



GeneralLeadership.com



**Leadership
Resource Guide**



**GENERAL
LEADERSHIP™**

GeneralLeadership.com
Leadership Resource Guide



GeneralLeadership.com

*Leadership Advice From America's
Most Trusted Leaders!*



GeneralLeadership.com:
Leadership Resource Guide



2014

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*“The supreme quality for leadership is
unquestionably integrity.
Without it, no real success is possible,
no matter whether it is on a section gang, a football field, in
an army, or in an office.”*

Dwight D. Eisenhower



Acknowledgements

We would like to acknowledge the effort and talents of our GeneralLeadership.com team in making this publication possible. Creating, managing and running an excellent leadership resource takes innovation and hard work. Without dedicated curators and talented authors, our site and this guide would not be possible.

The curator-team at GeneralLeadership.com, and their families, have created this resource guide with commendable commitment. We acknowledge them below, in order of their acceptance of this challenge:

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Chapter 1

The GeneralLeadership.com Quest



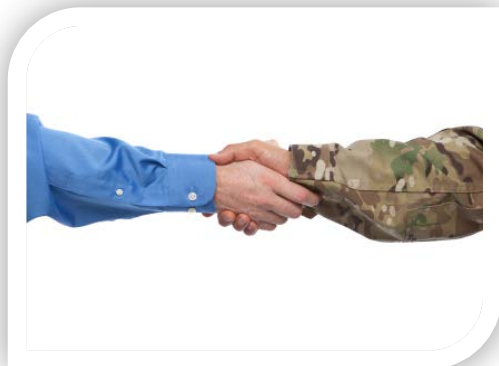
Sharing is more than a nicety; sharing is a responsibility. It is the responsibility of every teammate to share what they have learned with their leadership and fellow teammates in order to allow the organization, as a whole, to benefit from the same experience. Our military teammates work for the American taxpayer and maintain the same responsibility to generously share lessons-learned, thereby maximizing opportunities to create rich, mutually beneficial conversations.

In 2013, the U.S. Chairman of the Joint Chiefs of Staff levied upon his military teammates the following task: *“to discuss who we are and what our wars mean to us.”* He put the onus on military leaders to learn *“how to connect the warrior to the citizen,”* and to not only tell stories but listen to the different perspectives of fellow citizens and learn from them, in return. GeneralLeadership.com has heard this calling and is fulfilling the need by connecting our authors with the public, at large. GeneralLeadership.com authors leverage the proven leadership and strategic experience of command-level active and retired members of the United States Military. Our team specializes in providing unique engagement opportunities designed to enhance indi-



vidual and organizational performance, and are selected for inclusion based upon a record of accomplishment of validated success in senior-ranking positions through which they have gained command experience leading complex challenges in dynamic environments. Through these proven leaders, GeneralLeadership.com provides world-class engagement commensurate with the demanding expectations of high-profile clientele who are seeking accountable leadership insight, training, coaching and development. As proven leaders in peace and war, GeneralLeadership.com's authors and curators consider it a privilege and responsibility to share what we have learned serving our nation across the globe.

Service is fundamental to our shared American experience ...service to family, community, and country. This fundamental desire to serve is what drives people to the military; our recruiters have



counted on this motivation to supply our all-volunteer force for over 40 years. Nevertheless, we must realize the military does not hold a monopoly on service or sacrifice. Across our nation, the desire to contribute permeates every aspect of our lives. This drive can be found in involved mothers and fathers, police officers, firefighters, coaches, pastors, peer-mentors and thousands of others who serve their com-





munities each day. Our desire at GeneralLeadership.com is to weave the universal principles of leadership into our conversations with you ...one opportunity at a time.

With an eye to our future, we have undertaken a quest and commitment to do everything to cross career-field and cultural boundaries to share the experience of learning with each other. Like you, our team is comprised of citizens who share a common desire to do our part to seed a better tomorrow...for all of us. We understand and recognize that yesterday may have brought us to today, but we must learn from our collective experience to make a better tomorrow a reality.



Overcoming the boundaries between the military and the society it serves requires a deliberate effort to expand our world and our understanding.

For military members, it is tempting to stay tucked-away on military bases, socialize solely within the circles of military communities and affiliate with like-minded individuals. For the curators of GeneralLeadership.com, we consider it to be our mission to bridge the divide and bring the experiences, principles and stories amassed through war and military life to you, our readers and subscribers. To be clear, we expect it to be a two-way opportunity to engage. We



want to learn from you: to gain from the best leadership principles and lessons in, and out, of service boundaries. Our quest is to help communicate and share the very best ideas and initiatives from the boardroom to the wardroom, the C-Suite to the E-Ring, Corporate America to all of America. Everybody wins when everybody shares the experiences that help people and teams operate at their best. At GeneralLeadership.com, we believe leadership is a universal skill-set...and the measure of success is defined by results, not attributes.

Let the conversation begin!

“Creative leaders help others develop new and novel ways to approach old challenges.”

Brigadier General John E. Michel
Senior Curator





Chapter 2

GeneralLeadership.com Outreach Events

In May 2014, GeneralLeadership.com launched exciting new venues and interactions towards becoming one of the top leadership sites on the web by the end of 2014. We seek to expand our footprint, our interaction, and our influence to become recognized as an influence leader in the field of leadership. To initiate this afterburner climb, we have created five new venues:

Leadership Articles

Daily publications is the Goal!

As we build our leadership-author stable, we strive to increase from the current publication of two articles per week to a more regular and frequent offering. We believe that daily publications, in a variety of media, is the best way to keep the conversation active and alive for our readers and subscribers.

200-Second Soundbite:

Video Spotlights and Audio Podcasts

At GeneralLeadership.com, we understand people are busy. We recognize that thirty precious minutes to glean the few nuggets of knowledge buried in any presentation can sometimes be a lot to ask. With that in mind, we developed a revolutionary new venue. We will only ask for 3 minutes and 20 seconds of your time for what we call a “200-second soundbite.” These audio podcasts and video spotlights will be posted alongside our written articles, allowing you to join us



in written, audio and video formats...whichever you choose. The audio podcasts are also available for download on iTunes, so you can take the conversation with you. These unique venues open options for you to listen to and learn from our authors in the format that best serves your preference.

#LeadChat Webinar

Second Thursday of Each Month – 9pm Eastern

On the second Thursday of each month at 9pm Eastern (6pm Pacific), GeneralLeadership.com will host an interactive webinar with a special guest via Google Hangouts under the hashtag #LeadChat. These webinars will be an open discussion on a specific leadership topic, then the forum will open the interaction to those connecting world-wide.

#GenLead TweetChat

Third Thursday of Each Month – 9pm Eastern

On the third Thursday of each month, GeneralLeadership.com will engage in a Twitter-based TweetChat for one hour under the hashtag #GenLead. This is a fast-paced Twitter conversation focused on a specific aspect of leadership.

*Join Us For The Conversation at
GeneralLeadership.com*





Chapter 3

Recommended Resources

Many times members of our GeneralLeadership.com team is asked for recommendations on resources to improve upon leadership and virtual presence. The following resources are regarded as our personal favorites, and represent repositories and items our curators and authors utilize in both our personal and professional lives.

Positive change must be continual, so this list is dynamic and will be updated as we continue to grow and refine our processes. Please let us know if you have a recommended addition via email:

Support@GeneralLeadership.com



“Much like the brave penguin that commits to being the first to plunge headfirst into the uncharted water before him, possessing the nerve to venture in a direction others fear is the stuff of pioneers.

Maybe that’s why those willing to risk undertaking an action in order to achieve a desirable goal can be counted by the handful rather than the herd. Their openness to breaking out of old routines and deviating from the conventional pathway pursued by the masses certainly isn’t easy as it presents a clear potential for failure”

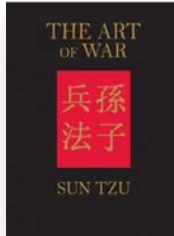
Excerpt from “Be the First Penguin”
by Senior Curator, John E. Michel
Published 30 Jan 2013 on GeneralLeadership.com





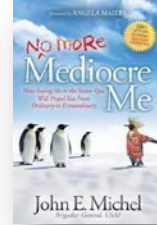
Resource: Leadership Must-Reads

The Art of War



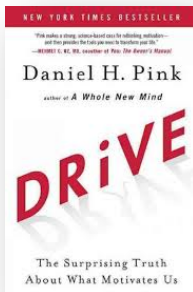
Written in the 6th century BC, Sun Tzu's *The Art of War* is still used as a book of military strategy today. And beyond the world of war, business and management gurus have also applied Sun Tzu's ideas to office politics and corporate strategy leadership.

(No More) Mediocre Me



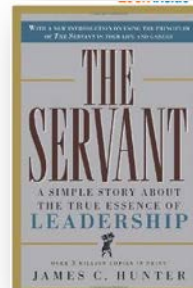
Ever notice when you "go the extra mile" you don't have much company? Want to know why? John E. Michel shares that most people accept a "Mediocre Me" mindset that convinces them good enough is good enough--no need to go that extra mile. However, truly effective people think and act differently.

Drive



Most people believe that the best way to motivate is with rewards like money—the carrot-and-stick approach. That's a mistake, says Daniel H. Pink. He asserts that the secret to high performance and satisfaction-at work, at school, and at home—is the deeply human need to direct our own lives, to learn and create new things, and to do better by ourselves and our world.

The Servant



If you are tired of books that lecture instead of teach; if you are searching for ways to improve your leadership skills; if you want to understand the timeless virtues that lead to lasting and meaningful success, then this book by James C. Hunter is one you cannot afford to miss.



The Innovator's Solution



In *The Innovator's Solution*, Clayton Christensen and Michael Raynor expand on the idea of disruption, explaining how companies can and should become disruptors themselves. This classic shows just how relevant these ideas continue to be in today's hyper-accelerated business environment.

Leadership is an Art



Max Depree's book has long been a must-read not only within the business community but also in professions ranging from academia to medical practices. First published in 1989, the book has sold more than 800,000 copies in hardcover and paperback.

Man's Search for Meaning



Psychiatrist Viktor Frankl's memoir has riveted generations of readers with its lessons for spiritual survival. Based on his own experience, Frankl argues that we can choose how to cope with suffering, find meaning in it, and move forward.

Who Moved My Cheese

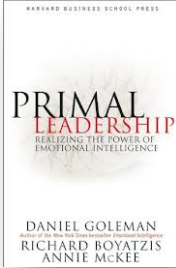


In a compelling, story-driven narrative, the Chip and Dan Heath bring together decades of counterintuitive research in psychology, sociology, and other fields to shed new light on how we can effect transformative change.



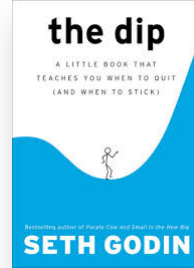


Primal Leadership



After redefining our concept of “being smart,” Daniel Goleman now explores the vital role of emotional intelligence in leadership. He argues that a leader’s emotions are contagious and enables us to drive emotions in the right direction for positive impact.

The Dip



Whether you’re a graphic designer, a sales rep, an athlete, or an aspiring CEO, this fun little book will help you figure out if you’re in a Dip that’s worthy of your time, effort, and talents. If you are, The Dip will inspire you to hang tough. If not, it will help you find the courage to quit—so you can be number one at something else.



*Remember the difference between a boss and a leader...
A boss says, “Go!”
A leaders says, “Let’s Go!”*

E.M. Kelly



Additional Leadership Must-Reads

- *The Traveler's Gift: Seven Decisions that Determine Personal Success* (Andy Andrews)
- *Failing Forward: Turning Mistakes into Stepping Stones for Success* (John Maxwell)
- *The Road Less Traveled, Timeless Edition: A New Psychology of Love, Traditional Values and Spiritual Growth* (M. Scott Peck)
- *Endurance: Shackleton's Incredible Voyage* (Alfred Lansing)
- *Delivering Happiness: A Path to Profits, Passion, and Purpose* (Tony Hsieh)
- *Wooden on Leadership: How to Create a Winning Organization* (John Wooden)
- *Unbroken: A World War II Story of Survival, Resilience, and Redemption* (Laura Hillenbrand)
- *How to Win Friends and Influence People* (Dale Carnegie)
- *The Power of Impossible Thinking: Transform the Business of Your Life and the Life of Your Business* (Yoram (Jerry) R. Wind)
- *The Tipping Point: How Little Things Can Make a Big Difference* (Malcom Gladwell)
- *The Five Temptations of a CEO, Anniversary Edition: A Leadership Fable* (Patrick Lencioni)
- *The Five Dysfunctions of a Team: A Leadership Fable* (Patrick Lencioni)
- *Great by Choice: Uncertainty, Chaos and Luck—Why Some Thrive Despite Them All* (Jim Collins)
- *Emotional Intelligence 2.0* (Travis Bradberry and Jean Greaves)
- *Who Moved My Cheese?: An Amazing Way to Deal with Change in Your Work and in Your Life* (Spencer Johnson)
- *TouchPoints: Creating Powerful Leadership Connections in the Smallest of Moments* (Douglas Conant)
- *A Simpler Way* (Margaret J. Wheatley)





Resource: Must-Have Leader Tools

Evernote



The digital brain for leaders to keep track of their life on the go...tie everything together for easy, quick access.

WordPress



Free and Open source blogging tool and content management system. WordPress is the system that powers GeneralLeadership.com and allow us to connect with you. It is the powerhouse behind more than 60 million websites.

Dropbox



Collaborate with friends. Free service that lets you bring your photos, docs, and videos anywhere and share them easily. Never email yourself a file again! This is how our GL Team shares articles and ideas.

Scoop-it!



Read and Share your Wisdom. Scoop what matters to you and learn from others. Build engaged audiences through publishing by curation.



Zoom



Zoom is the method by which the General Leadership Curator Team meets from around the world. A Cloud meeting company, this platform allows seamless integration of DropBox and screen share to facilitate collaboration and real-time idea development.

Podbean



Point-and-click site for publishing professional audioblogs. Podbean offers simple push to iTunes for amazing RSS audience coverage.

Listen to our podcast at
GeneralLeadership.podbean.com

iTunes



Since we're talking about podcasts, why not ensure yours is hosted at the number one site for seekers of great pod-fodder.

Create on Podbean, then push to iTunes...Need we say more?

Check out our podcast on iTunes entitled, "The 200-Second Soundbite"

YouTube



Broadcast VideoBlogs and Learning videos. We do—in fact, we have our own channel! YouTube is simple, free and widely utilized world-wide.





Additional Must-have Leader Tools

- *JustUnfollow: Manage Twitter followers*
- *Pinterest: Organize & share favorites*
- *Prezi: Engaging presentations*
- *Zoom: Excellent video conferencing*
- *Buffer: Preload social media posts*
- *Tweriod: Find your Twitter high-points*
- *Kindle e-Publishing: Write your 1st book*
- *Anti-Social: Everybody needs quiet time*
- *RunKeeper: Get out & get active!*
- *Skitch: Annotate, sketch and shapes*
- *Trello: Workflow/Project Management*
- *Kippt: Collect, Share & Discover*
- *FollowerWonk: Twitter analysis*
- *Communit: Twitter analysis/guidance*
- *Coffee-Break: Take a break & refresh*



“Nurture your fields of inclusion, commitment and selflessness towards stronger mission accomplishment anchored with deep-roots of team potential. With simple actions, you can share self-multiplying power within your team: A single thought (acted upon), a single word (spoken), a selfless deed (done). Each of these actions are seeds with the potential to motivate those around you to stretch farther, reach higher, and grow stronger than they previously thought possible. Seeding leadership potential within your team reaps a bountiful harvest of returns that lasts beyond a single season.”

Excerpt from “The Leader’s Harvest”
by Senior Curator, Matthew T. Fritz
Published 12 March 2014 on GeneralLeadership.com





Resource: Social Presence Tools

Twitter



Spread your message online and connect with others who share similar thoughts or interests. The General Leadership Team loves to use this online social network and microblog to spread our message 140 characters at a time. Connect with us @GenLeadBLog

LinkedIn



The premiere location for your professional identity, LinkedIn connects thinkers, businesses, C-Suite Executives and you to the movers and shakers in the industries you care about. What's more, you can find us there, too! Look for us by searching for the General Leadership Foundation.

Google+



Powerful and growing as a place for like-minded people and organizations to collaborate, Google Plus is a great environment for you to participate in.

Google+ is a place to connect with friends, family, business associates and the General Leadership Team.

Gravatar



A globally recognized avatar, this service allows your likeness, biography and credentials to follow you across the web. We use it at GeneralLeadership.com as a central-repository for online identities to include our curators and authors. It integrates well into many platforms, including WordPress.



TweetDeck



Our favorite Twitter social media dashboard which allows management of all your Twitter accounts and interests. Also the perfect interface to engage in our #GenLead TweetChat, every Third Thursday of the month.

JustUnfollow



If you're using Twitter to connect with your followers, then this service can be a great helping-hand. Monitor who followed you...and who unfollowed you. A simple free service with pay options for the more savvy Twitter individuals.

Buffer



Connecting with your followers is important. Connecting at the right times can be difficult, without a great tool like Buffer. Buffer provides an easy way to share any page you are reading on the internet and pace your messages so your great ideas and words do not overwhelm your readers.

Disqus



The community of communities, this service allows you to comment and discuss leadership across the internet in different venues. We utilize Disqus as our comment-management system on GeneralLeadership.com, so our readers and subscribers can enjoy the value provided by socially-enabled comments and feedback.





Resource: Gadgets for Leaders on the Go

Bose QuietComfort



Noise Reduction technology lets you relax to music or focus on the latest publication of *The 200-second Soundbite* on the Metro or an Airplane. Silence is golden and these headphones let you have it.

Prezi



The next step in the evolution of presentations, this cloud-based software utilizes a zoomable canvas upon which concepts can be displayed. Instead of flipping slides, a speaker can navigate along a pre-determined path to tell a compelling story that sticks in the minds of listeners and yields a much more effective, lasting presentation.

PiktoChart



This web-Based interactive infographic software allows average computer users to create professional-grade graphic designs readable by search engines.

Pico Projector



Palm-sized image projector allows professional presentations from any laptop or smart phone. The General Leadership Team carries this for those short-notice calls to put ideas on a screen.



Keynote



Part of the iWork productivity Suite, this presentation software presents amazing capability and can be controlled from any Apple iPhone, iPod or iPad.

Logitech Wireless Presenter



Laser pointer, with one-touch keys for easy slideshow control turns your presentation into an audience-grabbing showstopper.

Ultra Portable Tabletop Projection Screen



The must-have partner for mobile presentations, this is for professionals who want to look professional. Easy set-up conveniently accommodates the ultimate screen for mobile up to a 50" image.

Lenova IdeaPad



Our team loves this ultimate multimode Ultrabook. It has a super-high resolution multi-touch display which flips 360 degrees to offer four different usage modes: Laptop, tablet, Stand, Tent. Perfect for the intimate presentations with top executives.





Anker Astro



We've all been there—need to use a gadget and it goes belly up when the battery drains out. The Anker Astro provides power on the go...when you do not have time to stop and plug into a stationary powersource. Full speed charging. Every Device, every time.

Fitbit Fitness Tracker



We all need some motivation sometimes, and the Fitbit does a great job of providing it. Measure steps, calories burned and active minutes—even how long and well you slept. The included silent alarm will make sure you are always where you need to be when you need to be there.



Additional Gadgets for Leaders on the Go

- Pinterest: *Organize & share favorites*
- Prezi: *Engaging presentations*
- Zoom: *Excellent video conferencing*
- Buffer: *Preload social media posts*
- Tweriod: *Find your Twitter high-points*
- Kindle e-Publishing: *Write your 1st book*
- Anti-Social: *Everybody needs quiet time*
- RunKeeper: *Get out & get active!*
- Skitch: *Annotate, sketch and shapes*
- Trello: *Workflow/Project Management*
- Kippt: *Collect, Share & Discover*
- FollowerWonk: *Twitter analysis*
- Commun.it: *Twitter analysis/guidance*
- Coffee-Break: *Take a break & refresh*



“If a change initiative doesn’t meet one of the four rules, don’t do it. Always remember yesterday may have brought you to today, but it most likely will not carry you through tomorrow. Embrace new ideas, new methods and always question the assumptions which define your business model. “Yesterday is interesting but irrelevant” must be an essential concept of employment.”

Excerpt from “Positive Change”
by Associate Curator, Chris R Stricklin
Published 7 Feb 2014 on GeneralLeadership.com





Resource: Leadership & Platform Development

GeneralLeadership.com



The premiere Leadership site and Blog on the internet! (Afterall, this is our list...) GeneralLeadership.com provides Leadership Advice From America's Most Trusted Leaders!tm

Switch & Shift



SwitchandShift.com is one of our best friends on the net, and hosts a variety of relevant topics you need to read. Be the change you wish to see and engage with the Human Side of Business. Many of our authors publish also publish here.



The John Maxwell Co.



A simple approach to leadership that demands commitment and discipline. Inspire, Challenge, Equip.

Michael Hyatt



Platform and leadership expert, Michael Hyatt is a multifaceted mentor helping leaders leverage influence.



Additional Gadgets for Leaders on the Go

- Scoop.It: *Great way to read and share!*
- Fiverr: *Almost any talent for \$5*
- Innovation Excellence: *Provocative discussion*
- MarkandAngel: *Practical life tips*
- Slickdeals.net: *Find your inner cheapskate*
- Freelancer: *Need something done?*
- ThemeForest: *Great looking WP themes*
- Gravatar: *Your one-stop internet presence*
- Wordpress: *No blog should be without*
- BoxofCrayons: *Daily leadership motivations*
- The Clearing: *Quad4 strategies*
- Great Place to Work: *Name says it all*
- *Periodicals We Check Daily:*
 - FastCompany
 - Inc Magazine
 - Forbes
 - HBR (Harvard Business Review)

*Never doubt that a small group of thoughtful,
concerned citizens can change world.
Indeed it is the only thing that ever has.*

Margaret Mead





Chapter 4

BONUS: The 12-Virtues of Leadership

By Brigadier General John E. Michel
Senior Curator – GeneralLeadership.com

Of the many timeless accomplishments of the ancient Greeks, perhaps none is as important as their documenting the significance of virtues: a basic moral guide to good living.

Virtues serve as the cornerstone of our ability to consistently bring out the best in ourselves as well as those around us. In fact, the great philosopher Aristotle’s first rule for being good is that there are no rules. Excelling as a leader, in his view, is about doing the best thing you can in each situation you face.

Virtues are dynamic forces—witness the word’s Latin root, *virtus*, meaning “strength” or “power.” Each, when practiced habitually, progressively enhances our capacity to act. Equipping us to achieve excellence of being, rather than merely excellence in doing.

Of course, virtues are not created in a day; they are formed over the course of one’s life by the daily choices we make. Perhaps the most important virtue that guides the formation of our character is that of integrity.

Many people think of integrity as sound character or morality, and this definition is only partially accurate. Integrity means so much more than that; it is an extremely powerful term that finds its root in the Roman army during days of the 12 Caesars.

Every day, early in the morning, the Roman Legionnaires would stand in formation for inspection. When the general stood in front of each legionnaire, the soldier would strike his breastplate above the heart and shout, “*Integritas*,” which in Latin means material, wholeness, completeness and entirety. The general would listen closely to the ring that resonated throughout the armor to confirm that it was sound and the soldier would be protected in combat.

About that time another group of soldiers known as the Praetorian Guard ascended into prominence. They were politically connected and were drawn from only the wealthiest, most privileged families in Rome. Responsible for protecting the emperor, they adopted many of the customs of the Roman Legionnaires including morning inspections. However, rather than shouting “*Integritas*,” during their daily drills, the Praetorian Guard would pound on their breastplate and shout, “Hail Caesar,” to proclaim their heart belonged to the imperial throne, not the Roman army or people.



A century after their creation, things with the Praetorian Guard had grown quite lax. Instead of continuing to follow the example of the Centurions and continually honing their skills and reinforcing discipline, excess and substandard performance became their norm. As a result, the legionnaires of this era began using “Integer” when they struck their armor, which means undiminished, complete, lacking in nothing. They did so to indicate that not only was the armor sound but each soldier wearing the armor was complete in integrity. In effect, it was a statement that they were not lacking in discipline and refused to accept the same reduced moral standard that was now commonly associated with the Praetorian Guards.

The armor of integrity continued to be a distinction for the legionnaires, and for over four centuries, they succeeded in holding back the invading Vandals and Goths. By 383AD, however, the social decline that had infected the Republic and infiltrated the Praetorian Guard began to infect the legions. As a fourth-century Roman general wrote, “When, because of negligence and laziness, parade ground drills were abandoned, the customary armor began to feel heavy since the soldiers rarely, if ever, wore it. Therefore, they first asked the emperor to set aside the breastplates and mail and then the helmets. So our soldiers fought the Goths without any protection for the heart and head and were often beaten by archers. Although there were many disasters, which led to the loss of great cities, no one tried to restore the armor to the infantry. They took their armor off, and when the armor came off, so too came their integrity.”

It was only a matter of time before the legions became corrupted through-and-through, and in so doing found themselves unable to hold the line against the invading barbarians.

What this story reveals is that the demise of Rome was foremost an inside job. That is, it was the result of people entrusted to defend the ideals of their country failing to conduct themselves with integrity in the heat of the moment—individuals who lacked the strength of character to do what they said they would do when others counted on them most.

To cultivate virtue is first and foremost about becoming a better person. It’s a way of thinking and being that motivates us to lead lives of purpose, meaning and significance. Over the next year, we plan to share with you 12 virtues of leadership that represent the best in the American character. Every month we will highlight a different virtue and every month we will feature guests who emulate these virtues in their surroundings. The leadership virtues we will be exploring include Courage, Compassion, Service, Honesty, Persistence, Humility, Selflessness, Hope, Creativity, Self-Control, Grace, and of course, Integrity.

In addition to introducing you to a host of amazing guests, including Medal of Honor winners, business leaders helping veterans get back to work, as well as ordinary





people doing extraordinary things to promote positive change in their surroundings, our goal over the next 12 months is to paint a compelling picture of what it truly means to lead our lives in a more excellent way, each and every day.

On my desk at home sits a copy of the 1950 edition of *The Armed Forces Officer*, a small booklet outlining the roles, responsibilities, and expectations of military leaders. I believe the first paragraph gets to the heart of what it means to lead well, in or out of uniform. It reads: “Having been specifically chosen by the United States to sustain the dignity and integrity of its sovereign power, an officer [leader] is expected to maintain himself, and so exert his influence for so long as he may live, that he will be recognized as a worthy symbol of all that is best in the national character.”

Although the booklet doesn’t explain in detail what the phrase “best in the national character” specifically entails, I believe it serves to remind us that we are at our best as a people and as a country when we refuse to compromise our standards and undermine our influence so we can be found lacking for nothing when others need us most.

We would be wise to remember that we strengthen our character through the habitual practice of sound moral habits we call virtues. As we routinely practice these virtues we strengthen the quality of our minds, our wills, and our hearts. Enabling us to little-by-little become the kind of leader we want to be and others deserve to see.





Leadership Notes





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