

# ADMINADVANTAGE

The Exclusive Online Magazine for Administrative Professionals

November 2017



## Why You Should Care About Managing Up

### FEATURES:

The Best Ways To Introduce Yourself  
It's Time To Refresh And Renew - Take A Break!  
To Friend or Not to Friend:

A publication of  
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# ADMINADVANTAGE

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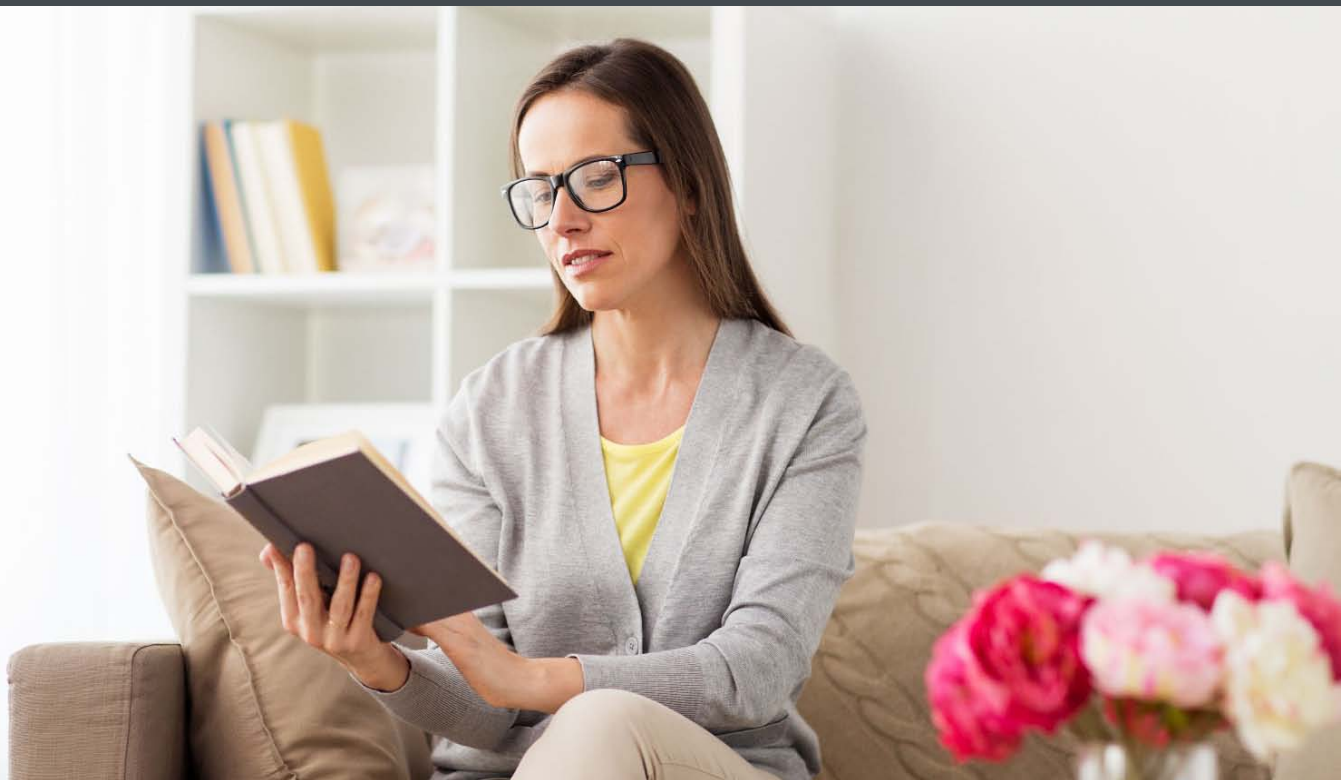
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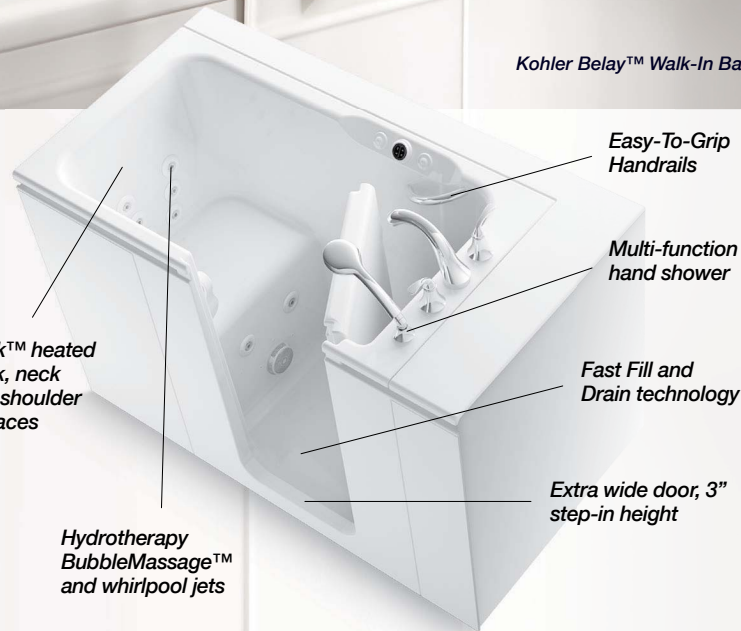
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# The Best Ways To Introduce Yourself

By Sergei van Bellinghen

All through your life, you frequently introduce yourself by way of the moments you are in, whether they may be professional or personal. We all know that the first impression is a major step to creating a great and positive start, but many of us do not always know the best ways to go. ▶▶

We introduce ourselves to new people everywhere we go and almost every day, and barely ever realize we are doing it. Whether it is a professional meeting, a private get-together or even a more laid back encounter, introducing you is at times awkward and challenging.

And it is true; especially if you want to make a good first impression to the person, you are meeting. So, how can you start an introduction by making the greatest possible effect and impact?

Here are some of the best ways, both professional and personal, which you can learn and put all the chances on your side.

## INTRODUCTION TO A JOB INTERVIEW ▼

A first impression can play a significant role in how an employer sees you as a candidate. What you will say during the first introduction of an interview may make a big difference in the result, and it can be in a good way or in a bad way.

In fact, some managers may even make a choice to reject a candidate based on what they did not do when they met them. You see why it is crucial to pay attention to manners and to carefully think through how you introduce yourself during a job discussion.

## WHAT TO SAY WHEN YOU ARRIVE ▼

When you arrive at the place of interview, do introduce yourself to the receptionist by stating your name and the purpose of your visit.

Here is an example: “My name is Alex Smith, and I have an interview scheduled with Jane Doe at 2 pm.” or “I’m... , and I have an appointment with... at 2 pm.”

## WHEN YOU MEET THE PERSON HIRING ▼

Either you will be guided to an interview room, or the hiring manager will come out to greet you in the reception area. Again, take the time to introduce yourself, so the interviewer knows who you are.

Offer to shake hands with him/her, even if the interviewer does not offer their hand first. It is good etiquette to include a handshake at the beginning.

Tell them that it is a pleasure to meet them, smile, and be sure to make eye contact.

Note: Avoid sweaty palms.

**Make Your Introduction Short but to the Point**  
Many people hiring will start an interview with an open-ended question like “Tell me about yourself.”

Your response should focus on the essential elements in your background which will enable you to excel in the job for which you are interviewing.

Your introduction should be short and clean enough to hold the person’s interest. Usually, a quick summary of your most relevant qualifications will suffice.

You could also mention a couple of things which are not vital to the job but comprise the person you are such as the hobbies you have.

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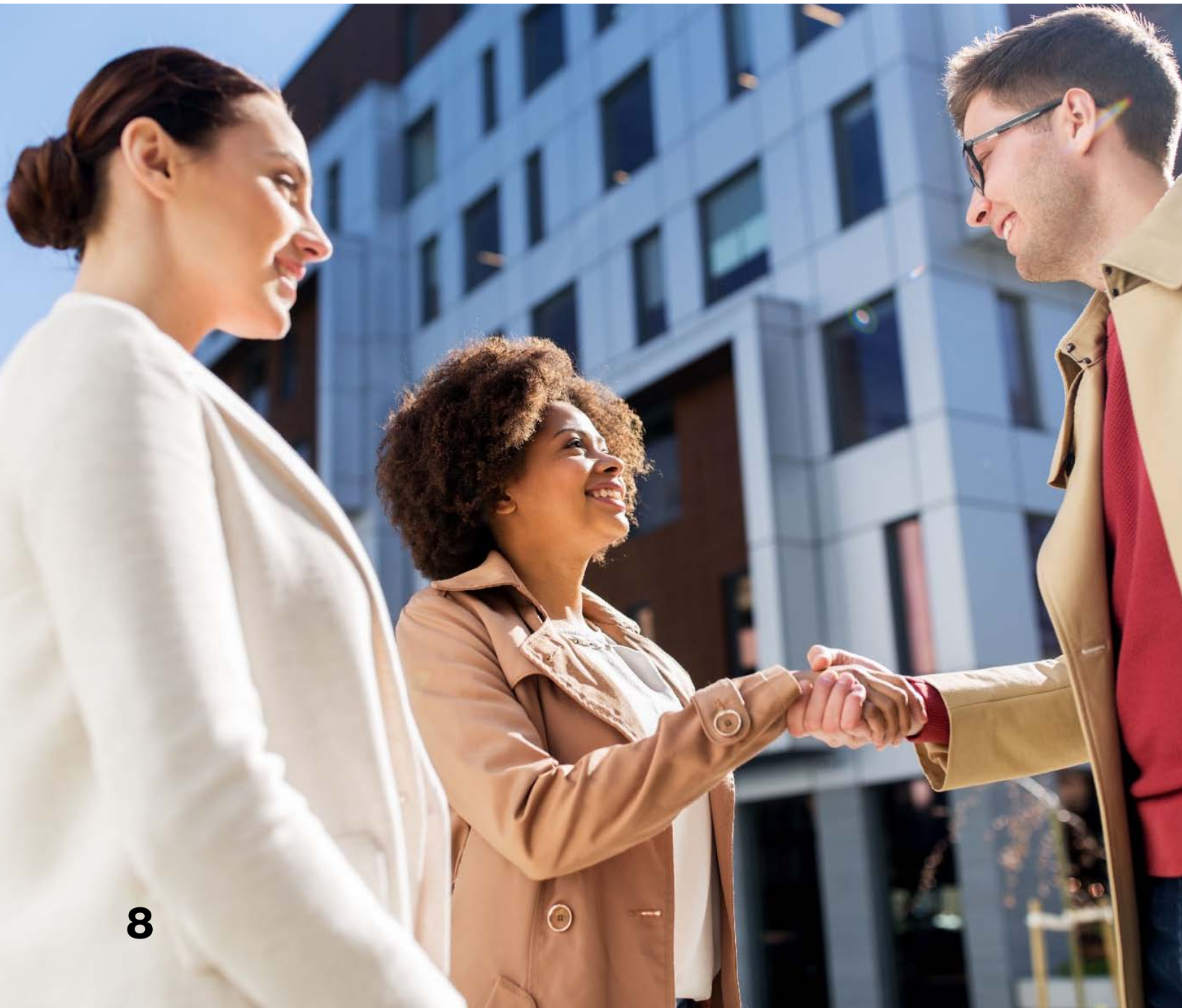
The goal here is to connect on a personal level with that person, as well as to show that you are qualified for the job and you would make a great hiring.

**Remember:** Show your enthusiasm for the job and company. But do not overdo it and do not spend too much time talking about you.

## FOLLOW UP QUESTIONS ▼

The person interviewing you may do a follow-up with more questions, so it is crucial to know that you will need to support whatever words you say during the beginning.

Be ready to provide specific examples of how and where you have utilized your talents to





work, roles, educational projects, or any other productive endeavors.

## MANNERS MATTER FOR ANY INTRODUCTION ▼

Your manners do matter when you introduce yourself. Regardless of the job, you are applying for, or the person you are meeting for the first time.

You should act professionally throughout every part of the process, from greeting the person until saying thank you after your interview. Ensure that you mind your manners and making the best impression you can on the person in front of you.

## INTRODUCTION TO SOMEONE YOU NEVER MET ▼

Again, the first time you introduce yourself can be the hardest and sometimes the most important. Why? The reason is that people are making flash judgments each second. When meeting someone new, every move you make is being looked at.

But with the right introduction, a good personality, and some confidence, you have the power to cement an excellent image in their minds and create an instant bond.

Through my experience, I realized there were two major parts when introducing yourself to someone new:

**1. The first one is beginning the conversation; meaning interacting with them instead of standing around awkwardly.**

**2. The second part consists of what you say and how you say it.**

The vital element is to start with their name. It is very tempting, to begin with introducing yourself, but if you already know their name, it is a nice touch to address them by it.

Once they have been addressed to, then you can throw your name into the mix, or they will ask you for it.

I do this when I do not know someone and a friend of mine are aware of their name. I will even ask a person who knows their name and then use it to introduce myself.

## START A CONVERSATION ▼

**1. A unique or mutual icebreaker**

You could highlight something that makes you unique such as “I live here, but I am originally from Ukraine.” It is quite an icebreaker! Or if you have one, try adding your nickname to make interesting. It both gives you something to talk about, something they are at least somewhat intrigued by.

If the person happens to be talking with or know someone you know, it can be an excellent way to leverage yourself into the conversation. If they

# TRAINING

are talking to that person, it is easier just to walk up and say hello to your friend, and introduce yourself in a natural way to the new person.

If not, you can just ask their name and confirm it by saying out loud “Mary Osman?” and then mention your friend in saying “I know Michael, he’s mentioned you a few times.” Then you can begin a conversation from there.

## 2. The ‘Compliment’ style

It is what I usually do with a person of the opposite sex. Give a compliment is a great tactic that is still used by many like myself because it can work so well.

The key here to be sincere. Anyone can say something like “You look good” which many of us give nowadays. Your best bet is going to be giving a compliment that you truly mean and are prepared to go about in more detail.

## 3. Close conversation

If you happen to be close physically to the person, you want to introduce yourself to or do find yourself in a situation where this might work, just make an intelligent or a funny remark about whatever situation you find yourself in. And the rest can follow.


## 4. The direct approach

When you realize that someone is also busy looking for something to say and talk to you, just walk and approach them with confidence, offer

them a handshake, and say, “Hello, Mary, I’m... “

On the other hand, if you are walking to a group of people, you can walk up and say, “Mind if I join you?”

You might be astonished to hear this, but the direct approach works well. People just do not seem to say, “No, you can’t join us.” or, “We are busy and don’t want to talk with you.” unless they are totally rude.

In reality, most of the above suggestions to introduce yourself and meet someone new can also be applied to begin all kinds of conversations such as emails and calls as well. 

***Sergei VanBellinghen, Self-Improvement & Success Expert, Founder of First-Class Lifestyle & SergeiVanBellinghen.com It’s not just about ending the 9 to 5. It’s about the lifestyle of working less, living more and enjoying life! Find Out How!***

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“Rest is not idleness, and to lie sometimes on the grass under trees on a summer’s day, listening to the murmur of the water, or watching the clouds float across the sky, is by no means a waste of time.”

Sir John Lubbock (1834-1913) British banker, politician, and naturalist. “British Wild Flowers” ▶▶

# It's Time To Refresh And Renew - Take A Break!

By Kate Harper

Busy, busy, busy. We're all so busy! There is always so much to do! Paperwork to be dealt with, reports to write, phone calls to make, meals to be made, houses to be cleaned, ironing piles growing higher and higher and higher and that's just the start! I am sure you can add to that without much prompting. I was reminded of this yesterday when the electricity company turned the power off for most of the day. They had warned us, but I hadn't really thought about what impact it would have on me and what I could actually do during that time.

First there was the quiet. No machines humming away; no radio in the background. Just the distant sounds of the village and the closer sounds of the birds. We have an old fashioned phone in the office, so I knew I could be contacted, but there was no internet connection for my laptop and I knew that my battery would only last a certain amount of time. OK, there was the filing to do and I could have got out some paper and pens and written some articles that I am planning, or I could have done something domestic that didn't involve power, but the sun was shining and somehow I didn't feel like it. So I made a

choice. I chose to take the opportunity afforded me and recharge my own batteries.

I sat in the sunshine and read for a while, and then when I was hungry and remembered that I couldn't make a cup of coffee, I decided to stroll down the one of the cafés in the village and have lunch and a good coffee with a magazine for company. It was lovely.

The power is back on and today I have achieved a great deal already and am focused on whatever else I am aiming to get done. Yesterday's interlude has recharged and refreshed me and I am now reaping the benefits. What about you? Do you ever allow yourself some time to just relax and unwind, even if only for a moment, or are you constantly driven by all the things that need to get done? If the power went off for the whole day where you are, how would you choose to spend the day?

In this case, I am recommending a period of doing nothing to help move you forward! Are you too busy to see what needs to be done? Sometimes when we're right of the middle of things we become

## CAREER

blinkered. Perhaps it is time to step back a moment and allow yourself time to clear your head. Then you can move forward renewed and ready to get stuck in there effectively!

Could it be that you can't see what needs to be done because your head is so full of EVERYTHING! If you can't manage to take the day off to de-clutter your brain, how about using your breaks to get away for a head-clearing walk in the fresh air? Everyone is entitled to break periods, so make sure you use them!

It is not necessarily selfish to take some time to yourself. If you can do it without heaping the burden of work onto someone else, then I can thoroughly recommend it. Just taking a little bit of time to indulge yourself and allowing yourself to enjoy the experience will make you feel so much better when you do return to the tasks in hand. If you can't do it spontaneously, how about booking a day off from work? Make an appointment with yourself and enjoy it.

Have a bit of fun. Life can be really serious if we allow it to be, but we can choose to see it otherwise. Choose to do something actively enjoyable, be it a sport, dancing or just going for a stroll around your favorite place. Even sitting




doing a crossword or number puzzle keeps your brain ticking over! Be actively cheerful - keep those facial muscles working by smiling at as many people as you can.

There are so many things that we have to do, like getting up in the morning, getting dressed, eating meals, drinking water etc. Some of it is to keep us going physically, other things we do to give meaning to our lives and to establish some sort of routine, as well as to keep ourselves and others clothed, fed and with a roof over our heads. However, by making time to do something you want to do you will most likely find that the rest becomes much more bearable. Take at least five minutes off today and every day. Tell yourself that this is your time and do something you've wanted to do for ages, even if it is doing nothing for that time. Just remember to keep breathing!

Imagine you had no electricity. How would you creatively spend your time? I actually went and bought some ribbon to finish off a scented bag I was making for a friend. I didn't need electricity to stitch it on. Drawing and painting don't need any electricity most of the time, neither does writing. If you play an instrument, it may be tricky if it is an electric one, but you can still practice!

Get creative!

Many people find it hard to know what to do with time for themselves. How about getting together with someone and sharing the experience. You could indulge in some good old conversation!

Make it a time to learn more about someone you thought you knew, as well as sharing more about your life and experiences. Take that break and reap the harvest of allowing yourself to be refreshed, reinvigorated and recharged. 

***Kate Harper is a Motivation Coach based in the beautiful Highlands of Scotland.***

***Check out her website  
<http://www.harpercoaching.com>***

***She works with people from all over the world who are seeking change in their lives. If that is you, please take a look at Kate's website. Her special interests are the promotion of Wellbeing and Self Confidence through her coaching.***

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LIFESTYLE

# To Friend or Not to Friend: How to Social Network With Colleagues Six Essential Design Principles

By Brandi Britton, OfficeTeam

Your roster of Facebook friends already includes former classmates, your kid's piano teacher and friends of friends, so is it a little, well, unfriendly not to extend an invitation to the folks you work with every day? There's little doubt that robust offline and online networks can benefit your career. But just be cautious when connecting socially with people at your current job — especially your boss. ▶▶

In a recent OfficeTeam survey (<http://rh-us.mediaroom.com/2017-09-12-Should-You-Friend-Your-Coworkers>), 71 percent of professionals polled said it's appropriate to connect with colleagues on Facebook. Slightly fewer feel it's OK to follow coworkers on Twitter (61 percent), Instagram (56 percent) and Snapchat (44 percent). In contrast, less than half of senior managers interviewed think it's fine to engage with fellow employees on Facebook (49 percent), Twitter (34 percent), Instagram (30 percent) and Snapchat (26 percent). Keep in mind that Snapchat posts may be short-lived, but some can raise eyebrows. Imagine watching a video of the CEO's executive



assistant breakdancing with an animated hot dog. You get the picture.

In general, though, the impulse to bond with colleagues is well founded. Workplace friendships rank among the key factors of employee happiness, according to Robert Half's It's Time We All Work Happy® report (<https://www.roberthalf.com/its-time-we-all-work-happy>). That being said, it's essential to know where to draw the line in the virtual sand. Follow these do's and don'ts to help achieve tangle-free social networking.

- **Do follow your company's social media policy.**

While businesses may encourage employees to spread the word and act as unofficial brand ambassadors, typical guidelines suggest using common sense when blending personal and professional online activity. When in doubt, let your employer's designated spokespersons respond to comments that require diplomacy or specific expertise.

- **Don't forget real-world consequences.** Think carefully about how you typically use social media before bringing coworkers into your online personal life. For example, if you frequently share political memes, could that make it more difficult to collaborate with colleagues on the opposite end of the ideological spectrum? Would certain coworkers feel snubbed if you Instagrammed a picture with a gang of other office friends

at a party they weren't invited to? Adjusting your privacy settings goes only so far. While you can create groups and exclude people from specific Facebook posts, you can't control who sees your comments in response to others. And it isn't always easy to prevent someone from tagging you in a photo. To play it safe, restrict connections to genuine office pals.

- **Do keep things positive.** If you post about work, imagine senior managers reading your words. It wouldn't be out of the realm of possibility for an online friend to take a screenshot of a dubious comment and send it to your boss. Any posts about your employer should be beyond reproach, such as talking about and hashtagging an upcoming conference. When done well, sharing company news in personal timelines and feeds isn't just promotional — it also contributes to office morale and a sense of shared purpose.
- **Don't spill trade secrets.** Posting and chatting about company accolades and achievements is a career-savvy thing to do, but be careful not to reveal sensitive details. Some examples include still-under-wraps product launches and embargoed information about new hires. Remember that discretion is essential for success in administrative roles like executive assistant.



- **Do take advantage of career opportunities.** Sharing in-house job openings with your online network benefits everyone. Some businesses even offer employees a financial bonus if your recommendation leads to a successful hire. On the flip side, when looking for your next administrative job while employed, don't respond publicly to such

posts, as you never know who might see your comments. It's best to send a private message or email.

- **Don't be harsh.** Disagree with a colleague's political retweets? Jealous after seeing your cubicle mate's vacation pictures? About to go ballistic if the receptionist vaguebooks


one more time? Just keep scrolling. When in doubt, leave comments on safer subjects — pets, sports, hobbies — or industry-related posts. And do be equitable when interacting online. You risk hurting people's feelings if you regularly like certain coworkers' posts but never react to others' similar content.

- **Do be cautious about connecting with your boss.**

As a rule, follow the lead of those senior to you. For example, if your direct manager or another company leader is an active Twitter user, it could be a good career move to keep up with their views and activities. You could even learn a thing or two from their social media playbook. However, most platforms work in both directions — if you see their content, they can see yours. How much of your off-duty life would you want them to know about? Would you be comfortable if they learned about a health issue or your religious views? To protect your job and reputation, it's best not to mix the personal with the professional.

- **Do consider your industry.** The type of company you work for dictates, to some degree, how free or guarded you should be about connecting with fellow employees on social media. Admins in the creative and artistic fields could benefit from having a public account on Instagram, a platform that's all about thoughtful image curation. However, if you work in a more buttoned-up

industry, sharing silly or dubious content can hurt your personal brand among colleagues. Social media mistakes could hold back your advancement in the company, and even in your career.

Connecting with coworkers on social media has its benefits and drawbacks. The key to successful social networking is to use common sense and avoid embarrassing yourself or offending people — just as you would if you were chatting in person. 

*Brandi Britton is a district president for OfficeTeam, the nation's leading staffing service specializing in the temporary placement of highly skilled administrative and office support professionals.*

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**CAREER**



# Why You Should Care About Managing Up

By Wayne Elsey

**H**ave you ever heard of the idea of “managing up?” If you haven’t, it’s something you should probably learn if you work for someone. ▶

Managing up is a simple concept. It means making sure you give your boss, board members or the person you work for have what they need when they need it. That, in turn, will make your life much easier. You’ll receive fewer questions. You’ll be and appear pro-active, and you’ll get your leadership to place more confidence in you because you are anticipating and “tuning” your work to their priorities.

### NOT ANTICIPATING ▼

Margaret worked at a nonprofit that was in the midst of a growth spurt. She was a young person with experience in social media and wanted to prove herself to her boss and the board in digital fundraising. Since the organization was small and they needed all the help, she received the opportunity to show her stuff by the executive director, who wanted her to shine.

Everything went well in the beginning. Margaret impressed the board with her research and the

creation of a plan. When she presented, they felt confident, based on what she demonstrated in the beginning that they were going to get an energetic person raising awareness and money via social media and in digital fundraising. Then the real work began.

Unfortunately, Margaret’s enthusiasm and social media experience were great on the front-end, but it didn’t serve her when the time came for her to deliver. She was too green in fundraising to understand all of the principles that go into cultivation. She did not engage as she should have with the more senior fundraisers who could have helped her along the way because as a young person understanding social media, she thought she knew better. She missed the “science and art” in fundraising.

She also over-promised. Big mistake. Never over-promise. The rule is always under-promise and over-deliver.

Mistakes, lack of communication and delays in meeting the metrics she presented (as well as in raising the money) gave way to frustration.

### BIG MISTAKE ▼

The biggest mistake Margaret made was not managing up. She didn’t keep her boss informed. When he started to wonder and ask for updates, Margaret provided answers--but only after he asked. She failed to anticipate the questions that would ultimately come to her,



probably because she didn't want to deliver news that was less than stellar.

The biggest mistakes were that she over-promised, she didn't manage expectations, and she didn't have the tough conversation accepting responsibility with the executive director. Rookie mistake.

Once she was not meeting the goals and metrics that she laid out, she should have had a frank conversation with the executive director.

Margaret went from having the opportunity to develop and show her skills at managing a critical area to getting sidelined. Ultimately, she resigned the organization.

### THE TOUGHEST CONVERSATION ↘

No one wants to deliver bad news or have a hard conversation with the boss, board members or others for whom they work. I'm always amazed by that. I've been in sales for a long time, and I've found one of the simplest things that most people miss is to take ownership and talk to

leadership when things are not going as planned or the outcomes are not developing as expected. The reality is this--things happen.

We're all big "boys and girls." In my social enterprises and businesses, and being in sales, I would rather hear the "no" or the negative or not so stellar news as early as possible with a plan for correction. It's not a magic formula. It's something simple, but I'm astounded by all the people who don't follow that simple rule. Communicate Often--No Matter What, And Especially If There's a Problem That's all you have to do to manage up.


## WHAT HAPPENS WHEN YOU MANAGE UP? ▼

There are several good reasons to get in the habit of managing up.

- **When you're transparent about the good and the bad, you manage expectations, which is essential to decision-making. By all means, promote your successes to your boss, but if there's a structural problem that can lead to other issues, most definitely communicate with the manager and manage up. From there, you can have conversations and make decisions about how to make the necessary course corrections.**
- **When you manage up, you get the boss and leadership on your side. The best leaders and managers want their team to help them see**

**blind spots. Even the best leaders can't do or anticipate everything. And, if they are a great leader and manager, they've placed trust and confidence in their teams. The ones who move up the ladder are the team members who have the courage to speak up and respectfully provide their best professional thinking, even if it's a tough conversation.**

- **Everyone knows that business and projects are not a straight line. Everything comes with challenges. That's just the way things go. Projects rarely go as planned. That's okay because managers and leaders understand this reality. By managing up, you have the opportunity to demonstrate your strategy and problem-solving skills.**

If you're early in your career, one of the best things you can do is learn how to manage up. Learn how to make your boss happy. When you learn how to create a win/win situation where you and your boss have a clear line and channel of communication (even if the news is not good), remember, this is how you get ahead in the mind of your boss. 

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A woman with dark hair, wearing a white collared shirt and a dark blazer, is pointing her right hand towards a world map in the background. The map is blue and white. Overlaid on the map are several hand-drawn diagrams in black ink, including a flowchart with boxes and arrows, and a lightbulb with rays emanating from it. The text 'WORKSMART' is in the top left corner.

WORKSMART

# 20 Qualities That Will Help You Stand Out As a Leader

By Matshona T Dhlwayo

**W**hat is leadership? Are leaders made or born? What differentiates ordinary leaders from great ones? These are just three of the countless questions among many that contemporary philosophers, sociologists, and leadership experts have been grappling with. ▶

Some say in order to truly understand the qualities that make leaders great, study extraordinary people like Alexander the Great, Nelson Mandela, Abraham Lincoln, and Mother Theresa. Though all these leaders had different world views, vocation, training, and resources, it is undeniable they all shared at least one or more of the traits below.

**1. Courage** -- People are drawn to heroes but repulsed by cowards. When we look at brave people, we see something inside of them that we desire for ourselves, which is why all great leaders stand out, even before they achieve seemingly impossible feats. Courage expands one's potential;



when it shrinks, so does the prospect of achieving success. Fear is limiting; therefore, leaders must be fearless when pursuing their limitless ambitions. Had Alexander the Great not been valiant, he wouldn't have conquered the Persian army of 200,000 soldiers with just 35,000 men.

**2. Integrity** -- A leader is only as good as his word. No business, organization, or country can function at its highest potential if its principal lacks integrity. People are only willing to go to Hell -and- back for someone they trust. If they don't have faith in you, you could promise them the world and they wouldn't walk a mile for you. A great example of someone with integrity is Jesus: His disciples were willing to die for Him even long after He had died because of the faith they had in the integrity of His promises.

**3. Passion** -- When you love what you do and do what you love, it shows in the quality of your work. It is difficult, if not impossible, for one to greatly excel at that which he does not enjoy. Passion is the very fountain from which one gets the energy to keep going in spite of fear, obstacles, and critics. Likewise, love is the most powerful force in the universe--so powerful that philosophers, both ancient and contemporary, opine: "God is love, and love is God. " Therefore, when a leader loves what he does and does what he loves, he can expect transcendent success. Michelangelo's passion for sculpting is what made him the leader in his field. He was so

passionate about his work that he continued to work on the Sistine Chapel, even after it impaired his sight and badly injured his neck.

**4. Creativity** -- It is impossible to create anything new without original thoughts, so when a business or organization stops coming up with new ideas, new companies, both larger or smaller, take its place. Leaders who stand out, therefore, are highly creative. Ingenuity also enables them to do much with little, as well as to solve problems quickly. Steve Jobs is one leader who was known to display exceptional creative thinking. It was his creative leadership that saved Apple from the brink of failure when he took over in 1997. Simplifying their products and making them part of our everyday experience, Apple is now worth over \$700 billion dollars.

**5. Optimistic** -- A leader's task is to lift people up when they are down and to lift them even higher when they are already up. To do this, great leaders are incessantly positive; one cannot give what one does not have himself. And as a result of their perpetual optimism, they are able to take great risks and inspire others to do so, which is the only route to great accomplishments.

**6. Humility** -- A humble leader is willing to learn from both those who know more and those who know less than him; knowledge is often found in the least likely people and places. The humbler a leader is, therefore, the more he can learn.

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Modesty also sets great leaders apart; we prefer to be around people who make us feel great and who talk us up, not who talk down to us. That is why millions, even today, revere Nelson Mandela; if you were a pauper, he would talk to you as if you were a prince. Approachable, he was sought by people of all ranks; his humility attracted more followers than a general's sword could.

**7. Curiosity** -- Most, if not all, of the world's great discoveries, were made by curious people. Being inquisitive encourages one to explore what others do not, thereby increasing his or her chances of unearthing new things. They say curiosity killed the cat, but often, it has rewarded the inquisitive. Had the Wright brothers not been curious about flying, we would not have airplanes.

**8. Compassion** -- Like perfume, compassion draws people to--not away from--you. We only bare our hearts and souls to those we are convinced truly care. Before followers can completely invest themselves in a leader's hopes and dreams, they must be fully convinced that the leader is fully invested in theirs. That is why Mother Theresa, though just a nun, was able to achieve so much. Her empathy for the poor and others made her irresistible, so much so that, by the time she died in 1997, I.K. Gujral, Prime Minister of India, said of her: "A beacon of light and hope for millions of poor has gone out of our lives. "

**9. Adaptable** -- Life is the most unpredictable entity in the universe--just about as capricious



as the wind--and any leader who is not flexible will fail at his mission. When the wind blows, a tree bends, and so do remarkable leaders when unforeseen circumstances come their way. Had Cyrus the Great not adapted his battle techniques when conquering the impenetrable fortress of Babylon, he would not have been in the history books.

**10. Commitment** -- To accomplish great things requires great sacrifice, and great sacrifice cannot be achieved without great commitment. Da Vinci's Mona Lisa took approximately four years to complete, and Thomas Edison made 1,

000 unsuccessful attempts before he completed the light bulb. If creating works of genius requires unwavering commitment, so does leading the people you employ to create them.

**11. Resilience** -- If palaces were built in a day, every beggar would have one. Leaders who achieve great things, therefore, persevere greatly. Pyramids, for example, stand as a testament of what persistence can accomplish. Relentless to see their dreams come to life, the pharaohs of old have not been forgotten thousands of years after they died. A leader's achievements are in proportion to his tenacity. That is why the winner in any battle is never the smartest, but the last one standing.

**12. Wisdom** -- Wisdom is the right application of knowledge. The greater the wisdom a leader possesses, therefore, the more he can accomplish. Insight enables a leader to see what others cannot, which enables him to achieve what others cannot. It also enables a leader to deal shrewdly with his opponents and wisely with his allies. Where intelligence doubles a leader's value, wisdom triples it. King Solomon is the greatest example of this. Though he ruled over a small country surrounded by hostile kingdoms, through sagacity, he managed to outwit every ruler competing with him and ended up ruling a territory far larger than any of his predecessors.

**13. Generosity** -- Extraordinary leaders are

generous with their time, money, knowledge, and talents. It is not what one receives that makes him great, but what one gives. And, giving is receiving inside out, so the more a leader gives, the more he receives, and the more he stands out.

**14. Inspiring** -- Mahatma Gandhi, Abraham Lincoln, and Oprah Winfrey all spent a significant portion of their lives inspiring people. Life is difficult for all: no one is spared from adversity, sorrow, and hardship. That is why multitudes are drawn to great leaders: they lift people up. It goes without saying: the more people a leader inspires, the more people are willing to follow him. When you lift someone up, you don't need a gun or a sword to get them to follow you; he does so willingly. Evidence of this is Jesus. Without money, soldiers, or weapons, He managed to inspire His generation so much that, thousands of years later, Napoleon Bonaparte said of Him: "I know men, and I tell you that Jesus Christ is no mere man. Between Him and every other person in the world, there is no possible term of comparison. Alexander, Caesar, Charlemagne, and I have founded empires. But on what did we rest the creation of our genius? Upon force. Jesus Christ founded His empire upon love; and at this hour, millions of men would die for Him. "

**15. Accountability** -- When things go right, a leader is praised, but when they go wrong, a leader is criticized. Leaders who stand out

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share praise but take the blame. One who holds others responsible for his failures can never improve, and one who cannot improve can never lead, for how can one better others if one cannot better himself? And, the greater a leader's accountability, the greater his nobility.

**16. Instinctive** -- Instinct is the gut feeling you have about something or someone for which you have no rational explanation. In any discipline, intuition is what separates those who succeed from those who fail. People who rise to the top are not always the smartest, but they are the most instinctive. Two people can possess the same knowledge, but one may make a different decision based solely on a hunch. Instinctively knowing when to hold, when to fold, and when to play is what separates great poker players from ordinary ones.

**17. Communication** -- If people don't know what you require of them, they will never fulfill your expectations. How a leader communicates to his subordinates determines how effectively they perform. Winston Churchill was said to spend two days practicing his speech, well aware of the power of words. Even in nature, animals would not be able to hunt together, nor would birds be able to migrate as one in perfect formation, if it weren't for communication.

**18. Excellence** -- The only way for a leader to stand out is to help those beneath him stand out, and the only way for a leader to do so

is to practice excellence himself. In word, he must practice it; in deed, he must apply it; and in all things, he must perform it. Diligence in little things brings great rewards; diligence in big things brings extraordinary rewards. A leader's rewards are in proportion to the quality of his leadership.

**19. Charisma** -- Leadership is influence; therefore to be a great leader, one must be able to draw a great number of people and to draw a great number of people, one must have charisma. No one follows anyone they dislike, but people are willing to die for those they love, only to stone those they hate instead. The greater a leader's charisma, therefore, the greater the number of people he can draw, and the greater the things he can accomplish. Charisma is powerful--so powerful that men like Abraham Lincoln and Martin Luther King changed the world because of it.

**20. Spirituality** -- Humans are spirit beings housed in a body. If you touch their minds, they will follow you; if you touch their hearts, they will fight for you; and if you touch their souls, they will even die for you. A leader who intends to achieve extraordinary things must, therefore, be spiritual, for it is from the soul that men create their highest works and do their highest deeds. There is no one willing to die for Bill Gates, but millions are ready to die for Jesus, Buddha, and Krishna, though they died more than two thousand years ago. 