice—after which he laid aside power to finally enjoy some peace on his farm, after a lifetime of service.

When called out of retirement after serving as commander-in-chief for eight long years (during which he visited home only once) to serve as president of the Constitutional Convention, Washington again described his personal sense of duty in the matter:

“I sacrificed every private consideration and personal enjoyment to the earnest and pressing solicitations of those who saw and knew the alarming situation of our public concerns, and had no other end in view but to promote the interest of their Country; and conceiving that under those



Detail, “Declaration of Independence” by John Trumbull (1819), depicting the Committee of Five—John Adams, Thomas Jefferson, Benjamin Franklin, Roger Sherman, and Robert Livingston.

ALL PHOTOS PUBLIC DOMAIN



“General George Washington Resigning His Commission” by John Trumbull (1824).

circumstances, and at so critical a moment, an absolute refusal to act, might, on my part, be construed as a total dereliction of my Country, if imputed to no worse motives.”

Writing to his friend and former fellow officer Knox on his way to be inaugurated (again, something he didn’t want to do), Washington expressed how little he actually desired to be president, much preferring to be on his farm in Mount Vernon:

“[I]n confidence I can assure you—with the world it would obtain little credit—that my movements to the chair of Government will be accompanied with feelings not unlike those of a culprit who is going to the place of his execution: so unwilling am I, in the evening of a life nearly consumed in public cares, to quit a peaceful abode for an Ocean of difficulties, without that competency of political skill, abilities and inclination which is necessary to manage the helm.”

Likewise, John Adams, who would go on to become the nation’s second president and was instrumental in getting the Declaration of Independence approved by Congress, wrote back home to his wife that even their child must be willing to sacrifice for the cause of liberty:

“But I will not bear the Reproaches of my Children. I will tell them that I studied and labored to procure a free Constitution of Government for them to solace themselves under, and if they do not prefer this to ample Fortune, to Ease and Elegance, they are not my Children, and I care not what becomes of them. They shall live upon thin Diet, wear mean Clothes, and work hard, with Cheerful Hearts and free

The Founders knew that liberty and virtue were indissolubly linked. Thus, to lead the nation toward the vision they articulated, they constantly emphasized the importance of character and virtue.

Spirits or they may be the Children of the Earth or of no one, for me.”

Likewise, Abigail Adams, the wife of John Adams, and the mother of John Quincy Adams, wrote to her son on the importance of sacrificing his time otherwise spent on petty amusements and instead spending it on preparing to serve his country:

“I hope you will never lose sight of her interests, but make her welfare your study, and spend those hours which others devote to Cards and folly in investigating the Great principles by which nations have risen to Glory and eminence, for your Country will one day call for your services, either in the Cabinet or Field. Qualify yourself to do honor to her.”

For the Founders, sacrifice and leadership were inextricably linked. The very idea of service necessitated sacrifice.

Humility

Finally, the Founders often articulated and lived by an ethic of humility—a leadership quality too rarely seen in political, corporate, and community leaders today.

Humility is a virtue largely introduced to the West by Christianity. You won’t see the ancient Greek and Roman philosophers articulating “humility” as a virtue.

Humility is basically a sense of restraint when it comes to one’s own knowledge, abilities, or power. Leaders who think they aren’t, or shouldn’t, be constrained by such things tend to plunge headfirst into catastrophe. “Pride goes before the fall,” as the saying goes.

The Founders knew this lesson well, both on a personal and collective level.

For example, reflecting on the situation of the colonies just months before declaring independence, Adams wrote:

“The Management of so complicated and mighty a Machine, as the United Colonies, requires the Meekness of Moses, the Patience of Job and the Wisdom of Solomon, added to the valor of Daniel.”

Adams stood in awe of what was required of him and Congress. He did not suffer from an overbearing sense of confidence. He knew that the times required extraordinary virtue, which by definition must be worked at and acquired. To recognize such a thing was a profound act of humility, and many of the Founders, during those dangerous times, oftentimes engaged in profound reflections on how inadequate to the task they felt.

Indeed, the entire system of government designed by the Founders is predicated on a humble idea of human nature—what it is capable of, and the depredations to which it is subject. “If men were angels, no government would be necessary. If angels were to govern men, neither external nor internal controls on government would be necessary,” as James Madison famously noted.

The Founders were not moved by the utopian schemes that have so often taken in lesser men. They rightly scorned a politics that promised to bring Heaven to earth—they would have had no time for the pipe dreams of a Marx or a Lenin, let alone people who think government is the primary means to achieve all good things in this life.

In a public sense, many of the Founders often spoke of “republican simplicity.” They wanted leaders who were humble and awed by the sense of responsibility delegated to them by the people. Despite being a rich man, Washington wore a very simple, plain suit to his inauguration to make this very point. He was not a monarch sitting on a throne for life. He was an agent of the people, established by them to guide the nation toward the common good.

Vision, character and virtue, sacrifice, and humility—these four principles of leadership animated the efforts of the American Founding Fathers. If we seek to maintain and improve upon the inheritance they left to us, we ought to remember them, and put them into practice, ourselves.

Joshua Charles is a bestselling author, historian, researcher, and international speaker. He is a passionate defender of America’s founding principles, Judeo-Christian civilization, and the Catholic faith, to which he converted in 2018. He loves telling, and helping others tell, great stories that communicate great truths. Follow him on Twitter @JoshuaTCharles or see JoshuaTCharles.com

Understanding Your Purpose in Life

SCOTT MANN

W

hen I was a little kid, we used to go up into the Appalachian Mountains in western North Carolina to visit family. We would follow my grandfather (I called him Papaw) up the side of a mountain, within eyesight of the log cabin where he grew up in the early 1900s. He would build a big fire and tell stories of growing up in those mountains.

We hung on every word he said. He was larger than life, and you could just get lost in his stories. What I always found compelling about listening to Papaw around the campfire was that it gave me such a sense of purpose. When I talked to him, I always felt like I knew who I was. I had a sense of connection to my past, my future, and my present.

The conversations would always turn from his past to our future and what we were here to do. He would really drive you to question your purpose and not pull back. It had such an impact on me for the rest of my life as I struggled through the challenges of becoming an Army Green Beret, going into combat, and doing what my country asked of me. Understanding my purpose was such a big part of that.

Professor James Clawson of the Darden School of Business said that what people

Why is purpose so important? Simply put, because we're humans.

really follow is “inside out leadership.” And he’s right. It’s your sense of purpose that people are attracted to, especially when times are tough.

Why is purpose so important? Simply put, because we’re humans. We are wired to seek out purpose. We’re the most meaning-seeking creatures on the planet; we absolutely crave meaning. We’re social creatures, too. We survive by forming groups and relying on each other. Our identity and our sense of purpose are everything to us. This is our universal truth.

The 2 Most Important Days of Your Life

Mark Twain said the two most important days in any person’s life are the day they were born and the day they figure out why. Our sense of purpose is essential in how we lead our lives. In the military, we give a mission statement. It doesn’t matter what the mission is; whether it’s to fly a fighter jet into Baghdad or to parachute onto a target under enemy fire, we always give two things at a minimum to an American warrior: task and purpose.

What we found is that the American warrior will do anything that you ask of them, of their own free will, if they know the answer to one simple question: Why? This isn’t just true of our service members, this is a universal truth for everybody, whether it’s your customer who’s trying to decide to click the “buy now” button, or the donor who’s figuring out whether to invest with you. They’re going to ask themselves, “Why? Why do I need to do this?”

You cannot explain to someone else why they should take action if you don’t understand your own purpose, your “why.” Simon Sinek was right when he said, “People don’t buy what you do; they buy why you do it.”

But there’s a challenge. It’s easy to lose sight of our higher purpose in today’s transactional society and rat race. Before you know it, we’ve buried our own purpose, and we’re focused on helping

THE U.S. ARMY/FLICKR



The American warrior will do anything that you ask of them, of their own free will, if they know the answer to one simple question: Why?



someone else achieve theirs.

Even if we’re making tons of money, we’re not necessarily fulfilling that sense of purpose and meaning that we crave and need. There are plenty of miserable rich people, and it’s often because their lives lack purpose.

I believe we are creatures of purpose. We are all here to do something bigger than ourselves. We’re all here to play a bigger game. Think about it. The happiest, most rewarding moments in your life are when you are achieving a purpose that’s bigger than yourself because it begins to satisfy the two biggest questions we ask ourselves: “Who am I?” and “why am I here?”

SHUTTERSTOCK



We are wired to seek out purpose. We're the most meaning-seeking creatures on the planet; we absolutely crave meaning.

These are questions we never stop asking on our journey of self-discovery. We owe it to ourselves—and the people we lead—to get as much clarity on them as we can. The more clear we are on our purpose, the more we are able to move people to action when it really counts. People follow clarity of purpose—especially when the stakes and risks are high.

Questions to Ask Yourself

As we approach a new year, let's do something different than just making ad-hoc resolutions that will be abandoned within days. Instead, let's get clear on who we are and why we're here.

Try this:

Go someplace quiet and just reflect for five minutes, asking yourself these questions: "Am I playing the game that I was put here to play? If not, am I playing somebody else's game? Have I lost sight of the game that I'm supposed to be playing?" You don't have to answer what that game is just yet, or what your purpose is—that will come in time.

You will know in your heart and in your gut if you're playing the game you were meant to play. If you are, then ask yourself: "Am I playing that game as well as I could? Am I as clear on my purpose as I could be?"

And if you know deep down in the core of your being that you're not, then

Mark Twain said the two most important days in any person's life are the day they are born and the day they figure out why.

be honest with yourself.

Our country is starved for authentic, transparent, effective leadership that moves people to action. We need this from you.

We need you to be clear on your purpose. That's something all of us can raise our glasses and toast to in the new year.

Scott Mann is a former Green Beret who specialized in unconventional, high-impact missions and relationship building. He is the founder of Rooftop Leadership and appears frequently on TV and many syndicated radio programs. For more information, visit RooftopLeadership.com

SHUTTERSTOCK



To begin to overcome resistance this coming year, reacquaint yourself with your goals.

How to Overcome Resistance

It is the greatest enemy you will ever face in your quest to achieve something bigger than yourself

SCOTT MANN

Pins and needles. That's exactly what I was feeling earlier this year when I launched Rooftop Leadership Mastery, my first online membership program. I speak and train on human connection in person all over the world, and I've seen people's lives change dramatically for the better. But I had this reluctance to do something in the virtual world that I've been doing effectively in person for years.

So why in the world would I feel so nervous? What was going on?

Well, in one word, it's called resistance.

As leaders, we face a multitude of enemies—the erosion of trust, distraction, disengagement from purpose, and anything that will put itself between you and the tracks you want to leave and the impact you want to make. But I believe resistance is the greatest enemy you will ever face in your quest to achieve something bigger than yourself.

Self-Sabotage

Resistance in its simplest form is self-sabotage. Steven Pressfield, my favorite author, wrote a book called "The War of Art." In his book, he talks about the difficulties he experienced and the negative energy that came between him and his writing. This negative energy exists for all of us who are trying to make a difference.

It shows up in our lives when we're close to a goal or beginning the journey to our goal. As you read this, many of you will instinctively know what I'm talking about. But now you have an edge. One of the most important things that you can do when you're dealing with an enemy is to name it. If you don't name your enemy, then you don't know your enemy, and you can't overcome your enemy. Go ahead and name the enemy most likely to trip you up in the new year.



Most of us have two lives. The life we live and the un-lived life within us. Between the two stands resistance.

*Steven Pressfield,
author*

One of the most profound things I have read by Pressfield was this: "Most of us have two lives. The life we live and the un-lived life within us. Between the two stands resistance."

Have you ever brought home a treadmill and let it gather dust in the attic? Ever quit a diet? A course of yoga? A meditation practice? Have you ever wanted to be a parent, a doctor, an advocate for the weak and helpless? To run for office? Crusade for the planet?

Late at night, have you experienced a vision of the person you want to become? The work you could accomplish? The fully realized being you were meant to be? Are you a writer who doesn't write? A painter who doesn't paint? An entrepreneur who never starts a venture? Then you know what resistance is. It is self-generated and self-perpetuated.

So we've named our enemy, and we've defined it. You know it's going to show up. You're expecting it, waiting for it. Now what?

Goals

To begin to overcome resistance this coming year, reacquaint yourself with your goals. Reflect on the tracks that you want to leave behind and be remembered for. Do this frequently. This is your lifeline, your anchor, your checkpoint. As Zig Ziglar says: "Motivation doesn't last for a long period of time. That's why it's like bathing: We recommend it daily." So go back and reconnect to what you're trying to achieve.

Now ask yourself how resistance has shown up in your life before. Maybe it's overthinking a challenge or self-medicating when you feel stress. Maybe it's "poor pitiful me" trips you go on when things go wrong, or putting blame on others. Maybe it's just apathy and playing too many video games. Maybe it's spending too much time lost on Instagram. How does resistance show up and take your knees out to prevent you from achieving your goals? And more im-

portantly, how do you build a personal training regimen to overcome it?

Communicate the resistance you experience with your team, whether that is one person or 10. Let your teammates help you spot it and work through it. Good communication is being willing to be transparent, authentic, and vulnerable with your teammates. Rally together and push through resistance. Give everyone permission to call out when you appear to be "pulling back" from a goal. Come up with a strategy of overcoming resistance by working together by being honest with each other and then filling in each other's gaps and playing to each other's strengths and weaknesses. Hold each other accountable.

And when, as a team, you have won the battle against resistance ... you'll fight it again the next day. Don't forget that. Pressfield reminds us that "the battle against resistance must be engaged anew every single day." The battle must be re-engaged each morning by defining your relationship to practice. If you're trying to lose weight, what is the relationship to practice and what work will you do? If you're trying to launch a new product, what is the regimen that you will have to keep yourself on task? How will your team help you with that?

This is what professionals do. Amateurs will succumb to resistance over and over again, day in and day out. Pros recognize that they are going to face resistance every day and that they need countermeasures to overcome it.

In 2019, let's pursue, together, a movement to lead at a stronger level. Overcoming resistance is key to that.

Scott Mann is a former Green Beret who specialized in unconventional, high-impact missions and relationship building. He is the founder of Rooftop Leadership and appears frequently on TV and many syndicated radio programs. For more information, visit RooftopLeadership.com

It's easy to be a happy, motivated member of a team when everything is sunshine, lollipops, and rainbows. It's when it takes real effort to make the best of the given circumstances that you see what people are made of at the cellular level.



HOW

A WARFIGHTER MINDSET

CAN HELP YOUR TEAM THRIVE

CHRIS ERICKSON

The fiction sections of libraries all over the world are filled with countless volumes of epic tales in which a lone hero saves the day, turns the tide of the battle single-handed, or completes a nigh-impossible quest solo. His courage and skills are unparalleled; he alone made the difference against both time and tide.

However, in the libraries' history sections, the truth is recorded and reality is captured; these sections are filled with real stories of highly trained and cohesive groups of men striving in unison toward a common goal, no matter how impossible the odds.

War Is a Team Sport

Any leader who has been there can tell

you that without question, war is a team sport; the teams that work together will emerge victorious, while the losers end up fertilizing the soil and making the green grass grow. While the stakes in your industry will likely be exponentially lower than actual life and death, the warfighter mindset can help you envision and create a culture inside your organization in which your teams develop and execute their assigned tasks like finely oiled machines.

I've always been something of a natural leader, something that is likely equal parts nature and nurture. I have always thrived in a team environment, whether it be the Scouts or baseball teams or during my formative years in the U.S. Army.

Learning to be a team player is, in my humble opinion, the absolute most important social skill for a young person to learn—and the earlier, the better. When

you understand the importance of the group over the individual, everything else falls into place. Where you are weak, your teammates can be strong. Your gifts are always more valuable when you share them, which makes them unique among any other commodity or limited resource.

Special Forces Teams

One of the most interesting paradoxes found in a Special Forces regiment is that on each 12-man team there is not a singular leader assigned based on rank, but each of the 12 assigned team members is expected to be a capable and competent leader. There is a clearly defined hierarchy and a chain of command; however, at any given moment, any given member of the team is expected to be able to pick up the gauntlet of leadership and carry on until either the mission is a success, or he is the last man remaining on the battlefield.

The team is not an entity consisting of 12 men who do their individual part to accomplish the organization's mission; the team is a singular entity, with 12 components that work in unison to accomplish the team's goal.

The five fundamental components that make a Special Forces team successful will also bring this type of elite performance and success to your organization: adaptability, agility, flexibility, versatility, and discipline. These are not efficiency apps you can download or ethics that can be infused into your organization via a memorandum and a new mission statement. These aren't buzzwords. They are mindsets that take time to absorb before you attempt to infuse them from your leadership down to your most entry-level employee. Competent leaders that you can rely on cannot be created after you already need them. You have to build them out in training and development. The same goes for these five values.

Adaptability

Adaptability is one of the most valuable traits in a team member. No matter what situation your team may find itself in, you want to be able to count on each of your teammates to be putting out his max effort and doing his best job. It's easy to be a happy, motivated member of a team when everything is sunshine, lollipops, and rainbows. It's when it takes real effort to make the best of the given circumstances that you see what people are made of at the cellular level.

Agility

When you start evaluating your team and its individual members for agility, make sure that you don't get this confused with the buzzword "agile." Think of this bullet point as having a good sense of gallows humor rather than a project manager's definition of being agile.



THE U.S. ARMY/FLOKOR

Where you are weak, your teammate can be strong.

At the end of the day, this is the best 30-second definition I can give you for a successful teammate who is agile: Even when things look the absolute worst and chaos is tearing apart your best-laid plans, he's the guy who keeps a sense of humor rather than getting angry or stressed.

Rather than avoiding negative feelings or allowing negative experiences to derail you entirely, you have to learn how to take the negative as a metric that will allow you to course correct and adjust strategically. Agility not only drives improved efficiency and therefore performance, but offers a level of stability to your organization that I can personally guarantee will also boost your organization's retention rates. Agility is just stability when things get turbulent.

Flexibility and Versatility

Flexibility and versatility are in some ways different sides of the same coin. Team members who can bend tend to not break or snap under pressure; team members who have a working knowledge of all the roles on their team can handle stress much better and can boost efficiency if they don't have to stop or delay a project to conduct some minor, basic tasks.

As Green Berets, we spent an extensive amount of time cross training so we could all perform at a basic level for all required tasks on the team, regardless of our assigned job. Being able to accomplish tasks without waiting for a subject matter expert every single time is like having a superpower; with the right training plan, you can make everyone on your team a superhero.

You have to learn how to take the negative as a metric that will allow you to course correct and adjust strategically.

Specialists will always be needed, but they will never be as valuable as a fully developed and cohesive team. Don't be afraid to bring them on a case-by-case basis, but spend your time and money building a well-rounded team. You can pay for specialized support, but you'll never be able to buy an entire team of top-tier performers.

Discipline

You're never fighting for a flag, an ideal, or even the mission itself. You're fighting for the men on your left and on your right. At that moment, you're not thinking about Operation Enduring Freedom, who the president is, the latest policy from the chief of staffs, or the words to "Yankee Doodle." You're fighting so Mike, the guy you've been living and training with for years, gets home to his wife and children, even if that means you die face down in a country most people couldn't point out on a map.

That's what discipline looks like: doing the right thing, no matter the cost and regardless of who is watching. Don't make excuses; accountability should be non-negotiable. Or as we said in the Special Forces regiment, "Don't be late, don't be light, and don't be last." Show up when you are supposed to, bring the gear you're going to need, and never settle for being the last to finish your tasks.

Chris Erickson is a combat veteran and former Green Beret with extensive experience deployed to various locations across the world. He now works in the communications industry. Follow him on Twitter @EricksonPrime

How Three Ancient Geniuses Created What We Call History

JIM WEISS

T

he topic of leadership leads to one of humanity's great, ongoing debates: Do circumstances and events shape a person to become "great," or does a great individual shape events and circumstances?

Three innovative, entertaining writers originated the study of history thousands of years ago, exploring different sides of that question. All three agreed that studying important leaders offers marvelous examples to the rest of us—if we pay attention. Today, in a time of dissonance and questioning of values and institutions, their timeless lessons offer us clarity and direction.

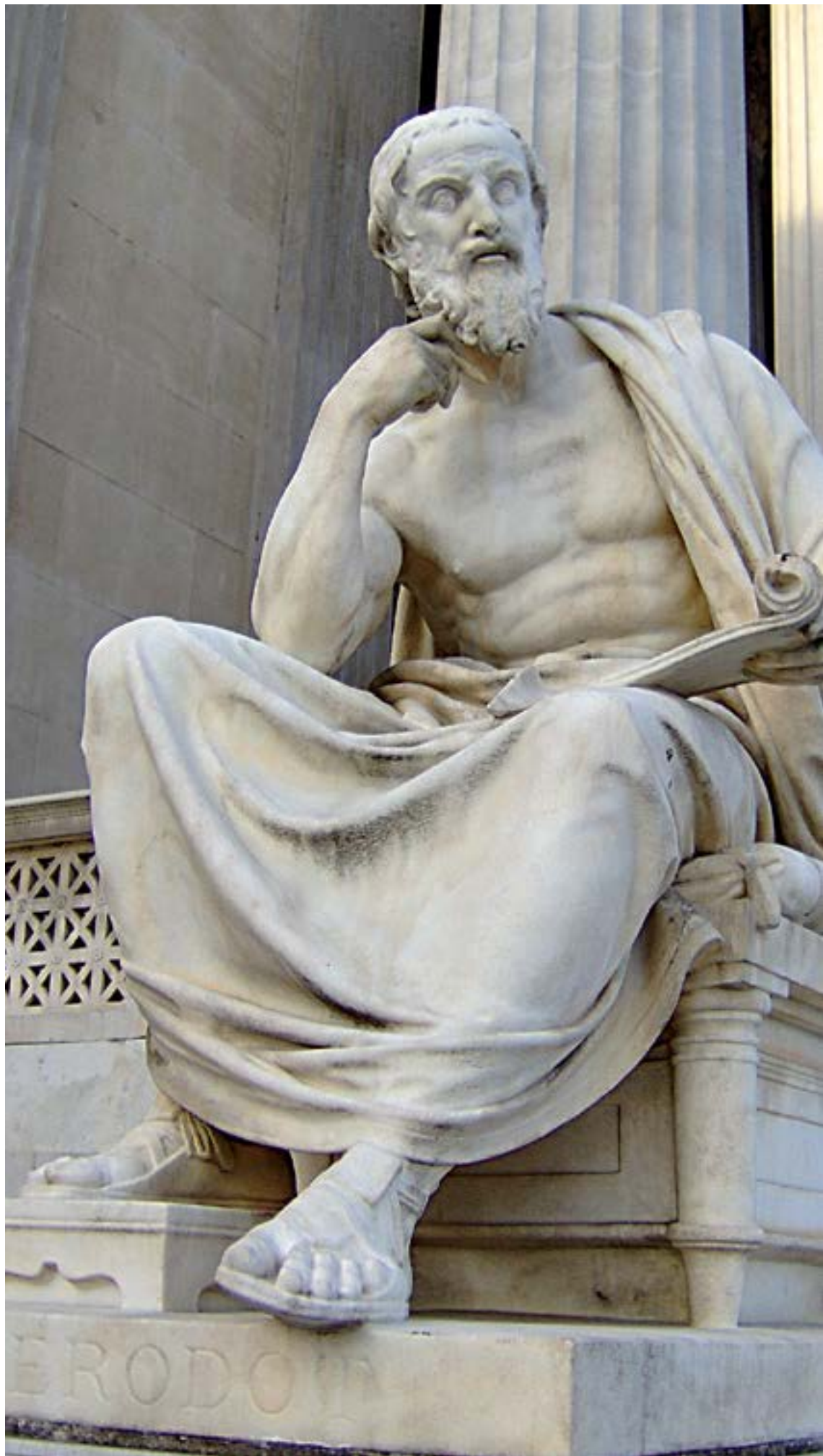
Herodotus

The title "Father of History" usually goes to the Greek writer Herodotus, who first used the term "history"—which, in Greek, means "inquiry." Sometime around 425 B.C., Herodotus became the first writer to attempt fact-based research in order to ask what happened and why. When possible, he verified facts by interviewing eyewitnesses—but it wasn't always, since he was writing about events that had happened a generation or two before his time.

His main topic was the war that had preserved that exciting, new Greek invention, "democracy," from destruction by the powerful, dictatorial Persian empire. Democracy itself had been at risk, and Herodotus set out to tell the story. But most participants were dead by his time, so some "facts" were more easily verified than others. As he put it, "I am bound to tell what I am told, but not in every case to believe it." He added wittily, "Very few things happen at the right time, and the rest do not happen at all."

Herodotus came down squarely on the side of events shaping individuals: "Circumstances rule men; men do not rule circumstances." But he was fair-minded

The title "Father of History" usually goes to the Greek writer Herodotus.



SHAKKO/CC BY-SA 3.0



Thucydides may be the shrewdest student of human nature of any historian.

enough to admit that “it is sound planning that invariably earns us the outcome we want; without it, even the gods are unlikely to look with favor on our designs.”

Herodotus wrote history “so that the actions of people will not fade with time.”

“Happiness is not fame, or riches, or heroic virtues, but a state that will inspire posterity to think, in reflecting upon our life, that it was the life that they would wish to live.” He boldly stated that “the only good is knowledge, and the only evil is ignorance.”

Thucydides

Herodotus’s countryman and successor, Thucydides, would dig even more deeply, both into facts and into their meanings. Thucydides had an advantage over Herodotus: He was part of the story he told. Half a century after the Greek war against Persia, the two leading Greek cities in that war, Athens and Sparta, began a war against one another for control of the Eastern Mediterranean. This war is known as “The Peloponnesian War,” the name originating from the area around Sparta called the Peloponnese. Thucydides, an Athenian naval commander, was removed from command for unjust reasons, an event he turned to our advantage: He began to write a book, “The History of the Peloponnesian War.”

He wrote, “History is philosophy teaching by examples,” and he became one of the most fascinating and quotable analysts ever to explore a topic.

No one has ever written more brilliantly about the follies and tragedies of human strengths and weaknesses, and especially about war. “When people are entering a war, they do things the wrong way around. First, they take action, and it is only when they have suffered that they begin to think,” he wrote. His study of

Plutarch insisted that history must teach us how to live better lives, or else it is both less interesting and of little use.



A 1629 translation of Thucydides’s account of the Peloponnesian War.

one war became an analysis of all wars: “The real cause of all these evils was love of power, operating through greed and personal ambition.”

Thucydides may be the shrewdest student of human nature of any historian. Feeling that “most people ... will not take the trouble in finding out the truth, but are much more inclined to accept the first story they hear,” Thucydides determined to be the one to tell that first story. He said, “It will be enough for me ... if these words of mine are judged useful by those who want to understand clearly the events which happened in the past, and which—human nature being what it is—will at some time or other, in much the same ways, be repeated in the future. ... My work ... was done to last forever.” And it has.

If Herodotus studied the importance of circumstances, Thucydides looked at human nature and blind fate as determining outcomes: “The longer a war lasts, the more things tend to depend on accidents.” He stressed the importance of individuals, both for good and evil.

Good: “The whole earth is the tomb of famous men. Not only are they commemorated by columns and inscriptions in their own country, but in foreign lands there dwells also an unwritten memorial of them, graven not on stone but in the hearts of men. Make them your examples.”

Bad: “Love of power, operating through greed and through personal ambition, was the cause of all these evils. To this must be added the violent fanaticism that came into play once the struggle had broken out. Leaders of parties ... had programs that appeared admirable, but in professing to serve the public interest, they were seeking to win prizes for themselves. The citizens who held moderate views ... were destroyed by both the extreme parties.”

He warned, “The State that separates its scholars from its warriors will have its thinking done by cowards, and its fighting by fools.” He added that knowledge alone was insufficient if an educated person could not express the lessons: “A person who has the knowledge, but lacks the power clearly to express it, is no better off than if he never had ideas at all.”

Thucydides wrote with wit (“A collision at sea will ruin your entire day”) and with compassion (“When will there be justice in Athens? There will be justice in Athens when those who are not injured are as outraged as those who are.”). He achieved his goal: a masterpiece offering lasting, useful, quotable wisdom. But it

would be one of his successors who would offer the ultimate testimony of the vital importance of great individuals.

Plutarch

His name was Lucius Plutarchus, but the world knows him as “Plutarch.” A Greek living in Rome about 2,000 years ago, Plutarch was the ultimate believer in “The Great Men and Women of History” side of the dispute. In his masterpiece “Lives of the Noble Greeks and Romans,” he told thrilling stories of the leading figures of ancient Greece and Rome.

While paying close attention to the situation in which each individual existed, and acknowledging the limitations those situations placed on the people, Plutarch asserted that great leaders reshaped these events. He went on to insist that history must teach us how to live better lives, or it is both less interesting, and of little use. Plutarch set out to examine the people who accomplished important things, both for good or ill, so that his readers might avoid or follow these examples.

His method was brilliant and original: He paired off stories of a leading Greek and a leading Roman. First telling (wonderfully!) the story of each, he then compared them, exploring what made each person more or less great. Thus, he moved beyond facts and into the realm of human behavior and life lessons, which he explored with profound wisdom.

His students are still among us in modern times. American president Harry Truman, one of the greatest students of history ever to occupy the White House, said: “Plutarch knew more about politics than all the other writers I’ve read put together. When I was in politics, there would be times when I’d try to figure somebody out, and I could always turn to Plutarch. ... Nine times out of 10, I’d find some ancient fellow just like the one I was trying to work with, and then all I had to do was use what had happened before as an example.”

Truman then summed up for us what those three timeless historians—Herodotus, Thucydides, and Plutarch—all knew about the entertaining elements and the profound usefulness of studying history: “Human nature doesn’t change. The only thing new in the world is the history you don’t know.”

Jim Weiss’s story recordings have received more than 100 major awards and are staples in households and educational venues around the world. For more information, visit JimWeiss.com

(Top right) Plutarch.

Ideal Leadership in Turbulent Times



Portrait of Winston Churchill by Yousuf Karsh.

JAMES SALE

Leadership is difficult—to write about and to deliver. One leading theorist, Adrian Furnham, wrote, “The topic of leadership is one of the oldest areas of research in the social sciences, yet one of the most problematic.” Because we experience leadership all the time—in our homes, schools, social institutions, and workplaces—our over-familiarity with the subject tends to lead us to believe we know what it is, just as we think we know what education is because we attended school once upon a time.

However, there is an essential ambiguity about leadership and how it works, and even about which great leaders we should emulate. Make no mistake here: Who we admire starts to become part of our “ideal self”—that future-oriented component of our self-concept—and we start to become like that ideal role model.

Perhaps one of the most startling examples of this in history would be Alexander the Great: a leader of awesome stature, but with dreadful flaws. Who was his role model? He modeled himself on Homer’s Achilles, and saw himself as a sort of reincarnation of that demi-god warrior—fearless, ruthless, and unbeatable (at least until the god Apollo directed Paris’s arrow).

We should be concerned about this because, although Alexander is long dead, the kind of ruthlessness that he personified is alive and well: We find people today in Germany, the United States, and the UK who still see dreadful, evil human beings such as Adolf Hitler as admirable (a modern-day Alexander who consciously saw himself in the tradition of world domination).

Re-Writing History

We need to insist upon, argue about, and reassert core values for what constitutes a great leader, because if we do not, then by default the fanatics and the evil ones press home their advantage.

In the UK, as I write, and in the United States, too, we are getting pressure from the politically correct left-wing elements to rewrite history and denigrate some of the best leaders our countries have ever had—all because of some alleged anachronistic attitudes or thoughts that are not “acceptable” now.

For example, in the UK there is a movement afoot that seeks to have removed the statues of Winston Churchill and Admiral Lord Nelson in London on the grounds that they were not the great leaders the British people have always thought they were, but oppressors and racists. This is quite extraordinary; both were outstanding leaders fighting the oppression of Hitler and Napoleon, respectively.



Alexander the Great, detail from the Alexander Mosaic (circa 100 B.C.).

Vision and Personal Integrity

Warren Bennis, one of the great U.S. experts on leadership, wrote that “being genuine is the key factor of leadership.” Obviously, this is correct, but it is also misleading. Alexander and Hitler were both genuine, but sadly went awry, for they lacked any real moral compass. Just being genuine on its own is not enough.

Researchers James Kouzes and Barry Posner found that a team’s strongest need from its leader was a vision for the team and personal integrity in its pursuit. Personal integrity is the clue here. And talking of vision, renowned organizational change theorist Peter B. Vaill said: “Vision that is not centered in profound spirituality is nothing more than a ‘pictorial might-be’ of an organization’s future. ... All true leadership is indeed spiritual leadership.”

Another way of putting this is to describe what is sometimes called “transformational” leadership. This is concerned not with “doing things right”—a sort of efficiency quotient—but rather with “doing the right things,” as articulated by the father of modern management Peter F. Drucker. But “to do the right things” is inevitably about moral and spiritual decision-making—the transformational leader wishes to improve “things,” including potentially the world, through his or her activities. And so leadership in this incarnation is a higher calling.

Thus, whatever the skills are that leaders need to exercise and become proficient in, nay outstanding at (thinking, implementing, team building, and motivating), there is at the heart of leadership a component much more important than the skills: a quality of mind, an attitude of being, a commitment of the heart that makes leadership much more intangible and invisible than any skill or behavior.

Its subtlety means that it can be easily lost or overlooked; and worse, it means



Gen. George S. Patton was inspired by Alexander the Great.

JAMES TOTTEN/HULTON ARCHIVE/GETTY IMAGES

that it can be easily faked too. As the profound business philosopher Chin-Ning Chu observed, “They can read and understand a thousand times, but the idea never really becomes a part of them.”

Such “leaders,” for whom profound and moral ideas never become a part of them, cannot lead others because they don’t know themselves. As management consultant Catherine McGeachy wrote, “If my inner motivation is wrong, then I will create the effects of that wrong motivation.” And, as author and entrepreneur Anthony Tjan wrote, “The best thing leaders can do to improve their effectiveness is to become more aware of what motivates them and their decision-making.”

A lack of self-knowledge is crippling, and we are left with leaders who are cheap fix-it fanatics, ego-maniacs, self-promoters, and ruthless careerists. Their effects on their families, communities, and businesses are truly ruinous.

So we go back to the beginning and ask, what is the antidote to this superficial, ineffective, and short-term type of leader? Clearly, there are no easy solutions. But, if we ask who are really

the greatest leaders the world has ever seen, then the answer emerges from considering which leaders have had the biggest positive impact on the world.

These are the people who should be our role models, and these are the people whose words and behaviors need to become our ideal self, so that we have a standard—a way of measuring who we are against the greatest. There is no point in having a second-ranked leader as one who inspires us.

The Military and the Political

Military leaders can have an inordinate impact on the world, and sometimes for the good. Usually, they have that quintessential virtue of courage that all can admire, even in a bad person.

U.S. Gen. George S. Patton is a great example of a military leader who fought evil. But who was his role model? Alexander the Great, for one. Patton believed in reincarnation and even thought he had fought with Alexander at the siege of Tyre.

Political leaders, perhaps, have been more important than military leaders in terms of the number of lives they have affected. In the past 30 years, Nelson Mandela emerged as an astonishing leader and role model to the whole

world, not just South Africa.

The Greatest Type of Leader

But, over and above the military and the political, there is one category of leader that is sublime—far, far more important than leaders of war and politics. The latter’s influence can last for hundreds of years, but the religious leader’s influence can last for thousands.

When we consider Mother Teresa in our own times, that is an amazing and inspirational example of leadership. But when we go back to the founders, such as Jesus Christ or the Buddha, we see something else: a wellspring of spirituality and

leadership that can refresh all persons, of any age, any race, and any gender, for life.

That spirituality can be the touchstone for all a person’s activities—and especially the question of integrity—wherever he or she is: at home, at work, or engaged in leisure and social pursuits. And the reason for this, not often appreciated, is because of what the religious leader comes to do.

The business leader shows us how to make money; the

military leader, how to subjugate and defeat others; the political leader, how to build a country or a civilization. All are commendable in their time and circumstance, but the spiritual leader doesn’t show us anything. Instead, he or she answers the question “why?”

Instead of going on about ersatz meanings, spiritual leaders provide us with the real thing: Why are we here? Why does the universe exist? Why are my words and actions all so important? And why am I free, and thus why am I responsible?

When this “why” is played out against these leaders’ life stories and narratives, a sublime epic emerges in which we commit ourselves to them—to the good, to the “meaning,” and to our own leadership role within the struggle of the cosmos—for they are our ideal self.

James Sale is an English businessman and the creator of Motivational Maps, which operates in 14 countries. Sale has authored more than 40 books from major international publishers, including Macmillan, Pearson, and Routledge, on management, education, and poetry. As a poet, he won first prize in The Society of Classical Poets’ 2017 competition.

Who we admire starts to become part of our ‘ideal self’—that future-orientated component of our self-concept—and we start to become like that ideal role model.

Never Forget What's Most Important: Business Advice From the CEO of Chobani

BARRY BROWNSTEIN

H

amdi Ulukaya is the founder and CEO of Chobani, a business that produces Greek-style yogurt. Last spring, he addressed the graduating MBA class of the Wharton School business school at the University of Pennsylvania.

Ulukaya, a Kurdish immigrant from Turkey, shared wisdom that points to integrity and character as essential aspects of business success.

Resources Not the Crucial Issue

After arriving in New York City, Ulukaya moved to upstate New York and started a cheese business. In 2005, an unprofitable Kraft yogurt factory in New Berlin, New York, came up for sale.

Where Kraft saw a shrinking business, Ulukaya saw entrepreneurial opportunities. Nobody was making quality yogurt for mass-market sale in supermarkets. He had few resources. He told his story to the Wharton graduates:

"I called my attorney, Mario, and said, 'I want to buy this plant.'

"He said, 'Hamdi, the largest food company in the world is closing this plant. They're getting out of the yogurt business. Who the hell are you to make it work?'

"I said, 'You're right.'

"Then, I called him again and said, 'No, really—I want to buy it.'

"Mario said, 'Hamdi, you have no money. You haven't even paid me in six months!' Which was true."

Many think money is the primary key to entrepreneurial success. Many see companies such as Chobani and Apple as rare exceptions, believing that start-up success is blocked to all but the wealthy or those who can raise money from venture capitalists.

Too much money and you may lose sight of what is essential: solving an urgent need of consumers. Too much money and you may find, as the dot.com bust company Quokka did, that your budget for pricey Aeron chairs



Hamdi Ulukaya, CEO of Chobani, during an interview in New York on Nov. 17, 2014.

Above all, Ulukaya values humility and character as keys to business success.

exceeds your annual revenue. Or, you may find yourself, as another well-capitalized bust Flooz did, spending 8 million dollars for a celebrity spokesperson campaign by Whoopi Goldberg. Or, you may, as Chobani didn't, hire more employees than your current growth supports.

Too much money and you may lose sight of building your business culture on a foundation of purpose, principles, and values. Dee Hock, the founding CEO of Visa, observed this in his book, "One from Many: Visa and the Rise of

Chaordic Organization":

"An organization's success has enormously more to do with clarity of a shared purpose, common principles and strength of belief in them than to assets, expertise, operating ability, or management competence, important as they may be."

A Detailed Plan Is Not Crucial

Consistent with Hock's advice, Chobani had a strong sense of purpose from the beginning—the production of a higher quality mass-market yogurt.

DON EMMERT/AFP/GETTY IMAGES

In five years, Chobani became the largest producer of Greek yogurt, with now over \$1 billion in annual sales. To have such success, some assume Ulukaya must have had a bullet-proof, detailed business plan.

Initially, he hired back four employees from the Kraft plant; these former employees thought Ulukaya had a “magic answer” to success. His first initiative was to paint the walls of the manufacturing facility. An employee said to Ulukaya, “Tell me you have more ideas than [painting the walls].”

Ulukaya continued: “And I said, ‘I do. We’ll paint the walls white.’ Honest to God, I did not have any other ideas ...

“That summer, we painted those walls. Along the way, we came up with more ideas. Every day for the next two years, we worked on the recipe for our yogurt. Once I knew it was perfect—meaning it was as good as the yogurt my mother made—we launched Chobani in 2007. Time passed, and eventually, we hired almost all of the original 55 workers back. Then, we hired 100 more. And 100 more after that. And we started to grow—fast.”

Ulukaya recognized that organizational intelligence wasn’t limited to his own; he and his team discovered each next step. Imbued principles, purpose, and values-guided business decision-making, without a complicated playbook. Charles Koch, CEO of Koch Industries, understands this well. In his book “The Science of Success,” Koch offers this advice:

“To function effectively, any group of people, whether a society or an organization, must be guided largely by general rules of just conduct, not just specific commands. Leaving the particulars to those doing the work encourages discovery. It also enhances adaptation to changing conditions.”

Hock explained succinctly how to unleash the entrepreneurial discovery process in a firm with this maxim: “Simple, clear purpose and principles give rise to complex, intelligent behavior. Complex rules and regulations give rise to simple, stupid behavior.”

In other words, command-and-control is as deadly in an organization as it is in an economy.

Humility Is Paramount for Business Success

Above all, Ulukaya values humility and character as keys to business success. As his company grew, Ulukaya thought maybe he should hire a CEO with more experience. He tells of interviewing “a bigshot at another company, [who] had lots of experience—an MBA, big salary, stories written about him.”

“One day, I met him for breakfast at

“
Simple, clear purpose and principles give rise to complex, intelligent behavior. Complex rules and regulations give rise to simple, stupid behavior.”

Dee Hock,
founding CEO,
Visa

The Chobani SoHo
cafe in New York on
Nov. 17, 2014.

a diner. He was so anxious to impress me that he completely dismissed the waitress. He was really rude to her and totally disrespected her. For me, this wasn’t a sign of power. It was a sign of weakness. It showed a lack of character,” Ulukaya said.

The candidate for CEO “forgot what was most important,” he adds. “I realized at that moment, I had more in me than I thought.”

Ulukaya asked his colleagues at Chobani “what my message should be to you.” Their response focused on humility: “It’s great that you are a Wharton MBA. But please, don’t act like it.”

Ulukaya recognized that his colleagues offered wise advice: one must recognize the limits of their own mind. To the Wharton graduates, he cautioned, “Don’t let [your degree] be a burden on you. Don’t let it get in the way of seeing people as people and all they have to offer you, regardless of their title or position.”

If we don’t focus on our own character, inevitably we will try to control others. Hock coaches us on self-management:

“The first and paramount responsibility of anyone who purports to manage is to manage self: one’s own integrity, character, ethics, knowledge, wisdom, temperament, words, and acts.

“It is a complex, unending, incredibly difficult, oft-shunned task. We spend little time and rarely excel at management of self precisely because it is so much more difficult than prescribing and controlling the behavior of others.

“However, without management of self, no one is fit for authority, no matter how much they acquire, for the more authority they acquire, the more dangerous they become.”

Humility is an essential ingredient for business success because growing a business requires examining and filtering new ideas with a spirit of discovery and openness. New ideas may invalidate old practices and deeply held beliefs.

Kraft may have seen a declining market for the yogurt they were producing, but a market was opening for a thicker, less sweet, Greek-style yogurt. A billion-dollar industry was invisible to Kraft, but visible—through the discovery process—to Ulukaya and his team at Chobani.

Another lesson from Chobani should be illuminated: New discoveries by one entrepreneur create opportunities for others. The demand for Greek yogurt revealed opportunities for similar Icelandic skyr and competitors, such as Siggi’s.

Ulukaya ended on an optimistic note: “It’s business, not government, that is in the best position to lead today.” Businesses—not the government—create opportunities for immigrants such as Ulukaya and all Americans.

Barry Brownstein is professor emeritus of economics and leadership at the University of Baltimore. He is the author of “The Inner-Work of Leadership.” This article was originally published on FEE.org

DON EMMERT/AFP/GETTY IMAGES



WORDS TO REFLECT ON

GREAT MEN ON LEADERSHIP

“

If the ruler loves his retainers and the people as his children, they, in turn, will think of the ruler as their parent. The principle underlying governance of a peaceful realm is compassion.

Yamamoto Tsunetomo, “Hagakure”

“

Do I not destroy my enemies when I make them my friends?

Abraham Lincoln



“

Happiness is not fame, or riches, or heroic virtues, but a state that will inspire posterity to think, in reflecting upon our life, that it was the life that they would wish to live.

Herodotus

“

Our greatest glory is not in never failing, but in rising every time we fall.

Confucius

“

If your benevolence extends to the people, then wise men will take to you; if your benevolence reaches all creatures, then sages will take to you. If wise men take to you, your country will be strong; if sages take to you, the whole world will be united.

Huang Shigong, “Three Strategies”

➔ See “Good Leaders Should Love the People They Lead,” page 4.

“

Day by day, what you choose, what you think and what you do is who you become.

Heraclitus

“

What you leave behind is not what is engraved in stone monuments, but what is woven into the lives of others.

Pericles

“

Integrity and firmness is all I can promise—these, be the voyage long or short; never shall forsake me although I may be deserted by all men. For of the consolations which are to be derived from these (under any circumstances) the world cannot deprive me.

George Washington, writing to his friend Henry Knox, as he traveled to his first inauguration as president of the United States

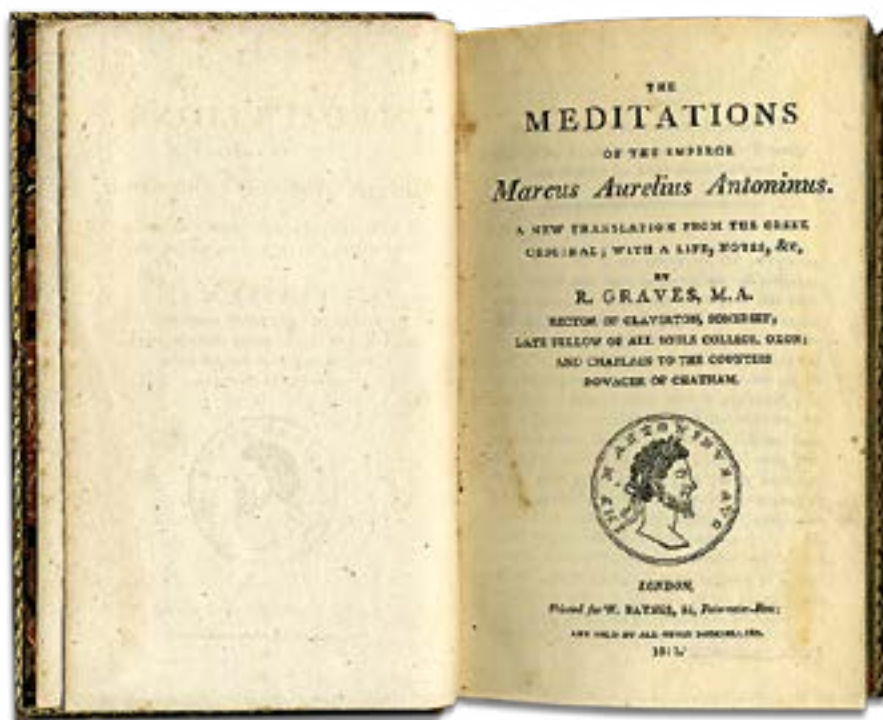
➔ See “Lessons on Leadership From the Founding Fathers,” page 6.



“

I count him braver who overcomes his desires than him who conquers his enemies; for the hardest victory is over self.

Aristotle



RECOMMENDED READING

'T'AI KUNG'S SIX SECRET TEACHINGS' BY JIANG ZIYA

The collection of discussions between General Jiang Ziya and King Wen of Zhou, founder of the Zhou dynasty, includes profound insights into leadership, governance, and military strategy. We recommend the translation by Ralph D. Sawyer included in the collection "The Seven Military Classics of Ancient China."

'ROMANCE OF THE THREE KINGDOMS' BY LUO GUANZHONG

A narrative retelling of the Three Kingdoms period at the end of the Han dynasty from 169 to 280 A.D., with insights into the values of loyalty and trust, and the differences between upright leaders and tyrants.

'MEDITATIONS' BY MARCUS AURELIUS

The collection of notes from Marcus Aurelius, emperor of Rome from 161 to 180 A.D., allegedly wasn't intended to be released publicly, but has served for hundreds of years as a Stoic guide on respect, propriety, and self-improvement.

'NICOMACHEAN ETHICS' BY ARISTOTLE

The collection of books from Aristotle outlining his concept of ethics. In it, he

explores the nature of good government, good conduct, and the idea of cultivating virtue as the truest path to joy.

'BEOWULF'

A classic story of the ancient king. Great lessons about courage, valor, and the willingness to die and sacrifice oneself for the benefit of others. We recommend the translation by J.R.R. Tolkien.

'THE SAGA OF KING HROLF KRAKI'

The legendary Scandinavian saga tells of the sage king Hrolf Kraki and his group of champions, illustrating their glories, their downfall, and the causes. The story contains fantastical elements and portrays a king who uplifted his men to heroic heights.

'THE WAY OF THE KNIGHT' BY YAMAGA SOKO

This guide, written in the mid-1600s for the samurai class of the Tokugawa shogunate, teaches Confucian principles of conduct for public servants. Included are values that a leader should embody, and traits that should be practiced or avoided. We recommend the translation included in the collection "Samurai Wisdom" by Thomas Cleary.

'HAGAKURE' BY YAMAMOTO TSUNETOMO

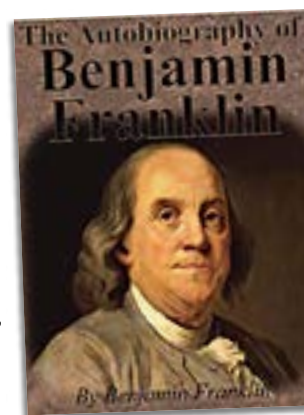
A guide for warriors, written by a retainer of Nabeshima Mitsushige in the early 1700s, contains anecdotes on various figures to illustrate moral principles, the positive and negative consequences of decisions, and guidance about character and conduct.

'THE LAW' BY FREDERIC BASTIAT

Published as a pamphlet in 1850, "The Law" is the most famous work of French economist and classical liberal Frédéric Bastiat, who analyzes various practices of governance and of law, and argues for a form of government that's free from tyranny and pillage.

'THE AUTOBIOGRAPHY OF BENJAMIN FRANKLIN'

The Founding Father's autobiography recounts his life from a family of humble origins to his rise as a businessman, inventor, and statesman, with advice on self-improvement.

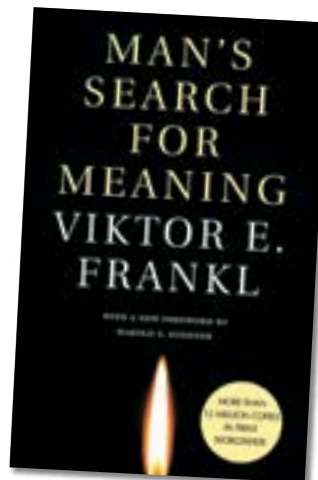


'HIS EXCELLENCY: GEORGE WASHINGTON' BY JOSEPH ELLIS

The life of George Washington offers many lessons about character and faith, as well as sacrificing personal interest for the greater good of others and not giving up, even in the face of insurmountable odds.

'TEAM OF RIVALS: THE POLITICAL GENIUS OF ABRAHAM LINCOLN' BY DORIS KEARNS GOODWIN

Goodwin recounts how this prairie lawyer rose to become president, and through humility and a keen understanding of human motivation, rallied an unusual Cabinet composed of his political rivals, and preserved the Union through a time of crisis.



'MAN'S SEARCH FOR MEANING' BY VICTOR FRANKL

Psychiatrist Victor Frankl, a Holocaust survivor, recounts his experience of surviving a Nazi concentration camp and expounds on humanity's crucial search for meaning and purpose in life.

'HOW TO WIN FRIENDS AND INFLUENCE PEOPLE' BY DALE CARNEGIE

Although the title may sound manipulative, Carnegie's book is about developing genuine kindness, caring about people, being mindful of others, and earning respect by respecting others.

'THE 7 HABITS OF HIGHLY EFFECTIVE PEOPLE' BY STEPHEN COVEY

First published in 1990, it is a staple fixture on most executives' bookshelves. Covey outlines what he believes are the seven key habits that one must master in succession to be successful. Highly introspective and brimming with practical examples.

'THE WAR OF ART: BREAK THROUGH THE BLOCKS AND WIN YOUR INNER CREATIVE BATTLES,' BY STEVEN PRESSFIELD

Pressfield, best-known for his novel "The Legend of Bagger Vance," introduces the concept of resistance and offers practical advice on recognizing it and working past it.

'THE COMPOUND EFFECT' BY DARREN HARDY

According to Hardy, our small decisions make a difference over time, creating a butterfly effect in our lives. This book advocates creating a vision and being cognizant of the choices that will help achieve it.

'THE POWER OF HABIT: WHY WE DO WHAT WE DO IN LIFE AND BUSINESS' BY CHARLES DUHIGG

Most of our actions are the result of habits that were either chosen by us or more likely just unconsciously developed over time. Using examples ranging from the boardroom to the National Football League, Duhigg offers ways we can change our habits, and by extension, our businesses and communities.

'12 RULES FOR LIFE: AN ANTIDOTE TO CHAOS' BY JORDAN PETERSON

Not your typical self-help book, it offers practical advice such as "stand up straight" and "tell the truth," backed up by a mix of teachings from evolutionary biology, psychology, ancient mythology, Eastern and Western philosophy, and the Bible.

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**Brendan Steinhauser, partner,
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Cindy McBride, reader

"I really find The Epoch Times to be a bright light in an otherwise pretty murky world of journalism. There's real attention to the beauty and the reality of beauty. And so when The Epoch Times does that on a daily basis, then that elevates society, just like American Masters elevates art. There is actually an interesting parallel there, I would say, though obviously American Masters is on a tiny scale compared to [that of] The Epoch Times. But you know, I like the comparison."



**Tim Newton, chairman and CEO,
Salmagundi Club**

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Stan K., pastor

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