

### Upcoming Leadership Education Programs

Feb. 24-26 for the Federal Executive Institute on "Strategic Leadership" in Charlottesville, VA

March 27-28 for the Presidential Management Fellows on "Succeeding in Your Public Service Career" in Washington, DC

July 18 for the National Association of Counties on "Transformational Leadership" in New Orleans

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*A collection of articles, comments and opinion pieces from popular media and the blogosphere thematically reflecting the spirit of George C. Marshall's enduring legacy of leadership and strategic vision.*

### How the best leaders embrace change

By Dorie Clark, *Forbes*

We all know change is inevitable. Yet in the midst of transformation, too many leaders abdicate, says Rose Fass, CEO of the consulting company fassforward. After all, it can be hard to let go of a cherished initiative or a product line that's been successful for years.

Think of organizational change as a three-step process. First, you need to "define your change." Think expansively about the future and what change you'll need to undertake. Next, you need to "sell your change" to your employees and other stakeholders. Finally, it's time to execute: "Genuine leaders get everyone else to buy in by diving headfirst into the cause and never asking anyone to do anything they wouldn't do themselves."

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### Three things a great leader would never say

By Les McKeown, *Inc.*

Great leadership is hard. Very occasionally, it's pretty simple, like just not saying dumb things. In the spirit of simple leadership, I give you my personal top three dumb things leaders shouldn't say.

**Don't bring me any surprises.** If you're concerned about predictability and consistency, do yourself a favor and don't try to wish away bad news or surprises. Try the opposite. How about telling people "*The first whiff you get of bad news or a surprise, bring it right here.*" That way you do actually stand a chance of controlling things.

### If you were an animal, what kind of an animal would you be?

It's all meaningless pseudo-psychological mumbo jumbo, and adds precisely zero to a true understanding of a candidate's ability to do the job you're hiring

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**Don't take it personally.** Really? You're talking to, let me check ... yes, a *person*, about them, their work, their livelihood, their ideas, their sense of competence, their choices, their discretionary effort, their life's work, and you're telling them not to take it *personally*?

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## Thinking strategically, leading logistically

From Rik Kirkland's interview with Hertz CEO Mark Frissora

**Kirkland/McKinsey:** Hertz has nearly 41,000 employees and more than 10,000 locations worldwide. How do you balance the need to think strategically with the challenges of running such a logistically complex business?

**Mark Frissora:** I often hear people say, "As a CEO, you can't get too involved in the day-to-day operations of your business. That's micromanaging." My response is, "I have to get 'too involved' in the business because I'm setting the strategy. If I don't understand the business, then I'm a poor manager and I've failed as a leader." It's critical that leaders spend a lot of time where the work actually gets done—that they get into the guts of the business and see what happens there. The further down the chain you go, the easier it is to see how your strategy might not work the way you'd intended. You might even discover that the strategy itself is backwards. You always walk away with a new insight or a new opportunity.

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## Mentally strong people avoid these 13 things

By Cheryl Conner, *Forbes*

For all the time executives spend concerned about physical strength and health, when it comes down to it, mental strength can mean even more. Particularly for entrepreneurs, numerous articles talk about critical characteristics of mental strength—tenacity, "grit," optimism, and an unfailing ability as *Forbes* contributor David Williams says, to "fail up."

However, we can also define mental strength by identifying the things mentally strong individuals *don't* do.

- **Waste time feeling sorry for themselves.**
- **Give away their power.**
- **Shy away from change.**

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## Five powerful exercises to increase your mental strength

By Amy Morin, *Forbes*

To me, mental strength means that you regulate your emotions, manage your thoughts, and behave in a positive manner, despite your circumstances. Developing mental strength is about finding the courage to live according to your values and being bold enough to create your own definition of success. Although it's easier to feel mentally strong when life seems simple—often, true mental strength becomes most apparent in the midst of tragedy. Choosing to develop skills that increase your mental strength is the best way to prepare for life's inevitable obstacles. Many exercises exist that can help you develop mental strength. But here are three that can get you started:

- **Evaluate your core beliefs.**
- **Expend your mental energy wisely.**
- **Replace negative thoughts with productive thoughts.**

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