FOOD FOR THOUGHT

It is a good thing for an uneducated man to read books of quotations.
- **Winston Churchill** (British Prime Minister, WWII)

**ON LEADERSHIP . . .**

Knowledge will forever govern ignorance; and people who mean to be their own governors must arm themselves with the power which knowledge provides.
- *James Madison* (4th President of the United States . . . duh!)

Treat a man as he is and he will remain as he is. Treat a man as he can and should be and he will become as he can and should be.
- *Johann Goethe* (German writer)

The leader is no longer merely the-one-who-leads, but one who is himself lead in dialogue with other students, who in turn while being lead also leads.
- *Paulo Feire* (Brazilian Educator)

Leadership: The art of getting someone else to do something you want done because he wants to do it.
- *Dwight D. Eisenhower* (President of the United States)

Of course, teachers are not alone in recognizing the value of attention. I have been fortunate to work with many individuals whom I consider to be great leaders. One thing that always sets these people apart – that lifts them above the others – is that, regardless of the size or nature of their organizations, they never forget the worth of the individual.
- *Stephen R. Covey* (Author and Professor)

The only limit to our realization of tomorrow will be our doubts of today. Let us move forward with strong and active faith.
- *F.D.R.* (32nd President of the United States)

Duty is a very personal thing. It is what comes from knowing the need to take action and not just a need to urge others to do something.
- *Agnes Gonxha Bojaxhiu* (a.k.a. Mother Teresa – nun, missionary, and saint!)

When life does not go our way or we inadvertently make a mistake, it is so easy to make excuses, place blame on others, or argue that circumstances were against us. But we only progress in life to the extent that we take responsibility for our actions and attitudes, and put forth the initiative necessary to create our own circumstances.
- *Stephen R. Covey* (Author and Professor)

Leadership is one of the things you cannot delegate. You either exercise it, or you abdicate it.
- *Robert Goizueta* (C.E.O. of Coca-Cola Co.)

The man who wants to lead the orchestra must turn his back to the crowd once in a while.
- *James Crook*
Nothing is more liberating than to fight for a cause larger than yourself, something that encompasses you buy is not defined by your existence alone.

Originality exists when one thinks for oneself, and not when one thinks unlike other people.
  - James Fitzjames Stephen (English Lawyer, Judge)

A leader leads by example . . . whether he intends to or not.
  - Unknown

No matter how much self-assurance you’ve demonstrated in a risky situation, particularly a new job, you may look up one day to see the wolves circling. I think that when you’re in a new position it’s best to do as much one-on-one work as possible. People tend to be less receptive in a pack situation, because they’re watching everybody else. They can also get mean.
  - Kate White (Editor-in-Chief, Cosmopolitan)

Do not think yourself so big that other people look small.
  - Confucius (Chinese Philosopher)

The only thing blame does is to keep the focus off you when you are looking for external reasons to explain your unhappiness or frustration. You may succeed in making another feel guilty of something by blaming them, but you won’t succeed in changing whatever it is about you that is making you unhappy.
  - Wayne Dyer (Self-help author)

The key to successful leadership today is influence, not authority.
  - Kenneth Blanchard (Author, management expert)

Good leaders don’t wait for official blessing to try things out. They’re prudent, not reckless. But they realize a fact of life in most organizations: If you ask enough people for permission, you will inevitably come up against someone who believes his/her job is to say “no.” So the moral is, don’t ask! Less effective middle managers endorse the sentiment, “If I haven’t explicitly been told ‘yes,’ I can’t do it,” whereas the good ones believe, “If I haven’t explicitly been told “no,’ I can.” There is a world of difference between the two points of view.
  - Colin Powell (U.S. Statesman, 4-star U.S. Army General)

Nothing is so potent as the silent influence of a good example.
  - Plato (Classical Greek Philosopher)

Action may not always bring happiness; but there is no happiness without action.
  - Benjamin Disraeli (?)

Be the change you want to see in the world.
  - James Kent (Early American Legal Scholar)
ON TEACHING, LEARNING, & EDUCATION . . .

I would teach children math, physics, and philosophy; but most importantly music, for in the patterns of music and all the arts are the keys of learning.

- *Plato* (Classical Greek Philosopher)

Trust men and they will be true to you; treat them greatly, and they will show themselves great.

- *Ralph Waldo Emerson* (19th Century American Author and Poet)

Try to focus on teaching a person, not just teaching a subject.

- *Anonymous*

Education is more than filling a child with facts. It begins with posing questions.

- *D. T. Max* (Author, Journalist – *The New Yorker*)

To acquire knowledge, one must study; but to acquire wisdom, one must observe.

- *Marilyn vos Savant* (American columnist, world’s highest IQ (Guinness) . . . until 1990)

Leadership and learning are indispensible to each other.

- *John F. Kennedy* (President of the United States)

The best thing for being sad,” replied Merlin, beginning to puff and blow, “is to learn something. That's the only thing that never fails. You may grow old and trembling in your anatomies, you may lie awake at night listening to the disorder of your veins, you may miss your only love, you may see the world about you devastated by evil lunatics, or know your honor trampled in the sewers of baser minds. There is only one thing for it then — to learn. Learn why the world wags and what wags it. That is the only thing that the mind can never exhaust, never alienate, never be tortured by, never fear or distrust, and never dream of regretting. Learning is the only thing for you. Look what a lot of things there are to learn.

- *Mark Twain* (American author and humorist)

The important thing is this: To be able at any moment to sacrifice who we are for what we can become.

- *Lao-Tzu* (Chinese Philosopher)

If you’re not learning while you’re earning, you’re cheating yourself out of the better portion of your compensation.

- *Napoleon Hill* (American Author)

Consistency is contrary to nature, contrary to life. The only completely consistent people are dead.

- *Aldous Huxley* (British Author and Editor)

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

- *John Quincy Adams* (6th President of the United States, son of John and Abigail)

Only the weak blame parents, their race, their times, lack of good fortune, or the quirks of fate. Everyone has it within his power to say, “This I am today; That I will be tomorrow.”

- *Louis L’Amour* (American Author)

The more we accept responsibility for who we are and who we can become,
the greater will be our progress and contribution.

- Stephen R. Covey (Author and Professor)

There is a fine line between being consistent and being repetitive.

- John C. Maxwell (Author and Speaker on Leadership, Christian pastor)

Teach by doing whenever you can, and only fall back upon words when doing is absolutely out of the question.

- Jean-Jacques Rousseau (French Philosopher, 18th Century Romanticism)

It is an accepted cliché in education that the number one goal of teachers should be to help students learn how to learn. I always saw the value in that. But in my mind, a better number one goal was this: I wanted to help students learn how to judge themselves. Did they recognize their true abilities? Did they have a sense of their own flaws? Were they realistic about how others viewed them?

In the end, educators best serve students by helping them be more self-reflective. The only way any of us can improve is if we develop a real ability to assess ourselves. If we can’t accurately do that, how can we tell if we’re getting better or worse? Some old-school types complain these days that higher education too often feels like it is all about customer service. Students and their parents believe they are paying top dollar for a product, and so they want to be valuable in a measurable way. It’s as if they’ve walked into a department store, and instead of buying five pairs of designer jeans, they’ve purchased a five-subject course-load.

I don’t fully reject the customer service model, but I think it’s important to use the right industry metaphor. It’s not retail. Instead, I’d compare college tuition to paying for a personal trainer at an athletic club. We professors play the roles of trainers, giving people access to the equipment (books, labs, our expertise) and after that, it is our job to be demanding. We need to make sure that our students are exerting themselves. We need to praise them when they deserve it and tell them honestly when they have it in them to work harder.

Most importantly, we need to let them know how to judge how they’re coming along for themselves. The great thing about working out at a gym is that if you put in effort, you get very obvious results. The same should be true of college. A professor’s job is to teach students how to see their minds growing in the same way they can see their muscles when they look in a mirror.

To that end, I’ve tried to come up with mechanical ways to get people to listen to feedback. I was constantly helping my students develop their own feedback loops. It was not easy. Getting people to welcome feedback was the hardest thing I ever had to do as an educator. (It hasn’t been easy in my personal life, either.) It saddens me that so many parents and educators have given up on this. When they talk about building self-esteem, they often resort to empty flattery and generic compliment rather than character-building honesty. I’ve heard so many people talk about the downward spiral in our educational system, and I think one key factor is that there is too much stroking and too little real feedback.

- Randy Pausch, from “The Last Lecture” (Professor, Carnegie Melon)

Consistency is contrary to nature, contrary to life. The only completely consistent people are dead.

- Aldous Huxley (British Author and Editor)

The aim of education is to enable individuals to continue their education . . .

- John Dewey (Philosopher, Education Reformer)
Whomever you are, there is some younger person who thinks you are perfect. There is some work that will never be done if you don’t do it. There is someone who would miss you if you were gone. There is a place that you alone can fill.

- *Jacob M. Braude* (Author)

Chance favors the prepared mind.

- *Louis Pasteur* (French Chemist)

Start by teaching the fundamentals. A player’s got to know the basics of the game and how to play his or her position. Next, keep him/her in line. That’s discipline. The players have to work as a team, not as a bunch of individuals . . . Then you’ve to care for one another. You’ve got to respect one another . . . most people call this team spirit.

- *Vince Lombardi* (Legendary Football Coach – Green Bay Packers)

We are shut up in schools and college recitation rooms for ten or fifteen years, and come out at last with a bellyful of words and do not know a thing. The things taught in schools and colleges are not an education, but the means of education.

- *Ralph Waldo Emerson* (19th Century American Author and Poet)

He who is afraid to ask is ashamed to learn.

- *Danish Proverb*

Too often the meaning of charity is reduced to the act of giving alms or donating sums of money to those who are economically disadvantaged. But charity in its purest forms involves so much more. It includes giving of our hearts, our minds, and our talents in ways that enrich the lives of all people – regardless of whether they are poor or rich. Charity is selflessness.

- *Stephen R. Covey* (Author and Professor)

Some say opportunity knocks only once. That is not true. Opportunity knocks all of the time, but you have to be ready for it. If the chance comes, you must have the equipment to take advantage of it.

- *Louis L’Amour* (American Author)

Education is the ability to listen to almost anything without losing your temper.

- *Robert Frost* (American Poet, Pulitzer Prize)

Achievement is largely the product of steadily raising one’s levels of aspiration and expectation.


To teach is to learn twice.

- *Joseph Joubert* (French Essayist)

Education is more than filling a child with facts. It begins with posing questions.

- *D.T. Max* (Author, Journalist – The New Yorker)

For teachers, courage is not the absence of fear, but the awareness that something else is more important.

- *Stephen R. Covey* (Author and Professor)
Every person in this life has something to teach me — and as soon as I accept that, I open myself to truly listening.

- John Lahr (American Theater Critic – The New Yorker)

A human being should be able to change a diaper, plan an invasion, butcher a hog, conn a ship, design a building, write a sonnet, balance accounts, build a wall, set a bone, comfort the dying, take orders, give orders, cooperate, act alone, pitch manure, solve equations, analyze a new problem, program a computer, cook a tasty meal, fight efficiently, die gallantly. Specialization is for insects.

- Robert Heinlein (American Science Fiction Writer)

The leaders who work most effectively, it seems to me, never say 'I'. And that's not because they have trained themselves not to say 'I'. They don't think 'I'. They think 'we'; they think 'team'. They understand their job to be to make the team function. They accept responsibility and don't sidestep it, but 'we' gets the credit.... This is what creates trust, what enables you to get the task done.

- Peter Drucker (Writer, Management Consultant)

ON TEAMWORK . . .

This typxwritxr is xxcxllxnt xxcxlxpt for onx kxy. Thx 25 othxr lxtxrs work fnx; but just onx goof-off lousxs up thx wholx job.

- William D. Xllis

Nothing is more liberating than to fight for a cause larger than yourself, something that encompasses you but is not defined by your existence alone.


I love my work, and because I enjoy it, it doesn’t really feel like work. Thus I spend most of my time working. I like working collaboratively with people. I have a terrific people who work with me, and I think of the work that we do as “our” work.

- Jim Henson (American Puppeteer, The Muppets)

The person who gets the most satisfactory results is not always the one with the most brilliant single mind, but rather the one who can best co-ordinate the brains and talents of his associates.

- W. Alton Jones (former President of CITGO)

Little is done when many command.

- Dutch Proverb

Teamwork is the ability to work together toward a common vision; the ability to direct individual accomplishments toward organizational objectives. It is the fuel that allows common people to attain uncommon results.

- Andrew Carnegie (Businessman, Entrepreneur – American Steel Industry . . . rich!)

When motivating people, you’ve got to engage their minds and their hearts. I motivate people, I hope, by example – and perhaps by excitement, by having productive ideas that will make others feel involved.

- Rupert Murdoch (Media Baron, C.E.O. News Corp. . . . oops . . .)
There are only two kinds of plans: Plans that might work, and plans that won’t work. There is no such thing as the perfect plan. You have to take a plan that might work and make it work.

- Wesley Clark (Retired U.S. Army General)

Luck is a matter of preparation meeting opportunity.

- Anonymous

There is a grandeur in the uniformity of the masses. When art, drama, dance, and music sweeps like wildfire from one end of the continent to the other, and millions roar with applause, sway their bodies in unison, or sing along with a song, there is the overpowering feeling that we have come nearer the brotherhood of man than ever before.

- Eric Hoffer (20th Century American Philosopher)

Don’t forget about those who are doing the work with you – the credit belongs to the man who is actually in the arena; whose face is marred by dust and sweat and blood; who strives valiantly; who errs and comes up short again and again; who knows the great enthusiasms, the great devotions, and spends himself in a worthy cause; who at the best knows in the end triumph of higher achievement; and who at the worst, if he fails, at least he fails while daring greatly.

- Theodore Roosevelt (26th U.S. President, a.k.a. “Teddy”)

Coming together is a beginning; keeping together is progress; working together is success.

- Henry Ford (Founder, Ford Motor Company)

One day a small boy tried to lift a heavy stone, but couldn’t budge it. His father, watching, finally said, “Are you sure you’re using all of your strength?”

“Yes I am!” the boy cried.

“No, you’re not,” said the father, “You haven’t asked me to help you.”

- Anonymous

All winning teams are goal-oriented. Teams like these win consistently because everyone connected with them concentrates on specific objectives. They go about their business with blinders on; nothing will distract them from achieving their aims.

- Lou Holtz (legendary Football Coach – Notre Dame . . . among many others)

I think the harder you work, the more luck you have!

- Dave Thomas (Founder, Wendy’s)

Teamwork represents a set of values that encourage behaviors such as listening and constructively responding to points of view expressed by others, giving others the benefit of the doubt, providing support to those who need it, and recognizing the interests and achievements of others.

- Katzenbach & Smith (Authors)

Never underestimate a problem or your ability to cope with it. Realize that the problem you are facing has been faced by millions of human beings. You have untapped potential for dealing with a problem if you will take the problem and your own undeveloped, unchanneled powers seriously. Your reaction to a problem as much as the problem itself will determine the outcome. I have seen people face the most catastrophic problems with a positive mental attitude, turning their problems into creative experience. They turned their problems into creative experience. They turned their scars into stars.

Man must cease attributing his problems to his environment, and learn again to exercise his will – his personal responsibility.

- Albert Schweitzer (German Theologian (Lutheran), and organist (Bach))

**ON LISTENING AND COMMUNICATION . . .**

A class in music appreciation was asked the difference between listening and hearing. At first there was no response. Finally, a hand went up and a youngster offered this sage solution: Listening is wanting to hear.

- M. C. Hess

The most important thing in communication is to hear what isn’t being said.

- Peter Drucker (Writer, Management Consultant)

Civility costs nothing, and buys everything.

- Mary Montagu (17th Century English Aristocrat)

To effectively communicate, we must realize that we are all different in the way we perceive the world and use this understanding as a guide to our communication with others.

- Tony Robbins (Life Coach and Author)

Communication is a continual balancing act, juggling the conflicting needs for intimacy and independence. To survive in the world, we have to act in concert with others, but to survive as ourselves, rather than simply as cogs in a wheel, we have to act alone.

- Deborah Tannen (Professor, Lecturer, Princeton University)

New opinions are always suspected, and usually opposed, without any other reason but because they are not already common.

- Andrew Carnegie (Businessman, Entrepreneur – American Steel Industry . . . rich!)

There are people who, instead of listening to what is being said to them, are already listening to what they are going to say themselves.

- John Locke (17th Century British Philosopher, father of Liberalism)

Listening is a rare happening among human beings. You cannot listen to the words another is speaking if you are preoccupied with your appearance or with impressing the other, or are trying to decide what you are going to say when the other stops talking, or are debating about whether what is being said is true or relevant or agreeable. Such matters have their place, but only after listening to the words as the words are being uttered.

- William Stringfellow (American Theologian)

Some people march to a different drummer – and some people polka.

- L.A. Times Syndicate

Many attempts to communicate are nullified by saying too much.

- Robert Greenleaf (Founder, Servant Leadership Movement)
If there is any one secret of success, it lies in the ability to get the other person’s point of view and see things from his angle as well as your own.

- Henry Ford (Founder, Ford Motor Company)

If I didn’t have my sense of humor, I wouldn’t have any sense at all.

- Susan Allen (Former MRD Trumpet S.L., Burley M.S. Band Director, Charlottesville, VA)

Be a good listener . . . your ears will never get you into trouble.

- Frank Tyger (Editorial cartoonist, humorist, and columnist)

ON JUDGING OTHERS . . .

Sometimes when you give someone a piece of your mind, you lose you won peace of mind.

- Anonymous

A friend of mine, returning to South Africa from a long stay in Europe, found herself with some time to spare at London’s Heathrow Airport. Buying a cup of coffee and a small package of cookies, she staggered, laden with luggage, to an unoccupied table. She was reading the morning paper when she became aware of someone rustling at her table. From behind the paper, she was flabbergasted to see a neatly dressed young man helping himself to her cookies. She did not want to make a scene, so she learned across and took a cookie herself. A minute or so passed. More rustling. He was helping himself to another cookie – she couldn’t believe it! She then reached across and took another cookie for herself.

By the time they were down to the last cookie in the package, she was very angry but could still not bring herself to say anything. Then the young man broke the remaining cookie in two, pushed half across to her, ate the other half, and left.

Sometime later, when the public address system called for her to present her ticket, she was still fuming. But, imagine her embarrassment when she opened her handbag and was confronted by her unopened package of cookies. She had been eating his the whole time.

- Dan P. Greyling (Author, columnist)

Most of us can read the writing on the wall; we just assume it’s addressed to someone else.

- Ivern Ball (Author, poet)

Isn’t it funny, when the other fellow takes a long time to do something, he’s slow. When I take a long time to do something, I’m thorough. When the other fellow doesn’t do it, he’s lazy. When I don’t do it, I’m busy. When the other fellow does it without being told, he’s overstepping his bounds. When I go ahead and do it without being told, that’s initiative. When the other fellow states his opinion strongly, he’s bullheaded. When I state my opinion strongly, I’m firm. When the other fellow overlooks a few rules of etiquette, he’s rude – and me, I’m perfect. Funny, how the other fellow could be me in the other fellow’s eyes.

- Tom Knight (19th Century British Politician)

Don’t find fault, find a remedy.

- Henry Ford (Founder, Ford Motor Company)

A hypocrite is a person . . . but who isn’t?

- Don Marquis (?)