If you hire the wrong person at the top of a company, they can destroy it in no time at all. *Sir Richard Branson*,

founder of Virgin

Become the kind of leader that people would follow voluntarily; even if you had no title or position. Brian Tracy

A financial analyst once asked me if I was afraid of losing control of our organization. I told him I've never had control and I never wanted it. If you create an environment where the people truly participate, you don't need control. They know what needs to be done, and they do it. And the more that people will devote themselves to your cause on a voluntary basis, a willing basis, the fewer hierarchs and control mechanisms you need.

Herb Kelleher, ex-CEO of Southwest Airlines

Apathy can be overcome by enthusiasm, and enthusiasm can only be aroused by two things: first, an ideal, which takes the imagination by storm, and second, a definite intelligible plan for carrying that ideal into practice.

Arnold J. Toynbee

The most dangerous leadership myth is that leaders are born – that there is a genetic factor to leadership. This myth asserts that people simply either have certain charismatic qualities or not. That's nonsense; in fact, the opposite is true. Leaders are made rather than born. *Warren Bennis* It's completely incredible what people can do when they're appreciated.

Mogens Nørgaard

Leadership is unlocking people's potential to become better. Bill Bradley

I start with the premise that the function of leadership is to produce more leaders, not more followers. *Ralph Nader* A life spent making mistakes is not only more honorable, but more useful than a life spent doing nothing.

Strive not to

be a success,

but rather to

be of value.

Albert Einstein

George Bernard Shaw

Bad leaders give bad orders. Good leaders give good orders. Great leaders give no orders. May your choices reflect your hopes, not your fears. There is a bright future for complexity, what with one thing always leading to another.

David Marquet, Former nuclear submarine commander Nelson Mandela

The corporate world means nothing unless it improves the lives of people and the conditions in poor countries. *Dr. Haldor Topsøe*

You have to honor failure, because failure is just the negative space around success.

Randy Nelson, Pixar

How I wish everyone had decent work! It is essential for human dignity. Pope Francis I

Semco has no official structure. It has no organizational chart. There's no business plan or company strategy, no two-year or fiveyear plan, no goal or mission statement, no long-term budget. The company often does not have a fixed CEO. There are no vice presidents or chief officers for information technology or operations. There are no standards or practices. There's no human resources department. There are no career plans, no job descriptions or employee contracts. No one approves reports or expense accounts.

Numbers and money follow; they do not lead.

Dan Gilbert, founder of Quicken Loans I'd rather have a hole in my team than an asshole in my team.

> Dan Jacobs, Head of Talent at Apple

We believe that in order to make the world a better place, you first need to focus on bettering yourself. As we grow, we become better equipped to better help our clients and community.

Charlie Kim, founder of Next Jump

You do not lead by hitting people over the head – that's assault, not leadership.

Dwight D. Eisenhower

Given the right circumstances, from no more than dreams, determination, and the liberty to try, quite ordinary people consistently do extraordinary things. One of the most thoroughly replicated findings in the field of social psychology states, the more you reward people for doing something, the more they tend to lose interest in whatever they had to do to get the reward.

Treat the enterprise as a community of engaged members, not a collection of free agents. Corporations are





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social institutions, which function best when committed human beings (not human "resources") collaborate in relationships based on trust and respect. Destroy this and the whole institution of business collapses. *Henry Mintzberg*