QUOTES FOR MANAGERS (NO. 2)

Topic: Understanding People’s Needs
“Leaders must understand the needs of the people they work with – their needs at the most basic level for income, jobs, housing and health care; their need for a measure of security; their need for confidence in the stability of the system of which they are a part; their need for a sense of community, of identity and belonging, of mutual trust, of loyalty to one another; their need for recognition, for the respect of others, for reassurance that they as individuals are needed; their need for new challenges and a conviction that their competencies are being well used.” (John Gardner, On Leadership, 1993, pg. 185)

Topic: Optimism and Uplifting Others
“The leader must have infectious optimism.... The final test of a leader is the feeling you have when you leave his presence after a conference. Have you a feeling of uplift and confidence?” (Bernard Montgomery, as quoted in A Passion for Excellence by Thomas Peters and Nancy Austin, 1989, pg. 264)

Topic: Ethics in Leadership
“My basic principle is that you don't make decisions because they are easy, you don't make them because they are cheap, you don't make them because they are popular; you make them because they are right. Not distinguishing between rightness and wrongness is where administrators get into trouble.” (Theodore Hesburgh, as quoted in What Works for Me by Thomas Horton, 1986, pg. 172)

Topic: Courage
“Courage is a moral quality; it is not a chance gift of nature like an aptitude for games. It is a cold choice between two alternatives, the fixed resolve not to quit; an act of renunciation which must be made not once but many times by the power of the will. Courage is will power.” (Lord Moran, The Anatomy of Courage, 1945, pg. 61)

Topic: Honesty
“Honesty characterizes the person and enables him to create an identity, to communicate a real presence, and to establish authentic bonds with others. The individual increasingly comes to know who he is through the stand he takes when he expresses his ideas, values, beliefs, and convictions, and through the declaration and ownership of his feelings.” (Clark Moustakas, Loneliness and Love, 1972, pg. 118)

(All quotes on this page were taken from a compilation by William Hitt, entitled Thoughts on Leadership)